

Webinar “Bridging Skills and Practice: Data-driven tourism for destinations and SMEs”

5 June 2026, 13.00 CET



Join now the EU Tourism Platform

<https://transition-pathways.europa.eu/tourism>



Webinar “Bridging Skills and Practice: Data-driven tourism for destinations and SMEs”

Agenda

Transition pathway for EU tourism

13:00 – 13:05 **Welcome and Introduction**

13:05 – 13:20 **Scene Setting “Presentation of the project FACILITATE”**

- **Dolores Ordóñez**, Director, AnySolution and Co-chair of the T4T Digital Subgroup
- **Jessika Weber**, Professor of Digital Transformation in Cultural Tourism, Breda University of Applied Sciences

13:20 – 13:50 **Roundtable “Skills needs in tourism actors”**

- **Éric Dresin**, Secretary General, ECTAA
- **Ana Maria Camps**, Head of Research & Training, CEHAT
- **Urška Starc Peceny**, Chief Innovation Officer, Lead of Tourism 4.0 Department, Arctur d.o.o

13:50 – 14:15 **Uses Cases and Best Practices**

- **Katerina Shearer**, Head of Global Initiatives, Booking.com
- **Pablo González Armenteros**, EU Project Manager, TUR4all Travel Agency
- **Vlaho Margaretić**, Senior Tourism Advisor Specialist, City of Dubrovnik

14:15 – 14:25

Q&A session

14:25 – 14:30 **Closing remarks and next steps**

- **Vanguelis Panagiotis**, Chair of the Skills & Resilience subgroup
- **Elfa Kere**, Policy Officer – Tourism, DG MOVE

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Director, AnySolution and
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Dolores Ordóñez
Director, AnySolution and
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Subgroup



Facilitating the Digital Transition of
the Tourism Ecosystem

General presentation



Co-funded by
the European Union

Dr. Dolores Ordóñez
Director
AnySolution

Project Coordinator



The European Mandate: A Twin Transition for Tourism

The European Commission has set a clear vision for the future: a Europe that is both green and digital. The ‘Transition Pathway for Tourism’ outlines the roadmap to achieve this, identifying the digital transformation of the tourism ecosystem as a critical priority for competitiveness, sustainability, and resilience by 2030.



Green Deal

Emphasizing sustainability as a core driver.



Europe's Digital Decade

Highlighting the overarching digital strategy.



Transition Pathway for Tourism

Positioning this as the specific action plan for the sector.

FACILITATE'S MAIN OBJECTIVE



The main objective of FACILITATE is **to capitalise on the existing resources and initiatives** inside and outside the consortium, **constituting a community**, **to foster, guide and support** the digital transition and capacity building of DMOs and tourism SMEs across the EU, so to empower them to enhance their **data handling capabilities**.



To provide clear guidance on how to access resources for managing and sharing of data.

To increase the use and adoption of digital tools, platforms and smart technologies by transferring knowledge to DMOs and SME on how to better use and take advantage of the digital tools available

To increase reliance on data: its generation, collection, use and re-use

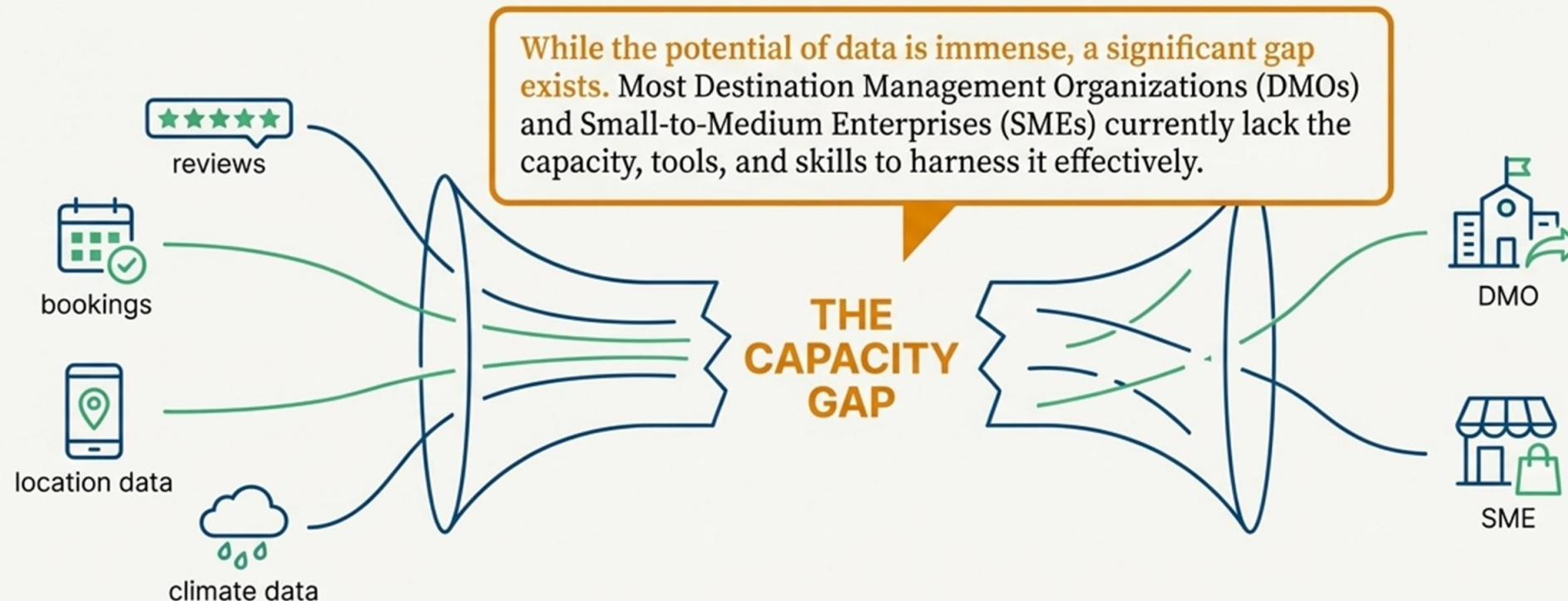
To improve access to training, upskilling and reskilling opportunities for DMOs and tourism SMEs.

To promote the innovation and resilience of the tourism sector.

To advise DMOs and tourism SMEs, in their transition towards more digital and sustainable activities.

The Challenge: Unlocking the Potential of Data in a Fragile Recovery

The EU tourism ecosystem is recovering, but this recovery remains fragile, impacted by inflation, geopolitical events, and climate change. Data is the key to navigating these challenges—enabling smarter destination management, personalized services, and sustainable practices.



FACILITATE AS A BRIDGE TO THE DATA-DRIVEN ECOSYSTEM



Our mission is to empower the tourism sector to adopt a truly data-driven and sustainable approach by connecting DMOs and SMEs directly to the power of the new European data landscape.

We provide the practical guidance, innovative tools, and direct support to harness the power of data for smarter, more sustainable, and effective decisions.

How We Empower the Tourism Ecosystem: Four Pillars of Support

Our approach is built on four interconnected pillars, designed to provide comprehensive support to DMOs and SMEs on their digital transformation journey.



Pillar 1: Building a Collaborative Framework



We are fostering a data-driven culture by creating a framework that encourages systematic measurement and shared learning. Our goal is to build a community of users within the future European Tourism Data Space, well-versed in its benefits, methodologies, and tools.

Key Activities

- ✓ Engaging tourism ecosystems to promote data-driven decision-making.
- ✓ Promoting cooperation and knowledge exchange among key players.
- ✓ Translating sustainability values into actionable, data-informed practices.

Pillar 2: Delivering Tailor-made Training & Capacity Building

We provide targeted support and training opportunities designed for the specific needs of DMOs and tourism SMEs across Europe, ensuring no destination is left behind.



Key Offerings




- + At least 20 training activities across Europe, including workshops, webinars, and peer-to-peer learning.
- + Coverage for all geographical areas and destination types (urban, rural, maritime, etc.).
- + Tailored coaching for DMOs based on their unique needs and challenges.

Pillar 3: Providing Access to Digital Tools & Resources

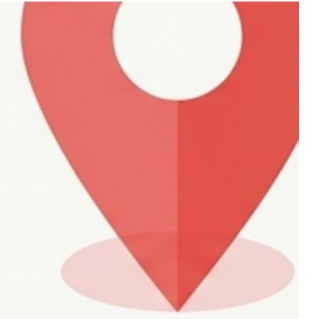
FACILITATE grants access to the digital tools and resources necessary for destinations and businesses to measure performance, benchmark against peers, and improve their sustainability and competitiveness.



Key Resources




-  Tools to measure and compare performance and impacts.
-  Resources aligned with the implementation of the Transition Pathway for Tourism (TTP).
-  Support for the uptake of smart technologies and data-driven solutions.

Pillar 4: Developing Practical Guides for Data Management



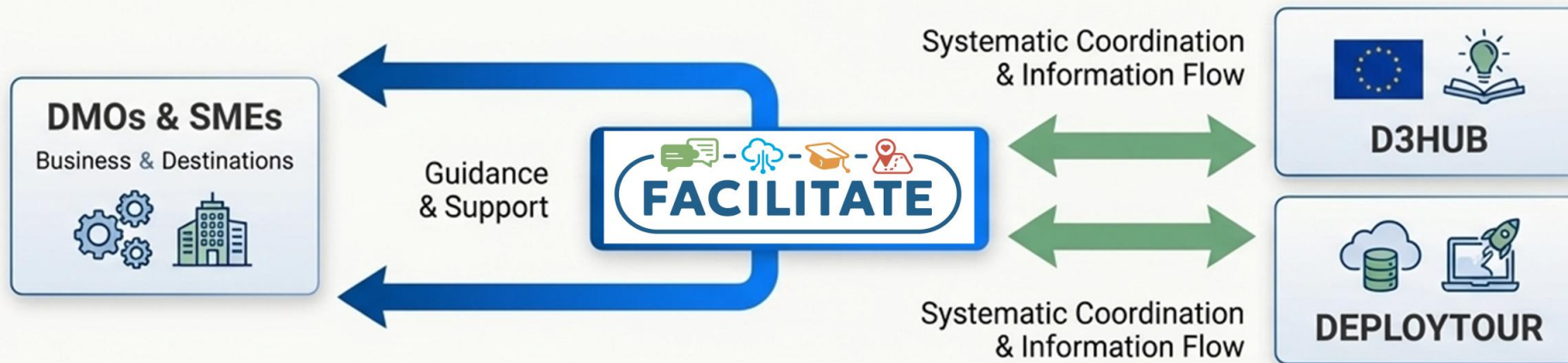
We develop sound, updated, and pragmatic guidelines designed specifically for DMOs and SMEs to improve their data management and sharing capabilities.

Key Features

-  Clear instructions on how to participate in and benefit from key EU initiatives.
-  Guidance on using the services developed by **D3HUB** (the EU's tourism knowledge hub) and **DEPLOYTOUR** (the data space deployment project).
-  A focus on making complex information user-friendly and actionable.

A Coordinated Approach: Ensuring Synergy with the EU Data Ecosystem

FACILITATE does not reinvent the wheel. The project is backed by the participation of the **coordinator** and key partners of D3HUB and DEPLOYTOUR. We have established a formal **coordination** mechanism to ensure a systematic flow of information and to provide DMOs and SMEs with first-hand information, guidance, and support.



THE TANGIBLE IMPACT



Enhanced Capacity

Successfully integrate data-driven solutions into your strategy and operations through targeted training.



Improved Competitiveness

Use available tools and management strategies to boost quality and efficiency along the tourism value chain.



New Business Models

Set the ground for developing innovative services built on digitalisation and new technologies.

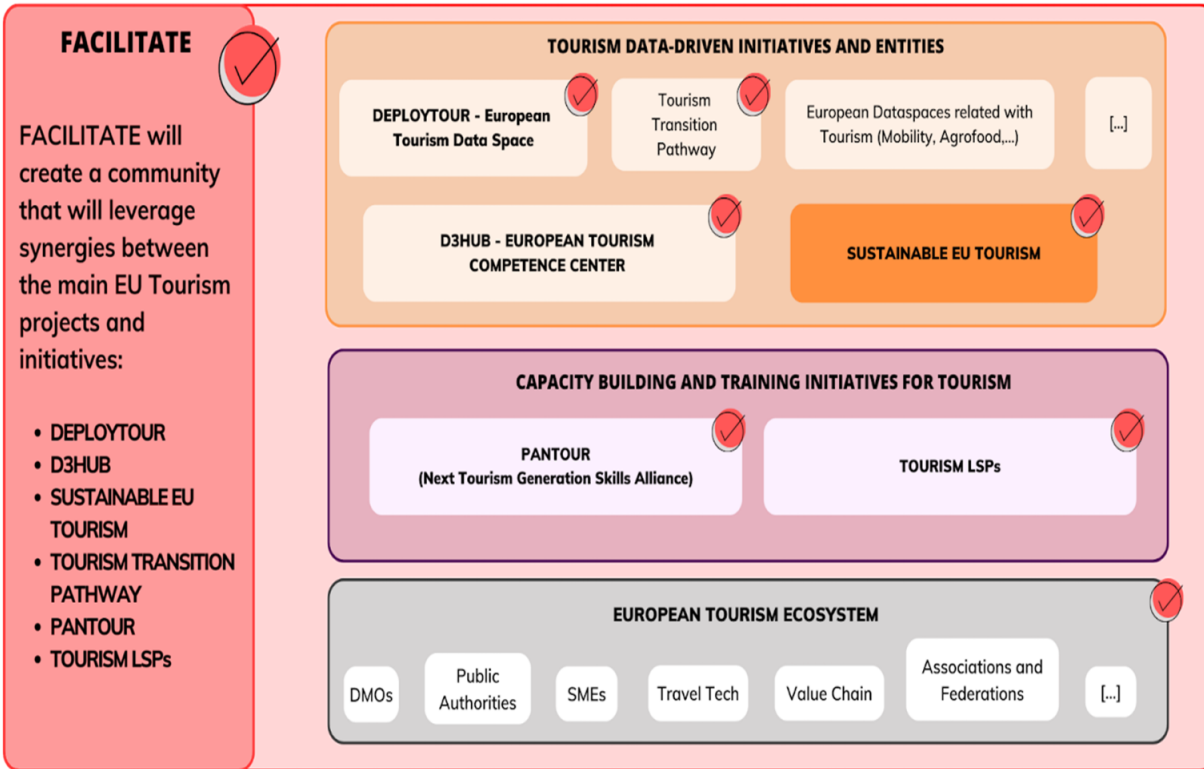
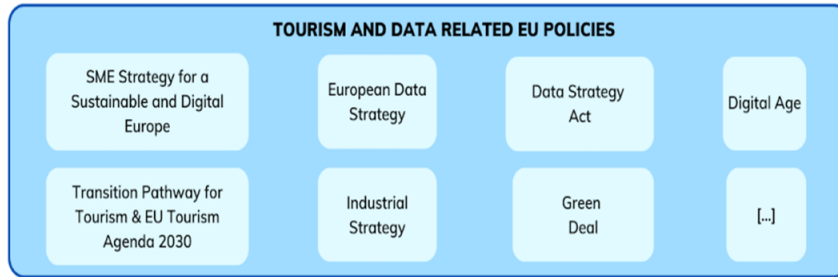


Stronger Cooperation

Join a community of practice and benefit from enhanced knowledge exchange with peers and experts across Europe.

Our Commitment: Key Project Deliverables





COMPLEMENTARITY WITH OTHER ACTIONS AND INNOVATIONS



**Co-funded by
the European Union**

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.



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Jessika Weber
Professor of Digital
Transformation in Cultural
Tourism, Breda University
of Applied Sciences



Facilitating the Digital Transition of
the Tourism Ecosystem

**How data and smart tourism solutions can transform
your business — and how you can get there.**



Co-funded by
the European Union

Dr. Jessika Weber Sabil
Professor Digital Transformation
Breda University of Applied Sciences

WP4 Lead



DMO and SME's: Status Quo & Their Ambition

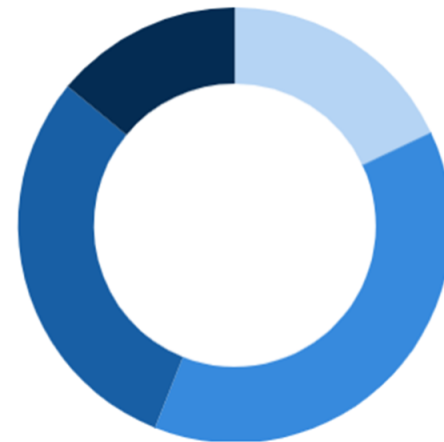
50⁺
organisations surveyed

20+
countries represented

~60%
rate themselves
intermediate or below

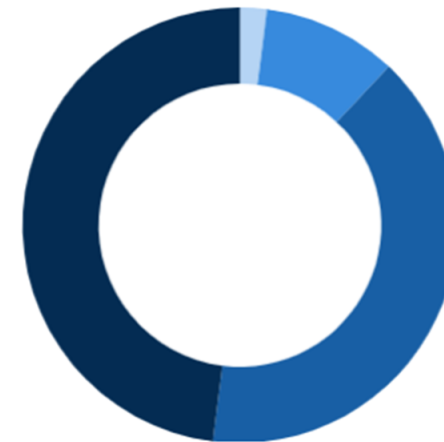
#1
barrier: lack of staff &
resources

Current self-assessed skill level



Foundation 18% Intermediate 38% Advanced 30%
Highly specialised 14%

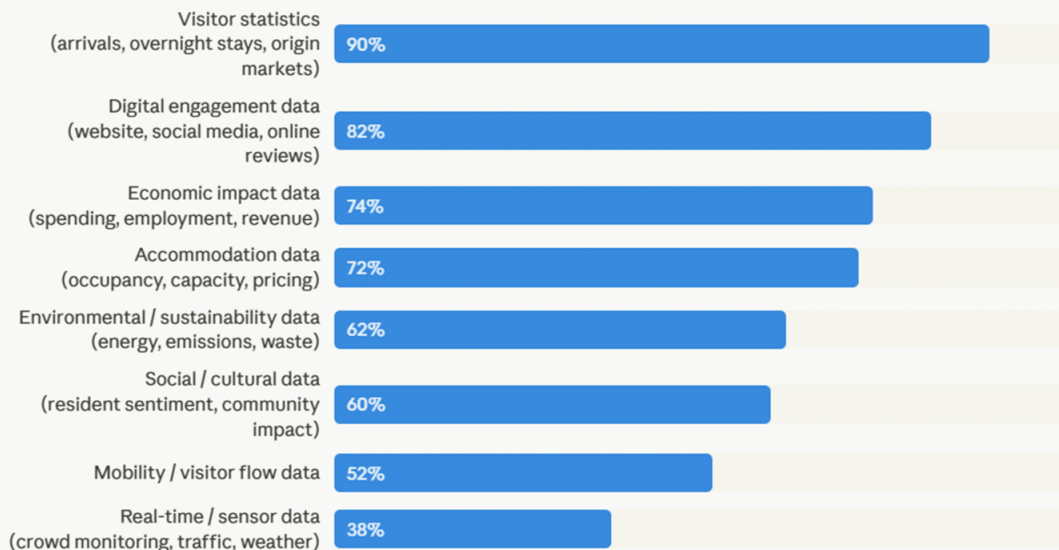
Aspired skill level



Foundation 2% Intermediate 10% Advanced 38%
Highly specialised 48%

*Community spans over DMOs, academic institutions, private companies, public authorities, NGOs, and tech providers across 20+ EU and neighbouring countries

What data types are organisations working with?



 Demand forecasting and seasonality

 Disruption Management

 Personalisation and upselling

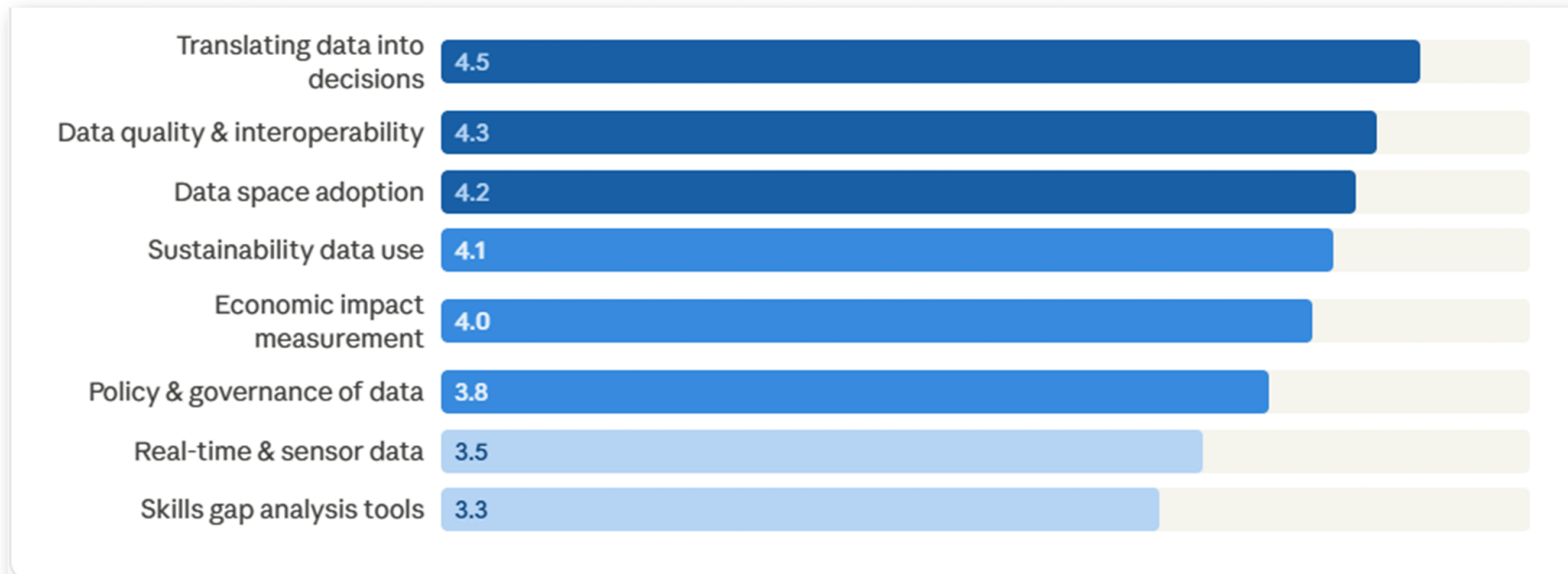
 Sustainability information and product design

Digital Skills Gaps

1. The ambition gap
2. Turning data into decisions.
3. Data quality and interoperability.
4. Data space adoption.



Skills Gaps by Domain (1-5)



What this course aims to achieve:

Whether you represent a destination management organisation seeking to strengthen your digital strategy, or you are a tourism SME looking to enhance your competitive position in a rapidly evolving market, this course has been designed with your professional context in mind. The content is structured to be flexible and accessible, enabling you to learn at your own pace while engaging with material that is directly relevant to your sector.



Build digital capacity

Strengthen your ability to understand, adopt, and implement digital strategies across tourism management and operations.



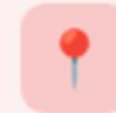
Support sustainable transition

Explore how digital tools can enable more responsible, data-informed, and future-ready destination management.



Deliver applicable skills

Gain competences you can put into practice immediately — from digital marketing to data management and stakeholder engagement.



Connect practitioners

Join a European community of tourism professionals and SMEs sharing challenges, insights, and good practice.

MOOC Course at a Glance

- **Module 1:** Tourism Data Foundation and Data Management
 - **Module 2:** Data Governance for Destination Organisations and SMEs
 - **Module 3:** Data Compliance & Responsible Data Use
 - **Module 4:** Data-Driven Decision Making & Data Visualisation
-
- Total of 20-25 short video clips (3-6 min each)
 - 3-4 Hours Study time per module
 - 6-8 Weeks Self-paced duration
 - Start in autumn 2026
 - Micro-credentials for each Module

MOOC on Tourism Data Management, Governance & Compliance

+ Post-MOOC Workshops

Stay Connected!

Starting from Autumn:

- MOOC on **Tourism Data Management, Governance & Compliance**
- **Capacity-Building** Workshops across Europe (also near you!) and online
- **Video tutorials** for helpdesk/support system
- Produce **educational materials** and case studies





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Webinar “Bridging Skills and Practice: Data-driven tourism for destinations and SMEs”

Transition pathway for EU tourism

Roundtable “Skills needs in tourism actors”



Éric Dresin
Secretary General, ECTAA



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Urška Starc Peceny,
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Secretary General, ECTAA



From Data to Decisions: Skills Needs of Travel Agents and Tour Operators

Webinar

"Bridging Skills and Practice: Data-driven tourism for destinations and SMEs"

5 June 2026

Skills are central to tourism performance

- Data-driven, sustainable, resilient tourism
- Barriers are technical, organisational and human
- SMEs need practical support, not only tools

Different actors, different skill needs

- Travel agents: customer insight and advisory use of data
- Intermediaries: integration, distribution and analytics
- Tour operators: forecasting, packaging and margin control

From training people to changing organisations

- Skills are not enough on their own
- SMEs need processes, governance and time
- Management buy-in is essential

Where better skills create real value

- Demand forecasting and seasonality
- Personalisation and upselling
- Disruption management
- Sustainability information and product design



What support frameworks should deliver

- SME-friendly skills programmes
- Micro-credentials and practical learning
- Easier access to usable tourism data
- Stronger public-private cooperation



A final message from the intermediary perspective

- No data-driven tourism without capable SMEs
- No capable SMEs without relevant skills
- Intermediaries must be part of the solution



ECIAA

**THE EUROPEAN TRAVEL AGENTS'
AND TOUR OPERATORS' ASSOCIATIONS**



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Ana Maria Camps
Head of Research &
Training, CEHAT



Skills gaps between existing and future level of skills sets

**ACCOMODATION
PROVIDERS**

**EUROPEAN
SKILLS
SURVEY
REPORT**

Ana-Maria CAMPS
CEHAT

DIGITAL Skills

Use of digital technologies to create guest experiences

Use of generative AI applications

Use of robots

Digital business analysis, business intelligence, data-driven decision making

Web & app development & programming

GREEN Skills

Measurement and management of CO2 emissions

Use of technology to speed up the green transition

Green marketing and product development

Green procurement and greening the supply chains

Communication about the organisation's efforts towards a green economy

SOCIAL Skills

Communicate effectively with guests in their native language

Communicate effectively with guests and colleagues

Adaptability to change and handle unexpected situations

Work effectively in a team

Resolve conflicts

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Urška Starc Peceny,
Chief Innovation Officer,
Lead of Tourism 4.0
Department, Arctur d.o.o.

European digital
innovation hub DIGI-SI



Digital innovation challenge



This project has received funding from the European Union's Digital Europe Programme under grant agreement No. 101082654.



REPUBLIC OF SLOVENIA
MINISTRY OF DIGITAL TRANSFORMATION

Building a digital future together!



300+

Top Slovenian researchers

30+

Digital transformation experts
(DIGI-SI agents)



70 services

That help you on the road
to digital transformation



Companies,
organizations,
public
administration



Strategic
sectors

- Manufacturing
- Agrifood
- Health
- Tourism



Technologies

- AI (artificial intelligence)
- HPC (high performance computing)
- CyberSec
- Advanced skills
- IOT (Internet of Things)
- AR/VR (augmented/virtual reality)
- Robotics
- Blockchain
- Big Data

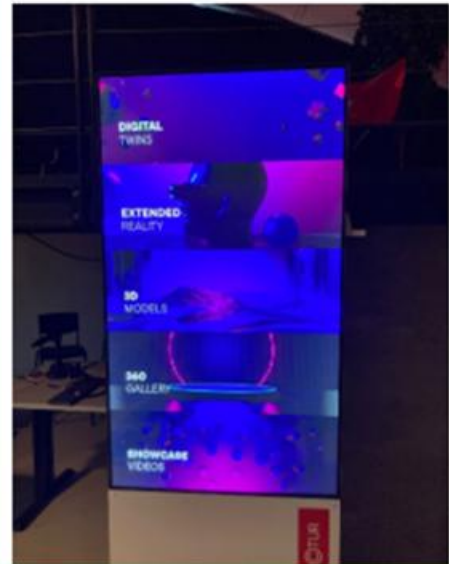
Goal

Increase the digital
maturity of our service
users by
10 -20%

DIGI-SI Services



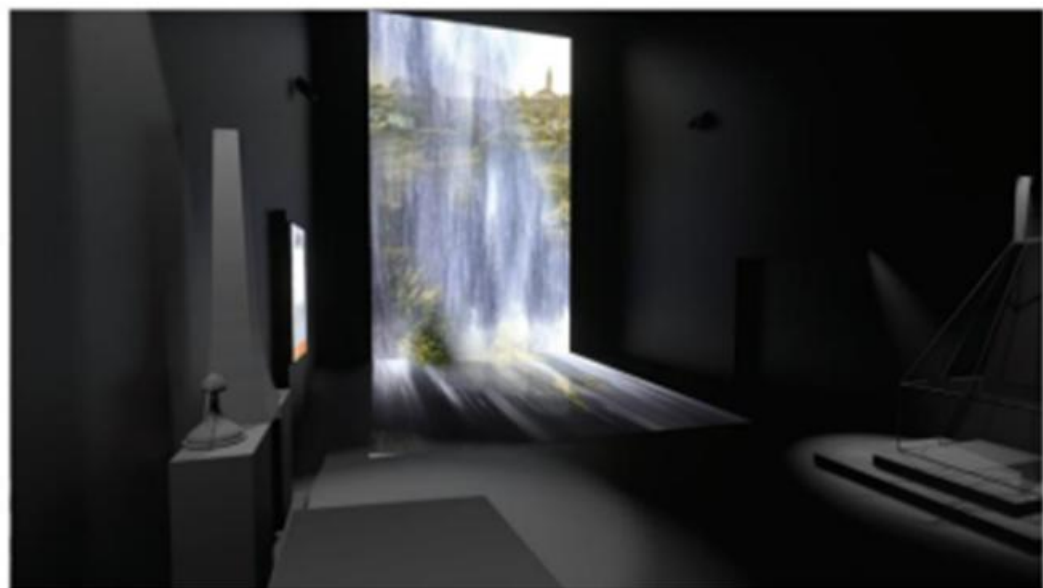
- 1 1-to-1 Consultation:** Artificial intelligence, high-performance computing, massive data, cybersecurity...
- 2 Trial session with Heritage+:** developing the concept and content of the digitised cultural heritage product
- 3 Test how data can improve destination sustainability:** TIM and FLOWS tools
- 4 Tourism 4.0 living lab:** pilot environment in tourism
- 5 Tourism 4.0 readiness tool for SMEs:** empowering stakeholders for the green and digital transition
- 6 Digital management:** Training on digitization of administrative and management procedures



touch screen z
interaktivnimi
vsebinami

projekcija
na žid

projekcija
na tla





VITRANC
BOUTIQUE HOTEL

PRIHOD 03.06.2026

ODHOD 04.06.2026

GOSTJE 1

ISKANJE



IZBRANA PONUDBA

Ne zamudite priložnosti za edinstvena doživetja in preverite našo ponudbo!

PREBERI VEČ



DOBRODOŠLI
V
NAŠO
SKRITO
OAZO.

DOŽIVETJA
MED
VRHOVI



KRANJSKA GORA

Idilična alpska destinacija, znana po čudovitih naravnih lepotah, zimskih sportih in številnih pohodniških poteh.



DIGI-SI

AROTUR

Welcome, Anna

Ljubljana

July 2024

32.407
Arrivals

▲ 4,5% from last year

24.535
Overnight stays

▼ 12,8% from last year

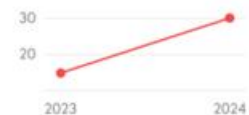
Top 3 - overnight stays

| | |
|---------|-------|
| Croatia | 3.526 |
| Italy | 2.204 |
| Austria | 1.981 |

Top 3 - arrivals

| | |
|---------|-------|
| Germany | 4.205 |
| Italy | 2.942 |
| Austria | 1.856 |

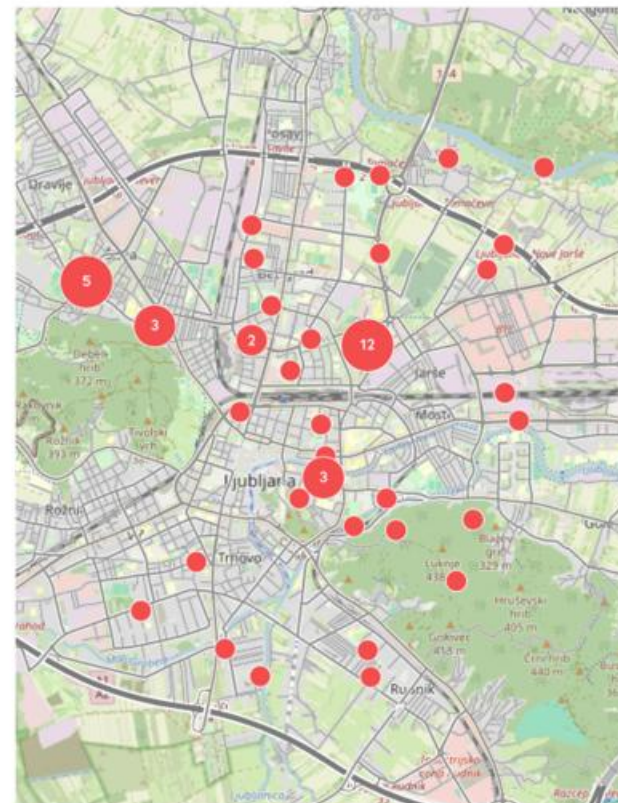
Lorem ipsum



Accommodation facilities



bed occupancy



DIGI-SI 2.0 Services

1 **1-to-1 Consultation:** Artificial intelligence, high-performance computing, massive data, cybersecurity...

3 **Test how data can improve destination sustainability:**
FLOWS

5 **HPC and AI Technology Readiness Tool for SMEs**

2 **Digital management:** Training on digitization of administrative and management procedures

4 **Testing HPC and AI infrastructure**

6 **➤ Use case exploration & scoping:**
Discover the potential value of your digital transformation ideas

➤ **Proof of Concept (PoC)**

➤ **Prototyping**

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**Transition pathway
for EU tourism**

Uses Cases and Best Practices



Katerina Shearer
Head of Global Initiatives,
Booking.com



**Pablo González
Armenteros**
EU Project Manager,
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Vlaho Margaretić
Senior Tourism Advisor
Specialist, City of
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Booking.com

From Data to Decisions:

Why Skills Matter for Tourism Competitiveness

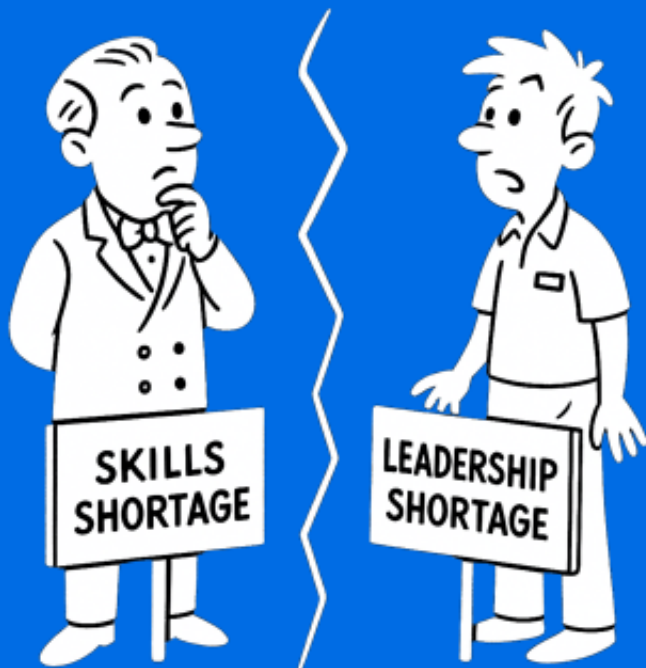
Katerina Shearer | June 5, 2027

katerina.shearer@booking.com

Booking.com



Are hoteliers **building the skills** they'll need for the future?



Accommodation providers (managers)

4,110 Telephone interviews | CATI

Entire EU + Switzerland



(Prospective) employees:

798 online surveys | CAWI

Spain, Italy, France, Germany



Industry & labour market experts

194 in-depth interviews | F2F / Zoom

Netherlands, Germany, Spain, Italy, France, Switzerland, Austria, Croatia, Greece

The answer depends on who you ask

Many hoteliers don't report skills gaps, while employees are more likely to experience them.

A circular infographic with a blue ring and the number 60% in the center.

60%

Hotels report
skills gaps don't affect them

A circular infographic with an orange ring and the number 36% in the center.

36%

Employees believe
skills gaps limit their **career growth**

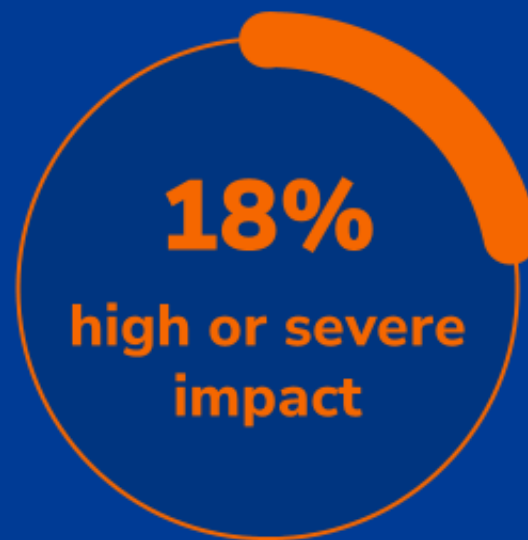
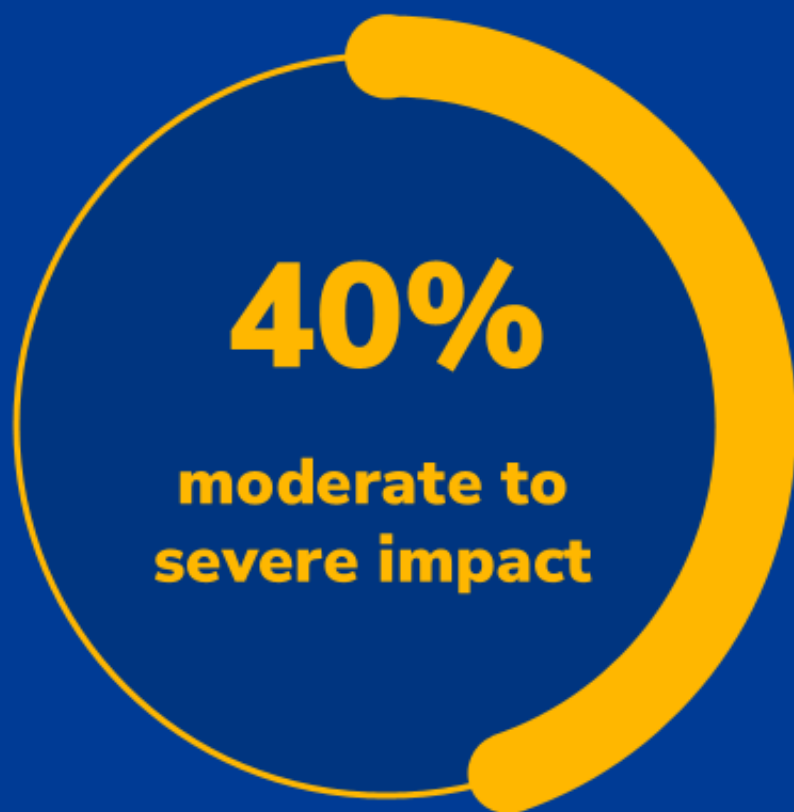
A circular infographic with a yellow ring and the number 32% in the center.

32%

Employees say
they master **digital literacy**

But the impact on performance is real

Four in ten hoteliers report a moderate to severe impact on performance.



Based on 5-point scale (1 = Not at all, 5 = Very much): Minimal = 1-2 | Moderate-severe = 3-5 | High/severe = 4-5.

And it's strongest where hotels create value

Guest-facing and commercial functions show the strongest performance link.



Yet there is no single skills agenda

Future competitiveness, operational needs and career growth point to different skills needs.



Strategic Perspective

Employer (Future focus)

**Digital & Technology
Capabilities**

Supporting long-term
competitiveness



Operational Perspective

Employer (Current challenges)

**Communication, Teamwork &
Service Skills**

Maintaining day-to-day
performance



Career Perspective

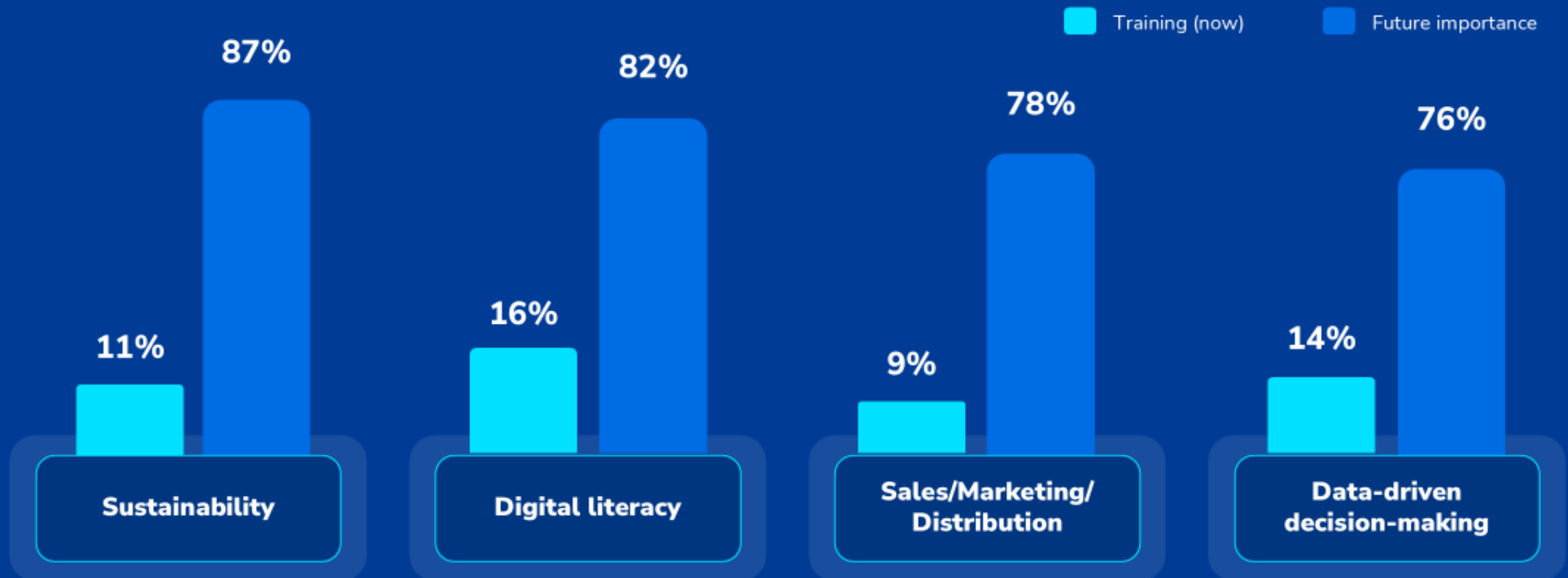
Employee focus

Leadership Capabilities

Enabling career growth and
advancement

But one thing is clear: training isn't keeping pace

The skills hoteliers will need tomorrow are not reflected in training today.



And for SMEs, building skills competes with running the business

Cost, time, capacity, and training availability remain key barriers.



Yet people still want to learn

Hoteliers and employees are willing to invest time in skills development.

🕒 TIME INVESTMENT



4.6

hrs|week

Employers
willing to allocate

vs.



3

hrs|week

Employees
willing to invest

💻 ONLINE TRAINING ADOPTION



50%

Employees would
encourage online
training

vs.



88%

Employees open to
online training



**The challenge isn't
identifying future
skills.**

**It's helping hoteliers build
them through learning that is
accessible, relevant and
tailored to their needs.**

Read full report

Upskilling European Hospitality



Booking.com

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Uses Cases and Best Practices



**Pablo González
Armenteros**
EU Project Manager,
TUR4all Travel Agency

OpenAccess Tourism Data

OATD

Building an interoperable accessibility data framework
for the European tourism ecosystem

● Spain · 2026



The Problem



Fragmented data

Accessibility information about tourism resources is scattered across isolated systems and is not easily reusable by destinations or digital platforms.



Poor interoperability

Existing accessibility data is not integrated into tourism data ecosystems — smart destination platforms, intelligence systems or data spaces cannot access it.



Barriers for users & SMEs

People with disabilities cannot reliably compare accessibility conditions across destinations. Tourism SMEs duplicate information work. Destinations struggle to integrate accessibility into smart tourism systems.

Before & After OATD

BEFORE

- Accessibility data isolated in TUR4all systems
- Not reusable by other platforms or destinations
- No common data model or exchange standard
- Destinations cannot integrate it into smart systems
- Visitors with disabilities lack reliable cross-destination info
- Tourism SMEs duplicate information collection efforts



AFTER

- Accessibility data structured with open data model
- Reusable via API and exchange mechanisms
- Ready for integration with tourism data platforms
- Destinations and SMEs can access and use it
- Visitors access reliable, comparable accessibility info
- Interoperability guide enables replication elsewhere

Skills for Accessible Tourism Data

Developing and adopting accessible tourism data requires skills that are currently scarce across the sector — in both tourism SMEs and digital platform teams.



Skills gaps in the sector

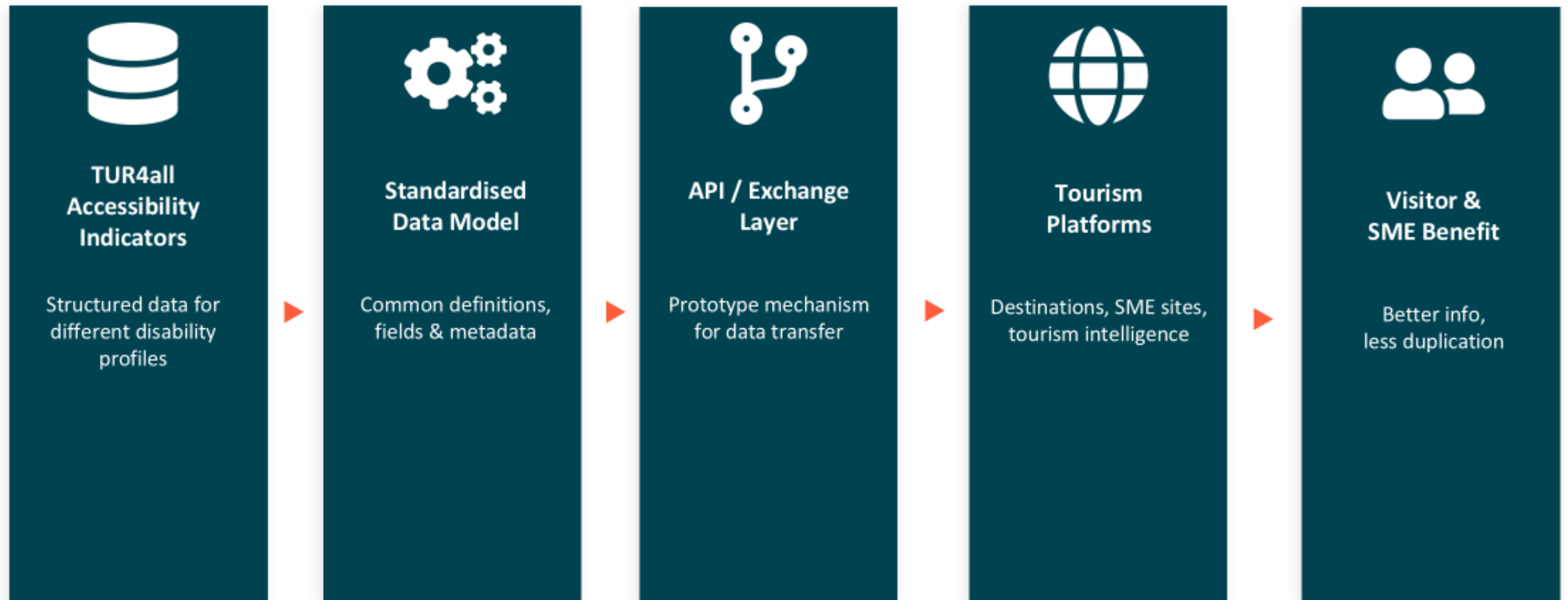
- Understanding of accessibility standards (WCAG, EN 301 549, ISO)
- Data literacy: how to structure, document and publish accessibility data
- Interoperability concepts: APIs, data models, open standards
- Awareness of what 'accessible tourism' means in practice for different disability profiles



Skills OATD helps build

- Accessible data structuring: how to model and document accessibility indicators
- API and data exchange literacy for tourism SMEs and destination teams
- Practical interoperability: how to connect accessibility data to tourism platforms
- Replicable skills via the open interoperability guide — transferable beyond the project

The Solution: Data Flow



Note: Platform integration will be explored through interoperability scenarios and simulated/prototype pilots — not full production deployment within this project scope.

What Will Exist at the End of the Project

01

Mapped accessibility dataset

One curated, structured sample of TUR4all accessibility indicators, with documented fields and definitions.

02

Interoperable data model

One standardised data model with open schema, common definitions, metadata structure and validation rules.

03

Prototype API or exchange mechanism

A functional prototype — not a production system — demonstrating data transfer between TUR4all and at least one target platform format.

04

Pilot integration scenario

At least one pilot or simulated integration showing how TUR4all data could connect to a tourism platform or data space.

05

Validation report

A documented report of technical tests, stakeholder consultations and findings from the pilot phase.

06

Interoperability guide

An open, replicable guide for destinations, businesses and developers to integrate TUR4all-style accessibility data.

Partnership & Call Compliance



TUR4all Travel

Lead Applicant · Tourism SME

- Owns and manages the TUR4all major structured accessibility database
- Leads technical development: data model, API prototype, testing
- Conducts pilot validations with tourism stakeholders
- Coordinates overall project management



ADESTIC

Partner 2 · Tourism Ecosystem Actor

- Identifies testing companies from Valencian tourism innovation ecosystem
- Validates business usefulness and organises SME feedback sessions
- Connects solution with tourism digitalisation and data space initiatives
- Supports skills transfer and sectoral uptake beyond the project

Impact & Long-Term Intentions



Social impact

- Persons with disabilities access reliable trip-planning data
- More inclusive tourism services enabled
- Rights-based approach embedded in digital systems



Economic impact

- Reuse of structured data reduces SME operating costs
- New digital services enabled for tourism SMEs
- Strengthens SME competitiveness and data readiness



Digital & replication

- Spanish pilot with European transfer potential
- Open framework replicable by other regions
- Aligns with EU Transition Pathway topics 9, 15, 16, 25



OpenAccess Tourism Data

*A Spanish pilot with European transfer potential —
making accessibility data interoperable, reusable and connected.*

mgonzalez@tur4alltravel.com · [+34 91 991 39 23](tel:+34919913923) · tur4alltravel.com

Webinar “Bridging Skills and Practice: Data-driven tourism for destinations and SMEs”

Transition pathway
for EU tourism

Uses Cases and Best Practices



Vlaho Margaretić
Senior Tourism Advisor
Specialist, City of
Dubrovnik



Webinar “Bridging Skills and Practice: Data-driven tourism for destinations and SMEs”

**Transition pathway
for EU tourism**

Q&A session



Webinar “Bridging Skills and Practice: Data-driven tourism for destinations and SMEs”



**Transition pathway
for EU tourism**

Closing remarks and next steps



Vangelis Panayotis
Chair of the T4T Skills/
Resilience subgroup



Elfa Kere
Policy Officer – Tourism,
DG MOVE



Join now the EU Tourism Platform:

<https://transition-pathways.europa.eu/tourism>



Thank you for your attention!

Share your opinion on this webinar

