

THE WALKING TOWARDS HANDBOOK

A PARTNERSHIP
BETWEEN :



karpos



tamat



CO-FUNDED BY :

Co-funded by the
Erasmus+ Programme
of the European Union



WALKING TOURS
WALKING TOWARDS EMPLOYABILITY



THE WALKING TOWARDS HANDBOOK, A BRIEF INTRODUCTION

This handbook constitutes a brief manual that guides you on the creation of a Sustainable Tour Package. You will find hints and tips on how to create it, what to take into consideration, how to define a budget and so on.

This handbook is built on a specific module that combines the competences on how to create a tour with those specific on how to create a scattered offer of responsible tourism.

Its aim is to accompany and support the other tools of the Walking Towards project, i.e. the Walking tour toolkit for community mentoring and The Walking tour Course, and it is validated by the participants of the project to design and develop their final offers.

The purpose is to provide a smooth, practical, and useful tool for youth and practitioners looking at the touristic aspect as well as to the sustainability aspect. To reach this goal the handbook provides you tabs and various annexes that you can use to develop your tour and activities aimed at valorising the area you live in or want to highlight.

Let's start the design of your tour!



Table of contents

1. Knowing the territory in order to be able to story-tell it and to facilitate its valorisation	
a. Landscape.....	1
b. Culture and tradition.....	1
c. Services	2
2. The design of itineraries and routes for the “responsible” fruition of the territory	
a. Gathering the practical information of the tour package/walking tour.....	6
b. Knowing the community.....	9
c. How to create relation?	10
d. Choosing the walking tour area.....	10
e. What will make the tour package and walking tour "responsible" in that location?.....	11
3. Identifying the target clients using the Business Model Canvas.....	12
4. Identifying the most suitable and interesting options	15
5. Planning the day-to-day tour with different options	16
6. Planning the costs and different options.....	19
7. Final identification of the tour to offer	20
8. Creation of the Scattered Responsible Tour	
a. Build Storytelling.....	21
b. Techniques that can be used to storytell a place.....	22
9. Testing with potential feedback.....	22
10. Annexes and resources	23
a. Evaluation template of the testing with clients	24
b. Tour structure	25
c. Budget Table	26

1. Knowing the territory in order to be able to tell it and to facilitate its valorisation

a. Landscape

Why do we need to know the territory in the first place?

We have to know the territory and the community to understand its value and then tell it, storytell it.

Our aim? That the community helps itself understanding the need to qualify, preserve, build the landscapes for the well-being of residents, visitors, and potential new inhabitants.

What is a "landscape"? It means an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors.

Landscape depends on the culture and tradition of the territory and the services offered, including the existing accommodation facilities.

Landscape, in a contemporary view, should be a mix of conservation and interventions aimed at sustainability, protection of biodiversity, fight against climate change, valorisation of local areas and communities.

Its qualitative value is a potential attraction of the area: a good landscape is a valid business card for tourists.

All the actors of the territory are invited to integrate landscape into policies and activities.

In Depth: The Council of Europe Landscape Convention promotes the protection, management and planning of the landscapes and organises international co-operation on landscape issues.

b. Culture and tradition

Culture and tradition deal with the identity of a place and should be rediscovered through the enhancement of local traditions and identities (including productive, gastronomic, artisanal ones).

The creation of new actions and projects for the enhancement of the local cultural and natural heritage could contribute to the preservation of history and local culture and to the safeguarding of environmental quality.

A new model of cooperation between the public and the private sector is needed, aimed at the creation of new businesses and youth employment, through planning and carrying out redevelopment actions of the contexts of the places/villages involved.

List of possible actions:

- cultural and traditional “treasures” mapping
- enhancement of local tangible and intangible cultural heritage
- the artistic and cultural value of places
- handicraft workshops
- typical food products, traditional cuisine
- enhancement of all initiatives that create cultural events
- innovative use of the main historical and cultural assets
- establishment of local entities to which entrust the management and promotion of artistic heritage, monuments, museums in the village, also through sustainable and responsible forms of tourism (i.e.: cultural walking tours, eco resorts).

These actions should promote the form of entrepreneurship if there are conditions, or, at least at the beginning, the form of association and voluntarism, so the objectives include both the enhancement of local tangible and intangible cultural heritage and the creation of business that produces economy and employment.

c. Services

Every place you may visit or where you create your walking tour may have the following services: accommodation, alimentation, entertainment and infrastructure.

Depending on how big or small a place or a neighbourhood is you will probably find more or less of the above and in different forms. By creating a package of possible services, you strengthen your walking tour, and you have the opportunity to fully commit to sustainable and responsible solutions. The most important thing is to always try to use local services since this evokes a circular economy and the local community is fully benefited and is given the possibility to ameliorate its services through time.



Description of possible services

Usual services that every place offers are the ones mentioned above. In more details:

1. For **accommodation** you can consider hotels, B&Bs, Airbnb, hostels. It is always better to aim for a cooperation with smaller, local accommodation for many reasons. A local space is always warmer, welcoming and has personal touches of the people that have created it. The visitor has many more possibilities to find out about the local architecture and decoration traditions. Also, it is easier to plan and contact someone local in case of any problems that may arise. Another idea to consider if possible is to try and cooperate with accommodations that are more sustainable and want to promote responsible tourism. It does not have to be something profoundly new and innovative; it can be as simple as them doing recycling and giving away the extra food of the breakfast buffet to charity.

2. In the **alimentation category** we have any business offering food and beverages. restaurants, cafes, canteens etc. Here again it is important to find out places that serve the local specialties and have a welcoming atmosphere. It is always advantageous to choose businesses that are located in traditional buildings and can offer a small history lesson to anyone visiting them. In terms of sustainability, you can research if any of these places uses only local products to cook their meals. Other characteristics that make such a place stand out can be again the fact that they offer food to charities or offer gastronomical seminars to visitors to teach them about local cuisine.

3. **Entertainment** can be considered many things. Museums, cultural events, archaeological places, bars, indoor and outdoor activities. You should keep yourselves informed on what is going on around your city or neighbourhood in order to be able to give tips to visitors that you may involve in your walking tours. You can even keep contact with these places and ask them to give you discounts for your clients. Depending on the season you can suggest themed activities anyone can try and separate them into couples, families, young people categories etc.

4. As **infrastructure** you can think of public or private buildings or spaces that can be used by visitors. Parcs, playgrounds, concert halls, open spaces etc. Contacting the person responsible is a nice idea if you live in small places. In a larger city that might be a bit more difficult. The simplest thing you can do is point them out on a map for any visitor interested and maybe give them a couple of info on what each of it is about.

The need to create cooperation between the actors

Of course, this is not one-man's job. In responsible tourism a very central idea is that the local community cooperates to get the best possible outcomes. It is important for local businesses to support one another and try to fill out gaps.

If you are the owner of a small accommodation, you can have nice suggestions of local restaurants or activities. Museums and cultural spaces can work together with local artists and restaurants can buy all their products from local farms and shops.

In that way a circular economy is created, and everyone helps in the revival of the community.

Focusing on the needs of the territory

Each place is different. A town on the mountains has completely different things to offer to one close to the sea. We should always consider the needs of the territory and whatever we create needs to be in complete accordance and peace with the surrounding environment.

To build huge, modern buildings in a small village completely made of stone will not offer something of beauty to the visitor but rather an ugly landscape.

Restoring old buildings or creating new ones that much the architecture of the rest is always the best solution.

Other than the buildings, the activities and food should follow the place's identity accordingly. Don't offer fish in a city built between the mountains or a wild boar in a small tavern by the sea. The activities as well should respect the nature around them and help visitors make the best of their trip by observing it and being part of it, not destroying it.

We should respect our surroundings like we respect our home.

Young people

Young people are the future of all places. Many times, their innovative ideas get lost or passed over because people with experience find them too risky or cannot understand their point. However, change won't come if we always aim to do only what we feel is safe and known.



Young people can be the ones that create new forms of businesses like walking tours initiatives, associations that support the local community, communication campaigns that will bring new visitors etc.

Creating a fruitful economy around responsible and sustainable tourism might take a lot of work but if all services cooperate well together then the outcome is assured, and the advantages are many for any part of this community.

2. The design of itineraries and routes for the “responsible” fruition of the territory

Responsible tourism refers to a definition adopted in 2002 in the World Summit on Sustainable Development, also known as the Cape Town Declaration. The declaration is a set of criteria that defines responsible tourism - in short it can be said that in order for tourism to be responsible it needs to:

- Minimise negative economic, environmental, and social impacts
- Generate greater economic benefits for local people and enhances the well-being of host communities
- Involve local people in decisions that affect their lives
- Make positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity
- Provide more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social, and environmental issues
- Provide access for people with disabilities and the disadvantaged
- Be culturally sensitive, engender respect between tourists and hosts, and build local pride and confidence

The Sustainable Development Goals (SDG's) were set in 2015 by the United Nations General Assembly and are a collection of 17 interlinked global goals, intended to offer a "blueprint to achieve a better and more sustainable future for all people and the world by 2030". The SDG's focus on many issues such as climate change, poverty, gender equality etc.



Responsible tourism can contribute to all SDG's but in particular to goals 8, 12 and 14 which are:

- Goal 8: Sustainable economic growth, employment, and decent work for all
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 14: Conservation and the sustainable use of the oceans, seas, and marine resources

a. Gathering the practical information of the tour package/walking tour

To design a walking tour in a selected area it is very important to gather practical information that affects the tour as well as the information that needs to be factored into the cost and selling price of the tour. These factors will also help to decide which partners to include in the tour.

You should take into consideration:

- The opening hours of the tour partners such as shops, cafés & restaurants
- What makes this place worth a visit?
- Means of payment for the clients (which credit cards are accepted for example)
- How accessible the visited places are – are they wheelchair accessible, accessible for baby strollers, on street level or are there steps to climb to get in?
- The restaurants can cater to food allergies or have vegetarian/vegan options?
- Distance from one spot to another and how accessible is the route in between?
- How long you spend in each place and what happens during the stop

In general, should also be taken into consideration the physical space that the visited places have – this will also affect the group size for the tours.



Perhaps the partner shops and restaurants are quite small and don't have a lot of tables and/chairs – in this case you cannot think of having a group of 15+ persons entering them as it will be much too crowded and uncomfortable. Always take into consideration the comfort of the group and that of the shop/restaurant owner. You should build a real partnership with the tour partners that is beneficial to them as well as to you as the walking tour operator. Their interest may at first at least be mostly financial – always try to put yourself in their shoes. It is for example good to promote their products to your tour clients. This can be done in a multitude of ways - a good idea is to offer discounts to them if they return to the shop/restaurant later after their tour by offering them a discount coupon or code. Build rapport with the business owners and take interest in them even outside of the tours – go and eat there with friends or family, try to purchase their products from time to time etc.

Your walking tour groups visiting a certain place should never become a nuisance or a burden – make sure that you and the tour clients act in a respectful way, take real interest in the place, and contribute to its growth.

It would be useful to summarize the design of a tour in an operational card that will represent one of the products of the territory/destination. An example is provided in the table below, referring to a mixed walk and bike product.

Tour Operative Chart	
Product	Walking and biking the island
Product line	Walking tour bike tour
Tourist profile	Nature lover
Resources and connected services	<p>PRIMARY RESOURCES roads suitable for biking walking paths</p> <p>OTHER RESOURCES museum natural park church</p> <p>ASSISTANCE SERVICES Association for the maintenance of the roads (signs) Centre for health (massages and sport physiotherapy) Bike maintenance bike rental</p>

Touristic services	Tourist services (Tourism, Office, agencies) Hotel Restaurants home restaurants guides
Infrastructures	Train station Bus- car station /maintenance/rental Parking Camper area Camping area
Imagine	Immersion in nature Safety walking and biking

Another helping instrument are cards. Here you will find two example cards for the accommodation:

CARD 1 – RECEPTION (WHERE TO SLEEP)	
GOAL:	collect information on the equipment of the location in terms of accommodation
NAME:	indicate the current institutional and legal name
LOCATION:	indication of the municipality of belonging, with possible viability indications to reach the complex
TYPE:	indication of the type among the following choices: - Hotel - bed and breakfast hostel -agritourism with accommodation and overnight service - camping
DESCRIPTION:	summary description of the property and its characteristics overall
OWNER/MANAGEMENT ENTITY:	with indication of the subject potentially involving in projects and strategies of valorisation.
MANAGEMENT BODY:	with particular attention to the organizational forms of management of management
ACCESSIBILITY:	indicate days and hours of opening
INTERNET WEBSITE:	indication of the official website

CARD 2 - RECEPTION (WHERE TO EAT)	
GOAL:	census and collect information on the equipment of the Valley in terms of catering
NAME:	indicate the current institutional and legal name
LOCATION:	indication of the municipality of belonging, with possible viability indications to reach the complex
TYPE:	indication of the type among the following choices, taking care to select the structures with strong roots in the territory: - Restaurant - Historical tavern - agritourism
DESCRIPTION:	summary description of the property and its characteristics overall
OWNER/MANAGEMENT ENTITY:	with indication of the subject potentially involving in projects and strategies of valorisation.
MANAGEMENT BODY:	with particular attention to the organizational forms of management of management
ACCESSIBILITY:	indicate days and hours of opening
INTERNET WEBSITE:	indication of the official website

b. Knowing the community

To design itineraries and routes for the “responsible” fruition of the territory, one needs the cooperation of the community.

What does this mean for young entrepreneurs?

First: to involve themselves in a relational activity, full of civil interest, aimed at starting and leading processes of participation and aggregation of endogenous resources.

Second: to identify which could be the stakeholders to involve, for example:

- Cultural institutions
- Political institutions
- Administrations or foundations that can support projects
- Bookshops and publishing houses
- Local shops, creative industries, and local artisans
- The hospitality industry and tour operators

HINT: It is also important to identify the “builders”: persons that are open to new ideas and possibly have an influential role in the community and could help us or act as a testimonial for our project, supporting it among the others.

c. How to create relation?

Through a bottom-up involvement process of the stakeholders: it would be a good premise to start testing our idea in informal meetings, with friends and relatives and training ourselves to ask questions, listen to answers, collect information.

Then we could meet the stakeholders organising a local forum to trigger the spark of participation and emotional involvement of people around the walking tour idea and jointly identifying partnership/ interventions and actions to improve.

This kind of meeting could also be useful to collect opinions about the local situation from the point of view of sustainability (economic, social, environmental) and discover actions/projects/interventions that have been previously implemented and that have worked (or have not worked and why) and that could work better if undertake in a different way.

HINT: To act successfully it would be good to refer to the Toolkit for Community Mentoring, because some indications could be very helpful to relate with our community, such as:

- 1 Empathic communication
2. Non-Judgmental attitude
3. Good listening skills
4. No prejudices, open minded and trustworthy attitude
5. Problem solving orientation.

d. Choosing the walking tour area

The choice of the walking tour area will of course depend on the theme of your tour and the suitability of the area in regards. Try to think outside the box and don't be afraid to consider areas that do not seem to offer anything interesting on a first glimpse. Almost anything can be made interesting by choosing the right narrative. Visitors nowadays are looking to connect with the place they are visiting on a deeper level and look for more innovative visits than just seeing the top tourist attractions, especially if they have already been to the place before.

An important factor that should be considered when choosing the area is the number and diversity of places of interest – the selection of the places will depend on your tour and its theme but can be for example restaurants, shops, monuments, buildings, street art, statues, cultural places etc. Are they sufficiently close to each other geographically to be visited by foot? Will some of them need to be visited by public transportation (metro/tram/bus)?

How is the terrain in the area you are considering - flat, hilly, many stairs, busy roads, and dangerous crossings for pedestrians?

Always take into consideration the safety and comfort of the clients of your tour and their profile. If possible, try to think as inclusive as possible – can this itinerary be done with young kids or elderly people or is it too strenuous? You can also create different itineraries or versions of your walking tour to different target clients – for example a kid-friendly tour that is more aimed at children in pace and also in narrative. When choosing the area for your tour always start by considering its history and identity – what makes it interesting? In some areas the interest of the area is more subtle or has to be “invented” by thinking outside the box – for example an area that is considered bleak or generally unattractive can be turned into something quirky or funny by proposing for example “the most depressing walking tour” of the country etc. Be innovative and consider interesting angles that perhaps no one hasn’t thought of in your city or town.

e. What will make the Tour Package and the Walking Tour “responsible” in that location?

Choosing an area to create the walking tour in that isn’t touristy in your town/city or is only marginally visited is already a contribution towards responsible tourism as it will help to steer visitors away from areas that may be under the stress of over-tourism. Choosing a more marginal area and/or one that may also suffer from a negative image can also change the way that the residents of that neighbourhood look at it and themselves. It can contribute to giving a more positive image to the area and by involving the local businesses create revenue as well as meaningful encounters with people from different cultures.

Sustainable urban tourism creates greater economic benefits for local people and enhances the well-being of the host community. It also offers a greater understanding of local social, cultural, and environmental issues and is culturally sensitive, building local pride and confidence.

So, to achieve these goals when creating your walking tour:

- Involve as much as possible the local community in the creation and execution of the walking tour. For example, the guides should ideally live in the neighbourhood or have some connection to the local community there
- Create positive and meaningful experiences to both visitors and the local community actors
- Generate economic benefits to the local community and minimize negative environmental impact.

3. Identifying the target clients using the Business Model Canvas

Targeting a type of client is essential. If you target everyone, you won't interest anyone. If the proposal is too standardised, no one feels concerned.

When you analyse your target, you also have to mention who are the customers and who are the beneficiaries. The client is the one who pays for the service/good while the beneficiary will use the service/good.

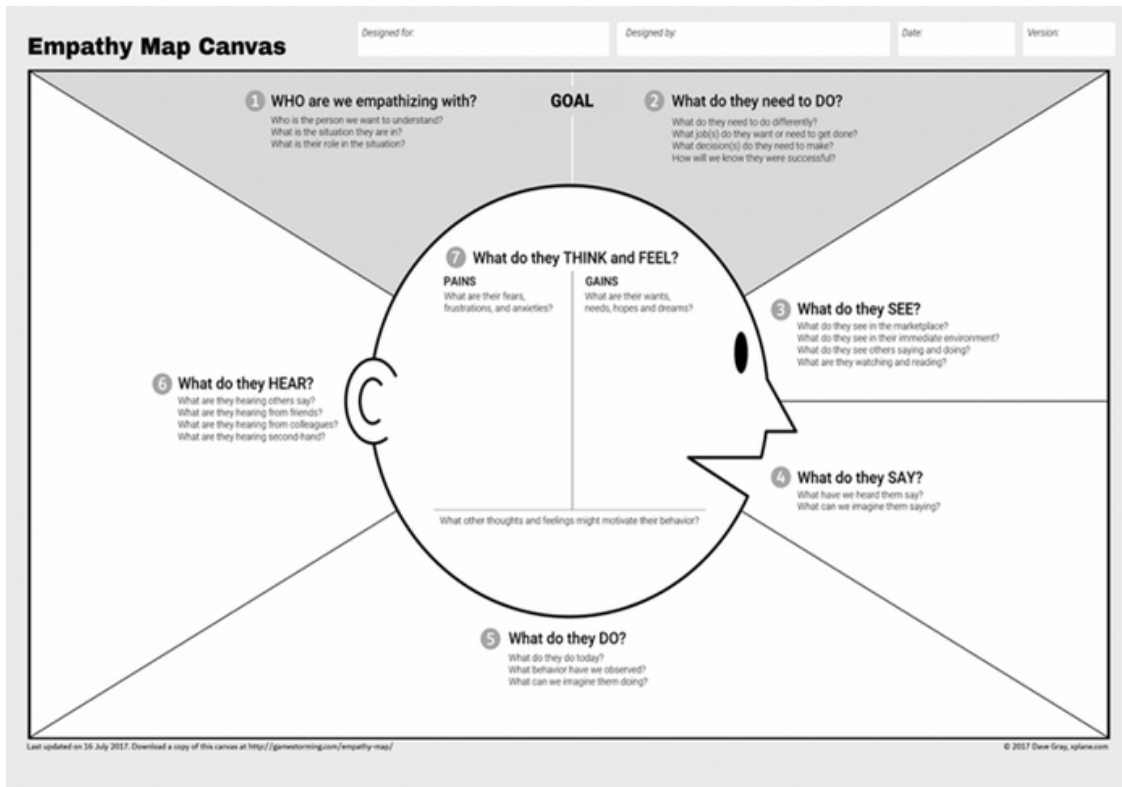
The objective is to describe 3 to 5 different customer segments based on a deep description based on characteristics describing "consumption habits" to segment. Characteristics have to be precise not only "everyone, women/men, people with means, tourists".

Two tools

1. The empathy map:

This tool brings together all the available knowledge about the user or customer. The objective is to assemble all available knowledge about the user around previously established questions:

- Who are we empathizing with?
- What do they need to do?
- What do they see?
- What do they say?
- What do they do?
- What do they hear?



2. “Persona” method:

A persona is an imaginary character representing a target group or segment. The persona usually has a name and social and psychological characteristics. Several personas can be used for the same development project. The persona can sometimes even be represented in the form of a story board when using the product or service.

The objective of this method is to fictitiously build a typical profile of our audience in the form of an identity card.

Thus, thanks to brainstorming, various questions are defined and then asked to a group. Due to an interview with the target public, it’s possible to draw the fictive persona as precisely as possible: first name, last name, age, characteristics, preferences, activities and passions. This information is based on their answers.

Follow few rules to build the interview:



Rule 1

put yourself in the shoes of the target customer

Rule 2

Listening more than talking

Rule 3

Facts, not opinions

Rule 4

Ask why

Why is this important to you?

Why do you need to ...

Rule 5

The objective of the interview is not to sell but to learn

Rule 6

Do not mention a solution

Rule 7

Maintain relationships by asking the target customer if you can

Rule 8

Open doors at the end of the interview.

Who else do you recommend I see?

DO

Talk about the past

Take notes or record

Ask open-ended questions

Be humble

Get their story

Stay silent

NO TO DO

Talking too much

Asking leading questions

oriented

Asking about the future, about

intentions

Selling your idea/product

4. Identifying the most suitable and interesting options

To understand which options may be interesting and suitable for consumers, considering the diversity of profiles, two approaches can be applied.

Design thinking is a first innovation method that focuses on the user to realize products or services. This approach consists of gathering information, identifying all the possibilities (this phase is also called divergent phase where the discussion tends to multiply different ideas) and selecting the most relevant options in relation to the insights (phase also called convergent). These two phases are found in an ideation process. Then, the options can be prototyped and tested.


Gathering insights: the objective of this step is to understand the experience, emotion, and situation of the people to whom the product or service is addressed. It is necessary to observe behaviour, engage in discussion to understand the users and analyse their reaction. Empathy and benevolence are central in this stage. Ideation, in which we find a first phase of divergence and then of convergence, puts collective intelligence at the centre of the process. The objective is to gather a team around the reflection to brainstorm together.

Prototyping allows us to understand the potential of a product or service. The prototype must then be tested.

Testing must be done in iterations. This means that after designing an option, it is developed, tested, and improved by considering the user's feedback until it meets his needs. Design thinking insists on the conception, on the iterative process, is solution oriented, is centered on the use and allows to solve problems thanks to the collective intelligence. It is therefore a sequential process based on repetition.

In this method, empathy, creativity, co-creation, iteration, and the right to make mistakes are central.

Empathy also means that it's important to take in consideration the accessibility of minorities. The design has to be "universal". The service has to be as the most usable as possible. A wide range of people, regardless of age, size or disability status have to be taken into account. While universal design promotes access for individuals with disabilities, it also benefits others.



The minimum viable product (MVP) is the second method. It is a development technique in which a new product is introduced in the market with expected features (called the killer feature), but enough to get the attention of the consumers. The final product is released in the market only after getting sufficient feedback from the product's initial users.

The objective of this approach is to gather a maximum of information with a minimum of effort.

The service or product offered on the market will be continuously improved to eventually meet the consumer's needs.

5. Planning the day-to-day tour with different options

In this section we design the prototype for a tour, considering all the subjects and parts involved in our day-to-day tour.

To create a tour in your area is fundamental to choose the subject of your tour taking into account its target, sustainability and feasibility. After this, bear in mind that you need to gather information and data according to these specific areas for the creation of contents and the storytelling of your tour including the local community and small local business activities (bars, restaurants, little shops, etc.).

These factors will also help to decide which partners to include in the tour and to define a price for the tour.

Last but not least, involve your guests into the real spirit of the tour and its unique experience respect ordinary touristic attractions. Here's the main elements you have to consider:

Target of our visitors/guests/tourists:

In the design of our tour, we should always keep in mind to whom we are addressing, in other words our target.

- Group age: knowing the average age of our group is vital. From this data we may think about different desires and interests.
- Last but not least, the average age may indicate the physical capacity of the people involved in the tour, suggesting the design of its lengths and difficulty. e.g., how many stops you need to indicate or if the path presents stairs, differences in height and unstable ground.

- Diversities: If our guests have mobility problems we need to calibrate if some parts of our tour are fitted or equipped properly. e.g., if bars and restaurants have the ADA Requirements (wheelchair, mobility aids and other power-driven mobility devices).

The added value we propose:

Each tour presents within itself an added value that it's proposed with the aim to preserve, promote, and discover the cultural heritage of a place, even if it is not conventional. This is the actual power of each tour, the characteristic that differentiates out tour from traditional ones.

The link to sustainable and responsible tourism:

Responsible tourism and sustainability are main assets for our tour.

- transport: to reach the area of our tour, try to avoid private transport, favouring instead public transport or even better non-fuel solutions (bicycles) and, of course, walking around the interested area.
- materials: ensure that the business activities you visit (e.g. bars, restaurants, shops) do use compostable and biodegradable instead of single-use or disposable plastic.

The connection with the local community:

One important part of the aim of every tour is to strengthen and involve local communities and, possibly, involve them in the storytelling of the area involved. Thanks to this, your guests may discover the true essence of that area and its cultural, social and tradition heritage. We may create with the local community a shared storytelling with legends, stories, fun facts, and typical dishes.

Creation of specific contents:

When visiting bars and restaurants, we could create special menus following the tradition of the area and the dishes that local people love and appreciate the most;. we can involve a local artisan and make them work on a souvenir dedicated to our tour that is related to the added value we identified.

To give a structure to your tour, and to the element mentioned above, we suggest you a tool that can help you to design and organize all the essential elements that you must include (see the tab below).

YOUR WALKING TOUR Annex II

Title: _____

Target (Business Model Canvas - BMC): _____

Added Value (Business Model Canvas - BMC): _____

Total Time: _____

Total Km: _____

Total cost: _____

	Description of the spot (is it coherent with your "Added value"?)	Storytelling canvas	Why did you choose that spot?	Indicate the pros of the spot	Indicate the cons of the spot	Which activities do you suggest in that spot?	Indicate the time and distance from one point to the following one	Indicate the standing time on that spot	Cost
Start									
Point A									
Point B									

Furthermore, once you have filled the tab don't forget about the welcoming of the visitor, it is essential to create a link with the guest and start the tour in the best way possible.

Welcoming of the visitor/guest/tourist: _

Fundamentals are giving a warm and kind welcome to our guests.

- Presentation: to warm up and to create a bond with the participants, one important thing is to give a short presentation and to ask them to do the same.
- Context: tell the participants a little introduction to the tour, considering the added value we propose and the importance to develop and support responsible and sustainable tourism.
- Pills about the area: give to the participants a brief speech on the area and its history, in this way they will have a broad idea of the context they are visiting.

6. Planning the costs and different options

Cost – “What does it cost me?”:

All the important costs linked with the activity must be noticed. How much does the raw material cost? How much does the workforce cost?

When the list of all the costs is done, you can identify the fixed costs and the variable ones. The more details you have about the cost, the more you can know about how much your activities cost you.

It is also important to identify sources of revenue. “How does the money come in?” A process of creativity and a brainstorming can be organised to multiply ideas.

The questions are:

What added value are your customers willing to pay?

What offer are they paying right now?

What is the share of each source of income on the overall income?

The objective is to identify the organisation's sources of income, fixed or variable, their type (rental, subscription, sale of goods, etc.). Their recurrence is also identified: one-off or recurrent sales.

You have to select the most convenient way for the customer to pay for his purchases. Think about those that correspond to the habits and expectations of your target customers.

Thinking about the revenue is essential and relevant to multiply your sources of income, especially when it comes to seasonal activities. For example: catering visitors during the tourist season and teambuilding activities for companies in less touristy periods.

HINT: Practical tips to use the “Budget Table” (Annex c)

When organizing a tour, you can use the tab annexed to this handbook, here's some tips to make the best of it:

1. Make a list of everything you think you will need to include
2. Consider how many units you need (it is not said that you always need as many units as there are participants!)
3. Think of any public transportation that you will need within the tour (for example a taxi or a bus to return to the starting point or to go the next point)
4. Don't underestimate the coffee breaks or any kind of “break” to rest between points
5. Fill out the notes with many explanations and details so you can keep track of everything.

Cost	Detail of the cost	Unit cost	N of units	Total cost for the tour	Notes
Write here the main cost of your tour					
Public transport ticket	Bus to reach spot 2				
Pullman rental	to bring back the tourists				this cost is for max 9 persons + driver. Better to keep the group inside this number or multiple, the bigger bus costs too much and the driver needs a special driving licence
Hygienizer		2,00 €	1	2,00 €	
Face masks		0,50 €	11	5,50 €	
Meal at the restaurant	a set menu for a minimum of 10 persons (1 appetizer, one main dish with side dish, dessert, bread, water and one glass of wine, each)	25,00 €	11	275,00 €	
Coffee break at the bar		1,00 €	11	11,00 €	
Tickets (cultural places)	XXX Museum or Park or..	6,00 €	11	66,00 €	maybe there is a discount over a certain amount of tickets? (usually a free ticket for the guide)
Water				- €	
Coins for toilets				- €	

7. Final identification of the Tour to offer

Once you have defined your final tour, check your list to verify if this is the last version that you will test with potential clients (see point 8b).

Questions	YES	NO
In your tour, is the added value tangible?		
Can you confirm your tour is a sustainable one?		
Is the local community involved in your tour?		
Is your tour respectful of diversity?		
Is the budget of your tour complete?		
Do you think the cost of your tour is correct?		
Is the target identified?		
During your tour, are there at least two spots to taking pictures, a café or restaurant, a handicraft shop, etc.?		
Is there a link between the tour and local history of the area?		
Etc.		

If all the questions are positive and affirmative, this means your tour is ready to be implemented and it can be considered as your final tour. On the other hand, whether there are some negative questions, you need to readjust that part of the tour with the aim to create a complete final tour.

8. Creation of the Scattered Responsible Tour

a. Build storytelling

A fundamental element to present a territory through a walking tour is the choice of the theme, in order not to be generic and unoriginal.

The theme of the walking tour should be at the centre of the storytelling.

To write the story of our Walking Tour respecting the central theme means describing the path in an attractive and recognizable way, consistent with the territorial, cultural and productive context.

It is important that our storytelling is suitable not only for people's expectations, but also for the sensitivity of the community.

The storytelling of a route should be a compelling and engaging commentary of the various stages that make up the itinerary, it should transform a simple path into an exciting learning adventure and at the same time an enrichment for the territory which sees its cultural offer widening.

We need to answer the following questions:

- What narratives can be produced?
- Which techniques can be used to storytell a place?

Some of the narratives that could be to be produced are:

- Traditional written communication (flyers, posters, advertising copy, info points, paper, newsletter, etc.)
- Information panels or signs near the points of interest
- Radio spots (local broadcasters)
- Post or images/photos/videos on own web channels or those of partners (website, newsletter, blog, Facebook page, post via Twitter, Instagram, etc.)
- Articles on portals dedicated to the dissemination of news and events of tourist and cultural interest
- Bloggers/journalist invites to report about the walking tour (media release, press kit, fam trip program)
- Short presentation inserted in territorial promotion campaigns or in the programming of sharing events (festivals, sporting events, food and wine, culture, etc.)

b. Techniques that can be used to storytell a place

An itinerary itself can be considered as a story, different from time to time, possibly tailored to the customer, who becomes the protagonist.

To storytell means creating a canvas with important reference points for the success of the experience without forgetting the basic info about the story (the six W, What and Why and When and How and Where and Who).

After collecting the information they should be transformed in great stories using the Storytelling Canvas template .

You can also simply focus on the following elements to write a story about a walking tour:

- The audience we are writing for, how to connect with them and what we want to achieve
- The distribution, how we will distribute our story so the audience can find and share it better: which design? On what channels?
- The situation before and after the story, our walking tour story has changed the audience? How was the audience before they hear it?
- The story itself:
 - 1.Set the Scene: create a context that helps the audience get in the mood.
 - 2.Make your point clear : the main message
 - 3.Conclusion: what is the end? Is there a call to action, the audience becomes interested in doing something about your walking tour, asking information, buying the product, telling friends?

9. Testing with potential feedback

The testing part should be done with a prototype. This part allows to know if:

- The good/service replies to a demand
- The personas are the good ones
- The price is well estimated
- How the good/service can be improved

Replying to their characteristics with a testing part allows to reduce the risk of making a mistake and to readjust what must be readjusted.

There are four phases to test a service/product:

- **Scenario**

First of all, what we want to test should be clearly established beforehand. The criteria must be defined. In this preparation phase, it may be that a time of the week or day is more suitable, for example. All this must also be considered. The scenario will help to have a clear context.

- **Recruiting testers**

Testers should be the public of the walking tour to have more precise results about the prototype.

- **Preparation**

Once the scenario is done and testers are identified, a phase of preparation is important to be ready. What material do you need? A pen? A recorder? A camera?

- **Documentation**

All the results must be gathered and analysed without judgement for the testers. The objective in this phase is to understand what can be improved on the walking tour.

10. Annexes and resources

- <https://www.coe.int/en/web/landscape/home>
- <https://responsibletourismpartnership.org/what-is-responsible-tourism/>
- <https://sustainabletourism.net/definitionsandresources/>

EVALUATION FORM		Annex IV
Evaluate the following questions from 1 (minimum) to 5 (maximum) stars.		
1. How much do you consider this tour sustainable?	★ ★ ★ ★ ★	
2. How much this tour involves the local community?	★ ★ ★ ★ ★	
3. How do you rate the public transports?	★ ★ ★ ★ ★	
4. How much the restaurant supports the local traditions?	★ ★ ★ ★ ★	
5. How much the bar supports the local traditions?	★ ★ ★ ★ ★	
6. Do you think the distances are feasible to everyone?	★ ★ ★ ★ ★	
7. Do you think the prices are affordable?	★ ★ ★ ★ ★	
8. Did you feel safe during the tour?	★ ★ ★ ★ ★	
9. Do you think the contents you received were interesting?	★ ★ ★ ★ ★	
10. Do you think the spending time within the points is well manged?	★ ★ ★ ★ ★	
11. How much the tour reaches your expectations?	★ ★ ★ ★ ★	
12. Would you suggest this tour to your friends and relatives?	A) YES B) NO If yes.....	
13. Would you suggest more points?	A) YES B) NO If yes.....	
14. Overall, do you think you discover a unique side of the city?	A) YES B) NO If yes.....	
15. At the end of the tour did you sense the spirit of the area?	A) YES B) NO If yes.....	
16. Overall, did you enjoy this tour?	A) YES B) NO If yes.....	

b. Tour structure
YOUR WALKING TOUR

Title: _____
 Target (Business Model Canvas - BMC): _____
 Added Value (Business Model Canvas - BMC): _____
 Total time: _____
 Total Km: _____
 Total cost: _____

	Description of the spot (Is it coherent with your "Added value"?)	Storytelling canvas	Why did you choose that spot?	Indicate the pros of the spot	Indicate the cons of the spot	Which activities do you suggest in that spot?	Indicate the time and distance from one point to the following one	Indicate the standing time on that spot	Cost
Start									
Point A									
Point B									
Point C									
Point D									
Point E									
Point G									
End									

N.B. In case the END is not on a loop, suggest how to reach the starting point

c. Budget table

Cost	Detail of the cost	Unit cost	N of units	Total cost for the tour	Notes
Write here the main cost of your tour					10 people plus the guide
Public transport ticket	Bus to reach spot 2				
Pullman rental	to bring back the tourists				this cost is for max 9 persons + driver. Better to keep the group inside this number or multiple, the bigger bus costs too much and the driver needs a special driving licence
Hygienizer		2,00 €	1	2,00 €	
Face masks		0,50 €	11	5,50 €	
Meal at the restaurant	a set menu for a minimum of 10 persons (1 appetizer, one main dish with side dish, dessert, bread, water and one glass of wine, each)	25,00 €	11	275,00 €	
Coffee break at the bar		1,00 €	11	11,00 €	
Tickets (cultural places)	XXXX Museum or Park or..	6,00 €	11	66,00 €	maybe there is a discount over a certain amount of tickets? (usually a free ticket for the guide)
Water				- €	
Coins for toilets				- €	
Tips				- €	
Gifts				- €	
Gadgets				- €	
Tour Guide	half day	100,00 €	1	100,00 €	Note that this cost is fixed, it will be the same for the minimum or maximum number of people: if you are going to be the guide, anyway you have to consider your salary!
				- €	
				- €	
				- €	
				- €	
				- €	
				- €	
				- €	
Total cost				450,50 €	
Price markup	35%			160,83 €	
Total price				620,33 €	
Unit cost for a group of 10 people			10	62,03 €	Which is the minimum number of people for this tour, that will still make it profitable for you?
Total cost				450,50 €	
Price markup	15%			68,93 €	
				528,43 €	minimum markup plus the cost
8 pp			9	558,29 €	number of people to reach the minimum markup plus the cost

COLOPHON

Walking Towards is a project co-funded by the Erasmus+ program of the European Union. The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the
Erasmus+ Programme
of the European Union



Writing of the course modules led by TAMAT in collaboration with all the partners. Thanks to all the partners for tests and feedbacks



Tamat
Perugia, Italy



D'Antilles et D'Ailleurs
Fort-De-France, Martinique, France



Italian Association for Responsible Tourism
Milano, Italy



Groupe One
Bruxelles, Belgium



karpos
Karpos
Athens, Greece



WALKING TOURS

WALKING TOWARDS EMPLOYABILITY

<https://www.walkingtours.dantillesetdailleurs.org/>



Co-funded by the Erasmus+ Programme of the European Union