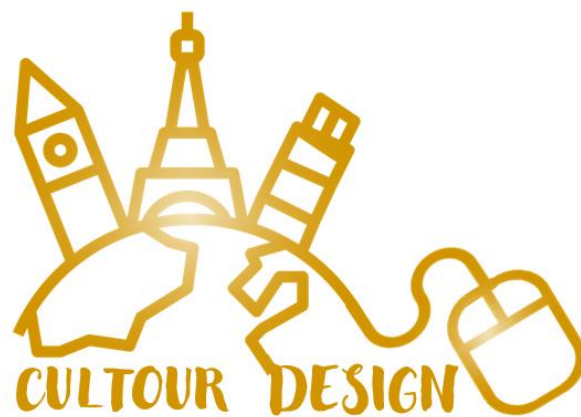


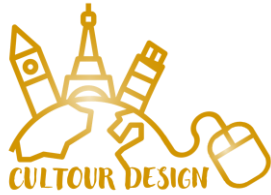
Handbook - Hybrid skills in Cultural Tourism: Digital Thinking, Adaptability & Soft Skills for tourism-related jobs



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2		

APPLICABLE DOCUMENTS

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1	R1/T1.1	White Paper on Digital Cultural Tourism & Competence Framework
2		

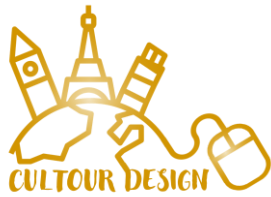
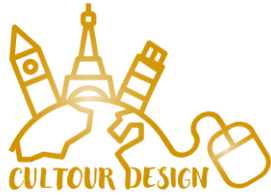


Table of Contents

1. Introduction	3
1.1 Learning Outcomes.....	3
1.2 Key words	3
1.3 Estimated seat time	3
1.4 Glossary of terms	4
2. Hybrid skills in Cultural Tourism: Digital Thinking, Adaptability & Soft Skills for tourism-related jobs	5
2.1 Main content.....	5
Soft skills in cultural tourism	5
Digital skills for competitiveness in cultural tourism	10
Hybrid skills and how to apply them	13
2.2 Additional resources	16
3. Case studies & success stories	18
4. Assessment	24
4.1 Knowledge Assessment	24
4.2 Skills Assessment	26
5. References	28



1. Introduction

This module is about highlighting the effects of digital transformation on cultural tourism. Based on this, learners will understand the soft skills required in this field; they will also delve into digital skills required to become more competitive and, subsequently, learn how to apply hybrid skills in complex and culturally diverse, real or virtual working environments.

1.1 Learning Outcomes

After completing this module, you will be able to:

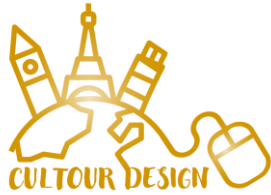
- Understand the soft skills required to become a Cultural Tourism expert in a post-COVID era
- Gain a deeper knowledge of the digital skills required to become competitive in the field
- Be in position to apply hybrid skills into real working environments

1.2 Key words

Digital tourism, hybrid skills, communication, virtual environments

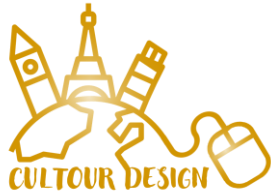
1.3 Estimated seat time

- 2 hours to read the main content
- 2 hours to read the additional sources
- 2 hours to examine the application of technologies that can put skills into action
- 1 hour to complete the assessment



1.4 Glossary of terms

- **Digital tourism:** “refers to how we use **digital tools to organize, manage and even enjoy the travel experience**” (Righini, 2022).
- **Hybrid skills:** The combination of soft skills and technical skills (Tate, 2020).
- **Narratives:** Enriching functions of a digital archive through short lectures [...], as a personalization method to support and guide users within the collection” (Agosti et al., 2015).
- **Self-learning capacities:** This skill is necessary to deal with continuous digital innovations and flexibility in the face of constant change and training. (This skill includes permanent training, adaptability, and flexibility).



2. Hybrid skills in Cultural Tourism: Digital Thinking, Adaptability & Soft Skills for tourism-related jobs

2.1 Main content

The COVID-19 pandemic has caused multiple disruptions in all the fields of human activity. Cultural tourism is one of the sectors that has been highly affected by the challenging consequences of pandemic-related restrictions and transformations.

In the post-COVID era, becoming a cultural expert requires a **combination of skills** to deal with **new customer preferences**, **digital transformation**, and the constant need for **adaptability**.

Soft skills in cultural tourism

Cultural tourism is a highly demanding sector, as interested tourists seek unique and authentic experiences for exploration and new-knowledge-gaining. Subsequently, to respond to the challenges of this sector and successfully meet high expectations, professionals must continuously cultivate several soft skills.

- **Customer service skills**

As with all hospitality and tourism fields, cultural tourism thrives when customer service meets the expectations of the customer. In all cases, customers should be happy with the service that they receive and be the receptors of positive and proactive attitudes that respond effectively to the challenges of the sector.



Image title: Headphones

Source: Pixabay.com

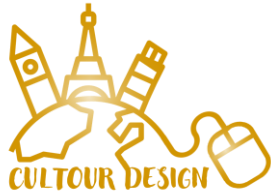
- **Communication**

Strong communication skills (both verbal and non-verbal) are highly valued in every industry, but even more so in tourism. To offer enhanced tourist experiences, professionals must be able to communicate with people from different ethnic, racial, and religious backgrounds, of different ages, and of varied temperaments. To that end, various verbal and non-verbal skills must be deployed to facilitate the exchange of information through respectful and empathic behaviours in culturally diverse environments. This is crucial for the communication with customers, as well as with fellow staff.

- **Cultural awareness**

Effective communication in tourism is particularly linked to cultural awareness. To be able to work with people of different cultural backgrounds, professionals must be aware of cultural differences and be able to adapt to attitudes and norms that can be different from their own. With cultural awareness and sensitivity, differences in perceptions, values and/or beliefs do not hinder communication with people from abroad.

- **Teamwork**



In any organisation, a multitude of skills is required to allow and promote collaboration and enhance productivity. Successful conclusion of tasks and complex business strategies are the result of teams working together to efficiently carry out multiple tasks at one.

- **Multitasking**

To be successful in tourism, professionals are often expected to fulfil multiple roles simultaneously. This means carrying out different tasks at once, spanning across various service-related provisions. Multitasking requires effective time-management and prioritisation skills, as well as operating well under pressure.

- **Emotional Intelligence**

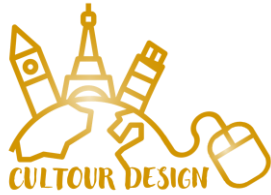
This ability can be considered as the basis of soft abilities since it influences all of them. It consists of knowing how to understand and manage one's emotions or, at least, not reacting incongruously, which negatively affects both oneself and other people. Professionals who make good use of this skill generate high performance from their emotional and rational capacities. They are closely connected with the idea of responsibility, associated with the ability to give adequate responses to the various situations that arise in everyday life.

- **Conflict resolution**

It is the set of knowledge and skills that are put into practice to understand and intervene in the peaceful, non-violent resolution of confrontations between two or more people. For this, it is important to have empathy, identify the nature of the conflicts to understand them and seek a better solution, with the purpose of keeping a customer satisfied with the service. Although it was always a necessary skill, it becomes more relevant in this digital age, since the client can easily spread, and with more scope, negative opinions about conflicts that he perceived to have been poorly resolved through social networks and digital platforms.

- **Leadership**

It is the set of skills with which an individual influences the way of being or acting of the people of a workgroup so that the team works with enthusiasm towards the achievement of its goals. This skill also involves delegating, taking the initiative, and motivating. Leadership in the PostCOVID era will also undergo changes, it will be based on neuro-leadership, in the figure of a leader who is aware of himself and his own, who achieves that his employees perform within their work, that brings out the excellence of each. If the companies in the tourism sector begin to evolve their people, they will be considered conscious companies where the essential values are impeccable coordination, ontological humility, emotional management, and constructive negotiation. This type of leadership comes within the trend of change from the old B2B (business to business) to H2H (human to human), in which relationships have to be closer and more humane.



- **Adaptability**

This is perhaps one of the most developed soft skills in the period of the pandemic. In this case, it refers to the ability of workers to adapt globally: to the company, the task, and the work environment. Changing working conditions — in some unfavourable cases — demand that the tourism sector professional is able to develop this skill. Similarly, the professional must also promote the adaptation of business models, adjusting to new ways of connecting clients, obtaining data and information, linking the appropriate use of technological tools that were promoted during isolation. The Post COVID era will force face-to-face offers in the sector to adapt their spaces to "the new normal", with the predetermined distances between users and clients within establishments that are required.

- **Ethical work**

Work ethic is the belief that hard and diligent work has a moral benefit and an inherent ability or virtue to strengthen character. Ethics prioritizes work and places it at the centre of individual and social life. Some of its characteristics are being a worker and having the will to add, as well as being loyal, having initiative and motivation. Other related issues are punctuality and unjustified non-absenteeism.

- **Time management**

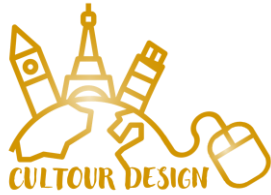
Knowing how to distinguish what is important from what is urgent, managing stress in the face of the many tasks that we have pending and the ability to complete every day every task assigned are skills that are required not only in tourism but in all business sectors. The current environment forces professionals in the sector to perform multiple tasks at once, and this carries its dangers. The main one is procrastination; that is, leaving a task for later or finding any excuse to do anything else instead of doing what is really important. Knowing how to fight procrastination is a necessary skill to face the current environment.

- **Sensitivity towards project sustainability**

The tourism of the future, and also that of the present, must be sustainable or it will not be. A clear long-term orientation, non-speculation, respect for cultures, diversity, and protection of the environment are necessary for every good professional in the tourism industry. This requires sensitivity, which should be a skill to be taken into account by professionals in the sector.

- **Creativity**

Creativity involves recognizing opportunities in which the professional's imagination allows him to make proposals and create alternatives that others have not identified. Faced with the challenges facing the sector, ideas such as the virtualization of processes - in terms of offering experiences of contact with other cultures - or including gastronomic, cultural, sports and other activities in line with the client's wishes



and opportunities provided by the environment, allow adding value to the proposals and are decisive for the growth of the initiatives. Likewise, adjusting the creative proposal to respond to temporary needs is evidence of the ability to unite aspects that can be complementary, and this provides a difference for the development of the sector. For example, and related to the context, the accommodation of medical personnel, or the provision of facilities for infected or quarantined persons.

- **Empathy**

Empathy is the ability to perceive, feel, and understand another person's point of view while giving an active interest in their concerns or problems. This ability allows professionals to create a connection of trust with their clients, by making them feel understood, and indirectly that trust positively influences their decisions. A guest who feels that their comments are heard, or their preferences met, will be more likely to choose one alternative over others and to stay or return to a place that generates a feeling of understanding and true understanding.

- **Critical thinking**

This ability is characteristic of people who question what they see and what they analyse, those who strive to understand effectively what is happening around them. This ability provides a global vision and facilitates the best management of the information received since the individual is able to understand and assimilate the content in a more agile and efficient way.

- **Social sensitivity**

It is the ability of an individual to identify, perceive, and understand the signals and contexts in social interactions. In turn, it is the ability to choose the behaviour that best suits the situation and the people involved. Each individual faces different problems and reacts differently to similar problems. Therefore, being sensitive to these situations generates a better quality of service and greater customer satisfaction. Being sensitive to the cultural factors that condition people's behaviours, generating close relationships despite their own cultural differences, can be an example; or have patience with older people with the handling of technology.

- **Learning capacity**

The constant technological changes, and the new social and environmental requirements, involve professionals developing skills to analyse situations according to their criteria, search for relevant information and solve problems autonomously to make decisions that allow them to adapt their business proposal to those new requirements, and thus improve its operation. This process implies responsibility for what has been learned, so before acting, you must analyse the correct way of operating, monitor activities, and evaluate the results to promote this learning to the organization.

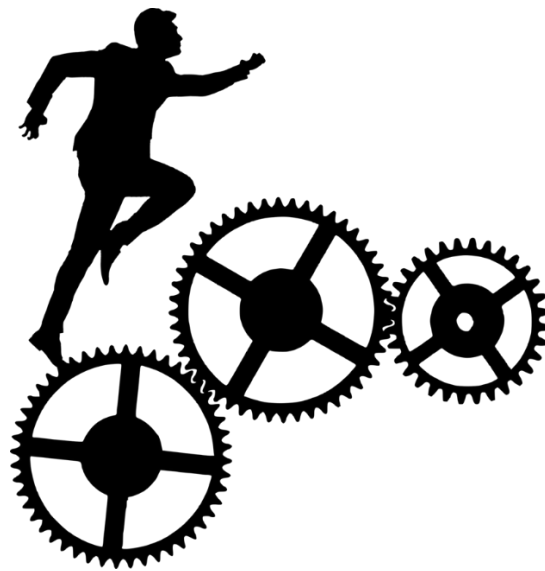


Image title: Analysis, Automation

Source: Pixabay.com

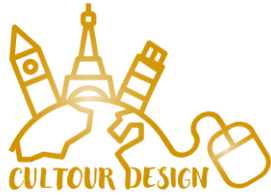
Digital skills for competitiveness in cultural tourism

- **Digital tourism**

Digital tourism “refers to how we use **digital tools to organize, manage and even enjoy the travel experience**” (Righini, 2022). In line with digital transformation, tourism increasingly applies and/or creates new technological tools, services, and products to ensure competitiveness through **improved performance** in both customer service and sales.

Through new technological strategies and solutions, tourism professionals are now able to prepare, organise, and manage unique cultural tourism experiences. To succeed in such complex tasks, they must familiarise themselves with tools like the following:

- **Remote knowledge exchange**



- **Virtual streams of events and tours**
- **Online meetings and interactions**
- **Virtual format of cultural products**

- **Digital communication**

Especially in the post-COVID era, communication is expected to be effective and efficient in **digital environments**. Tourism professionals must be able to work, collaborate, and communicate digitally (in virtual or semi-virtual modes) -both individually and in team settings.

This kind of communication is usually carried out in various digital platforms and in social networks, where users must be able to perform complicated tasks like conflict resolution.



To communicate and collaborate with your team, as well as to organise, plan and implement projects, use **project management platforms** like Microsoft Teams, Monday, Trello, etc.

- **Virtual assistance / Using communication platforms**

Communication and customer service skills need to be transferred in digital environments, since cultural tourism is one of the domains that is in the process of digital transformation (Agosti et al., 2014). Effective communication platforms and added functions like virtual assistance ensure **instant engagement**; they also help with decision-making and prevents from unnecessary visits and disappointment. Subsequently, when utilised, they constitute a clear **technological advantage over competitors**.

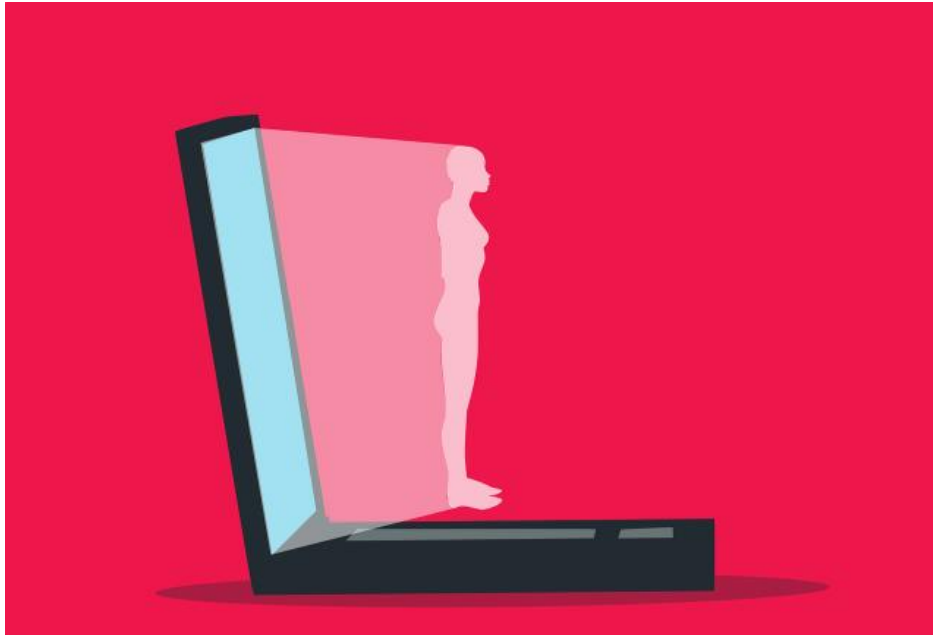


Image title: Virtual assistant

Source: Pixabay.com

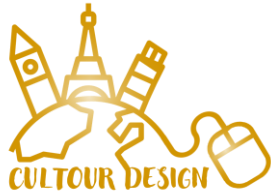
- **Guidance in virtual environments**

Digital tourism is now embellished with various tools that provide alternative experiences. One of the trends in tourism is offering the possibility to **visit entire heritage sites virtually**, in digital worlds. With **3D** creations and **360 virtual tours**, visitors can now roam around various sites and interact with assets and features. During this experience, they occasionally need guidance, which tourism professionals must be able to provide.

- **Process payment methods, e.g., blockchain and digital transactions**

Digital transformation in tourism also entails financial transactions in digital environments. New payment methods must be implored to satisfy new customer expectations and facilitate the journey in improved digital environments. Based on this trend, professionals must familiarise themselves with blockchain and digital transactions in various **digital currencies** (Narayanan et al., 2016).

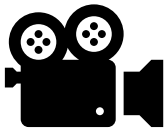
The most popular digital currencies are:



- **Bitcoin**
- **Ethereum**
- **XRP**
- **Tether**

To be able to use digital transactions, learners must familiarise themselves with the following concepts:

- **Digital Wallet:** online payment tools in the form of apps, operating a lot like banks.



https://www.youtube.com/watch?v=ztVjb_D_z5Q

- **Speed of Transaction:** The speed in which each currency concludes the processing of a digital transaction.

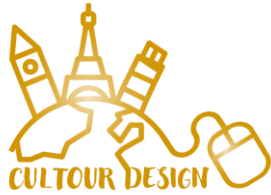
Hybrid skills and how to apply them

- **Definition of hybrid skills**

Hybrid skills come from a combination of soft/human-centred skills and hard/technical ones. In an era of digital transformation -especially after the COVID-19 pandemic outbreak- the hybridization of jobs demands the application of such skills and, therefore, imposes upskilling and reskilling processes in most workforces to tackle transformation.

- **How to apply hybrid skills in tourism-related jobs**

Showcase agility: Even if you are not a tech-savvy, be open to learn new things, experiment, and eventually learn how to **use any device -or, at least, its basic functions.** Technology evolves fast and so should you if you want to keep up!



Adaptive learning: Always try to find **the most efficient learning paths for your needs.**

Rely on collaboration techniques and platforms: Teams always work better when provided with the tools to collaborate effectively.

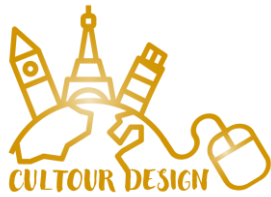
Digital Communication skills: When communicating with visitors or other stakeholders through online platforms:

- Use **neutral/inclusive language.** In any kind of communication, it is crucial to use communication methods that do not offend or hurt other people and that promote equality and diversity. To achieve this, one must communicate in a way that does not exclude or discriminate against others.

Tip: Download free online resources/guides to find out more about inclusive language.

See, for example: <https://www.monterail.com/diversity-and-inclusion>

- **Emojis:** Emojis are “small digital images or icons used to express an idea or emotion in electronic messages and web pages” (Oxford Dictionary, Wikipedia). In less formal brands and environments, end users tend to feel more at ease with fewer formal elements are included in communication. Furthermore, in some demographics, emojis are easier to understand and appreciate and they are often used to avoid misunderstandings, especially when the tone of an utterance is not otherwise clear.
- Use **clear and comprehensive speech.** Written and/or virtual communication is devoid of various elements that facilitate comprehension and communicate a message effectively, in the way it is meant to be transmitted. Therefore, professionals must use scrutiny when structuring any alternative form of communication in digital environments.



- When using a camera (e.g., during videocalls): **maintain eye contact** with the camera, **simulate a proper office image**, and **set a neutral or specific background** – or **appear standing when giving a virtual tour** (Hammond & Moseley, 2018).
- Take **user needs/evaluations** into consideration. This will help you engage new user categories, consider the requirements of wider groups, and involve more stakeholders.

Raising and maintaining interest is difficult when dealing with digital content. This is because this kind of content is not always appreciated, and its value is often prone to knowledge gaps or unilateral views. The key here is to bridge gaps between expert knowledge/specific interests and basic knowledge/skills that average users are more likely to have. To that end, content itself does not suffice: professionals must find ways of making content more comprehensible and enjoyable.

Interactions in virtual/augmented reality settings: if/when required to perform tours in virtual or augmented reality environments, professionals must be able to:

- **Create narratives:** Use this kind of “enriching functions of a digital archive through short lectures [...], as a personalization method to support and guide users within the collection” (Agosti et al., 2015). Narratives highlight content and its importance, give added information that can help with navigation, and facilitate the interaction with the system and its functions.
- **Provide guidance/assistance** when needed.
- **Treat real and virtual assets the same** to facilitate visitors’ immersion in the experience.

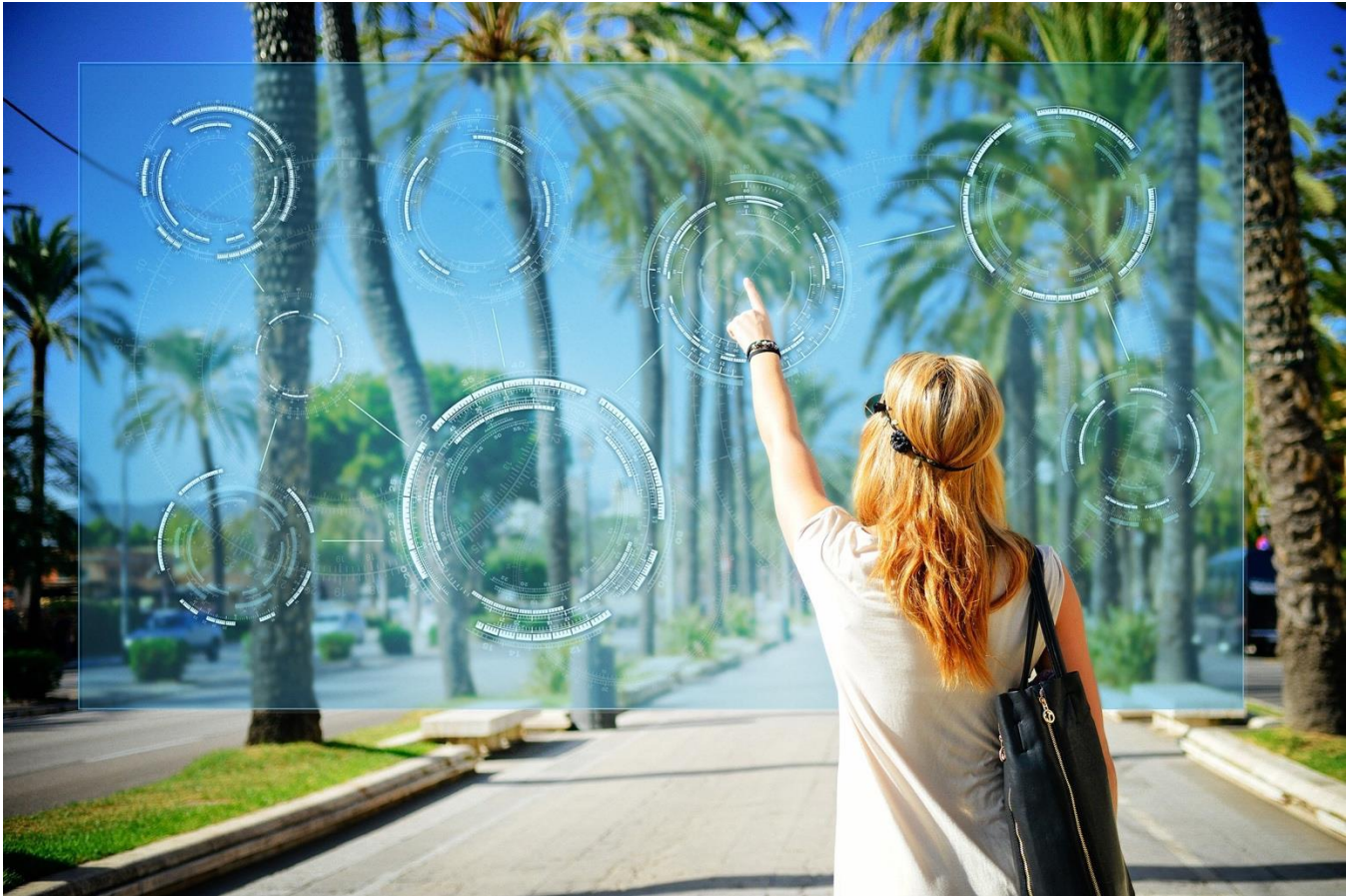
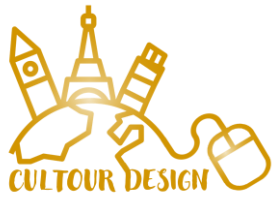


Image title: Woman, technology

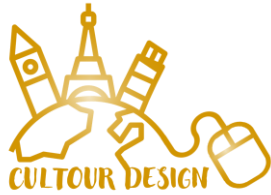
Source: Pixabay.com

2.2 Additional resources

No.	Title of resource	Type of resource	Link
		[Online article, post, newspaper,	



		website, tool, etc.]	
1	Top 7 soft skills for a Career in Hospitality and Tourism Management	Online article	https://www.berlinsbi.com/blog/career-advice/top-7-soft-skills-for-a-career-in-hospitality-and-tourism-management
2	THE KEY SOFT SKILLS OF TOURISM PROFESSIONALS FOR POSTCOVID	Blog entrance	https://blogs.salleurl.edu/en/key-soft-skills-tourism-professionals-postcovid
3	The Rise of Hybrid Jobs and Hybrid Skills	Online article	https://www.mycomputercareer.edu/news/the-rise-of-hybrid-jobs-and-hybrid-skills/
4	WHAT ARE HYBRID SKILLS? (WITH EXAMPLES)	Online article	https://www.zippia.com/advice/hybrid-skills/
5	TEXTOUR - rethinking cultural tourism in Europe and beyond	YouTube video	https://www.youtube.com/watch?v=dVR7Tsa0eF4
6	How To Create Virtual Tour – A Complete Guide [2022]	Online article	https://retheme.com/complete-guide-create-virtual-tour/
7	Diversity is a fact, inclusion is a choice	Free-to-download guide	https://www.monterail.com/diversity-and-inclusion



Digital Wallet	YouTube video	https://www.youtube.com/watch?v=ztVjb_D_z5Q
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3. Case studies & success stories

Tourists in Europe are really spoilt for choice. The problem that many destinations face is how to unlock the potential of cultural tourism. European researchers are busy transforming this growing sector into a well-managed, linked-up package of information, e-services and experiences that really help to put a city on the map.

CASE STUDY 1: «Integrated e-services for advanced access to heritage in cultural tourist destinations - Amsterdam, Genoa and Leipzig (Isaac)»

A recently finished European consortium of researchers and cultural tourism stakeholders may have come up with a solution.

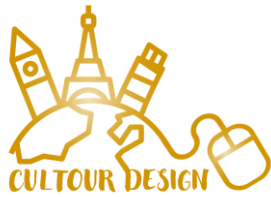
It has developed a suite of 1 of 5 «Integrated e-services for advanced access to heritage in cultural tourist destinations (Isaac)», or what Isaac's coordinator Krassimira Paskaleva-Shapira of Manchester Business School, calls an «open box for cultural tourism». The project partners developed a unique, user-centred web platform which acts as both a distributed repository of 'intelligent cultural heritage content' and as a serviceoriented software architecture for customising the way content is presented and accessed by users.

The Isaac platform harnesses the wealth of cultural knowledge already at the city's disposal in the form of current internet content and archive material and, using developments in Web 2.0 technology, invites contributions from the public (locals and tourists) to enrich and update the material. Combined, these sources help to extend the range of cultural tourism assets, which could also take the pressure off the most popular sites featured in guidebooks.

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Combined, these sources help to extend the range of cultural tourism assets, which could also take the pressure off the most popular sites featured in guidebooks.



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The project partners have also demonstrated a reliable way of integrating the inputs and interests of a range of different stakeholders, from tourism and city authorities to tourist service providers, local residents and the tourists themselves.

The platform has been successfully implemented in **Amsterdam, Genoa and Leipzig**, and has growing support at the grassroots level in the cities.

Residents are posting their own stories, pictures and information about heritage sites and cultural events in their neighbourhood, which can attract outside interest as well, explains Dr. Paskaleva-Shapira. This is creating a unique mingling between local residents and tourists, for a richer experience of the expected and unexpected culture in a destination — museums, little-known festivals, public art, traditions, boutiques, etc. Our integrated portal and e-services make the visitor sense, feel, think about, act on and relate to cultural heritage, not just passively look at it. It's about promoting experiential selling points and to give a sense of locality and meaning to local heritage.

Actually, Isaac's results show that modernising ICTs is not sufficient to transform service delivery in cultural heritage tourism, notes Dr. Paskaleva-Shapira. Changing the way government organisations work and transforming government-stakeholder relationships can dramatically unlock the potential for better and richer e-services [in this field]. Isaac discovered that it was as important to embrace a new way of thinking and identify opportunities for innovation, both technological and non-technological.

This could mean better use of e-services and better coordination between heritage groups, tourism marketers and national tourism organisations to find hidden cultural treasures in the destination. It uses services like personalised itineraries and geo-location to find off-the-beaten-track sites in what becomes «a journey in urban heritage». This can be planned before a visitor even books a hotel. 'With Isaac's services, they can see if the hotel is located in a «meaningful neighbourhood», and then chart an itinerary to enjoy the surroundings, which makes the trip-planning easier, more enjoyable but also a learning experience,' the coordinator confirms.

Tangible results:

The project delivered an integrated and customisable ICT platform for e-heritage destinations, and populated it with accessible e-services and an e-toolkit to aid strategic decision-making in this sector. It also came up with a new governance framework and tool for managing cultural tourism e-services in urban destinations, notably Isaac's e-governance website in Genoa. And it introduced the idea of 'interpretive strategies' which through narrative and story help the trial cities position or brand their e-heritage destinations. The Isaac team, made up of 14 partners in 5 countries, offer many other tips and etools (technological and non-technological) which can be read on their up-to-date website. Other cities are also invited to join the Isaac movement.



PHOTO - 1: Bike over canal in Amsterdam City



PHOTO - 2: Landscape of the beautiful medieval Italian city of Genoa



PHOTO - 3: Limburg Cathedral under a cloudy sky in Germany

Source: <https://cordis.europa.eu/article/id/85555-project-success-stories-european-cultural-tourisms-hidden-gems>

CASE STUDY 2 - Submerged villages of Velenje lake

Deep in the lakes of Šaleška dolina are hidden, almost forgotten villages. Šaleška Dolina Tourism Board wished to create a new tourist product that involves all the main attractions, yet in a new and attractive way.

Within the experience, the visitors are taken to the mines to learn about the lakes and stories of people above-ground through an animated video. Afterwards, they travel to the center of the lake with an electric boat, where they virtually descent to the bottom of the lake to explore hyper-realistic 3D digitally reconstructed village of Škale using VR glasses. The experience ends at the shores of a lake, on a viewing platform.

Digital innovation of cultural heritage can be understood as a user-oriented development of new products and services that use the potentials of new technologies (augmented reality, 3D scanning and 3D printing, web platforms, ...), while respecting the cultural heritage and its protection regimes

to develop new knowledge and skills (art & design thinking, business modelling, user experience, digital marketing, ...).

Successful story-telling and story-doing involves people of diverse backgrounds and skills – from heritage experts, content marketers, professional story-tellers, digital experts, activists, digital artists, and target groups. It is a living body of skills and knowledge, never finalised and never static, always adapting to the changes in the environment and to the interests and touch points of the participants.

Beside workshops, trainings and strategy consulting, Tourism 4.0 Heritage+ encompasses a [HeritageLab incubation programme](#), firstly implemented in Idrija, UNESCO World Heritage Site.

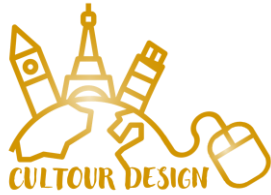


PHOTO - 1: Old ancient building in a city



PHOTO - 2: Trees on the mountains surrounded by lake Šaleška

Source: <https://tourism4-0.org/heritage/digital-interpretation-of-cultural-heritage/>



4. Assessment

4.1 Knowledge Assessment

- Question 1 (multiple choice or true/false):

Customer service skills are about:

[responding to queries in a way that suits you] **[meeting the expectations of the customer]** [avoiding difficult customers]

- Question 2 (multiple choice or true/false):

Communicating effectively means:

[being able to exchange information] [showing respect] [showing empathy] **[all the above]**

- Question 3 (multiple choice or true/false):

Virtual assistance requires physical presence:

[False] [True]

- Question 4 (multiple answers correct):

Cultural tourism is about:

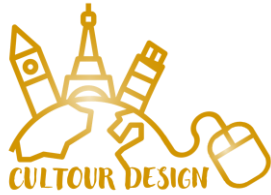
[seeking authentic experiences] **[gaining new knowledge]** [visiting museums] [visiting remote villages]

- Question 5 (multiple answers correct):

To create virtual heritage sites use:

[3D creations] [digital wallets] [cryptocurrencies] **[360 virtual tours]**

Question 6 (multiple answers correct):



- Digital transformation in cultural tourism allows the creation of:

[new social media] [new digital currencies] [**Virtual streams of events and tours**] [**Virtual streams of events and tour**]

- Question 7 (multiple answers correct):

Digital environments allow communication in:

[hosted functions] [extensions] [**virtual modes**] [**semi-virtual modes**]

- Question 8 (matching):

Match the terms with their definitions.

Term 1 **Digital tourism: The ways in which we use digital tools to organize, manage and even enjoy the travel experience**

Term 2 **Digital communication: Communication in digital environments.**

Term 3 **Virtual assistance: Assistance provided digitally without the need of physical presence.**

Term 4 **Hybrid skills: A combination of soft/human-centred skills and hard/technical ones**

Term 5 **Cultural awareness: Sensitivity and prudence when dealing with people from diverse cultural backgrounds.**

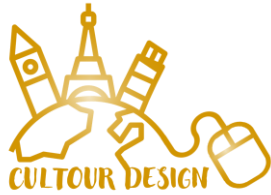
- Question 9 (matching):

Match the concepts with their explanations.

Concept 1 **Digital wallet: Online payment tools in the form of apps, operating a lot like banks.**

Concept 2 **Speed of transaction: The speed in which each currency concludes the processing of a digital transaction**

Concept 3 **Emojis: Small digital images or icons used to express an idea or emotion in electronic messages and web pages**



Concept 4 **Digital transactions**: Online transactions whose speed of process depends on the digital currency they are performed in.

Concept 5 **Digital currencies**: Cryptoassets that are not issued by a central bank.

- Question 10 (matching):

Match the problems with their solutions.

Problem 1 **I am providing online assistance to a customer but do not know their cultural background and do not want to create any misunderstanding: Maintain clear and comprehensive speech, use inclusive language.**

Problem 2 **During my online communication with a customer, I accidentally use a phrase that may have a double meaning: Add an emoji to clarify the meaning.**

Problem 3 **I have created a virtual tour, but evaluations and testing reveal disorientation at times: Provide virtual guidance, add narratives.**

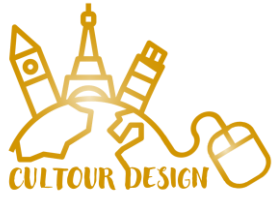
Problem 4 **I want to be in control of the speed of transactions: Use digital currencies.**

Problem 5 **I want to hire staff for my cultural tourism organisation: Look for people with hybrid skills.**

4.2 Skills Assessment

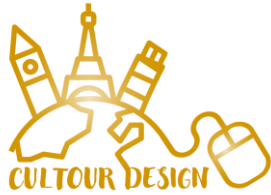
You want to create a cultural tourism organisation, but you want to set up a hybrid working environment to accommodate people working in different geographic areas. Also, these people have both soft and technical skills, and you hesitate about how to allocate tasks.

Solution: You should invest in a collaboration platform. You should also create a website that will host various functions and where the hybrid skills of your employees will be put to good use. Allocate tasks based on the digital environment that you create for your customer. Be sure to respect cultural diversity and use inclusive language. Be sure to provide virtual assistance 24/7 to enhance your customers' digital experience.



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5. References

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