



Black Sea Women Entrepreneurship Connection -
Empowering Women through Tourism
WETOUR / BSB1030



Common borders. Common solutions.

RESEARCH STUDY OF THE COMPETENCES AND NEEDS OF SUSTAINABLE ENTREPRENEURSHIP AND WOMEN ENTREPRENEURIAL SKILLS IN TOURISM SECTOR

NATIONAL REPORT OF THE REPUBLIC OF ARMENIA

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INTRODUCTION

Women entrepreneurship is an emerging sector in the global business environment, a real driving force in today's modern economy. They shape and redefine the workplace, business networks, financial institutions and culture, but in the Black Sea Region represents an unexploited potential. Only 32% of the entrepreneurs are women and opportunities are wasted at a time when sustainable economic growth figures high on the agenda of all governments in Europe. In fact, one of the main responsibilities of the European Union is the sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms.

In general, entrepreneurship is seen as a key driver for economic success, but few coordinated initiatives are targeted towards women. Research shows that tourism has become one of the main income generators in both developed and developing countries, with business volumes that equal or surpass oil exports, food products or the car industry. Travel and tourism have been proven to provide women with more opportunities for empowerment compared to other industries, giving the sector increased responsibility for the advancement of women.

The countries around the Black Sea are using very different policy instruments and projects in order to increase the number of women entrepreneurs. Few countries have adopted a clear policy to encourage and facilitate women to start their own business or to become more ambitious. Generally, women are under-represented in high growth sectors and they have fewer employees than men.

The project WE TOUR – “Black Sea Women Entrepreneurship Connection – Empowering Women through Tourism”, is closely related to the common challenges of the programme area. The project's overall objective is the creation of a Cross-Border Business Network in the Black Sea Basin Area for the Promotion of Women's Entrepreneurship, Life-long Cooperation, Training and networking. Also, the project aims at strengthening, supporting and developing female entrepreneurship through tourism, providing new economic and social opportunities to women in the Black Sea Basin area.

WE TOUR project is going to create a strong partnership in the field of women entrepreneurship, not only between the participating organizations but also among the countries that they represent.

Women's role in entrepreneurship must be supported by providing motivations and benefits to women who desire to enter in this field. Tourism is one of the most developed sectors in the region of Black Sea Basin, due to the natural resources it owns. For years the role of

business owners and active entrepreneurs is undertaken by males. Women could provide knowledge, creativeness, elegance and innovative ideas in terms of development and further improvement and modernization of tourism sector.

This program aims at mapping the competences, skills and challenges for entrepreneurs and SMEs involved in tourism sector in Black Sea Basin region to start and manage their business and to promote their touristic products internationally.

For this purpose, a Survey was done in partner countries (Armenia, Bulgaria, Georgia, Greece, Turkey) based on common Questionnaire, which is presented in Annex 1.

Based on the Survey results training program will be developed, in order to train the participants how effectively to manage and growth their business and to promote the region as attractive touristic destination by using digital technologies and innovative marketing tools.

METHODOLOGY

The research methodology includes the following:

1. Analysis of the Survey, which was carried out based on the Questionnaire (Annex 1).

The purpose of this survey is to:

- ✓ have a general overview of the current level of the main skills and competences of the target groups,
- ✓ have a perspective on the general training and development needs of the target groups,
- ✓ develop training materials aimed at raising the entrepreneurial skills and competences of women in tourism based on the survey results,
- ✓ gather suggestions for the future development of the project outputs.

The questionnaire consists of open, semi-open and closed questions.

The questionnaire includes about 50 questions, as well as 45 questions regarding the main skills. The number of respondents is 30. The survey was done both online and offline.

2. Desk research is done to find out the best practices of woman entrepreneurs in tourism sphere. In this part, women, who has a tourism business were interviewed and presented their expertise of establishing and developing tourism business. The number of participants is 3.

RESULTS OF THE NEEDS ASSESSMENT SURVEY

I. Understanding the respondents' profile

1. Age

The 37% of participants were 36-50 years old, 27% were 26-35 years old, 17% were 51-63 years old, 13% were up to 25 years old, and only 6% were 64 and elder.

Age of participants	Frequency (Total 30 respondents)	Percent
26-35 years old	8	27
36-50 years old	11	37
51-63 years old	5	17
64 and elder	2	6
Up to 25 years old	4	13

2. To the question ‘‘What is tourism according to you?’’ 26 people responded.

The summary of the most frequent answers is the following:

- Tourism is the temporary movement of people inside or outside the country for the purpose of recreation (everyone understands recreation differently; depending on the types of tourism);
- A tourist's visit to another country for the purpose of not earning money that lasts more than 24 hours but less than a year;
- A study visit or a trip to a place other than your place of residence;
- When a foreigner has the opportunity to discover another country, its culture and history, traditions and customs;
- Through it, people go from place to place for leisure, entertainment, health, business trips, getting acquainted with other cultures;
- Tourism is the temporary (up to one year) movement of people from their place of permanent residence to another place or to another area within their country for leisure, health, hospitality, cognitive, professional or business purposes, without paid work or lucrative activity at the place of visit;
- Tourism is a way to show the cultural wealth, traditions, customs of the Republic of Armenia, the "art" of doing any work, to inform others about them, and to make a profit through it. Also, it is one of the priorities of the RA economy;
- Pleasant, meaningful, creative-smart organization of leisure time, relaxation;

- Tourism is a type of recreation, during which the tourist gets acquainted with the life, culture, customs, national cuisine and people of another country;
- It is one of the most important branches of the economy, which stimulates the economic as well as the cultural, agricultural and educational spheres;
- Discovery and recognition;
- Business, hobby, freedom;
- Intercultural exchange;
- Combining the pleasant with the useful.

3. Current business situation

18 respondents or 60% mentioned that they have established tourism business, and 12 or 40% were planning to start a tourism business. One of them has started his/her business in 2007, 3 of them in 2017, also one in 2018, 2 of them in 2019, 3 in 2020, 3 in 2021, and 5 people have not mentioned the year.

4. The reasons why women still have not an established tourism business

From 30 respondents 12 still had not an established tourism business and were planning to start their business. They have mentioned the following reasons for which they still had not business. The most common answer was the lack of financial resources.

Reasons	Number of respondents (from 12 total respondents, who plan to start a business) (they could choose more than one option)	Percent
<i>Lack of financial resources</i>	<i>11</i>	<i>92</i>
Lack of entrepreneurial skills	7	58
Lack of knowledge about tourism	3	25
Lack of knowledge of foreign languages	1	8
Legislation issues	1	8
Issues connected with tax system	1	8

5. Motivation to set up a tourism business

The respondents also mentioned their motivation why they have set up or are planning to start a business. The motivation for the majority was personal reasons, also the purpose to preserve natural and cultural heritage.

Reasons	Number of respondents (Total 30 respondents) (they could choose more than one option)	Percent
To earn money	12	40
<i>To preserve natural heritage sites and culture</i>	14	47
To create new jobs	7	23
<i>For personal reasons (change of lifestyle, tourism as a hobby, etc.)</i>	16	53
Other (please specify)	➤ To make Armenia more recognized in the world and to contribute to the economic growth of the country ➤ To make my native village a well-known tourist destination, to present its literary, cultural heritage, traditions, unique nature, to promote tourism by ensuring sustainable development of the village, creating new and permanent jobs, as an alternative to the mining industry that desolates our native nature and villages.	

6. The place of the business

The businesses are situated in Yerevan, as well as in the regions of Armenia: Armavir, Gegharquniq, Syuniq, Vayots Dzor, Tavush, Aragatsotn, Kotayq, Lori.

7. Sphere of the tourism business

The sphere of tourism businesses were mainly hotel services, tour guiding.

Sphere of tourism business	Number of respondents (Total 30 respondents) (they could choose more than one option)	Percent
<i>Hotel services (in hotel, motel, B&Bs, etc.)</i>	15	50
Food and beverage services	7	23
Tour operating	7	23

Tourism agency	5	17
Transport service	1	3
<i>Tour guiding</i>	<i>12</i>	<i>40</i>
Other (please specify)	Water tourism, Camping, Interactive museum	

8. Kind of services provided to tourists

Services	Number of respondents (Total 30 respondents) (they could choose more than one option)	Percent
<i>Overnight stay</i>	<i>18</i>	<i>60</i>
<i>Food and drink</i>	<i>18</i>	<i>60</i>
<i>Nature sightseeing</i>	<i>22</i>	<i>73</i>
Arts and crafts	14	47
Fishing	2	7
Hunting	0	0
<i>hiking</i>	<i>17</i>	<i>57</i>
Horse-riding	4	13
Bird watching	4	13
mountain-biking, cycling	2	7
adventure sport	4	13
<i>visiting historical-cultural sites</i>	<i>19</i>	<i>63</i>
music and dance	10	33
boating	2	7
rafting	2	7
beekeeping	10	33
harvesting	12	40
agricultural works	10	33
<i>master classes on cooking local food</i>	<i>16</i>	<i>53</i>

tour guiding	11	37
<i>organizing excursions</i>	<i>17</i>	<i>57</i>
tour package developing and selling	12	40
selling air-tickets	0	0
booking services	0	0
other (please specify)	SUP-boarding, camping	

The most common services were nature sightseeing, visiting historical-cultural sites, overnight stay, food and drink, hiking, organizing excursions, master classes on cooking national food.

9. Tourism business as the main or complementary source of income

30 respondents, who have or plan to start a business, answered whether the business is or will be the main source of their income. For 63% of respondents the business is their main source of income.

Source of income	Frequency (Total 30 respondents)	Percent
<i>Main</i>	<i>19</i>	<i>63</i>
Complementary	11	37

10. Seasonal or all year-round tourism business

The business of 57% is seasonal.

Type of tourism business	Frequency (Total 30 respondents)	Percent
<i>Seasonal</i>	<i>17</i>	<i>57</i>
All year round	13	43

11. Tourism business being advertised through any tourism networks (local, regional, international)

Advertisement	Frequency (Total 30 respondents)	Percent
Yes	12	40
<i>No</i>	<i>15</i>	<i>50</i>
Other (soon will be)	3	10

50% mentioned that their tourism business is not advertised through any tourism networks, the other 50 % said that it is advertised or will be advertised soon.

People have mentioned the networks of advertisement: All Hotels, Eventtoura, Booking.com, Facebook, Blogs, TV channels, media, etc.

12. To the question ‘‘What is tourism marketing according to you?’’ 19 people responded.

The summary of the most frequent answers is the following:

- ✚ Activities of planning, developing, promoting the sale of tourism services or products,
- ✚ From a management perspective, marketing is viewed as an art of selling products.
According to that, tourism marketing is the sale of travel packages.
- ✚ Choosing the right targeting and creating an attractive product.
- ✚ Sale of the package in the target market,
- ✚ Promotion of tour packages,
- ✚ Ensure growth in sales of tourism-related offers,
- ✚ Strategy for developing and implementing sales-oriented programs,
- ✚ The best marketing in tourism is to provide quality service,
- ✚ Beautifully packaged presentation on different networks,
- ✚ Achieve maximum results with the right targeted advertising and materials under other equal conditions,
- ✚ Well-planned marketing is the key to a successful business,
- ✚ Tourism marketing is a set of mechanisms for research, analysis, demand regulating methods in the field of tourism services.
- ✚ Mastery of presenting the established business correctly,
- ✚ Sale of food and drink, sale, presentation of culture,
- ✚ It is a way to inform the public about the tourism product, to inform about its potential, to attract tourists.

13. To the question ‘‘What is digital tourism marketing according to you?’’ 15 people responded. The summary of the most frequent answers is the following:

- ✚ All the digital marketing tools that can be used for tourism (SMM, SEO),
- ✚ Marketing through digital technologies and social networks,
- ✚ Digital marketing is the sale of travel packages on a social platform,
- ✚ Online promotion,
- ✚ Ensuring visibility on Internet platforms and increasing the volume of sales due to it,
- ✚ Promotion on social networking sites,
- ✚ Internet marketing,

- ✚ Programs aimed at raising the profile of your business on the Internet,
- ✚ Digital marketing, in my opinion, is the advertisement for the right products, for the right segment, placed on the Internet, on various websites,
- ✚ Make digital information available to existing and potential customers by using digital technologies,
- ✚ Digital marketing is social networks, platforms, applications, etc., which, as a marketing result, influence the development of tourism,
- ✚ Tourism on internet,
- ✚ Organizing a marketing campaign through digital technologies (social networks, websites),
- ✚ Social media in tourism.

14. Using internet in tourism business

The majority of respondents (74%) use or plan to use internet in their business every day.

Internet in tourism business	Frequency (Total 30 respondents)	Percent
I never use it	4	13
<i>Every day</i>	22	74
Once a month	0	0
Few days in a week	3	10
Other (often)	1	3

15. Participation at any training in the business field (management, marketing, finance, etc.) before starting the tourism business

The majority (63%) have never participated at any training in the business field.

People, who has ever participated, mentioned that the trainings were in universities, and different courses organized by various organizations.

Participation at trainings	Frequency (Total 30 respondents)	Percent
<i>No</i>	19	63
Yes	11	37

16. Degree in tourism

Degree	Frequency (Total 30 respondents)	Percent
Bachelors	4	13
Masters	6	20
PhD	0	0
Vocational training	0	0

<i>No degree</i>	20	67
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The majority (67%) has no degree in tourism.

17. Work experience in tourism sphere before starting the business

Work experience in tourism sphere	Frequency (Total 30 respondents)	Percent
<i>No</i>	20	67
Yes (please specify where and how many years of experience)	10	33

The majority (67%) had no work experience in tourism sphere before starting their business. Some of the respondents mentioned that they had worked as a tour guide (5 people), in tourism agency (2 people), and at a hotel (1 people). Some of them had from 2 to 8 years of experience.

18. Gaining business skills for running the business

The majority has gained business skills for running the business on the job training and through consultants.

Gaining business skills	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
At school	0	0
<i>On the job training</i>	15	50
At work	4	13
<i>Through consultants</i>	13	43
Online courses	10	33
Other (tour-guide courses)	2	7

19. Platforms for business promotion

The majority (80%) uses or plans to use own social media platform for their business promotion.

Platforms for business promotion	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
Own website	9	30
<i>Own social media platform</i>	24	80

Tourism magazines	3	10
Tourism offices	6	20
Local, regional, national networks	3	10
Local, regional, national newspapers	0	0
TV	1	3
Radio	0	0
Online booking/reservation systems (Booking.com, Airbnb, Tripadvisor, Expedia, Hotel.am, Allhotels.am, etc.)	6	20

20. Social media platforms for business promotion

The majority uses Facebook and Instagram for their business promotion.

Social media platforms	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
<i>Facebook</i>	25	83
<i>Instagram</i>	20	67
Twitter	0	0
LinkedIn	1	3
Pinterest	2	7
YouTube	1	3
Snapchat	0	0
WhatsApp	7	23
Signal	0	0
Google	7	23
Telegram	1	3
I do not use any social media platform	2	7
Other (please specify)	0	0

21. Foreign languages for communicating with tourists

The majority may communicate in Russian and English.

Foreign languages	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
I do not know any foreign language	3	10
<i>Russian</i>	22	73
<i>English</i>	19	63
German	2	7
Spanish	2	7
Italian	2	7

22. Running business on their own

The majority of the respondents (94%) run or plan to run their business on their own.

Running business on their own	Frequency (Total 30 respondents)	Percent
<i>Yes</i>	28	94
No, I am the owner, but I have a manager	1	3
Other (family business)	1	3

23. Responsibility for the financial activities of the business

The majority of the respondents (80%) is responsible for the financial activities of the business himself/herself.

Responsibility for the financial activities	Frequency (Total 30 respondents)	Percent
<i>Myself</i>	24	80
I have an employee(s) for that	0	0
My family members	6	20
Other (please specify)	0	0

24. Responsibility for the management activities of the business

The majority of the respondents (80%) is responsible for the management activities of the business himself/herself.

Responsibility for the management activities	Frequency (Total 30 respondents)	Percent
<i>Myself</i>	24	80

I have an employee(s) for that	1	3
My family members	5	17
Other (please specify)	0	0

25. Responsibility for the marketing activities of the business

The majority of the respondents (64%) is responsible for the marketing activities of the business himself/herself.

Responsibility for the marketing activities	Frequency (Total 30 respondents)	Percent
<i>Myself</i>	<i>19</i>	<i>64</i>
I have an employee(s) for that	3	10
My family members	7	23
Other (other private company)	1	3

26. Participating in decision making process as a staff member

The majority of the respondents (86%) is or will be the owner of the business. Only 2 of staff members participate in decision making process, the other 2 don't participate.

Participating in decision making process	Frequency (Total 30 respondents)	Percent
Yes	2	7
No	2	7
<i>I am the owner</i>	<i>26</i>	<i>86</i>
Other (please specify)	0	0

27. As a staff member being aware of the business policy, financial flows of the business

From the 4 respondents who are not the owner but a staff member, only 1 is aware of the business policy, financial flows of the business.

Being aware of the business policy, financial flows	Frequency (Total 30 respondents)	Percent
Yes	1	4
No	3	10
<i>I am the owner</i>	<i>26</i>	<i>86</i>
Other (please specify)	0	0

28. Marketing steps for attracting national and international tourists

57% of respondents advertise his/her business on social networks, and only 10% does nothing.

Marketing steps	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
I do nothing	3	10
I advertise my business on the Internet	11	37
<i>I advertise my business on social networks</i>	<i>17</i>	<i>57</i>
I advertise my business at national and (or) international booking systems	4	13
I print booklets and distribute them at the airport and other places	4	13
I participate in national and (or) international exhibitions	2	7
Other (please specify)	0	0

29. Being aware of the characteristics of international tourists (of different nationalities), their needs

47% of respondents are aware of the characteristics of international tourists, 27% is partly aware.

Being aware of the characteristics of international tourists	Frequency (Total 30 respondents)	Percent
<i>Yes</i>	<i>14</i>	<i>47</i>
No	6	20
I do not know how I can be aware of that	2	7
Other (partly)	8	27

30. Cooperation with other bodies in connection with the business activity

50 % of respondents cooperate with private sector in connection with their business activity, 33% cooperates with local self-government bodies.

Cooperation with other bodies	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
<i>Local self-government bodies</i>	<i>10</i>	<i>33</i>
National tourism authorities (Tourism Committee)	7	23
Public administration bodies	1	3

Non-governmental organizations	8	27
International organizations	5	17
<i>Private sector</i>	<i>15</i>	<i>50</i>
Other (please specify)	0	0

31. Participation in international grant programs

60% of participants have never participated in international grant programs.

Participation in international grant programs	Frequency (Total 30 respondents)	Percent
Yes	7	23
<i>No</i>	<i>18</i>	<i>60</i>
I am going to apply	5	17
Other (please specify)	0	0

32. Number of people working in the business

33% of respondents had employed staff. The employed staff members varied from 1 to 10.

Number of people working in the business	Frequency (Total 30 respondents)	Percent
Myself	5	17
<i>Myself and my family</i>	<i>15</i>	<i>50</i>
<i>Employed staff (please state how many)</i>	<i>10</i>	<i>33</i>

33. Staff training problems

67% had staff training problems. The staff training problems were connected with the need to give mainly marketing, computer skills and knowledge of foreign languages.

Staff training problems	Frequency (Total 30 respondents)	Percent
<i>Yes (please specify)</i>	<i>20</i>	<i>67</i>
No	10	33

34. Functions of human resource management being accomplished in tourism business

The most popular function of human resource management was Learning & development (57%), then Recruitment & selection (33%).

Functions of human resource management	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
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I do nothing	4	13
<i>Recruitment & selection</i>	<u>10</u>	<u>33</u>
Performance management	4	13
<i>Learning & development</i>	<i>17</i>	<i>57</i>
Career development	8	27
Material incentives	7	23
Non material incentives	4	13
Other (please specify)	0	0

35. Business development problems

The most common problem for business development are marketing (77%) and financial (70%) problems.

Business development problems	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
I have no problems	1	3
<i>Financial problems</i>	<i>21</i>	<i>70</i>
<i>Marketing issues</i>	<i>23</i>	<i>77</i>
Lack of knowledge on tourism business	9	30
Problems connected with staff training	8	27
Problems connected with the use of the Internet and computer technologies	7	23
Problems connected with the community infrastructures	4	13
Legislative issues	3	10
Tax issues	2	7
Other (please specify)	0	0

36. Being involved in decision-making process (connected with tourism sphere) at the local or state level in policy developing or other processes

The majority (57%) is not involved in decision-making process at the local or state level. However they did not mention the reasons. 40% is involved and the involvement is connected with the community budget discussions.

Involvement in decision-making process	Frequency (Total 30 respondents)	Percent
Yes (please indicate how often, what kind of decisions)	12	40
No (please specify why)	17	57
Other (I will participate)	1	3

37. Being a member of any tourism association

77 % was not a member of any tourism association. Some participants mentioned, that they are a member of Armenian Association of Professional Guides.

Membership at any tourism association	Frequency (Total 30 respondents)	Percent
Yes (please specify)	7	23
No	23	77
Other (please specify)	0	0

38. To the question “What is a business-plan and what sections it usually consists of?” 15 people responded. The summary of the most frequent answers is the following:

- Purpose and means,
- Business description, market research, target group selection, financial analysis,
- It is a unique map for further actions,
- A business plan is a detailed plan of your business with clear steps and a schedule,
- It has the following main sections: marketing, expenses, profit, attracting investors,
- Segmentation, service selection, sales, goal setting,
- The business plan is the beginning of creating a business, the main sections are: marketing plan, operational plan, financial plan,
- Working document, which has the following sections: 1.Summary; 2. The idea of the proposed project; 3.Marketing plan; 4.Production plan; 5.Organizational plan; 6.Risk assessment and insurance; 7. Financial plan; 8. Attachments,
- A business plan is a document that includes the steps and sequence through which business is to be promoted. A business plan is also an important document that the investor sees when deciding whether to invest or not.

- The business plan consists of a title page, sometimes a privacy policy, a brief description, the main idea of the project description, industry market research...
- Sequence of steps to start a business, definition of goals, vision. Business Profile, Market Analysis, Organization and Management, Marketing, Financial Part ...
- Business idea, key resources, value proposition, customer segment, business processes, key partners, market research, relationships, ways, costs, beneficiaries, social issues.

39. Developing a business plan for the business

Only 47% has ever developed a business plan for their business.

Developing a business plan	Frequency (Total 30 respondents)	Percent
<i>Yes</i>	<i>14</i>	<i>47</i>
No	10	33
I do not have business plan development skills	5	17
There was no need to develop a business plan	1	3
Other (please specify)	0	0

40. Innovations for developing the business

63% mentioned that they need Innovations in marketing activities, 50% mentioned New products.

Innovations	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
Innovations in business model	9	30
<i>Innovations in marketing activities</i>	<i>19</i>	<i>63</i>
Innovations in staff management	3	10
Innovations in financial management	9	30
New technologies	12	40
Innovations in service process	11	37
<i>New products</i>	<i>15</i>	<i>50</i>

I do not need any kind of innovations	0	0
I do not know	2	7
Other (please specify)	0	0

41. The role of Information technologies in the business development

83% mentioned that information technologies may help to attract new partners and new tourists.

Information technologies in the business development	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
To make the work easier	21	70
To do better marketing	24	80
<i>To attract new partners</i>	25	83
<i>To attract new tourists</i>	25	83
I do not know	0	0
Other (please specify)	0	0

42. Marketing steps for business promotion

93% mentioned that for business development they need promotion through social networks, 87% mentioned that they need advertising.

Marketing steps	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
<i>Advertising</i>	26	87
<i>Promotion through social networks</i>	28	93
Advertising with the help of celebrities (influencer marketing)	15	50
Price discounts	5	17
Development of new products	17	57
Other (please specify)	0	0

43. To the question “What are the positive impacts of tourism?” 19 people responded.

The summary of the most frequent answers is the following:

- Organization of leisure, recognition of cultural heritage, homeland recognition,

- Economic growth, job creation, service sector development year by year, intercultural communication, inflow of investments, development of infrastructures, etc.
- We present our culture, arts and crafts through tourism, and the money received contributes to the development of the economy.
- Tourism stimulates the country's economy, creates new jobs, is a stimulus for balanced development in communities and reduction of emigration,
- Sustainable development in communities,
- Intercultural contacts, increase of tolerance in the society.
- Popularization of different places, historical and cultural monuments, natural monuments, national customs, different branches of tourism, development of infrastructure, activation of rural communities.

44. To the question “What are the negative impacts of tourism?” 14 people responded. The summary of the most frequent answers is the following:

- Spread of the virus in Covid-19 conditions,
- The spoil of the country's historical and cultural sites and the violation of environmental norms,
- Environmental pollution,
- Environmental damage, overuse of tourism resources (over tourism) without considering their consequences or irrational use, implementation of tourism activities that are not in line with the specifics of the region (settlements, culture, etc.).

45. Applying the principles of sustainable tourism in tourism business

67% mentioned that they pay attention to environmental issues, 53% contributes to the development of local culture, 43% contributes to local employment growth.

Principles of sustainable tourism	Frequency (Total 30 respondents) (they could choose more than one option)	Percent
I do not apply them at all	0	0
I am not aware of the principles of sustainable tourism	4	13
<i>I pay attention to environmental issues</i>	<i>20</i>	<i>67</i>
<i>I contribute to the development of local culture</i>	<i>16</i>	<i>53</i>
<i>I contribute to local</i>	<i>13</i>	<i>43</i>

<i>employment growth</i>		
I use resources rationally	10	33
Other (please specify)	0	0

II. Assessment of skills and competences

46. To the question “What do you think are the most important skills to run a tourism business, and why?” 19 people responded.

The summary of the most frequent answers is the following:

- Management and marketing,
- Ability to solve problems, ability to understand tourists' expectations, good communication skills,
- Be able to motivate your team properly, conduct trainings with guides so that guides never give wrong information to tourists,
- Knowledge,
- Targeted promotion,
- Excellent knowledge of internal offers and promotion on the Internet,
- Be flexible and informed, have a large circle of acquaintances,
- Active, knowledgeable, language proficiency, punctuality,
- Initiative, politeness, knowledge of languages,
- High human qualities, polite approach is always and everywhere the most important,
- Creating a business network, providing high quality services, communication culture,
- To be knowledgeable, hospitable, to represent not only our guest house but also an entire country, so that they can come to Armenia again,
- The most important thing is to master tourism and business skills at the same time, because one without the other will lead to the failure of the business, regardless of the strength or interest of the business idea,
- Education, experience, marketing knowledge, proper time and financial management.

47. Need to develop competencies and skills in order to make the business more successful

All participants think there is a need to develop their (their staff) competencies and skills.

Need to develop competencies and skills	Frequency (Total 30 respondents)	Percent
<i>Yes (please specify what kind of skills or knowledge do you need most?)</i>	<i>30</i>	<i>100</i>
No	0	0
Other (please specify)	0	0

The respondents mentioned the following skills and knowledge that they need to develop: SEO, professional knowledge to find "long-term" cooperation and partners, English language, innovation, business promotion, marketing - advertising, customer engagement, financial management, customer service, doing business, getting idea financing, creating a competitive business plan, expanding tourism knowledge, gaining some entrepreneurial skills, SMM knowledge, financial management.

48. Evaluating the level of skills

N	Skills	How would you rate the level of your skills? (Total 30 respondents)					Percent					Average rate
		1-very bad	2-bad	3-medium	4-good	5-excellent	1-very bad	2-bad	3-medium	4-good	5-excellent	
1.	Skills for developing long- term strategies for my tourism business	1	8	12	8	1	3.3	26.7	40.0	26.7	3.3	3.00
2.	Skills for developing a business plan for my tourism business	1	11	10	6	2	3.3	36.7	33.3	20.0	6.7	2.90
3.	Financial management skills to operate the tourism business (knowledge of sources of finance, pricing, financial planning, profit and loss, cash flow, etc.)	2	8	12	6	2	6.7	26.7	40.0	20.0	6.7	3.00
4.	Marketing skills (knowledge of 7 P's)	3	10	11	4	2	10.0	33.3	36.7	13.3	6.7	2.73
5.	Market research skills (SWOT, Benchmarking, competitor analysis, etc.)	4	6	9	8	3	13.3	20.0	30.0	26.7	10.0	3.00
6.	Management skills to run the business successfully	1	8	8	9	4	3.3	26.7	26.7	30.0	13.3	3.23
7.	Skills for building partnerships	2	7	9	5	7	6.7	23.3	30.0	16.7	23.3	3.27
8.	Networking and negotiation skills	3	7	10	5	5	10.0	23.3	33.3	16.7	16.7	3.07
9.	Knowledge of laws and regulations of the sphere	4	10	6	8	2	13.3	33.3	20.0	26.7	6.7	2.80
10.	Computer skills (MS office)	2	4	11	7	6	6.7	13.3	36.7	23.3	20.0	3.37
11.	Digital marketing skills	4	7	12	5	2	13.3	23.3	40.0	16.7	6.7	2.80
12.	Using web tools for business promotion (online booking, TripAdvisor, etc.)	4	8	11	5	2	13.3	26.7	36.7	16.7	6.7	2.77
13.	Using social media (Facebook, Instagram, twitter, etc.) for business purposes	1	8	10	9	2	3.3	26.7	33.3	30.0	6.7	3.10

	(communication, marketing, networking, etc.)											
14.	Ability to use online tools for business promotion (placing adverts on internet, using e-mails, blogs, forums, etc.)	3	8	8	8	3	10.0	26.7	26.7	26.7	10.0	3.00
15.	Ability to use mobile applications related to tourism	3	11	6	7	3	10.0	36.7	20.0	23.3	10.0	2.87
16.	Knowledge of foreign languages	2	6	6	13	3	6.7	20.0	20.0	43.3	10.0	3.30
17.	International marketing skills	6	11	9	4	0	20.0	36.7	30.0	13.3	0.0	2.37
18.	Exploring and understanding customer needs and motivations	2	7	11	6	4	6.7	23.3	36.7	20.0	13.3	3.10
19.	Understanding USP (unique selling point) and UBR (unique buying reason)	9	10	10	1	0	30.0	33.3	33.3	3.3	0.0	2.10
20.	Skills of creating unique selling point	9	6	13	2	0	30.0	20.0	43.3	6.7	0.0	2.27
21.	Tourism services providing skills	1	6	6	12	5	3.3	20.0	20.0	40.0	16.7	3.47
22.	Communication skills (to be able to communicate with a tourist, listen to him/her, understand his/her problem, explain or persuade him/her something, etc.)	2	4	6	7	11	6.7	13.3	20.0	23.3	36.7	3.70
23.	Problem solving skills	2	5	6	11	6	6.7	16.7	20.0	36.7	20.0	3.47
24.	Administrative skills (making contracts, monitoring, etc.)	4	6	10	5	5	13.3	20.0	33.3	16.7	16.7	3.03
25.	Risk taking skills	3	5	10	8	4	10.0	16.7	33.3	26.7	13.3	3.17
26.	Team-building skills	2	5	8	7	8	6.7	16.7	26.7	23.3	26.7	3.47
27.	Time management skills	2	4	10	9	5	6.7	13.3	33.3	30.0	16.7	3.37
28.	Decision-making skills	1	5	8	8	8	3.3	16.7	26.7	26.7	26.7	3.57
29.	Knowledge of sustainable tourism principles	2	9	9	5	5	6.7	30.0	30.0	16.7	16.7	3.07

30.	Knowledge of tourism ethics	1	6	9	10	4	3.3	20.0	30.0	33.3	13.3	3.33
31.	Awareness of local culture and values	2	4	6	8	10	6.7	13.3	20.0	26.7	33.3	3.67
32.	Ability to get involved in local community programs, events	3	3	7	12	5	10.0	10.0	23.3	40.0	16.7	3.43
33.	Knowledge on how to support the local economy and ability to do it	3	3	10	9	5	10.0	10.0	33.3	30.0	16.7	3.33
34.	Ability to engage local communities in business	3	3	10	9	5	10.0	10.0	33.3	30.0	16.7	3.33
35.	Knowledge on how to build on local strengths	3	4	12	7	4	10.0	13.3	40.0	23.3	13.3	3.17
36.	Academic knowledge in tourism	4	5	10	7	4	13.3	16.7	33.3	23.3	13.3	3.07
37.	Knowledge on tax policy of the sphere	3	9	9	6	3	10.0	30.0	30.0	20.0	10.0	2.90
38.	Skills for creating innovative tourism policy	3	9	13	2	3	10.0	30.0	43.3	6.7	10.0	2.77
39.	Cooperation skills (with all stakeholders)	3	6	11	3	7	10.0	20.0	36.7	10.0	23.3	3.17
40.	Fundraising skills	5	10	11	3	1	16.7	33.3	36.7	10.0	3.3	2.50
41.	Knowledge on tourism statistics and statistical recording	5	9	11	3	2	16.7	30.0	36.7	10.0	6.7	2.60
42.	Entrepreneurial skills	3	7	10	7	3	10.0	23.3	33.3	23.3	10.0	3.00
43.	Knowledge on social entrepreneurship	3	7	10	8	2	10.0	23.3	33.3	26.7	6.7	2.97
44.	Social entrepreneurship skills	3	8	12	5	2	10.0	26.7	40.0	16.7	6.7	2.83
45.	Tourism product developing skills	3	6	10	9	2	10.0	20.0	33.3	30.0	6.7	3.03

Need to improve the skills

N	Skills	Would you like to improve these skills? (Total 30 respondents)			Percent		
		yes	no	I do not know	yes	no	I do not know
1.	Skills for developing long- term strategies for my tourism business	28	2	0	93.3	6.7	0
2.	Skills for developing a business plan for my tourism business	27	3	0	90.0	10.0	0
3.	Financial management skills to operate the tourism business (knowledge of sources of finance, pricing, financial planning, profit and loss, cash flow, etc.)	27	3	0	90.0	10.0	0
4.	Marketing skills (knowledge of 7 P's)	28	2	0	93.3	6.7	0
5.	Market research skills (SWOT, Benchmarking, competitor analysis, etc.)	26	4	0	86.7	13.3	0
6.	Management skills to run the business successfully	27	3	0	90.0	10.0	0
7.	Skills for building partnerships	25	4	1	83.3	13.3	3.3
8.	Networking and negotiation skills	28	2	0	93.3	6.7	0
9.	Knowledge of laws and regulations of the sphere	24	5	1	80.0	16.7	3.3
10.	Computer skills (MS office)	25	4	1	83.3	13.3	3.3
11.	Digital marketing skills	30	0	0	100.0	0	0
12.	Using web tools for business promotion (online booking, TripAdvisor, etc.)	29	1	0	96.7	3.3	0
13.	Using social media (Facebook, Instagram, twitter, etc.) for business purposes (communication, marketing, networking, etc.)	29	1	0	96.7	3.3	0
14.	Ability to use online tools for business promotion (placing adverts on	28	2	0	93.3	6.7	0

	internet, using e-mails, blogs, forums, etc.)						
15.	Ability to use mobile applications related to tourism	27	2	1	90.0	6.7	3.3
16.	Knowledge of foreign languages	28	2	0	93.3	6.7	0
17.	International marketing skills	29	1	0	96.7	3.3	0
18.	Exploring and understanding customer needs and motivations	27	2	1	90.0	6.7	3.3
19.	Understanding USP (unique selling point) and UBR (unique buying reason)	29	1	0	96.7	3.3	0
20.	Skills of creating unique selling point	29	1	0	96.7	3.3	0
21.	Tourism services providing skills	26	3	1	86.7	10.0	3.3
22.	Communication skills (to be able to communicate with a tourist, listen to him/her, understand his/her problem, explain or persuade him/her something, etc.)	25	4	1	83.3	13.3	3.3
23.	Problem solving skills	25	4	1	83.3	13.3	3.3
24.	Administrative skills (making contracts, monitoring, etc.)	25	5	0	83.3	16.7	0
25.	Risk taking skills	26	4	0	86.7	13.3	0
26.	Team-building skills	26	3	1	86.7	10.0	3.3
27.	Time management skills	26	3	1	86.7	10.0	3.3
28.	Decision-making skills	26	3	1	86.7	10.0	3.3
29.	Knowledge of sustainable tourism principles	26	3	1	86.7	10.0	3.3
30.	Knowledge of tourism ethics	27	2	1	90.0	6.7	3.3
31.	Awareness of local culture and values	26	4	0	86.7	13.3	0
32.	Ability to get involved in local community	25	4	1	83.3	13.3	3.3

	programs, events						
33.	Knowledge on how to support the local economy and ability to do it	26	4	0	86.7	13.3	0
34.	Ability to engage local communities in business	26	3	1	86.7	10.0	3.3
35.	Knowledge on how to build on local strengths	26	4	0	86.7	13.3	0
36.	Academic knowledge in tourism	26	4	0	86.7	13.3	0
37.	Knowledge on tax policy of the sphere	25	4	1	83.3	13.3	3.3
38.	Skills for creating innovative tourism policy	27	3	0	90.0	10.0	0
39.	Cooperation skills (with all stakeholders)	26	4	0	86.7	13.3	0
40.	Fundraising skills	28	1	1	93.3	3.3	3.3
41.	Knowledge on tourism statistics and statistical recording	27	3	0	90.0	10.0	0
42.	Entrepreneurial skills	26	4	0	86.7	13.3	0
43.	Knowledge on social entrepreneurship	26	4	0	86.7	13.3	0
44.	Social entrepreneurship skills	27	3	0	90.0	10.0	0
45.	Tourism product developing skills	28	2	0	93.3	6.7	0

49. To the question ‘‘What additional skills or knowledge do you need to develop your business?’’ the following answers were gathered:

- Cooperation with international tourism organizations to activate inbound tourism,
- New knowledge and skills,
- Skills in social entrepreneurship, finance, international, digital marketing,
- Basic knowledge of photography,
- Ethics of communicating with tourists, service, marketing and sales, restaurant management.

50. To the question ‘‘What are your expectations from the upcoming training course?’’ the following answers were gathered:

- Digital marketing, especially SEO knowledge,
- Get more information on how to manage your tourism business properly,
- Learn a more professional approach,
- Development of knowledge and skills,
- Expand my business and develop,
- Starting a business with more confident steps, maybe new connections and help,
- Creating business connections,
- To progress in business through new knowledge,
- Increased knowledge, opportunity to become more skilled at work,
- Marketing, a course on sustainable tourism,
- Implement a business idea after improving the skills,
- A more practical and literate approach to business, finance, legislation, as well as new connections in the business world.

DESK RESEARCH

"Summer & SUN" cultural travel company

"When a hobby became a business".



Co-founders: Sveta Dallaqyan and Sona Hayrapetyan

Svetan and Sona founded the "Summer & SUN" travel company, which is situated in Etchmiadzin - the holy capital of Armenia. The name of the company was not chosen by chance. Two friends, Sveta (Summer) and Sona (Sun), decided to set up a cultural travel company, wherever they were, there would always be a warm summer and sunny atmosphere.

Sveta teaches economics and management at the Armenian State Pedagogical University, also works as a researcher at Institute of Economics after M. Kotanyan of the National Academy of Sciences of the Republic of Armenia. She decided to start a business and to invest her research and theoretical knowledge in business activities for the benefit of the development and improvement of her community.

Sona is a sociologist-historian, and teaches social science at school, also works at that school as an event organizer. Sona's organizational skills, knowledge of history, insatiable desire to represent and glorify the homeland led her to decide to establish a travel company in her beloved historical city.

"Summer & SUN" cultural travel company was founded by 2 co-founders as a LLC in August 2020, when Armenia like the whole world, had been living with COVID-19 for 6 months.

"During that time we all were working remotely, which allowed us to think about how to develop the community, at the same time using the experience and knowledge gained for our favorite hobby, as traveling is the hobby for us" tell Sona and Sveta.

"Summer & SUN" is engaged not only in organizing entertainment for tourists, but also in discovering and presenting cultural monuments, national customs and making the city of Etchmiadzin more recognizable. Tours were organized for a month, everything was going very well when the 44-day Artsakh war began and the company stopped the tours. But at that time every citizen of Armenia wanted to be useful to his homeland in some way. The co-founders of "Summer & SUN" got acquainted with the families displaced from Artsakh to Armenia and started taking them on tours, as well as presenting the historical and cultural monuments, museums and sights of Etchmiadzin.

And finally the war stopped and the long-awaited spring came and the co-founders found the will, the strength to overcome the difficulties, decided to resume their tourism activities with new thoughts, energy and ideas. Now they organize tours for the residents of Etchmiadzin (not only), including various tourist destinations in Armenia.

The mission of "Summer & SUN" is to introduce and develop tourism culture in Etchmiadzin, starting from the rules of civilized travel, to creating a desire for tourists to take care of the environment.

The goals of "Summer and SUN" are to make traveling inside Armenia accessible to the residents of the community, to bring tourists to Etchmiadzin, to present the city properly, to organize tourism and cultural events in Etchmiadzin, to create jobs for our citizens by organizing tourism courses, where young people will get knowledge and skills and have the opportunity to work as a guide in the company.

The values of "Summer & SUN" are: innovation, homeland recognition, development of cultural and entertainment tours.

In the future, "Summer & SUN" plans to host foreign tourists, and present Armavir region in several languages in more interesting and scientific way; to develop hiking tourism based on accessible routes for the society; to create a corner in Etchmiadzin where old Armenian crafts and activities (puppetry, pottery, baking process) will be presented, where pupils from all over Armenia and tourists will visit, get acquainted with old Armenian activities and crafts; organize regular tour-guiding courses (which are organized at the moment) and hire the best students at "Summer & SUN"; as well as expand the geography of existing tourism routes.

According to the co-founders, for the development of any business in the 21st century, digital marketing and management skills are needed, and they advise the business start-ups in the field of tourism not to copy, but to do what others do not offer in that community. Every start-up business must come up with a unique way of discovering the benefits of that community and using them for the development of their business.

"An entrepreneur is a person who does what others do not do."

Joseph Schumpeter

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<https://www.instagram.com/summerandsunagency/>





https://www.youtube.com/watch?v=6Yo2eG_jgXw

GLAMPING. NOVELTY IN TOURISM SPHERE IN ARMENIA



Founder: Liana Movsisyan

In 2019 in Yenokavan village of Tavush region, located in the north-east of Armenia I initiated the establishment of the first glamping in Armenia. The project is co-financed by the UN “Integrated Rural Tourism Development” Program. The choice of Glamping location is not accidental, as the village of Yenokavan is known as an adventure and active recreation center, and adventure tourists who prefer such a rest, prefer to spend the night in Glamping,

I am a tourism manager by profession, I have a professional education, I have worked in the field of tourism for many years, I have also taught at the Faculty of Tourism of one of the state universities in Armenia. Accumulated experience and insatiable desire to engage in leisure activities were the main motivation to start my own business.

The opening of Glamping was scheduled in March, 2020. However, because of Covid-19, it was postponed for about four months. At present, the restrictions imposed by Covid-19 remain the main problem of our activity.

Yenokavan Glamping consists of two domed tents, and we plan to expand our activities in the future by increasing the number of tents, as well as offering guests lunch and dinner in addition to breakfast. In this way, the services provided to the guests will increase, due to which the volume of purchases from the community will increase.

Flexibility and the ability to make quick decisions, the ability to make business connections, as well as mastering the rules of guest service are crucial for growing a business in the tourism industry.

Currently, it is quite risky to start tourism in Covid-19 conditions, but we are hopeful that tourism will experience a sharp boom as soon as all restrictions are lifted. For all those who are going to enter the tourism industry, I would advise to show perseverance, be patient and flexible.

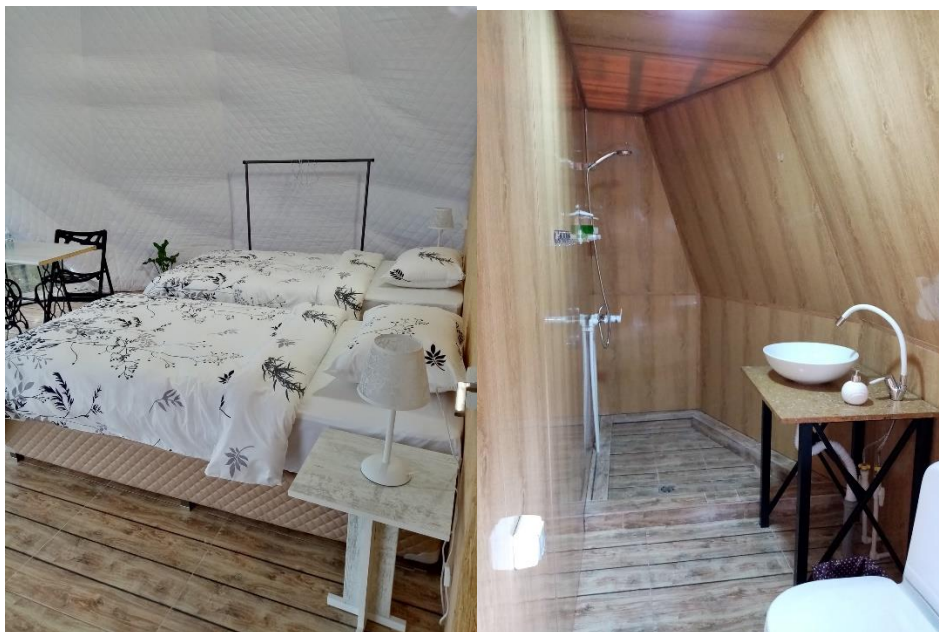
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<https://www.facebook.com/yenokavanglamping/videos/949118755628241>

TANAHAT GASTROYARD



Founder: Liana Gasparyan

I am Liana Gasparyan and I have been living in Gladzor community of Vayots Dzor for 20 years. In the garden of my own house I am engaged in gardening, viticulture, growing vegetables and cattle breeding. I am a hairdresser by profession and a skilled cook. I have a “delicious hand”, as my guests say.

Last year the idea arose to turn the hobby into a small business. I bought fruits from my neighbour, collected fruits from my garden, made jams and dried fruits in my small kitchen, and put them up for sale through my Facebook business page – Tanahat.

Through that page I got to know different guides and one fine day a group of Indian tourists returning from a tour of Jermuk, led by a guide came to my house to taste tea and dried fruits. My delighted guests suggested: "Why don't you offer dinner?" "Your house is comfortable and clean." They called their families, told them about us, and told me that they would return to our house with their families again to have a dinner in our Armenian cuisine. I did not refuse them, gave my business cards, we exchanged contacts, and they took pictures and videos with them. My daughter played Qanun (musical instrument) for them, and they were very happy with it.

I started to implement the idea with what I had. I had wooden boards in the house, which I gave to a craftsman and ordered a 3-meter table with its chairs. I bought dishes, comfortable wine tasting glasses, etc. Gradually I started accepting groups of 6-7 people, offering them lunch, wine tasting, besides, I sell my dried fruits and jams among the guests. My children love to present Armenian songs and music to their guests. David, a

drummer from the neighboring Getap community, integrated into our family business, who studies in my children's ensemble, which attracts tourists.

I plan to expand and develop my business. We made logs out of poplar wood to build a swing and closed pavilion in our wonderful garden to protect it from the rain, as I serve dinner in the garden. I will build a fruit dryer under the sun so that my guests can also take part in the master classes in making dry fruits.

We organize lavash baking master classes. In addition, I have done halva making master classes for a group of 12 people from Russia.

I serve barbecue made in Armenian tonir.

What fascinates my guests the most is that they pick the fruit with their own hands according to the season and enjoy it in our garden, lying under the trees.

My son is currently learning English to communicate with guests.

I still have many wonderful ideas to implement, I wish to have my own contribution to the development of our community. At the same time I try to apply for various grants, through which I will be able to expand my business. I do not provide accommodation yet, although my guests have offered a lot, but if I receive a grant, I will organize it in the future.

The name of our gastroyard is connected with Tanahat monastery, which is 6-7 km away from our community. It is very beautiful, loved by tourists, and we also decided to value our historical and cultural monuments and present them to the tourist. We collect herbs from the fields adjacent to Tanahat Monastery, make herbal teas such as thyme, chamomile, types of greens such as asparagus, lilies, etc, to entertain special tourists.

Who wants to be engaged in rural tourism and has an area, taking into account my own little experience, I advise them to take a step, to start without fear, to start with what they have, and to develop it slowly.

I overcome the difficulties with love, for the realization of the idea, for the development of our community.

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<https://www.facebook.com/TANAHAT->

[/%D4%B9%D5%A1%D5%B6%D5%A1%D5%B0%D5%A1%D5%BF-](https://www.facebook.com/TANAHAT-%D4%B9%D5%A1%D5%B6%D5%A1%D5%B0%D5%A1%D5%BF-108648434835596/?ref=page_internal)

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<https://www.facebook.com/watch/?v=1724721261250725>

<https://www.facebook.com/watch/?v=4700944426623016>

<https://www.facebook.com/watch/?v=938385843738440>

CONCLUSIONS

The survey results indicate, that women have many problems for starting a business. Also, they have problems for business development, doing innovations, doing marketing and attracting tourists, etc.

The survey also reveals that they rate their skills level at a medium rate and the majority wants to improve their skills for doing business, marketing, also communication, analytical, decision making and other skills.

Based on the survey, the main modules will be targeted to providing knowledge and skills which will contribute to the development of tourism business of female entrepreneurs.

The Desk Research shows some experiences of female entrepreneurs by indicating how they could succeed, what they do for their business development. It may be a good example for those who plan to start a tourism business.

Annex 1

Questionnaire for mapping of the competences and needs of sustainable entrepreneurship and women entrepreneurial skills in tourism sector

I. Understanding the respondents' profile

1. Age

- Up to 25 years old
- 26-35 years old
- 36-50 years old
- 51-63 years old
- 64 and elder

2. What is tourism according to you?

3. Your current business situation

- Established tourism business (Please indicate the year you started your business)

- Planning to start a tourism business
- Other (please specify) _____

4. If you still do not have your tourism business, please mention the reason(s) (you can choose more than one option)

- Lack of financial resources
- Lack of entrepreneurial skills
- Lack of knowledge about tourism
- Lack of knowledge of foreign languages
- Legislation issues
- Issues connected with tax system
- Other (please specify) _____

5. What was your motivation to set up a tourism business?

- To earn money
- To preserve natural heritage sites and culture
- To create new jobs
- For personal reasons (change of lifestyle, tourism as a hobby, etc.)
- Other (please specify) _____

6. Where is situated your business (please indicate the name of the region, city, or village)?

7. Please indicate the sphere of your tourism business

- Hotel services (in hotel, motel, B&Bs, etc.)
- Food and beverage services
- Tour operating
- Tourism agency
- Transport service
- Tour guiding
- Other (please specify) _____

8. What kind of services do you provide to tourists (you can choose more than one option)?

- Overnight stay
- Food and drink
- Nature sightseeing
- Arts and crafts
- Fishing
- Hunting
- hiking
- Horse-riding
- Bird watching
- mountain-biking, cycling
- adventure sport
- visiting historical-cultural sites
- music and dance
- boating
- rafting
- beekeeping
- harvesting
- agricultural works
- master classes on cooking local food
- tour guiding
- organizing excursions
- tour package developing and selling
- selling air-tickets
- booking services
- other (please specify) _____

9. Is your tourism business the main source of your income?

- Main

- Complementary
- Other (please specify) _____

10. Is your tourism business seasonal or all year round?

- Seasonal
- All year round

11. Is your tourism business advertised through any tourism networks (local, regional, international)?

- Yes (please specify which one) _____
- No
- Other (please specify) _____

12. What is tourism marketing according to you?

13. What is digital tourism marketing according to you?

14. How often do you use internet in your business?

- I never use it
- Every day
- Once a month
- Few days in a week
- Other (please specify) _____

15. Have you ever participated at any training in the business field (management, marketing, finance, etc.) before you started your tourism business?

- No
- Yes (please specify what kind of training you had) _____

16. Do you have any degree in tourism?

- Bachelors
- Masters
- PhD
- Vocational training
- No degree
- Other (please specify) _____

17. Have you gained any work experience in tourism sphere before started your business?

- No

- Yes (please specify where and how many years of experience) _____

18. How have you gained business skills for running your business?

- At school
- On the job training
- At work
- Through consultants
- Online courses
- Other (please specify)

19. Which platforms do you use for your business promotion? (You can choose more than one option)

- Own website
- Own social media platform
- Tourism magazines
- Tourism offices
- Local, regional, national networks
- Local, regional, national newspapers
- TV
- Radio
- Online booking/reservation systems (Booking.com, Airbnb, TripAdvisor, Expedia, Hotel.am, Allhotels.am, etc.)
- Other (please specify) _____

20. Which social media platforms do you use for your business promotion? (You can choose more than one option)

- Facebook
- Instagram
- Twitter
- LinkedIn
- Pinterest
- YouTube
- Snapchat
- WhatsApp
- Signal
- Google
- Telegram
- I do not use any social media platform
- Other (please specify) _____

21. Which foreign language you may communicate with tourists?

- I do not know any foreign language
- Other (please specify) _____

22. Do you run your business on your own?

- Yes
- No, I am the owner, but I have a manager
- Other (please specify) _____

23. Who is responsible for the financial activities of your business?

- Myself
- I have an employee(s) for that
- My family members
- Other (please specify) _____

24. Who is responsible for the management activities of your business?

- Myself
- I have an employee(s) for that
- My family members
- Other (please specify) _____

25. Who is responsible for the marketing activities of your business?

- Myself
- I have an employee(s) for that
- My family members
- Other (please specify) _____

26. If you are not the owner of the business, but a staff member, are you engaged in decision making process?

- Yes
- No
- I am the owner
- Other (please specify) _____

27. If you are not the owner of the business, but a staff member, are you aware of the business policy, financial flows of the business?

- Yes
- No
- I am the owner
- Other (please specify) _____

28. What marketing steps are you taking to attract national and international tourists? (You can choose more than one option)

- I do nothing
- I advertise my business on the Internet
- I advertise my business on social networks
- I advertise my business at national and (or) international booking systems
- I print booklets and distribute them at the airport and other places
- I participate in national and (or) international exhibitions
- Other (please specify) _____

29. Are you aware of the characteristics of international tourists (of different nationalities), their needs?

- Yes
- No
- I do not know how I can be aware of that
- Other (please specify) _____

30. Which bodies do you cooperate with in connection with your business activity? (You can choose more than one option)

- Local self-government bodies
- National tourism authorities (Tourism Committee)
- Public administration bodies
- Non-governmental organizations
- International organizations
- Private sector
- Other (please specify) _____

31. Have you ever participated in international grant programs?

- Yes (please specify which one, when) _____
- No
- I am going to apply
- Other (please specify) _____

32. How many people work in your business?

- Myself
- Myself and my family
- Employed staff (please state how many) _____

33. Do you have staff training problems?

- Yes (please specify) _____

- No

34. What functions of human resource management do you accomplish in your business? (you can choose more than one option)

- I do nothing
- Recruitment & selection
- Performance management
- Learning & development
- Career development
- Material incentives
- Non material incentives
- Other (please specify) _____

35. What kind of business development problems do you have? (You can choose more than one option)

- I have no problems
- Financial problems
- Marketing issues
- Lack of knowledge on tourism business
- Problems connected with staff training
- Problems connected with the use of the Internet and computer technologies
- Problems connected with the community infrastructures
- Legislative issues
- Tax issues
- Other (please specify) _____

36. Are you involved in decision-making process (connected with your activity sphere) at the local or state level in policy developing or other processes?

- Yes (please indicate how often, what kind of decisions) _____
- No (please specify why) _____
- Other (please specify) _____

37. Are you a member of any tourism association?

- Yes (please specify) _____
- No
- Other (please specify) _____

38. What is a business-plan and what sections it usually consists of?

39. Have you ever developed a business plan for your business?

- Yes
- No
- I do not have business plan development skills
- There was no need to develop a business plan
- Other (please specify) _____

40. What kind of innovations do you need to develop your business? (You can choose more than one option)

- Innovations in business model
- Innovations in marketing activities
- Innovations in staff management
- Innovations in financial management
- New technologies
- Innovations in service process
- New products
- I do not need any kind of innovations
- I do not know
- Other (please specify) _____

41. How can information technologies contribute to your business development? (You can choose more than one option)

- To make the work easier
- To do better marketing
- To attract new partners
- To attract new tourists
- I do not know
- Other (please specify) _____

42. What kind of marketing steps do you need for your business? (You can choose more than one option)

- Advertising
- Promotion through social networks
- Advertising with the help of celebrities (influencer marketing)
- Price discounts
- Development of new products
- Other (please specify) _____

43. What are the positive impacts of tourism?

44. What are the negative impacts of tourism?

45. How do you apply the principles of sustainable tourism in your business? (You can choose more than one option)

- I do not apply them at all
- I am not aware of the principles of sustainable tourism
- I pay attention to environmental issues
- I contribute to the development of local culture
- I contribute to local employment growth
- I use resources rationally
- Other (please specify) _____

II. Assessment of skills and competences

46. What do you think are the most important skills to run a tourism business, and why?

47. Do you think there is a need to develop your (your staff) competencies and skills in order to make your business more successful?

- Yes (please specify what kind of skills or knowledge do you need most?) _____
- No
- Other (please specify) _____

48. Please mention the level of your skills and choose whether you need to improve those skills or not

N	Skills	How would you rate the level of your skills?					Would you like to improve these skills?		
		1-very bad	2-bad	3-medium	4-good	5-excellent	yes	no	I do not know
1.	Skills for developing long- term strategies for my tourism business								
2.	Skills for developing a business plan for my tourism business								
3.	Financial management skills to operate the tourism business (knowledge of sources of finance, pricing, financial planning, profit and loss, cash flow, etc.)								
4.	Marketing skills (knowledge of 7 P's)								
5.	Market research skills (SWOT, Benchmarking, competitor analysis, etc.)								
6.	Management skills to run the business successfully								
7.	Skills for building partnerships								
8.	Networking and negotiation skills								
9.	Knowledge of laws and regulations of the sphere								
10.	Computer skills (MS office)								
11.	Digital marketing skills								
12.	Using web tools for business promotion (online booking, TripAdvisor, etc.)								
13.	Using social media (Facebook, Instagram, twitter, etc.) for business purposes (communication, marketing, networking, etc.)								

14.	Ability to use online tools for business promotion (placing adverts on internet, using e-mails, blogs, forums, etc.)								
15.	Ability to use mobile applications related to tourism								
16.	Knowledge of foreign languages								
17.	International marketing skills								
18.	Exploring and understanding customer needs and motivations								
19.	Understanding USP (unique selling point) and UBR (unique buying reason)								
20.	Skills of creating unique selling point								
21.	Tourism services providing skills								
22.	Communication skills (to be able to communicate with a tourist, listen to him/her, understand his/her problem, explain or persuade him/her something, etc.)								
23.	Problem solving skills								
24.	Administrative skills (making contracts, monitoring, etc.)								
25.	Risk taking skills								
26.	Team-building skills								
27.	Time management skills								
28.	Decision-making skills								
29.	Knowledge of sustainable tourism principles								
30.	Knowledge of tourism ethics								
31.	Awareness of local culture and values								

32.	Ability to get involved in local community programs, events								
33.	Knowledge on how to support the local economy and ability to do it								
34.	Ability to engage local communities in business								
35.	Knowledge on how to build on local strengths								
36.	Academic knowledge in tourism								
37.	Knowledge on tax policy of the sphere								
38.	Skills for creating innovative tourism policy								
39.	Cooperation skills (with all stakeholders)								
40.	Fundraising skills								
41.	Knowledge on tourism statistics and statistical recording								
42.	Entrepreneurial skills								
43.	Knowledge on social entrepreneurship								
44.	Social entrepreneurship skills								
45.	Tourism product developing skills								

49. What additional skills or knowledge do you need to develop your business?

50. What are your expectations from the upcoming training course?
