

Guidelines for Awarding Financial Support to Third Parties(tourism SMEs)





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1. Introduction

1.1. Euro-emotur project

Euro-emotur project represents an opportunity to change the game in the European tourism industry through the digital transition. This project connects tourism SMEs with digital technologies through people (tourists' emotions) and knowledge (labs).

Table 1 - Summary of the Call

Full name of the EU funded project	Euro-emotur: The journey towards digitalization. Thinking digital tourism through neuromarketing and emotions
Project acronym	Euro-emotur
Grant agreement number	101038111
Expected duration of participation	13 months
Total funding	€450,000
Max. granted amount per SME	€10,000
Call open date	27.06.2023
Call deadline	27.09.2023
Deadline model	Single stage
Purpose	Support 100 European tourist SMEs

The evaluation of the SMEs that have applied will take place from 29.09.2023 and results will be communicated by 23.10.2023.

1.1.1. Our objectives

Euro-emotur project's main goal is to boost the uptake of digitalization and innovation by tourism SMEs through transnational cooperation and capacity building. This will lead to generating a digital innovation ecosystem hub and improving their competitiveness (tourism SMEs) in the market through digitalization.

Euro-emotur project represents an opportunity for SMEs. More specifically, 100 tourism SMEs supported by this project will benefit from:

- Advances in developing a new mindset to face the digital ecosystem, working with a transnational and innovative approach.
- Upskill and reskill, developing new digital competencies.

- Customize visitor experience by adapting digital content through new technology possibilities and mentoring from tourism labs (BSO).
- Improve competencies to succeed in direct marketing services both B2C and B2B, using neuromarketing techniques (virtual reality, augmented reality, face coding, eye tracking, EEG, and physiological analysis) and a scientific emotional approach.
- Drafting new products and services in the digital ecosystem.
- Drafting new business models adapted to the European digital ecosystem.
- Fostering innovative solutions through public-private partnerships and cooperation, connecting SMEs (including peer- to-peer learning), technology suppliers, tourism labs, and regions within the tourism ecosystem.
- Developing structural connections within the European tourism ecosystem through the Euro-emotur digital hub.

Euro-Emotur aims to support 100 SMEs in total, around 15 SMEs from each of three pilot regional clusters (Canary Islands - Spain, Veneto - Italy, and Finland) and additional SMEs from any other eligible country, taking into account that the number of SMEs supported per country will vary depending on the number of eligible countries selected.¹From 4 countries, the number of SMEs supported must not be less than 12 SMEs per individual country. From 5 countries, the number of SMEs supported must not be less than 10

¹ Eligible countries are defined in this call as those:

- a) belonging to the EU 27 MS: https://european-union.europa.eu/principles-countries-history/country-profiles_en
- b) The following groups of countries are eligible for participation in COSME according to Article 6 COSME Regulation:
 - European Free Trade Association (EFTA) countries which are members of the European Economic Area (EEA), in accordance with the conditions laid down in the EEA Agreement, and other European countries when agreements and procedures so allow;
 - acceding countries, candidate countries and potential candidates in accordance with the general principles and general terms and conditions for the participation of those countries in the Union's programmes established in the respective Framework Agreements and Association Council Decisions, or similar arrangements;
 - countries falling within the scope of the European neighbourhood policies, when agreements and procedures so allow and in accordance with the general principles and general terms and conditions for the participation of those countries in the Union's programmes established in the respective Framework Agreements, Protocols to Association Agreements and Association Council Decisions
 - The updated list of eligible third countries is available on the following webpage:<https://ec.europa.eu/docsroom/documents/34263>. Proposals from applicants in Article 6 countries may be selected provided that, on the date of award, agreements have been signed setting out the arrangements for the participation of those countries in the programme.

SMEs per individual country. From 6 countries, the number of SMEs supported must not be less than 8 SMEs per individual country. From 7 countries, the number of SMEs supported must not be less than 7 SMEs per individual country, etc.).

In addition to the 100 SMEs supported, the rest of European tourism SMEs not directly funded by this project will benefit from Euro-emotur digital hub. This digital hub is created by the Euro-emotur project in order to motivate all those European tourist SMEs that were not awarded and therefore do not have funding to benefit from the project through:

- Available Learning contents (repository) to upskill and reskill their digital competencies through Euro - emotur Campus.
- An open self-assessment tool to evaluate their digital competencies and business processes.
- A user-friendly map of available technologies and digital solutions to increase their competitiveness.
- A user-friendly map of available technologies and digital solutions to increase their competitiveness.
- A hub (platform) to connect within the ecosystem with other SMEs, technology suppliers, tourism labs and regional clusters.
- The possibility to expand their business thanks to transnational cooperation.

2. Euro-emotur Call text

2.1. Euro-emotur Call text

Euro-emotur in brief

The objective of **Euro-emotur** is to boost the uptake of digitalisation and innovation by tourism SMEs, improving their competitiveness in the market through digitalization, paying special attention to neuromarketing techniques to boost the digital reputation of SMEs and increase their performance in the short and long-term.

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Participation for SMEs is free of charge, no co-financing is required.

Table 2 - Summary of the Call

Full name of the EU funded project	Euro-emotur: The journey towards digitalization. Thinking digital tourism through neuromarketing and emotions
Project acronym	Euro-emotur
Grant agreement number	101038111
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What is Neuromarketing and what is on offer?

Fundamentally, neuromarketing refers to the use of neuroscience in marketing. Using methods such as eye-tracking, EEG (Electroencephalography) and Artificial Intelligence (AI), this approach can help discover consumer motivation and preferences, allowing businesses to adapt and maximize their digital space.

Successful SMEs will receive an audit of their online space and expert consultancy on how to improve their presentation to clients.

This Call seeks applications by eligible European Tourism SMEs to be recipients of financial support via a system of vouchers - benefitting from analysis, support and mentoring, provided to improve consumer digital experience by applying neuromarketing methodologies. The maximum amount of financial support for each Third-Party Beneficiary awarded via vouchers is **€10.000**, the average award is likely to be awarded **€3.000-€5.000 in vouchers**.

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Programme process:

Application -> Assessment -> Review & Awarding -> Active Receipt of Programme Benefits

Who we are

Euro-emotur is an international European Consortium integrating partners from Italy, Belgium, UK, Finland and Spain. See the updated list of partners here: <https://euroemotur.eu/partners/>.

What is offered?

Participation for SMEs is free of charge, no co-financing is required.

Successful SMEs will benefit from the variety of the following opportunities:

- Detailed audit of digital assets (website, videos, pictures, social media, etc.) via applying neuromarketing techniques including eye tracking, face coding, EEG and Physiographic analysis.
- Evaluation of the emotional response from the consumers/tourists, measuring the digital performance.
- Provision of a customized report containing current digital performance, guidelines and recommendations for the future, matching their needs with potential digital solutions and providers.
- Access to education and training content targeted to tourism professionals from SMEs in order to increase their capacities.

List of eligible activities

After the detailed audit and report, SMEs will be able to use the vouchers for services and training in the field of digital and innovation market solutions such as:

- Virtual Reality
- Increased Reality
- Eye-tracking
- Face Coding
- EEG (Electroencephalography)
- Digital Reputation
- Artificial Intelligence
- Web usability
- Content analysis: text, video and pictures
- Benchmarking analyses and indexes

Eligible activities from the COSME PROGRAMME

- Support for travel, registration, and accommodation costs to attend courses.
- Access to matchmaking events to create the digital tourism hub, fostering cross-sectorial and transnational cooperation: this will enable knowledge and tech transfer
- Participation fees for digital-oriented events at EU level
- Coaching and mentoring sessions for a feasibility study and ad-hoc recommendations
- Payment for required suitable software licenses up to the end of the duration of the project and services to access new technology solutions previously recommended in the assessment. Investments in any physical infrastructure (backup generators, connectivity -cabling-, hardware are not eligible.
- Attend online and offline trainings, workshops, study visits, awareness raising activities;
- Developing of digital solutions, platforms for knowledge and expertise sharing, and local community involvement;

- Creation of new digital content according to the recommendations and suggestions provided
- Other activities proposed by the Consortium in line with the objectives of the call

In order to select the service providers, and in parallel with this Call, Euro-emotur will launch an open Call for Expressions of Interest for Service Providers under which mentors, experts, consultants and technology/innovation providers for digitalisation, innovation and digital solutions can present their candidatures to provide their services to SMEs. After the evaluation process, awarded SMEs will be given access to the pool of service providers to find the most appropriate one(s) to support their project implementation. This list of providers will be available on the project website (<https://euroemotur.eu/>).

As part of the application process, SMEs can alternatively also propose a different, appropriate service provider themselves should they so wish, as long as the service provider is based in one of the eligible countries. The Evaluation Committee however reserves the right to refuse such a request concerning collaboration with a specific service provider, in which case the SME, if selected, would be invited to propose a different service provider, or choose from the above-mentioned list.

Why should an SME participate?

While some businesses have become frontrunners in using data for tourism development, others struggle with setting foot on this path. In order to drive new investment in the digitization of the tourism industry and support the creation of better framework conditions, a digital industrial revolution is necessary.

Euro-emotur will help the beneficiary SMEs to have a broader understanding and application of digital tools available whose application can lead making the tourism SMEs more profitable and competitive.

The final result of the project will help SMEs to, for example, better design the customer experience, design their product and services and increase the efficiency of their communication and promotional activities.

Who can apply?

The programme is strictly limited to tourism SMEs in the following categories:

- Travel agency, tour operator reservation service and related activities (N79).
- Hotels and similar accommodation (I5510)1;
- Holiday and other short-stay accommodation (I5520);
- Camping grounds, recreational vehicle parks and trailer parks (I5530);

Small and medium-sized enterprises (SMEs) are defined as follows.

Company category	Staff headcount	Turnover	or	Balance sheet total
Medium-sized	< 250	≤ € 50 m		≤ € 43 m
Small	< 50	≤ € 10 m		≤ € 10 m
Micro	< 10	≤ € 2 m		≤ € 2 m

SME thresholds apply to candidate entities that may form part of a larger business group. In that case the total staff headcount/turnover/balance sheet information would apply to the qualification criteria and should be submitted at point of application.

Natural persons are not eligible.

Only applications from legal entities duly established in the following countries are eligible:

- EU Member States;
- countries participating in the COSME programme.

Exclusionary Criteria

- SMEs cannot qualify for this Call if they are already in receipt of support from any other active COS-TOURINN Call nor if they would through participation exceed the maximum state aid limits.
- Non-SME candidates and natural persons.

- SMEs from non-eligible countries.

How to apply?

1. All applicants who would like to participate to the Call to action are requested to apply here: www.etoa.org/projects/emotur by completing the application form; an “Acknowledgment of Receipt” email will be sent to the applicant. It is important that all information provided in the form is correct and complete. Furthermore, note that your project will be evaluated only on the information provided in the online application form. It is therefore of utmost importance that you include all relevant information concerning your project there, do not take any information for granted or provide links to external sources with information essential to understand your project.

We recommend you fill your application in English language. Applications may also be submitted in Spanish, Finnish or Italian, the languages of the project`s three regional clusters. The programme is aware that applications are submitted by non-native English speakers wherefore they are not evaluated based on the use of language but on the provided content. Please be clear and precise in the explanations you provide in your project proposal.

2. The Call for applications will be open from [start date] to the (Brussels Time), thereafter the submission platform will be closed. It is strongly recommended not to wait until the last minute to submit the application. Note that failure to submit it on time for any reason, including network communication delays or working from multiple browsers or multiple browser windows, is not acceptable as an extenuating circumstance. A “Call Closed” email will be sent to all applicants.

3. Further information about applications: Questions may be sent by e-mail no later than 7 days before the deadline for the submission of applications to the following e-mail address projects@etoa.org, indicating clearly the reference of the Call for Participation and the question. The Euro-emotur Project

Consortium has no obligation to provide a response to questions received after this date. Replies will be given no later than 5 working days before the deadline for the submission of applications.

4. The applicants are also encouraged to visit the FAQ page for further info.

Call Timeline

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23.06.2023	Call announcement
23.06.2023	Call Promotion
27.06.2023	Open call - full details and launch
27.09.2023	Call Deadline
29.09.2023	Call evaluation
23.10.2023	Awarding

SME Commitment

Participation for SMEs is free of charge, and no co-financing is required.

SMEs commitment throughout the project's lifespan, the applicants shall comply with the following requirements:

- Beneficiaries will be required to sign a Third-Party Beneficiary Agreement.
- Each beneficiary will implement its proposed action plan as selected from the list of proposed services.
- Beneficiaries will not transfer or assign directly or indirectly any portion of the support to other ends not included in the initial application.
- Awarded SMEs will implement their action plan in accordance with the rules and requirements of the call and in accordance with the contract.
- Beneficiaries will designate a person to lead the communication between the applicant and the Euro-emotur consortium throughout the duration of the action plan. In addition, a pilot project coordinator will be responsible (per project partner) for the management of the action plan and replying to any request for information within the scope of the contract.

- Awarded SMEs will supply any information requested by the Euro-emotur consortium partners for the purpose of ensuring that these requirements are complied with any written request or direction received from the European Commission concerning the proper management of the action plan.
- Beneficiaries will not be entitled to require further support for the mere reason that they disagree with the results of the support by the Euro-emotur consortium partners.
- Beneficiaries will comply with dissemination and communication requirements relating to the Open Call published together with the application documentation of the Euro-emotur call.
- Beneficiaries will comply with formal justification of the funded expenses, providing legal invoices and required evidences related to the use of the awarding funding.

Evaluation Process

Two representatives from each of ETOA, Ciset, ULPGC and Haaga-Helia partners with experience in tourism and digitalisation will evaluate the candidates who have fulfilled the administrative criteria together with the independent Advisory Board² that will have an advising role in the decisions related to successful recruitment and qualifications of 100 tourism-related SMEs to be awarded financial support from the programme. The Advisory Board will sign a “confidentiality and conflict of interest declaration” to ensure a transparent process. Throughout these actions, applicants and successful candidates will be informed as to the status of their candidature. Rules for selection will be based on the following criteria:

Evaluation criteria of applications.

The evaluation process of the applications to the present Call for Participation, which will take no longer than 6 weeks after the Call is closed, is summarised as the following steps:

² The role of the AB in this project is: a consultative body to provide guidelines and suggestions on the evaluation process to help to select the awarded SMEs (third parties) and the distribution of the final financial support-voucher; general recommendations for improvements; suggestions related to tools and techniques to be used, and adaptations needed.

1. There will be an administrative review of applications and request of added documentation, if needed, completed by ETOA and overseen by the Consortium. The “Eligibility criteria” will be applied to discard non-eligible proposals. Proposals being marked as non-eligible will get a rejection letter for being catalogued as non-eligible. No further feedback on the process will be given for the non- selected one.

- Applicants will be excluded in line with Exclusionary Criteria (see “Who can apply?”).
- Applicants must belong to one of the eligible categories of tourism industries (see “Who can apply?”).
- Applicants must be an SME (see “Who can apply?”).
- Natural persons are not eligible.
- Only applications from legal entities duly established in the following countries are eligible:
 - a) EU Member States.
 - b) Countries participating in the [COSME Programme](#) pursuant to Article 6 of the COSME Regulation.

2. Two representatives from each of ETOA, Ciset, ULPGC and Haaga-Helia partners with experience in tourism and digitalisation will evaluate the candidates who have fulfilled the administrative criteria. Eligible applications will be ranked in a list from the highest scored application to the lowest. The full scoring criteria are available below. Based on the details submitted in the application form and an assessment of the websites and content provided, the proposals will be ranked. The Advisory Board will have the role of advising if there is no consensus on the evaluation.

Evaluation categories	Available scores	Examples of low and high scores	Score levels
Use digital channels How to use channels	0-5	Offer basic business information -> Live communication channels	0 Proposal fails to address the criterion under examination or cannot be judged due to incomplete information
Type of content	0-5	Images and videos -> existing application of Neuromarketing techniques	1 The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses
Relationship with customers through digital channels	0-5	Collect and analyse data on the general characteristics of	



		customers -> Involve customers in the design of products and/or services	2 While the proposal broadly addresses the criterion, there are significant weaknesses
Sale through digital channels	0-5	Catalogue of products and/or services -> End-to-end booking and status tracking	3 The proposal addresses the criterion well, although improvements would be necessary
Communication and collaboration tools	0-5	Email contact provided -> Video and file sharing communication with clients	4 The proposal addresses the criterion very well, although certain improvements are still possible
Personnel	0-5	No dedicated staff responsible for digitizing the business -> fully staffed online team	5 The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.
Training	0-5	No training on digital issues -> Established and regular digital training scheme	Yes / No - Does use / Doesn't use
Digital tools for management	Yes/No	Use of Customer Relationship Management tools (CRM)	
Web Analytics Tools	Yes/No	Use Google Analytics or some other web analytics tools	
Potential reach and sustainability of the project 's impact	0-5	SME is an inactive member of a business association -> SME is already in active cooperation on online cross-selling and cooperation	

3. The consortium partners will meet to validate the results and agree on the final list of selected applicants and a reserve list.

Ranking criteria and selection process of the applications

The criteria for the ranking of the applications will follow the rules below:

Award criterion

Rule 1: the proposals will be ranked based on their overall score, based on criteria 1, 2 and 3 of the [Evaluation Report](#).

Rule 2: In case following rule 1 there are proposals in the same position (identical score), selections will be made based on the segmental and geographical spread of possible beneficiaries as required by the programme.

Using the scores given on the consensus form, the consortium will select the highest scored application/s for the call.

4. At least 100 applicants will be selected, and around 20 additional applicants will remain in a reserve list, following the score ranking resulting from the evaluation phase. In the event of selection of a lower number of applications and total amount of funding available, the Consortium may reopen the Call . Once the evaluation process is completed, all applicants will receive a notification by email about the results.

The selected applicants will be informed via e-mail about the evaluation results even in case of acceptance or rejection together with an Evaluation Summary Report (ESR).

Only the following cases are possible:

- *NO SELECTION. The notification will be sent together with an ESR.*
- *NO SELECTION (IN RESERVE LIST). The notification that the applicant has not been selected, but is in the reserve list, will be sent together with an ESR.*
- *SELECTION. The notification will be sent to selected applicant along with the ESR and further instructions about the next steps in the process.*

A letter of acceptance shall be signed by the selected applicant within 7 days after receiving the notification, otherwise the applicant's interest in participating in the Programme will be considered withdrawn and its spot will be offered to the next ranked applicant from the reserve list.

Financial Support

Allocation of vouchers will follow a 3-step process, tiered in line with progress through the project and active engagement by beneficiary SMEs. First, your SME will receive an advancement of 50% of the total vouchers value; second, the consortium will conduct a verification of results of the programme implementation and use of the voucher, based on what is expected from SMEs participation. This will include verification of suitable services; the technical assessment includes proof of involvement and participation, and

third; the SME will be refunded for their justified expenses, up to the voucher value. The same process will apply for the remaining part (up to the other 50% of the voucher).

The maximum amount of financial support for each Third-Party Beneficiary awarded via voucher is €10.000, and therefore, the financial support your SME might be less if incurred costs at the end of the programme are below these caps. the average award is likely to be awarded €3.000-€5.000 in vouchers.

The overall indicative amount available under this call for proposals is EUR €450,000. Euro-emotur partner organisations reserve the right not to award all available funds.

What is it expected from SMEs participation?

- Your active participation in the programme's activities.
- Allow us to access and use such data, and publicly disseminate the results.
- Allow us to access and use such data, and publicly disseminate the results.
- Provide us with basic information of your company such as logo, description and contact information to publicly disseminate in our website and thus facilitate potential matchmaking between your company, other tourism service providers, certifying organisations, sustainable solution experts, etc.
- Keep and send invoices and payment statements of the costs you incur in during our programme according to the eligible costs.
- Give visibility to the Euro-emotur project and of EU funding while participating in the programme. We will provide you with a standard sticker showcasing the project's logo and EU emblem and disclaimer to be visibly placed in your establishment (window, counter, etc.). Indications for dissemination on social media will also be provided (hashtags, keywords, etc.)

Confidentiality and communication

All the information submitted by the applicants will be handled only by the Euro-emotur project team involved in the Open Call. The identity of the sender and the content of the proposal will be treated strictly confidential by the Evaluation Committee, who will perform the work impartially applying the highest ethical and moral standards.

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The application will be stored on a web-based, password-protected collaborative platform to which only the Euro-emotur members will have access. Data with regard to the proposal may also be exchanged between the Euro-emotur Evaluation Committee by way of corporate e-mail.

Confidential information disclosed by the applicant must be marked as confidential. The applicant shall disclose to the Euro-emotur consortium confidential information, in its sole discretion, if the applicant deems necessary or desirable for the purpose of assessing the application. The Euro-emotur consortium will strictly apply confidentiality rules -as laid down in its consortium agreement- and will not use confidential information of applicants for any purpose other than to meet the objectives of this Open Call.

The selected enterprises - throughout the duration of their involvement with Euro-emotur - will take appropriate measures to engage with the public about such involvement and to highlight the financial support of the EC.

3. Reference documents

Beneficiaries of the call (GRO/SME/20/C/07) are requested to provide financial support to the tourism SMEs in line with the provisions of the Call for Proposals, particularly Sections 12.1f and 12.2. The conditions to award financial support to third parties are laid down in Article 11a of the Model Grant Agreement. Guidelines for Awarding Financial Support to Third Parties (Tourism SMEs); the selection of third parties which may receive financial

support from beneficiaries in the COSME cofunded action “Boosting the uptake of digitalisation, innovation and new technologies in tourism through transnational cooperation and capacity building” (GRO/SME/20/C/07). Furthermore, the provisions of the Euro-emotur initial proposal should be taken into account. As a general guideline “Projects must publish widely their open calls and respect principles of transparency, equal treatment, conflict of interest and confidentiality. All calls for third parties must be published by the beneficiary on a relevant website linked to the project (call page). The calls must remain open for at least three months. Whereas call deadlines are changed this must immediately be published on the relevant call page and all registered applicants must be informed of the change.”

4. Guide for applicants/submission and promotion of the call

Submission and evaluation

This section includes all the relevant information for a successful application to the Euro-emotur Call for Proposals.

Where and how to apply

All applicants are required to submit their application through the following online application form:

www.etoa.org/projects/emotur

Participants are furthermore required to upload their project description under the same link using the official template (see annex 8) available for download on the Euro-emotur website. Proposals are to be submitted online as PDF files through the platform, and in case of technical problems to submit it, notify it to projects@etoa.org before the deadline for the call.

We recommend participants fill their application in English language. Applications may also be submitted in Spanish, Finnish or Italian, the languages of the project `s three regional clusters.

On receipt of each application, the consortium will email an Acknowledgment of Receipt to the applicant. Late submissions will not be accepted and must receive by return email a "call closed" message. The

consortium will evaluate the applications as submitted: after the close of call no additions or changes to received applications should be taken into account.

Promotion of the call

The project will design a social media campaign promoting the Call, ensuring regular posting, and targeting the selected market. The aim is to use the partners in Finland, Veneto, and Canary Islands as local multipliers for the promotion of the Call, and it will be promoted across the EU in order to attain the target geographic spread. The listing of the Open Call will be disseminated, among others, through the Consortium website and by the web site and social media of the Consortium partners.

5. Financial aspects

Total budget: €450,000

Total SMEs supported: At least 100

Max. Amount per SME: €10,000

3 pilot cluster: region of Veneto (Italy); Finland, and Canary Islands (Spain) besides other SMEs from any of the eligible countries.

6. Evaluators and reporting

Two evaluators from each beneficiary will evaluate each of the proposals and the Advisory Board will have an advisory role.

Evaluators should sign a declaration of confidentiality concerning the contents of the applications they read. The form which they use in the evaluation also carries a declaration of freedom from conflict of interest which they agree to by signing it.

Please see the guidelines for awarding financial support to third parties (Tourism SMEs), particularly [Confidentiality](#) and conflict of interest declaration.

It is a wise precaution to be prepared to bring in a “reserve” expert in case of sickness or a last-minute discovery of a conflict of interest.

A written report will be sent to the Agency Project Advisor in a deliverable submitted one month after the conclusion of the evaluation and selection process: A report of the call and its evaluation (including e.g. dates of call, publications used, dates of evaluation, etc.), and the outcome indicating the selected applicants; A listing of applications received, identifying the proposing organisations involved (name and address); The names and affiliations of the evaluators/experts involved in the evaluation; Learnings from review and evaluation process including steps taken to ensure due diligence and fairness. For instance:

- Examples (if any) of disagreement or divergence among assessing parties during the evaluation process and how these were addressed.
- Examples (if any) of applicants whose final score was very different from the initial assessment, and related commentary.
- Examples (if any) of valuable insights from applicants’ current activity that could usefully feed into the overall project, and how this could be achieved.
- Examples (if any) of particularly successful or unsuccessful aspects of the promotional campaign, and related commentary.

The signed individual and consensus forms - alongside all other relevant documents - used in the evaluation should be retained by the beneficiaries for at least 5 years since ex-ante or ex-post financial and/or auditing checks may be carried out accordingly by the contracting authority.

Annexes

Annex 1 - Evaluation form

Proposao n ^o :	Acronym:
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Award criterion 1 Capability and interest	Score: (Minimum threshold 3/5)
Award criterion 2 Sufficient human and financial resources	Score: (Minimum threshold 3/5)
Award criterion 3 Potential reach and sustainability of the projects impact	Score: (Minimum threshold 3/5)

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0 The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information; 1 Poor The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses; 2 Fair While the proposal broadly addresses the criterion, there are significant weaknesses; 3 Good The proposal addresses the criterion well, although improvements would be necessary; 4 Very good The proposal addresses the criterion very well, although certain improvements are still possible; 5 Excellent The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.

Annex 2 - Application form

Landing page hosted on www.etoa.org allowing eligible SMEs to submit an application for the project. Applications will be collected, building a simple database of exportable details. Automated and email templates can be sent to database members.

Active Dates: Xth X 2023 - Xth X 2023

Address: www.etoa.org/projects/emotur

Page Tabs:

- About - Open Call description as above
- Application form - as below
 - Submission confirmation
- FAQs
- Contact

Application Form Fields:

Person	Name*	Open Ended Text
	Job Title*	Open Ended Text
	Email Address*	Open Ended Text - format check
	Contact Telephone Number*	Dialling code drop-down + Open Ended Text
	Secondary Contact Name	Open Ended Text
	Secondary Job Title	Open Ended Text
	Secondary Email Address	Open Ended Text - format check
Eligibility	Registered Company Name*	Open Ended Text
	Trading As	Open Ended Text
	Company Logo	File upload / png/jpg format check
	Country of registration*	Drop down of the eligible countries Albania, Armenia, Austria, Belgium, Bosnia and Herzegovina, Bulgaria Croatia, Czech Republic Denmark Estonia Finland France FYR Macedonia Germany Greece Hungary Iceland Ireland Italy Kosovo Latvia Lithuania Luxembourg Malta Moldova Montenegro Netherlands



		<i>Poland Portugal Republic of Cyprus Romania Serbia Slovakia Slovenia Spain Sweden Turkey Ukraine</i>
	Registered Address*	<i>Open Ended Text - min. 1 line, city, post code</i>
	Company Registration Number*	<i>Open Ended Text</i>
	Business Type*	<i>Single selection from list</i> <ul style="list-style-type: none"> • <i>Travel agency, tour operator reservation service and related activities</i> • <i>Hotels and similar accommodation</i> • <i>Holiday and other short-stay accommodation</i> • <i>Camping grounds, recreational vehicle parks and trailer parks</i>
	Staff size* (Full Time Equivalent, for entire business group)	<i>Open ended number</i>
	How many people within the business will be involved in this project?*	<i>Add Number</i> <ul style="list-style-type: none"> • <i>Total number of staff likely to be involved in this project</i> • <i>Average commitment of hours per month/per person to this project</i> • <i>Number of staff likely to attend project meetings</i> • <i>Number of staff likely to attend training courses</i>
	Average annual gross revenue*	<i>€ + Open ended number</i>
	I am authorised to apply to this project on behalf of my organisation*	<i>Check box</i>
	Please confirm you are not currently in receipt of COSME project funding nor likely to maximise state aid limits (€ 200,000 for each SME over a 3-year period)	<i>Check box</i>
Scoring	Do you use digital channels, such as RSS feeds, social media	<i>Y/N</i> <i>If yes, please provide links to these channels</i>



<p>blogging to connect with your customers</p>		
<p>What type of content do you host on your website.</p> <p><i>Please provide links to examples of this content</i></p>		<p><i>Click all that apply</i></p> <ul style="list-style-type: none"> • <i>N/A</i> • <i>Image Bank</i> • <i>Videos</i> • <i>Virtual reality content</i> • <i>Augmented reality content</i> • <i>Advanced Neuromarketing techniques (Facecoding, Eye Tracking...)</i> <p><i>Link</i></p>
<p>How advanced is your website's e-commerce?</p> <p><i>Please provide links to examples of your e-commerce offer</i></p>		<p><i>Click the option that best applies</i></p> <ul style="list-style-type: none"> • <i>N/A - We do not do any sales or significant marketing via our website</i> • <i>We present the catalogue of products and/or services</i> • <i>We allow to place orders and/or reservations online</i> • <i>We allow purchase/booking with online payment</i> • <i>We allow to track the status of the booking / orders</i> • <i>We provide sales with upselling/follow-on sales opportunities</i> <p><i>Link</i></p>
<p>What communication channels do you use via your website?</p> <p><i>Please provide links to examples of your communication channels</i></p>		<p><i>Click all that apply</i></p> <ul style="list-style-type: none"> • <i>None</i> • <i>Email</i> • <i>Instant messaging</i> • <i>Cloud services</i> • <i>Shared servers</i> • <i>Video conference</i> <p><i>Link</i></p>
<p>How do you use your customer profile data?</p>		<ul style="list-style-type: none"> • <i>None</i> • <i>Sends regular customer newsletters</i> • <i>Offer after-sales service and customer service</i>



	<p><i>Please provide an example of your customer profile insight application</i></p>	<ul style="list-style-type: none"> • <i>Collect and analyze data on the general characteristics of customers</i> • <i>Analyze customer behavior and opinions to improve their experience</i> • <i>Involve customers in the design of products and/or services</i>
	<p>How do you use digital tools for management and analytics</p> <p><i>Please provide an example of your use of digital tools for management and analytics</i></p>	<p><i>Short text</i></p> <p><i>Click the option that best applies</i></p> <ul style="list-style-type: none"> • <i>We use a basic content management system (CMS) only</i> • <i>We use a Customer Relationship Management (CRM) tools for basic engagement, such as publishing an e-newsletter</i> • <i>We have a dynamic website/CRM integration</i> • <i>We use of A/B Testing on our website</i> • <i>We apply content localistaion on our website (adaptive content, offers, language)</i> • <i>We use analytics tools (Google Analytics) for development purposes</i>
	<p>What level of resourcing do you have for your website's digitalisation?</p>	<p><i>Short text</i></p> <ul style="list-style-type: none"> • <i>We do not have staff dedicated to digitalising the business</i> • <i>We're considering creating a dedicated human resourcing for digitalisation</i> • <i>We have a digitalisation human resource, but they</i>



		<p><i>are not sufficiently trained</i></p> <ul style="list-style-type: none"> <i>We have a digitalisation human resource that is sufficiently trained</i> <i>We conduct regular training on digitalisation with our dedicated team</i> <p><i>With our team we have a structured programme of continual improvement on digitalisation</i></p>
	Do you belong to any of the following groups?	<p><i>Click all that apply and provide links to support your membership</i></p> <ul style="list-style-type: none"> We have no association with other businesses or business groups Y/N We would consider joining a business/sectoral grouping Y/N We are members of a business group such as a DMO, Hotel Association Y/N, Chamber of Commerce etc Y/N We are members of a digitalisation best practice group/hub Y/N Business with leading local/regional role for promotional and cross-selling Cluster Member <ul style="list-style-type: none"> <i>Canary Islands, Spain</i> <i>Veneto, Italy</i> <i>Lapland-Helsinki, Finland</i>
Administrative/KPI Criteria	Company Description*	<i>Open Ended Text - 750 character limit</i>
	Website*	<i>Link</i>
	2019 Client/Visitor/Guest Numbers*	<i>Number</i> <i>N/A - business established since 2020</i>
	Objectives in applying*	<i>Open Ended Text - 750 character limit</i>

**Required fields*

Automated Emails



- Submission Receipt - Automated
 - Email Templates - Accepted / Denied / Waitlisted
- Open Call close

Annex 3 - Confidentiality and conflict of interest declaration

I the undersigned declare that, in participating as an independent expert in the evaluation of proposals received in the COSME open call of the action XXX

I undertake to treat as confidential all information contained in the proposals which I am asked to evaluate, both during the evaluation and afterwards.

29

I will not reveal to any third party the identity or any details of the views of my fellow evaluator(s), neither during the evaluation nor afterwards.

I do not, to the best of my knowledge, have any interest in any of the proposals submitted in this call, I have not been involved in their preparation and I do not benefit either directly or indirectly from the eventual selection. Should I discover a conflict of interest during the evaluation, I undertake to declare this and to withdraw from the evaluation.



Annex 4 – Call announcement

Announcement of an open call for recipients of financial support

Action acronym: XXX Action grant agreement number: XXX Action full name:
YYY

The action XXX, co-funded from the European Union's COSME programme under grant agreement No XXX, foresees as an eligible activity the provision of financial support to third parties, as a mean to achieve its own objectives.

The types of activities to perform that qualify for receiving financial support are XXX.

Deadline: 27.09.2023 Expected duration of participation: 13 months Maximum amount of financial support for each third party: 10,000 € Call identifier: XXX call Language in which proposal should be submitted: XXX Web address for further information (full call text/proposal guidelines): www.xxx-project.eu Email address for further information: XXX@XXX.com

Annex 5 - Acknowledgement receipt

Acknowledgement receipt

Dear XXX,

Thank you for submitting your application for consideration to receive financial support in the frame of the COSME action XXX.

This evaluation will take place in the next few weeks. You will be notified as soon as possible after this of whether your application has been successful or not.

On behalf of the consortium of the project XXX I would like to thank you for your interest in our activities.

Yours sincerely,



Annex 6 – Evaluation report

<p>1. Capability and interest</p> <ul style="list-style-type: none"> Manifest experience and good practice in digital adoption and innovation in tourism and related services and product development Well-suited to be a peer-group influencer and otherwise support good practices sharing them beyond of project lifetime Able to discern how the current project may benefit them and to be active in the project and fulfill deadlines Interested in the technical / scientific nature of the proposal 	<p>1.1 Use digital channels: RRSS, Web, Blog...</p> <p>How to use channels:</p> <ul style="list-style-type: none"> None - No evidence of communication channels Offer basic business information Carry out advertising campaigns Post events and news of interest Targeted communication with clients Fully self-serve community resources 	0 1 2 3 4
	<p>Type of content</p> <ul style="list-style-type: none"> None - No use of engaging content Image Bank Videos Virtual reality content Augmented reality content Use Neuromarketing techniques (Facecoding, Eye Tracking...) 	5 0 1
	<p>1.2 Relationship with customers through digital channels:</p> <ul style="list-style-type: none"> None Sends regular customer newsletters Offer after-sales service and customer service Collect and analyze data on the general characteristics of customers Analyze customer behavior and opinions to improve their experience Involve customers in the design of products and/or services 	2 3 4 5
	<p>1.3 Sale through digital channels</p>	

	<ul style="list-style-type: none"> None Present the catalog of products and/or services Allow to place orders and/or reservations online Allow online payment Allow to track the status of the booking / orders Upselling/Follow-on sales 	0
	<p>1.4 Communication and collaboration tools</p> <ul style="list-style-type: none"> None Email Instant messaging Video conference Cloud services Shared servers 	1 2 3
	<p>1.5 Personal & Training</p> <ul style="list-style-type: none"> None - It does not have staff dedicated to digitizing the business Considering creating a team It has a team but is not sufficiently trained It has a team that is sufficiently trained Conduct regular training on digitalisation Structured programme of continual improvement on digitalisation 	4 5
	<p>1.7 Digital tools for management & analytics</p> <ul style="list-style-type: none"> None - basic CMS only CRM tools for basic engagement Dynamic CRM / CMS application Website and content localisation Active application of analytics tools (Google Analytics) for development purposes Use of A/B Testing 	0 1 2 3



<p>2. Sufficient human and financial resources</p> <p>The SMEs will need to have at their disposal adequate resources to dedicate to this project. They would be able to provide sufficient reassurance that the managers are engaged and will support the project.</p>	<ul style="list-style-type: none"> Total number of staff likely to be involved in this project 	Point per person
	<ul style="list-style-type: none"> Average commitment of hours per month/per person to this project 	Point per number
	<ul style="list-style-type: none"> Number of staff likely to attend project meetings 	Point per person
	<ul style="list-style-type: none"> Number of staff likely to attend training courses 	Point per person

<p>3. Potential reach and sustainability of the project's impact</p> <p>Note will be taken of the nature and volume of potential interactions with other stakeholders (final customers, SMEs, etc.), sharing of transnational operations, and the length of their value chain interactions, to evaluate the final potential reach.</p>	<ul style="list-style-type: none"> None - no applicable relationships with other groups 	0
	<ul style="list-style-type: none"> Looking to join a business/sectoral grouping 	
	<ul style="list-style-type: none"> Member of aligned business/sectoral group (DMO, Hotel Association, Chamber of Commerce etc.) 	
	<ul style="list-style-type: none"> Member of a digitalisation best practice group/hub 	1
	<ul style="list-style-type: none"> Business with leading local/regional role for promotional and cross-selling 	2
	<ul style="list-style-type: none"> Cluster Member 	3
		4
		5

Remarks

<p>4. Successful applicant profile</p> <ul style="list-style-type: none"> Effort will be made to select SMEs from a range of sub-sectors to demonstrate and explore the applicability of the project through the 	<ul style="list-style-type: none"> Subsector Visitor profile: nationality, gender, age... Product: sun and beach, cultural, rural...
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<p>tourism value chain, and obtain subsequent best practices for sharing. Diversity may also be reflected in applicants' offering, visitor profile and innovative management techniques. At least three different products and events will be represented through the pilot clusters (Sun and beach in Canary Islands, Cultural product in Venetto and Winter product in Lapland-Helsinki). Regarding events, due to their importance, at least one SME per characterized event will be</p>		
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selected if possible (Carnival of Venice or other important events in Veneto, Carnival of Canary Islands and Christmas-Santa season in Lapland)

5. Geographical scope

It is important that 20 countries are represented, so when assessing the proposals, priority will be given to those SMEs whose country of origin is not represented.

The SMEs will be selected to represent 20 different EU countries and regions if possible.

- 3*20 each best scoring from each of the clusters
- 40 applicants from 20 countries:
 - Select the best scoring applicants per eligible EU/COSME country
 - If the target of 20 countries is fulfilled from the clusters and the first round of scoring from the additional applicants, the next bestscoring applicants will be approved
 - If the target is not achieved in this process, next best scoring applicants will progress in line with the geographical scope



Annex 7 – SME Application form

euro-emotur

SME Application Form

Please complete the SME application form below or submit your details online at etoa.org/euroemotur. If you require any assistance in completing this application, please contact projects@etoa.org. Please note the Confidentiality and communication notice at the bottom of this form.

- 1) Full Name
- 2) Job Title
- 3) Email Address
- 4) Contact Telephone
- 5) Alternative Contact Name
- 6) Alternative Contact Job Title
- 7) Alternative Contact Email
- 8) Registered Company Name
- 9) Trading Name/Brand
- 10) Company Logo

- 11) Country of Establishment
- 12) Registered Address
- 13) Registration Number
- 14) Business Type
- 15) Total Staff Size

Bosnia and Herzegovina
Travel agency, tour operator reservation service and related activities

- a) *Total number of staff likely to be involved in this project*
- b) *Average commitment of hours per month/per person to this project*
- c) *Number of staff likely to attend project meetings*
- d) *Number of staff likely to attend training courses*

Contact: projects@etoa.org





16) Average Annual Gross Revenue

17) I am authorised to apply to this project on behalf of my organisation

18) Please confirm you are **not** currently in receipt of COSME project funding nor likely to maximise state aid limits (€ 200,000 for each SME over a 3-year period)

19) Do you use digital channels, such as RSS feeds, social media blogging to connect with your customers

a) Please provide links to any relevant channels

20) What type of content do you host on your website?
 None
 Image Bank/Library
 Videos
 Virtual reality content
 Augmented reality content
Advanced Neuromarketing Techniques

a) Please provide links to any relevant content

21) How advanced is your website's e-commerce?
N/A - We do not do any sales or significant marketing
 We present the catalogue of products and/or services
 We allow to place orders and/or reservations online
 We allow purchase/booking with online payment
 We allow to track the status of the booking / orders
 We provide sales with upselling/follow-on sales oppor

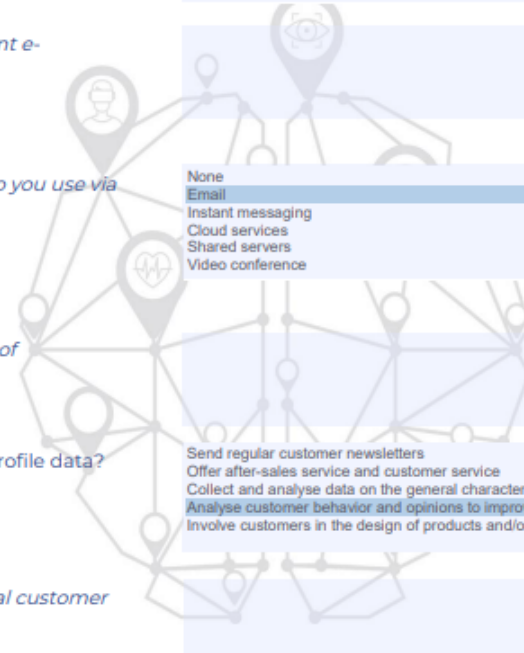
a) Please provide links to any relevant e-commerce examples

22) What communication channels do you use via your website?
 None
Email
 Instant messaging
 Cloud services
 Shared servers
 Video conference

a) Please provide links to examples of your communication channels

23) How do you use your customer profile data?
 Send regular customer newsletters
 Offer after-sales service and customer service
 Collect and analyse data on the general characteristic
Analyse customer behavior and opinions to improve it
 Involve customers in the design of products and/or se

a) Please briefly describe your typical customer profile insight application





24) How do you use digital tools for management and analytics?

Use a basic content management system (CMS) only
 Use a Customer Relationship Management (CRM) too
 Have a dynamic website/CRM integration
 Use A/B Testing on our website
 Apply content localisation on our website (adaptive content)
 Use analytics tools (Google Analytics) for development

a) Please provide an example of your use of digital tools for management and analytics

25) What level of resourcing do you have for your website's digitalisation?

Considering creating a dedicated human resourcing for digitalisation
 Digitalisation human resource in place, but not sufficient
 Digitalisation human resource in place that is sufficient
 Regular training in place for digitalisation with our dedicated team
 Team in place with a structured programme of continuous training

26) Do you belong to any of the following groups?

Would consider joining a business/sectoral grouping
 Members of a business group such as a DMO, Hotel Association
 Members of a digitalisation best practice group/hub
 Business with leading local/regional role for promotion
 Member of EURO-EMOTUR Cluster

a) If you are a member of a EURO-EMOTUR regional cluster, please select

Canary Islands, Spain
 Lapland-Helsinki, Finland
 Veneto, Italy

27) Please provide a brief company description, including your products, services, destinations and markets served (750 character limit).

28) Please provide the link to your company website

29) Your 2019 client/visitor/guest number (enter '0' for a new business)

30) Please provide a brief description of your objectives in applying to this programme (750 character limit)

Sign to submit form

Confidentiality and Communication

All the information submitted by the applicants will be handled only by the EURO-EMOTUR project team involved in the Open Call. The identity of the sender and the content of the proposal will be treated strictly confidential by the Evaluation Committee, who will perform the work impartially applying the highest ethical and moral standards.

The application will be stored on a web-based, password-protected collaborative platform to which only the EURO-EMOTUR members will have access. Data with regard to the proposal may also be exchanged between the EURO-EMOTUR Evaluation Committee by way of corporate e-mail.

Confidential information disclosed by the applicant must be marked as confidential. The applicant shall disclose to the EURO-EMOTUR consortium confidential information, in its sole discretion, if the applicant deems necessary or desirable for the purpose of assessing the application. The EURO-EMOTUR consortium will strictly apply confidentiality rules - as laid down in its consortium agreement - and will not use confidential information of applicants for any purpose other than to meet the objectives of this Open Call.

The selected enterprises - throughout the duration of their involvement with EURO-EMOTUR - will take appropriate measures to engage with the public about such involvement and to highlight the financial support of the EC.