Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interview

Work Package 3 SMEs

Anamnesis, Diagnostics and Assessment

Deliverable 3.2. Tourism SMEs innovation maturity and readiness assessment tool and guidelines for interviews

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1. Introduction

The assessment tool to evaluate the digital maturity and readiness (or absorptive capacity) of the tourism SMEs to acquire innovation (D3.2) essentially consist of two parts:

- a questionnaire, which is available provisionally online https://forms.gle/3XKuBkehMPjS3iCx8 and
- the calculation system that will allow to score each answer to the questions included in the survey and translate it into a set of sub-indices and indices, and then to assess the overall level of maturity and readiness of each business and categorise it into one of the clusters (innovators, laggards, etc.) identified in the methodology (*D3.1 - Assessing tourism SMEs innovation maturity and readiness: methodological report*).

This document presents the questionnaire and the calculation system and, more in detail, the score that will be assigned to each answer to the questions included in the questionnaire itself.

This is a first hypothesis of a score to assign to each answer option, and a first hypothesis on how to define the scales for each question. The final and definitive scores, scale and indices calculation system will be defined once the 100 SMEs selected to participate into the project will have answered the questionnaire, because:

- some questions/predefined answers might be modified if they result to difficult or the pre-defined answers are not enough or the most chosen-
- the score now assigned to each answer might be changed if, for example, no respondent choose the answer with the highest or lowest score
- the analysis of the results can show that some questions/answer are correlated (e.g. a high level of informality in the internal communication is always linked to a policy of rotating people though areas and activities) and therefore it would be possible to simplify the questionnaire by eliminating some questions
- the analysis of the questionnaires results, compared with the results derived from the interviews and from the participant observation - which are other activities included in WP3 and in this task (Anamnesis) - might highlight that some dimensions have a higher impact on the final indices than others (e.g. a high value of the "Critical knowledge index" determines a higher readiness level even if the performance in other dimensions is not brilliant) , and therefore there is a need to change the final index calculation from a simple mean of the different dimensions indices into a weighted one.

As underlined in D3.1 - A*ssessing tourism SMEs innovation maturity and readiness: methodological report*, once the questionnaire and the calculation

system is tested and defined through the assessment of the Euro-Emotur selected businesses, the questionnaire and the calculation system will be translated into a self-assessment tool available online and able to directly calculator each answer score and therefore the indices and to deliver to whoever undertakes the assessment and answer the questionnaire and evaluation of their business digital maturity and innovation readiness. This last one will be the final version of D3.2 - Tourism SMEs innovation maturity and readiness assessment tool. It can already be said that the final self-assessment tool won't include some questions (a part of the questions on Gatekeepers in section 4 - see table 1, and particularly questions 41, 42y, and 43y) that are now integrated for the very special needs of the project, i.e. the specific questions about the people the selected businesses will choose to keep the relationship with the partners and following the activities of the Euro-Emotur project. A series of less specific substituve questions about this aspect is however already included in the version of the questionnaire here presented (Section 4 - questions 42n, 43n).

2. The assessment questionnaire

The assessment questionnaires elaborated within the Euro-Emotur project consists of 5 sections:

1. Some basic information to start
2. The business general vision on innovation
3. Employees, skills and expertise differentiation
4. Development and management of digital projects
5. Use of digital technologies

The **questions of the first section aim at collecting some basic information about the business, but they are not part of the assessmen**t, while the questions in sections from 2 to 5 are all functional to assess the business digital maturity and readiness. Indeed, each section from 2 to 5 develops one or more dimensions of the digital maturity and/or digital readiness defined and explained in the methodology - D3.1.

In particular, the following table summarises the structure of the questionnaire and of its sections, and the relationship of each section with the maturity and readiness dimensions to be assessed.

Table 1 – Structure of the self-assessment questionnaire

Section	Dimension	Topic
Section 1 – Some basic information to start	-	-
Section 2 – The business general vision on innovation	Strategy and leadership	Maturity
	Digital enablers	Maturity
	External communication	Readiness
	Skills	Maturity
	Expertise differentiation	Readiness

Section 3 – Employees, skills and expertise differentiation	Internal communication	Readiness
Section 4 – Development and management of digital projects	Product/Process	Maturity
	Data awareness	Maturity
	Critical knowledge	Readiness
	Gatekeepers	Readiness
Section 5 – Use of digital technologies	ICT infrastructure, Resource and Use	Maturity

Screenshots of the full questionnaire are attached as an appendix to this document for reference, but every question and answer is also reported in Chapter 3.

It has already been tested not only by the partners, but by 2 businesses to see if the questions were clear enough and how much time would require them to complete it. The 2 businesses did not experience particular problems in answering the questions. In terms of time, it took them 40 minutes to complete the questionnaire, which, considered the aim of the assessment, the fact that the SMEs will apply and be selected to take part in the project, and that the Euro-Emotur partners will be availble to support the businesses if they require some assistance, appears to be an acceptable time. The only questions requiring some time to answer were the ones concerning the study background and previous work experiences of the employees: this was due to the fact that the persons filling in the questionnaire were sales and marketing managers, so they had to check with the HR department to be sure of their answer. All in all, no particular difficulty was underlined.

3. The assessment system

As explained in the methodology D3.1, the assessment system calculates an index for each dimension (see table 1), and then, a final index both for digital maturity and readiness. Starting from the answers obtained in the questions referred to each dimension and measured mostly through a 5-point Likert scale, the index for each dimension is calculated as a simple mean of the values obtained in the questions that make it up. Finally, the indices expressing the digital maturity and the digital readiness will be calculated as a mean or weighted mean of the indices of the related dimensions.

In order to calculate the indices, for each question of the questionnaire in sections 2-5, all options are translated into numerical values from 1 – minimum to 5 – maximum (with some exceptions), as shown in the following chapter, and summarised in table 2.

Table 2. Questionnaire structure and Maturity/Readiness indices calculation

Questions	Dimension index	Overall index
9-13	**Strategy and leadership:** *mean of the scores obtained answering the questions*	**MATURITY** **MEAN OF THE 6 DIMENSIONS INDICES**
14-16	**Digital enablers:** *mean of the scores obtained answering the questions*	
22 and 26	**Skills:** *mean of the scores obtained answering the questions*	
31 and 32	**Data awareness:** *mean of the scores obtained answering the questions*	
33-36	**Product/Process:** *mean of the scores obtained answering the questions*	
47-53	**ICT infrastructure, resources and use:** *mean of the scores obtained answering the questions*	
17-21	**External communication;** *mean of the scores obtained answering the questions*	**READINESS (Absorptive capacity)** (Weighted or simple** **MEAN OF THE 5 DIMENSIONS INDICES**
23-25	**Expertise differentiation** *mean of the scores obtained answering the questions*	
27-30	**Internal communication:** *mean of the scores obtained answering the questions*	
37-40	**Critical knowledge:** *simple or weighted mean of the scores obtained answering the questions**	
42-45	**Gatekeepers:** *mean of the scores obtained answering the questions*	

*see p.18

** see Ch 1 Introduction and D 3.1. – Par 2.3.3 and Appendix to D 3.1. - Par 2.1.3.

To be noted: the **order of the questions and section in the questionnaire does not necessarily correspond to each dimension and topic (maturity/readiness),** as the questions have been re-grouped so that they appear more consequential to the respondents.

3. The assignment of the scores to each question of the questionnaire

3.1. Section 2. The business general vision on innovation

Dimension: Strategy & Leadership (Maturity)

9. Does your business have a specific strategy to define objectives, projects, investments and resources regarding the use of Information and Communication Technologies - ICT and digital innovation? And what is its timeframe? *Tick the box corresponding to your answer*

Yes, the business has in place a multi-year strategy to be implemented, with a defined timeframe	5 -max
Yes, the business has in place an annual strategy to be implemented, with a defined timeframe	4
No, but the business has defined some multi-year investments for updating/innovating its digital infrastructure and tools	3
No, but the business has defined some annual investments for updating/innovating its digital infrastructure and tools	2
No, the business has no strategy or plans for investments	1 - min

For example, if the respondent selects the first option ("Yes, the business has in place a multi-year strategy to be implemented, with a defined timeframe"), the value that the business obtains in this question is 5 (the maximum value)

10. If the business has a digital strategy or has planned some digital investments, does it monitor the results regularly using a specific assessment system (for example, a series of key performance indicators or objective to be met)? *Tick the box corresponding to your answer*

Yes, the business regularly monitors the state of implementation and the results achieved through specific and well-defined key performance indicators	4 -max
Yes, the business regularly monitors the state of implementation and the results achieved using the e-commerce (direct booking) turnover as indicator	3
Yes, the business monitors the progress of the strategy/investments, but without a defined system of indicators	2
No	1 - min

In this question, a 4-point scale is used. It might be reconducted, if needed, to a 1-5 scale adjusting the scale also on the basis of the results obtained when the 100 SMEs' participating in the Euro-Emotur project will answer the questionnaire. It might also be necessary to add another option.

11. Within your business, who is in charge to make decisions concerning the development and implementation of the digital strategy, or of specific digital investments? *Tick the box corresponding to your answer*

The final decision is made by the owner(s) and or CEO with the senior managers	5 -max
The final decision is made collectively by the senior managers	4
The final decision is made exclusively by the owner(s) and/or the CEO	3
The final decision is made exclusively by the General Manager	2
In the end, the final decision is made by the IT manager without considering much the opinions of other managers/units	1 - min
Other (specify)_____	to be decided

12. Are the employees somehow involved in the decisions about the digital strategy (as described in question 11) and invited to suggest ideas and proposals? Or are they only informed about the decions once they are made? ? *Tick the box corresponding to your answer*

Yes, most take part in the decisional process	5 -max
Yes, some take part in the decisional process	4
Only a few (1-2) take part in the decisional process	3
No, they are not involved directly but kept informed on what is going on	2
No, they are not involved nor informed about what is going on	1 - min

13. When deliberating about the digital strategy or investments, what are usually the main goals your business pursues? *Tick the boxes corresponding to your main goals/drivers (max 2 options)*

Enhance the clients' experience	5 -max
Have access to new geographical markets or new segments	4
Gain new clients in the same markets	4
Empower the business operational capacity	3
Have access and manage in a better wat the content on digital platforms, like Tripadvisor, Booking, Expedia, Airbnb, etc.	2
Keep up with competitors	1 - min
Reduce costs	1 - min

If the respondent selects more than one option (max 2 options as the range of answers is not wide enough to define a claer differention between mor innovation conductive beahviours and imitators or laggards like behaviours), the value assigned to this question it the one corresponding to the option with the maximum value. For example, if the respondent answers "Enhance the clients' experience" (5) and "Reduce costs" (1), the value obtained in this question is 5. This calculation considers, according to what discussed in the methodlogy report D3.1, that answers like "Keep up with competitors" and

"Reduce costs" do not indicate an innovation driven approach, but they might be always part of the goals for digitisation. Therefore, only the most "innovative like" behaviour will be taken into consideration.

The simple mean of the values obtained in questions 9-13 (5 questions) = index for the "Strategy and Leadership" dimension.
(Q9+Q10+Q11+Q12+Q13) / 5

Dimension: Digital enablers (Maturity)

14. How often do the owner/CEO, or the managers in charge of the digital strategy/investments communicate with the digital service provider on a monthly basis (by phone, e-mail, videocall, meetings, etc.)? *Tick the box corresponding to your answer.*

More than 10 times per month	5 -max
8-10 times per month	4
4-7 times per month	3
1-3 times per month	2
The digital provider is contacted every 2 months or on a longer periods basis (every 3 or 6 months or longer)	1 -min

15. How often do the employees in charge of the website, the social media, digital marketing, etc. communicate with the digital service provider on a monthly basis? (by phone, e-mail, videocall, meetings, etc.) *Tick the box corresponding to your answer.*

More than 10 times per month	5 -max
8-10 times per month	4
4-7 times per month	3
1-3 times per month	2
The digital provider is contacted every 2 months or on a longer periods basis (every 3 or 6 months or longer	1 -min

16. Thinking about the contacts that your managers usually have with the digital service provider, are they motivated above all by the need of having assistance for the maintenance of digital tools/systems and HW/SW or rather by the interest to develop or implement new digital solutions? *Tick the box corresponding to your answer*

5 Mainly to develop digital solutions ⬤ ⬤ ⬤ ⬤ ⬤ 1 Only maintenance of digital tools/systems and Software/Hardware

The simple mean of the values obtained in questions 14-16 (3 questions) = index for the "Digital enablers" dimension.
(Q14+Q15+Q16) / 3

Dimension: External communication (Readiness)

17. Do you have any agreement with other businesses different from contracts with suppliers, clients, or distribution channels? *Tick the box corresponding to your answer.*

Yes, we have agreements with different groups (purchasing groups, consortia, business clusters, etc.)	5 -max
Yes, we are part of a business cluster or similar	4
Yes, we are part of a consortium (association with the objective of participating in a common activity or pooling their resources for achieving a common goal)	3
Yes, we are part of a purchasing group	2
No, we do not have such agreements	1 -min

18. If you have one or more agreements with other businesses, what is their territorial level? *Tick the box corresponding to your answer. Multiple answers are allowed.*

International networks	4 -max
National networks	3
Regional networks	2
Local networks	1 - min

In this question, a 4-point scale is used. It might be reconducted to a 1-5 scale adjusting the scale also on the basis of the results obtained when the 100 SMEs' participating in the Euro-Emotur project will answer the questionnaire. It might also be necessary to add another option.

19. If you have one or more agreements with other businesses - except the purchasing group -, are the other partner organisations of the same type as yours? *Tick the box corresponding to your answer.*

Yes, they are in the same kind of business (all hotels, travel agencies, etc.)	5 -max
No, different kind of businesses but all within the tourism value chain (a mix of travel agencies, hotels, campings, etc.)	4

No, a mix of tourism businesses and food and wine businesses (wine/beer/… producers, restaurants, speciality food producers, patisseries, etc.)	3
No, a mix of businesses from many different sectors, including tourism	2
It is a network of businesses that are mostly not in the tourism sector	1 -min

20. Do you have any specific agreement, or some other kind of close, albeit informal, relationship with universities, research centres, innovation labs? *Tick the box corresponding to your answer. Multiple answers are allowed.*

Yes, we cooperated more than once with universities and research centres on specific projects	5 -max
Yes, we took part in some activities within an innovation lab	4
Yes, we have formal agreements with at least one of those	3
Yes, with universities for placement and recruitment	2
No, no relationship at all	1 -min

If the respondent selects more than one option, the value assigned to this answer it the one corresponding to the option with the maximum value. For example, if the respondent answers "Yes, with universities for placement and recruitment" (2) and "*Yes, we cooperated more than once with universities and research centres on specific projects*" (5), *the value considered for this question is 5.*

21. When you need to r acquire new knowledge or new tools for your business, do you generally refer to one of the organisations you are part of, or to other networks or individual partners in order to have advice, and information? *Tick the box corresponding to your answer.*

We refer to the business networks we adhere to	5 -max
We refer informally to other business we have a trust relationship with	4
We call a consultant or someone "outside" the business	3
We refer mainly to the digital providers, as those are the main kind of innovation we introduce	2
No, we do the scouting by ourselves	1 -min

The simple mean of the values obtained in questions 17-21 (5 questions) = index for the "External communication" dimension.
(Q17+Q18+Q19+Q20+Q21) / 5

3.2. Section 3. Employees, skills and expertise differentiation

Dimensions; Skills (Maturity) and Expertise differentiation (Readiness)

22. Considering the total number of non-seasonal employees, which level of education do they have?

Master's degree + Bachelor's degree = 90-100%	5- max
Master's degree + Bachelor's degree = 50-70%	4
Master's degree + Bachelor's degree = 31-45%	3
Master's degree + Bachelor's degree = 25-50%	2
Master's degree + Bachelor's degree = 0-25%	1-min

The assessment of this question is based on the fact that the higher the number of master's and bachelor's graduates, the higher the score, based on the fact that, according to academic and gray literature, the higher is the share of graduates the higher is the absorptive capacity and innovativeness of a business (see D 3.1) . So the maximum value is assigned if the sum of the shares of masters' and bachelors degree is 90-100%. On the contrary, if the sum is less than 25%, the score is the minimum value, i.e.1.
However, the assessment could be better refined after the testing phase.

23. And in terms of study subjects, what kind of background do they have? (% distribution by area of study background)

Gini normalised index = 0,9-1	5- max
Gini normalised index = 0,7-0,9	4
Gini normalised index = 0,5-0,7	3
Gini normalised index = 0,25-0,5	2
Gini normalised index = 0-0,25	1-min

24. Still considering your non-seasonal employees, what is their previous work experience? (% distribution by previous work experience)

Gini normalised index = 0,9-1	5- max
Gini normalised index = 0,7-0,9	4
Gini normalised index = 0,5-0,7	3
Gini normalised index = 0,25-0,5	2
Gini normalised index = 0-0,25	1-min

25. Considering the activities of non-seasonal employees in your business, which business unit/area are they mainly dedicated to (if some of them have more than one function, consider only the main one)? *% distribution by business unit)*

Gini normalised index = 0,9-1	5- max
Gini normalised index = 0,7-0,9	4
Gini normalised index = 0,5-0,7	3
Gini normalised index = 0,25-0,5	2

Gini normalised index = 0-0,25	1-min

The assessment of questions 23, 24 25 is based on the fact that the greater the heterogeneity in the distribution of responses, the higher the score, as a higher expertise and experience differentiation is related to a better level fo cross functional communication and then absorptive capacity/readiness (see D 3.1) . This can be assessed, by calculating the Gini Heterogeneity Index and then normalising it. The normalised index goes from 0 – maximum concentration to 1 – maximum heterogeneity. So if the Gini normalised index is 0,9-1, the score assigned is 5 (the maximum); on the contrary, if it is 0-0,25, the score is 1 (the minimum).

Gini index (G), where f represents the answer in each item of the question

$$G = 1 - \sum_{i=1}^{k} f_i^2$$

Gini normalised index (G_N), where K represents the number of items of the question

$$G_N = G * \frac{k}{k-1}$$

However, the assessment could be better refined after the testing phase.

26. Over the last 7 years - so considering also a 3 year period before the Covid pandemic -, have you organised any course, training program, etc. on digitalization and Information Technology - IT innovation (e.g. on new software, digital tools) for non-seasonal, and seasonal workers? Or have you sponsored the participation of non-seasonal, and seasonal workers to courses, or seminars organized by third parties? *Tick the box corresponding to your answer. N.B. Please do not considere the courses organised by the digital provider on the occasion of new SW/HW adoption or updating*

Yes, I have organized/sponsored more than one course/ training program, etc. over the period for non-seasonal and seasonal workers	5- max
Yes, I have organized/sponsored more than one course/ training program, etc over the period for non-seasonal workers only	4
Yes, I have organized/sponsored only one course/ training program, etc over the period for non-seasonal and seasonal workers	3
Yes, I have organized/sponsored only one course/ training program, etc only one time over the period for non-seasonal workers only	2

No, I haven't organized any training programs nor sponsored courses organized by third parties	1-min

The simple mean of the values obtained in questions 22 and 26 (2 questions) = index for the "Skills" dimension.
(Q22+Q26) / 2

The simple mean of the values obtained in questions 23-25 (3 questions) = index for the "Expertise differentiation" dimension.
(Q23+Q24+Q25) / 3

Dimension: Internal/Cross functional communication (Readiness)

27. Does your business have a specific policy for rotating employees through the various departments/areas, from time to time? *Tick the box corresponding to your answer.*

Yes, we do it regularly	5- max
Yes, we do it but just for new recruits	4
Yes, we have tried to apply it, but many employees complained	3
No, we are a few people, everybody knows about the others' work and does different kind of activities	2
No, it is not efficient	1-min

28. Does your business provide its employees with tools helping them to communicate quickly between them, such as chats, collaboration tools (e.g. Trello), shared online areas, permanent audio connection, etc. *Tick the box corresponding to your answer.*

Yes, we provided the tools and they are working very well in keeping the information flow going and people happier	5- max
Yes, we provided the tools, but they are not used much	4
No, we do prefer internal communication to be more formal and controlled by the managers	3
No, we do prefer them not communicating much during work hours as it is a loss of time and concentration	2
No, we never thought about that	1-min

29. Apart from the courses mentioned in question 26, over the last 7 years have you organized any other course/incentive programme or other activity (team building, etc.) involving a mix of different business units/teams? *Tick the box corresponding to your answer.*

More than once for different combinations of units/teams	5- max
Yes, we organise regularly this kind of activities but we don't mix ups teams	4
Yes, only one time for all the units together	3

Yes, only one time and just for some units	2
None, we don't have the time	1-min

30. How do you consider impromptu meetings in the corridors, discussions in front of the coffee machines or in the personnel refreshment areas, informal company dinners, and similar informal communication among your employees. *Tick the box corresponding to your answer.*

We encourage it, as it helps communication between people and is often the source of improvement or innovation	5- max
We appreciate it, as it helps people knowing each other and keeps information flows running, although sometimes it means losing time	4
We tolerate it, as it helps keeping stress at bay	3
We try to discourage it, as it is just a loss of precious time	2
We have a specific policy to discourage it	1-min

The simple mean of the values obtained in questions 27-30 (4 questions)= index for the "Internal communication" dimension.
(Q27+Q28+Q29+Q30) / 4

3.3. Section 4. How digitalisation and innovation projects are developed and managed

Dimension: Product/Process (Maturity) & Data awareness (Maturity)

31. Does your business collect any data and information about your customers and their behaviour regularly? If YES, what kind of digital tools do you use more frequently? *If the business uses more than one tools, please tick a maximum of three options, corresponding to the most used tools.*

We have a specific Customer Relationship Management System - CRMS collecting and crossing data when a client interacts to whatever touch point of our business	5- max
We use a Customer Relationship Management System - CRMS to collect and analyse some of the clients' data	4
We use web analytics tools to monitor the behaviour of our website users	3
We collect data through offline surveys	2
We collect data through online surveys	2
No, we do not collect any data	1-min

If the respondent selects more than one option, the value assigned to this question it the one corresponding to the option with the maximum score. For example, if the respondent answers "Yes, we collect data through offline surveys" (2) and "Yes, we have a specific system collecting and crossing data

when a client interacts to whatever touch point of our business" (5), the value obtained in this question is 5.

If YES to previous question

32. Does your business process the data collected on its own, by using data analytics tools, or does it rely on the digital provider or an external consultant? *Tick the box corresponding to your answer.*

Yes, we process the data in-house using specific data analytics tools	5- max
No, we have neither the tools nor the expertise to do it, so we ask for support to our digital provider	3
No, we have neither the tolls not the expertise to do it, so we ask for support to an external consultant	3
We collect data, but we don't have time or resources to analyse them	1-min

33. How does your business use the data collected on consumers' preferences and behaviour? *Please tick maximum three options, corresponding to the most pertinent for the business*

To propose new personalised products	5- max
To propose new products	4
To tailor our cross- and up-selling actions	3
To adjust/improve our current offer / the quality of our offer	2
To propose personalised communication, offers and discounts	1-min

If the respondent selects more than one option, the value assigned to this question it the one corresponding to the option with the maximum score. For example, if the respondent answer "To propose personalised communication, offers and discounts" (1) and "To propose new personalised products" (5), the value obtained in this question is 5

34. Does your business use any of the following digital tools for the automation of its front office operations and for managing the relationship with the customer?

Online/self check in/out
Automatic or AI supported e-mail answering
Chatbot available in the business website and/or social works
Interactive robot/virtual assistants for giving information
Interactive self-service desk for information
App for information, booking of services, Air Con. control etc.
Domotics systems
Other (specify at question 33a)

YES to at least 5 out of 8 options	5- max
YES to 4 options	4
YES to 3 options	3
YES to 1 or 2 options	2
YES to none of the options	1-min

35. Does your business have a digital ecosystem your customers interact with (for example, the system contolling domotics, a reserved area in your website, in-house apps, interactive totems, etc.)? *Please tick maximum three options, corresponding to the most relevant answers for your business (Multiple choice).*

There is a reserved area in our website and several IoT/AI touch points in the rooms, hall, office, transport, etc. they can interact with	5- max
There is a virtual assistant app specifically trained for our business that helps the client organise every aspect of its stay/trip	5- max
There are virtual assistants they can use before and during the trip or stay to get information	4
There is a reserved area in our website where customers can choose their favourite trips, services, rooms, etc., and design their holiday	3
The clients can design a part of the experience booking services through the in house app	2
The business doesn't use any digital tool the client can interact with, but the booking engine	1-min

If the respondent selects more than one option, the value assigned to this question it the one corresponding to the option with the maximum score. For example, if the respondent answers "There are virtual assistants they can use before and during the trip or stay to get information" (4) and "There is a reserved area in our website and several IoT/AI touch points in the rooms, hall, office, transport, etc. they can interact with" (5), the score obtained for this question is 5.

36. Thinking about the systems/software used by your business in daily operations (for example CRM, PMS, etc.), how do you rate their level of integration in transferring and communicating data between them? *Tick the box corresponding to your answer.*

Very high (the softwares are interconnected and mutually transmits data without any human intervention).	5- max
High (less than half of the software used needs a human intervention to communicate between them)	4
Moderate (more than half of the software used needs a human intermediary to communicate between them)	3
Low (almost all the software used in the company requires a human who acts as an intermediary in data transmission)	2

Very low (the software is not integrated between them and doesn't communicate)	1-min

The simple mean of the values obtained in questions 31 and 32
= index for Data awareness dimension
(Q31+Q32) / 2

The simple mean of the values obtained in questions 33-36=index for the "Product/Process" dimension
(Q33+Q34+Q35+Q36) / 4

Dimension: Critical knowledge (Readiness)

37. Have you ever heard of or applied neuromarketing concepts and tools?
     Tick the box corresponding to your answer.

My website/Meta accounts/the hotel/camping/apartment itself was analysed by other consultants with neuro-marketing tools and improved accordingly in terms of design, functionality, content, etc.	5- max
My digital service provider/web agency applied some neuro-marketing concepts or solutions (e.g. messages like "This is the last place available" or "you are almost there" or people faces used to draw attention to a specific area of the website, etc.) to improve my website or digital marketing activities	4
I have attended a course on it, but we didn't apply what was heard by the trainer	3
I have heard of it	2
I have attended a conference where someone explained what it was	2
I have never heard about it before joining this project	1-min

If answer 3 to question 36 (attended a course)

37a. What are the reasons why you decided to not invest on neuromarketing to improve your website or your business.

This question in not included in the assessment, but it is important to understand if there is a measure of distrust towards the discipline that will need to be faced during the project

If answer 4 or 5 to question 36 (the service provider applied it or consultants use it)

37b. Why have you decided to try or invest on neuromakreting approaches?

19

Participating in courses, conferences, and building some kind of internal knowledge we decided it was worth to try and invest on neuromarketing	5- max
We were immediately impressed by its potential and decided to invest on it	4
One of our competitors applies it and had great results out of it	3
It was a suggestion of the digital service provider and we trust their opinion	2
It was a suggestion of a consultant and we trust their opinion	2
One of our competitors applies it and we decided to try it ourselves	1-min
Other	To be decided

For all respondents:

38. How many people within your organisation specifically work on digital marketing, website update and improvement, Search Engine Optimisation - SEO, social media campaigns, and on supervising the various digital distribution channels? *Tick the box corresponding to your answer.*

We have a specific managerial figure in charge of this and a specific unit/team	5- max
1 manager (sales manager/revenue manager) is also in charge of all this and of keeping in touch with the service provider	4
1 executive employee is in charge of all this and of keeping in touch with the service provider	3
1 or more executive employees are in charge of checking the digital distribution channels, but all digital marketing activities are outsourced	2
No one specifically: these activities are all outsourced	1-min

39. Have your business ever taken part - or invested direcly - in projects to develop its digital marketing tools? *Tick the box corresponding to your answer.*

We invested in a series of significant internal projects to develop digital solutions for my business	5- max
We regularly take part in projects sponsored by public funds or present projects to be financed by public funds	4
We took part on one/two COSME projects or other international projects on this subject	3
We took part in one/two regional /local projects on this subject (presented a project of digital development to be supported)	2

We took part only in training projects on digital marketing, sales etc.	1-min
No, we never had the time	0

40. How many times have you completely revised (design, functionalities, content organisation, search engine positioning, etc.) your website since 2015? *Tick the box corresponding to your answer.*

More than twice	5- max
Twice	4
Once, before 2018	3
Once, in the last 5 years (2018-22)	2
Never, we just update the content and add some areas	1-min

The simple mean of the values obtained in questions 37-40 (5 questions, including 37b.)= index for the "Critical knowledge" dimension.

(Q37+Q37b+Q38+Q39+Q40) / 5

It might be considered to assign a superior weight in calculating the mean to questions 37-37b, but this will depend on how many businesses will answer positively to question 37

Dimension: Gatekeepers (Readiness)

41. Have you already chosen or do you already know who will be the specific persons in your business in charge of keeping in touch with the partnership supervising and implementing the activities linked to the Euro-Emotur project? *Tick the box corresponding to your answer.*

This question is not included in the assessment, as its purpose its to select which set of questions the respondent is going to be addressed to

If YES to question 41

42. y. Which role do they have within your organisation? *Tick the box corresponding to your answer.*

Managerial one, within the digital marketing department	5- max
Managerial one, but not specifically in charge of digital marketing	4
Executive in the department in charge of digital marketing, content management, ect.	3
Executive, whose main task is managing the website content, social medias, etc., but associated to other departments (front office, administration, sales, etc.)	2

Executive, at the front office or other departments who is also in charge to manage website content, social medias, etc.,	1-min

43. y. Do they have a specific expertise or training on content management, web analytics, UX or other aspects of digital marketing? *Tick the box corresponding to your answer.*

Yes, they have a specific education and prior business knowledge	5- max
Yes, they have a specific education, but not much prior business knowledge	4
They don't have a specific education, but a sound prior business knowledge	3
They don't have a specific education or expertise, but we ensured their training on digital marketing by paying courses for them, allowing time for the digital service provider to train them directly, etc.	2
They don't have a specific education and started to work on digital marketing recently	1-min

44. y. How would you describe their relationship with the top management? *Tick the box corresponding to your answer.*

Very close: they have many informal contact	5- max
Close: they report directly and very often	4
They report directly, but are asked to do so from time to time	3
They report to middle/low management, and have a mainly informal relationship with it	2
They report to middle/low management, and have a strictly business relationship with it	1-min

45. y. How would you describe their relationship with other businesses, research centres, innovation labs, digital service providers, etc.? *Tick the box corresponding to your answer.*

They are part of a wide network: they have many informal contacts with a series of colleagues, researchers, OTA and digital service professionals, even ones we don't have specific cooperation agreements at the moment	5- max
They have their network within the firm networks: they keep in touch with a series of businesses, universities, technology suppliers, etc. our business cooperates with	4
They have a network: They have some contacts with other businesses, associations, digital service providers and suppliers	3
They have a limited network: mainly contact with our digital service providers and some other supplier, but not much with other suppliers, universities, etc.	2
They don't have many relationships, to the best of my knowledge	1-min

IF NO TO QUESTION 41

42. n. Within your organisation, how would you describe the role of the people/unit in charge of content management, UX, web marketing? *Tick the box corresponding to your answer.*

Their activity is one of the most important, investments are often addressed to it and they are involved in decision making	5- max
Their activity is very important, but the main decisions are made consulting other people or business units, and main investment ate the moment are focussed on other issues	4
Their activity is as important as other ones	3
Other activities (administration, operations, front office) are more important, and need more investments	2
This is a kind of activity that it is better managed if mainly outsourced	1-min

43.n. Thinking about the people who are in charge of digital marketing and digital distribution channels, or of supporting your web agency or digital service provider, do they have a specific education or previous business knowledge on this subject? *Tick the box corresponding to your answer.*

Yes, they have a specific education and prior business knowledge	5- max
Yes, they have a specific education, but not much prior business knowledge	4
They don't have a specific education, but a sound prior business knowledge	3
They don't have a specific education or expertise, but we ensured their training on digital marketing by paying courses for them, allowing time for the digital service provider to train them directly, etc.	2
They don't have a specific education and started to work on digital marketing recently	1-min

44.n. Still thinking about the people in charge of digital marketing and digital distribution channels, how would you describe their relationship with the top management? *Tick the box corresponding to your answer.*

Very close: they have many informal contact	5- max
Close: they report directly and very often	4
They report directly, but are asked to do so from time to time	3
They report to middle/low management, and have a mainly informal relationship with it	2
They report to middle/low management, and have a strictly business relationship with it	1-min

45.n. How would you describe their relationship with other businesses, research centres, innovation labs, digital service providers, etc.? *Tick the box corresponding to your answer.*

They are part of a wide network: they have many informal contacts with a series of colleagues, researchers, OTA and digital service professionals, even ones we don't have specific cooperation agreements at the moment	5- max
They have their network within the firm networks: they keep in touch with a series of businesses, universities, technology suppliers, etc. our business cooperates with	4
They have a network: They have some contacts with other businesses, associations, digital service providers and suppliers	3
They have a limited network: mainly contact with our digital service providers and some other supplier, but not much with other suppliers, universities, etc.	2
They don't have many relationships, to the best of my knowledge	1-min

For those who answer *NO to question 41*
*The simple mean of the values obtained in questions 42-45n (4 questions)
=index for the "Gatekeepers" dimension.*

For those who answer *YES to question 41*
*The simple mean of the values obtained in questions 42-45y (4 questions)
=index for the "Gatekeepers" dimension.*

(Q42+Q43+Q44+Q45) / 4

3.4. Section 5. Present day use of digital technologies

Dimension: ICT Infrastructure, resources and use

46. What kind of Internet connection does your business use? *Tick the boxes corresponding to your answer.*

N.B This question is not included in the assessment, as it is a very basic feature, but it was considered better to leave it to have a better knowledg of the situation in case some SMEs reveals to be expereincing a very deep digital gap.

47. What kind of website do you have? *Tick the box corresponding to your answer.*

A mobile friendly website provided with e-commerce and also with a reserved area where our clients can book (B2B), have a wishlist, combine products and manage other aspects	5- max
A mobile-friendly business website with ecommerce facilities	4
A business website not mobile friendly but with e-commerce facilities	3

A business website, which is mobile friendly but it has no e-commerce facilities	3
A business website, but it is not mobile friendly nor does it have ecommerce facilities	2
The business does not have a website: we use our pages on social medias to present our business	1-min

48. Is your business present on social media? *Tick the box corresponding to your answer.*

Yes	5- max
No	1

49. If the business is present on social media, how often is/are the business profile/s updated? If you use more than one social media give an average answer, taking into account all of them *Tick the box corresponding to your answer.*

Everyday	5- max
1-2 times a week	4
1-2 times a month	3
1-2 times every 2-3 months	2
1-2 times every 6 months	1 - min
Never or just some times during the year	1-min

50. Does your business monitor the website positioning? *Tick the box corresponding to your answer.*

Yes, through specific SEM/SEO tools	5- max
Yes, but not with specific tools	3
No	1-min

51. Does your business monitor its web reputation? *Tick the box corresponding to your answer.*

Yes, through a specific software or external tools/platforms	5- max
Yes, but "manually", by reading the reviews on the web	3
No	1-min

52. Does your business use any online advertising tools (Google Ads, Meta campaings, etc.)? If yes, how often? *Tick the box corresponding to your answer.*

Yes, very often	5- max
Yes, often	4
Yes, sometimes	3

Rarely	2
No	1 - min

53. Does your business have/use any of the following systems/software?

Booking Engine	Yes/No
Channel Manager	Yes/No
Property Management System - PMS	Yes/No
Revenue Management System	Yes/No
Customer Relationship Management System - CRMS	Yes/No
Other (psecify at 53a)	
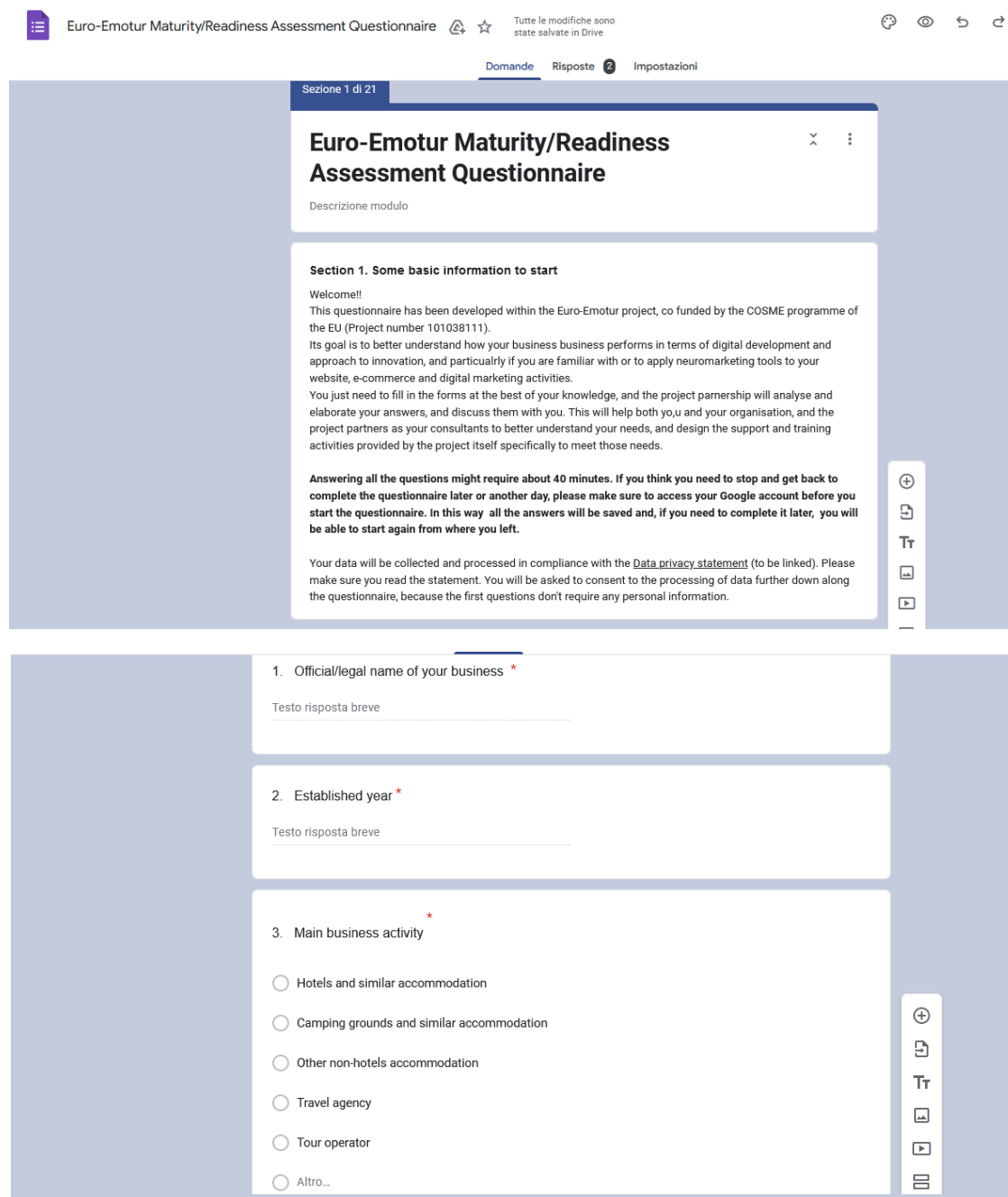
5 out of 5 answers YES	*5- max*
At least Revenue Management System	*4*
At least Channel Manager	*3*
At least Booking Engine	*2*
Only Property Management System	*1-min*

The simple mean of the values obtained in questions 47-53 (7 questions) = index for the "ICT infrastructure" dimension.

(Q47+Q48+Q49+Q50+Q51+Q52+Q53) / 7

Appendix. The online questionnaire

https://forms.gle/3XKuBkehMPjS3iCx8

4. Where is the business is located? (town, and country) *

Testo risposta breve

5a. Number of non-seasonal employees (including the owner and their family members or any associate/partner if they work full time for the business) *

Testo risposta breve

5b. Number of seasonal employees *

Testo risposta breve

6. Your role within the business *(you can tick more than one box if you have different roles)* *

○ Owner

○ CEO / General manager / Director

○ IT manager

○ Sales and/or marketing manager

○ R&D manager

○ Altro…

7. Your work e-mail address or a valid e-mail address of the business *

Testo risposta breve

8. I consent to data processing of the below provided personal data as per the Euro-Emotur Consortium Data privacy statement (to be linked) *

○ Yes

○ No (in this case you won't be able to go to answer the other questions)

Section 2. The business general vision on innovation

Strategy & Leadership (Maturity)

9. Does your business have a specific strategy to define objectives, projects, investments and resources regarding the use of Information and Communication Technologies - ICT and digital innovation? And what is its timeframe? *

Tick the box corresponding to your answer

○ Yes, the business has in place a multi-year strategy to be implemented, with a defined timeframe

○ Yes, the business has in place an annual strategy to be implemented, with a defined timeframe

○ No, but the business has defined some multi-year investments for updating/innovating its digital infrastr ...

○ No, but the business has defined some annual investments for updating/innovating its digital infrastruct ...

○ No, the business actually has no strategy or plans for investments

10. If the business has a digital strategy or has planned some digital investments, does it monitor the results regularly using a specific assessment system (for example, a series of key performance indicators or objective to be met)? *

Tick the box corresponding to your answer

○ Yes, the business regularly monitors the state of implementation and the results achieved through specif ...

○ Yes, the business regularly monitors the state of implementation and the results achieved using the e-co ...

○ Yes, the business monitors the progress of the strategy/investments, but without a defined system of ind...

○ No

11. Within your business, who is in charge to make decisions concerning the development and implementation of the digital strategy, or of specific digital investments? *

More than one option, if needed. Tick the boxes corresponding to your answers.

☐ The final decision is made by the owner(s) and/or CEO with the senior managers

☐ The final decision is made collectively by the senior managers

☐ The final decision is made exclusively by the owner(s) and/or the CEO

☐ The final decision is made exclusively by the General manager

☐ In the end, the final decision is made by the Information Technology - IT manager without considering m …

☐ Altro…

12. Are the employees somehow involved in the decisions about the digital strategy (as described in question 11) and invited to suggest ideas and proposals? Or are they only informed about the decions once they are made? *

Tick the box corresponding to your answer

○ Yes, most employees take part in the decisional process, even if not members of senior management

○ Yes, some Junior managers and/or other employees take part in the decisional process

○ Only a few (1-2) employees, mainly Junior managers, take part in the decisional process

○ No, they are not involved directly but kept informed on what is going on

○ No, they are not involved nor informed about what is going on

13. When deliberating about the digital strategy or digital investments, what are usually the main goals your business pursues? *

Tick the boxes corresponding to your main goals/drivers (maximum 2 options).

☐ Enhance the clients' experience

☐ Have access to new geographical markets or new segments

☐ Gain new clients in the same markets

☐ Empower the business operational capacity

☐ Have access and manage in a better way the content on digital platforms, like Tripadvisor, Booking, Expe …

☐ Keep up with competitors

☐ Reduce costs

☐ Altro…

14. How often do the owner/CEO, or the managers in charge of the digital strategy/investments communicate with the digital service provider on a monthly basis? (by phone, e-mail, videocall, meetings, etc.)

Tick the box corresponding to your answer

○ 1-3 times per month

○ 4-7 times per month

○ 8-10 times per month

○ More than 10 times per month

○ The digital provider is contacted every 2 months or on a longer periods basis (every 3 or 6 months or lon ...

15. How often do the employees in charge of the website, the social media, digital marketing, etc. communicate with the digital service provider on a monthly basis? (by phone, e-mail, videocall, meetings, etc.)

Tick the box corresponding to your answer

○ 1-3 times per month

○ 4-7 times per month

○ 8-10 times per month

○ More than 10 times per month

○ The digital provider is contacted every 2 months or on a longer periods basis (every 3 or 6 months or lon ...

16. Thinking about the contacts that your managers usually have with the digital service provider, are they motivated above all by the need of having assistance for the maintenance of digital tools/systems and hardware/software, or rather by the interest to develop and implement new digital solutions?

Tick the box corresponding to your answer

	1	2	3	4	5	
Only maintenance of digital tools	○	○	○	○	○	Develop new digital solutions tools/systems and SW/HW

17. Do you have any agreement with other businesses different from contracts with suppliers, clients, or distribution channels? *

Tick the box corresponding to your answer

○ Yes, we are part of a purchasing group

○ Yes, we are part of a consortium (association with the objective of participating in a common activity or …

○ Yes, we are part of a business cluster or similar

○ Yes, we have agreements with different groups (purchasing groups, consortia, business clusters, etc.)

○ No, we do not have such agreements

Dopo la sezione 5   Continua alla sezione successiva

32

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18. If you have one or more agreements with other businesses, what is their territorial level? *

Tick the box corresponding to your answer. Multiple answers are allowed

☐ International networks

☐ National networks

☐ Regional networks

☐ Local networks

---

19. If you have one or more agreements with other businesses - except the purchasing group -, are the other partner firms of the same kind as your business? *

Tick the box corresponding to your answer

○ Yes, they are in the same kind of business (all hotels, travel agencies, etc.)

○ No, different kind of businesses, but all within the tourism value chain (a mix of travel agencies, hotels, c …

○ No, a mix of tourism businesses and food and wine industry businesses (wine/beer/… producers, restaur …

○ No, a mix of businesses from many different sectors, including tourism

○ It is a network of businesses that are mostly not in the tourism sector

20. Do you have any specific agreement, or some other kind of close, albeit informal, relationship with universities, research centres, innovation labs? *

Tick the box corresponding to your answer.
Multiple answers are allowed

☐ Yes, with universities for placement and recruitment

☐ Yes, we took part in some activities within an innovation lab

☐ Yes, we cooperated more than once with universities and research centres on specific projects

☐ Yes, we have formal agreements with at least one of those, but we don't actually work with them

☐ No, no relationship at all

21. When you need to acquire new knowledge or new tools for your business, do you generally refer to one of the organisations you are part of (business associations, clusters, etc.), or to other networks or individual partners in order to have advice and information? *

Tick the box corresponding to your answer

○ No, we do the scouting by ourselves

○ We refer mainly to the digital providers, as those realted to ICT are the main kind of innovation we introdu...

○ We call a consultant or someone "outside" the business

○ We refer informally to other business we have a trust relationship with

○ We refer to the business networks we adhere to

33

Section 3. Employees, skills (Maturity) and expertise differentiation (Readiness)

22. Considering the total number of non-seasonal employees, which level of education do they have?   *

Tick the boxes corresponding to their the distribution (as a percentage) by study degree (100%=total of non-seasonal employees)

	0%-15%	16%-30%	31%-45%	46%-60%	61%-75%	76%-100%
Master's degree or higher	●	○	○	○	○	○
Bachelor degree	●	○	○	○	○	○
High school degree	●	○	○	○	○	○
Lower degree	●	○	○	○	○	○

23. And in terms of study subject, which kind of background do they have? *

Tick the boxes corresponding to their the distribution (as a percentage) by study background (100%=total of non-seasonal employees)

	0%-15%	16%-30%	31%-45%	46%-60%	61%-75%	76%-100%
Language studies background	●	○	○	○	○	○
Specific hospitality management or tourism studies related background	●	○	○	○	○	○
Economics & management studies background	●	○	○	○	○	○
Humanities (philosophy, literature, art history, …) studies background	●	○	○	○	○	○
Computer science background	●	○	○	○	○	○
Mathematics and statistics background	●	○	○	○	○	○
Other backgound (please specify at question 22a)	●	○	○	○	○	○

35

24.   Still considering your non-seasonal employees, what is their previous work experience? *

Enter their distribution as a percentage by previous experience (100% = total non seasonal employees)

	0%-15%	16%-30%	31%-45%	46%-60%	61%75%	76%-100%
Have a previous experience working for a business of the same kind as ours	◉	○	○	○	○	○
Have worked in the tourism sector, but in a different kind of business	◉	○	○	○	○	○
Have previous experience working for Online Travel Agencies - OTAss or digital service providers linked to or specialised in supporting tourism businesses (web agencies, booking engines providers, Property Managment Systems- PMS providers, property management platforms, etc.)	◉	○	○	○	○	○
Have previous experience in sectors linked to the tourism sector or providing goods and services to tourists or tourism businesses (communication agencies, food industry, transports, design, security, etc.)	◉	○	○	○	○	○
Have previous experience in a completely different sector with no links with tourism	◉	○	○	○	○	○

36

3
3

25. Considering the activities of non-seasonal employees in your business, which business unit/area are they mainly dedicated to (if some of them have more than one function, consider only the main one)? *

Enter their distribution as a percentage by business area/unit/team (100% = total non seasonal employees)

	0%-10%	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-7(
Front office and customer care and assistance	●	○	○	○	○	○	○
Back office/administration	●	○	○	○	○	○	○
Human Resource management (training, recruiting, etc. not administrative tasks related to contracts etc.)	●	○	○	○	○	○	○
Marketing and digital marketing	●	○	○	○	○	○	○
Revenue management	●	○	○	○	○	○	○
Sales	●	○	○	○	○	○	○
Booking and reservations	●	○	○	○	○	○	○
Purchasing and supplier contracts	●	○	○	○	○	○	○
Food & beverage	●	○	○	○	○	○	○
Other operations (Housekeeping, maintenance, arranging documents, etc.)	●	○	○	○	○	○	○
Other (please specify at 24a)	●	○	○	○	○	○	○

37

25a. If you have units/areas not mentioned in the previous list, please specify the unit/area and the share of non-seasonal personel employed in said unit/area

La tua risposta

26.   Over the last 7 years - so considering also a 3 year period before the Covid pandemic -, have you organised any course, training program, etc. on digitalization and Information Technology - IT innovation (e.g. on new software, digital tools) for non-seasonal, and seasonal workers? Or have you sponsored the participation of non-seasonal, and seasonal workers to courses, or seminars organized by third parties? *
Tick the box corresponding to your answer

<u>*N.B. Please do not consider in your answer the courses organised by the digital providers (PMS, CRMS, etc.) on the occasion of new Software/Hardware or app adoption or updating*</u>

○ Yes, I have organized/sponsored more than one course/ training program, etc. over the period for non-seasonal and seasonal workers

◉ Yes, I have organized/sponsored more than one course/ training program, etc over the period for non-seasonal workers only

○ Yes, I have organized/sponsored only one course/ training program, etc over the period for non-seasonal and seasonal workers

○ Yes, I have organized/sponsored only one course/ training program, etc only one time over the period for non-seasonal workers only

○ No, I haven't organized any training programs nor sponsored courses organized by third parties

Indietro   Avanti   Pagina 8 di 21   Cancella modulo

27. Does your business have a specific policy for rotating employees through the various departments/areas from time to time? *

Tick the box corresponding to your answer

○ Yes, we do it regularly

○ Yes, we do it but just for new recruits

● Yes, we have tried to apply it, but many employees complained

○ No, it is not efficient

○ No, we are a few people, everybody knows about the others' work and does different kind of activities

28. Does your business provide its employees with tools helping them to communicate quickly between them, such as chats, collaboration tools (e.g. Trello), shared online areas, permanent audio connection, etc. *

Tick the box corresponding to your answer

○ Yes, we provided the tools and they are working very well in keeping the information flow going and people happier

○ Yes, we provided the tools, but they are not used that much

● No, we do prefer internal communication to be more formal and controlled by the managers

○ No, we do prefer them not communicating much during work hours as it is a loss of time and concentration

○ No, we never thought about that

29. Apart from the courses mentioned in question 26, over the last 7 years *
have you organised any other course/incentive programme or other activity
(team building, etc.) involving a mix of different business units/teams?
Tick the box corresponding to your answer

○ Yes, more than once for different combinations of units/teams

○ Yes, we organise regularly this kind of activities but we don't mix ups teams

○ Yes, only one time for all the units together

○ Yes, only one time and just for some units

○ None, we don't have the time

30. How do you consider impromptu meetings in the corridors, discussions in *
front of the coffee machines or in the personnel refreshment areas, informal
company dinners, and similar informal communication among your employees
Tick the box corresponding to your answer

○ We have a specific policy to discourage it

○ We try to discourage it, as it is just a loss of precious time

○ We tolerate it, as it helps keeping stress at bay

○ We appreciate it, as it helps people knowing each other and keeps information flows
running, although sometimes it means losing time

○ We encourage it, as it helps communication between people and is often the source
of improvement or innovation

Indietro   Avanti   ▬▬▬▬▬▬▬   Pagina 9 di 21   Cancella modulo

31. Does your business collect any data and information about your customers and their behaviour regularly? *

◯ Yes

◯ No, we do not collect any data

Dopo la sezione 10   Continua alla sezione successiva   ▾

Sezione 11 di 21

Section 4.   How digitalisation and innovation projects are developed and managed   ⌄   ⋮

Data awareness (maturity) - Collecting data

⠿

31b.   What kind of digital tools do you use more frequently to collect data and information about your customers and their behaviour?   🖼   ☑ Caselle di controllo   ▾

If the business uses more than one tool, please tick a maximum of three options, corresponding to the most used tools

☐ We collect data through online surveys   ✕

☐ We collect data through offline surveys   ✕

☐ We use web analytics tools to monitor the behaviour of our website users   ✕

☐ We use a Customer Relationship Management System - CRMS to collect and analyse som …   ✕

☐ We have a specific CRMS collecting and crossing data when a client interacts to whatever …   ✕

32. Does your business process the data collected on its own, by using data analytics tools, or does it rely on the digital provider, or some external consultant? *

Tick the box corresponding to your answer

○ Yes, we process the data in-house using specific data analytics tools

○ No, we have neither the tools nor the expertise to do it, so we ask for support to our digital provider

○ No, we have neither the tools not the expertise to do it, so we ask for support to an external consultant

○ We collect data, but we don't have time or resources to analyse them

33. How does your business use the data collected on consumers' preferences and behaviour? *

Please tick maximum three options, corresponding to the most pertinent for the business

☐ To adjust/improve our current offer / the quality of our offer

☐ To propose new products

☐ To propose new personalised products

☐ To tailor our cross-selling and up-selling actions

☐ To propose personalised communication, offers and discounts

☐ Altro...

34. Does your business use any of the following digital tools for the automation of its front office operations and for managing the relationship with the customer?

	Yes	No
Online/self check-in/out	○	○
Automatic or AI supported e-mail...	○	○
Chatbot available in the business...	○	○
Interactive robot/virtual assistant...	○	○
Interactive self-service desk for i...	○	○
App for information, booking of s...	○	○
Domotics systems	○	○
Other (specify at question 33a)	○	○

34a.If "other" at 34, please specify

Testo risposta breve

35. Does your business have a digital ecosystem your customers interact with (for example, the system controlling domotics, a reserved area in your website, in-house apps, interactive totems etc.)? *

Please tick maximum three options, corresponding to the most pertinent for the business (Multiple choice)

⌐ The clients can design a part of the experience booking services through the in-house app

⌐ There is a reserved area in our website where customers can choose their favourite trips, services, rooms, etc., and design their holiday

⌐ There is a reserved area in our website and several IoT/AI touch points in the rooms, hall, office, transport, etc. they can interact with

⌐ There are virtual assistants they can use before and during the trip or stay to get information about our business or the destination(s)

⌐ There is a virtual assistant app specifically trained for our business that helps the client organise every aspect of its stay/trip

⌐ The business doesn't use any digital tool the client can interact with, but the booking engine

36. Thinking about the systems/software used by your business for daily operations (for example CRM, PMS, etc.), how do you rate their level of integration in transferring and communicating data between them? *

Tick the box corresponding to your answer

○ Very high (the software is interconnected and mutually transmits data without any human intermediary).

○ High (less than half of the software used needs human intervention to communicate between them)

○ Moderate (more than half of the software used needs human intervention to communicate between them)

○ Low (almost all the software used in the company requires a human who acts as an intermediary in data transmission)

○ Very low (the systems are not integrated between them and do not communicate)

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Section 4. How are digitisation and innovation projects developed and managed

Critical knowledge

45

37. Have you ever heard of or applied neuromarketing concepts and tools? *
Tick the box corresponding to your answer

○ I have heard of it

○ I have attended a conference where someone explained what it was

○ I have attended a course on it, but we didn't apply what we learned

○ My digital service provider/web agency applied some neuro-marketing concepts or solutions (e.g. messages like "This is the last place available" or "you are almost there" or people faces used to draw attention to a specific area of the website, etc.) to improve my website or digital marketing activities

○ My website/Meta accounts/the hotel/camping/apartment itself was analysed by other consultants with neuro-marketing tools and improved accordingly in terms of design, functionality, content, etc.

○ I have never heard about it before joining this project

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Section 4. How digitalisation and innovation projects are developed and managed

Critical knowledge - Attended a neuromarketing course

37a. What are the reasons why you decided not to invest on neuromarketing *
to improve you website or your business

○ The neuromarketing analysis are too costy for our business, and we are not convinced the benefits will be worth the investment

◉ Our IT service provider said it was useless

○ We don't have internal resources who know enough about neuromarketing to be able to manage a project about it and to monitor the effectiveness of the consultant activities

○ The neuromarketing analysis sounds a bit at the limit of the ethical boundaries in their ability to explore unaware reactions to stimuli

○ We did not trust neuromarketing as a discipline at first: it sounded as a new marketing wave with not enough methodological ground

○ We did not trust neuromarketing at first, because it seemed to contradict much of what we knew about consumer behaviour, and so we doubted its soundness

○ We preferred to wait and see if other businesses in our field applied it, what were the results, etc.

○ Altro:

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38. How many people within your organisation specifically work on digital marketing, website update and improvement, Search Engine Optimisation - SEO, social media campaigns, and on supervising the various digital distribution channels? *

Tick the box corresponding to your answer

○ No one specifically: these activities are all outsourced

○ 1 or more executive employees are in charge of checking the digital distribution channels, but all digital marketing activities are outsourced

○ 1 executive employee is in charge of all this and of keeping in touch with the service provider

○ 1 manager (sales manager/revenue manager) is also in charge of all this and of keeping in touch with the service provider

○ We have a specific managerial figure in charge of this and a specific unit/ team

39. Have your organisation ever taken part - or invested directly - in projects to develop its digital marketing tools? *

Tick the box corresponding to your answer

○ We took part only in training projects on digital marketing, sales etc.

○ We took part in one/two regional /local projects on this subject (presented a project of digital development to be supported)

○ We took part on one/two COSME projects or other international projects on this subject

○ We regularly take part in projects sponsored by public funds or present projects to be financed by public funds

○ We invested in a series of significant internal projects to develop digital solutions for the business

○ We did not have the time so far

40. How many times have you completely revised (design, functionalities, content organisation, search engine positioning, etc.) your website since 2015? *
Tick the box corresponding to your answer

○ Never, we just update the content and add some areas

○ Once, in the last 5 years (2018-22)

○ Once, before 2018

○ Twice

○ More than twice

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Gatekeepers

41. Have you already chosen or do you already know who will be the specific persons in your business in charge of keeping in touch with the partnership supervising and implementing the activities linked to the Euro-Emotur project? *
Tick the box corresponding to your answer

○ Yes

● No

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42n. Within your organisation, how would you describe the role of the people//team/unit in charge of content management, UX, web marketing? *

Tick the box corresponding to your answer

○ Their activity is one of the most important, investments are often addressed to it and they are involved in decision making

○ Their activity is very important, but the main decisions are made consulting other people or business units, and main investment ate the moment are focussed on other issues

○ Their activity is as important as other ones

○ Other activities (administration, operations, front office) are more important, and need more investments

○ This is a kind of activity that it is better managed if mainly outsourced

43n. Thinking about the people who are in charge of digital marketing and digital distribution channels - or of supporting your web agency or digital service provider -, do they have a specific education or previous business knowledge on digital marketing and distribution? *

Tick the box corresponding to your answer

○ Yes, they have a specific education and prior business knowledge

○ Yes, they have a specific education, but not much prior business knowledge

○ They don't have a specific education, but a sound prior business knowledge

○ They don't have a specific education or expertise, but we ensured their training on digital marketing by paying courses for them, allowing time for the digital service provider to train them directly, etc.

○ They don't have a specific education and started to work on digital marketing recently

44. Still thinking about the people in charge of digital marketing and digital distribution channels, how would you describe their relationship with the top management? *

Tick the box corresponding to your answer

○ Very close: they have many informal contacts

○ Close: they report directly and very often

○ They report directly, but are asked to do so from time to time

○ They report to middle/low management, and have a mainly informal relationship with it

○ They report to middle/low management, and have a strictly formal relationship with it

45. How would you describe their relationship with other businesses, research centres, innovation labs, digital service providers, etc.? *

Tick the box corresponding to your answer

○ They are part of a wide network: they have many informal contacts with a series of colleagues, researchers, OTA and digital service professionals, even ones we don't have specific cooperation agreements at the moment

○ They have their network within the firm networks: they keep in touch with a series of businesses, universities, technology suppliers, etc. our business cooperates with

○ They have a network: they have some contacts with other businesses, associations, digital service providers and suppliers

○ They have a limited network: mainly contact with our digital service providers and some other supplier, but not much with other suppliers, universities, etc.

○ They don't have many relationships, to the best of my knowledge

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Section 5. Present day use of digital technologies

ICT Infrastructure, Resource and Use

46.   What kind of Internet connection does your business use? *
Tick the box/boxes corresponding to your answer

○ ADSL connection

○ Optical fibre FTTC/FTTH

○ Hotspot through smartphone

○ We have a LAN/WAN with network gates

○ Altro: _____

47.   What kind of website do you have? *
Tick the box corresponding to your answer

○ A mobile-friendly business website with e-commerce facilities

○ A business website not mobile friendly but with e-commerce facilities

○ A business website, which is mobile friendly but it has no e-commerce facilities

○ A business website, but it is not mobile friendly nor does it have ecommerce facilities

○ The business does not have a website: we use our pages on social medias to present our business

○ A mobile friendly website provided with e-commerce and also with a reserved area where our clients can book (B2B), have a wishlist, combine products and manage other aspects

48. Is your business present on social media platforms? *

Tick the box corresponding to your answer

○ Yes

○ No

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49. If the business is present on social media platforms, how often is/are the business profile/s updated? If you use more than one social media give an average answer, taking into account all of them

Tick the box corresponding to your answer

○ Everyday

○ 1-2 times a week

○ 1-2 times a month

○ 1-2 times every 2-3 months

○ 1-2 times every 6 months

○ Never or just some times during the year

50.   Does your business monitor the website positioning? *

Tick the box corresponding to your answer

◯ Yes, through specific SEM/SEO tools

◯ Yes, but not with specific tools

◯ No

51.   Does your business monitor its online reputation? *

Tick the box corresponding to your answer

◯ Yes, through a specific software/app, or external tools/platforms

◯ Yes, but "manually", by reading the reviews on the web

◯ No

52.   Does your business use any online advertising tools (Google Ads, Meta campaigns, etc.)? *

If yes, how often?

◯ Yes, very often

◯ Yes, sometimes

◯ Rarely

◯ No

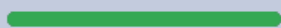53. Does your business have/use any of the following systems/software? *

	Yes	No
Booking engine	○	○
Channel manager	○	○
Property Management System - PMS	○	○
Revenue Management System	○	○
Customer Relationship Management System	○	○
Other (specify at question 52a)	○	○

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53a. If "other" at 53, which kind of other systems/software does your business use?

La tua risposta

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