

Route<sup>2.0</sup>

# **ANALYSIS METHODOLOGY**



## ROUTE 2.0 - NEEDS ANALYSIS METHODOLOGY

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## 1. INTRODUCTION

The aim of State-of-the-Art identification phase is to obtain a view of the current status regarding the SMEs and micro-SMEs belonging to tourism sector, the barriers toward the use and implementation of Web 2.0 tools on their communication and marketing strategies, as well as the needs in relation to information and training in knowledge at this field. To that end, an analysis methodology will be developed to set the guidelines of this analysis and to define a training plan and develop materials and contents.

This needs analysis methodology pretends to reach these aims. For achieve it, Route 2.0 proposes the following items:

- Defining of public target to engage in process.
- Selecting of analysis tools.
- Selecting criteria for the samples analysis.
- Assessments of results.
- Guideline for reporting.



## 2. TARGET

Route 2.0 provides a learning system of marketing 2.0 adapted to the specific needs of SMEs in tourism. To achieve this, the opinion of both users and holders of information should be considered. For this reason, two large groups are considered: actors who are actively involved in forming knowledge of this, and actors whose services are primary recipients of the actions of the Route 2.0 project. This will mean that the impact of actions will be focused on the tourism industry.

We can select four different targets according to these aims:

- Accommodation.
- Leisure Services.
- Tourism Information.
- Tourism Training.

The Accommodation Services consists of SMEs whose main activity is the temporary accommodation of people. This includes: hotels, hostels, motels, guesthouses, apartments, camping, ...

The segment called Leisure Services includes a variety of diverse services companies such as the ones dedicated to Food Services, Leisure and Culture, Retail, Transportation, and so on. This includes: restaurants, cafes, pubs, casinos, theaters, museums, fairs, theme parks, shows, nature reserves, sports facilities, shopping centers, ...

The Tourism Information target includes all stakeholders who will report on tourism available. This opinion is very important in the study as it will take into account the current communication channel with users. This includes: travel agents, tourism information offices, tourism operators, tourism development agents, ...

Finally, the Tourism Training includes: secondary, vocational and higher education, and lifelong learning, including also the training for unemployed people and entrepreneurs focused on tourism.



### 3. ANALYSIS TOOLS

Route 2.0 will use four different analysis tools for getting the best possible result. Among them we find primary and secondary sources. These are:

- Questionnaires.
- Interviews.
- Expert Panels.
- Secondary Sources.

#### 3.1. QUESTIONNAIRE

The questionnaire is the basic document to obtain information about the needs analysis. For this reason the questions that have been chosen to compose it have a coherent, organized, sequenced and structured writing that allows an easy and complete analysis. Its writing seeks to understand the target group regardless of education level and avoiding any kind of slant.

By considering the characteristics of people in the sample the questionnaire determines the possible differences of needs that may exist in each involved group. Training not appears here because we consider it is not relevant for this analysis tool. So we have chosen to make three types of questionnaires, depending on the target group: accommodation, leisure and information. (See Annex 2)

#### 3.2. INTERVIEW

In the last questionnaire we can find not only questions with prefixed multiple answers but also questions with free answers that provide a greater wealth of information but with a lower degree of systematization that need a deeper analysis.

With the interview we expect to collect and value all the data provided above. So it becomes necessary to obtain precise information about the not well defined answers of the previous phase through clarification and formulation of new issues, achieving control and evaluating the questionnaire responses.



### 3.3. EXPERTS PANEL

The panel, entitled Social Networks and Tourist Marketing, is designed in Route 2.0 as a meeting to share the issues that have been mentioned for the analysis of needs. Through the methodology propose, each partner will organize a panel to be attended various experts recognized in attention to the themes proposed.

The panel will be held at the conclusion of the other tasks of the field work, contributing definitively to the conclusions that appear in the regional report.

### 3.4. SECONDARY SOURCES

It is quite convenient to carry out a Data-mining process, collecting, selecting and processing information from various sources to transform it into knowledge about the current status of ICT and the social networks use among tourism enterprises and the trends observed in them.

To get this partners could search information based on European, national and/or regional secondary sources such as bibliographies, directories, articles, publications, statistics, web links, databases, ...

Once the partner has studied this information, it should be analyzed and synthesized for its further interpretation and evaluation in conjunction with the remaining data.



#### 4. SAMPLES

The methodology of needs analysis should use a sufficient sample to determine them. For this we have chosen to bring quality to the selected sample with an appropriate focusing of the targets used in each analysis tool.

First, for the development of the questionnaires we have identified three different targets: accommodation, leisure services (that includes foodservice), and information. Then, to hold the panel, we invited to companies, technicians and trainers. Finally, the target of our methodology has four categories: accommodation, leisure, information and training.

The other aspect to consider is the number of samples. In this sense we have determined, if the quality of the sample is sufficient, to perform 80 questionnaires (20 per region), 20 interviews (5 per region), and 4 expert panels (1 per region). This implies a minimum of 132 samples with different issues to be analyzed.



## 5. QUESTIONNAIRE'S METHODOLOGY

### Questionnaires structure

- *Business Environment*. Designed to know the expertise that the entrepreneur has in his area and to analyze the external and internal environment. This section is common to all three types of questionnaire.
- *Marketing Training*. Corresponding to the analysis of the head of marketing of the company. Is also a common questionnaire.
- *Web 2.0 Environment*. Useful to know the use of web 2.0 tools by the company and its experience regarding to a practical use for its business interests.

### Selection Criteria

The sample should include a variety of SMEs on account to their age and size, and including these profiles:

Questionnaire	Target	Surveys
<b>1. Accommodation</b>	Hotels, motels, hostels, camping, ...	8
<b>2. Leisure</b>	Restaurants, cafes, pubs, ...	6
	Leisure and culture: museums, theaters, ...	3
<b>3. Information</b>	Travel agents	3



Table of Data Accumulated

	A	B	C	D	E	F	G	H	
Q1.									
Q2.									
Q3.									
Q4.									
Q5.				Percent score in each. Total 100.					
Q6.									
Q7.									
Q8.									
Q9.						Percent score in each. Total 100.			
Q10.					In paragraph 4, average number in order to Q8, 5/30/50.				
Q11.									
Q12.									
Q13.									
Q14.									

Model A

	A	B	C	D	E	F	G	H	
Q15.									
Q16.			Percent in A.						
Q17.									
Q18.									
Q19.									
Q20.									
Q21.									
Q22.									
Q23.									
Q24.									
Q30.									
Q31.									



Model B

	A	B	C	D	E	F	G	H
Q15.								
Q16.								
Q17.								
Q18.								
Q19.								
Q20.								
Q21.								
Q22.								
Q28.								
Q29.								

Model C

	A	B	C	D	E	F	G	H
Q15.								
Q16.			Percent in A.					
Q17.								
Q18.								
Q19.								
Q20.								
Q21.								
Q22.								
Q23.								
Q24.								
Q30.								
Q31.								



## Procedures

The procedure that must be followed in the use of questionnaires is as follows:

1. Search for potential candidates (based on sample selection criteria).
2. Contact and presentation of the project Route 2.0 to the selected respondent. It proposes:  
*"Route 2.0 is aimed to promote the use of the web 2.0 tools among SMEs belonging to tourism sector. The aim of Route 2.0 is to develop the skills and competencies necessary to integrate and implement communication strategies and marketing actions through Web 2.0 tools in the process of business management for European SMEs from tourism sector through the creation of a methodology for continuous learning to improve its performance and competitiveness. Route 2.0 project will provide a learning system tailored to the specific needs of target audiences"*.
3. Sending the questionnaire by email.
4. Collecting questionnaires.
5. Analysis of the answers. To do this, we can use the table of data accumulated.
6. Sending the generated documentation to the coordinator of WP2.



## 6. INTERVIEW METHODOLOGY

### Selection Criteria

The sample should include the questionnaires that show difficulty on interpreting the results or them that would be more interesting for enriching the analysis. We consider it is sufficient to perform five interviews, if there are not serious problems in the questionnaires:

Interview	Target	Surveys
In relation to questionnaire	Accommodation	2
"	Leisure	2 / 3
"	Information	0 / 1

### Interview structure

The different types of questionnaires follow the same structure for studying all aspects that we want analyze:

- Business environment. Designed to know the expertise that respondent has got and to analyze the external and internal company's environment at the same time.
- Marketing training. For analyzing of marketing's responsible in the company.
- Web 2.0 environment. Useful to know the use of Web 2.0 tools by the company and its previous experience regarding to a practical use for its business interests.

### Procedures

1. Search for potential candidates, choosing from among the respondents to the questionnaires.
2. Contact and presentation of the interview.
3. Conducting the interview (by telephone or visit) according to the methodology.
4. Annotations of the responses in the model proposed. (See Annex 2)
5. Analysis of the answers, comparing and completing the questionnaires analysis.
6. Sending the generated documentation to the coordinator of WP2.



## 7. PANEL METHODOLOGY

### Selection Criteria

The proposed number of participants is between 8 and 16 in order to combine flexibility and depth in the analysis.

The selected participants must fulfill with due diversity as well as provide sufficient involvement and knowledge of the project.

Target	Definition	Attendees
<b>Companies</b>	Entrepreneurs, owners, freelancers, ...	3 to 6
<b>Technicians</b>	Development agents, graduate in tourism, ...	2 to 4
<b>Trainers</b>	Teachers, educators, trainers, ...	3 to 6

### Organization of the meeting

The panel will take two or three hours during which attendees can express their opinions freely, without interruption, being moderated by the partner. The room, properly conditioned, will have tables and chairs arranged so that everyone can see themselves.

### Procedures before the panel

1. Search for potential candidates.
2. Contact and presentation of the project Route 2.0 to the attendant.
3. Confirm their attendance at the place and date marked.

### Procedures during the panel

4. Delivery of documents. It includes data from surveys.
5. Presentation of the project Route 2.0.
6. Brief presentation of the meeting attendees.
7. Questions to discussion. The moderator will guide the discussion.
8. Minutes of the meeting. The moderator will annotate the proposals of the audience.
9. Summary and conclusions.



### Procedures after the panel

10. Analysis of panel presentations. Sharing and drafting of conclusions for the final report. It includes a SWOT analysis for finding the barriers and benefits that companies may have.

11. Sending the generated documentation to the coordinator of WP2. It includes:

- Agenda of the panel.
- Photos or recordings.
- Minutes of the meeting in writing.
- Sign-up sheets.



## 8. GUIDELINE FOR REPORT

The report of regional needs analysis provides a complete view of the environment in the framework of the Route 2.0, using the above mentioned analysis tools so that it can be used to properly manage the rest of the project work packages.

Regional reports present the following structure view to facilitating comparison between them:

### 1. ICT and Social Networks Usage in <REGION>.

Status of the use of social networks and ICT technologies in the state of the report. We will use bibliography and various statistical data to develop a comprehensive explanation of the starting environment for the project, so as to explain how a tourism business can take advantage of social networks on the market.

### 2. Current use of ICT and Social Networks in the tourism sector in <REGION>.

Analysis of data obtained from the direct information provided in the samples. The interpretation of these data must be consistent with those obtained from secondary sources. To develop this section we propose the following items:

a) Brief explaining of development of the field work. It explain how the data were extracted from samples, number of surveys, celebration of the expert panel, and any others circumstances in the data mining tasks.

b) Entitled "*Current use and knowledge of web 2.0 tools in the participant organizations*", it show us a brief description about the use of social networks that participants in the analysis do.

c) This item answer the question: "*What are the barriers to use social media tools within the organization?*". It list the many barriers identified that companies may found when trying to develop marketing policies in the social networking environment. These barriers attend to multiple causes: cultural reasons, institutional barriers, technological problems, ...

d) Here, the question to be answered is "*what are the benefits for tourism companies to use web 2.0 tools?*". This section lists the opportunities and benefits observed in the study that involves the development of marketing efforts on social networks by the business tourism sector.



e) Finally, we answer the question: "*what are the success factors that encourage the use of Web 2.0 in the tourism sector?*". So we list the main factors to achieve that wish to develop effective marketing business on social networks. These factors provide the basis for implementing appropriate training under the project.

### 3. Use of Web 2.0 Tools within Training Courses for Tourism in <REGION>.

Here appear the conclusions developed in the expert panel regarding the status of training in this area and data provided by surveys. We can include these exposures in terms of development of the conference: according to different targets (teachers, technicians or entrepreneurs), or the different phases proposed, and its procedures, for the implementation of specialized training. However, the structure of this section is free because much depends on the time development of the expert panel and the view held by participants.

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Beside this, the summary report contain the following items that will be develop by the coordinator partner of work package:

- Introduction.
- Methodology.
- Current ICT and Social Network Usage in Europe.
- Common Identified Barriers.
- Common Identified Benefits.
- Common Identified Trends in VET, Secondary and High Education and lifelong learning.
- Detected Needs and Answers that Route 2.0 Propose.
- Detected Barriers and Answers that Route 2.0 Propose to Overcome.



Also, we find the following annexes from the information provided by partners in their respective regions:

□ Annex 1. Statistical Diagrams.

By region and accumulated diagrams that show the data obtained from the analysis.

□ Annex 2. List of Stakeholders who Participated in the Regional Analysis.

It includes a list of all actors who have provided aid to partner to achieve this analysis.

□ Annex 3. Good Practices Identified.

Members provide information on good practices developed in the regions related to the use of social networks in business, specially those aimed at the tourism sector. This information can provide interesting ideas for the project in its various aspects.

□ Annex 4. Bibliography.

Bibliography and sources used by the partners for the development of the regional report.



## 9. ASSESSMENT AND CONTROL

The assessment is carried out through the sample classification according to typology and precedence as established in the analysis methodology. Also this assessment is carried out through the contrasting of results raised in the documentation and bibliography collected.

Indicators we use to ensure proper data mining work are included in the project proposal for the Needs Analysis Work Package. These are:

### □ **Validity**

The tools used for analysis should be well focused to the target selected in the methodological analysis. The surveys will target the three groups designated as the panel will include the professional profiles indicated.

### □ **Relevance**

Analysis tools will provide for an sufficient number of samples to obtain appropriate data. It must meet the goals established in the methodology in relation to the number of samples to achieve.

If the sample is representative in the characteristics of recipients, and if it is statistically significant, we can conclude the process we have undertaken is correct.



## ANNEX 1. QUESTIONNAIRES

### 1.1. Common Business Environment Questionnaire

#### BUSINESS ENVIRONMENT

*This questionnaire is addressed to the owner / manager of the SME.  
To answer this questionnaire you should note all choice that you think is true, and may have several answers to the same question.  
You have sections where you can develop your explanation as much as you want.*

##### Q1. Which is your business? Please explain it.

- Accomodation \_\_\_\_\_
- Food Service \_\_\_\_\_
- Information \_\_\_\_\_
- Others \_\_\_\_\_

##### Q2. How many years have you been in this sector?

- Less than 3 years
- From 3 to 10 years
- More than 10 years

##### Q3. How many years have you been with this business venture?

- Less than 3 years
- From 3 to 10 years
- More than 10 years

##### Q4. What type of people is your business focused on?

- Families
- Business
- Couples
- Singles
- Others: \_\_\_\_\_

##### Q5. How old are often your customers?

- Less than 25 years (\_\_\_\_%)
- From 25 to 45 years (\_\_\_\_%)
- More than 45 years (\_\_\_\_%)

##### Q6. Where are they from?

- From region
- From other regions such as: \_\_\_\_\_
- From other countries such as: \_\_\_\_\_

##### Q7. Please, consider what level of spending is directed your business?

- Low cost
- Affordable cost
- Average amount
- Significant expense
- Luxury

##### Q8. How many employees does your business have?



- Less than 10 employees       From 10 to 50 employees       More than 50 employees

**Q9. What is the educational level of your employees?**

- Primary Education (\_\_\_%)     Secondary Education (\_\_\_%)     Higher Education (\_\_\_%)  
 Vocational Education (\_\_\_%)     None of these (\_\_\_%)

**Q10. Employees receive training from the company...**

- Never.                      **Why not?** \_\_\_\_\_  
 Sometimes                 Often                      **How many times?** \_\_\_\_\_ a year

**Q11. What type of courses do your workers receive?**

- Programming       Design                       Publicity                       Communication  
 Marketing             Information                 Social Skills                 Languages



## 1.2. Common Marketing Training Questionnaire

### MARKETING TRAINING

*This questionnaire is addressed to the owner / manager of the SME.  
To answer this questionnaire you should note all choice that you think is true, and may have several answers to the same question.  
You have sections where you can develop your explanation as much as you want.*

#### Q12. Does your company have a marketing manager?

Yes                       No                      Why not? \_\_\_\_\_

#### Q13. What education level has the responsible for marketing?

**Please explain what their qualifications are.**

- Primary Education
- Secondary Education \_\_\_\_\_
- Higher Education \_\_\_\_\_
- Postgraduate Education \_\_\_\_\_

#### Q14. What additional training has this person?

- Computing \_\_\_\_\_       Communication \_\_\_\_\_
- Design \_\_\_\_\_       Publicity \_\_\_\_\_
- Languages \_\_\_\_\_       Networking \_\_\_\_\_
- Information \_\_\_\_\_       Marketing \_\_\_\_\_
- Others \_\_\_\_\_

\_\_\_\_\_



### 1.3. Accommodation Web 2.0 Environment Questionnaire (Model A)

#### ACCOMMODATION WEB 2.0 ENVIRONMENT

*This questionnaire is addressed to the responsible of marketing of tourism SME.  
To answer this questionnaire you should note all choice that you think is true, and may have several answers to the same question.  
You have sections where you can develop your explanation as much as you want.*

**Q15. Does your company have a website? If so, please indicate. If not, why not?**

Yes http:// \_\_\_\_\_

No \_\_\_\_\_

**Q16. Can you reserve on line on your website?**

**If so, indicates the percentage of Internet sales for your business.**

Yes ( \_\_\_ %)  No

**Q17. What payment methods can you use in your website?**

Bank transfer  Payment card  Pay Pal  None

Others: \_\_\_\_\_

**Q18. What do you think are the success factors of your website?**

Contents  Simplicity  Specialization  Dissemination

Others: \_\_\_\_\_

**Q19. What do you think can improve your Internet sales?**

Speak directly to the user  Receive feedback  Disseminate more targeted

Simplify everything possible  Devote more time to sell  Sell other tourism services

Others: \_\_\_\_\_

**Q20. Do you use social networks for promotion? If not, why not?**

Yes  No \_\_\_\_\_

**Q21. If so, please state what social network does your company use?**

Facebook  MySpace  LinkedIn  Xing

Blogger  WordPress  Geocities  Twitter

Others: \_\_\_\_\_



**Q22. What is your role in the company?**

- Owner                                       Marketing Manager                                       Administrative
- None of these. I am: \_\_\_\_\_

**Q23. Do you consider you need more training on social networking management and use of these communication tools? If so, please indicate which do you need?**

- No                                       Yes \_\_\_\_\_

**Q24. Do you know what a community manager is?**

- Yes                                       No

**Q25. What is your opinion about Facebook? Referred both personal as professional**

\_\_\_\_\_

**Q26. What is your opinion about Twitter? Referred both personal as professional**

\_\_\_\_\_

**Q27. What is your opinion about Lindekin? Referred both personal as professional**

\_\_\_\_\_

**Q28. What is your opinion about MySpace? Referred both personal as professional**

\_\_\_\_\_

**Q29. What is your opinion about blogs and virtual communities?**

\_\_\_\_\_

**Q30. Does your company present at virtual communities as a tool for benchmarking?**

**If so, please indicate which ones.**

- No                                       Yes \_\_\_\_\_

**Q31. Do you watch the opinions about your company through chat forums, blogs, ...?**

- No                                       Yes

**Q32. Please, list the websites specialized in tourism and accommodation that you know**

\_\_\_\_\_

\_\_\_\_\_

**Q33. Do you know a good practice in this regard? Please explain it**

\_\_\_\_\_

\_\_\_\_\_



#### 1.4. Web 2.0 Environment Questionnaire (Model B)

### WEB 2.0 ENVIRONMENT

*This questionnaire is addressed to the responsible of marketing of tourism SME.  
To answer this questionnaire you should note all choice that you think is true, and may have several answers to the same question.  
You have sections where you can develop your explanation as much as you want.*

**Q15. Does your company have a website? If so, please indicate. If not, why not?**

Yes http:// \_\_\_\_\_

No \_\_\_\_\_

**Q16. What do you think are the success factors of your website?**

Contents       Simplicity       Specialization       Dissemination

Others: \_\_\_\_\_

**Q17. What do you think can improve your Internet sales?**

Speak directly to the user       Receive feedback       Disseminate more targeted

Simplify everything possible       Devote more time to sell       Sell other tourism services

Others: \_\_\_\_\_

**Q18. Do you use social networks for promotion? If not, why not?**

Yes       No \_\_\_\_\_

**Q19. If so, please state what social network does your company use?**

Facebook       MySpace       LinkedIn       Xing

Blogger       WordPress       Geocities       Twitter

Others: \_\_\_\_\_

**Q20. What is your role in the company?**

Owner       Marketing Manager       Administrative

None of these. I am: \_\_\_\_\_

**Q21. Do you consider you need more training on social networking management and use of these communication tools? If so, please indicate which do you need?**



No  Yes \_\_\_\_\_

**Q22. Do you know what a community manager is?**

Yes  No

**Q23. What is your opinion about Facebook? Referred both personal as professional**

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**Q24. What is your opinion about Twitter? Referred both personal as professional**

---

**Q25. What is your opinion about Lindekin? Referred both personal as professional**

---

**Q26. What is your opinion about MySpace? Referred both personal as professional**

---

**Q27. What is your opinion about blogs and virtual communities?**

---

**Q28. Does your company present at virtual communities as a tool for benchmarking?**

**If so, please indicate which ones.**

No  Yes \_\_\_\_\_

**Q29. Do you watch the opinions about your company through chat forums, blogs, ...?**

No  Yes

**Q30. Please, list the websites specialized in tourism and leisure that you know**

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---

**Q31. Do you know a good practice in this regard? Please explain it**

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### 1.5. Tourism Information Web 2.0 Environment Questionnaire (Model C)

#### **TOURISM INFORMATION WEB 2.0 ENVIRONMENT**

*This questionnaire is addressed to the responsible of marketing of tourism SME.  
To answer this questionnaire you should note all choice that you think is true, and may have several answers to the same question.  
You have sections where you can develop your explanation as much as you want.*

**Q15. Does your company have a website? If so, please indicate. If not, why not?**

Yes http:// \_\_\_\_\_

No \_\_\_\_\_

**Q16. Can you reserve on line on your website?**

**If so, indicates the percentage of Internet sales for your business.**

Yes (\_\_\_\_%)  No

**Q17. What payment methods can you use in your website?**

Bank transfer  Payment card  Pay Pal  None

Others: \_\_\_\_\_

**Q18. What do you think are the success factors of your website?**

Contents  Simplicity  Specialization  Dissemination

Others: \_\_\_\_\_

**Q19. What do you think can improve your Internet sales?**

Receive feedback  Disseminate more targeted

Simplify everything possible  Devote more time to sell

Others: \_\_\_\_\_

**Q20. Do you use social networks for promotion? If not, why not?**

Yes  No \_\_\_\_\_

**Q21. If so, please state what social network does your company use?**

Facebook  MySpace  LinkedIn  Xing

Blogger  WordPress  Geocities  Twitter

Others: \_\_\_\_\_

**Q22. What is your role in the company?**

Owner  Technician  Administrative

None of these. I am: \_\_\_\_\_



**Q23. Do you consider you need more training on social networking management and use of these communication tools? If so, please indicate which do you need?**

- No  Yes \_\_\_\_\_

**Q24. Do you know what a community manager is?**

- Yes  No

**Q25. What is your opinion about Facebook? Referred both personal as professional**

\_\_\_\_\_

**Q26. What is your opinion about Twitter? Referred both personal as professional**

\_\_\_\_\_

**Q27. What is your opinion about Lindekin? Referred both personal as professional**

\_\_\_\_\_

**Q28. What is your opinion about MySpace? Referred both personal as professional**

\_\_\_\_\_

**Q29. What is your opinion about blogs and virtual communities?**

\_\_\_\_\_

**Q30. Does your company present at virtual communities as a tool for benchmarking?**

**If so, please indicate which ones.**

- No  Yes \_\_\_\_\_

**Q31. Do you watch the opinions about your company through chat forums, blogs, ...?**

- No  Yes

**Q32. Please, list the websites specialized in tourism and travels that you know**

\_\_\_\_\_

\_\_\_\_\_

**Q33. Do you know a good practice in this regard? Please explain it**

\_\_\_\_\_

\_\_\_\_\_



## 1.6. Interview Questionnaire

### Questions about business environment

Question 1: *Which is your business?*

- For explain Q1 answer.

Question 2: *What other type of people is your business focused on?*

- Only if Q4 answer Others.

Question 3: *Where are your customers from?*

- For explain Q6 answer.

Question 4: *Why your employees do not receive training? Which might help you to consider doing so?*

- Only if Q10 answer Never.

### Questions about marketing training

Question 5: *Why your company have not a marketing manager?*

- Only if Q12 answer No.

Question 6: *Could provide a summary of the formation of the marketing manager?*

- This question clarifies Q13 and Q14 if there is not enough information.



## Questions about web 2.0 environment

Question 7: *Why do you not use the Internet for your business?*

- Only if Q15 answer No.

Question 8: *What do you think can improve your Internet sales?*

- This question clarifies Q19A / Q17B / Q19C if there is not enough information.

Question 9: *Why do you not use social networks for your business?*

- Only if Q20A / Q18B / Q20C answer No.

Question 10: *What training do you need to manage social networks?*

- This question clarifies Q23A / Q21B / Q23C if there is not enough information.

Question 11: *What is your opinion about Facebook?*

- This question clarifies Q25A / Q23B / Q25C if there is not enough information.

Question 12: *What is your opinion about Twitter?*

- This question clarifies Q26A / Q24B / Q26C if there is not enough information.

Question 13: *What is your opinion about LinkedIn?*

- This question clarifies Q27A / Q25B / Q27C if there is not enough information.

Question 14: *What is your opinion about MySpace?*

- This question clarifies Q28A / Q26B / Q28C if there is not enough information.

Question 15: *What is your opinion about other virtual communities?*

- This question clarifies Q29A / Q27B / Q29C if there is not enough information.

Question 16: *What websites use for benchmarking?*

- Only if Q30A / Q28B / Q30C answer Yes.

Question 17: *Which good practices in your environment do you know on the commercial use of social networks?*

- This question clarifies Q33A / Q31B / Q33C if there is not enough information.



## ANNEX 2. TIMELINE

DATE	TASKS
November, 7 - November, 11	Responders Search
November, 11 - November, 25	Begins Secondary Information Compilation
November, 14 - November, 18	Begins Sending Questionnaires
November, 28 - December, 2	Begins Interviews
December, 23	End of Questionnaires
January, 15	End of Interviews
January, 16 - January 30	Experts Panel
February, 1 - February, 25	Preparing the Regional Report



## ANNEX 3. PRODUCTS

R.3. ANALYSIS METHODOLOGY

ELECTRONIC: PDF

R.4. REGIONAL / NATIONAL REPORTS

ELECTRONIC: PDF

R.4.1. EXTREMADURA (SPAIN)

R.4.2. CYPRUS

R.4.3. FRIESLAND (NETHERLAND)

R.4.4. BADEN-WÜRTTEMBERG (GERMANY)

R.5. NEEDS ANALYSIS REPORT

ELECTRONIC: PDF