



# Living Labs Report



**Living Labs: methodology and results**

**Project Result 3, Task 1**

**February 2024**



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## Summary

This document presents the results of the Living Labs organized as part of the CSR4Tourism project. The purpose of the Living Labs was to co-create solutions with tourism stakeholders to the identified ESG challenges in the tourism sector. Living Labs is a research methodology that is not only user-centered but also “carried by the users” thus permitting the formulation, prototyping, and validation of complex solutions in a multifaceted real-life environment. This document also explains the methodology and provides contact information in case one wants to join or organize a Living Lab.

## Content

<b>1. Introduction</b>	<b>2</b>
<b>2. Methodology - how to organize a Living Lab</b>	<b>3</b>
<b>3. CSR4T Living Labs</b>	<b>5</b>
3.1 About Living Labs	5
3.2 ESG challenges in focus and proposed solutions	7
3.2.1 Accessibility of tourism services to people with disabilities	8
3.2.2 Labour rights and working conditions: well-being of workers in the tourism sector	10
3.2.3 Environmental responsibility: Measuring and reducing CO2 emissions in the tourism value chain	13
3.2.4 Social commitment: developing a CSR organizational culture	15
<b>4. Conclusions</b>	<b>17</b>
<b>5. Business cards</b>	<b>19</b>

## 1. Introduction

### CSR4Tourism

In the tourism sector, corporate social responsibility (CSR) is still not fully understood and accepted today and consequently, there is still a shortage in its practical application. Tourism businesses, especially small and medium-sized ones, do not have a full awareness of what CSR is, how it is applied in practice and what are the benefits that can be obtained from its application, with a view to long-term business sustainability. Past experiences have highlighted how simple promotional initiatives are not sufficient to ensure the effective implementation of CSR principles by businesses. The shortage of qualified professionals/experts, capable of supporting small and medium-sized tourism enterprises in understanding, acknowledging, and concretely applying the principles of CSR in their specific business activities, is one of the current problems and barriers. By developing an e-learning platform for CSR skills education and training of the tourism workforce, the CSR4Tourism project directly contributes to the above-mentioned challenge.

The project fosters to achieve the main objectives:

- Helping tourism businesses move towards the 2030 Agenda and Sustainable Tourism by making them closer to principles, pros and cons of CSR and more responsive both to internal issues (people management, diversity management, equality and inclusion, physical and mental wellbeing) and external emergency (climate change, health, and environmental pressure, etc.).
- Contributing to innovation in VET by adopting co-creation principles that will allow to involvement of direct/indirect beneficiaries (tourism businesses, CSR consultants, and CSR trainers), to take part in the design, delivery, assessment/evaluation of the training path, improving their transversal, digital and green skills;
- Focusing on processes linked to CSR training among tourism MSMEs rather than contents only, to improve its acceptance and adoption and create a more impactful action that is suitable for being transferred to other players across Europe
- To develop a new operative model for C-VET of experts, trainers, and consultants that will allow the spreading of the application of CSR principles into the Tourism sector, fully matching the priority Education, science, technology, research, and innovation, as key enabler for Sustainability transition (Agenda 2030)
- To adopt and apply an Interactive and participatory approach to the development of the project results, in which the final users are actively involved and contribute to the production of concrete results responding to the real market needs
- To improve competences of VET trainers, acquiring digital skills, matching the program priority Digital Transformation
- Updating skills/competences on CSR, matching the program priorities Inclusion and Diversity, Environment, and fight against climate change

### What are Living Labs?

Online Living Labs are spaces for co-creation that involve stakeholders and citizens at the EU level. Living Labs is a research methodology that is not only user-centered but also “carried by the users” thus permitting the formulation, prototyping, and validation of complex solutions in a multifaceted real-life environment.

Living Labs (LLs) are defined as user-centered, open innovation ecosystems based on a systematic user co-creation approach, integrating research and innovation processes in real-life communities and settings. LLs is a virtual environment where stakeholder can share their ideas, needs, expectations, and potential solutions to common challenges and find together innovative approaches and actions on how to adapt and implement CSR principles to respond to their social, environmental, and corporate challenges in the tourism sector.

### **How do Living Labs contribute to sustainable tourism development?**

Living Labs can play an important role in the co-creation of solutions that enable the implementation of CSR principles in the tourism sector. In this permanent virtual “community”, key stakeholders share ideas and generate innovations that facilitate social responsibility in SMEs. By engaging suppliers, producers, and end-users in co-operation and co-creation, Living Labs have CSR as an outcome, thus contributing to the sustainable development of the tourism sector in the EU.

## **2. Methodology - how to organize a Living Lab**

### **Definition.**

Living Lab is a virtual environment where sectoral stakeholders work together intending to find missing tools and develop innovations for the implementation of CSR principles in tourism. In this virtual environment, they share ideas, discuss needs and expectations in their communities, and brainstorm potential solutions.

### **Purpose.**

The aim is to find together innovative approaches and actions on how to adapt and implement CSR principles to respond to their social, environmental, and governance challenges. Living Labs also help indicate missing gaps and indicate opportunities for changes in policies, market services, or institutional framework.

### **Technical requirements.**

Living Lab is organized online, using videoconference platforms such as Google Meet, Zoom, Microsoft Teams, Skype... To organize and participate in a Living Lab, one would need a stable internet connection and access to one of the above-mentioned platforms. Living Lab can also be organized in person.

### **Participants.**

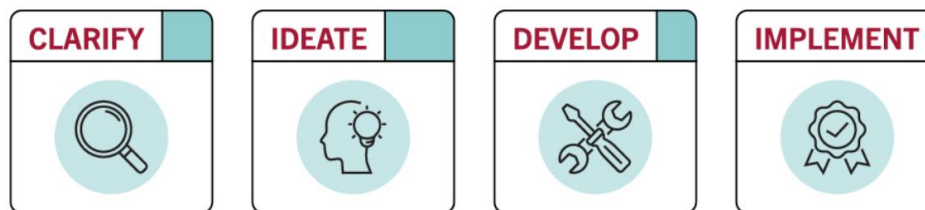
Around 15 key relevant sectoral stakeholders, which include: C-VET providers and trainers, managers of touristic companies, representatives of touristic supply chain, representatives of touristic and business

organizations, and representatives of local/regional and national sectoral public Authorities. The Living Labs are created in each project country or could be international.

## Approach.

During Living Labs, Design thinking is used as a process to develop solutions to ESG challenges. According to Harvard Business Review (2022), design thinking is “a standardized innovation process to develop creative solutions to problems”, whereas innovation is defined as a product, process, service, or business model featuring two critical characteristics: novel and useful. Design thinking can be applied in any industry to any problem.

## Design thinking process



Source: [Harvard Business School Online's Business Insights Blog](#)

<b>Step 1: Clarify</b>	<b>Step 2: Ideate</b>	<b>Step 3: Develop</b>	<b>Step 4: Implement</b>
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<ul style="list-style-type: none"> <li>● narrow down the problem</li> <li>● define the problem statement</li> <li>● who is the “user” - What are their common pain points? Why do they need the solution? How will they benefit?</li> <li>● identify the roadblocks that prevented a solution in the past</li> </ul>	<ul style="list-style-type: none"> <li>● brainstorm new and innovative ideas that solve identified problems</li> <li>● think out of the box</li> <li>● don’t think of “what ifs”</li> <li>● don’t pose upfront limitations</li> </ul>	<ul style="list-style-type: none"> <li>● developing concepts by critiquing a range of possible solutions from previous steps</li> <li>● propose a prototype solution</li> <li>● describe the solution and define how it solves the problem</li> <li>● present the prototype solution</li> </ul>	<ul style="list-style-type: none"> <li>● reflect on the feedback</li> <li>● modify the solution based on the received feedback</li> <li>● generate the final solution</li> </ul>
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## The following workflow was used during Living Labs.

1. Introduction to the Living Lab and ESG challenges
2. Work in the break-out rooms (tourism stakeholders)
3. Presentation of the prototype solution and discussion in the main room
4. Modification in the break-out rooms based on the feedback
5. Presentation of the final solution
6. Sum-up by moderator

## Materials.

PPT presentation for the moderation of the meeting.

Templates that serve as guidance through the design thinking process for participants.

## 3. CSR4T Living Labs

### 3.1 About Living Labs

During the CSR4Tourism project, six Living Labs were organized in six countries: Norway, Spain, Italy, Croatia, Cyprus and Bulgaria. In total 110 stakeholders participated in the development of innovative solutions to the ESG challenges that emerged during the previous project phases. Living Labs lasted from two to three hours and identified 24 missing tools or solutions. Living Labs were organized from September 2023 to January 2024 via online video conference platforms.



Table: participants of CSR4T Living Labs

Category	Number of participants						Organizations and tourism professionals
	Spain	Norway	Italy	Croatia	Cyprus	Bulgaria	
C-VET providers and trainers, students	10	22	6	2	6	4	Universidad Complutense de Madrid, Nondisclosure university and lecturers and students, Creative sustainable destination expert, Sustainability expert, Researcher, Activist, Symplexis, Individual Professionals, International higher business school
Managers of touristic companies	1	3	1	6	2	8	TUR4All Travel, Norway's Best, Fretheim Hotel, Fretheim Restaurant, Aegir Restaurant, Tourism Customer Care Specialist, Symplexis, Banistra, Travelatico, Boroinvest, Hotel City Sofia, M-Group, Harmony Group, Hotel Marlin Beach – Ropotamo chance, MPM Hotels, Vitosha Park Hotel, Hotel Avliga – Paradise 2018
Representatives of touristic supply chain	0	3	0	3	2	0	Norway's Best, Fretheim Hotel, Fretheim Restaurant, Aegir Restaurant, Diamantis Masoutis AC, Aegean
Representatives of touristic	5	3	8	4	4	3	TUR4All Travel, Museo de la Historia de Madrid, NOVOTEL

and business organizations							Madrid City Las Ventas, Norway's Best, Fretheim Hotel, Fretheim Restaurant, Aegir Restaurant, Hospitality web marketing specialist, Entrepreneur Hotel career director & Tourism training specialist, B&B Entrepreneur, B4u travel tourist office, Chandris Hotel, Gabriel café, Owners' s association - Sunny Coats COAST, Tourism councilL - Plovdiv, Regional tourist association "Rhodopi"
Representatives of local/regional and national sectorial public Authorities	0	1	1	0	2	0	Aurland Municipality, Behavioral therapist and psychologist, NEON (NGO)
Total	16	32	16	15	16	15	

## 3.2 ESG challenges in focus and proposed solutions

The purpose of the Living Labs was to find solutions, and make tourism stakeholders more responsive, to internal issues (people management, diversity management, equality and inclusion, physical and mental wellbeing) and external emergencies (climate change, environmental protection in supply chain etc.).

The challenges that Living Labs focused on are:

- *Accessibility of tourism services to people with disabilities*
- *Labour rights and working conditions: well-being of workers in the tourism sector*
- *Environmental responsibility: Measuring and reducing CO2 emissions in the tourism value chain*
- *Social commitment: developing a CSR organizational culture*

The specific challenges were the result of previous stakeholder engagements in PR1 and PR2 and desk research on most common challenges in regards to achieving sustainability in tourism. The summary of



ideas generated by tourism stakeholders during Living Labs can help businesses move towards the 2030 Agenda.

## UN's Sustainable Development Goals (SDGs)



Table: ESG challenges covered with living labs and their relation to UN SDGs

ESG challenge	Relation to SDGs
<ul style="list-style-type: none"> <li>Accessibility of tourism services to people with disabilities</li> </ul>	SDG 10: Reduced inequalities SDG 11: Sustainable cities and communities
<ul style="list-style-type: none"> <li>Labour rights and working conditions: well-being of workers in the tourism sector</li> </ul>	SDG 3: Good health and well-being SDG 8: Decent work and economic growth
<ul style="list-style-type: none"> <li>Environmental responsibility: Measuring and reducing CO2 emissions in the tourism value chain</li> </ul>	SDG 13: Climate action SDG 12: Responsible consumption and production
<ul style="list-style-type: none"> <li>Social commitment: developing a CSR organizational culture</li> </ul>	SDG 8: Decent work and economic growth SDG 17: Partnership for the goals

During the living labs, within the identified ESG challenges, participants presented specific problems that they face in their daily business and focused on identifying possible solutions. This is the first step of the design thinking process, where participants need to discover the causes of the more general problem until they can clearly state the issue they will be resolving in the next stages.

### 3.2.1 Accessibility of tourism services to people with disabilities

Even though accessibility is a human right, still a lot of restaurants, tourist attractions, cultural sights, transport, public spaces, and accommodation are inaccessible to people with disabilities. Disabilities include visual and hearing impairments as well as physical and mental disability. Some of the main obstacles to better accessibility include physical barriers, lack of technical aids and equipment for the disabled, and lack of educated staff.

Photo: Inaccessible hotel space to people with reduced mobility



Source: [Impulsa Igualdad Website](#)

	Specific problems	Proposed solutions by LLs participants
1.	Lack of tourism experiences for people with different kinds of disabilities. Usually, the measures implemented by tourism businesses focus only on infrastructure, i.e. mainly on physical barriers, whereas other types of disabilities are often forgotten.	<p>An inclusive museum-guided visit and the implementation of measures that allow all people to enjoy the experience.</p> <ul style="list-style-type: none"> <li>• Allowing blind people to touch some of the museum's exhibits if possible.</li> <li>• Making sure to include subtitles for any educational content there may be in the museum.</li> <li>• Making the signs accessible (using pictograms)</li> </ul>
2.	It can be difficult to identify people with invisible disabilities. It is hard for employees to know how to react in such cases and how to help them as best as possible.	<p>A digital tool that helps employees learn how to identify and assist people with invisible disabilities. The proposed Sunflower app is an interactive learning platform with gamified modules on invisible disabilities.</p> <p>Featuring live webinars, AR certification badges, and a community that empowers users and organizations to create inclusive environments, it ensures a diverse user base, making it a comprehensive resource.</p>
3.	Low awareness among tourism employees on the inaccessibility of tourism services to people with disabilities.	<p>A multi-step solution which will involve:</p> <ol style="list-style-type: none"> <li>1. team-building activity to raise awareness on business and disability face while traveling</li> <li>2. implementing an educational program for employees on services to people with disabilities</li> <li>3. fostering a cultural transformation in business towards inclusion</li> </ol>

4.	Inaccessibility of the small hotel to people in wheelchairs - how can a hotel adapt its infrastructure and business to be able to host people with disability?	A manual that small hotels can use as a guide for adaptation.  The manual describes how to modify rooms and public spaces (e.g., breakfast buffet...) and how to educate staff in regard to disabilities. The manual would be written in clear and simple language and would be written as a step-by-step guide and would include photos of properly designed spaces and videos of proper interaction between a person with a disability and a person without a disability. Hotel owners or managers could use a checklist to track progress and ensure that all necessary adaptations are made.
5.	Inclusivity in tourist activities - people with disabilities are often excluded from tourism activities as they are not designed to be used by all people.	Use of “Empathy walk” methodology in designing tourist activities.  Empathy walk is a methodology that allows the designer to experience how it would be to “walk in somebody else’s shoes”. By walking in the shoes of people with disabilities they could modify the product to make it more accessible and inclusive. This encourages the concept that environments, products, and services are created to be usable by all people regardless of their abilities, fostering an inclusive approach.
6.	As there are numerous types of disabilities, not all accommodations can adapt to all of them.	Development of an association that connects accommodations to people with different disabilities. This can be beneficial for SMEs and larger companies by focusing on different niches of people with disabilities and creating more options for people with disabilities and making them more visible and gathered and distributed by this association.

### 3.2.2 Labour rights and working conditions: well-being of workers in the tourism sector

While safe and healthy work environments are fundamental human rights, tourism jobs often negatively impact employees’ physical and mental well-being. First-line jobs in the tourism sector are characterized by a fast-paced work environment with demanding customers, excessive workloads, and long hours which can cause stress and anxiety among employees. According to [Krenn \(2012\)](#), the tourism sector “suffers from low-income levels, low wage satisfaction, unfavorable working times, very limited career opportunities, a high level of career breaks and significant use of over-qualified workers”. As set out by principle 10 of the [European Pillar of Social Rights](#), workers have the right to a high level of protection of their health and safety at work.

Photo: waiters at a coffee shop



Source: [Unsplash, Camille Chan](#)

	Specific problems	Proposed solutions by LLs participants
1.	High stress levels, especially in the hotel industry due to the long working hours and the 24/7 openness of the hotel.	The solutions proposed include establishing mental health support groups. That could be done in the form of a support group, or small gatherings for the employees so that they could share their experiences, learn more about some relaxing techniques and also to figure out the key points that need to be changed in the management. Another solution that has been especially effective in hotels and some participants point out, is using the hotel's gym for organizing a team-building exercise in the form of yoga classes that are known for reducing stress and improving overall mental wellbeing.
2.	Stress related to the work environment, dealing with various stress factors and situations. Tourism is related to constant communication that reflects on the mental well-being of the staff.	The solution, named "CalmSpace," features enhanced design, soothing decor, comfortable furnishings, and additional amenities like soft music and guided meditation resources. The flexible design accommodates diverse preferences, and structured wellness programs are introduced to provide guided relaxation options. Access to these resources has a continuous and positive impact on employee well-being, productivity, and overall workplace culture.
3.	The lack of work-life balance and fair compensation due to intense working conditions and suppressed labor rights, that are caused by limited oversight from the Labor Inspection and the nature of touristic services.	Create a digital application for work-hour tracking via QR codes. Employees can use the cards at the start and end of work shifts to log their hours. The system, accessible on mobile, automatically updates records. The system, accessible on mobile, automatically updates records, aids in leave requests, and supports a smooth transition to new roles. This solution will ensure transparency in work practices, and guarantee fair pay for EU enterprises.



4.	Due to irresponsible management that focuses on profit maximization, workers in bars and restaurants are left with poor working conditions that negatively impact their physical and mental health. They work in places that lack staff, where overtime is normal, they have no days for rest, they are paid little and not on time, and they have to work in environments with poor interpersonal relations.	Establishment of a standard for good working conditions in bars and restaurants. A standard would define “good working conditions” and provide step-by-step guidance to managers how to adapt the workplace to these conditions, offer external verification that would result in a certificate that a workplace is sustainable. The standard would be developed by an NGO funded by the public funds. That way certification would ensure needed independency and credibility. Certificate would be awarded to seasonal workers where working conditions are good and the employer will take care of their physical and mental well-being. Bars and restaurants can publically show this certificate in their facilities and use it as a marketing tool which can be a competitive advantage among conscious consumers and ease the process of attracting workers. NGO that would develop the certification would also send secret customers in audits to check working conditions in bars and restaurants that were awarded the certificate. There would be a form on the official website of the NGO where workers can submit complaints in regards to working conditions that they experienced during site visit to the bar/restaurant. If claims are confirmed, the certificate would be annulled.
5.	Limited access to mental health resources	<ul style="list-style-type: none"> <li>• Training programs on stress management, resilience, and mental health awareness for all employees.</li> <li>• Training for managers to recognize signs of mental health issues and promote a supportive environment.</li> <li>• Offering mental health coverage as part of employee benefits packages.</li> </ul>
6.	With the spread of smart and distance working models, remote workers can be neglected in terms of well-being initiatives.	Virtual wellness programs specifically tailored to remote workers of the company. This program could include meditation sessions, mental health workshops, and stress management seminars. By making these resources online, remote workers can access them easily and promoting their well-being regardless of location.

### 3.2.3 Environmental responsibility: Measuring and reducing CO2 emissions in the tourism value chain

Tourism carbon footprint accounts for [8% of global GHG emissions](#). Besides the emissions generated within the organizations due to use of energy for work of machinery, heating, cooling, transportation etc. over which organizations have the control, majority of GHG emissions are indirect emissions generated in the value chain. These emissions are hard to measure and to reduce because a company has little control over how these emissions are generated. Emissions in the value chain are thus the collective responsibility of the tourism industry and require innovation and collaboration to find ways to reduce tourism impacts on the environment.

Photo: Boarding of an airplane



Source: [The World Economic Forum](#)

	Specific problems	Proposed solutions by LLs participants
1.	A large share of the global CO2 emissions come from waste and improper waste management. That is why it is important to take care not only of recycling but also of reducing waste and implementing eco-design solutions. Hotel chains generate a significant amount of waste due to industry standards.	Participants proposed numerous low-cost measures for accommodation providers. These include: <ul style="list-style-type: none"> <li>• Switching to refillable cosmetics in hotel chains and reducing plastic one-time use ones</li> <li>• Recycling bins in the hotel rooms</li> <li>• Purchasing items in bulk</li> <li>• Transition to paperless check-in/check-out operations</li> <li>• Optimization of food portion sizes</li> </ul>
2.	Hotels and touristic sites face a dual challenge of excessive carbon emissions and substantial food waste. The industry's high energy consumption and inefficient food management contribute significantly to environmental degradation. Addressing this problem involves devising strategies to reduce emissions through energy optimization and sustainable practices, as well as implementing effective measures to minimize food waste through improved inventory management and recycling methods.	The finalized "EcoHospitality Innovator" is an intuitive and sustainable solution, seamlessly integrating with diverse hotel systems and existing management systems. This digital tool identifies energy consumption and waste generation and identifies opportunities for reductions.  A sophisticated cost-benefit analysis module provides stakeholders with financial insights, while real-time monitoring tools empower hotels to track key performance indicators. Designed for scalability, the system accommodates hotels of varying sizes, ensuring adaptability and continuous improvement through user feedback mechanisms. "EcoHospitality Innovator" stands as a cutting-edge and effective tool for advancing sustainability in the hospitality sector.
3.	Higher carbon footprint of the service due to the supply chain emissions.	Shift towards sustainable energy options such as solar or wind to reduce dependence on fossil fuels. Financing for this transition sourced from environmentally conscious investment funds, a collaborative communication channel will be established to effectively navigate and address any legal regulations.



4.	There is a lack of tools for measuring and calculating CO2 emissions from guests traveling to the hotel. There is also a need to financially incentivize low-carbon transportation modes.	Development of a web-based app that hotels can integrate into their existing platforms or use as a stand-alone tool. Upon booking or checking in, guests would fill in their address, what kind of transportation they used, and what are the places where they switch from one mode to another. With this small amount of data, the app would be able to calculate the CO2 emissions for that guest. If used when making a reservation, the app could suggest more sustainable travel options for which the guest would receive a discount from a hotel. They would prove their sustainable choice by submitting a ticket to the app.
5.	Lack of understanding of how a product or service generates emissions.	Applying life-cycle assessment methodology to better understand and measure the carbon footprint of a product or service. This allows the manager to identify opportunities for reducing GHG emissions through product design, optimizing transportation routes, or switching suppliers.
6.	Lack of collaboration among actors in the value chain	Initiatives like the "Filiera Etica Pulita" (Clean Ethical Supply Chain) emphasize sustainable product design and structural interventions to protect and preserve the integrity of the territory.

### 3.2.4 Social commitment: developing a CSR organizational culture

Employee engagement is needed for developing and implementing solutions for dealing with environmental and social challenges, however CSR awareness and skills among employees are low. Both managers and employees lack understanding of sustainability, knowledge about the corporate social responsibility and related skills needed for successful implementation of CSR initiatives in practice. Organizational culture refers to the values, beliefs, behaviors and practices that shape the identity of an organization ([Watkins, 2013](#)), and is crucial for the successful transformation of tourism business towards sustainability ([Siyal et al., 2022](#)). Organizational culture is built through communication and education, and is facilitated by individuals' mindsets, knowledge and skills.

Photo: building organizational culture through communication and education



Source: [Unsplash](#), [Claire Nakkachi](#)

	Specific problems	Proposed solutions by LLs participants
1.	Inconsistent commitment and lack of motivation in implementing CSR principles.	Strategic leadership could encourage employee involvement. This includes: <ul style="list-style-type: none"> <li>• skill-based volunteering,</li> <li>• cleanup events,</li> <li>• circular economy sale in the office,</li> <li>• local charity campaigns,</li> <li>• health and wellness initiatives (provide access to medical services, vaccinations, and health education).</li> </ul>
2.	CSR awareness and skills among employees are low. That's a problem because employee engagement is needed for developing and implementing solutions for dealing with environmental and social challenges.	"CSR Culture Catalyst" is a holistic solution fostering a robust CSR culture. This initiative includes tailored employee training programs, transparent communication channels for accountability, and digital platforms for community engagement, aligning business goals with social responsibility. Metrics and reporting tools measure tangible impact, and cross-functional collaboration ensures CSR principles are integrated across the organization. This comprehensive approach embeds a lasting commitment to social responsibility within the organizational culture, generating positive impacts on employees, communities, and the broader business ecosystem.
3.	Lack of information about the benefits of CSR principles, leading a company to having little or no impact from a social or environmental aspect.	A social media page on Instagram, in cooperation with experts and influencers, solely committed to sharing compelling infographics and videos accentuating the advantages linked to embracing Corporate Responsibility (CSR). This initiative will aim to effectively share

		positive impacts on both the company and the broader community. Funding for this project should be sought from environmental and entrepreneurial think tanks. The project's success will be measured through surveys assessing the proliferation of companies adopting the management approach.
4.	Employees lack awareness and interest in regards to CSR which prevents their engagement and successful implementation of CSR in practice.	A structured program for employee engagement in regards to implementing CSR. Program starts with the theoretical training on CSR and practical training in different areas (human resources, cleaning, gardening...) on how to implement CSR practices. Program will continue with weekly team meetings led by different employees each week, where challenges and potential solutions are discussed. A newsletter is introduced which allows the leaders of different departments to present their experiences and results. Once per month team leaders evaluate the performance of employees regarding CSR. Their success in CSR implementation is rewarded.
5.	Lack of employee involvement in CSR initiatives	Collaborative governance and active participation were proposed as a solution to fostering a sense of shared responsibility and decision-making within the organization. Managers of tourism organizations should encourage their employees to identify opportunities for more sustainable options. Successful implementations in practice could be incentivized with bonuses on salaries.
6.	Lack of CSR leadership in tourism organizations	Leaders should set an example by actively participating in CSR initiatives, communicating the importance of social responsibility, and integrating CSR values into organizational culture. The leader's role should be to set the goals and responsibilities, to motivate and support, to check-up on the progress, and to reward the engaged results of employees.

## 4. Conclusions

A Living Lab is a multi-stakeholder, collaborative approach for identifying and resolving complex challenges. As part of the CSR4Tourism project, in total six living labs in six different countries with 110 participants were organized. Tourism stakeholders were focusing on four ESG challenges related to inclusivity and diversity, the well-being of employees, the impact on climate change, and CSR organizational culture. Proposed solutions can help SMEs on their sustainability journey.

Some of the proposed solutions can be implemented by all tourism businesses as they require little or no additional resources. Some of the solutions require investments but also offer numerous benefits to the company. Lastly, some of the solutions require multi-stakeholder collaboration to develop a product,

service, or framework that will allow tourism SMEs to deal with the identified challenges. This last category is addressed with the policy recommendations generated as the final output of the CSR4Tourism project.

Living Labs can be organized in different environments, with different purposes and diverse participants. If you are interested in participating in or organizing a Living Lab, in this document you can find information on the methodology as well as contact information of organizations that can a) help you in the process and b) actively participate in the Living Lab.

## 5. Business cards

If you would like to organize a Living Lab in your country, below you can find contact information of partners that could help you with the organization of Living Lab.



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Visit the official project website for more information and other project results: <http://csr4tourism.eu>