

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Newsletter 2/ October 2012

THE POWER PROJECT

The POWER project aims to **transfer a training programme on talent and knowledge management** developed in Spain, **to the tourism sectors of Slovakia, Italy, Cyprus, Lithuania, Ireland, Spain and Greece**. The project is implemented by a consortium made of 8 partners from 7 EU countries: Spis Regional Development Agency (SK), Eurocrea Merchant and Il Denaro(IT), Fundacion de Maimona (ES), Kaunas Innovation Regional Centre (LT), X-Panel (CY), Innovate (IE) and IDEC (GR). The actors involved will adapt the training programme to the needs of the target group, end beneficiaries (touristic SMEs) and countries involved.

Project partners have successfully co-operated in the past; the consortium is based on a high level of mutual trust and it is expected that a flawless cooperation and high quality results will be achieved in this project.

THE POWER NEEDS ANALYSIS

The first step towards the transfer and adaptation of the training programme has been the analysis of the target group training needs.

Each partner launched a survey in its region in order to analyse the state of the art on knowledge and talent management in the tourism sector of the seven countries participating in the POWER transnational project, both from a qualitative and quantitative point of view.

The members of the consortium distributed questionnaires to representatives of the target group, then collected the filled analysis tools and analysed them in order to produce a regional report on analysis of results.

The reports also made an economic picture of the regions concerned, of the tourism sector characteristics and challenges and presented the preliminary findings emerged from the answers provided by interviewed.

Different methods were used to reach the companies, trying to involve a great number of representatives of the tourism sector in the seven European countries of the partners. In particular, managers and employees were contacted by email, telephone and in some cases they were visited in person.

Different types of businesses took part in the survey:

- Accommodation enterprises (hotels);
- Rural tourism enterprises;
- SPAs and other tourism services;
- Catering enterprises (restaurants)
- Travel agencies;
- Tourism information centres (at least in one case)

In most cases the companies were reluctant to take part in the survey and, despite about 100-150 companies were contacted in each country, a total of 139 filled questionnaires were gathered and analysed.

KEY FINDINGS OF THE NEEDS ANALYSIS

Positive feedbacks:

- SMEs are keen on continuous improvement, they are eager to implement talent management strategies and acquire new methods and tools
- Culture and Climate are generally considered positive: the working atmosphere allows sharing of information and trust in the organization
- SMEs enjoy relatively high levels of cooperation across the organisation's units, the operations are driven by customer needs and team members are mutually accountable.
- communication among team members is efficient and effective and individuals usually collaborate to solve problems.
- the team members are generally equipped with effective IT tools to communicate”.

What is missing:

- The majority of surveyed companies have some sort of strategy for knowledge and talent management, but there is also an evident need to improve the present situation
- the most negative answers concern the resources - in terms of money, time and people - dedicated to achieve knowledge management goals, which are considered inadequate or insufficient
- adequate and effective training is not provided to all employees
- effective performance indicators are not always used to measure progresses
- the use of Talent Management Tools in the interviewed SMEs can be considered as a poor one
- Team building tools, Coaching and mentoring, Performance measurement are the most commonly used talent management tools
- Talent repository, Employee Portal, Talent map and Balanced scorecard are almost unknown

This shortage can be attributed to two main reasons:

- the size of the companies: for SMEs employing less than 50 people, to dedicate one staff person to talent management can be unsustainable
- the lack of training, which causes lack of awareness about the necessary resources to reach knowledge management goals

INTERMEDIATE MEETING

The second project meeting was held in Larnaca, Cyprus on 14th October 2011.



During the meeting, the results of the survey were presented and a series of tips for the adaptation of the training contents to the target group were defined.

The consortium agreed on the way and timing to develop the POWER programme, the support contents and to translate it in all partners' languages.

A provisional structure of e-learning platform was presented, with its systems, sub-systems, access information, system of distribution of administration levels and rights.

It was also agreed about which actions for dissemination will be implemented and when.

The next meeting will be held in Lithuania in May 2012.