

Module 5 – Entrepreneurial competencies – new dreams and opportunities

Introduction:

The third part of Module 5 explores the importance of creativity in social enterprises and the use of technological innovations when developing city tours. In addition, tips are provided on how to develop a SWOT analysis for a new business initiative.

Module Objectives:

- Learn how to develop a sustainable and inclusive method of social entrepreneurship.
- Be aware of strategic planning and marketing methods and how to implement them.
- Use technological Innovations to improve a business model.

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PART 3 – Creativity, Technological Innovation and the CCIs

Objectives:

- Learn tips on how to become a creative thinker.
- Explore technological innovations in the development of city tours.
- Learn how to make a SWOT analysis.

Chapter 1: Creativity in the CCIs

Creativity is something that is embedded within the definition of the CCIs. The term has been used since 1948, when Adorno used the term to refer to the industrial reproduction techniques in the development of massive cultural works ([CREAT EU, 2021](#)). However, it wasn't until the early 90s that the definition of the CCIs evolved to include the concept of the creative economy and to understand creativity as the motor of innovation, technological change and business development (ibid.).

As technological advancements create new tools for the production and communication of culture, there has been a major transformation of focus from the “cultural” to the “creative” aspect of the CCIs ([Interreg, 2019](#)). The CCIs have the power to use this creativity and technological enhancements to transform communities and make them more accessible, equitable and inclusive ([Ual, 2020](#)). To achieve this positive change, the CCIs should use their

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creativity aspect to drive innovation, create cross-sectoral cooperation and develop new entrepreneurial opportunities ([NDPC, 2020](#)).

Creativity v. Innovation:

Creativity and innovation are not the same; innovation may be defined as applied creativity ([Petrakis and Kafka, 2016](#)). Whereas creativity is viewed as an event of artistic expression, innovation is regarded as putting all the ideas together and thinking of ways to make the ideas become reality (ibid.).

Entrepreneurial creativity:

The definition of entrepreneurial creativity merges together two terms, that of creativity and entrepreneurship ([Corte, 2017](#)). This definition, as proposed by Amabile (1997) primarily, and then by Sternberg (1999), entails the process of identifying innovative ideas for running a business, as well as the creativity of the employees and leaders of a company (ibid.).

Creative Thinking tips:

Creativity is a critical aspect in successful entrepreneurship, as it helps you identify new ideas and solutions to potential risks quickly ([Kotelnikov, 2020](#)).

1. **Change your attitude and avoid self-imposed limitations:** If only you see yourself as a creative thinker, you will be able to look upon every challenge from a creative point of view.

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2. **Think outside the box:** Ask questions to help you find a solution to a challenge; don't rush straight towards a solution.
3. **Sharpen your brain:** Look for challenging problems to solve and try to seek more innovative ideas as you progress. When possible, communicate and exchange your ideas with other creative people.
4. **Take a different view:** If you are only thinking along a certain line and you can't seem to overcome the challenge, stop; analyse the problem again and try to come up with a fresh approach.
5. **Give a chance to the unusual:** Most great ideas are a combination of many ideas put together. Don't be afraid to try mixing things up to create a new idea.
6. **Experiment and build cross-functional expertise:** Any type of innovation includes some risks; experiment, learn, adapt and move forward. Remain open to new ideas and try to develop a cross-functional expertise.

([Kotelnikov, 2020](#))

Chapter 2: Technological Innovation in the development of City Tours

City tours offer a convenient and stress-free way to discover a new city without the need to do extensive research on your own. Guided city tours are very useful, especially when exploring remote destinations, and they offer a unique insight into the culture of the place and local population (worldexpeditions.com, n. d.). Traditionally, city tours were organised and run by

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local guides who had knowledge about the local culture and secret and remote spots which tourists wouldn't be able to discover on their own (ibid.).

The outbreak of a global pandemic in late 2019, however, has led to major changes for the tourism industry and, as a consequence, it has also altered the way city tours operate. Amid travel restrictions and lockdowns, technological innovations have rapidly increased and spread in all sectors of life, including travelling ([Snow, 2021](#)).

Travel technology:

Travel technology is a broad definition that entails the use and application of technological innovations in the fields of tourism, travel and hospitality ([Revfine, 2021](#)). The main objectives of applying technological innovations are to benefit customers' experiences and to lead to more convenient experiences, as well as to help employees reduce stress and increase their creativity (ibid.).

Get to know the latest trends:

1. **Virtual and augmented reality:** Virtual and augmented reality have experienced a rapid increase since the pandemic led to major lockdowns all over the world, with many museums and tourist destinations offering online exhibits and experiences ([Snow, 2021](#)). One example is the [Xplore Petra app](#), which allows visitors to virtually visit Jordan's iconic archaeological site. This trend is something that will continue in the

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coming years, as many museums now offer live VR experiences to their guests. City tours are also increasingly becoming virtual, with many websites offering virtual city tours for people all over the world, with no distance and accessibility restrictions.

Example of such tools are the [Virtual City Tours](#) and [Stqry](#).

2. **Mobile Technology:** In the digital age, cell phones have become our guides as we use them daily to navigate around, access maps, locate a restaurant or search for information ([Vidal, 2019](#)). When planning for our holidays, our phone becomes a critical tool. According to a survey by TripAdvisor, 45% of users use their smartphones for everything when planning a trip (ibid.).
3. **QR Codes:** QR Codes can be found in various places. On the one hand, they can be used in restaurants and coffee shops to limit the paper used for printing menus while also limiting virus-spreading interaction in the Covid-19 era ([Snow, 2021](#)). On the other hand, QR codes are used in museums and tourist attractions to make an experience more engaging; they can lead to audio and visual content, games, quizzes, etc.
4. **Voice Search and Voice Control:** Voice controlled devices like Alexa are becoming the new trend and they are now entering the travel industry as well ([Revfine, 2021](#)). Whether it is adding voice-controlled devices in hotels or developing websites with voice search, these tools have the ability to make the travel industry more inclusive.

For more information on the latest trends in travel technology, you can refer back to Module 4.

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Chapter 3: City Tours and SWOT analysis

SWOT is used as the acronym for strength, weakness, opportunity and threat ([Tu et al., 2021](#)). Originally, SWOT analysis was introduced by [Christensen et al. \(1965\)](#) in “Business policy: text and cases” as a business tool for organisational management, but since then it has been used in various fields to conduct an in-depth and comprehensive analysis of a company’s advantages before developing a new strategy ([Omer, 2018](#)).

There are many templates accessible online that can be used in SWOT analysis. A good example can be found in a short SWOT analysis guide by ([Jackson, n.d.](#)):

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	Helpful	Harmful
I N T E R N A L	Strengths	Weaknesses
E X T E R N A L	Opportunities	Threats

(Table taken from [Jackson, n.d.](#)).

A SWOT analysis can be applied to city tours in the same way it would apply for any other business.

A study by [Ali Shaw \(2020\)](#) provides a SWOT analysis for the travel and tourism industries overall. It explains the strengths and weaknesses of the tourism industry, as well as its opportunities and threats.

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Conclusion:

Module 5 completes this short guide on how to develop inclusive and sustainable city tours within the creative and cultural industries. Throughout this guide, learners were introduced to the importance of researching an idea before starting the process of creating a business plan. In addition, storytelling and gamified techniques were introduced in alignment with the concept of city tours while a number of digital tools and technological developments were also mentioned. Finally, Module 5 gave a practical guide on how to create inclusive and sustainable social enterprises with reference to the importance of strategic planning and marketing techniques, as well as to the use of digital tools in implementing a new business plan.

Digital Tools for Module 5 – PART 3:

Tool 3: SWOT Analysis

Tool 6: Inclusive Tourism

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