



EXCELTOUR



Development of a formal EXCELTOUR Network

Memorandum of Understanding and Action Plan for 2022-2025 years

Project BUSINESS EXCELLENCE IN TOURISM "EXCELTOUR"

This output is related to the project result EXCELTOUR Network (activity A.T2.4): Memorandum of Understanding (MoU) signed and Action Plan of the EXCELTOUR Network. Project main Output O.T2.2 EXCELTOUR Network (activity A.T2.4).

Responsible partner: State organization "Regional Fund for Entrepreneurship Support in Zaporizhzhia region", Ukrainian partner

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MEMORANDUM OF UNDERSTANDING

By this document **six partners of BUSINESS EXCELLENCE IN TOURISM "EXCELTOUR" project** (hereinafter referred to as '**Contracting Parties**') agree to formalise the EXCELTOUR community into a **formal EXCELTOUR network** (hereafter **Network**). Here are the Contracting Parties:

- 1 - Technical Chamber of Greece - Eastern Macedonia Branch (Greece)
- 2 - Düzce Governorship (Turkey)
- 3 - Municipality of Xanthi (Greece)
- 4 - GLOBAL PROJECT Association (Romania)
- 5 - Development Principles NGO (Armenia)
- 6 - State organization "Regional Fund for Entrepreneurship Support in Zaporizhzhia region" (Ukraine)

THE TERMS OF THIS MEMORANDUM ARE AS FOLLOWS:

ARTICLE 1. OBJECTIVES AND PURPOSE OF THE NETWORK

In order for sustainability, transferability and springboard and multiplier effect to be ensured, the parties involved in the project (partners, SMEs, facilitators) are forming the official network (EXCELTOUR Network). The main aim of this network is the **CAPITALISATION** of the project results and outputs. Specifically:

- The exchange of knowledge and experiences between parties of this document;
- The spread of the outputs to other SMEs in the partners' regions (transferability, multiplier effect);
- The expansion of the project beyond its implementation period and on a wider geographical area (transferability, multiplier effect, sustainability);



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- The continuous contact and the creation of business links between the network's members in other fields of cooperation (springboard).

The steps for approaching this idea are the following:

- Composition of the Memorandum of Understanding (MoU) of the Network in consultation with all parties;

- Draw up of the new 3-year action plan in consultation with all parties.

ARTICLE 2. CONTENT OF INTERESTS

The area of interests of the Network includes, but is not limited by the following areas:

1. Development and implementation of common projects on the next topics:

- Innovation and entrepreneurship, start-ups, social entrepreneurship;

- Applying the management tools to SMEs;

- Tourism, responsible business, environmental-friendly activities, eco-business;

- Creation of new business links;

- Cooperation of SMEs with CSOs, NGOs that are focusing their mission on advancement of the tourism sector;

- Improving of leadership skills of SMEs;

- Support of SMEs in the framework of the world around challenges (through facilitation and mentoring).

2. Collaborative fundraising and crowdfunding activities (on above mentioned topics).

3. Stimulation of SMEs to follow the Sustainable Development Goals and principles, also known as the Global Goals, that were adopted by the United Nations.

4. Awareness raising of global market trends in tourism and innovative sectors.

5. Others, as defined, concluded and agreed by the Board.

This MoU should not limit any type of formal agreement or obligation. Instead, it is an agreement between the Parties to work together in such a manner to encourage an atmosphere of collaboration and alliance in the support of an effective and efficient



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partnership to establish and maintain objectives and commitments with regards to all matters related to tourism SMEs development as well as improvement of management.

ARTICLE 3. MEMBERS (ORGANISATIONS, INDIVIDUALS, COUNTRIES)

The Members of the EXCELTOUR Network include, but are not limited to the **Contracting Parties, SMEs, business support organisations, facilitators and other interested parties (e.g. young entrepreneurs, students and tutors of economic, management and tourism specialties, owners/workers of education online platforms, freelancers)** from the partner countries (Greece, Turkey, Romania, Armenia, Ukraine), as well as from other countries, depending on the consent of all the Contracting Parties.

ARTICLE 4. GOVERNANCE

The Network is governed by the **Board and Committees** formed by the Board.

Subarticle 4a. The Board

The Board will consist of Members from the Contracting Parties, i.e. six members, having maximum one representative from each Partner. The composition of the Board could be changed annually during the online or offline voting. The Board Members can also nominate the people actively contributing to the Network as Members. The first Board consists of the following Representatives:

1. Apostolos Pavlidis, Greece
2. Yağmur TOPKAYA, Turkey
3. Emmanouil Tsepelis, Greece
4. Florentina-Natalia Budescu-Salceanu, Romania
5. Anahit Ghazanchyan, Armenia
6. Yurii Petrash, Ukraine



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Subarticle 4b. Committees

The Board forms Committees which are responsible for specific areas, e.g. idea generation, fundraising, administration, etc. The composition mechanism of committees will be decided by the Board.

ARTICLE 5. ROLES AND RESPONSIBILITIES, COMMITMENTS

Subarticle 5a. Roles and responsibilities of Parties

- 1 - Representative of Technical Chamber of Greece - Eastern Macedonia Branch (Greece) will set the dates for regular meetings of the EXCELTOUR Network and propose the topics, agendas and propose fundraising activities;
- 2 - Representative of Düzce Governorship (Turkey) will collect and keep special register of information from the Parties (from regular meetings of the EXCELTOUR Network; collect and keep register of designed common project proposals and regional programmes);
- 3 - Representative of Municipality of Xanthi (Greece) will search for opportunities to act together in creation of new business links among SMEs, experience exchange and possibility to expand the Network to a wider geographical area;
- 4 - Representative of GLOBAL PROJECT Association (Romania) will search for fundraising activities for members of the EXCELTOUR Network;
- 5 - Representative of Development Principles NGO (Armenia) will promote EXCELTOUR Network achievements, actions and conducted meetings via publications on the website and social networks of the EXCELTOUR project;
- 6 - Representative of State organization “Regional Fund for Entrepreneurship Support in Zaporizhzhia region” (Ukraine) will maintain a special register with all activities of the EXCELTOUR Network.



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Subarticle 5b. Commitments of Members

Membership of the Network is free of charge.

By signing this MoU, Members commit to support and contribute to the activities of the EXCELTÖUR Network and act in the following directions:

1. Constant communication and contact with one another via email, phone, messengers, platforms for online meetings, offline meetings (if the case),
2. Provide one another with new useful information and share with the knowledge and experience regarding the topics of interest to the Network,
3. Disseminate information about the Network to partner organizations and beneficiary groups of the Network Members to encourage and assist to become Members of the Network,
4. Planning permanent collaboration, share opportunities for common activities and other cooperation,
5. Search for and exchange relevant information, documents, publications or relevant sources and websites related to the areas of interest to the Network,
6. Development of promotional activities to spread information regarding the Network, its purpose and mission, activities and instruction how to become a part of the Network,
7. Organizing regular meetings online and offline, workshops, online lessons, and other activities for strengthening the exchanges and cooperation among the Members of the Network.

ARTICLE 6. PRINCIPLES OF MEMBERSHIP

The Network builds its cooperation on the principles of honesty, openness, equality, respect for human rights, respect for each other and mutual assistance.



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ARTICLE 7. LANGUAGE

Official working language is English. However, the Members of the Network can use other languages as secondary languages in their communication within the Network.

Article 8. POSSESSIONS

This Network possesses all the deliverables created by the Contracting Parties.

ARTICLE 9. MEMORANDUM DURATION

This Memorandum shall come into force on the date of its signing and shall be in force for the period of three years. This Memorandum shall automatically be extended for another three-year period unless one of the Contracting Parties notifies the others in writing at least one month in advance of its intention to terminate this Memorandum.

ARTICLE 10. APPENDIX TO THE MEMORANDUM

The Action plan for three years is the official appendix to this Memorandum.

CONFIRMATION (SIGNATURE PAGE)

The Memorandum of Understanding is between the following six Contracting Parties:

№	Partner organisations	Partner country	Signatures (including digital) and seals
1	Technical Chamber of Greece - Eastern Macedonia Branch Apostolos Pavlidis / President of the Steering Committee of Technical Chamber (TEE-AM) / teeam@tee.gr	Greece	
2	Düzce Governorship Cevdet ATAY / Governor / cevdetatay@icisleri.gov.tr	Turkey	
3	Municipality of Xanthi Emmanouil Tsepelis / Mayor of Xanthi / dimarxos@cityofxanthi.gr	Greece	
4	GLOBAL PROJECT Association Catalin Salceanu / Vicepresident / agpgalati@gmail.com	Romania	



5	Development Principles NGO Anahit Ghazanchyan/President/CEO / developmentprinciples2018@gmail.com	Armenia	
6	State organization “Regional Fund for Entrepreneurship Support in Zaporizhzhia region” Yurii Petrash / Acting General Director / rfpp.zp@gmail.com	Ukraine	

APPENDIX TO THE MEMORANDUM OF UNDERSTANDING

ACTION PLAN

This Action Plan contains a set of related strategies and proposals for the EXCELTOUR Network for the period of three years (2022-2025), that are intended to guide the Network’s operation, evolution, and growth, as it moves from a period of conceptualization and initiation to a period of managing implementation and expansion.



OBJECTIVE

The EXCELTOUR Network is a partnership to support better environmental decisions through improved access to, and exchange of, improved environmental information.

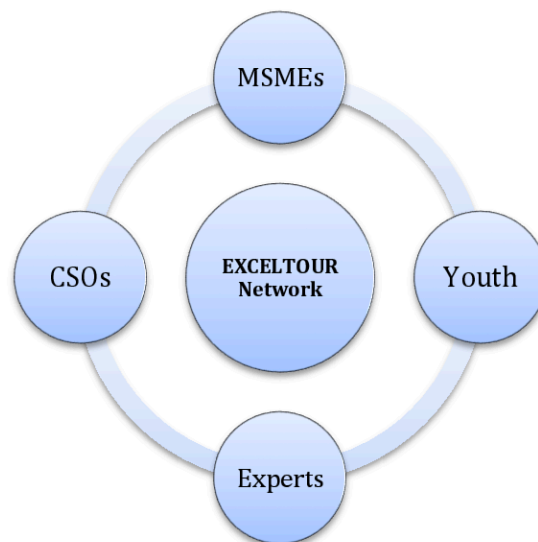
Validity of this Action plan is starting from the signature date of the Memorandum. The Action Plan is a constituent part of the Memorandum. Amendments to the Action Plan can be made solely with the consent of the Board.

The Action plan is the step of effective networking which helps in reaching the destination and achieving the goals of the EXCELTOUR Network.



STRATEGY

1. Define the target audience, stakeholders, beneficiaries of the EXCELTOUR Network activities:





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- Youth, students, young start-upers;
- Specialists of economic, tourism, management;
- Universities;
- Scientists, experts;
- MSMEs (micro, small, medium businesses);
- Facilitators and mentors;
- Non-Governmental Organizations, Civil Society Organizations, Business Support Organisations;
- Representatives of local, regional and national authorities;
- Social Media specialists;
- Other representatives and organisations that focus their activities on business and tourism development in the way of improving quality of management.

2. Design of the membership visible elements:

- create profiles in social networks: Facebook, Instagram, LinkedIn, YouTube;
- communication strategy in social media and on the website of the EXCELTOUR project (determine the frequency of posts and news about the Network activities);
- targeted advertising on social networks;
- organise online meeting rooms in online meeting platforms: Zoom platform, Teams Microsoft platform, WebEx (Webex by Cisco) platform.

3. Design Internal Guide of the EXCELTOUR Network with internal rules and responsibilities of each country member.

4. Design the provisional scheme for fundraising activities of the Network:

- set the programme of regular meetings of Network representatives in the framework of each country;
- set the programme of regular meetings of the Network representatives for

- common international meetings;
 - develop fundraising strategy;
 - design project drafts.
5. Define strategy for expanding the Network to a wider geographical area:
- creation Newsletters with brief presentation of the Network mission and activities as well as benefits from joining the Network and sending Newsletters to the organisations, companies, universities, businesses, etc.;
 - Design and share walkthrough note how to join the Network;
 - Promotional activities in social media (target advertising) and in a mass media (electronic media, TV, newspapers);
 - Participation in different international meetings, forums, conferences and networking sessions;
 - Organisation of presentation meetings of the Network for MSMEs, experts, CSOs;
 - Establishment of sustainable partnership links with other Networks;
 - Infodays in each partner country for expanding number of new members of the Network.



FINANCIAL STABILITY

Regular fundraising and crowdfunding campaigns will maintain financial stability of the Network activities.



REGULAR MEETINGS

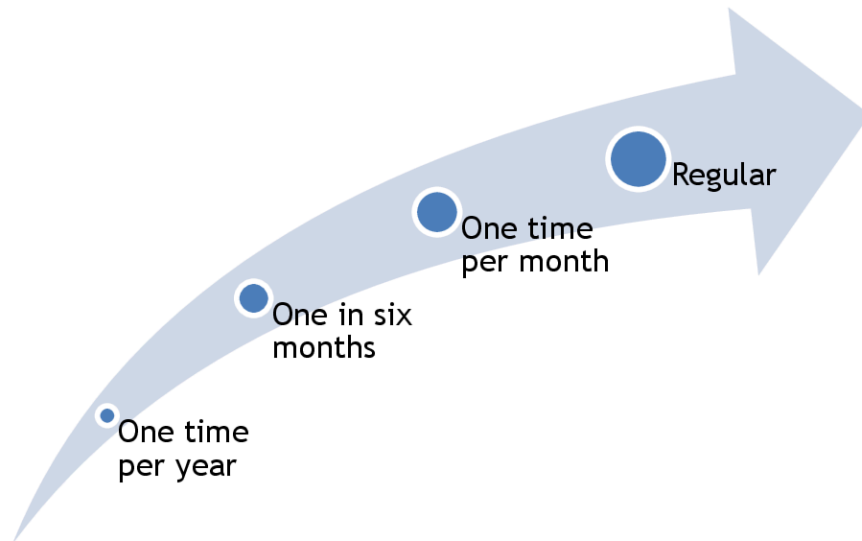
- Online / offline meetings of the Network members with local authorities and business communities in each partner country to discuss possibility for support



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- of the Network from the authority side (once per year);
- Online meetings with members of the Network to report what was done and what was achieved (once in six months);
 - Online meetings with members of the Network for defining Donor programs and discussing project applications for open Calls for Proposals (one time per month);
 - Regular mailing, chatting and calls among members of the Networks to discuss common projects, plans, posts in social networks, website and achievements.



100% EFFICIENCY INDICATOR

FUNDING	MEMBERSHIP	PROMOTION	COLLABORATION
<ul style="list-style-type: none"> •40 projects per each year sent to donors and programmes for funding 	<ul style="list-style-type: none"> •50 new members among young people, innovators, businesses, activists, representatives of tourism, representatives of management and economy are involved in the Network per each year 	<ul style="list-style-type: none"> •150 posts on social network profiles and on the EXCELTOUR project website are published per each year 	<ul style="list-style-type: none"> •30 new business links created per each year

Work of the Network, and especially its transnational nature, adds value by offering important benefits to its target groups, ensuring resilience that will have a springboard and the effect of long-term communication in the following way:

- Businesses that will apply the EFQM model will set an example to follow in their regions and abroad;
- The EXCELTOUR network, which will be created, guarantees the stability and the ability to transfer results in a wider geographical area, even after the project;
- In addition to the transnational exchange of experience, study visits between the project beneficiaries (certified SMEs and facilitators) will create transnational business ties, and these ties can be developed into further cooperation;
- Dissemination of results will acquaint tourism stakeholders with the concept of Business Excellence and motivate them to act accordingly, which means - to improve their own management skills.

Indicators that the Network is important and effective:

- 1) This is that jointly developed strategies for better understanding each other and promoting tourism development, as well as educational materials for preparation

of tourism MSMEs - this will be widely used, and even not only in tourism sector, but in other areas of entrepreneurship, community service, public sector and more.

- 2) Also, an important indicator is that the project will increase the number of international events and connections aimed at international partnerships.



FORWARD-THINKING NETWORK RESULTS

Provisional directions of the EXCELTOUR Network

based on designed "R.O.A.D." approach



- **Relationships:** International and intercultural relationships between with partners, beneficiaries, stakeholders - barrier-free approach;
- **Overcoming:** Ongoing support for the tourism sector and business in



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overcoming the challenges and situations that are causing a crisis;

- **Access:** Approachability a quality knowledge for improvement of management skills developed by the project EXCELTOUR for every interested person;
- **Diversity:** Ongoing professional communication between business representatives, public activists, tourism and entrepreneurship support structures and the authorities.

In any case, we intend continue to expand the number of people, MSMEs and organizations striving for business excellence, according to the EFQM model, as well as teach business these tools to master and improve leadership, build a holistic team, have resources to improvement.

The EXCELTOUR Network will be a powerful instrument to support MSMEs, facilitators, partners to continue the idea of the EXCELTOUR project and will stimulate growth of management and leadership skills in the partner countries and on wider geographical area.

As we can see, the Network will perform the functions of unification, communication, exchange and creation of new products, services, business relationships, which is an integral part of the development of the civilized world on the basis of exchange and mutual support.