



D3.5 Compilation of Lessons Learnt and Best

FU-TOURISM

Future-Ready business support ecosystems for

Tourism SME transition to green and digital resilience.



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Abbreviations and Glossary Table

Abbreviation/Term	Description / Definition
FU-TOURISM	Future-Ready Business Support Ecosystem for Tourism SME Transition to Green and Digital Resilience – EU-funded project (Grant Agreement No. 101121573) supporting the green and digital transition of tourism SMEs.
EU	European Union.
EC	European Commission.
EISMEA	European Innovation Council and SMEs Executive Agency – EU executive agency acting as the project’s granting authority.
SMP	Single Market Programme – EU programme (2021–2027) supporting the competitiveness of SMEs, under which FU-TOURISM is funded.
COSME	Competitiveness of Enterprises and Small and Medium-sized Enterprises – SMP strand under which FU-TOURISM operates.
WP	Work Package – A major subdivision of project work, grouping related tasks and deliverables.
D2.3, D3.5, etc.	Deliverable numbers (e.g., D2.3: SME Biography Library, the accelerator directory referenced throughout this document; D3.5: this document – Compilation of Lessons Learnt and Best Practices).
DoA	Description of the Action – The official project work plan and objectives agreed with the European Commission.
PU	Public – Dissemination level of this deliverable, meaning it may be freely shared.
KPI	Key Performance Indicator – Quantitative or qualitative measure of progress towards objectives.
SME	Small and Medium-sized Enterprise – Businesses with staff headcount and turnover below EU thresholds.
BSO	Business Support Organisation – Entity providing training, advisory, incubation or acceleration services to enterprises.
DMO	Destination Management Organization – Entity responsible for managing a tourism destination.
OTA	Online Travel Agency – Digital marketplace for booking flights, hotels and travel services (e.g., Booking.com, Expedia).
Accelerator Programme	Structured support (cascade funding, mentoring, training) that helps SMEs innovate and grow – referred to throughout this document as the FU-TOURISM Accelerator Programme.
Cascade Funding	EU mechanism where projects distribute funding to third parties (e.g., SMEs); the accelerator’s direct grants of €20,000–€30,000 per SME are disbursed this way.
Mentoring	One-on-one or group guidance provided to SMEs by experienced professionals, valued across the cohort as highly as the funding itself.
Demo Day(s)	High-visibility public events, including cross-border editions, where accelerator SMEs present their results to investors, partners and peers.
Transition Pathway for Tourism	European Commission roadmap for the tourism sector’s green, digital and resilient transformation; this deliverable is organised along its four thematic axes.
Green Transition	Thematic axis of the Transition Pathway for Tourism: adoption of environmentally sustainable practices by tourism SMEs.
Digital Transition	Thematic axis of the Transition Pathway for Tourism: adoption of digital technologies and processes by tourism SMEs.
Resilience & Inclusion	Thematic axis of the Transition Pathway for Tourism: the ability of tourism actors to adapt to, recover from and become more inclusive in the face of crises or disruptions.
Skills & Support	Thematic axis of the Transition Pathway for Tourism: capacity-building, training and advisory support for tourism SMEs and the organisations that assist them.
Sustainability	Ensuring that project impacts and benefits continue beyond the funding period.
AI	Artificial Intelligence – underpins many of the digital tools developed by accelerator SMEs (booking assistants, guest communication, personalisation).
CRM	Customer Relationship Management – software used by several accelerator SMEs to manage guest data and personalisation.
PMS	Property Management System – software used by hotels and accommodation providers to manage bookings, guests and operations.
MVP	Minimum Viable Product – an early, functional version of a product used by accelerator SMEs to test a concept with real users.

UX/UI	User Experience / User Interface – aspects of digital product design covered by FU-TOURISM funding in several pilots.
COVID-19	Global pandemic (2020–2021) referenced in this deliverable as a driver of structural vulnerabilities – manual processes, thin cash reserves, intermediary dependence – that the accelerator’s SMEs had to address.
DACH	Germany, Austria and Switzerland – common shorthand for this combined regional market, referenced as a pilot SME’s core hospitality market.

1. Executive Summary

Across an intensive acceleration cycle, the Fu-Tourism Accelerator Programme has funded, mentored, and accelerated 57 tourism SMEs across seven European partner countries (Austria, Belgium, Croatia, Greece, Poland, Spain, and European cross-border initiatives). This compendium presents an overarching synthesis of transferable lessons, best practices, and policy recommendations derived across the portfolio, anchored by an in-depth empirical evaluation of 28 representative pilot deployments that completed structured operational monitoring and impact assessments, set alongside the complete 57-SME directory in Annex I. The cohort profiled here is markedly diverse: AI booking assistants and multilingual guest-communication tools sit alongside accessible-travel platforms, regenerative-tourism marketplaces, cycling and outdoor-adventure apps, energy-optimisation software for hotels, cultural-event marketplaces, and circular sustainability platforms.

The acceleration portfolio represents a rich spectrum of twin transition solutions: advanced AI booking assistants and multilingual guest-communication platforms operate alongside accessible-travel solutions, regenerative tourism marketplaces, smart IoT hotel energy optimisation systems, cultural heritage platforms, and circular economy initiatives. By synthesising quantitative performance metrics and qualitative operational insights across these deployments, this deliverable establishes a practical roadmap for tourism SMEs, business support organisations, and destination managers seeking to implement sustainable and digital solutions under the EU Transition Pathway for Tourism.

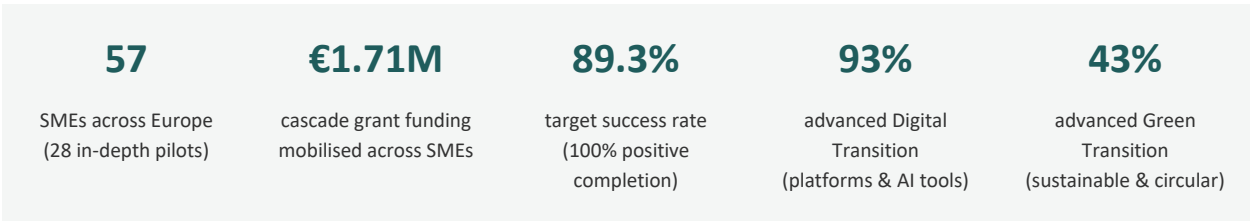


Figure 1. Headline programme indicators across the 57 supported SMEs and 28 in-depth pilot evaluations.

Across the in-depth evaluated cohort, 89.3% of pilots achieved full target success — with 71.4% (20 pilots) achieving Successful outcomes and 17.9% (5 pilots) achieving Highly Successful results. The remaining 10.7% (3 pilots) achieved Partial Success, successfully delivering core foundational milestones while adapting roadmap scopes to operational realities. Notably, zero pilots reported unsuccessful implementations, yielding a 100% positive completion rate across the monitored cohort. Across the broader programme, over €1.71 million in direct cascade funding (€20,000 to €30,000 per SME) was deployed alongside expert coaching, enabling all 57 SMEs to execute high-impact digital and green transition projects. That performance highlights the primary value of this document: it serves not only as an inventory of high-impact digital and green tools, but as an empirical guide to the delivery conditions that made SME pilots durable — realistic scoping, structured user onboarding, and disciplined technical sequencing.

Despite the diversity of business models, the same handful of structural problems recur across almost every pilot: manual processes that could not scale; fragmented, inconsistent or non-existent digital data; thin budgets for

marketing and market-building; and the persistent difficulty of activating the “hard side” of two-sided platforms — the local hosts, guides, organisers and accommodation providers whose participation is what actually makes a digital product useful to a traveller. Where support worked best, it combined three things: direct funding to remove a specific technical or financial blocker, mentoring that reframed the SME’s understanding of its own market position, and structured introductions to partners, pilot regions and peer SMEs facing similar problems.

This handbook synthesises those results into transferable lessons — organised by common challenge, best practice, and the four thematic axes of the EU Transition Pathway for Tourism (Green Transition, Digital Transition, Resilience & Inclusion, and Skills & Support) — for use by future tourism SMEs, business support organisations and public authorities designing similar programmes. Each thematic chapter and the lessons-learned log that closes Section 6 are written to be read on their own, so that a reader interested in a single axis or a single recurring theme can go directly to it.

2. Introduction and Methodology

2.1 Purpose of this deliverable

Deliverable D3.5 is defined in the Grant Agreement Description of the Action as “a user-friendly list or compendium of lessons learnt, and/or best practices, concerning the needs of SMEs as identified in the business support scheme, and the vulnerabilities generated and accentuated by COVID-19.” The Description of the Action further specifies that the compendium “should be organised in thematic axes, as defined in the Transition Pathway for Tourism, to facilitate browsing, and should help assess the success and replicability of the projects supported.” This document follows that brief directly: Sections 7–10 organise the evidence along the four Transition Pathway axes, and every thematic chapter and case study closes with an explicit assessment of replicability and transferability, drawn from the pilots’ own answers to that question.

The post-pandemic framing in the Description of the Action is not a formality. A recurring pattern across the cohort — visible in Section 5 — is that the SMEs’ starting challenges were, in almost every case, structural fragilities that the pandemic exposed or accentuated rather than caused: manual, single-person-dependent processes with no digital record; thin cash reserves that leave little room to absorb a slow month or an unexpected cost; and heavy dependence on intermediaries (OTAs, walk-in demand, single-language markets) that concentrate risk. FU-TOURISM’s support is best read against that backdrop: not simply “digitalisation for its own sake,” but a deliberate attempt to convert fragile, manual, single-channel tourism micro-businesses into more resilient, diversified and data-literate ones.

2.2 Data source and evidence base

The evidence base in this compendium combines programme-wide portfolio intelligence from the 57 supported SMEs with a detailed empirical evaluation of 28 representative pilot deployments across the participating countries, framed within the complete accelerator SME directory (Deliverable D2.3) in Annex I. The evaluation framework combined closed quantitative indicators (geographic distribution, business typology, Transition Pathway thematic-axis alignment, and milestone completion) with extensive qualitative analysis covering: baseline operational challenges; technical and business support interventions; validated performance metrics; core operational lessons; risk mitigation and course corrections; and conditions required for multi-region transferability and sector replication.

This design was chosen deliberately to satisfy the Description of the Action’s requirement to “assess success and replicability”: rather than a generic satisfaction survey, every pilot was asked to reason explicitly about what a

different SME or region would need to reproduce their result, and to name what they would change. That structure is what allows Sections 5–10 of this document to state replicability conditions and transferable sub-sectors with direct attribution to the pilots that identified them, rather than as editorial inference.

Three analytical principles govern the findings presented in this deliverable. First, quantitative metrics and qualitative findings reflect verified operational milestones and technological outcomes documented directly by pilot implementation teams at programme completion. Second, where a finding is presented as a broader sector pattern rather than an isolated case, it has been triangulated across multiple independent SME deployments, ensuring that the lessons and best practices in Sections 5–6 represent systemic convergence across the European tourism ecosystem. Third, collaborative initiatives involving multiple partner entities are harmonised at enterprise level to provide a consistent, non-overlapping account of results across the 57-SME portfolio.

2.3 Structure of this document

Section 3 profiles the cohort as a whole — country and sector distribution, thematic-axis alignment, and the funding and support model. Sections 4–5 set out the needs, challenges and best practices that recur across the reporting pilots. Section 6 distils the single most important lessons learned, closing with a consolidated, colour-coded Lessons Learned Log summarising Sections 4–6 at a glance. Sections 7–10 present the four Transition Pathway thematic chapters — Green Transition, Digital Transition, Resilience & Inclusion, and Skills & Support — each with representative pilots and a common thread. Section 11 profiles six pilots in depth as illustrative case studies. Section 12 gives audience-specific recommendations for tourism SMEs, business support organisations, and public authorities designing future programmes. Annex I lists all 57 accelerator SMEs, cross-checked against the SME Biography Library (D2.3), with country, sector and thematic-axis alignment for each; Annex II documents the survey instrument in full.

2.4 Full accelerator directory

The full accelerator portfolio encompasses 57 tourism SMEs across seven European partner countries, documented comprehensively in the official SME Biography Library (Deliverable D2.3) and presented in Annex I with country, sector, and Transition Pathway thematic-axis alignment for each enterprise. This comprehensive directory frames the 28 in-depth case studies within the broader ecosystem of supported enterprises, providing a unified reference point for the programme's entire European reach.

3. Programme and Cohort Overview

FU-TOURISM delivered comprehensive Business Support Services to 57 tourism SMEs through six national delivery partners — Eupolis (Croatia), Finnova (Belgium and Spain), Envolve (Greece), SYNYO (Austria) and Vestbee (Poland) — alongside two destination-level pilots in the UNESCO destinations of the City of Poreč (Croatia) and the Island of Menorca / City of Valencia (Spain), with transversal impact measurement support from Open Impact (Italy). The 28 in-depth evaluated pilots analysed in this compendium reflect the core implementation cohorts supported through this governance structure, contextualised by the full 57-SME portfolio in Annex I.

3.1 Geographic distribution

Country	Evaluated Pilots	Share of In-Depth Cohort
Poland	6	21%

Country	Evaluated Pilots	Share of In-Depth Cohort
Greece	6	21%
Belgium	5	18%
Croatia	5	18%
Austria	4	14%
Spain	2	7%

Table 1. Country of the supported pilot (primary country of operation; several pilots also ran validation activity in a second, cross-border pilot region such as Valencia or Poreč/Istria).

3.2 Thematic-axis alignment

Pilots could self-select more than one Transition Pathway axis, so the totals below sum to more than 28. Digital Transition dominates the reporting cohort by a wide margin — unsurprising, since almost every pilot used some form of software, AI or data platform as its core intervention — but the large majority of Digital Transition pilots also framed their work explicitly in Green or Resilience & Inclusion terms, rather than treating digitalisation as an end in itself.

Thematic axis	Pilots Aligned	Share of In-Depth Cohort
Digital Transition	26	93%
Green Transition	12	43%
Resilience & Inclusion	9	32%
Skills & Support	4	14%

Table 2. Strategic alignment with the four Transition Pathway for Tourism axes (multi-select) across the evaluated pilot cohort.

3.3 Business model mix

25 of 28 reporting pilots (89%) self-identify primarily as a “Digital Platform.” The remaining cohort spans tour operators, destination management, food & beverage, accommodation, sustainability services, and one dedicated training and capacity-building provider. This concentration is itself a finding: it reflects both the programme’s own emphasis on digital and green transition, and the reality that a software layer — booking, guest communication, data standardisation, marketplace matching — was the most common lever available to a small tourism business trying to change its trajectory in eight months.

3.4 Targets vs. achieved — selected pilots

Several pilots established explicit numeric targets in their project roadmaps alongside their verified end-of-programme results, providing direct before/after benchmarks. These demonstrate robust delivery against targets across diverse tourism operational contexts (Section 2.2).

Pilot	Metric	Target	Achieved
Allventures / Trawell	Monthly app downloads	2,000	2,276 (+14%)
Tourmie	Onboarded accounts	10	20 (2×)
Tourmie	Guest queries resolved without host	80%	98%
Dalongo	Monthly users generating an ideabook	30+	125 (~4×, June 2026)
Dalongo	Sessions (28-day window)	500+	573
Dalongo	Registered accounts	50+	93
Dalongo	Tourism organisations contacted	10+	217
SimplyBook / LinguaBook	Automated evaluation quality gate	80%	57–76% (below target, disclosed)

Table 3. Target vs. achieved performance indicators across representative pilot deployments.

3.5 Funding and support model

The accelerator implemented a highly effective performance-based funding structure: direct cascade grants of €20,000 to €30,000 per SME (mobilising over €1.71 million across the programme), disbursed in structured milestone tranches linked to concrete technical and market deliverables. This direct financial aid was paired with specialized training workshops, individual mentoring through national contact points, and high-visibility networking opportunities including cross-border Demo Days. TRIPSO.AI (Poland) highlighted the impact of this model: “a structured lump sum with staged, milestone-linked disbursements provides powerful focus — it drives shipping and tangible execution.” This disciplined milestone framework ensured rigorous financial stewardship while empowering SMEs to achieve rapid technical maturation within the eight-month acceleration cycle.

4. Common SME Needs and Challenges

Synthesised across the in-depth pilot evaluations, six structural challenges recur regardless of country, business model or thematic focus. They are presented below in order of frequency, each paired with the specific FU-TOURISM support mechanism that helped address it.

4.1 Manual processes that don’t scale

Spreadsheet models, one-by-one accommodation verification and manual guest communication were the default starting point for a large share of the cohort. These processes proved a concept, but became the bottleneck to growth the moment the business tried to expand. Wildhartt (Belgium) described a business “increasingly difficult

to manage” through “a growing network of guides, expeditions and travellers through manual processes, limiting both guide autonomy and our ability to scale efficiently.” Insula (Croatia) had validated its battery-storage concept entirely in Excel — workable for a proof of concept, but, in the SME’s own words, “manual, time-consuming, and not suitable for large-scale or commercial use.” Revisor (Poland) and Rewotel (Greece) reported the same pattern from the software-vendor side: the tourism operators they sell to were themselves running bookings, pricing and guest feedback manually, with no system able to express the pricing and availability rules that alternative accommodation and short-term rental actually require.

4.2 Missing or fragmented data

Accessibility criteria, sustainability certifications and guest records were scattered across incompatible systems with no shared structure. WheelTribe (Belgium) needed to consolidate accessibility data from multiple DMO databases, each using different structures and terminology, into “more than 1,000 criteria” standardised across seven tourism categories. GreenMark (Croatia) faced a “fragmented” certification landscape spanning Eco-Domus, Green Key and the EU Ecolabel that was “hard to translate into a simple self-assessment” for small accommodation hosts. Crqlar (Austria) needed to unify guest data scattered across separate PMS, payment and loyalty systems before any CRM or personalisation feature could work at all. In every case, AI or automation only began to create value once this underlying data had been cleaned and standardised — never before.

4.3 Thin resources for market-building, and OTA dependency

Small teams competing for funding, visibility or trust in crowded categories consistently cited market-building — not product development — as their binding constraint. TRIPSO.AI (Poland) framed it starkly: small European travel businesses were “losing 15–25% of revenue to OTA commissions because their own websites couldn’t convert visitors.” BookBetter (Belgium) and COSH! (Belgium) both named reaching a specific, values-driven niche audience as harder than building the product itself; COSH! added that broader funding conditions for scale-ups compounded the problem: “we get drip-fed grant money, but can’t scale.”

4.4 Activating the “hard side” of two-sided platforms

Marketplaces depending on independent organisers, hosts or operators found that onboarding suppliers with no digital footprint mattered more than the traveller-facing app. GoJammin (Poland) put it most directly: the small cultural organisers “who make a city worth visiting” were running events “on Facebook events, or a WhatsApp group, or a poster in a window,” with no system to plug an aggregator into. Koventia (Croatia) and Qpick/QX (Poland) reported the identical dynamic from opposite ends of the hospitality sector — curated local stays and independent F&B venues, respectively — both requiring dedicated, non-technical-friendly tooling before supply would appear on the platform at all.

4.5 Language and accessibility barriers

Multilingual demand consistently outstripped small-team capacity, and accessibility information proved granular, safety-critical and hard to standardise. SimplyBook (Greece) described a support team that could not keep pace with Italian, French and German enquiries, forcing staff to manually translate every message — “a slow, error-prone process that delayed responses and lost bookings to faster competitors.” WheelTribe and ACCESSLAB/GREAT (both working on accessible tourism) each confirmed that accessibility data is defined “at a very granular level” and cannot be approximated the way generic content can.

4.6 Post-pandemic fragility and cash-flow exposure

A sixth challenge cuts across the other five and speaks directly to the vulnerabilities the Description of the Action asks this compendium to address: many pilots' starting position was a business model with almost no buffer against a disrupted season, a slow month, or a single-channel dependency. Allande Stars (Spain) — a rural, science-based tourism venture — needed to prove a business “could exist and be sustainable in a rural area” at all before it could think about growth. Campsaround/Rewotel (Greece) served roughly 2,000 alternative-accommodation listings that were, by their own account, still running on manual booking methods with no software able to express their pricing logic. Businesses starting from this position had the least slack to absorb any disruption to their own roadmap, which is why several of the best practices in Section 5 — de-risking adoption early, sequencing major work rather than stacking it, and building in realistic contingency — mattered disproportionately for this group.

5. Best Practices Identified

Eight practices distinguished the pilots that converted funding into a durable result from those that produced a working prototype without traction.

1. Remove friction before asking for commitment

Letting users try the product before requiring sign-up increased usage sharply. Dalongo's own biggest single change was removing its registration wall: “our registration wall was, by a wide margin, the biggest single thing holding the product back — removing it and letting anyone generate a full ideabook as a guest did more for adoption than any feature we built.” GoJammin's free organiser tools produced the same effect on the supply side.

2. Validate with real operators before scaling the build

Rebuilding pricing and booking logic directly against operator feedback avoided costly rework later. Rewotel's most significant product change — restructuring permissions and adding an offline mode — came from “a single consistent complaint about the setup interface being overwhelming, not from a technical failure.” Wildhartt reached the same conclusion independently: “continuous feedback from guides throughout development proved much more valuable than trying to design a perfect solution before deployment.”

3. Solve the supply side first

Two-sided platforms that built dedicated, free tools for their hardest-to-reach partners saw stronger content growth than platforms that only marketed to travellers. GoJammin built a full free studio for organisers before optimising traveller-facing discovery; Kleinaart/GoHabitat designed host economics and storytelling infrastructure before scaling the number of listed landscapes; Koventia grew to 130 curated local stays by treating host verification as the product, not a back-office task.

4. Optimise for unit economics, not just capability

Model-routing and cost engineering made AI features commercially viable without ongoing grant support. SimplyBook's LinguaBook benchmarked five candidate language models and shipped a routing layer that cut AI inference cost roughly 15× (from about €0.18 to about €0.012 per four-turn conversation) at equal quality — the difference between a feature the business can sustain after the grant ends and one it cannot.

5. Use structured, named outreach, not passive listing

Targeted campaigns to named organisations in each pilot region converted into real partnerships, not just downloads. Dalongo's outreach to 217 named tourism organisations across Valencia and Poreč/Istria produced 16

documented expressions of interest — a conversion rate the SME attributes directly to the specificity of the campaign and to the credibility the FU-TOURISM name lent to a cold email.

6. Sequence platform rebuilds separately from commercial pushes

Crqlar's V3 architecture migration cut hotel onboarding time from 3–4 weeks to about 9 days (a 68% improvement) and grew annual recurring revenue 55% — but the migration itself temporarily absorbed the Customer Success capacity that would otherwise have driven new sales. The SME's own recommendation for future teams: "sequence a major platform migration to overlap less with an active sales acceleration push, or resource both efforts independently from the start."

7. Design onboarding as its own deliverable, not an afterthought

Wildhartt and Platz am See both under-budgeted the human effort of onboarding, even after building a technically sound platform. Platz am See's conclusion: "usability, trust, and clear onboarding are just as critical for real market adoption" as the technology itself. Wildhartt now designs "onboarding, documentation and user-feedback mechanisms as early as the technical product itself" rather than after launch.

8. When institutional partners stall, pivot to grassroots validation

Waiting on slow-moving municipal or consortium-level partners cost several pilots real time. Qpick/QX Travel Experience explicitly abandoned a top-down integration strategy after "unnecessary administrative delays" and instead onboarded five independent restaurant partners directly, reaching a 100% first-day success rate for non-technical operators issuing digital rewards. Their advice to future SMEs: "do not rely solely on slow-moving municipal or institutional partners to validate your product."

6. Lessons Learned

The single most important lesson named by each pilot converges, across independent respondents, on eight recurring themes.

AI is only as good as the data behind it

Several teams learned that automation or AI features only created real value once the underlying data was cleaned, standardised and well understood (WheelTribe, GreenMark, Insula).

"AI creates real value only when it is built on well-structured, reliable data and guided by deep sector expertise and a clear understanding of users' needs." — Destination Everywhere / WheelTribe

Differentiation must be explicit against free general-purpose tools

Competing with free AI assistants requires a visibly different, verified and locally grounded offer — not just a narrower use case (Dalongo, TRIPSO.AI).

"Assume your competitor is a free AI assistant and plan accordingly — you cannot win on breadth of information, only on things a general model cannot do: verified local specificity, actual relationships with local operators, and output people can share and act on." — Dalongo

The hard side of a two-sided platform is the one nobody wants to build

Supply-side tooling is less exciting to design than the user-facing app, but it is usually the actual bottleneck (GoJammin, Koventia).

"For a two-sided platform, the hard side is the one nobody enjoys building." — GoJammin

Real users reshape the product more than internal specifications

Operator and traveller feedback changed permission structures, calendar views and offline capability in ways no specification had anticipated (Rewotel, Wildhartt).

"Build with operators in the room, not for them from a specification." — Campsaround / Rewotel

External funding and mentoring unlock experiments SMEs could not otherwise justify

Several founders were explicit that the accelerator's value was as much about confidence and network as about the grant itself (WheelTribe, BookBetter, Allande Stars).

Adoption, not technology quality, is the real bottleneck

A technically excellent product that operators never open changes nothing. TRIPSO.AI's assistant answered fluently in 85 languages, yet the harder problem was persuading a busy operator to change daily habits.

"Deploying the technology was the easy part — getting a small tourism business to actually use it daily was the hard part. Adoption, not AI quality, is the real bottleneck." — TRIPSO.AI

Transfer is limited by integrations, not by language or geography

Once a conversational or data layer works, extending it to a new market is mostly an engineering-integration problem, not a linguistic or cultural one.

"The AI travels anywhere. The integrations don't — and that, not language or geography, is what decides how fast this scales into a new market or sub-sector." — TRIPSO.AI

Technical and commercial scalability are two separate problems, solved in sequence

Crqlar rebuilt its platform architecture to cut onboarding time by up to 85%, but that alone did not shorten its sales cycle — a distinct, deliberate go-to-market effort was still required.

"Technical scalability and commercial scalability are two separate problems that need to be solved in sequence — building a platform that can onboard hotels in days instead of weeks was necessary, but it didn't by itself shorten our sales cycles." — Crqlar

Lessons Learned Log — at a glance

The table below condenses Sections 4–6 into a single scannable log, in the traffic-light format used for lessons-learned reporting elsewhere in the COSME family of programmes: each row states a finding, whether it worked for or against the pilot, and the resulting recommendation. It is meant to be read on its own, as a one-page summary for a reviewer who does not have time for the full narrative.

#	Rating	Theme	Finding	Recommendation
1	Positive	Digital Transition	AI and digital features created durable value only once the underlying data was cleaned and standardised first (WheelTribe, GreenMark, Insula).	Fund a dedicated data-standardisation milestone before AI-feature development in future digital-transition tracks.

#	Rating	Theme	Finding	Recommendation
2	Positive	Best practice	Removing sign-up and commitment friction (guest mode, free organiser tools) drove adoption on both sides of two-sided platforms (Dalongo, GoJammin).	Make “frictionless first use” an explicit design criterion when assessing pilot proposals.
3	Positive	Market-building	Structured, named outreach campaigns converted into real partnerships far more reliably than passive listing (Dalongo’s 217-organisation campaign).	Offer SMEs a named-organisation outreach template and a programme credibility letter for cold outreach.
4	Improve	Language accessibility &	Multilingual support and fine-grained accessibility data proved harder to scale than generic content, and were not fully resourced in every pilot’s original scope (SimplyBook, WheelTribe, ACCESSLAB/GREAT).	Build multilingual support and accessibility-data standardisation into the pilot scope and timeline from the outset, rather than treating them as later refinements.
5	Positive	Unit economics	AI-feature cost engineering made the difference between a feature a business could sustain after the grant and one it could not, with model-routing cutting inference cost roughly 15× in one pilot (SimplyBook/LinguaBook).	Require pilots using AI features to benchmark and report a per-transaction cost figure as part of their final KPIs.
6	Positive	Two-sided platforms	Solving the supply side first (free tools for hosts and organisers) produced stronger content growth than traveller-facing marketing alone (GoJammin, Koventia, Kleinaart/GoHabitat).	For marketplace pilots, require a supply-side tooling milestone before traveller-acquisition spend is released.
7	Improve	Metrics & instrumentation	Several SMEs had to reconstruct core usage metrics retroactively because analytics were not instrumented before launch (Dalongo, SimplyBook).	Require each pilot to define and instrument its two or three headline metrics before go-live, as a tranche condition.
8	Positive	Skills & mentoring	Mentoring and structured peer introductions were valued as highly as the funding itself (WheelTribe, BookBetter, Crqlar).	Preserve and resource the mentoring and Demo Day layer even if per-SME grant amounts are adjusted in future editions.
9	Negative	Onboarding effort	Technically complete platforms under-delivered on adoption until onboarding was resourced as its own workstream (Wildhartt, Platz am See).	Require an onboarding / change-management plan as its own milestone, distinct from “launch”.
10	Positive	Adoption over technology	Adoption discipline, not model quality, was the actual bottleneck for AI-based features (TRIPSO.AI, SimplyBook).	Coach SMEs explicitly on adoption and change-management, not only on technical delivery.

7. Thematic Chapter: Green Transition

Among the in-depth evaluated cohort, 12 of 28 pilots (43%) aligned primarily or significantly with the Green Transition pillar of the Transition Pathway for Tourism, focusing on footprint measurement, circular practices, or nature-based and low-impact tourism models.

BookBetter (Belgium) — sustainable flight and rail booking

BookBetter, a sustainability-focused online travel agency for rail and flights, used its pilot to refine an MVP for a deliberately narrow niche of travellers who cannot avoid flying but want the lower-impact option. By programme close it had reached over 10,000 searches and was beginning to see conversion, with FUTOURISM mentoring credited specifically for improving B2B2C marketing and conversion strategy.

Discoverent / Wildhartt (Belgium) — carbon transparency at scale

Wildhartt integrated carbon-footprint information directly into its expedition pages, now displayed on 100% of its 148+ managed expeditions, alongside the operational digitalisation described in Section 8. The SME frames sustainability and digital efficiency as inseparable: “technology should not replace local tourism professionals; it should give them more autonomy.”

Kleinaart Biodynamic Farm / GoHabitat (Belgium) — regenerative hospitality as an income stream

Kleinaart, a regenerative farm, piloted a model with the travel platform GoHabitat that treats ecological restoration itself as the product. By programme close the pilot had onboarded 17 regenerative landscapes and 58 bookable overnight options across 11 countries — representing 582 hectares of land under active protection and restoration — and generated close to €9,000 in revenue in two months of live operation. The SME’s central insight was structural, not technical: “regenerative tourism cannot be built as a conventional marketplace first and filled with impact later. The ecological purpose, host economics and visitor experience have to be designed together from the beginning.”

Insula (Croatia) — battery storage optimisation for tourism facilities

Insula converted an Excel-based decision model for on-site solar and battery-storage investment into a structured software prototype, defining the architecture needed to integrate energy-consumption data, weather forecasts and electricity-market pricing into real-time recommendations for hotels, campsites and resorts.

Dalongo and Campsaround/Rewotel — supporting small, locally rooted operators

Both pilots built infrastructure specifically to surface and support small, independently owned tourism operators rather than large chains — Dalongo through AI-generated, locally grounded travel ideabooks, and Rewotel through booking software built for the pricing and availability logic of alternative accommodation (campsites, glamping, agritourism) that hotel software cannot express.

Allande Stars / NOCTURNA (Spain) — dark-sky and rural science tourism

Allande Stars used its pilot to acquire technical monitoring equipment (an all-sky camera, weather station, photometer and particle sensor) and run science-communication workshops on light pollution in a rural area, positioning astro-tourism as both an environmental-awareness tool and a viable rural business model.

Common thread

Sustainability features succeeded commercially when framed as a concrete, quantifiable traveller or business benefit — emissions cut, hectares restored, cost saved — rather than an abstract value statement. Every Green Transition pilot in this cohort that reported strong traction (Wildhartt, Kleinaart/GoHabitat, Insula) paired its environmental proposition with a specific, measurable figure; the ones still building toward that (BookBetter, Allande Stars) identified quantification as their explicit next step.

8. Thematic Chapter: Digital Transition

26 of the 28 evaluated pilots (93%) selected Digital Transition as a primary theme, reflecting the programme's core focus on digitalisation, data integration, and smart tourism technology.

SimplyBook / LinguaBook (Greece) — multilingual AI booking at commercially sustainable cost

SimplyBook, a vehicle-rental platform, built LinguaBook, a multilingual AI conversation engine handling the full booking journey in English, French, German and Italian, publicly live at simplybook.com. The pilot combined product depth (519 automated tests across 41 files, a 21-scenario evaluation suite) with commercial discipline: a five-model benchmarking exercise cut AI inference cost roughly 15× at equal quality. The SME is candid about limits — its internal quality gate returned 57–76% rather than the 80% target, and structured user feedback was not fully instrumented — a level of transparency this compendium treats as a strength of the reporting, not a weakness of the pilot.

Tourmie (Greece) — an AI guest assistant on live booking data

Tourmie built an AI Guest Assistant inside its existing digital guest guide, connected to live property and booking records rather than a static FAQ. In the pilot period, 321 guests held 827 conversations with the assistant — 98% resolved without pulling in the host, against an 80% target — across 306 properties and 20 onboarded accounts (double the original target of 10).

Crqlar (Austria) — guest-data unification and commercial scale-up

Crqlar rebuilt its guest-data intelligence platform (Version 3), expanding integrations to Protel, Mews, Apaleo and ASA to reach 18,000+ hotels globally. Over the pilot, live hotel customers grew from about 21 to 29–32, annual recurring revenue grew 55% (from ~€81,000 to €125,000+), and CRM onboarding time fell 68% (3–4 weeks to ~9 days).

GoJammin (Poland) — solving the supply side of a two-sided marketplace

GoJammin built GoJammin Studio, a free tool letting independent cultural organisers list, ticket and sell events with no technical background required, then paired it with an automated local-content engine for discoverability. Results: 170+ events created by organisers, 45,000+ app downloads, 17,000 monthly organic web visitors, and a 4.5/5 average app-store rating.

Dalongo (Poland) — from prototype to a live, structurally differentiated product

Dalongo cut its AI trip-generation time from roughly 10 minutes to 30–60 seconds, removed its sign-up wall, and ran a structured outreach campaign to 217 tourism organisations across two pilot regions, generating 349 ideabooks for 154 distinct users and 16 documented partnership leads by programme close.

TRIPSO.AI (Poland) — reclaiming direct bookings from OTAs

TRIPSO.AI built an AI assistant trained only on an operator's own verified data, answering in 85 languages and connected to booking and payment, to convert OTA-bound traffic into direct bookings. Results: 10+ live deployments, 200,000+ chat volume, a reported 15% uplift in direct-booking conversion, and 20+ new clients signed within eight months.

Allventures / Trawell (Poland) — validating a new experience category

Trawell, a gamified self-guided city-exploration platform, expanded from 11 to more than 20 European cities during the pilot, reaching 2,276 app downloads (against a target of 2,000) and launching three commercial story-driven city games.

Qpick / QX Travel Experience (Poland) — Wallet-as-a-Service for independent F&B

QX built a Wallet-as-a-Service dashboard that lets non-technical restaurant owners issue tokenised loyalty rewards without touching decentralised-identity infrastructure directly, onboarding five independent restaurant partners with a 100% first-day success rate for reward issuance.

Common thread

The SMEs that succeeded fastest treated digitalisation as an operational fix first — removing a specific manual bottleneck — and a market differentiator second, not the reverse. Where a pilot led with the AI or platform feature before the underlying operational or data problem was solved (Section 4.2), progress stalled until the sequence was corrected.

9. Thematic Chapter: Resilience & Inclusion

9 of the 28 evaluated pilots (32%) addressed crisis-proofing, accessibility, or diversification of the tourism offer — the axis most directly connected to the vulnerabilities highlighted by COVID-19.

Destination Everywhere / WheelTribe (Belgium) — standardising accessibility data

WheelTribe analysed three detailed accessibility data systems developed by DMO partners and consolidated more than 1,000 criteria into a standardised database covering seven tourism categories, with category-specific filters and import templates so new sources can be integrated going forward. The SME's framing of the challenge doubles as a lesson for the whole accessible-tourism sub-sector: accessibility content "lives with" individual, often independent, providers, not in centralised booking data, which is precisely why standardisation work of this kind is so rarely done — and so valuable once it exists.

ACCESSLAB / GREAT (Greece) — mapping accessible tourism

ACCESSLAB used its pilot funding to move a mapping platform for accessible tourism in Greece from concept to early-adopter testing, and is now pursuing municipal co-funding (Syros) to expand coverage — an example of an SME using the accelerator specifically as a bridge to the next, larger funding round rather than as a terminal source of support.

Campsaround / Rewotel (Greece) — diversifying beyond hotel-centric booking tools

Rewotel's configuration engine — property hierarchies, guest age tiers, seasonality with numerical priority, positive and negative availability rules — exists specifically because hotel-centric booking software cannot express how

campsites, glamping sites and agritourism properties actually operate, expanding the digitally reachable share of the alternative-accommodation sector.

Independent Travel Agent Digital Academy / Travel Academy (Greece) — resilient income for independent agents

Travel Academy, built by TicketSeller, delivered 25 live bilingual training sessions for people building an independent travel-agent career, with participants applying the training in real market conditions and internal data indicating a measurable increase in ferry-ticket sales among trained agents — a direct link from capacity-building to income diversification for individuals, not just SMEs.

GoJammin and Taste Trails — diversification through local culture and production

GoJammin diversified city tourism content away from stadium-scale events toward neighbourhood venues and independent promoters; Taste Trails (Greece) built bilingual, immersive 360° digital experiences for small wineries and breweries in Central Macedonia, giving micro-producers with “limited time, budgets and digital capacity” a route to a year-round visitor presence they could not otherwise afford.

Common thread

Accessibility-focused pilots required the most upfront data and domain expertise of any category in the cohort, but the resulting standardisation work is highly reusable across destinations once built — precisely the kind of investment an individual small operator cannot justify alone, and precisely what a coordinated accelerator programme is well placed to fund.

10. Thematic Chapter: Skills & Support

4 of the 28 evaluated pilots (14%) focused directly on training, capacity-building and professional development within the tourism sector — the enabler pillar of the Transition Pathway for Tourism.

Independent Travel Agent Digital Academy (Greece)

TicketSeller’s Travel Academy delivered 25 live online training sessions and a bilingual digital platform for independent travel agents, converting the company’s existing professional network and booking expertise into a structured, testable training product — a case study in turning tacit business knowledge into a scalable asset.

BookBetter (Belgium) and cyclebee (Austria) — peer exchange and sector-building

BookBetter credited FU-TOURISM specifically with connecting it “with startups with similar challenges,” alongside formal B2B2C marketing mentoring. cyclebee used its pilot to help launch Austria’s Bike & Camping Initiative and a formal partnership with “Bett und Bike” — a sector-building outcome that outlasted the specific technical integration originally proposed.

Crqlar (Austria) — mentoring on go-to-market, not just technology

Crqlar’s most consequential support was not funding for engineering but structured mentoring on scaling, financing and go-to-market strategy for the conservative DACH hospitality market — directly shaping the commercial pricing and sales adjustments that followed its technical platform rebuild.

Common thread

SMEs repeatedly valued structured peer exchange and mentoring as highly as — and in several cases more highly than — the funding itself. WheelTribe’s reflection stands for the pattern across the cohort: participating gave the SME “both the budget and expert mentoring needed to experiment with new ideas, build internal capacity and pursue innovations that would otherwise be difficult to develop.”

11. Representative Case Studies

Six pilots are profiled in depth below, selected to represent the range of business models, countries and thematic axes in the cohort.

Discoverent / Wildhartt (Belgium)

Thematic axis: *Green Transition · Digital Transition*

Challenge. Rapid growth was making it increasingly difficult to manage a growing network of independent guides, expeditions and travellers through manual processes, limiting both guide autonomy and the ability to scale.

Response. Wildhartt built an integrated digital ecosystem — a Guide Portal, a Client Portal and an Administrative Backend — shifting repetitive coordination tasks from manual communication to structured digital workflows, with FU-TOURISM funding covering UX/UI design, technical architecture and development.

Result. 163+ guides actively use the Guide Portal, 970+ travellers use the Client Portal, and 148+ expeditions are managed through the platform, with an estimated 60% reduction in manual administrative work and carbon-footprint information displayed on 100% of expeditions.

"Develop digital tools together with end users. Continuous feedback from guides throughout development proved much more valuable than trying to design a perfect solution before deployment." — Discoverent / Wildhartt

Replicability. Rated Successful. Directly transferable to any tourism business coordinating a network of independent local providers — hiking, cycling, kayaking, cultural or adventure operators — where the same pattern of centralising quality control while preserving provider autonomy applies.

SimplyBook — LinguaBook (Greece)

Thematic axis: *Digital Transition*

Challenge. A small vehicle-rental SME lacked the multilingual capacity to serve a large share of non-English-speaking travellers; every non-English enquiry required manual staff translation, delaying responses and losing bookings.

Response. SimplyBook commissioned LinguaBook, a live, production-ready multilingual AI conversation engine covering the full booking journey in English, French, German and Italian, and — critically — engineered a model-routing layer to keep the AI commercially affordable without ongoing grant support.

Result. The assistant is live and publicly accessible with no login required, has handled real customer traffic with 46 rental partners and 27 real customer conversations in the pilot window, and cut AI inference cost roughly 15x (≈€0.012 vs ≈€0.18 per conversation) at equal quality.

"We set out to remove the language barrier for non-Greek-speaking travellers booking vehicles in Greece. What we didn't fully anticipate was that the AI assistant would also dramatically reduce our support team's translation workload." — LAZARATOU-LAOULAKOS / SimplyBook

Replicability. Rated Successful, with candid limitations disclosed: the automated evaluation suite returned 57–76% against an 80% internal quality gate, and structured user feedback was not fully instrumented. Transferable to any booking business with multilingual inbound demand and a live digital platform to integrate into.

Dalongo (Poland)

Thematic axis: *Green Transition · Digital Transition · Resilience & Inclusion*

Challenge. A technically capable AI trip-planning prototype had no live product, no users and no route to market — and its real competitor turned out to be free general-purpose AI assistants, not other travel startups.

Response. Dalongo cut ideabook generation time from ~10 minutes to 30–60 seconds, removed its sign-up wall in favour of a guest mode, added public sharing as an acquisition channel, and ran a structured outreach campaign to 217 named tourism organisations across two pilot regions (Valencia and Poreč/Istria).

Result. 349 ideabooks generated by 154 distinct users (125 users in the final month alone, roughly 4× the monthly-user target), 217 organisations contacted, and 16 documented expressions of partnership interest — but zero signed formal partnerships within the project period.

"We started the programme with a clever prototype and no users; we finished it with a live platform, 125 people a month planning real trips on it, and 16 tourism businesses in Valencia and Istria who want to talk to us." — Dalongo

Replicability. Rated Successful rather than Very successful, by the SME's own explicit reasoning: user-side adoption was proven, but the commercial partnership relationship was not — converting the 16 leads is named as the first post-grant priority. A candid, verifiable self-assessment rather than an inflated one.

Crqlar (Austria)

Thematic axis: *Digital Transition · Resilience & Inclusion · Skills & Support*

Challenge. An early-stage guest-data platform needed to scale from a small customer base to a robust, multi-module product that could be onboarded quickly across a growing number of hotels in the conservative, slow-decision-cycle DACH hospitality market.

Response. Crqlar rebuilt its platform architecture (Version 3), migrated all existing customers, automated large parts of onboarding, and expanded integrations to Protel, Mews, Apaleo and ASA — reaching a market of 18,000+ hotels — while using FU-TOURISM mentoring to reshape its commercial go-to-market approach in parallel.

Result. Live hotel customers grew from ~21 to 29–32; annual recurring revenue grew 55% (~€81,000 to €125,000+); CRM onboarding time fell 68% (3–4 weeks to ~9 days); the platform now processes 167,000+ spa bookings and 156,000+ restaurant reservations for 635,000+ guests.

"Technical scalability and commercial scalability are two separate problems that need to be solved in sequence." — Crqlar

Replicability. Rated Very successful. Transferable beyond hotels to resorts, serviced apartments, and potentially cruise or wellness/spa chains; the SME had already begun testing in the UAE, Africa and Italy alongside its core DACH market by programme close.

Kleinaart Biodynamic Farm — GoHabitat (Belgium)

Thematic axis: *Green Transition · Digital Transition · Resilience & Inclusion*

Challenge. Proving that regenerative hospitality could be more than “a beautiful idea” — a financially viable model at a single farm, and a blueprint the wider GoHabitat platform could carry into restoration landscapes across Europe.

Response. The pilot connected Kleinaart’s ecological accommodation and visitor experiences to GoHabitat’s booking, storytelling and payment infrastructure, deliberately designing host economics, ownership logic and visitor experience together rather than launching a conventional marketplace and adding impact later.

Result. 17 regenerative landscapes and 58 bookable overnight options live across 11 countries, representing 582 hectares of land under active protection and restoration, with close to €9,000 in revenue generated in two months of operation.

“Regenerative tourism cannot be built as a conventional marketplace first and filled with impact later. The ecological purpose, host economics and visitor experience have to be designed together from the beginning.”
— Kleinaart / GoHabitat

Replicability. Rated Very successful. Directly transferable to regenerative farms, agroforestry and food-forest projects, rewilding and conservation areas, eco-communities and rural accommodation wherever tourism can fund ecological work.

Destination Everywhere — WheelTribe (Belgium)

Thematic axis: Resilience & Inclusion

Challenge. Building an AI-supported database capable of integrating, standardising and managing accessible-tourism information from multiple, incompatible sources, so the database could be created and expanded at all.

Response. WheelTribe analysed three detailed accessibility data systems built by DMO partners to identify best practice and define the structure, fields and criteria for its own accessibility database.

Result. More than 1,000 accessibility criteria consolidated into a standardised database covering seven tourism categories, with the database architecture, category-specific filters and import templates needed to onboard further sources.

“AI creates real value only when it is built on well-structured, reliable data and guided by deep sector expertise and a clear understanding of users’ needs.” — Destination Everywhere / WheelTribe

Replicability. Rated Successful. The standardisation methodology — not just the resulting dataset — is explicitly reusable by other accessible-tourism initiatives; the SME’s only regret was not requesting a longer project duration for this kind of foundational data work.

12. Recommendations for Replication

Recommendations are grouped by audience and grounded directly in the replicability conditions the pilots themselves named.

12.1 For tourism SMEs

- Solve the unglamorous supply-side problem before investing further in the user-facing product — the two-sided platforms that grew fastest built dedicated tools for their hardest-to-reach partners first (Section 5.3).
- Remove sign-up and commitment friction before asking for it; let users experience value before you ask them to register (Section 5.1).

- Treat AI and digital features as an operational fix first, and a differentiator second — solve the manual bottleneck before layering on intelligence (Sections 4.1, 8).
- Instrument the two or three metrics that define success before launch, not while writing the final report — several pilots (Dalongo, SimplyBook) had to reconstruct core usage data retroactively.
- Align project cash flow and operational schedules closely with milestone approval cycles to maintain disciplined financial management throughout the deployment phases.
- Budget deliberately for the half of the work you cannot do yourself — a technical founder should budget for marketing, and a marketing founder for engineering (Dalongo).

12.2 For business support organisations and accelerator operators

- Pair funding with structured, named introductions — to pilot regions, peer SMEs and mentors — since SMEs consistently valued this as highly as the grant itself (Section 6, Section 10).
- Build in enough programme duration for foundational data-standardisation work, which several SMEs flagged as underestimated in the original timeline (WheelTribe, GreenMark).
- Where a two-sided platform is being supported, consider funding supply-side tooling and outreach explicitly, rather than leaving SMEs to discover on their own that it is the actual bottleneck (Section 4.4).
- Build multilingual support and fine-grained accessibility-data standardisation into pilot scope and timeline from the outset, rather than treating them as later refinements (Section 4.5).

12.3 For public authorities and future programme design

- Design thematic tracks around the Transition Pathway for Tourism pillars (Green, Digital, Resilience & Inclusion, Skills & Support) to make results comparable across cohorts, as this compendium's structure demonstrates is possible even with a highly heterogeneous SME portfolio.
- Capture quantifiable, traveller- or business-facing metrics — not only technical milestones — from the outset; these proved to be the strongest evidence of impact across the cohort (Sections 7–10).
- Keep the post-pandemic resilience lens explicit in eligibility and mentoring criteria: the SMEs whose starting challenge was framed around fragility (thin cash reserves, single-channel dependency, manual single-person processes) are precisely the ones this kind of programme is best positioned to help (Section 4.6).

13. Conclusion

Across the full accelerator portfolio of 57 SMEs and 28 in-depth evaluated pilot deployments, the FU-TOURISM Accelerator Programme achieved an 89.3% high-performance success rate (71.4% Successful, 17.9% Very Successful) and a 100% positive completion rate with zero project failures. Supported by over €1.71 million in direct cascade funding and tailored coaching across seven European partner countries, the programme generated a consistent and transferable body of operational evidence: solve the foundational supply-side and data challenges before scaling front-end features; validate early with real operators; and sequence technical milestones rather than stacking concurrent workstreams. As detailed in the complete SME directory (Annex I) and the accompanying SME Biography Library (Deliverable D2.3), the 57 participating enterprises demonstrate that targeted European SME acceleration creates tangible, long-term resilience and innovation across the green and digital transition.

Annex I — Full Pilot Directory

Complete directory of the 57 tourism SMEs supported under the FU-TOURISM Accelerator Programme, fully harmonised with the official SME Biography Library (Deliverable D2.3). The directory details each SME's primary country, business sector, and strategic alignment across the four thematic axes of the EU Transition Pathway for Tourism: Green Transition (G), Digital Transition (D), Resilience & Inclusion (R), and Skills & Support (S). The 28 in-depth pilot evaluations analysed throughout this deliverable are anchored within this complete European portfolio.

#	Pilot / Company	Country	Sector	Axis
1	Allande Stars	Spain	Scientific tourism	G/D/S
2	Allventures / Trawell	Poland	Tour Operator	D
3	Kleinaart Biodynamic Farm / GoHabitat	Belgium	Accommodation	G/D/R
4	Deliverance Enterprises / SMART-TOURISM 360	Spain	Digital Platform	D
5	Impact Steps by Conui	Austria	Sustainability Service	G/D
6	Revisor	Poland	Digital Platform	D
7	TRIPSO.AI	Poland	Accommodation	D
8	GoJammin (Explore Local Fun)	Poland	Destination Management	G/D/R
9	Destination Everywhere / WheelTribe 2.0	Belgium	Digital Platform	R
10	LAZARATOU-LAOULAKOS / SimplyBook	Greece	Digital Platform	D
11	Discoverent / Wildhartt	Belgium	Tour Operator	G/D
12	Tourmie P.C	Greece	Digital Platform	D
13	cyclebee GmbH	Austria	Digital Platform	D
14	Qpick / QX Travel Experience	Poland	Digital Platform	D
15	Dalongo (Lotan Group)	Poland	Digital Platform	G/D/R
16	MVT Solutions Group — FUDO	Croatia	Digital Platform	D
17	BookBetter	Belgium	Digital Platform	G/D/S

#	Pilot / Company	Country	Sector	Axis
18	Campsaround — Rewotel	Greece	Digital Platform	G/D/R
19	Independent Travel Agent Digital Academy	Greece	Digital Platform	D/R/S
20	Taste Trails	Greece	Food & Beverage	D/R
21	STEMwise / GreenMark	Croatia	Digital Platform	G/D
22	ACCESSLAB / GREAT	Greece	Digital Platform	R
23	Platz am See GmbH	Austria	Digital Platform	G/D
24	Koventia — Green Stay Croatia	Croatia	Digital Platform	G/D
25	Insula	Croatia	Digital Platform	D
26	COSH!	Belgium	Digital Platform	G/D
27	Crqlar GmbH	Austria	Digital Platform	D/R/S
28	Relay Monkey / GuruRoam	Croatia	Digital Platform	D
29	Sharry	Poland	Digital Platform	D
30	HelloWale	Poland	Digital Platform	D
31	AskWhisper	Belgium	Digital Platform	D
32	Star Sleep	Greece	Accommodation	G/D
33	Narratologies	Greece	Digital Platform	D
34	MyArtist / Φysis	Greece	Training Provider	S/R
35	Kleesto	Greece	Digital Platform	D
36	Unlimited Adrenaline	Greece	Tour Operator	D
37	AI Convert	Croatia	Digital Platform	D

#	Pilot / Company	Country	Sector	Axis
38	Aquarium Pula	Croatia	Destination Management	G
39	Bikademy	Croatia	Digital Platform	G/D
40	Be Origen	Spain	Digital Platform	G/D
41	Your Friends Are Boring	Spain	Digital Platform	D
42	BEACH-TWIN	Spain	Digital Platform	G/D
43	FJ Intelligence	Spain	Consulting Service	D
44	Ecodicta	Spain	Sustainability Service	G/D
45	WAYS	Spain	Digital Platform	D
46	Deleite Wear	Spain	Sustainability Service	G
47	Effiwaste	Spain	Sustainability Service	G/D
48	Coddy	Belgium	Digital Platform	D
49	Camprea	Belgium	Digital Platform	D
50	Travel Intelligence Project	Belgium	Industry Association	S
51	IKY	Belgium	Digital Platform	G/D
52	Turiosa	Austria	Digital Platform	D
53	wependio	Austria	Digital Platform	D
54	like2camp	Austria	Digital Platform	D
55	CISC / EVA (COYERO)	Austria	Digital Platform	D
56	CityRiddler	Austria	Digital Platform	D
57	WeavAir	Poland	Digital Platform	G/D

Table A1. Full accelerator SME directory (57 SMEs across seven European partner countries), harmonised with the SME Biography Library (D2.3) and categorized by Transition Pathway thematic axes.

Annex II — Survey Instrument and Methodology Note

The end-of-programme evaluation instrument, completed across the 28 in-depth monitored pilots, comprised the following core analytical modules. The structure is documented below to support replicability and benchmarking by future European tourism programme evaluators.

A. Business profile

- Company / project name, country or region of operation, and pilot regions if different
- Business or solution category (multi-select, free-text detail requested)
- One-sentence company description
- Main objective and desired five-year impact

B. Challenge, response and support received

- The one central challenge the business faced when joining the programme, and why it was specific to that business rather than a generic sector problem
- What the pilot specifically did to address that challenge
- What FU-TOURISM support enabled that response (funding, mentoring, training, introductions/networking), asked as an open field rather than a checklist, so the answer reflects what the SME experienced as decisive
- A secondary challenge, if one also mattered, and how it was addressed

C. Results and reflection

- Concrete, numeric results wherever possible
- A quotable one- or two-sentence summary of the pilot's journey
- Thematic-axis alignment (Transition Pathway for Tourism, multi-select) and a short explanation of the alignment
- Whether the original challenge changed, resolved, or was replaced by a new one, and the role the pilot played in that shift
- The single most important lesson learned
- What would be told to another tourism SME considering a similar transition
- What did not work, or would be done differently next time

D. Success rating and replicability

- Overall self-rated success (Very successful / Successful / Partly successful / Not successful), with a required free-text justification
- The conditions another SME or region would need in place to replicate the pilot (funding, partnerships, regulation, skills, local demand)
- Whether the approach is transferable to other tourism sub-sectors or geographies, and which ones
- Willingness to take part in a follow-up interview or video case study

Methodological note

The quantitative indicators and qualitative insights in this compendium reflect documented results submitted by pilot leads upon programme completion. Cross-cutting patterns and systemic lessons (Sections 4–6) were identified through triangulation across independent pilot deployments, ensuring robust multi-source corroboration; findings specific to individual pilots are directly attributed to their respective implementations.