



MAST

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D4.3.1 Report for outputs improvement (based on MAST validation workshops)

-

All partners

December 2025



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Document Control Sheet

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Type of deliverable:	Report
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Work Package number	4
Work Package Leader	CENFIM

Status	1 st version
Author(s)	M. Rumignani and J. Rodrigo - CENFIM
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1 Presentation of this activity and webinars

This task required producing a document that captures stakeholder and final-users recommendations to improve the structure, content, usability, and exploitability of both the protocol and self-assessment tool.

Guided by CENFIM, each partner have organised one or two in-person/online workshops in their country: one with SME accommodation establishments and one with consultants and local authorities. In some cases, these were organised jointly to facilitate the participation of these key target groups.

Participants had accessed and tested the self-assessment online tool and reviewed the protocol before the events. The process included an initial online survey to identify unclear or critical aspects of these two key outputs of the project. The comments and feedback collected were discussed by the participants in order to properly identify which changes and improvements should be taken into consideration for the updated and upgraded version of the two products. These outcomes were summarised at the end of this report in the “Conclusion” section, clearly identifying the suggestions received to improve both the protocol and the online self-assessment tool.

The inputs from participants have been collected through a specific online form which was shared with stakeholders in English or national languages. The forms are available at the following links:

EN:

https://docs.google.com/forms/d/1BzuwaAOC_G_uBAcXrOrfd1-_KqJqm1IG_RqdDxt68DQ/viewform?edit_requested=true

IT:

https://docs.google.com/forms/d/e/1FAIpQLSeiJKz8C9VVgmsoy_RHwk-d7rQ4v9gdu98a0PNCetWb_NV3wQ/viewform

SP:

https://docs.google.com/forms/d/1OzpTGPka3VjZtceHDAyAagStS2VPsYM5vxHdGRaBeW8/viewform?edit_requested=true#responses



2 Overall Conclusions of Activity 4.3 for tools Validation

2.1 Analysis of the sample

The survey collected 64 responses from tourism sector professionals, specifically:

Manager or operator of an accommodation facility	28
Consultant or expert in tourism and sustainability	23
Public administration / Local authority	5
Territorial association / organisation	5
Other	3

The majority of the respondents have more than 10 years of experience (31/64), 13 respondents have between 6–10 years, 12 respondents have between 2–5 years, and fewer respondents (8/64) fall into the lower experience ranges (0–2 years).

We can consider this is a high-quality sample as most of the respondents are experienced managers and consultants in the accommodation sector. As experienced professionals, their opinions are grounded in a solid understanding of tourism operations and sustainability challenges. Furthermore, as these individuals are potential direct users of the MAST Protocol and Self-Assessment Tool, the feedback is highly relevant and credible.

The majority of respondents (36/64) had prior experience with protocols or tools for assessing tourism sustainability, indicating familiarity with similar instruments and could provide inputs benchmarking the tools against other ones and tools. A smaller group (28/64) had no prior experience. This combination gives a balanced perspective.

2.2 General questions on the tools and the experience to use them

The following questions asked for an opinion on the experience to use the MAST tools and if they can support the transition of the sector toward more sustainable services.

4). If yes, how would you rate this experience overall? (1 = not at all positive / 5 = very positive)

AVERAGE of answers: 3.70

2.3 About the protocol

The survey proposed one qualitative questions based on a scale between 1 and 5 (1 = not at all clear / 5 = very clear) related to the clearness and easiness of the protocol.

5). Overall, how clear and easy to understand do you find the MAST Protocol?

AVERAGE of answers: 3.86

The question number 6 (“Which aspects of the Protocol did you find most useful or well-structured?”) was related to the most useful or well-structured aspects of the protocol, (Which aspects of the Protocol did you find most useful or well-structured?) and it tried to identified the most valued characteristic of the protocol.

The most valuable aspects have been considered the environmental and the social ones. Other comments refer to the fact that the protocol is clear and intuitive, it promotes a sustainable organisational culture and quickly identify possible activities and those responsible for them.

Details about the answers to question 6. are the following ones:

- Social



- All useful and well structured but very scientific. Not applicable for business executives without previous experience in sustainability
- Clear instructions
- Environmental, social
- I like the clarity of the system and the clarity of the end result.
- I Need to study it more detailed
- In general, the entire document
- It seems intuitive and provides practical advice
- Step by step guidance and justifications
- Step by step guidance and the positive narrative of the protocol. Looks very motivational.
- tabularic approach
- Tables indicating responsible parties and deadlines
- That for each area of intervention, it is possible to easily and quickly identify possible activities and those responsible for them
- The environment section
- The fact that it also serves as a useful guide for obtaining certification
- The intervention tables and integration with ISO
- The promotion of a sustainable organizational culture
- The protocol itself
- the social aspect
- They all follow similar structures. They seem appropriate to me. With examples...
- Very detailed, cover all aspects of the ESG.
- Well structured and everything is useful. No exceptions can be made.

The question number 7). "Which parts of the Protocol do you consider less clear, incomplete, or difficult to apply?" was related to the less clear or difficult to apply parts (Which parts of the Protocol do you consider less clear, incomplete, or difficult to apply?) and it tried to identified the most critical characteristic of the protocol that need to be improved. The economic part received a few critics, and only a couple of comments referred to the fact the some of the proposed actions represented too high investments for small establishments.

Details about the answers to question 7). are the following ones:

- All parts that need large scale investments
- Difficult to apply those related to local communities, which have never been on the table
- Economic
- Economic
- For me it was all fine
- How to support actions and implement them in our corporate structure
- I didn't find anything less clear.
- I don't know.
- Indicators not clearly defined
- It's difficult to apply a balance all dimensions of sustainability (environmental, social, and economic).
- Our establishment is not very large and sometimes actions are proposed that seem excessive.
- Some of the environmental and economical aspects need investments that small businesses cannot afford.
- Technical aspects, which is typical for protocols.
- The level of detail is not consistent. A prioritisation system is needed.



- the technical side

The question 8). Do you have specific suggestions to make the Protocol more effective or user-friendly? asked for suggestions for improvements (Do you have specific suggestions to make the Protocol more effective or user-friendly?). In general only few comments suggest to put more efforts in explaining and presenting better the good practices and what companies can do, also in relation to their different dimension. Details about the answers to question 8 are the following ones:

- A corporate version, not for implementers, but for management
- A more suitable implementation process for small facilities. A small facility cannot do everything; there are so many things that you do not know where to start. Therefore, a guide to deal with the different aspects sequentially.
- Add detailed descriptions of good practices already implemented by other establishments, possibly differentiated by size
- Create a list of the top 10 priorities
- Decrease of it's size
- Did not quite understand a lot of things about the protocol. Where can I find it written.
- Everything is clear.
- Make the proposals more specific
- Not easy to specify suggestions from the summary of the webinar
- Perhaps examples on how to implement things
- Shorter and using language easier for hotel executives with lower level of knowledge in the field of sustainability
- Simplified content
- The document is too complex, would be easier to apply if changed into interactive document (eg. web click-based documentation or contextual help), with a navigable, task-focused structure where the user only accesses the information they need via links and clicks.

2.4 About the self-assessment tool

Two initial questions asked for opinions related to the easiness of using the online tool and how it relates with the protocol. Answers to both questions received a quite high level of satisfaction.

9). How easy did you find the Self-Assessment Tool to use? (1 = not at all easy / 5 = very easy)

AVERAGE of answers: 4.18

10). To what extent do you think the Self-Assessment Tool consistently reflects the contents of the Protocol? (1 = not at all consistent / 5 = fully consistent)

AVERAGE of answers: 4.02

The following open questions asked for direct inputs about the strengths, weakness of possible improvements.

The majority of respondents confirmed the key strengths of the Self-Assessment Tool are the easiness of its use and that its results are easy to understand and provide clear feedback on the maturity level in relation to all areas. Details about the answers to question 11. "What are the strengths of the Self-Assessment Tool?" are the following ones:

- Easy and simple
- Asking or measuring concrete actions



- Clear questions and their relevance
- Covers all aspects or dimensions of sustainability (ESG), and could become a good asset for SME hotels because it offers a structured and objective overview of the current state of their business.
- Displaying the final sustainability score
- Details insides
- Easy
- Easy functions and clear content
- Easy language for beginners
- Easy to use
- Easy to use
- Easy to use and very understandable.
- functional and easy to understand
- Getting an initial idea of your level of sustainability
- includes many details
- It can help small enterprises avoid consultancy costs and prepare themselves for certifications. Small SMEs are not aware that they have this opportunity due to lack of knowledge.
- It is easy to use and the graphical results have provided a good idea of the level of sustainability of our hotel.
- Practical guidance (ISO) it's very useful
- Quick, easy to use, clear results.
- Simplicity and focusing to the point
- The detail.
- The fact that it encompasses all three dimensions of sustainability
- The feedback that we get at the end.
- The self-assessment system designed. The ease of filling it out
- The tool itself
- Thoroughness
- Too much detail
- User friendly
- Very comprehensive.

In relations to the question 12. (What difficulties or limitations did you encounter when using the Self-Assessment Tool?) difficulties or limitations encountered when using the Self-Assessment Tool, the majority of respondents did not find any critical aspects. Only few comments highlighted that not always it is easy to provide the right answer/evaluation because of missing data and the fact that the contributions to properly answer should come from different managerial figures within the entity. Details about the answers to question 12 are the following ones:

- Reflecting on the things businesses currently have.
- Finding supportive evidence
- proofs
- evidence
- English terminology
- Understanding what score to give oneself. Additionally, I think it's difficult to give a score from 1 to 3 for some questions.
- The compilation may involve several figures within the organisation entering responses, so internal governance may be required.



- Not all the questions were entirely clear to me. Furthermore, in the following questions, it was not possible to provide the additional information requested in questions 41 and 42.
- There are many aspects and it takes a long time.
- Too comprehensive. With fewer points, it would be possible to have a good assessment.
- Difficult to apply to different hotels in the same chain, as it is not uniform

In relation to question 13. (What would you suggest to improve the structure, clarity, or features of the Self-Assessment Tool?) aimed to collect suggestions to improve the tool, we did not collect many inputs. Details about them are the following ones:

- I would prefer to be able to create the account myself and as many accounts as I want with the same email. Not different for account for every hotel.
- One user to be able to check many properties from his account (I couldn't check if this is possible)
- If possible, it would be great to have links to additional information regarding individual sustainability indicators for further guidance.
- Provide sections for supportive evidence and some instant feedback
- Maybe to have possibility to compare results in different time period (p.e. yearly).
- Increase the importance of feedback in the development of the tool
- Try to simplify text in English
- Translate it into different languages. Reduce the number of questions
- Also involving customers in the evaluation system
- I don't know yet, I should try it a few more times
- Making self-assessment useful for more sustainability standards in the tourism sector
- Improve or simplify some of the questions and link them more directly to the protocol in some way. The final assessment should suggest specific actions for improvement, possibly linking them to the protocol.
- Have the results of the evaluation.
- Cut back
- Simplify

2.5 Overall Impression

The following questions tried to understand how much positive the testers were in general on the use and possible adoption of the two new tools in their work.

14). To what extent do you think the MAST Protocol and Self-Assessment Tool can help improve the sustainability of accommodation facilities? (1 = not at all / 5 = very much)

AVERAGE of answers: 4.00

15). Do you intend to use or recommend the MAST Sustainability Protocol and the Self-Assessment Tool?

Yes, definitely – number of answers 32

Maybe / to be evaluated – number of answers 29

The following question 16). “Do you have any other comments, suggestions, or recommendations?” was an open questions to get additional feedback from respondents. Details of the answers are the following ones:

- Very good work



- The protocol could be "translated" to a shorter version, using less scientific terminology for small businesses that do not have trained executives in this field
- Spread the word to SMEs struggling to cope with ESG reports and sustainability related certificates.
- Add a link to the sustainability protocol in the tool, so that the user can have easy access to the protocol
- Where can I find the protocol
- Link to the protocol would be useful
- Inform the participants where they can find the full version of the protocol
- It takes uptake from the businesses to see what is needed.
- This reference document guides accommodation establishments in implementing and maintaining practices that contribute to sustainable tourism goals. Keep up the great effort!
- The protocol and tool must be in Italian.
- In any case, both tools (the protocol and the online tool) can be very useful in bringing small hotels like ours closer to certification systems. Thank you! Well done!
- Receive the results by email.

2.6 Conclusions

In this section we have collected some relevant comments and suggestions for improvements that were provided by participants during the different events or collected through the surveys implemented by all partners among events participants and their network of contacts that tested the tools. Almost all of the comments and suggestions were taken into consideration in the process to revise both the protocol and the tool. Some other were not reported and neither taken into consideration when revising the two tools, as or they were considered not relevant or their implementation would have not been possible in the framework and budget limit of this project. Anyway, all comments and suggestions will be taken into account when designing and drafting the second phase of the MAST project in the framework of the EU Call "Fast lane 'Study-to-Test' for 2nd Call thematic study projects."

The results of the survey provide clear and consistent evidence that both the MAST Sustainability Protocol and the Self-Assessment Tool are well-designed, relevant, and positively received by their intended users. With 64 respondents—mostly experienced managers, consultants, and sustainability professionals—the feedback can be considered reliable and grounded in the accommodation establishments sector.

Overall, respondents found the **Protocol clear and well-structured**, particularly appreciating the environmental and social dimensions and the practical orientation of its actions. Critical remarks were limited and generally focused on two areas: the economic dimension—perceived by some as less developed or more demanding for small establishments—and the need for even clearer guidance or examples of good practices for companies of different sizes.

The **Self-Assessment Tool received the highest satisfaction scores**, especially regarding its ease of use (4.18/5) and consistency with the Protocol (4.02/5). Users praised the clarity of the results and the ability of the tool to provide an immediate overview of an establishment's sustainability maturity level. **Suggestions for improvement primarily concerned a direct link to the MAST protocol for easy accessibility, usability enhancements, such as easier account creation, the ability to manage multiple properties from one profile, multilingual availability, simplified questions, links to external guidance, and functions for comparing results over time.**



Importantly, respondents expressed a **strong belief that the two tools can contribute meaningfully to improving sustainability in accommodation services** (average score 4/5). A very high number of participants declared their intention to use or recommend them, confirming their perceived value and practical relevance.

Several comments highlighted the need for improved accessibility to the Protocol—such as **adding direct links inside the tool**—and for **ensuring availability in more languages**. Testers also recognised the potential of the tools to support SMEs in navigating ESG reporting requirements and approaching sustainability certification schemes, which reinforces the tools’ alignment with current market and policy trends.

In summary, the survey confirms that the MAST Protocol and Self-Assessment Tool are **useful, user-friendly, and credible instruments** for supporting sustainability transitions in the tourism accommodation sector. Feedback collected through this exercise provides clear and actionable guidance to further refine the tools—especially in terms of usability, clarity of some sections, and enhanced support materials. These insights will be instrumental in the next development phase, ensuring even greater effectiveness, accessibility, and adoption among the target users.

3 UNIURB webinar for protocol and self-assessment tool presentation

3.1 Agenda



MAKING Sustainable Tourism possible – MAST

MAST validation workshops (T4.3)

AGENDA

San Benedetto del Tronto, 28 November 2025

Orario	Attività
15.15 – 15.30	Participant registration
15.30 – 15.45	Institutional greetings
15.45 – 16.30	The MAST project and innovation in tourism: a DMO point of view
16.30 – 16.50	Presentation and discussion of the feedback from the online survey on the Sustainability Protocol
16.50 – 17.20	Presentation and discussion of the feedback from the online survey on the Self-Assessment Tool
17.20 – 17.50	Final discussion
17.50 – 18.00	Acknowledgements and closing remarks

3.2 Short presentation of the event and outcomes summary

The follow-up meeting on feedback concerning the MAST protocol and self-assessment tool - presented to stakeholders on the 12th of November in Pesaro and on the 21st of November 2025 in San Benedetto del Tronto - was held the following week, on the 28th of November, at the



San Benedetto del Tronto city hall during the workshop focused on sustainability. The event involved the same stakeholders who had participated in the previous workshops. While the participants from the 12th of November event in Pesaro joined online, those in San Benedetto attended in person.

During this event, participants were asked to complete an online survey to assess their views on the MAST protocol and self-assessment tool. The results were presented immediately after the completion of the questionnaire, followed by an open discussion. This discussion did not reveal opinions or impressions that diverged from the survey responses. Nevertheless, the answers collected through the online questionnaire provided several interesting insights that will be valuable for future developments.

3.3 Pictures





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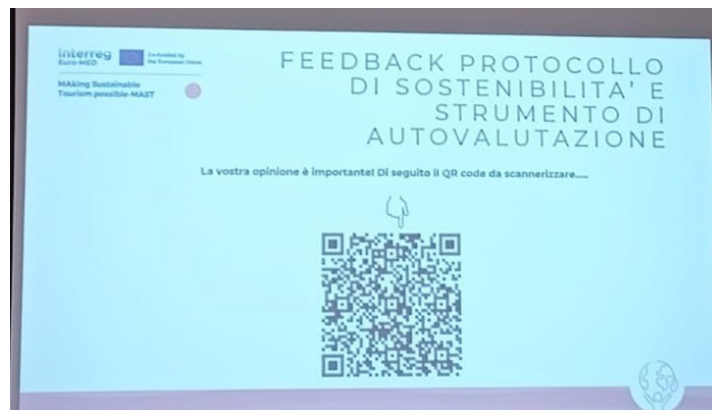


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3.4 List of participants – signatures if available

DMO Riviera e Borghi del Piceno
strategia di sviluppo per un turismo sostenibile, accessibile e innovativo.

San Benedetto del Tronto – 28 novembre 2025 – ore 15,30

NOME E COGNOME	Ente/organizzazione/ società	telefono	mail	Firma (*)	Consenso Privacy e immagini
SIMONA COCCI	BeB Picentes	3281726324	simona.cocci@bebpicentes.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
DINA RUTALO		32817642584	dina.rutalo@bebpicentes.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
ANTUCCIO COCCI		347-2349416	antuccio.cocci@bebpicentes.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
ELIPE NESTEA		393-816-6048	eli.nestea@bebpicentes.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
LAURA DOMI	VICENDIANO MASSIMIANO	532-9335706	laura.domi@vicendiano.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
BUTTERI DAVIDE	VICENDIANO OFFICE	532-2690780	butteri.davide@vicendiano.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
PAOLO MISCIBATA	COMUNICAZIONE	747112-2417	paolo.miscibata@comunicazione.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
ASSTENDI ANDRO	CANTIERI FERRARI	3351112146	andrea.asstendi@cantieri.com		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
MICOLA MARIANO	ASSOCIATION	397409971	mico.mariano@association.com		<input type="checkbox"/> SI / <input checked="" type="checkbox"/> No

(*) Consenso all'uso delle immagini e al trattamento dei dati con finalità istituzionali ai sensi del Regolamento UE 2016/679 in materia di protezione dei dati personali ("GDPR"), il Titolare del trattamento dei dati, ai sensi della normativa è il Comune di SAN BENEDETTO DEL TRONTO

DMO Riviera e Borghi del Piceno
strategia di sviluppo per un turismo sostenibile, accessibile e innovativo.

San Benedetto del Tronto – 28 novembre 2025 – ore 15,30

PIRO	GIABUCCIO	CRA ABRUZZO		<input type="checkbox"/> SI / <input checked="" type="checkbox"/> No
KANISRO	di CARO	ACS ADRIATICA		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
MARIA PIA	SPINO	OMNIA LOUR TR		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
MARCO	BIAGUCCI	BEDECA BENTONINGUCCI		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
ANGE				<input type="checkbox"/> SI / <input checked="" type="checkbox"/> No
ANDREA	POLIM	UNICAM		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
MELANIA	PATTORANI	KNOWAY SYST.		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
MICHELE	PATTIERA	PONTIFICIA LOCALI		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
GIORGIO	FEBE	Assemblea Camera Deg		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
OLGA	ANNIBALE	ARLBO		<input type="checkbox"/> SI / <input checked="" type="checkbox"/> No

(*) Consenso all'uso delle immagini e al trattamento dei dati con finalità istituzionali ai sensi del Regolamento UE 2016/679 in materia di protezione dei dati personali ("GDPR"), il Titolare del trattamento dei dati, ai sensi della normativa è il Comune di SAN BENEDETTO DEL TRONTO

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San Benedetto del Tronto – 28 novembre 2025 – ore 15,30

ANDREA	IONASIA	IRITADISCUA ^{di vecchia data}		<input type="checkbox"/> SI / <input checked="" type="checkbox"/> No
GIOVANNI	D'ANGELO	SBT		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
STEFANO	COCCI	SBT		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
LISA	PRESENZI	SBT		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
FEDERICA	MICHERI	SBT		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
GIORGIO	MANCINI	SBT		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
TOMAS ANTONI	CRISOLINI	SBE		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No
ANDREA	FRANZI	SBT		<input checked="" type="checkbox"/> SI / <input type="checkbox"/> No

(*) Consenso all'uso delle immagini e al trattamento dei dati con finalità istituzionali ai sensi del Regolamento UE 2016/679 in materia di protezione dei dati personali ("GDPR"), il Titolare del trattamento dei dati, ai sensi della normativa è il Comune di SAN BENEDETTO DEL TRONTO



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4 CENFIM webinar for protocol and self-assessment tool presentation

4.1 Agenda



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MAking Sustainable Tourism possible – MAST

Taller de validación de MAST:

Validación del protocolo MAST y de la herramienta de autoevaluación en línea
(A4.3)

AGENDA

AMBIT HUB - Rambla de Catalunya, 43, Entresuelo 1a

Barcelona, 9 de Diciembre 2025 – 10:00

Time	Sessions
30 min.	Inscripción Café de bienvenida
15 min.	Bienvenida y breve presentación de MAST
20 min.	Presentación del PROTOCOLO
30 min.	Presentación de la HERRAMIENTA EN LÍNEA y presentación de un ejemplo práctico
30 min.	Debate final y clausura Recopilación directa de comentarios y distribución de las encuestas

4.2 Short presentation of the event and outcomes summary

The MAST workshop was organised at the AMBIT Hub in central Barcelona to facilitate the participation of relevant stakeholders from Barcelona and surrounding areas.

The workshop was designed as a session to present the MAST protocol and sustainability self-assessment tool, and demonstrate the practical use of the new online tool. The aim of the session was to demonstrate how to use the two MAST tools to respond to environmental, social and economic requests of ISO 21401:2018 standard.

After an introductory session in which Julio Rodrigo from CENFIM (the AMBIT Living Spaces Cluster) briefly presented the MAST protocol, Alex Jiménez, a CENFIM collaborator and sector sustainability expert, presented both the protocol and the sustainability self-assessment tool.

He briefly explained how these new instruments could be used by hotel managers, staff and sector consultants. Firstly, they could use the online tool to analyse the current sustainability performances of the establishment. Then, they could address the identified weaknesses by applying the written protocol.

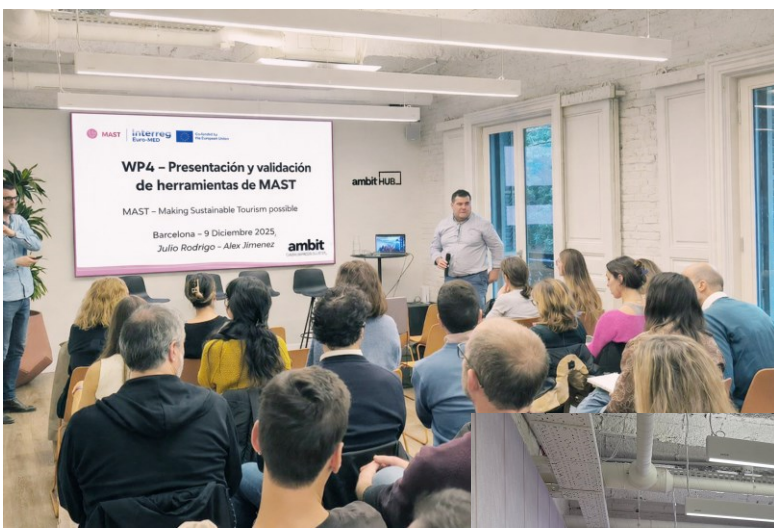


It is important to note that the tool was presented alongside the answers and results of a practical case study prepared by Mr Jiménez and a hotel manager he advises on environmental sustainability. This proved very useful, as the exercise demonstrated how easy the tool is to use, and the importance of collecting data and information in order to properly respond to requests from managers and staff with the relevant knowledge.

In the final session, participants actively contributed to the discussion, confirming the growing interest among sector stakeholders in adopting more sustainable and responsible strategies, and expressing appreciation for the two tools designed to support accommodation establishments in progressing towards these sustainable practices.

Participants were also invited to complete the Spanish version of the survey used by all partners to collect stakeholder feedback.

4.3 Pictures





5 3WIN webinar for protocol and self-assessment tool presentation

The webinar on the protocol and self-assessment tool was hosted online on UP, academic zoom space. The agenda was prepared with the collaboration of 3WIN, UP and SMOC with the assistance of UNIURB during the Protocol presentation. Agenda and presentations were approved from the Consortium during a periodical meeting prior the webinar.

Accommodation representatives, consultants specializing in environmental or management certifications and local authorities' representatives from Greece, Slovenia and Bosnia & Herzegovina participated.

3WIN invited stakeholders using various methods. Either via emails, Social Media invitations and via the associated partners (HHA - Hotels Association, FILOXENIA Union of small accommodation establishments, ANHER Public Development Agency and Region of Crete) who sent invitations to their members/stakeholders. The mailing lists in total included more than 1500 email addresses. Stakeholders who registered in the form of interest but did not joined the webinar also received their credentials for the tool and the QR code for feedback. More than 100 tested the tool. 33 connections joined the webinar. The audience was probably 45+ persons since there were connections with common-use monitors by multiple participants. Another 70 persons registered to a Form of Interest that was sent next morning to stakeholders and received credentials to use the tool via email accompanied by a tutorial video displaying the tool's function and a QR code to provide feedback. More than 100 stakeholders registered in the tool (see screenshots below), 29 stakeholders provided feedback in the English form (out of 64 in total with the Italian and Spanish forms included), another 11 stakeholders provided feedback during peer-to-peer interviews. All major proposed improvements received from feedback are embodied to the tool.

5.1 Agenda



MAKING Sustainable Tourism possible – MAST

Webinar for protocol and self-assessment tool presentation

AGENDA

November 5th, 2025

Venue: Online, hosted on Zoom space provided from Primorska University, Slovenia

Participants: (33 connections - some of them from common use monitors with multiple participants) Stakeholders from accommodation establishments and consultants from **Greece, Bosnia & Herzegovina and Slovenia**

Time	Session	Resp. partner
12:00	Introduction - welcome	3WIN
12:05	Sustainability Protocol presentation	UNIURB
12:15	Explanation on testing procedure and ways to provide feedback	3WIN
12.20	Introduction to the self assessment tool and its alignment with the Sustainability Protocol	3WIN
12:30	Time gap for the audience to complete the webinar participant list and receive credentials for the tool	3WIN
12:35	Presentation of the tool and explanation on its function	3WIN
14:45	Q&As closing remarks - sharing of the feedback QR code	3WIN




5.2 Short presentation of the event and outcomes summary

Online event started with a welcome from the coordinator of the webinar Gian Andrea Garancini, who passed the floor to Dr. Alessio Travasi for the presentation of the Sustainability Protocol. Then the host made a short description explaining to the participants how they can complete the participant list, the procedure to receive credentials to test the tool and the way they can provide feedback. Afterwards the floor was given to Dr. Akrivi Vagena to make a short introduction to the tool and explain how it is aligned with the Protocol. Few minutes were given to the audience to complete the participant list, receive credentials and a QR code for feedback. Director Emmanouil Lygerakis presented the functions of the tool highlighting how it can be an asset for every accommodation establishment's toolbox towards the sustainability transformation. In the end, some time for Q&As was given and the conclusions of the webinar were wrapped-up by Gian Andrea Garancini before the closure of the event.


5.3 Pictures

Presentation of the Sustainability Protocol from Alessio



MAKING Sustainable Tourism possible-MAST

2.2 Sustainability Protocol Structure





Social Sustainability Structure

```

graph TD
    A[Intervention Area] --> B[Specific Objectives]
    B --> C[Operational Activities]
    C --> D[Implementing Actor(s)]
    D --> E[Implementation Time (estimated)]
  
```

- Intervention Area**
 - Six social areas of intervention
- Specific Objectives**
 - Specific objectives are presented for each area of intervention
- Operational Activities**
 - A set of operational activities have been identified for each specific objective
- Implementing Actor(s)**
 - Potential actors responsible for operational activities
- Implementation Time (estimated)**
 - Estimated time for carrying out the operational activities



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5.3.2. Screenshot from the webinar with participant list visible.



5.3.3. 3win Action's office with the project team during online interviews with stakeholders. Emmanouil Lygerakis, Gian Andrea Garancini and Akrivi Vagena. Photo taken by Vasileios Spokos





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5.3.4. Tool presentation during the webinar. Introduction by Akrivi Vagena and functions from Manos Lygerakis.

The screenshot displays the 'Assessments' page in the MAST tool. It features a grid of eight 'Area Results' cards, each with a title, a score out of a total, and a progress bar. Below the grid is a section titled 'What this level means' with two bullet points: 'Initial' (0-30) and 'Emerging' (31-60).

Area	Score / Total	Percentage
A. Administration	15 / 18	83%
B. Customer Engagement	6 / 6	100%
C. Quality of Supplies/Services	9 / 9	100%
D. Economic Viability	3 / 6	50%
E. Environmental Sustainability Energy	67 / 87	77%
F. Social Sustainability / Local Communities	10 / 15	67%
G. Health & Education	7 / 12	58%
H. Cultural Sustainability / Cultural Heritage	17 / 18	94%

What this level means

- Initial:** No structured sustainability practices or awareness in place (0-30).
- Emerging:** Some practices exist, but are ad hoc or partially developed (31-60).

5.3.5. Screenshot of the English form for feedback (29). Total 75 feedback were received. 29 in the English form (3WIN, UP, SMOC), 35 in Italian and Spanish forms (UNIURB & CENFIM) and another 11 were provided during interviews.

The screenshot shows the 'Responses' summary for a Google Form titled 'Feedback on Sustainability Protocol and Self-Assessment Tool - MAST Pr'. It displays a pie chart for 'Section 1 - Respondent Profile' based on 27 responses to the question: '1. What is your role or area of activity in the tourism sector?'. The data is as follows:

Role / Area of Activity	Percentage
Manager or operator of an accommodation facility	55.6%
Public administration / Local authority	25.9%
Consultant or expert in tourism and sustainability	7.4%
Territorial association / organization	7.4%
Other	7.4%

Below this, the second question is visible: '2. How long have you been working in the tourism industry?' with 27 responses.



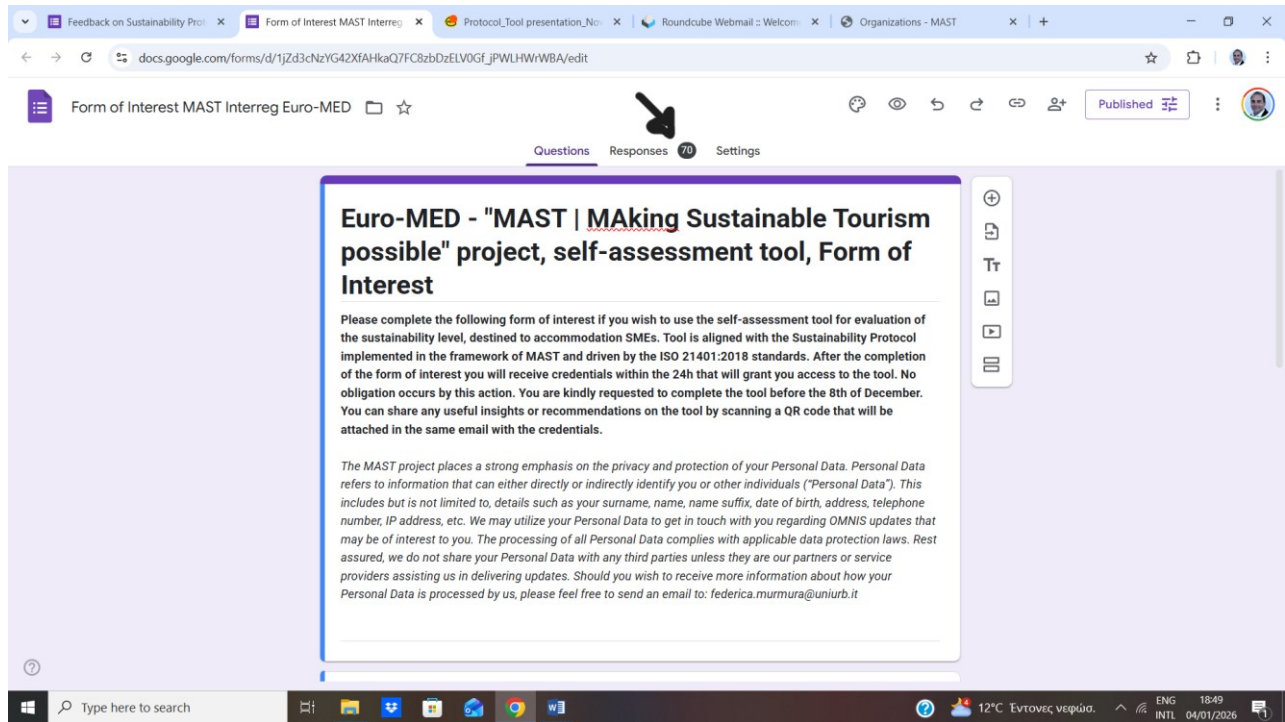
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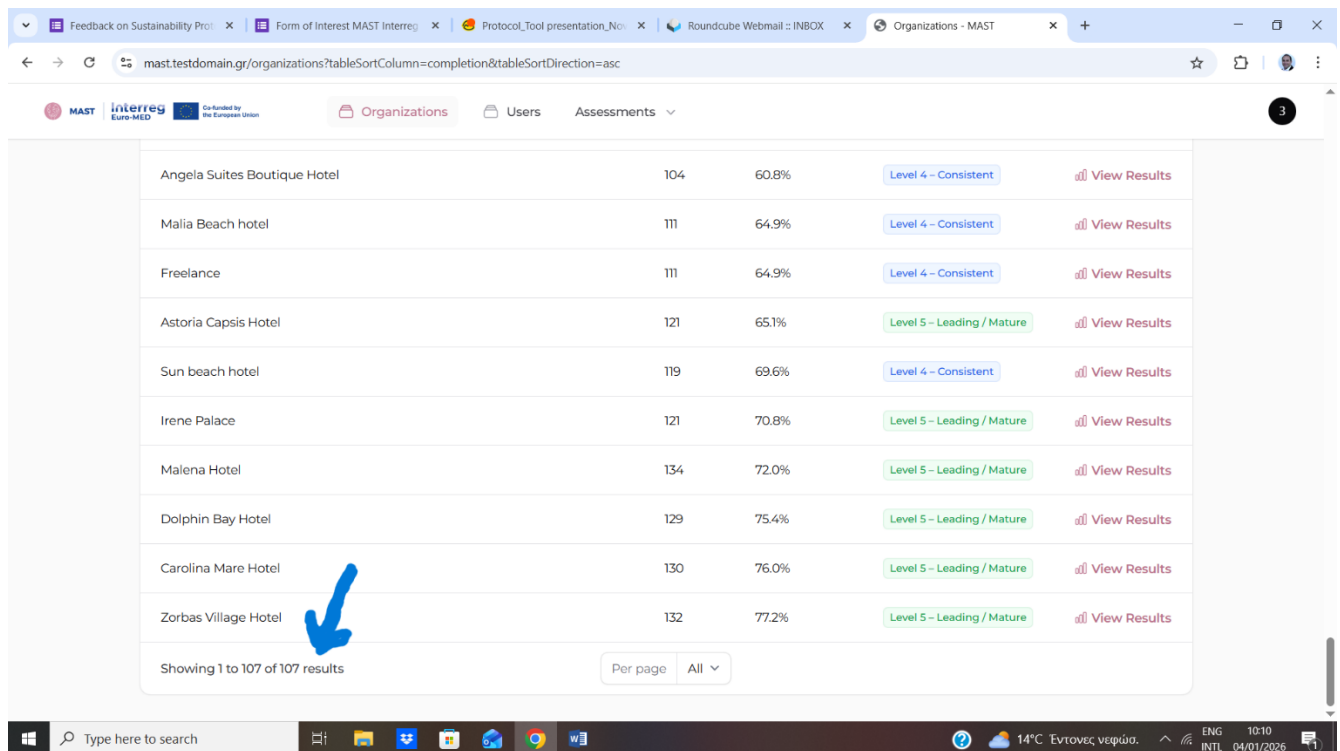


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5.3.6. Screenshot from the Form of Interest sent via email to stakeholders that did not participate in webinars. 70 users requested credentials for their organisations.



5.3.7. Screenshot of the organizations list that registered and tested the tool. 107 in total that include 101 accounts of stakeholders and 6 accounts for web developers, MAST partners and the Project Officer.





5.4 List of participants – signatures if available

Participant list of webinar on November the 5th, was completed in a google form that was shared among the participants in the chat-box of the call.

Χρονική σήμανση	TYPE OF ORGANISATION	NAME OF THE ORGANISATION	NAME SURNAME	E-MAIL	PRIVACY By checking "yes" on the following sheet, you affirm
05/11/2025 2:03:55 μ.μ.	Hotel	Nuovo crete by sea	spokos vasilis	reception@nuovocrete.c	YES
05/11/2025 2:06:12 μ.μ.	Restaurant/Hotel/Winebar	Pino Alpino	Marjana Lavrič Šulman	marjana.lavric@sulman.	YES
05/11/2025 2:07:27 μ.μ.	Cluster	AMBIT - Living Spaces Cluster	Lluís Ferrés (on behalf of	lluis.ferres@ambitcluste	YES
05/11/2025 2:07:37 μ.μ.	University	Univerzitet Kineziologije Sarajevo	Korkarić	damir.crobih@gmail.com	YES
05/11/2025 2:09:29 μ.μ.	Public institute	Zavod za mladino, kulturo in turizem	Peter Žudić	peter.zudic@visitkoper.si	YES
05/11/2025 2:09:49 μ.μ.	-	-	DAAB Perrine	db.perrine@outlook.com	YES
05/11/2025 2:10:06 μ.μ.	Public institution-Local tourist	Javni zavod ŠKTM Radlje ob Dravi	Tonja Rojnić	turizem@sktmradlje.si	YES
05/11/2025 2:14:45 μ.μ.	Hotel chain	Eurotas Hotels	Andrej Vuk	andrej.vuk@eh.si	YES
05/11/2025 2:15:26 μ.μ.	NGO	Sarajevo Meeting of Cultures	Dino Mujkic	dino.mujkic@smoc.ba	YES
05/11/2025 2:18:18 μ.μ.	Destination management organ	RDA Green Karst	Dejan Iskra	info@zelenikras.si	YES
05/11/2025 2:22:56 μ.μ.	University	Faculty of Sport , Management for Sp	Damir Korkarić	damir.crobih@gmail.com	YES
05/11/2025 2:24:52 μ.μ.	High education	University of Primorska	Peter Kopic	peter.kopic@fts.upr.si	YES
05/11/2025 2:25:42 μ.μ.	Cluster	AMBIT - Living Spaces Cluster	Massimiliano Rumignani	max.rumignani@ambitcl	YES
05/11/2025 2:27:29 μ.μ.	Faculty of Sport	Management for Sport, Sport Tourism	Affan Salispahić	affansa150@gmail.com	YES
05/11/2025 2:28:34 μ.μ.	Faculty of Sport , Management	Faculty of Sport , Management for Sp	Amar Hadziefendic	amar369hadziefendic@	YES
05/11/2025 2:30:11 μ.μ.	Organizations faculty of sport	Management for sport,sport tourism	Šukurović	clubpen6@gmail.com	NO
05/11/2025 2:31:05 μ.μ.	Faculty	Faculty of sport, Management for Sp	Muhamed Mulić	muhamedmt13@gmail.c	NO
05/11/2025 2:31:14 μ.μ.	Small hotel	Atelier Hotel Ljubljana	Polona Prosenik	polona.atelierhotel@gm	YES
05/11/2025 2:32:08 μ.μ.	University	Faculty of Sport , Management for Sp	Ema Blažević	blazevicesma81@gmail.	YES
05/11/2025 2:33:21 μ.μ.	University	University of Primorska, Faculty of To	Tadeja Jere-Jakulin	tadeja.jerejakulin@upr.si	YES
05/11/2025 2:35:49 μ.μ.	University	University of Urbino Carlo Bo	Alessio Travasi	alessio.travasi@uniurb.it	YES
05/11/2025 2:50:17 μ.μ.	SCE	3win Action	Emmanouil Lygerakis	ligerakismanos@gmail.c	YES
05/11/2025 2:50:49 μ.μ.	SCE	3win Action	Spokos Vasilis	bspokos@gmail.com	YES
05/11/2025 2:51:17 μ.μ.	SCE	3win Action	Akrivi Vagena	vagenaakr@gmail.com	YES

Χρονική σήμανση	TYPE OF ORGANISATION	NAME OF THE ORGANISATION	NAME SURNAME	E-MAIL	PRIVACY By checking "yes" on the following sheet, you affirm
05/11/2025 2:51:18 μ.μ.	SCE	3win Action	Marina Pagomenou	marnettepa@gmail.com	YES
05/11/2025 2:52:09 μ.μ.	SCE	3win Action	Gian Andrea Garancini	gianandrea.garancini@gi	YES
05/11/2025 2:52:23 μ.μ.	SCE	3win Action	Leonidas Papakonstantin	info@3win.org	YES
05/11/2025 2:53:57 μ.μ.	Hotel	Carolina Sun beach	Eleni Flerianou	sub.carolinasunbeach@:	YES
05/11/2025 2:56:52 μ.μ.	Hotel	Carpe Diem	Eleni Iniotaki	info@carpediemhotel.gr	YES
05/11/2025 2:59:30 μ.μ.	Hotel	Angela Suites Boutique Hotel	Sophia Vasilakis	manager@angelasuites.	YES



6 UP webinar for protocol and self-assessment tool presentation

6.1 Agenda

The online workshop was held on Wednesday, December 17, 2025, at 9 a.m., with the following agenda:

1. Seminar: *"ESG Transformation: How CSRD and ESRS (European Sustainability Reporting Standards) become your competitive advantage, not just a liability"*,

Martina Drakulić (Coordinator for Social Responsibility and Sustainable Development, TÜV AUSTRIA SERVIS d.o.o.)

2. Discussion: Gathering feedback from the accommodation representatives, consultants and the academia members to identify necessary changes to improve the "protocol" and "self-assessment tool".

6.2 Short presentation of the event and outcomes summary

Webinar

An audience of 37 professionals and academics was present for the webinar, starting with the seminar presentation by Martina Drakulić (TÜV AUSTRIA SERVIS Ltd), "ESG Transformation: How CSRD and ESRS Standards become your competitive advantage, not just an obligation," focused on shifting the perception of sustainability reporting from a mere regulatory burden to a source of business value. It specifically addressed the implications of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) for businesses aiming for sustainable transformation. The seminar connected the overarching ESG framework with practical sector-specific application, referencing ISO 21401:2018, which outlines requirements for a sustainability management system in tourism accommodation and as a significant guide for the MAST project.

The subsequent session involved a "discussion session" with the participants aimed at robustly refining the existing sustainability "protocol" and its accompanying "self-assessment tool." This phase was designed as an interactive forum, actively seeking constructive input and diverse perspectives from key stakeholders. Specifically, feedback was systematically gathered from representatives of the accommodation sector, experienced sustainability consultants, and relevant members of the academic community.

Project overview and consultation: Annual Assembly of the Slovenian Hotel Managers Association

At the Annual Assembly of the Slovenian Hotel Managers Association, held on 2 December 2025, the President Gregor Jamnik presented the MAST project, which, within the Interreg Euro-MED programme, guides small and medium-sized accommodation providers towards more resilient, circular and sustainable management systems. He highlighted the development of the sustainability protocol and the self-assessment tool based on the ISO 21401:2018 standard, and invited hoteliers to participate in the validation and testing process. He emphasized that their feedback is essential for shaping a practical and professionally grounded tool that will support the sector's sustainable transition. The Director of the Tourism and Hospitality Chamber of Slovenia Fedja Pobegajlo announced that members will soon receive an official invitation via the TGZS newsletter, as a dedicated meeting to gather further professional insights and experiences will be organised in December. Attached are the event photos and the presentation used.

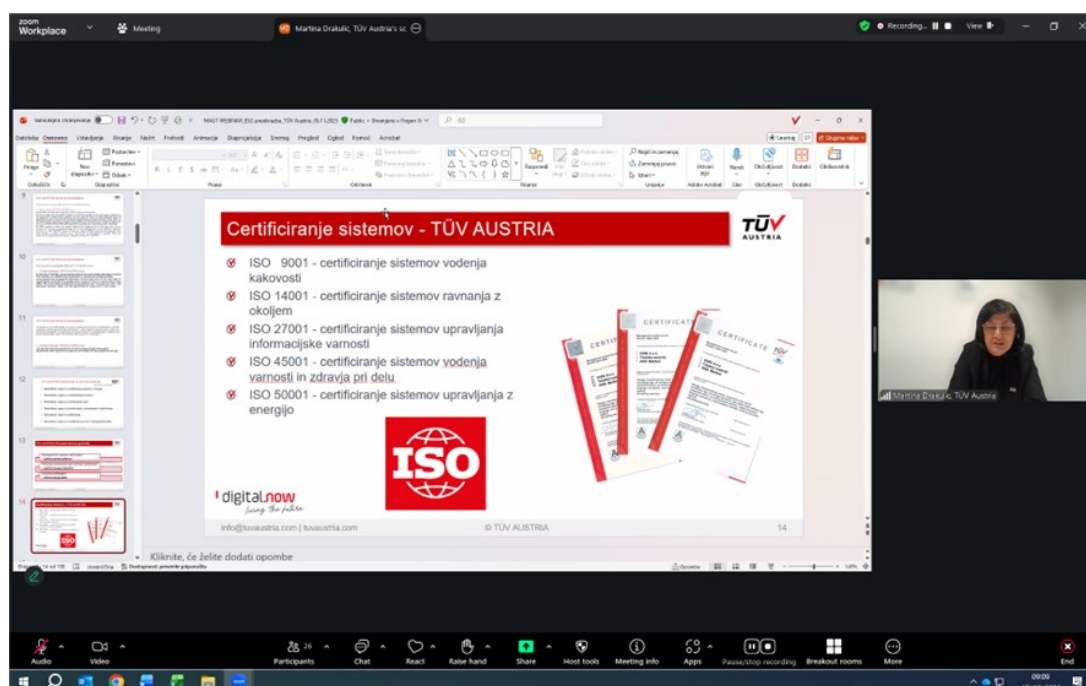


Here below, we share few relevant comments among the ones collected during the event.

- Hotel representative: “The self-assessment tool is simple to use, and I really like getting the score and graph at the end. It instantly shows us our sustainability level. However, I manage several hotels, not just one. My suggestion is simple: I need to be able to handle all my hotel assessments and check their scores from just one account. It would also be great if the tool could save our old reports. This would let us easily look back and see how much progress we have made over time.”
- Sectoral consultant: “The ISO standard establishes a truly comprehensive system for sustainable business operations, which sets it apart from many other, more limited sustainability certificates. It lays down fundamental groundwork, making it exceptionally useful. Crucially, the MAST Protocol clearly outlines what your company can do across the three main dimensions, and it very concretely assigns accountability by specifying who is responsible for each activity. These clear lines of responsibility are often integrated with criteria already being reported under various other sustainability standards you might be working with.”
- Hotel representative: “We successfully used the self-assessment tool to evaluate our current state of sustainability maturity, specifically identifying our progress and highlighting key areas requiring future attention. We found the tool to be extremely valuable and highly versatile. It is not only useful for those seeking the initial ISO standard certification, but also for accommodation providers working towards recertification, or even for performing regular re-evaluations necessary for various other environmental and sustainability labels. The clarity of the results makes it a truly practical instrument for ongoing management.”
- Sectoral consultant: “Typically, establishing a management system based on ISO standards involves navigating quite complex guidelines. What this project has achieved is a significant simplification of the standard for the end-user. By creating the written MAST protocol and the self-assessment tool, companies are now easily able to see which specific criteria they already meet and which areas require further development.”

6.3 Pictures

Webinar





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Mednarodni standardi v turizmu – Projekt MAST

✓ **Projekt MAST in vloga TÜV AUSTRIA**
Projekt MAST se osredotoča na izzive, s katerimi se soočajo mala in srednja podjetja (MSP) v turističnih nastanitvah po Sredozemlju, ter jih povezuje v skupno vizijo trajnostnega turizma.

✓ **Cilj je jasen:**
opolnomočiti MSP z orodji in podporo za uvedbo trajnostnih sistemov upravljanja.

✓ **Ključni element pristopa je uvedba standarda ISO 21401:2018**, ki predstavlja mednarodno priznane smernice za trajnostno upravljanje turističnih nastanitev.

✓ **Spletna stran projekta:** [Accueil – Interreg Euro-MED – MAST](#)

✓ **Družbena omrežja:** [Facebook](#) / [LinkedIn](#)

info@tuv-austria.com | tuv-austria.com © TÜV AUSTRIA 28

Table 1.1 Environmental sustainability areas of intervention (section: Preparation and response to environmental emergencies)

Intervention Area	Specific Objective	Operational Activity	Implementing Actor(s)	Estimated time for Implementation
Preparation and response to environmental emergencies	Set up systems to spot potential environmental risks and lower their impact	<ul style="list-style-type: none"> Conduct regular environmental audits and inspections (e.g., energy and water consumption audits; waste and recycling inspections; monitoring water discharge and water quality). Develop and implement emergency response plans (e.g., fire emergency response plan, natural disaster preparedness, such as earthquakes, floods; regular staff emergency training). Participate in local environmental initiatives and collaborations (e.g., active involvement in local environmental cleanup campaigns; partnerships with local environmental organizations; community environmental education and awareness). 	Environmental manager / Health & Safety Officer / Operational staff	2-3 weeks for initial assessments, followed by quarterly checks
	Review and update emergency plans to stay prepared and respond quickly	<ul style="list-style-type: none"> Conduct regular emergency drills and simulations (e.g., fire evacuation drills; natural disasters and medical emergency simulations). Update emergency response plans based on identified risks and lessons learned (e.g., post-drill evaluation and updates; risk assessment review; incorporation of external recommendations). Train staff on emergency procedures (e.g., periodic emergency response training; practical first aid and CPR training; new employee orientation). 	Health & Safety Officer / Operations Manager / Senior staff member	1 week to revise and test plans; 1-2 days for regular drills

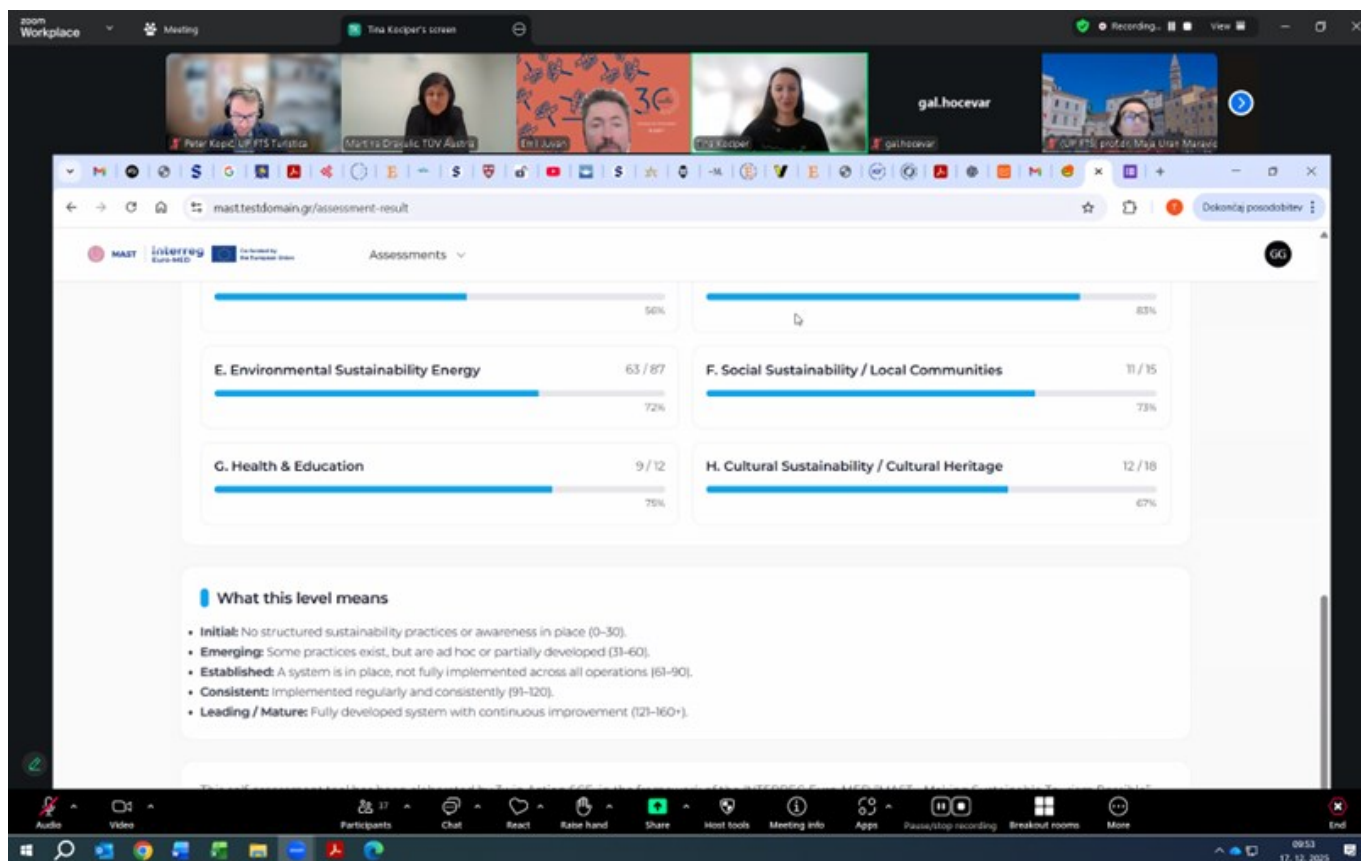


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Annual Assembly of the Slovenian Hotel Managers Association





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7 SMOC webinar for protocol and self-assessment tool presentation

7.1 Agenda

- 🕒 10:30 – 11:00 Welcome address and presentation of MAST results
- 🕒 11:00 – 11:30 Sustainability in accommodation sector in BiH
- 🕒 11:30 – 12:00 Presentation and demonstration of Self-Assessment tool
- 🕒 12:00 – 12:30 Open discussion and reflections

7.2 Short presentation of the event and outcomes summary

The MAST Project Workshop was held on 23 December 2025, from 10:30 to 12:30, at Courtyard by Marriott Sarajevo, and was jointly organised by Sarajevo Meeting of Cultures (SMOC) and the Tourism Association of Sarajevo Canton. The event targeted small and medium-sized accommodation providers interested in improving their sustainability performance through practical, internationally aligned tools

The workshop gathered over 16 representatives of hotels and other accommodation SMEs and demonstrated a strong level of interest and engagement, particularly during the presentation and live demonstration of the MAST Sustainability Protocol and the Online Self-Evaluation Tool. Participants expressed a clear need for structured yet accessible sustainability instruments, especially those that go beyond generic, free online checklists.

A key part of the workshop focused on explaining why the MAST Self-Evaluation Tool offers added value compared to existing free online tools. Unlike simplified sustainability checklists, the MAST tool is directly aligned with ISO 21401:2018, while being translated into practical, realistic steps adapted to the operational capacities of small and medium accommodation providers. The tool does not promote a “one-size-fits-all” or perfection-based approach, but instead supports gradual improvement, continuous learning, and prioritisation based on the actual maturity level of each facility.

Outcomes and results

The main outcome of the event was the hands-on engagement of participants with the MAST Self-Evaluation Tool. With the support of the SMOC team, participants had the opportunity to individually go through the tool on site, complete a sustainability self-assessment for their own accommodation facilities, and immediately provide qualitative feedback and comments.

Participants evaluated the tool as highly useful and relevant for the Bosnia and Herzegovina context, highlighting that:

Only a very limited number of accommodation SMEs in BiH hold green certificates, and None of the participants currently work in facilities certified under ISO 21401.

Hotel managers and management representatives emphasized that the MAST tool responds to a real market gap, offering a clear entry point into sustainability for businesses that lack financial, technical, or human resources to immediately pursue formal certification. Importantly, participants agreed that early and proactive work on sustainability is necessary, as they expect regulatory and legal changes related to sustainability standards in tourism in the near future.

Overall, the workshop successfully demonstrated that the MAST Sustainability Protocol and Self-Evaluation Tool are perceived as practical, credible, and strategically relevant instruments,



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supporting accommodation SMEs in Bosnia and Herzegovina to prepare for future sustainability requirements while improving competitiveness and responsible destination development.

7.3 Pictures





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7.4 List of participants – signatures if available



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Validation workshops Sarajevo - List of participant
23.12.2025.

Euro-MED0200663 - MAST – MAST Validation workshops

WP4

4.3 MAST Validation workshops

December 23, 2025 – Courtyard by Marriott, Skenderija 1, 71000 Sarajevo

PRIVACY DISCLAIMER

The MAST project places a strong emphasis on the privacy and protection of your Personal Data. Personal Data refers to information that can either directly or indirectly identify you or other individuals ("Personal Data"). This includes but is not limited to, details such as your surname, name, name suffix, date of birth, address, telephone number, IP address, etc. We may utilize your Personal Data to get in touch with you regarding OMNIS updates that may be of interest to you. The processing of all Personal Data complies with applicable data protection laws. Rest assured, we do not share your Personal Data with any third parties unless they are our partners or service providers assisting us in delivering updates. Should you wish to receive more information about how your Personal Data is processed by us, please feel free to send an email to: jana.carkadzic@smoc.ba.

By checking "yes" on the following sheet, you affirm your consent for your contact details to be used exclusively for the organization and quality evaluation of activities within the MAST project. Additionally, you consent to the possibility of being recorded in photographs, videos, or audio recordings during the event.

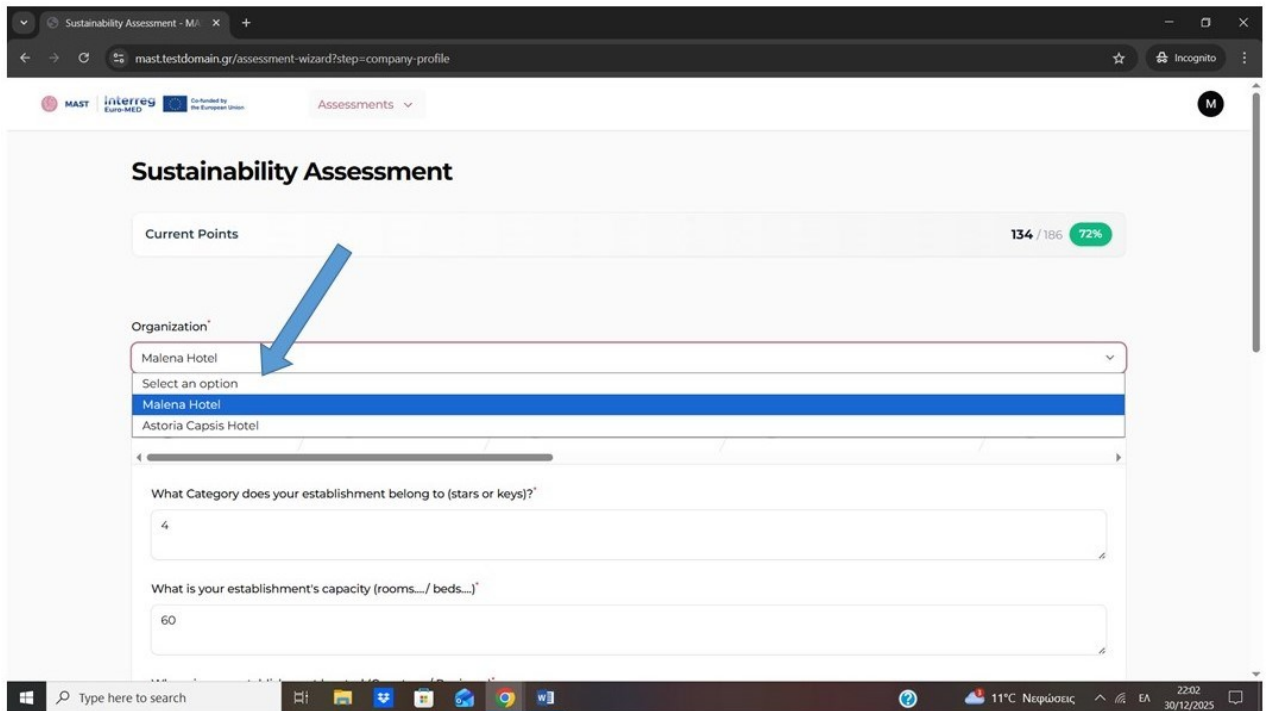
N°	TYPE OF ORGANISATION	NAME OF THE ORGANISATION	NAME SURNAME	E-MAIL	SIGNATURE	PRIVACY
1	Hotel	Hotel Verna	Amir Dizdarević	sales@hotelverna		<input type="radio"/> YES <input type="radio"/> NO
2	Hotel	Hotel Vemov	BERIN ŽEGEROVIĆ	- / -		<input type="radio"/> YES <input type="radio"/> NO



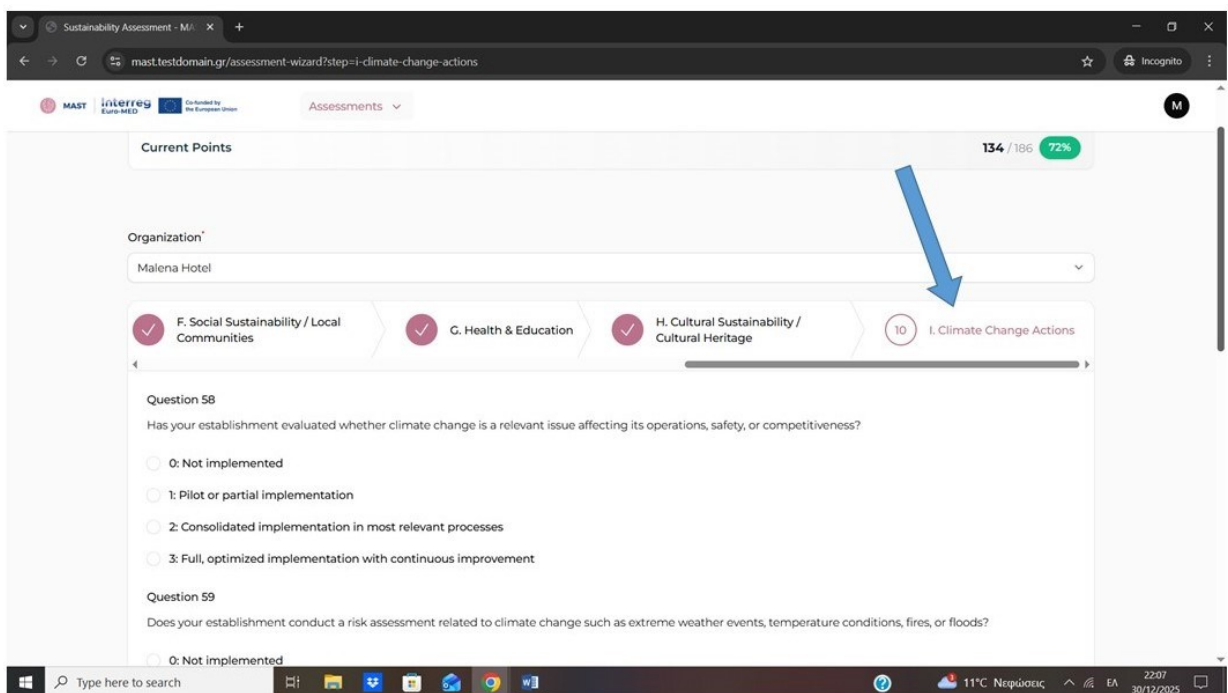
8 Improvements implemented in the tool

Below we attach few screenshots showing the aforementioned improvements, implemented in the final version of the tool.

- a. Function providing access to many different establishment accounts from one user's account (for chains).



- b. Alignment with the ISO 21401:2018/Amd 1:2024 for climate change.





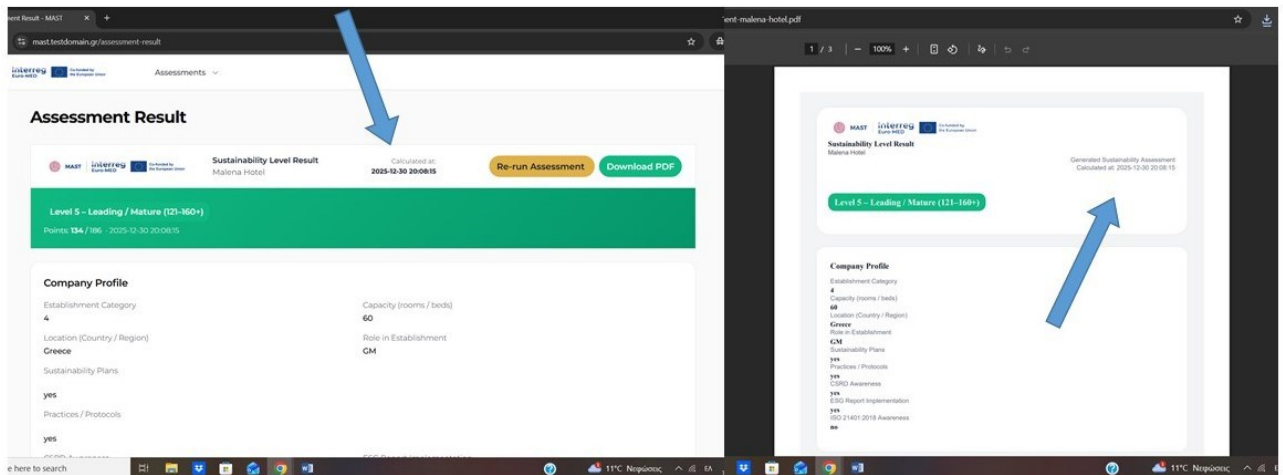
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c. Auto-saving of results with timestamp/establishment name etc (separately for each establishment in the case of chains) and function to download and store with timestamp for progress monitoring purposes. (3.1 results page, 3.2 downloaded pdf file).



d. Link redirecting to the Sustainability Protocol to

