



Co-funded by
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DigAccess
AGROTOURISM

Digital Transition for accessible agrotourism

Action 101167990

Guidelines and evaluation strategy for supporting
soSMEs in designing and implementation of
Individual Digital Development Plans



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1. Glossary

Agrotourism and rural tourism businesses: enterprises offering hospitality, catering and outdoor activities in rural areas. As in some countries agrotourism is legally bound to agricultural enterprises, thus narrowing the potential target group, in the project DigAccess the terms agrotourism and rural tourism are to be considered as synonyms.

SEs: social economy enterprises (SEs) as defined by the European Commission¹.

Enabling Organisations (EO): An EO in the tourism sector in rural areas is, among others a group or entity that supports the development of the relevant SMEs by providing resources, training, advocacy, and networking. These organizations can be governmental or non-governmental and work to foster a supportive ecosystem for sustainable and socially responsible agrotourism and generally tourism in rural areas, often at local, regional, and national levels.

Social economy SMEs (soSMEs): Social economy in the tourism sector in rural areas refers to small and medium-sized enterprises (SMEs) that operate within the social economy sector, and cooperatives that blend agricultural and other relevant practices with tourism while prioritizing social objectives like sustainability, community development, and inclusion. These SMEs often operate as non-profit cooperatives, social enterprises, or clusters, reinvesting profits to support local employment, preserve cultural heritage, and promote sustainable practices. Social economy entities, within the tourism sector in rural areas, serve local economies, empower small producers, and provide tourists with authentic experiences connected to local culture and agriculture.¹

A Micro, Small and Medium Enterprise is considered as such if coherent with the Commission Recommendation 2003/361/EC and the SME user guide.²

A social economy enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners

¹https://single-market-economy.ec.europa.eu/sectors/proximity-and-social-economy/social-economy-eu/social-enterprises_en

² <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32003H0361>

or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.

Digital Accessibility: Digital Accessibility refers to the design and delivery of digital content, tools and services in a way that ensures they can be accessed and used by all people, including persons with disabilities. This may include, for example, accessible websites, booking systems, online communication, digital content adapted for assistive technologies, and user-friendly digital interfaces.

Individual Digital Development Plan: A tailor-made action plan developed jointly by the participating soSME and assigned Digital Innovation Mentor. The plan identifies the organization's key digital challenges, with a particular focus on accessibility for persons with disabilities, and defines practical steps, tools and solutions to improve digital performance, visibility, service delivery and inclusion. The plan serves as a roadmap for the 4-month mentoring process.

Digital/Business Innovation Mentor: An expert assigned to each participating soSME for the duration of the programme. The Mentor provides individual guidance, supports the identification and refinement of digital challenges, assists in selecting appropriate digital tools and solutions, and monitors progress throughout the implementation of the Individual Digital Development Plan.

2. Introduction

This document provides operational guidelines for Enabling Organisations (EOs) supporting social economy SMEs (soSMEs) in the agrotourism and rural tourism sector in their digital transformation journey, with a specific focus on accessibility for persons with disabilities.

It has been developed within the framework of the *DigAccessAgrotourism project* (COSME-SEED, Action 101167990) and is designed as a practical, reusable methodology that EOs can apply both during and beyond the project implementation period.

The **purpose of these guidelines** is to equip EOs with a structured approach to support soSMEs in designing and implementing Individual Digital Development Plans (IDDP) under the Digital Development Programme. The document translates the mentoring approach and expert support into an operational framework, including step-by-step phases, tools, templates, and evaluation instruments.

This guideline supports EOs in their role as facilitators of digital transformation by enabling them to:

- apply a consistent methodology for diagnosing digital maturity and identifying accessibility gaps,
- support soSMEs in designing realistic and actionable digital development plans,
- structure and manage the full mentoring process and expert support with soSMEs,
- monitor progress and collect feedback in a standardised way,
- ensure comparability of results across different soSMEs and national contexts.

The framework is designed to be flexible and adaptable to different organisational contexts, while maintaining a common structure that ensures quality, and coherence.

Importantly, the methodology is a transferable model that can be used by EOs in different initiatives supporting digital transformation, accessibility improvement, and innovation in rural and social economy SMEs.

By applying this framework, Enabling Organisations will be able to systematically support soSMEs in:

- assessing their digital maturity,
- identifying and prioritising accessibility-related digital needs,
- developing Individual Digital Development Plans (IDDPs),
- guiding the implementation of practical digital solutions that enhance both competitiveness and inclusiveness.

By the end of the programme, soSMEs should have:

- a clear digital roadmap and implemented pilot solutions,
- improved digital skills among their teams,
- enhanced service accessibility for customers with special needs,
- strengthened capacity to sustain and expand digital practices beyond the programme.

3. Operational Framework

The Digital Development Programme is implemented according to the following **operational framework**:

- **Scope of implementation:** Enabling Organisations (EOs) manage and deliver individual mentoring and expert support for selected social economy SMEs in agrotourism or rural tourism sector, supporting them in their digital transformation. The mentoring and expert support focuses on improving soSMEs' online visibility, strengthening accessibility of their services for persons with disabilities, and enhancing overall business performance through the adoption and implementation of digital solutions.
- **Content focus:** All mentoring and support activities must be based on the Train the Trainer Toolkit for Mentors developed within the project and must address digital development and accessibility improvements in agrotourism and rural tourism soSMEs, including areas such as digital tools, online services, customer experience, and accessibility solutions.
- **Delivery model:** Support is provided through individually designed support processes, with each soSME assigned to a dedicated expert under the supervision of the respective Enabling Organisation (EO). In addition,



thematic webinars and group sessions may be organised by EOs, mentors, or other supporting organisations.

- **Duration:** Each mentoring and expert support cycle lasts between 4 and 6 months, depending on the soSME's needs and progress in implementing the Individual Digital Development Plan (IDDP). The IDDP development phase takes around one month, the mentoring phase around four months, and the evaluation phase approximately one month.
- **Format:** Activities may be delivered in a flexible format, including in-person, online, or hybrid sessions, depending on national and SME-specific contexts.
- **Mentor's engagement:** The level of Digital Innovation Mentor engagement (including the number of hours) is flexible and depends on the soSME's development stage, digital maturity, and complexity of challenges. It includes 1:1 mentoring session at least twice per month, as well as preparation, analysis, monitoring, reporting and participation in programme activities.
- **Additional experts' engagement:** Experts Providing Group and Individual/Specialized Support uphold the implementation of digital individual development plans through both group sessions and individual meetings, covering various aspects of entrepreneurship and digital transformation. The level of their involvement depends on the identified needs of soSMEs.

4. Roles, competencies and responsibilities

The implementation of the Digital Development Programme requires collaborative approach, involving diverse team of mentors and experts.

The Digital Innovation Mentors operate as key operational actors in facilitating social economy SMEs' digital transformation processes, and implementation of Individual Digital Development Plans (IDDPs). Mentors are not consultants or implementers, but facilitators who guide soSMEs through diagnosis, planning, testing and reflection phases of digital development.

Depending on the individual needs of the soSME, additional experts from relevant fields (e.g. business, accessibility, IT) are engaged to provide targeted advice and support.

4.1 Key roles and competencies

The key roles for the implementation of the designed programme supporting social economy SMEs:

1. **Digital Innovation Mentors** – play a crucial role. The role of digital innovation mentors has two dimensions:
 - substantive-developmental – participation in preparation of individual digital development plans, analysis and identification of digital challenges and needs of soSMEs, providing them with the necessary tools, knowledge and resources, selection of experts required for effective support of each soSME according to individual digital development plans;
 - operational – monitoring of the progress of implementation of individual digital development plans.

The ideal *Digital Innovation Mentor* is a person who:

- has experience in the field of innovation development,
- has experience in delivering training and workshops to adults,
- the ability to build relationships,
- has knowledge (both theoretical and practical) about the materials,
- is a good moderator and able to manage conflicts,

- has good communication skills,
- is flexible in finding the right approach for the trainees,
- is willing to learn through the experience,
- is able to integrate and engage trainees,
- is able to inspire and motivate the audience,
- is innovative and able to use different techniques and methods,
- is able to deal with the target groups.

2. **Business Mentors** – responsible for providing strategic and individual support for ideas, with the goal of strengthening business performance, co-design and provide substantive support for planning and implementation of programme.

The ideal Business Mentor is a person who:

- has experience as a business mentor,
- has knowledge (both theoretical and practical) in the field of specialization,
- is able to carry on the business audits, to identify needs and opportunities, business trends,
- has analytical thinking and a problem-solving approach,
- has strong communication skills,
- is able to integrate and engage trainees,
- is able to inspire and motivate the audience,
- is innovative and able to use different techniques and methods,
- is able to deal with the target groups.

3. **Experts Providing Group and Individual/Specialized Support** – key team members supporting the implementation of digital individual development plans. Their role is to provide support through both group sessions and individual meetings, covering various aspects of entrepreneurship. They cover areas of expertise, including accessibility, market research, finance, marketing and branding, law, project management, industry/technology support, etc.

The ideal Expert *providing group and individual/specialized support* is a person who:

- has experience as a business or industry expert,
- has knowledge (both theoretical and practical) in the field of specialization,



- is able to conduct effective group sessions and individual consultations,
- has excellent communication skills, and the ability to effectively share knowledge and experience.
- is able to inspire and motivate the audience,
- is able to deal with the target groups.

4.2 Responsibilities of mentors and experts

Digital Innovation Mentors play a central role in supporting soSMEs throughout the Digital Development Programme. They act as facilitators of the process, helping to structure activities and support soSMEs in designing and implementing their Individual Digital Development Plans (IDDPs), with a focus on digital transformation and accessibility.

Mentors are supported by the **Train-the-Trainer Toolkit (TTT Toolkit)**, which includes:

- 8 thematic modules covering digital fundamentals, accessibility solutions, IoT, business modelling, prototyping, collaboration, IDDP development, and financial sustainability,
- practical tools, canvases, and templates to structure mentoring activities,
- methodological guidance on mentoring approaches, assessment, and soSME engagement.

Digital Innovation Mentors are expected to:

1. **Prepare for the delivery of the programme** – familiarise themselves with the TTT Toolkit available here: <https://www.digaccess-agrotourism.eu/en/deliverables>
 - Support the design of the IDDP for each soSME
 - Guide soSME in preparing the Individual Digital Development Plan.
 - Guide soSMEs in identifying and defining their digital and accessibility challenges (Digital Maturity Checklist, gap analysis).
 - Support soSMEs in setting clear objectives, priorities (MoSCoW) and action steps.

- Support soSME in brainstorming ideas for solutions for the gaps or challenges.
- Support soSME in selecting tools to address the challenges.
- Support soSMEs in planning the business experiment and evaluating the results.
- Ensure the Individual Digital Development Plan (IDDP) is practical and feasible.
- Plan expert check-ins (mentors, advisors) during the preparation of the IDDP and later in the implementation phase.

2. Support implementation of IDDP in each soSME

- Maintain regular and individual contact with soSMEs to monitor progress made, plan next activities and strengthen the motivation.
- Adapt communication and mentoring approach to soSMEs digital maturity and needs.
- Assist soSMEs in implementing their IDDP step-by-step.
- Support the use of tools and methods from the TTT Toolkit.
- Support soSMEs in testing and adjusting digital solutions in practice (experimentation approach).
- Support soSME in testing planned hypothesis and measuring the success.
- Encourage soSMEs to take ownership of their progress, decisions and implementation of solutions.
- Coordinate with Business Mentors and Digital Innovation Mentors to ensure consistency of support.
- Monitor progress against set IDDP deadlines and objectives, as well as provide ongoing, constructive feedback to support improvement.

3. Participate in programme activities:

- **Programme kick-off activities** on such topics as agile methodologies and design thinking, digital solutions including accessibility, risks and impacts on business models, Web Content Accessibility Guidelines (WCAG), assistive technologies and accessible UX design, data-driven business models, and the Business Model Canvas (BMC). Recommendation: one 2-day on-site and two 1-day online workshops.



- **Workshops during implementation phase**, including three 2-day on-site workshops in the form of collaborative sessions for developing and testing solutions (Design Sprint workshops), and meetings to review progress and align the implementation plan (roadmap execution meeting).
- Engage in **coordination meetings** at the Enabling Organisation level (weekly/twice a month): operational alignment, progress tracking, issue resolution. Mentors are encouraged to share insights, flag challenges and contribute to a coherent mentoring approach across the programme.
- **Demo Day** (if applicable)

4. Ensure clear communication and documentation:

- Keep records of mentoring sessions and key outcomes, in line with programme requirements.
- Development of the final soSMEs' individual reports summarising the results of the implementation of IDDPs for each soSME.
- Complete the Mentoring satisfaction and impact evaluation questionnaire for mentor at the end of the mentoring cycle.

Business Mentors are expected to:

1. Support the design of the IDDP for each soSME

- Analyse and challenge soSMEs' business ideas and assumptions (market fit, value proposition, scalability).
- Support refinement of business models and strategic direction.
- Guide soSMEs in defining priorities, goals and development milestones.
- Provide structured feedback on business performance and progress.
- Facilitate strategic decision-making by helping soSMEs assess options and consequences.
- Identify gaps in business development and suggest areas requiring additional expert input.

2. Support implementation of IDDP in each soSME

- Collaborate with Digital Innovation Mentors and other experts to align soSMEs business strategy with technical solutions.

- Provide the expert services on an as-needed basis, depending on soSME requirements and programme progress.
- Support capacity building in areas such as business planning, market positioning, scaling strategies and digital transformation readiness.
- Contribute to the evaluation and validation of progress achieved by soSMEs during the mentoring process.

Experts Providing Group and Individual/Specialized Support are expected to:

- Deliver group sessions and individual consultations in their area of expertise (e.g. accessibility, market research, finance, marketing & branding, law, project management, industry/technology).
- Provide substantive support for the implementation of Individual Digital Development Plans.
- Share theoretical and practical knowledge relevant to their field of specialisation.
- Support soSMEs in addressing entrepreneurship-related challenges within their area of expertise.
- Facilitate knowledge transfer through clear communication and practical examples.
- Contribute to peer learning and knowledge exchange during group sessions.
- Participate in programme activities as required.
- Coordinate with Business Mentors and Digital Innovation Mentors to ensure consistency of support.
- Participate in programme activities on a flexible, needs-based basis.

What is NOT expected from mentors and experts?

To ensure a clear and manageable scope of engagement, mentors and experts are not expected to:

- provide full technical implementation or operational delivery – mentors and experts guide and advise but are not responsible for building or implementing digital solutions (websites, IT systems etc.),
- act as service providers or consultants – mentors and experts support capacity building and help evaluate and verify the work and solutions developed by soSME, but they do not deliver ready-made solutions.
- take decision-making responsibility for soSMEs – final decisions remain the responsibility of the soSME, which owns the process and outcomes,
- guarantee specific business or performance results – mentors and experts are not accountable for outcomes such as increased revenue, customer growth or full implementation of solutions,
- work beyond the agreed scope and time commitment – Support is limited to defined activities, timeframe, and structure of the DDP,
- possess expertise in all thematic areas (digital, business, accessibility) – mentors and experts contribute within their competence and cooperate with other experts when needed,
- replace soSME internal resources or operational capacity – soSMEs remain responsible for allocating time, staff and resources for implementation.

4.3 Responsibilities of social economy SMEs

To ensure effective implementation of the Digital Development Programme (DDP), soSMEs are expected to take an active and continuous role throughout the programme (workshops, events, reporting and evaluation). Core responsibilities of soSMEs:

- Actively participate in mentoring sessions and programme activities.
- Provide accurate and up-to-date information about their organisation and needs.
- Develop the Individual Digital Development Plan (IDDP) with the support of mentors and experts.
- Take ownership of decisions regarding digital solutions and priorities.
- Implement and test agreed actions within the IDDP.
- Participate in evaluation activities, including surveys and final review meetings.

- Participate in the national / translational online and on-site events within the scope of the programme.

The soSME remains the primary decision-maker and implementation owner throughout the programme.

5. Mentoring and expert sessions

This section outlines the recommended structure for organising and delivering mentoring and advisory / expert support to social economy SMEs within the Digital Development Programme. It is designed to help Enabling Organisations (EOs) structure the process in a clear, replicable and adaptable way.

Within the Digital Development Programme (DDP), mentoring is understood as a **structured developmental process facilitated by Enabling Organisations (EOs), implemented through Digital Innovation Mentors and other experts** according to the identified needs, **targeted at social economy SMEs in the agrotourism and rural tourism sector.**

The mentors and experts act as facilitators of knowledge, experience and reflection, supporting soSMEs in exploring, testing and applying digital solutions in their business context. The soSME remains the central actor in the process, responsible for decision-making and implementation.

The programme focuses on enabling learning, supporting problem-solving, and strengthening the soSME's capacity to independently manage digital transformation processes.

Key principles of mentoring in DDP:

- **soSME-driven approach** – The soSME defines priorities, identifies challenges and leads the implementation process. Mentors support reflection, provide tools (including those in the TTT Toolkit) and offer guidance without imposing solutions. Mentors may support interpretation of results, testing of prototypes and integration of digital solutions into business practice.
- **Structured & goal-oriented process** – Mentoring is structured around the 4-month Individual Digital Development Plan (IDDP). Mentors support soSMEs in defining objectives, planning actions, testing solutions and monitoring progress.
- **Facilitation rather than instruction** – Mentors support learning and experimentation processes rather than delivering predefined solutions. soSMEs remain responsible for implementing changes and testing solutions. Mentors support identification of challenges, selection of appropriate tools from the TTT Toolkit, and iterative improvement processes.



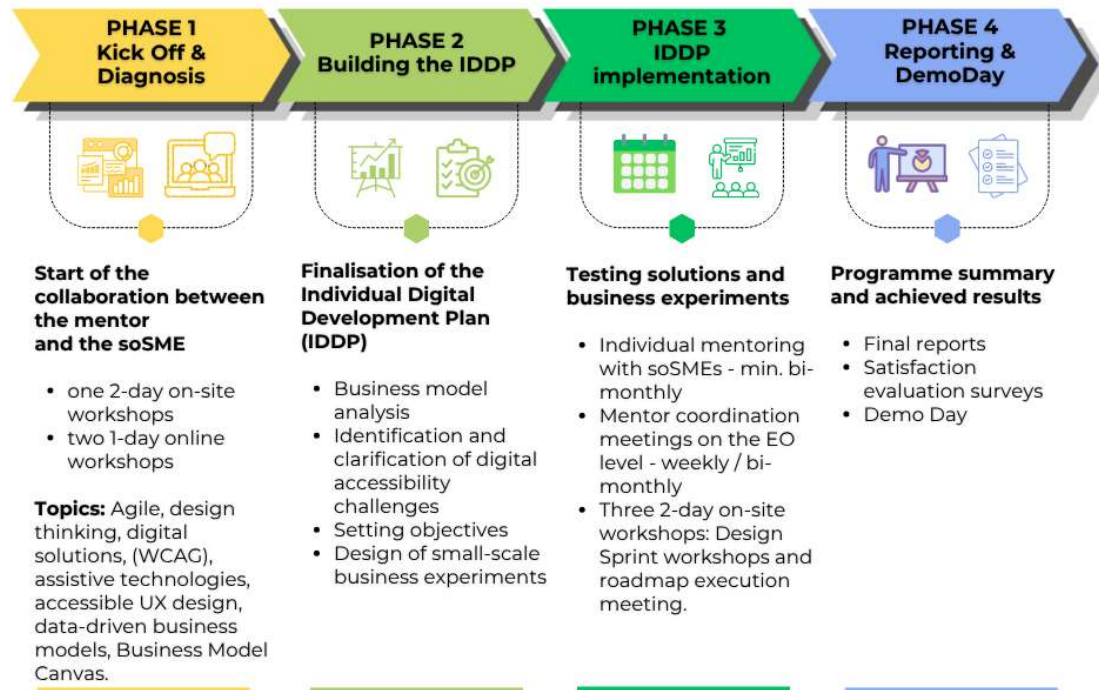
- **Confidentiality and trust** – All mentoring activities are confidential, including soSME data, IDDP drafts, website audits or assessment results and prototype developments. Information is shared only with consent. Confidentiality is a key condition for building trust and enabling open discussion of challenges and failures.
- **Mutual collaboration** – Mentoring is based on mutual respect and collaboration. Mentors consider the soSME's operational context, pace and constraints, while soSMEs value the mentor's expertise and guidance. The process relies on constructive feedback, active listening and shared problem-solving. The approach is adapted to the specific needs and capacity of each social economy SME.

5.1 Overview of phases

The Digital Development Programme consists of four main phases:

- **Phase 1: Inauguration** – Kick-off activities (national and transnational) introducing the programme structure, tools, and expectations.
- **Phase 2: IDDP development** – A structured process (approx. 1 month) focused on diagnosing SME needs and developing the Individual Digital Development Plan.
- **Phase 3: Implementation** – A 4-month mentoring phase focused on applying, testing, and refining digital and accessibility solutions.
- **Phase 4: Evaluation & closure** – The final phase of the mentoring process focused on assessing results, capturing lessons learned and formally closing the mentoring cycle with the Demo Day event.

DIGITAL DEVELOPMENT PROGRAMME (DDP)



5.2 Phase 1 - Inauguration

The inauguration phase marks the **formal start of mentoring and advisory/ expert support activities** and ensures that all participants (mentors, experts and soSMEs) have a shared understanding of the programme structure, objectives and working methods. Its main purpose is to introduce participants to the programme, align expectations and provide the necessary knowledge and tools to effectively engage in the Digital Development Programme.

This phase typically includes national/ transnational kick-off meetings, workshops or webinars organised by the Enabling Organisation.

Examples of onboarding formats:

Enabling Organisations may use a combination of on-site and online formats to effectively onboard SMEs and mentors. Typical formats may include:

- Kick-off workshop (on-site, 1–2 days) – introduction to the programme, mentoring approach and key concepts such as digital transformation, accessibility, agile methodologies and design thinking
- Online/ On-site workshops on specific topics, such as web accessibility standards (e.g. WCAG), assistive technologies, user experience (UX) and inclusive design
- Online/ On-site workshops on digital business models – introduction to tools such as the Business Model Canvas and data-driven approaches

These formats can be adapted depending on the capacity of the Enabling Organisation, the needs of soSMEs and the available resources.

In accordance with GDPR requirements, Enabling Organisations must ensure that all participants (soSMEs, mentors and any other involved individuals) provide explicit consent for the processing of their personal data prior to participation in any programme activities. Participants should be clearly informed about the purpose of data collection, the scope of data usage, retention periods and their rights under GDPR, including the right to access, rectify and withdraw consent at any time. To facilitate the organisation of these events, an **Annex 2. Attendance list Template** can be used.

5.3 Phase 2 – Building IDDP

This phase marks the **beginning of the core collaboration between the mentors/experts and the soSME**. It focuses on co-developing the Individual Digital Development Plan (IDDP).

The process starts after the initial introduction and is based on structured but flexible mentoring and expert sessions aimed at analysing the soSME's current digital situation, identifying key gaps (with a strong focus on accessibility) and designing a practical plan for digital improvement.

The main aim of this phase is to:

- analyse and identify digital challenges and needs of participating soSMEs,
- understand the business model,
- design a small-scale business experiments to understand the user perspective,



- select digital solution adequate for the diagnosed digital challenge / ready digital tools for incorporation,
- build an operational plan of the action in time perspective.

The IDDP development process typically lasts **around one month** and follows a step-by-step approach: diagnosis, gap analysis, ideation and experiment planning. There is no specific requirement regarding the frequency and duration of the sessions. **More or fewer sessions may be scheduled depending on the needs and availability**, provided that the IDDP is developed together by mentor, expert and soSME and in adaptable and structured way.

Sessions may take place online (e.g. Teams/Zoom) or in person, depending on availability and context.

This phase is based on the structured tools and guidance provided by the **Train the Trainer Toolkit** available on the website: <https://www.digaccess-agrotourism.eu/en/deliverables>, including **Individual Digital Development Plan (IDDP) Template** (Module 7 of the TTT Toolkit for mentors).

Mentors, experts and soSMEs should use relevant tools from the TTT Toolkit (e.g. canvases, templates, mapping tools) to support structuring the process and informed decision-making.

Preparation before the first session

- Review available information about soSME (website, LinkedIn profile, etc.).
- Familiarise yourself with the soSME's application and described digital challenge (if applicable).
- Both parties should review programme guidelines and objectives (DDP and IDDP approach).

Step 1: Diagnostic and current-state assessment

Step 1 is focused on understanding the current situation of the soSME, especially its level of digital maturity. The aim of this session is to carry out an initial diagnosis and assess the SME's current digital baseline.

Key activities include:

- Defining roles and responsibilities



- Clarification of expectations and collaboration approach
- Overview of communication channels, frequency, and working rules
- Understanding the business model of soSME (Business Model Canva) – soSME describes its current operations, including organisation name, country, main activities and services, size, target customer groups, existing use of digital tools.
- Completion of the Digital Maturity Checklist – soSME completes the Digital Maturity Checklist and summarizes the results of the analysis focusing on how the soSME currently uses digital tools, what works well and what challenges or difficulties are experienced.
- Identification of initial strengths, gaps and digital readiness level

In this phase, a mentoring agreement between mentor and soSME may be used optionally, if both parties consider it useful (e.g. to clarify communication rules, roles, or meeting frequency). The template for such agreement is included in the **Train the Trainer toolkit, Module 7**.

Step 2: Gap analysis and prioritisation

Step 2 focuses on identifying the key challenges and gaps in the soSME's current situation. The aim is to analyse where the main differences are between the current state and desired level of digital maturity and to prioritise the most important areas for improvement.

Key activities include:

- Identification of the soSMEs digital gaps
- Analysis of the gaps and their impact on business, customers and inclusion
- Identification and prioritization of 3 key digital gaps (minimum 1 related to accessibility), using a high/medium/low scale. For each gap, soSME describes what it is, why it matters and its priority level. The output may be presented as a short text, table, or simple list.

Step 3: Ideation and solution design

Step 3 focuses on exploring possible solutions to address the identified challenges. The aim is to generate ideas and design practical solutions that fit the soSME's needs and capabilities.



Key activities include:

- Brainstorming all possible ideas for digital and accessibility improvements without evaluation or filtering (Ideation Canvas)
- Selection of relevant tools and approaches according to the set goals and using the Tool Selection Matrix. The aim of completing this matrix is to justify why certain tools are worth testing later.
- Prioritization of features or solutions using MoSCoW method (Must/Should/Could/Won't) to focus effort on what is essential for accessibility and business impact.

Step 4: Experiment planning and IDDP finalisation

Step 4 focuses on defining what will be tested during the implementation phase. The aim is to plan practical experiments and finalise the Individual Digital Development Plan.

- Formulation of hypotheses (what is being tested and why)
- Identification of target users, timeline and success indicators
- Definition of required resources (time, people, budget if applicable)
- Definition of experiments and proposed solutions - which solutions soSME would like to test in the future, how testing could be conducted, how feedback from users could be collected, and how improvements in accessibility and usability could be assessed.
- Drafting and finalization of the Executive Summary of the IDDP

At the end of this phase, the mentor should have the IDDPs completed for each soSME.

Results of phase 2:

At the end of this phase, the following should be completed:

- Final version of the Individual Digital Development Plan (IDDP), including:
 - Business Model Canvas (if already available, existing materials can be used)
 - Digital Maturity Checklist
 - MoSCoW

- Ideation Canvas
- Experiment board
- Clarity of all parties regarding next steps and implementation priorities.
- Scheduling the next step focused on implementation.
- Sharing of all agreed materials and documentation.

The Individual Digital Development Plan (IDDP) must meet a minimum quality threshold to be considered complete and operational.

A “good quality” IDDP is characterised by:

- clear identification of digital and accessibility challenges,
- prioritised needs (e.g. MoSCoW or equivalent logic),
- defined and realistic objectives,
- selected and justified digital solutions/tools,
- planned experiments or testing activities,
- measurable indicators of success (even if qualitative),
- clear implementation roadmap (timeline, responsibilities),
- alignment with soSME capacity and resources.

A “narrow or insufficient” IDDP typically includes:

- overly general or descriptive statements without prioritisation,
- lack of concrete actions or implementation steps,
- no clear link between challenges and proposed solutions,
- absence of testing or experimentation approach,
- no defined success indicators,
- unrealistic scope compared to soSME capacity.

Mentors are responsible for ensuring that IDDPs reach the minimum quality standard before entering the implementation phase.

The IDDP should remain a **clear, focused and practical planning document**, limited to a small number of priorities that can realistically be implemented and tested in the next phase.

5.4 Phase 3 – IDDP implementation

This phase focuses on the **implementation of the Individual Digital Development Plan (IDDP)** developed in the previous stage. soSMEs, supported by their mentors and/or other experts, move from planning to testing, applying and refining digital and accessibility solutions in real working conditions. The aim is to **support practical digital change within soSMEs**, with a strong focus on accessibility improvements, user testing and iterative learning.

Mentoring and advisory/expert sessions are based on a combination of structured 1:1 mentoring sessions between mentor/expert and soSME, conducted online or on-site depending on needs, availability and feasibility. The mentoring process is flexible but continuous, ensuring regular follow-up on IDDP actions and progress.

The recommended minimum level of engagement between the digital innovation mentor and the soSME includes regular contact throughout the implementation period, with at least two mentoring sessions per month. The frequency and duration of sessions should be tailored to the soSME's needs, its level of digital maturity, and the current stage of the mentoring process.

The focus is on continuous support, reflection, and iterative progress within the IDDP, rather than adherence to fixed or rigid time requirements.

Each meeting should be documented with:

- meeting agenda (Annex 1.),
- attendance list (for stationary meetings, Annex 2.) or screenshots (for online meetings),
- updated mentoring session log (Annex 3.),
- updated mentor's checklist (Annex 4.).

The Digital Innovation Mentor recommends additional experts when needed to cover specific areas required for the implementation of the IDDP for the soSME and oversees and monitors the work of these experts. The mentor is still responsible for documentation listed above.

Key activities of the implementation phase include:

Implementation is organised as iterative mentoring cycles rather than fixed sessions. Each cycle follows a structured but flexible pattern aligned with the IDDP objectives:

- Review of progress against IDDP goals and timeline.
- Support for implementation and testing of selected solutions.
- Collection and analysis of user feedback (including accessibility perspective).
- Identification of improvements and adjustments.
- Planning for the next iteration and steps.

Mentoring remains continuous and adaptive, with 1:1 contact between mentor and soSME at least every two weeks ensuring ongoing support throughout the implementation phase.

Each mentoring session should include:

- clear agenda prepared in advance (aligned with IDDP objectives),
- review of progress since the previous session,
- discussion of current challenges and barriers,
- practical guidance and/or tool-based support (e.g. TTT Toolkit),
- definition of next steps and responsibilities for both mentor and soSME,
- short reflection on outcomes of the session,
- documentation completed after the session (log + annexes).

Mentors are advised to make sure that their comments are constructive. They should consider using the **“sandwich approach”**: first praise, then constructive criticism, then praise. soSMEs should be encouraged to seek out other experts’ opinions and advice, not solely DDP mentor’s, to have different insights.

Monitoring tools

Mentors are required to use developed tools to ensure consistent tracking and documentation of the mentoring process:

- **Annex 1. 1:1 Meeting agenda** – Standardized template used to structure each mentoring session. It should be prepared in advance for each meeting. Supports consistency and focus across sessions.

- **Attendance lists (Annex 2.) and screenshots of online meetings** – Formal documentation of participation in mentoring activities. Attendance lists should be used for on-site meetings and screenshots from the online sessions for online meetings.
- **Annex 3. Mentoring Session Log** – ongoing documentation of sessions, observations, summarizing progress, challenges and key outcomes – developed for each soSME, updated after each 1:1 meeting and shared with the programme coordination team once a month.
- **Annex 4. Mentor’s checklist** – tracking completion of key IDDP actions and milestones. Updated on the ongoing basis and shared with the programme coordination team together with the mentoring session log.

Coordination and programme-level communication

To ensure consistency and quality across the programme, the coordination structure includes **weekly or bi-monthly online check-ins at the Enabling Organisation (EO) level** to monitor implementation progress, share updates, and address operational challenges.

Additionally, the Enabling organisations are advised to organize during this phase the **three 2-day on-site workshops** in the form of collaborative sessions for developing and testing solutions (Design Sprint workshops), and meetings to review progress and align the implementation plan (roadmap execution meeting). These formats can be adapted depending on the capacity of the Enabling Organisation, the needs of soSMEs and the available resources. To facilitate the organisation of these events, an **Annex 2. Attendance list Template** can be used.

In addition to mentoring activities, **soSMEs** are expected to complete a **monthly mentoring satisfaction questionnaire once a month** to provide regular feedback on the mentoring process, monitor satisfaction levels, and support continuous improvement.

5.5 Phase 4 – Evaluation and mentoring closure

This phase focuses on **evaluating the mentoring, advisory / expert support process and the implementation of the Individual Digital Development Plan (IDDP)**, as well as **formally closing the programme activities**.

It includes both structured evaluation activities and the final presentation of results (Demo Day), showcasing soSME's achievements and learning outcomes.

The aim is to assess progress, capture lessons learned and support soSMEs in defining next steps beyond the programme through:

- assessing the level of IDDP implementation and achieved results,
- reflecting on what worked well and what could be improved,
- evaluating the impact of implemented digital and accessibility solutions,
- analyzing user feedback collected after the experiment phase,
- collecting structured feedback from soSMEs and mentors,
- showcasing results and sharing experiences (Demo Day),
- ensuring formal closure of the mentoring relationship,
- supporting soSMEs in defining next steps and future development.

Key activities include:

- Final review meeting between mentor and soSME
 - Summary of implemented actions
 - Analysis of the user feedback collected,
 - Discussion of results, challenges and lessons learned
 - Reflection on accessibility improvements and user impact
 - Identification of remaining gaps and future priorities
- Organisation of Demo Day
 - Presentation of soSME's challenges, solutions and experiences
 - Sharing good practices and lessons learned
 - Opportunity for peer learning, visibility and networking
 - Involvement of stakeholders (e.g. experts, ecosystem actors)
 - Completion of the documentation confirming the organisation and participation in Demo Day event: **Annex 2. Attendance list Template**
- Completion of final documentation



- **Annex 6. Final soSMEs Individual Report Template** – summarizing the results and key outcomes of IDDP implementation in each soSME, including progress, tested solutions, and main findings from the mentoring process.
- **Annex 7. Final mentoring evaluation questionnaire for soSME** – self-assessment, satisfaction and impact
- **Annex 8. Final mentoring evaluation questionnaire for mentor** – satisfaction and impact

The mentoring process should be finalized with:

- Final reports (one per each soSME) developed by mentor and soSME.
- Completed evaluation questionnaires by both soSME and the mentor.
- Certificates for participation in the mentoring programme.
- Signed attendance list for the Demo Day event (if applicable).
- Signed certificates of attendance at the Demo Day event (if applicable).

6. Conclusion

This document provides a framework for Enabling Organisations to support social economy SMEs in their digital transformation journey, with a particular focus on accessibility and inclusion in agrotourism and rural tourism.

The methodology, tools and processes described are designed as a reusable model for Enabling Organisations in future initiatives. The approach can be adapted to different contexts, organisational capacities and sector-specific needs, while maintaining its core principles of structured mentoring, SME ownership and practical implementation.

The long-term value of this framework lies in its ability to:

- support continuous digital development of soSMEs,
- strengthen accessibility and inclusiveness of agrotourism services,
- build capacity within Enabling Organisations and mentoring / expert and advisory support ecosystems,
- foster the use of innovative digital tools in rural tourism,
- be replicated across other organizational and sectoral contexts.

Enabling Organisations are encouraged to further refine and adapt the methodology based on their experience, ensuring its long-term relevance and effectiveness in supporting soSMEs beyond Digital Development Programme.



7. Annexes

7.1 Train the Trainer Toolkit for Mentors (core operational set)

- **Train the Trainer Toolkit for Mentors:** <https://www.digaccess-agrotourism.eu/en/deliverables>
- **IDDP Template (core document)** – Module 7, Development Plan (IDDP) for agrotourism SMEs, IDDP Template
- **Business Model Canvas** – Module 4, Business Model Canvas
- **Digital Maturity Assessment** – Module 5, Digital Maturity Checklist for Agrotourism SMEs
- **MoSCoW prioritization** – Module 5, Applying the MoSCoW Prioritization Technique in Digital Projects
- **Ideation Canva** – Module 7, Development Plan (IDDP) for agrotourism SMEs, Ideation Canvas instruction and template
- **Experiment Board** – Module 4, Business Experiments
- **Mentorship Agreement Template (optional)** – Module 7, Mentoring strategies for Agrotourism Digital Transformation»

7.2 Implementation & monitoring toolkit

- Annex 1. 1:1 Meeting agenda Template
- Annex 2. Attendance list Template
- Annex 3. Mentoring Session Log Template
- Annex 4. Mentor's checklist Template
- Annex 5. Monthly mentoring satisfaction questionnaire for soSMEs

7.3 Mentoring closing templates

- Annex 6. Final soSMEs Individual Report Template
- Annex 7. Final mentoring evaluation questionnaire for soSME
- Annex 8. Final mentoring evaluation questionnaire for mentor