AgriVETourism Project

Enhancing Sustainable Agritourism through Vocational Education and Training

MODULE 1

The “Business” in Agritourism

From Idea to Income

Trainer’s Manual

For face-to-face, online, or hybrid delivery

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Module Overview

This module helps agritourism operators and aspiring young professionals understand the financial basics of running a small agritourism business. It covers four practical areas: shaping a viable business idea, knowing what your business actually costs (including the costs most people forget), setting prices that reflect real value instead of guessing, and finding support — both through funding programmes and through low-cost actions that do not require a grant.

Each unit produces a simple template that learners fill in and keep. The content draws on real examples from Bulgaria, Greece, and Italy, but the method applies to any European rural context.

This module includes:

- **4 units**, each addressing one specific skill gap with one practical solution and one tangible output
- **4 practical exercises** producing templates that learners complete and keep
- **2 case studies** — one from Bulgaria, one from Italy — following a common structure for easy comparison
- **4 take-home templates** (Agritourism Business Canvas, Monthly Financial Plan, Price Card, Funding & Next 60 Days Plan)
- **Self-assessment questions** for personal reflection (not scored)
- **Facilitation guidelines and trainer resources** for each unit
- **Homework tasks** for learners to complete after the session
- **Annexes** including a ready-made slide presentation and a curated resources collection

Presentation Package

A ready-made slide presentation accompanies this manual. It follows the unit structure described here and is designed for face-to-face, online, or hybrid delivery. The presentation includes introduction slides, content slides for each unit, exercise instructions, case studies, and closing activities.

The full Presentation Plan with slide content, trainer scripts, and facilitation notes is provided in Annex 1. The table below shows which slides correspond to each section of the module.

Module Section	Slides	Content
Introduction	Slides 1–3	Module title, overview of 4 units, ice-breaker activity
Unit 1: Shape Your Business Idea	Slides 4–7	Business model concept, canvas fields, worked example, Exercise 1
Unit 2: Know Your Numbers	Slides 8–12	Iceberg of costs, income sources, seasonality, profit formula, Exercise 2

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Unit 3: Set the Right Price	Slides 13–16	Pricing by instinct, floor price, value chain, add-ons, Exercise 3
Unit 4: Find the Money, Start Small	Slides 17–20	CAP/LEADER in plain language, funding by country, diversification, Exercise 4
Closing	Slides 21–25	Case Study 1, Case Study 2, self-assessment, homework, key takeaways

Slide numbers are indicative. Trainers may adjust the order or add/remove slides based on their group and delivery format. See Annex 1 for the detailed Presentation Plan.

Each unit follows the same formula:

ONE skill gap → ONE practical solution → ONE tangible output

Unit	Skill Gap	Solution	Output
Unit 1: Shape Your Business Idea	No structured business concept	Agritourism Business Canvas	Completed Business Canvas
Unit 2: Know Your Numbers	No cost tracking, no profit awareness	Monthly Financial Plan method	Completed Monthly Financial Plan
Unit 3: Set the Right Price	Pricing by instinct, undervaluation	Price Card method	Completed Price Card
Unit 4: Find the Money, Start Small	No funding awareness, passive waiting	2-Track Plan	Completed Funding & Next 60 Days Plan

Target group: Existing agritourism operators, farmers diversifying into tourism, cooperative members; VET students and young professionals in agriculture and tourism

Estimated learning time: 3 hours

Delivery format: Suitable for face-to-face, online, or hybrid delivery. Requires printed or digital templates for exercises.

Horizontal EU priority: Rural development, short supply chains, EU Green Deal alignment (integrated into Unit 4)

Learning Objectives

By the end of this module, learners will be able to:

1. Map their agritourism business idea using a structured one-page canvas
2. Identify the fixed, variable, and hidden costs of an agritourism operation
3. Complete a monthly profit/loss overview for their business or a realistic scenario
4. Build a price for one product or experience using a structured method: floor price + value premium + add-ons
5. Explain why selling an experience brings more income than selling a raw product
6. Name at least two funding sources available in their country
7. Commit to one practical action they can start within 60 days

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Suggested Delivery Flow (approx. 3 hours)

This is a realistic timing guide for face-to-face delivery. Trainers should adjust based on group size, energy, and whether the optional exercise is included.
If time is short: shorten the case study discussion. Do not cut the exercises — the 4 completed templates are the deliverable.

A Note on Trainer Research Support

This module is based on EU-level evidence, project research, and established agritourism practice. At the end of each unit, trainers will find an AI research support section alongside the verified resource list. These are ready-to-use prompts that trainers can copy into a free AI tool (ChatGPT, Gemini, or similar) to gather local examples, recent data, and up-to-date references for their specific country, region, and participant group.

How to use the AI research prompts

- Copy the prompt into a free AI tool and replace the placeholders with your local details
- Always prefer recent and credible sources — official statistics, government publications, EU databases
- Simplify the AI output before using it in class — remove jargon, shorten, check it fits your audience
- Verify facts, dates, prices, and programme names before presenting them as current information
- These prompts are a starting point for preparation, not a substitute for trainer expertise

Block	**Duration**	**Notes**
Introduction and ice-breaker	10 min	Welcome, check templates are distributed
Unit 1: Shape Your Business Idea + Exercise	40 min	Canvas exercise is 25 min — the longest
Unit 2: Know Your Numbers + Exercise	35 min	Content 15 min + financial plan exercise 20 min
Short break	10 min	
Unit 3: Set the Right Price + Exercise	30 min	Content 15 min + price card exercise 15 min
Unit 4: Find the Money + Exercise	30 min	Content 15 min + funding plan exercise 15 min
Case studies + discussion	15 min	Choose 1 or 2 case studies to discuss
Self-assessment + closing	10 min	Reflection, homework, feedback forms
Total	~3 hours	Including break

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Unit 1 — Shape Your Business Idea

Slides: 4–7 (see Annex 1 — Presentation Plan)

Skill gap	No structured business concept. Experienced operators run on instinct and habit — they have never put their business model on paper. Students and aspiring operators have ideas but no framework to test whether those ideas are realistic.
Practical solution	A one-page Agritourism Business Canvas — an adapted version of the Business Model Canvas with 9 fields, tailored to the realities of small-scale agritourism.
Tangible output	A completed Agritourism Business Canvas.

Canvas Journey Note

This is the first draft of the canvas — not the final version. Learners will return to it after every module and update the fields that connect to what they have just learned. By the end of Module 6, the canvas will be complete, tested, and ready to use. Encourage learners to keep their canvas safe and bring it to every session.

Tip: ask learners to use a different colour each time they update the canvas. This makes the evolution visible — they can see how their business idea grew across the programme.

Key Concepts Explained

What is a business model?

A business model is simply the logic of how your business works — what you offer, who you offer it to, and how you make money from it. It is not a 50-page plan. For a small agritourism operator, it can fit on one page.

Example: A family near Melnik offers vineyard visits, wine tasting, and direct wine sales. Their business model is: "visitors come for the experience, stay for the wine, and buy bottles to take home." Three lines — that is a business model.

What is a value proposition?

Your value proposition is the answer to: "Why would someone come to MY farm instead of going somewhere else?" It is not about being the cheapest. It is about what makes your place special.

Example: "We are the only saffron farm in the region where visitors can pick saffron by hand and learn how it is processed." That is a value proposition — it is specific, it is real, and nobody else nearby offers it.

What are customer segments?

These are the different types of people who might visit you. They have different needs and different willingness to pay. You do not need to serve all of them — but you need to know which ones you are aiming for.

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Example: A farm might attract three segments — urban families looking for a weekend escape, visitors from a neighbouring region on day trips, and retired Northern Europeans looking for authentic rural experiences. Each group wants something slightly different.

What are channels?

Channels are how people find out about you and how they book. This can be as simple as word of mouth and a Facebook page, or it can include a website, Booking.com, WhatsApp, a local tourism office, or partnerships with tour operators.

Example: A small rural guesthouse gets 60% of bookings from a Google Maps listing and reviews. They did not pay for advertising — they just made sure their listing was complete and asked guests to leave a review.

What are key resources?

Everything you already have that the business depends on — land, buildings, equipment, family labour, local knowledge, recipes, tradition. Most small operators underestimate what they already own.

Example: “My grandmother’s recipe for homemade wine and the 80-year-old cellar” — that is a key resource. You cannot buy it. Your competitors do not have it.

What are key activities?

The things you actually do to make the business work — growing, producing, hosting, cooking, guiding tours, maintaining the property, posting on social media.

Example: For a small agriturismo in Umbria, key activities are: olive cultivation, oil production, cooking classes, guest reception, and Instagram posting. Five activities — everything else is secondary.

What are key partnerships?

Other people and organisations you work with — suppliers, neighbouring farms, restaurants that buy your products, local guides, the tourism office, your LAG office.

Example: Two neighbouring farms share a delivery van and a Facebook page. Neither could afford these alone. Together, they reach twice the market at half the cost.

What is a cost structure?

All the money that goes out of your business — fixed costs (rent, insurance, loans), variable costs (food, materials, seasonal labour), and hidden costs (your own time, maintenance, small repairs). This will be covered in depth in Unit 2.

Example: A small guesthouse operator in the Rhodope mountains calculated her costs and discovered that cleaning supplies and laundry alone cost €120/month — something she had never tracked.

What are revenue streams?

All the ways money comes into your business. Most agritourism operators have one or two. The most resilient have three to five.

Example: An Italian agriturismo earns from rooms, cooking classes, oil tastings, direct product sales, and one harvest event per year. Five streams — no single bad month can break the business.

The Agritourism Business Canvas — 9 Fields

Field	Question It Answers
1. Value Proposition	What makes your place worth visiting? What is special?
2. Customer Segments	Who comes? Who do you want to attract?
3. Channels	How do people find you and book?
4. Customer Relationships	How do you keep guests coming back?
5. Key Resources	What do you already have — land, buildings, skills, tradition?
6. Key Activities	What do you actually do — grow, host, cook, guide, sell?
7. Key Partnerships	Who do you work with — neighbours, suppliers, local networks?
8. Cost Structure	What does it cost to run this? (overview — detailed in Unit 2)
9. Revenue Streams	How does money come in? How many ways?

Practical Exercise — Build Your Agritourism Business Canvas

Objective	Map your business idea (or existing business) on one page
What learners do	Fill in all 9 fields of the printed canvas template. Write short, concrete answers — not essays. Each field: 2–5 bullet points maximum.
For experienced operators	Map your existing business as it is now. Be honest — if a field is weak or empty, that is useful information.
For students / aspiring operators	Map a business idea. It can be real or based on the scenario provided by the trainer.
Time	25 minutes (20 work + 5 sharing)
Debrief	Each learner names: their strongest field (what they have) and their weakest field (what they need to work on)

Do’s and Don’ts

Do	Don’t

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Start with what you already have — land, skills, tradition, family knowledge	Do not try to offer everything to everyone from day one
Be specific about who your visitors are — age, origin, what they want	Do not write “everyone” as your customer segment
Think about what makes you different from the guesthouse down the road	Do not copy your neighbour’s model without understanding why it works for them
Include your own time and labour as a real cost from the start	Do not assume family labour is “free” — it has a value
Test your idea small before investing — one weekend event, one tasting, one small group	Do not wait until everything is “perfect” before starting

Optional Exercise — The 3-Sentence Business Pitch

Use this exercise when time allows (15 minutes) or as an energiser after the main canvas exercise. It works well with mixed groups and produces immediate, visible results.

Objective

Each participant describes their agritourism business (real or planned) in exactly 3 sentences: (1) What I offer, (2) Who comes and why, (3) How they find me. If a participant cannot complete all three, the gaps show exactly which canvas fields need more work.

Time

15 minutes (5 minutes writing + 10 minutes presentations and feedback)

How it works

- Each person writes 3 sentences on a card or piece of paper — no more, no less
- Read them aloud to the table (30 seconds per person)
- The table gives feedback: "The sentence I liked most was..." and "The sentence I would improve is..."
- If someone cannot write sentence 3 (how they find me), that links directly to Module 2 — digital tools

Why this works

It forces clarity. If you cannot say it in 3 sentences, you do not have a clear business model yet. The feedback from the table is more valuable than any textbook — real people telling you what they understood and what they did not.

Trainer facilitation tips

- Strictly enforce 3 sentences — not 5, not a paragraph. The constraint is the point.
- If someone reads a vague sentence ("we offer quality products"), ask the table: "Would you book this?" — the answer is always no.
- Pair operators with students — students ask the questions a visitor would ask.
- If the group is large, do this at tables (4-5 people) rather than with the whole room.

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Adaptation note

This exercise works in any setting and any language. The 3-sentence structure is universal. Only the examples and products are local.

Examples to Use

- **A saffron farm that built a business model around a single unusual crop: cultivation + cosmetics production + educational visits. A clear value proposition that nobody nearby can copy.**
- **Italy:** A third-generation olive farm in Umbria — 9 fields filled naturally over three generations, but they only wrote them down recently and discovered their weakest field was “channels” (too dependent on one platform).
- **A cooperative of four small producers in a rural area — each has a weak canvas individually, but together they fill each other’s gaps (one has rooms, one has products, one has a van, one speaks English).**

Adaptation Guidance

The 9-field canvas works for any agritourism context. Trainers should prepare 1–2 local examples showing a filled-in canvas so learners can see what a completed one looks like before they start their own.

Facilitation Guidelines — Unit 1

Before the session

- Print one Agritourism Business Canvas template per participant (A3 format if possible — gives more writing space)
- Print 2–3 pre-filled scenario sheets for learners without an existing business
- Prepare one completed canvas as a visual example (flipchart or projected) — use a fictional but realistic farm
- Have flipchart paper and markers available for the debrief

How to start the unit

Open with a question, not a lecture. Ask the room: “Can anyone describe their business in three sentences — what you offer, who comes, and how they find you?” Let 2–3 people try. Most will struggle to be concise. That is the point — this is why we need a canvas. Say: “If you cannot describe your business in three sentences, you do not have a clear model yet. That is what we fix now.”

Room setup

Tables of 4–5 people. Mix experienced operators with students where possible. Each table should ideally have participants from at least two countries (if applicable).

During the exercise

- Walk around the room. The fields people struggle with most are usually “Value Proposition” and “Customer Segments.” Push gently: “What do visitors say they liked most? That is probably your value proposition.”
- Students may feel they have nothing to write. Remind them the scenario sheet is their starting point — and that imagining a business is exactly how real businesses begin.
- If someone finishes early, ask: “Which field has only one item? That is your risk area.”

How to close the unit

Quick round — each person names their strongest field and their weakest. Write the “weakest” answers on a flipchart. You will likely see patterns (channels, partnerships, and revenue streams are almost always weak). Say: “These weak spots are exactly what the rest of this module helps you fill.”

Materials checklist

- Printed Business Canvas templates (1 per person)
- Pre-filled scenario sheets (3–5 copies)
- One completed example canvas (flipchart or projected)
- Pens and markers
- Flipchart for debrief notes

Unit 1 — AI Research Support for Trainers

What to research

Business model canvas examples from agritourism operations in your region. Local value propositions that work. Common mistakes operators make when describing their business. Real examples of agritourism diversification.

Why this matters for delivery

The canvas exercise works best when the trainer can point to local examples. A vineyard in your region is more convincing than a generic European case.

AI prompt for the trainer

Copy into ChatGPT, Gemini, or similar:
"I am training small agritourism operators in [country/region] on business model thinking. Give me: (1) 3 examples of clear value propositions from agritourism operations in [country/region], (2) the 3 most common mistakes small operators make when describing their business, (3) 2 examples of successful agritourism diversification in [country] — what they added and why it worked. Keep the language simple and practical."

Trainer check before use

- Check that examples are realistic for a small operator, not a large estate
- Verify that any named businesses or programmes actually exist

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- Simplify the language — rewrite marketing terms in plain words
- Make sure diversification examples match what is legally possible in your country

Unit 2 — Know Your Numbers

Slides: 8–12 (see Annex 1 — Presentation Plan)

Skill gap	No systematic cost tracking. Personal and business money mixed. Hidden costs — own labour, off-season bills, maintenance, small repairs — are not counted. Most operators cannot say whether they made a profit or a loss last year. Young learners have no real-world cost awareness.
Practical solution	The Monthly Financial Plan — a one-page template that captures costs (fixed, variable, hidden), income by source, profit or loss, a season note, and compliance costs for each month of the year.
Tangible output	A completed Monthly Financial Plan template.

Key Concepts Explained

What are fixed costs?

Costs that stay the same whether you have 5 guests or 50 guests in a month. They do not change with activity — you pay them regardless.

Example: Rent or mortgage on your property, annual insurance, licence fees, loan repayments, internet subscription. A small guesthouse pays €150/month insurance whether anyone stays or not.

What are variable costs?

Costs that go up or down depending on how many guests you have or how much you produce. More activity = higher variable costs.

Example: Food for guest meals, cleaning supplies, laundry, fuel for transport, seasonal staff wages. If you host 20 people for a tasting instead of 10, you need more wine, more cheese, more napkins.

What are hidden costs?

Costs that are real but that most small operators never write down. They are “below the waterline” of the iceberg.

Example: Your own working hours (if you worked the same hours for someone else, they would pay you). Small repairs you do yourself. Wear and tear on equipment. The electricity to heat water for guests. One operator calculated that laundry and cleaning products alone cost €120/month — she had never tracked it.

What is seasonality?

The pattern of when your business earns money and when it does not. In most European rural areas, agritourism income is concentrated in 4–6 months. But costs — especially fixed costs — run all 12 months.

Example: In most of Southern and Southeast Europe, the active season is roughly April to October, but varies by region. Mountain areas may have a shorter summer season. Coastal areas often extend into late autumn with a shoulder around olive harvest.

What is a profit/loss calculation?

Income minus all costs (fixed + variable + hidden) equals your profit or your loss. If the number is negative for one month, that can be normal (winter). If it is negative for the full year, the problem is structural — you are running a hobby, not a business.

Example: A small farm with €450 income in June, €300 fixed costs, and €150 variable costs has exactly zero profit that month. They need either more income or lower costs just to break even.

What are compliance costs?

Money you spend to meet legal requirements — licences, inspections, hygiene certificates, categorisation fees, food safety documentation. Easy to forget when planning, but real and often annual.

Example: In Bulgaria, the accommodation categorisation process has a fee and requires specific conditions. In Italy, agriturismo registration involves regional rules that vary. In Greece, tax and licensing for food service add to the baseline cost.

Content Focus

The “Iceberg” of Costs

What you see above the waterline: seeds, food, raw materials. What sits below: tax, insurance, marketing, cleaning, maintenance, depreciation, compliance, and your own working hours. “Your time has a price, even if nobody pays you for it.”

Income Sources

Most operators depend on one source. Businesses that survive have at least three — accommodation, food/tastings, activities, direct product sales. Not large streams — just different ones.

The 12-Month Reality

Trainers should anchor this to local seasonality. Use a visual 12-month timeline colour-coded: green (earning), yellow (some activity), red (costs only). Most learners have never seen their year mapped this way.

The Profit Formula

Income – Fixed costs – Variable costs – Hidden costs = Profit or Loss. Simple — but most people have never written it down for a full year.

Practical Exercise — The Monthly Financial Plan

Objective	Build a 12-month cost-income overview

What learners do	Fill in a one-page template: monthly costs (fixed, variable, hidden), income by source, profit/loss, a season note, compliance cost line. Circle the months in the red.
For experienced operators	Use real numbers. Estimates marked with “?” are fine.
For students / aspiring operators	Use a pre-filled scenario provided by the trainer.
Time	20 minutes (15 work + 5 sharing)
Debrief	Each learner names one hidden cost they had not counted and one risk month.

Do’s and Don’ts

Do	Don’t
Write down every cost, even the small ones — they add up faster than you think	Do not mix personal money and business money — even if it is all “the same pocket”
Count your own working hours and give them a price (at least minimum wage)	Do not treat your own time as free — this is the most common mistake in small agritourism
Plan your budget for 12 months, not just for the season	Do not spend summer income as if winter does not exist
Track compliance costs separately — they are easy to forget and hard to avoid	Do not ignore licence fees, inspections, and insurance renewals — they come every year
Check your numbers every month, even if roughly — a 5-minute review prevents a year-end surprise	Do not wait until December to discover you lost money in March

Examples to Use

- **A vineyard with accommodation, tastings, and a museum. How spreading income across 4 sources changes the monthly picture. Thermal/mineral water nearby as a “winter weapon” still unused.**
- **Italy:** An agriturismo where five income streams mean no single bad month is fatal — but the owner still tracks costs monthly because “even five streams can leak.”
- **A cooperative where shared costs (equipment, marketing, a van) change each member’s monthly snapshot dramatically compared to working alone.**

Adaptation Guidance

Trainers should replace or supplement examples with local equivalents. The key message — separate your costs, map your income, look at the full year — applies in every European rural context.

Facilitation Guidelines — Unit 2

Before the session

- Print one Monthly Financial Plan template per participant
- Print 2–3 pre-filled scenario sheets (same business as Unit 1 scenario, now with cost and income figures)
- Prepare a simple “iceberg” visual — drawn on flipchart or projected
- Have calculators available (or confirm participants can use phones)
- If possible, prepare a completed 12-month snapshot example to show what the finished template looks like

How to start the unit

Draw or show the iceberg image. Ask: “What does it cost to run your farm or guesthouse? Give me examples.” Write answers on the flipchart — above the line if obvious, below if hidden. Most answers will be above. Then say: “Now let me add a few you probably forgot…” and add: your own working hours, maintenance, cleaning products, small repairs, compliance fees, bank charges. Count the items below the line. There are always more.

During the exercise

- The biggest blocker is “I do not know the exact number.” Repeat: “Write your best guess and mark it with a question mark. A guess is better than a blank cell.”
- Help with variable cost estimation: “How much do you spend when one guest comes? Think about food, cleaning, extra water and electricity.”
- Some participants will discover they are losing money. Do not dramatise. Say: “Now you know. That is the first step to changing it.”

How to close the unit

Each person shares one hidden cost they had not counted and one risk month. If time allows, ask: “Who has more than 3 months in the red?” This bridges to Unit 3 (pricing) and Unit 4 (funding).

Materials checklist

- Printed Monthly Financial Plan templates (1 per person)
- Pre-filled scenario sheets (3–5 copies)
- Iceberg visual (flipchart or projected)
- One completed example snapshot (optional but helpful)
- Calculators or phones
- Pens

Unit 2 — AI Research Support for Trainers

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What to research

Typical cost structures for small agritourism operations in your country. Hidden costs operators commonly forget. Seasonal income patterns for your region. Compliance costs specific to your national regulations.

Why this matters for delivery

Cost levels, insurance rates, and seasonal patterns vary across Europe. A trainer with localised numbers — even approximate ranges — makes the financial plan exercise much more credible.

AI prompt for the trainer

Copy into ChatGPT, Gemini, or similar:
"I am training small agritourism operators in [country/region] on cost tracking and financial planning. Give me: (1) a realistic monthly cost breakdown for a small agritourism farm with 3-5 rooms in [country], (2) the typical seasonal pattern — which months have income, which have costs only, (3) the main compliance costs an operator faces in [country] (licences, inspections, categorisation, insurance). Use approximate ranges in EUR. Keep it practical."

Trainer check before use

- Verify cost ranges against your own knowledge of local prices
- Check compliance requirements against current national legislation
- Make sure the seasonal pattern matches your specific region
- Remove items that do not apply to very small operators (under 10 beds)

Unit 3 — Set the Right Price

Slides: 13–16 (see Annex 1 — Presentation Plan)

Skill gap	Prices set by instinct, by copying the cheapest neighbour, or by fear of “charging too much.” Own labour and experience value not included. No difference between weekday and peak pricing. No understanding of how processing and experience add value beyond the raw product.
Practical solution	The Price Card method — calculate a floor price (cost-based minimum), add a value premium (story, packaging, experience), identify 2 add-ons, and set a peak/weekday split.
Tangible output	A completed Price Card.

Key Concepts Explained

What is a floor price?

The lowest price you can charge without losing money. It is based on your real costs — everything it takes to produce or deliver the product or experience, including your own time. Below this number, every sale is a loss.

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Example: A jar of homemade jam costs €1.80 in ingredients, €0.50 in packaging, €0.30 in energy, and €1.00 in your labour (30 minutes at minimum wage). Floor price: €3.60. If you sell it for €3.00 “because that is what the neighbour charges,” you lose €0.60 on every jar.

What is a value premium?

The extra amount you can charge above the floor price because of what your product or experience means to the buyer — the story behind it, the setting, the way it is presented, the feeling it creates.

Example: The same honey — sold in a plastic bag at the roadside for €5/kg, or sold in a labelled glass jar with a card about the bees and the valley at a farm visit for €10. Same honey. Double the price. The difference is packaging, story, and setting.

What are add-ons?

Small extras that increase the total price without increasing costs significantly. They work because the guest is already there, already engaged, already in a buying mood.

Example: A wine tasting costs €12/person. Add-on 1: a take-home bottle at a “tasting discount” (€7 instead of €9). Add-on 2: a printed recipe card for the local cheese (€0.20 to print). The €12 visit becomes €19+ without changing the experience much.

What is peak/off-peak pricing?

Charging more when demand is higher (weekends, holidays, festivals, harvest season) and less when demand is lower. This is standard practice across European tourism and helps smooth income.

Example: A farm visit costs €10/person on a Thursday and €14/person on a Saturday. Nobody finds this unfair — hotels, airlines, and restaurants do it everywhere.

What is the value chain?

The idea that each step of processing and presentation adds value — and therefore allows a higher price. Raw material < processed product < experience built around the product.

Example: Raw grapes (€1/kg) → Bottled wine (€7/bottle) → Wine tasting at the vineyard with a view and a story (€25/person). The grapes are the same. The value multiplied 25 times.

Content Focus

Why Pricing by Instinct Does Not Work

Common mistakes: pricing below your own cost without knowing it. Copying the cheapest competitor. Charging the same in August and in February. Not including your time. “Low prices do not attract better guests. They attract guests who complain more.”

Floor Price — Step by Step

Worked example: a farm breakfast or a tasting session. List every cost. Add margin. That is the minimum. If the market will not pay it, the product costs too much to make — it is not “too expensive.”

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The Value Chain in Action

Raw product → processed product → experience. This is the single most important concept in agritourism pricing. Show it with local examples.

Add-ons and Peak Pricing

Two small extras that raise the ticket. Weekday vs weekend pricing. Both are normal, both are fair, both improve income without increasing effort proportionally.

Practical Exercise — Build Your Price Card

Objective	Create a structured price for one product or experience
What learners do	Pick one item. Calculate floor price. Add value premium with justification. Identify 2 add-ons. Set weekday and peak price.
For experienced operators	Use a real product or experience from their own business.
For students / aspiring operators	Price a scenario product (e.g., a 90-minute wine tasting for 8 people with a take-home bottle).
Time	15 minutes (10 work + 5 comparison at the table)
Debrief	Who priced highest? Who priced lowest? Why?

Do's and Don'ts

Do	Don't
Always calculate your floor price before deciding what to charge — know your minimum	Do not set a price by looking at what the cheapest competitor charges
Include your own labour in the cost calculation — your time is worth at least minimum wage	Do not forget to count your own hours — "I did it myself" is not the same as "it was free"
Charge more for experiences than for raw products — the story and setting have real value	Do not feel guilty about adding a value premium — guests pay for the experience, not just the product
Set different prices for weekdays and weekends/holidays — demand is different, prices should be too	Do not charge the same price year-round — August and February are not the same market
Offer add-ons that cost you little but add perceived value (recipe cards, samples, photo spots)	Do not overcomplicate add-ons — keep them simple and easy to deliver

Examples to Use

- **An almond farm — raw almonds → tahini → educational visit. Three price points from one crop. Also: comparing local honey prices with a well-known tourism region — same quality, different price, different packaging.**

- **Italy:** An agriturismo breakfast — including own products in the room price turns a meal into a daily product showcase and sales channel. Cooking class at €45/person — ingredient cost is €3, the rest is experience.
- **Greece:** A small olive oil producer who started selling at €4/litre at the roadside and now sells at €12/litre in branded bottles at food festivals. Same oil, different presentation.

Adaptation Guidance

The pricing method is universal. Trainers should use local products and local price levels in the worked examples. The value chain concept works with any agricultural product — olives, lavender, cheese, saffron, honey, wine, herbs.

Facilitation Guidelines — Unit 3

Before the session

- Print one Price Card template per participant
- Prepare the value chain visual: raw product → processed product → experience (with price at each step)
- If possible, bring real products for comparison (e.g., honey in a plastic bag vs branded jar)
- Prepare a completed Price Card example to show before the exercise

How to start the unit

Hold up two products (or show photos): the same honey in a plastic bag and in a branded jar. Ask: "How much would you pay for this one? And this one?" The answers will be different. Then say: "The honey is the same. The bees are the same. So what are you actually paying for?" Let them answer — packaging, story, presentation, trust. Say: "That is what we call a value premium. And most of you are not charging for it."

During the exercise

- The most common problem is that participants price too low. Ask: "Did you include your time? How many hours does this take?" Recalculate with them.
- If the group is international, ask one Italian or Greek operator to share their price for a comparable product. Let the comparison speak.
- For add-ons, give concrete examples: recipe card (€0.20), small sample, photo opportunity, "certificate of participation."

How to close the unit

Ask: "How many of you set a higher price than what you currently charge?" Most hands will go up. Say: "That gap between your current price and the price you just calculated — that is the money you are leaving on the table every day."

Materials checklist

- Printed Price Card templates (1 per person)
- Value chain visual (flipchart or projected)
- Real products for comparison (if available) or photos
- One completed example Price Card
- Completed Monthly Financial Plans from Unit 2 (participants’ own)
- Pens, calculators/phones

Unit 3 — AI Research Support for Trainers

What to research

Typical pricing for agritourism experiences in your region. Value chain examples using local products. Price comparison between your country and neighbouring countries. Add-on ideas that work locally.

Why this matters for delivery

Pricing is the most sensitive topic. Operators undercharge and resist raising prices. Local price comparisons — especially cross-border ones — are the most powerful tool to show the gap.

AI prompt for the trainer

Copy into ChatGPT, Gemini, or similar:
"I am training small agritourism operators in [country/region] on pricing. Give me: (1) typical price ranges for common agritourism experiences in [country] — room per night, wine tasting, cooking class, farm tour, (2) the same prices in [neighbouring country] for comparison, (3) 3 value chain examples using a local product from [region] — raw → processed → experience price, (4) 5 simple add-on ideas for small farms. Keep it practical with EUR prices."

Trainer check before use

- Verify price ranges by checking actual listings on Booking.com for your area
- Make sure cross-country comparison is fair — similar quality and setting
- Check that value chain examples use products that actually grow in your region
- Test the add-on ideas — would they work on a real local farm?

Unit 4 — Find the Money, Start Small

Slides: 17–20 (see Annex 1 — Presentation Plan)

Skill gap	Operators have heard of EU funding but believe it is “for big companies” or “impossible paperwork.” Many wait for a large grant and do nothing in the meantime. Young learners have no awareness of funding systems. Low knowledge of diversification options that need little or no investment.
Practical solution	The 2-Track Plan — Track A: identify one realistic funding route and prepare the basics. Track B: pick one low-cost action you can start in the next 60 days without any funding.
Tangible output	A completed Funding & Next 60 Days Plan.

Key Concepts Explained

What is the Common Agricultural Policy (CAP)?

The EU’s main framework for supporting agriculture and rural areas. It provides funding for farmers, food producers, and rural communities across all EU member states. It is not one programme — it is a large system with many sub-programmes.

Example: Under the CAP, a small farm can receive support through the CAP for diversifying into tourism, improving energy efficiency, or marketing local products — if they know where to apply and meet the basic conditions.

What is LEADER / CLLD?

A bottom-up approach to rural development funded through the CAP. LEADER works through Local Action Groups (LAGs) — local organisations that decide which small projects get funded in their area. It is specifically designed for small-scale, community-level projects.

Example: A local LAG funded a small signposting project for local farms open to visitors. The application was short, the budget was small, and the decision was made locally — not in the capital or in Brussels.

What is a LAG (Local Action Group)?

A partnership of local public and private organisations that manages LEADER funding in a specific area. Your LAG is your first point of contact for rural development funding.

Example: “Go to your LAG office. Introduce yourself. Ask: what calls are open right now? They are there to help — that is their job.”

What is the RDP (Rural Development Programme)?

The national programme through which each EU country distributes its share of CAP rural development funds. Each country has its own RDP with its own priorities and application rules.

Example: Bulgaria has the National Rural Development Programme (NRDP). Italy has regional PSR programmes. Greece operates through its national CAP strategic plan.

What is income diversification?

Adding new ways to earn money without abandoning your core agricultural activity. The goal is to reduce dependence on a single income source.

Example: A vineyard that only sold wine at the market now also offers weekend tastings, sells directly from the farm, and hosts one grape-picking event per autumn. Three new income streams, no major investment.

What is a cooperative or shared-cost model?

Two or more operators sharing costs — equipment, marketing, transport, or staff — to reduce individual expenses.

Example: "In parts of Italy, farmers share a delivery van, a social media manager, and a joint stand at food festivals. Their fixed costs are half of what they would pay alone."

Content Focus

CAP / LEADER / RDP in Plain Language

What they fund, who can apply, what the process looks like. No jargon. "LEADER is for exactly the kind of small project you are thinking of."

Where to Look — By Country

Presented as a reference card. Each country has its own rural development programme, LEADER/CLLD structure, and cross-border cooperation options. Trainers should research the specific programmes available in their region measures. Trainers in other countries prepare a local equivalent.

Low-Cost Ideas That Do Not Need a Grant

Seasonal tastings, small workshops, a farm shop corner, harvest-day events, a packaged "visit + taste + buy" offer, shared marketing with a neighbour.

Light Touch on Certifications

PDO, PGI, eco-labels — learners do not need them to start, but knowing they exist helps when planning ahead. Detailed coverage in Module 3.

EU Angle (Practical, Not Theoretical)

Funding favours projects showing environmental responsibility, local supply chains, and community benefit. "If you use local products, reduce waste, and employ local people, you already have half the language a funding application needs."

Practical Exercise — My Funding & Next 60 Days Plan

Objective	Identify one funding route and one immediate low-cost action

What learners do	Two tracks on one template. Track A: one funding programme, documents likely needed, who to contact, target date. Track B: one action in the next 60 days without funding — what, first step, start date.
For experienced operators	Both tracks based on their real situation.
For students / aspiring operators	Track A: same. Track B: reframed as “first step to test my idea” (organise a small event, visit an agritourism business, create a social media page for a concept).
Time	15 minutes (10 work + 5 sharing — each person states their 60-day action in one sentence)
Debrief	Public commitment: each person says their 60-day action aloud.

Do’s and Don’ts

Do	Don’t
Visit your local LAG office — it is free, it is their job, and they know what is open	Do not assume EU funding is only for large companies or people with connections
Start with a small, realistic project for your first application — learn the process on something manageable	Do not wait for the “perfect” big grant — you will wait forever and do nothing
Have your basic documents ready in advance (registration, tax ID, property documents, a 1-page concept)	Do not start an application the week before the deadline — you will miss something
Do one low-cost action in the next 60 days — test an idea before investing in it	Do not confuse “I have no funding” with “I cannot start” — many good first steps cost nothing
Talk to other operators who have received funding — their experience is more useful than any manual	Do not try to navigate the funding system alone — ask for help from your LAG, municipality, or a project like this one

Examples to Use

- **Bulgaria:** A LEADER-funded project — signposting, marketing materials, or a small renovation.
- **A cross-border project connecting farms in neighbouring regions through a shared food or wine route.**
- **Italy:** A GAL-supported farm diversification — how the local action group helped a small operator add a cooking class and market it.

Adaptation Guidance

Funding landscapes differ across countries. Trainers must prepare a local funding reference card before delivery. The 2-track method works universally.

Facilitation Guidelines — Unit 4

Before the session

- Print one Funding & Next 60 Days Plan template per participant
- Prepare a country-specific funding reference card — one page per country showing 3–4 relevant programmes
- If possible, invite a local LAG representative or someone who has received LEADER funding
- Prepare 3–4 low-cost diversification examples on a flipchart

How to start the unit

Ask: “Who here has ever applied for EU funding or any public grant?” Count hands. Usually very few. Then ask: “Who thinks the process is too complicated for them?” More hands. Say: “LEADER was designed for people exactly like you. Small projects, local decisions, manageable paperwork. The problem is not that it is too hard. The problem is that nobody told you where the door is. Today I show you the door.”

Then ask: “Who is waiting until they have funding before starting anything new?” Say: “That is the trap. Waiting for money is the most expensive thing you can do — it costs you time. So today we work on two tracks.”

During the exercise

- Track A: Many will not know which programme to choose. Point to the reference card and help narrow down.
- Track B: Push for specifics. “What exactly? By when? What is the first thing you do tomorrow morning?”
- For students, Track B is key. Help reframe as a test, not a commitment.
- If a LAG representative is present, give them 5–10 minutes.

How to close the unit

Each person states their 60-day action in one sentence. Write them on a flipchart. This creates public commitment. Close with: “You now have four documents: a canvas, a snapshot, a price card, and a plan. That is more business planning than most agritourism operators ever do. Use them.”

Materials checklist

- Printed Funding & Next 60 Days Plan templates (1 per person)
- Country-specific funding reference cards
- Low-cost diversification ideas list (flipchart or projected)
- Guest speaker from LAG or experienced applicant (optional but recommended)
- Participants’ completed Canvas, Snapshot, and Price Card from earlier units

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- Pens, flipchart for 60-day actions

Unit 4 — AI Research Support for Trainers

What to research

Current LEADER/CLLD calls open in your region. LAG contact details for your area. National rural development programme priorities. Low-cost diversification examples that worked for small farms.

Why this matters for delivery

Funding information goes stale quickly. A trainer who arrives with the name of the local LAG, current open calls, and one real funded project transforms this unit from theory into action.

AI prompt for the trainer

Copy into ChatGPT, Gemini, or similar:
"I am training small agritourism operators in [country/region] about EU funding and starting small. Give me: (1) the LAG covering [region/municipality] with contact details, (2) 2-3 current or recent LEADER/CLLD calls relevant to agritourism in [country], (3) 3 low-cost diversification actions a small farm can start in 60 days without any grant, (4) the key documents needed for a LEADER application in [country]. Keep it actionable."

Trainer check before use

- Verify LAG names and contacts via the EU CAP Network LAG Directory
- Confirm any funding calls are actually current — AI may cite expired calls
- Check document requirements match your country's actual application process
- Make sure "60-day action" ideas are genuinely feasible with zero budget

Case Studies

Each module includes exactly two case studies. Each follows the same structure for easy comparison and cross-country transfer.

Case Study 1 — Bulgaria: The Day-Trip Farmstop

A wine-growing region in Southern Europe

Context	A small family vineyard in a warm, dry region. Wine production, 3 guest rooms, basic kitchen. Relies mainly on summer accommodation and selling wine at the local market. Minimal marketing — word of mouth and a Facebook page.
Offer	A "Farmstop" day-trip package — structured 2-hour visit including vineyard walk, tasting of 3 local wines with cheese, option to buy bottles directly. Accommodation offered separately for weekend visitors.
Target guests	Weekend visitors from the nearest city (2–3h drive), day-trippers from a neighbouring region (1–1.5h), small organised groups.
Channels	Facebook page, Booking.com (rooms only), WhatsApp for direct group bookings, local tourism office, word of mouth.
Pricing logic	Farmstop package: €12/person (floor price approximately €7 — margin from experience value). Room: €25–30/night. Wine at farm: 20% above local market price.
Seasonality	Active May to October. No winter offer. Thermal water resources 15 minutes away, not integrated into the business.

3 Lessons Learned

1. The day-trip package earns more per hour of work than room nights.
2. Booking.com takes 15% and shares no guest contact data. Direct bookings through WhatsApp keep the full amount and build a guest list.
3. Four to five months of zero income with ongoing fixed costs is the single biggest financial risk — and the easiest to start addressing with even one off-season event.

What to Copy Tomorrow

Package a structured short visit with a clear duration and price. Set up WhatsApp Business. Test one winter weekend concept.

Discussion Prompt

"If you were starting this from zero, which part would you build first — and why?"

Case Study 2 — Italy: The Agriturismo Rhythm

Umbria / Southern Italy

Context	A family olive farm, 5 rooms, third generation. Fixed weekly schedule — cooking class Wednesdays, tasting Fridays. The agricultural calendar drives the tourism, not the other way around.
Offer	Rooms with breakfast (featuring own products), cooking class, olive oil tasting, direct product sales (oil, preserves, honey), seasonal harvest event in November.
Target guests	Northern European tourists (DE, UK, NL), domestic visitors from Rome/Milan, food tourism groups, occasional winter corporate retreats.
Channels	Own website, Airbnb, Agriturismo.it, Instagram, local food festivals, 2 tour operator partnerships.
Pricing logic	Room: €70–90/night including breakfast with own products (breakfast = product showcase). Cooking class: €45/person. Oil at farm: 2x supermarket price with story and packaging.
Seasonality	Peak: April–October. Shoulder: olive harvest events (November). Winter: small-group cooking classes, corporate retreats, online product sales.

3 Lessons Learned

1. Fixed experience days simplify operations and create predictability. Guests book around the farm’s schedule.
2. Five income sources mean no single bad month is fatal.
3. Story and packaging doubled the price of the same olive oil.

What to Copy Tomorrow

The fixed-day rhythm — pick 2 days per week for activities. The experience markup logic. Harvest as a bookable event, not just work.

Discussion Prompt

“Which of these five income sources would you try first with limited money but good land and good products?”

Practical Exercises — Summary

#	Title	Linked to	Time	Output
1	Build Your Agritourism Business Canvas	Unit 1	25 min	Completed Business Canvas (9 fields)
2	The Monthly Financial Plan	Unit 2	20 min	12-month cost-income overview
3	Build Your Price Card	Unit 3	15 min	Price Card with floor price, value premium, add-ons, peak/weekday split
4	My Funding & Next 60 Days Plan	Unit 4	15 min	Funding route + one immediate low-cost action with date

All exercises include a variant for learners without an existing business.

4 Take-Home Templates

#	Template	What It Captures
1	Agritourism Business Canvas	9 fields: value proposition, customers, channels, relationships, resources, activities, partnerships, costs, revenue
2	Monthly Financial Plan	Costs (fixed, variable, hidden), income by source, profit/loss per month, season note, compliance cost line
3	Price Card	Floor price, value premium, final price, peak/weekday split, 2 add-ons, short justification
4	Funding & Next 60 Days Plan	Track A: funding programme, documents, contact, date. Track B: low-cost action, first step, start date

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The Business Canvas — A Living Document

The Agritourism Business Canvas created in Unit 1 is not a one-time exercise. It is a living document that grows with each module of the programme.

After each of the six modules, learners should take out their canvas and update it with what they have just learned. New knowledge about digital tools, product value, sustainable practices, visitor experiences, or future trends — all of it feeds back into the canvas. Fields that were weak or empty in the first draft gradually fill in. By the end of the programme, the canvas is no longer a draft — it is a tested, complete business concept on one page.

Instructions for trainers delivering any module:

At the end of each module, ask learners to take out their Business Canvas from Module 1 (5 minutes). Ask them: “What did you learn today that changes something on your canvas? Update it now.” This takes very little time but keeps the connection between modules visible and practical.

Tip: ask learners to use a different colour pen each time they update the canvas. This makes the evolution visible — they can see how their business idea grew across the programme.

A one-page Canvas Journey handout is provided for learners (see Annex 3). Distribute it at the end of Module 1 so they know what is coming and why the canvas matters beyond today.

Self-Assessment

Five reflection questions. Personal and practical, not scored.

1. Looking at your Business Canvas — which field is your strongest and which needs the most work?
2. How many of your costs were “below the waterline” — things you had not counted before today?
3. Looking at your Monthly Financial Plan, which months are your weakest? What could you do about them?
4. Is your price based on calculation or on feeling? What would you change on your Price Card?
5. What is your 60-day action — and when exactly will you start?

Trainer Notes

On the mixed audience

If the group includes both experienced operators and students, seat them together. Operators bring reality and practical knowledge. Younger learners bring questions, digital skills, and fresh perspective. Both learn from the exchange.

On resistance to numbers

Some learners will say “I do not know my costs.” Tell them: a guess with a question mark is better than a blank cell. The point is awareness, not accounting precision.

On the Business Canvas

Some experienced operators will resist — “I know my business, I do not need to write it down.” Ask them to try it anyway. Most discover at least one weak field. For students, the canvas is essential — it turns a vague idea into something concrete.

On cross-country dynamics

When operators from different countries compare prices, the differences are often striking. Do not rush past these moments — they are some of the most valuable learning in the module.

On timing

The Business Canvas exercise (25 min) is the longest and tends to generate discussion. Keep the debrief focused — one strength, one weakness per person. If behind schedule, shorten the comparison discussion in Unit 3.

On templates as deliverables

The four templates are the real output of this module. If a learner leaves with all four filled in, the module worked — regardless of how much theory they absorbed.

On adaptation

The examples are anchored in Bulgaria, Greece, and Italy (the project partner countries). Trainers in other contexts should replace examples with local equivalents. The methods, templates, and exercises transfer to any European rural agritourism setting.

On homework

The homework section is provided separately (see next section). Encourage learners to complete at least one task before the next session. If you are delivering this module as a standalone event with no follow-up, ask learners to set a personal deadline and share it with someone from their table — peer accountability works.

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Homework for Attendees

These tasks are designed to be completed after the training session. They help learners apply what they have learned to their own real situation. Trainers should present these at the end of the module and encourage learners to complete at least one before the next session or within 2 weeks.

Task 1 — The Real Cost Check (linked to Unit 2)

Choose your most popular product or service (a jar of jam, a guest night, a tasting session — whatever you sell most). Calculate its exact cost, step by step:

- List every ingredient or material that goes into it
- Add energy costs (electricity, gas, fuel) — even if estimated
- Add packaging, labels, or any presentation costs
- Add your own working time — how many minutes or hours does it take you? Value your time at the local minimum wage.
- Add a share of your fixed costs (insurance, rent, equipment wear) — divide your monthly fixed costs by the number of products or services you deliver in a month

Write down the total. Compare it with what you currently charge. If the cost is higher than your price, you are losing money on every sale.

Bring the result to the next session. If there is no follow-up session, share it with someone from your training group within one week.

Task 2 — The Competitor Walk (linked to Units 1 and 3)

Visit one agritourism business near you — as a guest, not as a competitor. It can be a farm, a guesthouse, a wine cellar, a farm shop. While you are there, observe:

- What do they offer? How is it packaged?
- What do they charge? Is the price visible?
- What is the experience like — from the moment you arrive to the moment you leave?
- What would you do differently?
- What could you learn from them?

Write a half-page note with your observations. If possible, take a few photos (with permission). This is not about copying — it is about seeing your own business through fresh eyes.

Task 3 — The 60-Day Check-In (linked to Unit 4)

You wrote a 60-day action on your Funding & Next 60 Days Plan during the session. This task is simple:

- Put the start date in your calendar or phone — today, not “someday”
- Tell one person about it (a family member, a colleague from the training, a friend) — public commitment makes it harder to postpone
- After 60 days, check: did you do it? If yes — what happened? If no — what stopped you?

If your training programme has a follow-up session, bring this update. If not, send a short message to your trainer or to a fellow participant.

Task 4 — Complete Your Business Canvas at Home (linked to Unit 1)

During the session, you filled in your Business Canvas quickly. Now take it home and revisit it with more time:

- Are any fields still empty? Try to fill them — or write down what you need to find out
- Show it to someone who knows your business (a family member, a partner, a friend). Ask them: “Does this look right? What am I missing?”
- If you are a student, show it to someone who runs a real agritourism business and ask for their honest feedback

A good Business Canvas is never finished on the first attempt. It gets better every time you revisit it.

Task 5 (optional) — The Price Experiment (linked to Unit 3)

If you have an existing product or experience, try this:

- Raise the price by 10–20% for one week or for a specific group of guests
- Add one simple add-on (a recipe card, a small sample, a photo opportunity)
- Observe: did anyone complain? Did you lose any customers? How much more did you earn?

Most operators who try this discover that nobody noticed the price increase — and the add-on made guests feel they were getting more. The money you have been leaving on the table becomes very visible.

This task is for operators with existing sales only. Students can plan a hypothetical price experiment for their scenario business instead.

Annexes

Annex 1 — Presentation Plan (Slides)

The slide presentation accompanying this module is provided as a separate file. It is designed for use in face-to-face, online, or hybrid delivery and follows the unit structure of this manual.

The presentation includes:

- Introduction slides (module title, overview, ice-breaker activity)
- Content slides for each of the 4 units
- Exercise instruction slides with visual previews of each template
- Case study slides
- Self-assessment and closing slides

The slide content, trainer scripts, and facilitation notes for each slide are detailed in the Presentation Plan document.

See separate file: Module 1 — Presentation Plan and Slide Content

Annex 2 — Resources Collection

This annex provides 18 verified, trainer-ready resources to support delivery of Module 1. All links were checked on 5 March 2026. Only stable, primary, and official sources are included.

How to use in class

Print the PDFs marked as print-priority (cost snapshot, pricing/experience design guide, CAP at-a-glance, Ecolabel checklist, food waste roadmap, Tourism Act extract) and keep the rest as QR links for after the session. Most items are short PDFs or simple web pages that work on a phone.

How to adapt examples to your area

Trainers should replace the examples in this module with references from their own country and region. Use local destinations, crops, products, and tourism patterns. Ask learners: "What is the nearest attraction that brings day-trippers to your area?" to make the content transferablesification example from the EU CAP Network. When funding comes up, keep it simple: “Local Action Group first” for small projects, and the Commission tourism funding guide for the wider EU landscape.

For a mixed BG/GR/IT classroom: use the same business logic across countries (cost snapshot → floor price → value premium → season split) and treat compliance differences as country homework.

Unit 1 Resources (Costs / Income)

- **RuralInvest Toolkit** — FAO — fao.org/in-action/ruralinvest/toolkit/en/

Use the “feasibility snapshot” logic to structure the cost exercise. Greece: add stronger weekend/holiday peaks. Italy: factor in agriturismo compliance costs.

- **E-learning series: RuralInvest** — FAO eLearning Academy — elearning.fao.org/course/Ruralinvest-series-en

Trainer prep or optional homework: short modules explaining investment analysis in simple terms. Same learning units for all countries.

Unit 2 Resources (Pricing / Experience Design)

- **Creating Successful Agritourism Experiences: A Practical Guide** — EBRD + FAO Investment Centre (2024) — agtivate.org

Core Unit 2 resource for packaging and pricing justification. Greece: swap in olive oil/honey/wine activities. Italy: use as validation of farm-first logic.

- **Global Report on Food Tourism** — UN Tourism / UNWTO (2012) — webunwto.s3.eu-west-1.amazonaws.com

Use 2–3 pages to explain why guests pay more for food stories. Greece: link food tourism to authenticity and seasonality. Italy: use as benchmark.

Unit 3 Resources (Funding / Diversification)

- **At a glance: Bulgaria’s CAP Strategic Plan (updated)** — European Commission, DG Agriculture (2025) — agriculture.ec.europa.eu

Use as a map for realistic rural support pathways. Greece/Italy: use the equivalent national CAP Plan factsheet from the same site.

- **Guide on EU funding for tourism** — European Commission, DG Mobility & Transport — transport.ec.europa.eu

Shows learners where EU tourism-relevant funding sits. Greece/Italy: encourage cross-border partnering through packages and routes.

- **LAG Directory** — EU CAP Network — eu-cap-network.ec.europa.eu/networking/leader/lag-directory

Use live in class: find the right Local Action Group contact for LEADER/CLLD funding. Same workflow for all countries — search your region and save the contact.

Compliance Resources

- **Act on Tourism (Bulgaria) — English translation** — European Commission repository (2018) — commission.europa.eu

Trainer reference for Bulgarian categorisation, definitions, and tourism obligations. Greece/Italy: use as comparison — not for legal use, but to show that all countries have similar structures.

- **National Tourism Register portal** — Ministry of Tourism of Bulgaria — ntr.tourism.government.bg

Practical demo: how to check a categorised site and what information is public. Greece/Italy: do the same exercise with your national register.

Sustainability Resources

- **Tourist Accommodation User Manual (EU Ecolabel)** — European Commission, DG Environment (2022) — environment.ec.europa.eu

Low-cost action list for water, energy, and waste. Print-priority. Greece: focus on heat/water stress actions. Italy: focus on energy efficiency and waste sorting.

- **UN Tourism Global Roadmap for Food Waste Reduction in Tourism** — UN Tourism (2025) — pre-webunwto.s3.eu-west-1.amazonaws.com

Simple structure: procurement → preparation → consumption → redistribution. Greece/Italy: adapt redistribution options to local donation rules.

Digital Visibility

- **Google Business Profile Help** — Google — support.google.com/business

The one place for setup steps: add/claim, verify, post, respond to reviews. Same system and same pain points for all countries.

Country Anchors

- **Your country: local tourism destination pages from your national or regional tourism authority**

Use your nearest visitor attraction as the anchor. Ask learners: "What is the nearest place that brings visitors to your area?" — that is your packaging opportunity.

- **Greece: Agritourism inspiration page** — Visit Greece — visitgreece.gr/inspirations/agritourism

Quick product idea bank — activities you can sell as experiences. Bulgaria: translate into local crops (vineyard, herbs, dairy).

- **Italy: Law No. 96/2006 on agritourism (English text)** — FAOLEX (2006) — faolex.fao.org

Explains the Italian farm-first logic (why offers must link to agriculture). Use as comparison, not for legal advice.

Case Studies and Examples

- **Diversification of rural activities in Borino, Bulgaria** — EU CAP Network (Good Practice database) — eu-cap-network.ec.europa.eu

Bulgarian analogue example of rural tourism diversification. Use as pattern: one flagship attraction + supporting services. Greece/Italy: same pattern applies.

Videos and Webinars

- **EU Ecolabel webinar on tourist accommodation (recording)** — European Commission Streaming Service (2024) — webcast.ec.europa.eu

Show 3–5 minutes to motivate "green = savings + credibility." All countries: focus on quick wins (LEDs, water flow reduction).

- **Good Practice Webinar on sustainable rural tourism** — Rural Pact Community Platform (2025) — ruralpact.rural-vision.europa.eu

Policy-to-practice bridge: how EU rural tourism ideas translate to real farms. Use as discussion trigger for all countries.

Annex 3 — Canvas Journey Handout

A one-page learner handout showing how the Agritourism Business Canvas evolves across all 6 modules. Distribute to learners at the end of Module 1.

The handout includes: a table mapping each module to the canvas fields it updates, practical instructions for the "Canvas Check" activity after each module, and the key message: Module 1 = first draft → Module 6 = finished business plan.

See separate file: Canvas Journey Handout (provided as a printable one-page document).

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