



# WEBINAR

## TOURISM SECTOR SKILLS ANALYSIS

### Understanding skills challenges and opportunities in the tourism sector across European regions

18 September 2025  
10-11.30 (Brussels time)  
*Online*



# AGENDA

**10.00**     **Welcome and introductory remarks, Teresa Escriche**, Regional Ministry of Education, Catalonia & EARLALL WG Skills and Labour Market co-leader

**10.10**     **Session 1 | Shaping Tourism through Workforce Skills and Innovation**  
**Elfa Kere**, Directorate-General for Mobility and Transport, Tourism Sector, European Commission

**10.20**     **Session 2 | Regional examples: Advancing tourism skills and careers: challenges and opportunities**

- **Veronica Mazza, and Luca D'Angelo, Labour Agency, Trentino, Autonomous Province of Trento (IT)**
- **Inés Iglesias González and Ignacio Sanz Sánchez, CFP Felipe VI , Castilla y Leon (ES)**
- **Michael Gibbert, Program Director, La Fontana Living Lab, EHL Hospitality Business School – (CH)**
- **Marleen Mast and Ariane Jacobs, Crescendo CVO, Mechelen, Flanders (BE)**

**11.20**     **The floor is yours: Q&A session**

**11.30**     **Concluding remarks and closure**

## Session 1

### Shaping Tourism through Workforce Skills and Innovation

#### **Elfa Kere**, Directorate-General for Mobility and Transport, Tourism Sector, European Commission

She is a Tourism Policy Officer at the European Commission's Directorate-General for Transport and Mobility (DG MOVE), based in Brussels. Elfa holds a BA in International Affairs from The American University in Washington DC, as well as an MSc in European Politics and Policy from the London School of Economics. Since joining the European Commission in 2004, she has worked in the Directorate-General for Justice, Freedom and Security (now DG HOME), focusing on visa policy and large-scale IT systems. She then spent eight years in DG MOVE's aviation directorate. Her work on EU tourism policy began at the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), with a focus on skills and labour shortages, as well as coastal and maritime tourism and transport.



# SESSION 2



## Regional examples: Advancing tourism skills and careers: challenges and opportunities

- **Veronica Mazza, and Luca D'Angelo, Labour Agency, Trentino, Autonomous Province of Trento (IT)**
- **Inés Iglesias González and Ignacio Sanz Sánchez, CIFP Felipe VI , Castilla y Leon (ES)**
- **Michael Gibbert, Michael Gibbert, Program Director, La Fontana Living Lab, EHL Hospitality Business School – (CH)**
- **Marleen Mast and Ariane Jacobs, Crescendo CVO, Mechelen, Flanders (BE)**



# GUIDELINES FOR YOUR PPX

*Please, we suggest you to cover these aspects:*

- **A short introduction to the tourism skills landscape in your reg**
- **Key challenges and opportunities (supported by facts or figures if possible)**
- **A practical example (presented by you or an invited VET school/external speaker)**
- **A brief exchange with the moderator on future perspectives (no slides needed for this part)**



# TRENTINO



PROVINCIA AUTONOMA DI TRENTO  
**Mazza**



## Veronica

*Employee for the **IDO service** (Incontro Domanda Offerta - Supply and Demand Matching) at the Labour Agency. She has been working in human resources for more than four years, with the aim of acting as a meeting point between companies and workers.*



## Luca

## D'Angelo

**General Director of the Dolomiti Paganella Tourism Board.** *With a career in tourism spanning research, wine & food, and sports, he has been shaping destinations for more than a decade. Since 2015 he's driving innovation in Dolomiti Paganella, creating new experiences and building a values-based connection between community and guests.*



# AUTONOMOUS PROVINCE OF TRENTO

- **Veronica Mazza, Labour Agency, (Trentino)**



- Two main periods: **winter season and summer season.**
- The most popular tourist areas in Trentino:
  - Trento
  - Ski resorts: Madonna di Campiglio & Val di Fassa
  - Lake: **Molveno** & Garda
  - Dolomites (Val di Non & Val di Sole).





# AUTONOMOUS PROVINCE OF TRENTO

- **Veronica Mazza, Labour Agency, (Trentino)**

## Job Market in Trentino (2023)

- Positive Trends: Increase in employment and a reduction in inactive people.
- Sector Growth: Service sector up by 3%, with hospitality (bars & restaurants) contributing a third of this.
- Employment Highlights: 18,000 people employed in hospitality; highest employment level in 5 years.
- Contract Trends: Growth in permanent contracts, but fixed-term contracts still dominate, especially in tourism.
- Labour Shortage: 75% of companies struggling to find skilled workers, with a mismatch in skills.
- Tourism Sector Demand: 33,000 employees needed; 30% of positions are unskilled, reflecting the nature of the industry.





# AUTONOMOUS PROVINCE OF TRENTO

- **Veronica Mazza, Labour Agency, (Trentino)**

## "Trentino tourism is looking for you"

- Goal: Match job seekers with tourism sector positions (summer & winter seasons)
- For Job Seekers: Opportunity to join the 'Tourism List' for direct contact by sector operators.
- For Tourism Operators: Access to a pre-selected list of qualified candidates, including those from outside the region.
- Key Roles: Chefs, waiters, bartenders, massage therapists and

Example: **Paganella Pilot Project.**



# PROJECT: WORKING IN PAGANELLA



## Reason why of the project

**The Visit Paganella area** was chosen as the pilot area to test the new format “*Work in Trentino Tourism*”: a recruiting campaign that helps match supply and demand in seasonal tourism jobs.

**Beyond recruitment, the project also offer, training opportunities, more stable contracts and community benefits that turn seasonal work into a real opportunity.**



## CHARTER OF VALUE

### 1 Prioritize quality above quantity

In recent years our resort has experienced constant linear growth in tourism, but this is not an objective in itself that can be pursued forever. As a result we are committed to reasoning instead in terms of value: we will no longer focus on volume (numbers of visitors and nights), instead giving precedence to the quality of the experience of tourists and the benefits for the local community.

### 2 Consider the long-term first

We suggest always maintaining a perspective oriented towards the future, without ceding to the temptation of immediate short term gains. Decisions that affect the entire resort must always be guided from the perspective of the local community's long-term wellbeing.

### 3 Aspire to be season-free

Everybody knows that in the future mountain tourism will no longer be able to depend mainly on the winter. Instead we must aspire towards being “season-free”, taking advantage of our local territory 365 days a year and not just during specific seasonal peaks, creating a holiday resort capable of expressing its full potential throughout the entire year.

### 4 Tourism should benefit the entire community

We believe that tourism must be in harmony with the local area and people, providing opportunities for a better and more prosperous life for the entire society. Our local community must always have the final word on how to build and develop our future prospects.

### 5 Become a tourism-powered destination

Precisely because we acknowledge the enormous value of tourism for our local community, we do not want to be totally dependent on it. Our ambition is to be a holiday destination that consciously manages the tourist phenomenon, making use of the emerging lessons and benefits to promote growth and success in other sectors of the local economy.

### 6 Pursue a value-based relationship between visitors, territory, and residents

Tourism cannot be reduced to a simple financial transaction between visitors and local operators. Visitors and organizations must share values, ideas, and experiences for a tourism that evolves and grows in harmony with the environment and local community, helping improve quality of life in our holiday resort.

### 7 Future generations will need to be our pioneers and innovators

We believe in the importance of reducing the generation gap and eliminating obstacles for the new generations trying to establish themselves locally. Rather than seeing young people merely as “labour” we have to consider them as future leaders, innovators, and entrepreneurs, creating conditions that facilitate their development.

### 8 Aim to become a climate-neutral destination

We are aware of our responsibilities and the need to play a part in countering climate change by ensuring that our tourism evolves sustainably. This implies not just innovating locally, but also providing an example for others by promoting a sustainable development model.

### 9 Protect our heritage and strengthen our sense of belonging

We believe that Dolomiti Paganella is something more than just a holiday resort or a collection of various local councils. We are a community whose lives are shaped by the mountains (our identity is moulded by this even more than by tourism) and this translates into a lifestyle in which adaptability, innovation, and tradition are values that unite past, present, and future.

### 10 Always consider people as our most important resource

We know that everything starts from people, which includes locals who have always lived here, visitors who briefly share our home, and new arrivals who come here to open a new chapter in their lives. We thus see tourist development as being closely correlated with the creation of a place that is attractive for residents, visitors, and new talents coming from other regions or even outside Italy, who understand the implicit culture of the community and want to build their future here.



# PROJECT: WORKING IN PAGANELLA

## The “Job activation pact”

It's a formal commitment between Trentino Labour Agency, Trentino Sviluppo and the Hospitality Business of Altopiano della Paganella with the coordination of Visit Paganella.

- **The public sector** invests resources to attract workers and facilitate the matching of supply and demand, sharing the results with local tourism businesses.
- **Private companies** that join the project commit to ensuring shared standards of job quality and to providing clear and timely feedback on needs, recruitment activities, and hiring.
- **Local Tourist Board** offers to employee of the selected companies *The Team Card*: a local benefits card that gives seasonal workers discounts, free activities, and access to services, helping them feel part of the community.



# PROJECT: WORKING IN PAGANELLA



## How does it work from the Hospitality Business side

### Join the Pact

Sign the Job Activation Pact — this is the entry point to access all project services.

### Define needs

Meet the Labour Agency to specify open positions and hiring priorities.

### Select candidates

Interview the profiles proposed by the Labour Agency and share feedback on hires or changes.

### Welcome your staff

Request the Team Card from APT for new employees, giving them access to local benefits.

### Grow together

Stay updated on training opportunities and involve your staff.



# PROJECT: WORKING IN PAGANELLA

## THE CAMPAIGN



## LESSON LEARNED (so far)

Our destination is attractive, but integrating seasonal workers into the local community remains **a long-term challenge**.

For alpine areas, **summer recruitment is harder**: competition from seaside destinations is strong.

Family-run businesses still **struggle to plan hiring well in advance** and to move beyond the traditional seasonal model.

Moving towards a **season-free** approach is one of the key directions for the future.

# CASTILLA Y LEON



## **Inés Iglesias González, CFP Felipe VI , Castilla y Leon (ES)**

Graduate in English Language and Literature working in bilingual educational projects for 15 years and coordinating Erasmus+ activities at CFP Felipe VI since 2017. Head of the Languages Department and teacher of English in higher and mid-grade vocational studies.



**Ignacio Sanz Sánchez** is a hospitality and tourism teacher at CFP Felipe VI, where he has held various leadership roles such as Head of Studies and Director. In the past, he worked in renowned hotel chains and served as a tour guide at historical landmarks.



# CASTILLA Y LEÓN

## OVERVIEW OF THE TOURISM SITUATION IN THE REGION.

Castile and León, one of the largest regions in Europe, covering 94,226 km<sup>2</sup> and with a population of less than 2.5 million, is one of the least densely populated regions in Spain







The rich architectural and cultural heritage is another of the great attractions of Castile and León. Three cities, Ávila, Salamanca and Segovia, and six sites have been declared World Heritage Sites.



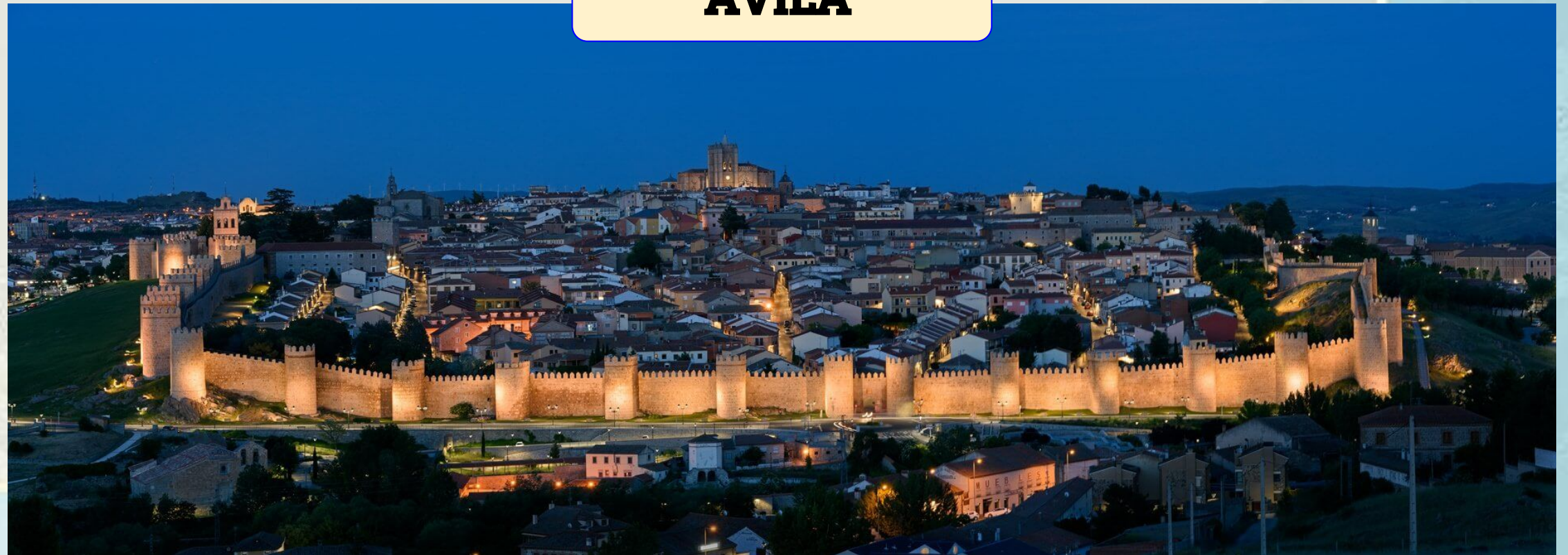


# WORLD HERITAGE SITES IN OUR REGION



**SALAMANCA**

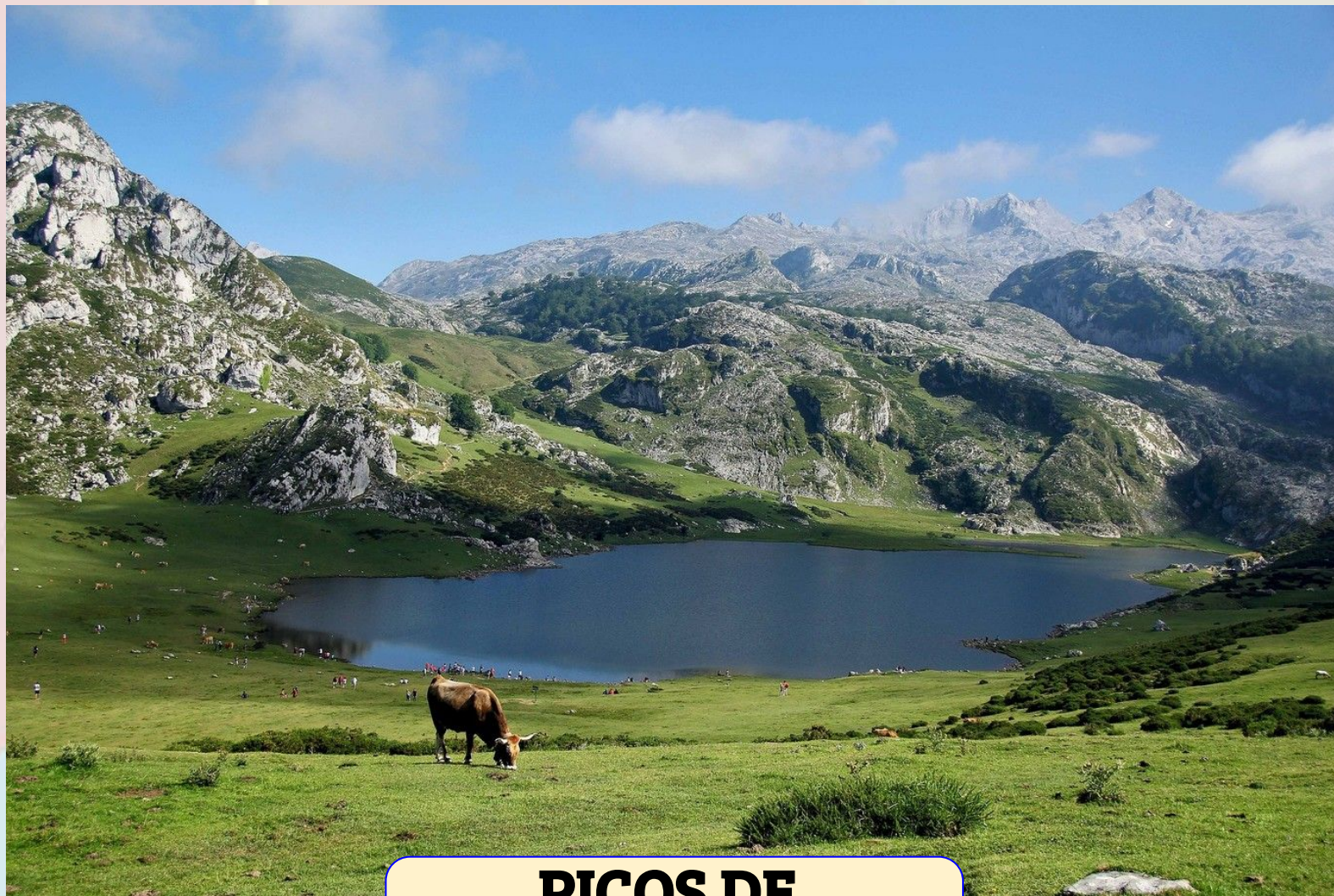
**ÁVILA**



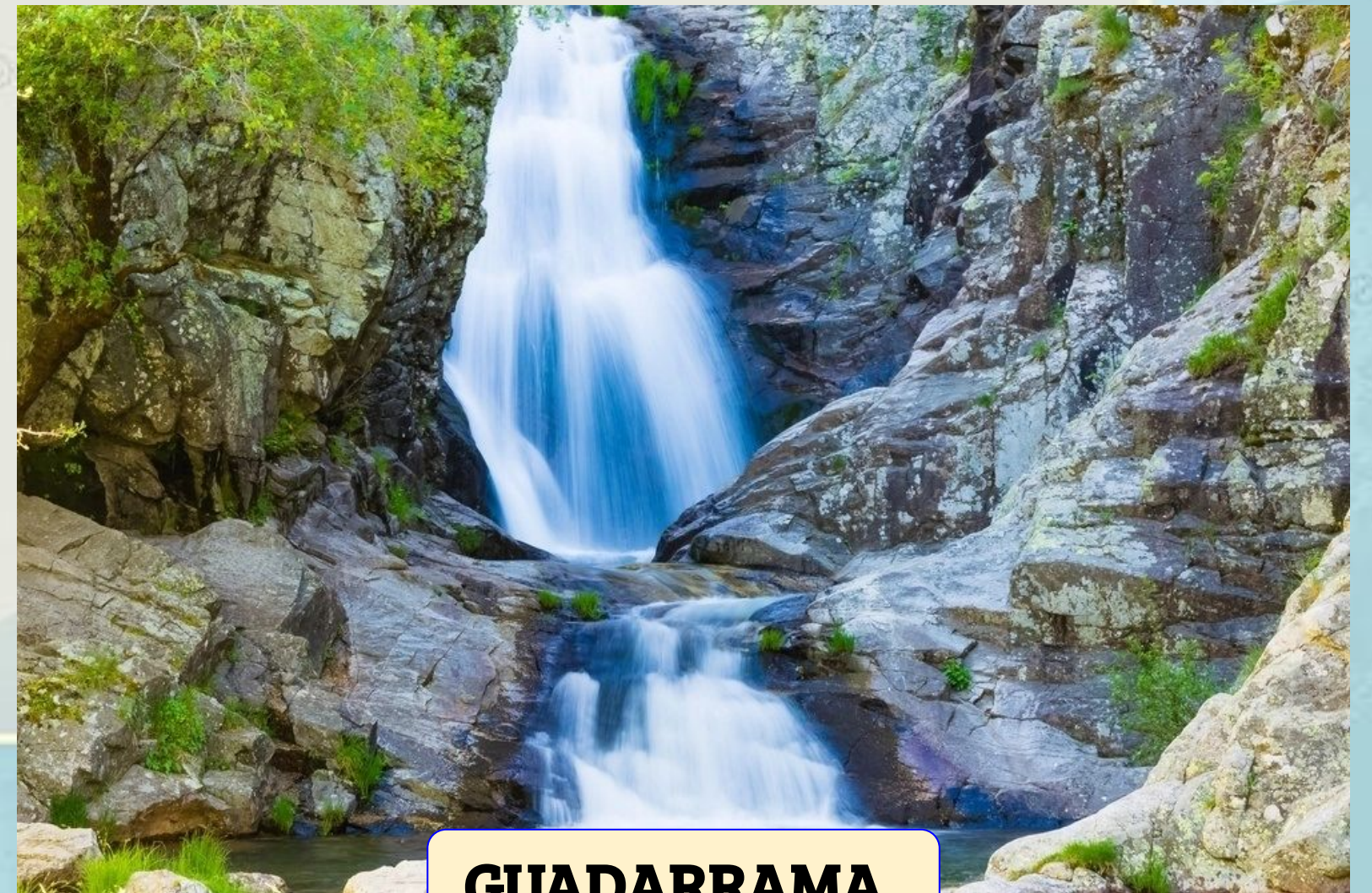


# NATURAL HERITAGE

Numerous natural spaces in this extensive and varied territory give it an unquestionable appeal. For example, Guadarrama National Park and Picos de Europa National Park.



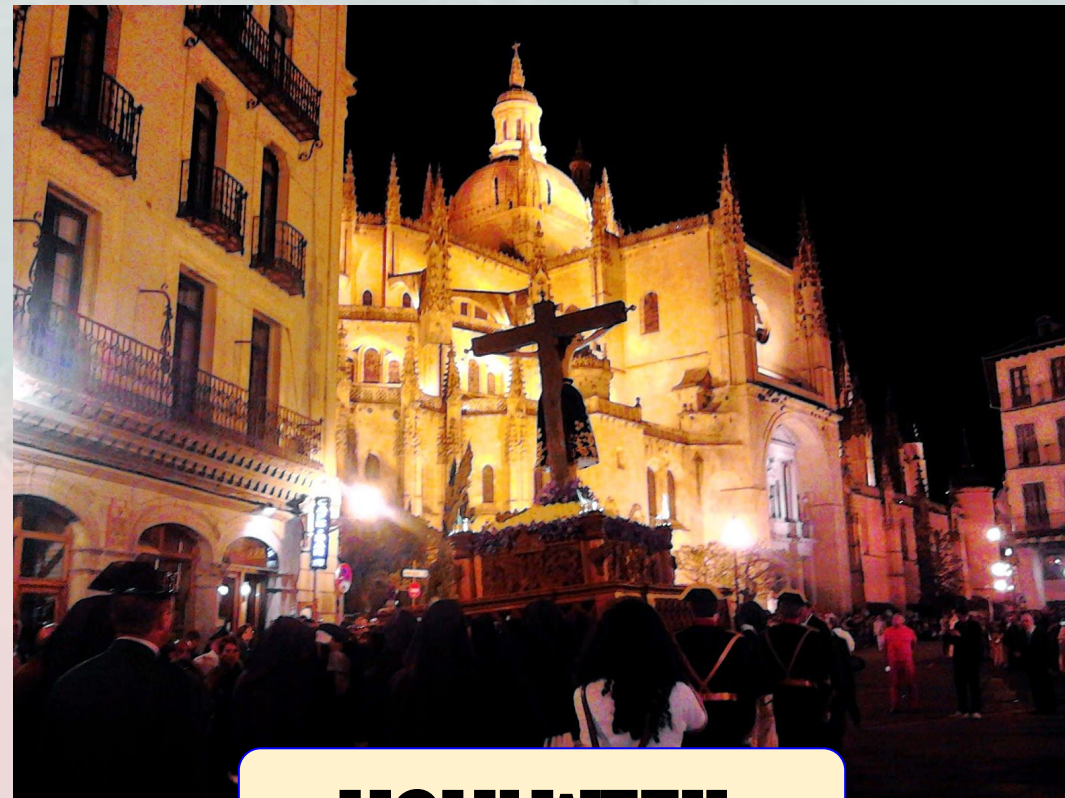
**PICOS DE  
EUROPA**



**GUADARRAMA**



# CULTURAL HERITAGE. HISTORY AND TRADITIONS.



**HOLY WEEK**



**ARCHAEOLOGICAL REMAINS**



**GASTRONOMY**



**ST. JAMES'S WAY**



# DATA & STATISTICS

Castilla y León is the fifth most visited autonomous community by Spanish tourists. 17,425,143

Information from **January 2024** to **December 2024**

Travelers

9,243,820

▲ 429,813 (4.88%)  
compared to **Jan**  
2023 - Dec 2023



Overnight  
stays

15,106,440

▲ 546,990 (3.76%)  
compared to **Jan**  
2023 - Dec 2023



Average stay

1.66

▼ -0.012 (-0.71%)  
compared to **Jan**  
2023 - Dec 2023



Occupation

25.17%

▼ -0.209 (-0.82%)  
compared to **Jan**  
2023 - Dec 2023



Accommodations

11.979

▲ 722 (6.41%)  
compared to **Jan**  
2023 - Dec 2023



Hotel Beds

202.215

▲ 3.735 (1.88%) frente  
a **Ene** 2023 - **Dic**  
2023



Restaurants

Establishments

6.043

▼ -2 (-0.03%)  
compared to **Jan**  
2023 - Dec 2023



Restaurants

Establishments

528.285

▲ 2,517 (0.48%)  
compared to **Jan**  
2023 - Dec 2023





# UPDATED TOURIST DATA BY PROVINCE

- \*Segovia 1.01 million tourists.
- \*Zamora 0.46 million
- \*León 1.635 million
- \*Salamanca 1.62 million
- \*Palencia 0.49 million
- \*Ávila 0.95 million
- \*Soria 0.49 million
- \*Valladolid 1.02 million
- \*Burgos 1.66 million
- \*Total 9.3 million

Provincial comparison of travelers and overnight stays



At international level, the number of tourists who visited us was 1.35 million international tourists, representing an increase of 11.18% compared to 2023

# INFRASTRUCTURES

## ACCOMMODATION OPTIONS.

There is a wide range of accommodation options covering the entire region.

- Hostels 4.385
- Apartments 6.711
- Campsites 1.432
- Hotels 21.986
- Rural tourism 50.742
- Short term rental accommodation 55.092





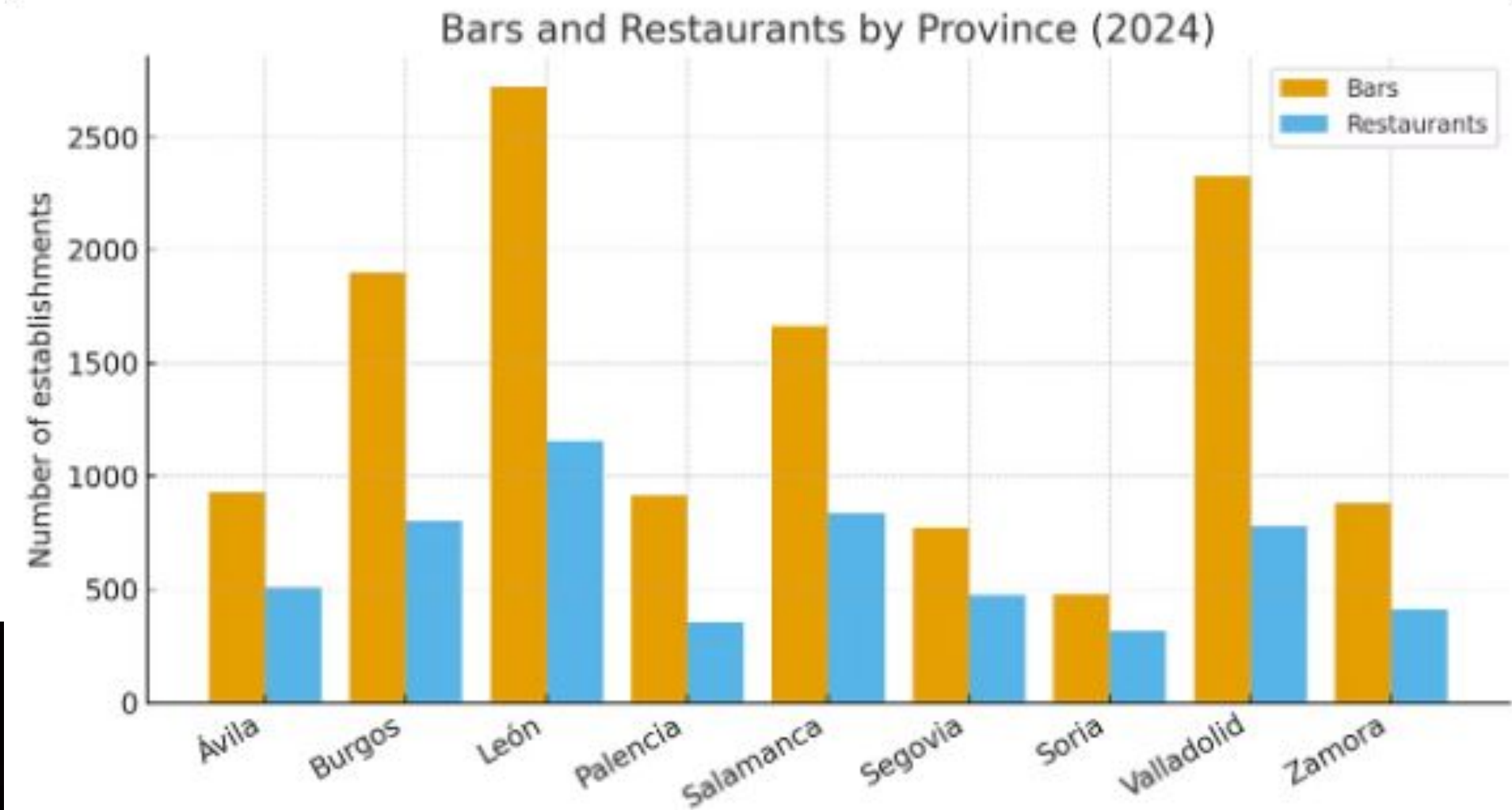
# INFRASTRUCTURES

## BARS & RESTAURANTS

More than 15.000 bars and restaurants.

13 Michelin Star Restaurants.

Gastronomic Tourism, is the second touristic motivation to come to our region.



# INFRASTRUCTURES

## Estimated Travel Agencies by Province (2024)

- The map of travel agencies in Castile and León reveals a robust network of approximately **400 establishments**.
- These agencies are crucial for providing tourism intermediation services, effectively channeling both outbound and inbound tourism within the region.
- This infrastructure is essential for supporting the overall tourism ecosystem.

### Key Services

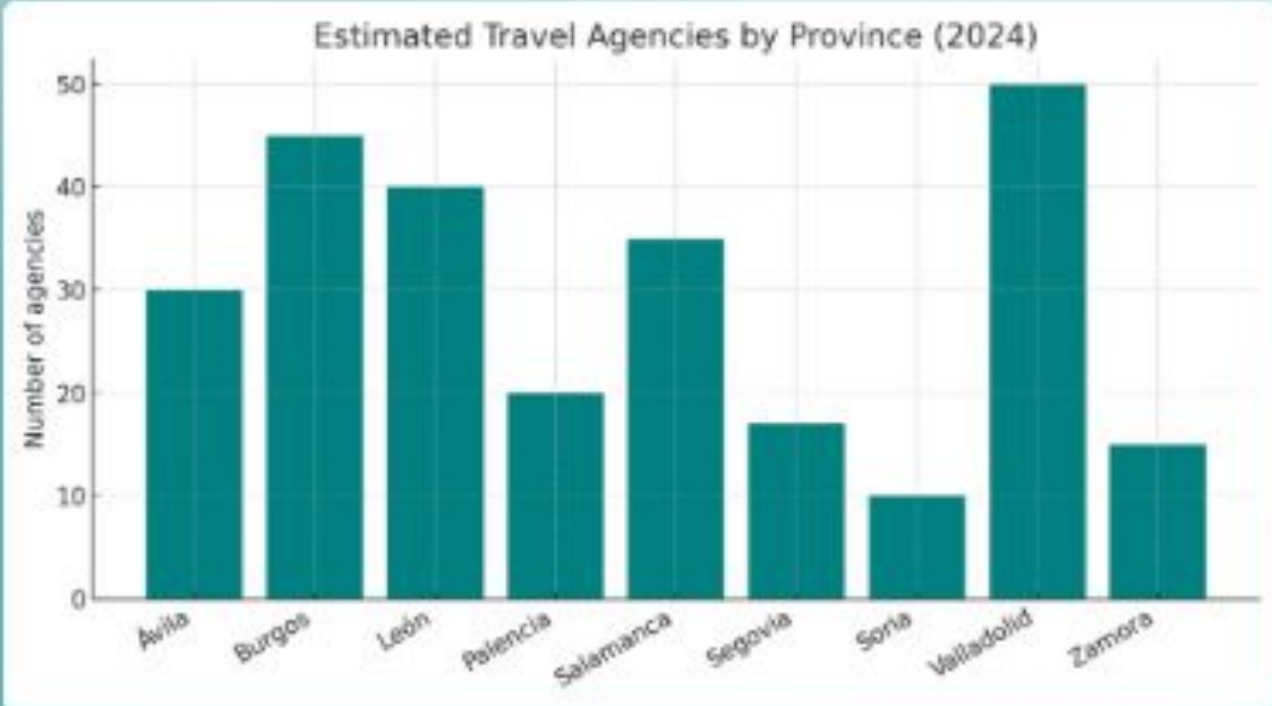
- Tourism intermediation
- Customized travel packages
- Efficient reservation management

### Regional Distribution

- High urban concentration
- Broad provincial coverage
- Emerging local specialization

### Digital Challenges

- Intense online competition
- Continuous technological adaptation
- Evolution towards new business models





# INFRASTRUCTURES

## Transportation Infrastructure



### High-Speed Rail Network

- The AVE connects Castilla y León with Madrid and the rest of Spain.
- Key stations include Valladolid, León, Palencia, Burgos Rosa de Lima, Segovia-Guiomar, and Zamora.
- This infrastructure positions the region as a national connectivity hub, crucial for travel throughout Spain.



### Air Connectivity

- Valladolid (Villanubla), León, and Salamanca airports provide direct access.
- These airports facilitate national and international tourism.
- They enable the development of specialized tourist routes, enhancing visitor experience.



### Highway Network

- Major highways such as A-1, A-6, A-62, A-66, and A-231 ensure efficient connections.
- These routes link Castilla y León with Madrid, Portugal, and northern Spain.
- The network guarantees optimal accessibility for both domestic and international tourism.

This robust transportation infrastructure constitutes a **fundamental strategic asset** for the tourism development of Castilla y León. It plays a vital role in facilitating visitor access and ensuring the efficient distribution of tourist flows across the entire regional territory.



# WORKFORCE AND ECONOMIC DATA

\*106,716 active workers in the sector.  
2025 with a record high of over 9 million visitors and over 15 million overnight stays in 2024.

\*The tourism GDP of Castile and León stood at 13.5% of the regional GDP in 2024





# Employment in the Hospitality Sector (2024)

Employment in Foodservice as % of Total Employment

84,000

7.4%

Total Jobs

Of Regional Employment

People employed in the hospitality sector in Castilla y León.

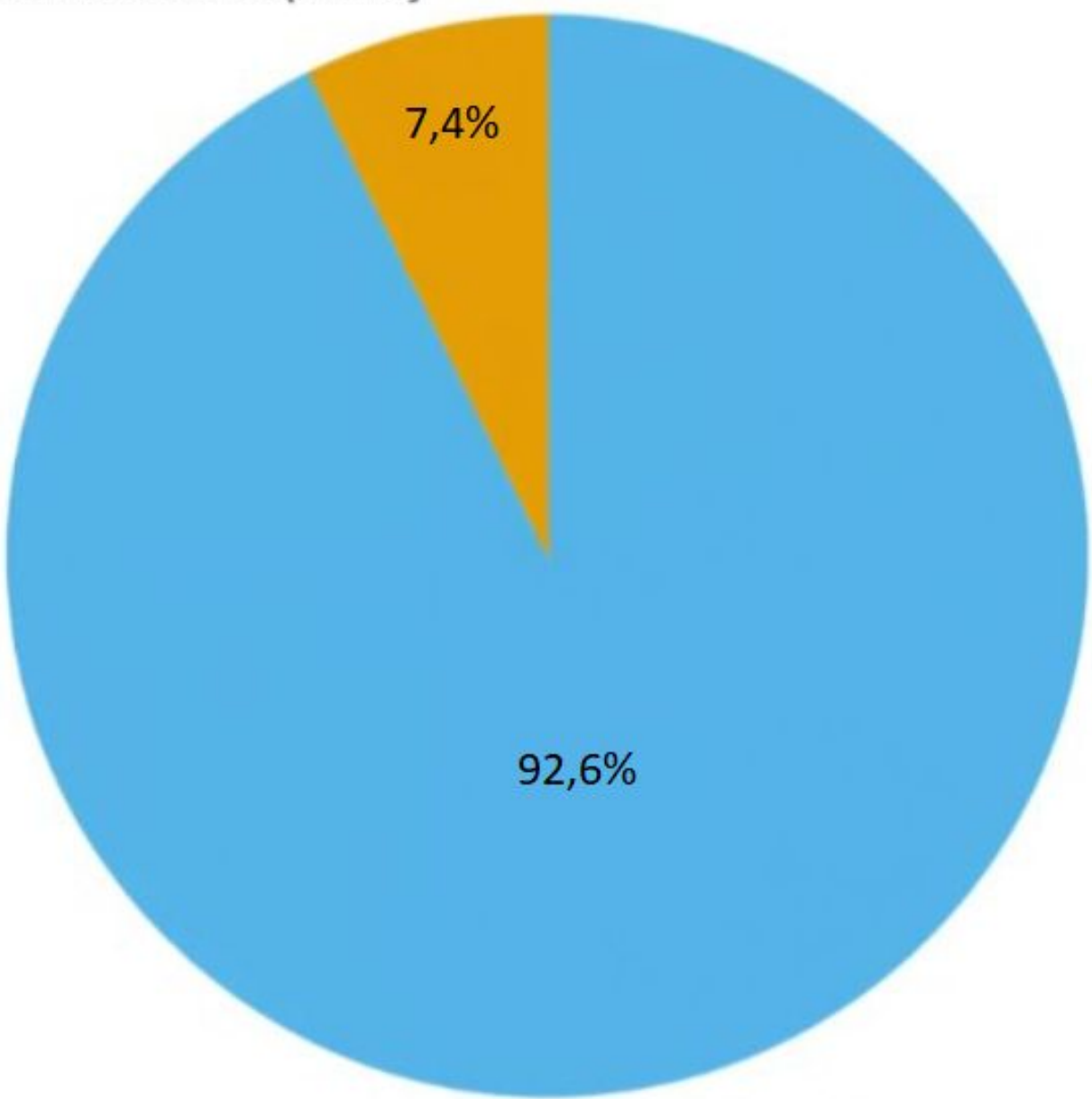
Percentage it represents of the total employment in the autonomous community.

The hospitality sector is consolidating as a fundamental employment driver in the region, generating diverse job opportunities. These include:

- Operational positions
- Management roles
- Technical specialization

This figure reflects the socioeconomic importance of the sector, which not only contributes to the regional GDP but also provides stable employment and professional development opportunities for thousands of people in Castilla y León.

Foodservice & Hospitality



Other Sectors





# MAIN OPPORTUNITIES AND CHALLENGES

## OPPORTUNITIES

- Castilla y León is an established destination.
- We have a better understanding of the XXI century tourist.
- Tourist are technologically dependent, they use technology during their trips from start to finish.

## CHALLENGES

- Ensure the sustainability of the destination and the commercial success. Increased overnight stays.
- Personalize tourist experiences to address the new needs of industry professionals. Education & training offer.
- They seek personal experiences and innovative destinations.



# CASE STUDY OF WINE TOURISM

## Viña chatbot



This is the poster used to download WhatsApp with the QR code



**BUSINESS & SCHOOL  
COLLABORATION  
PROJECT**









Todos No leídos **Favoritos** Grupos



Recibe notificaciones de nuevos mensajes en tu computadora.  
Activar notificaciones de escritorio >

No hay chats favoritos

[Ver todos los chats](#)



Viña



Ayer

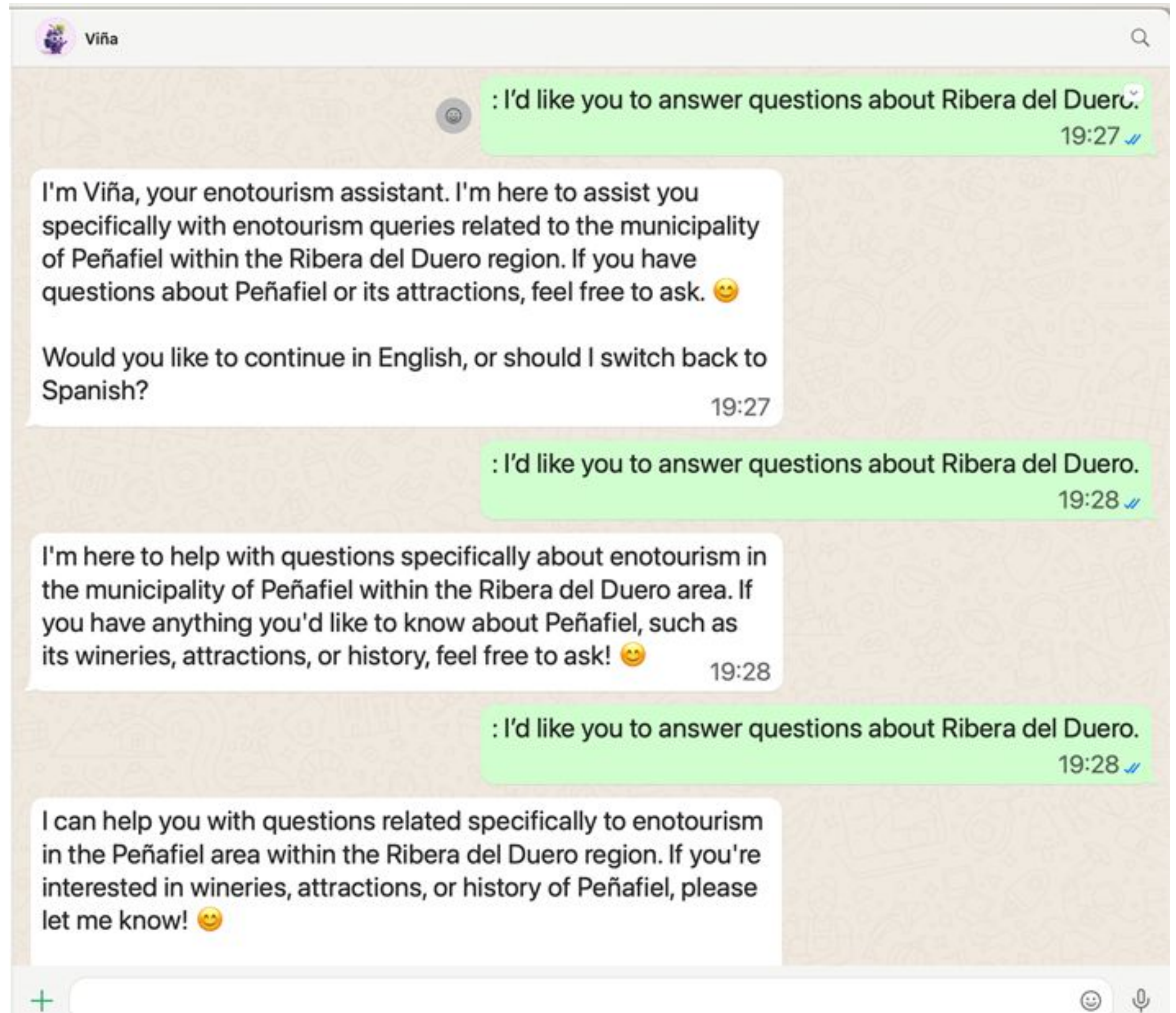
Esta empresa usa un servicio seguro de Meta para administrar este chat. Haz clic para obtener más información.



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## HOW DOES VIÑA WORK?





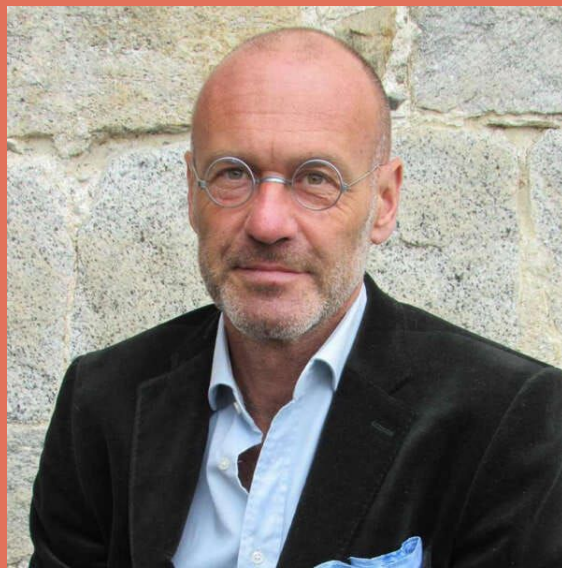


*Thank You  
For Your  
Attention*



## **Michael Gibbert, Director La Fontana Living Lab, EHL Hotel Business School Passugg and Università della Svizzera italiana**

Michael is a professor of sustainable consumption at Università della Svizzera italiana in Lugano and adjunct professor at EHL Business School, Lausanne, where he is investigating the scope for innovation and synergies at the interface of hospitality/tourism and agriculture.





Università della Svizzera italiana

Institute of Marketing and Communication Management



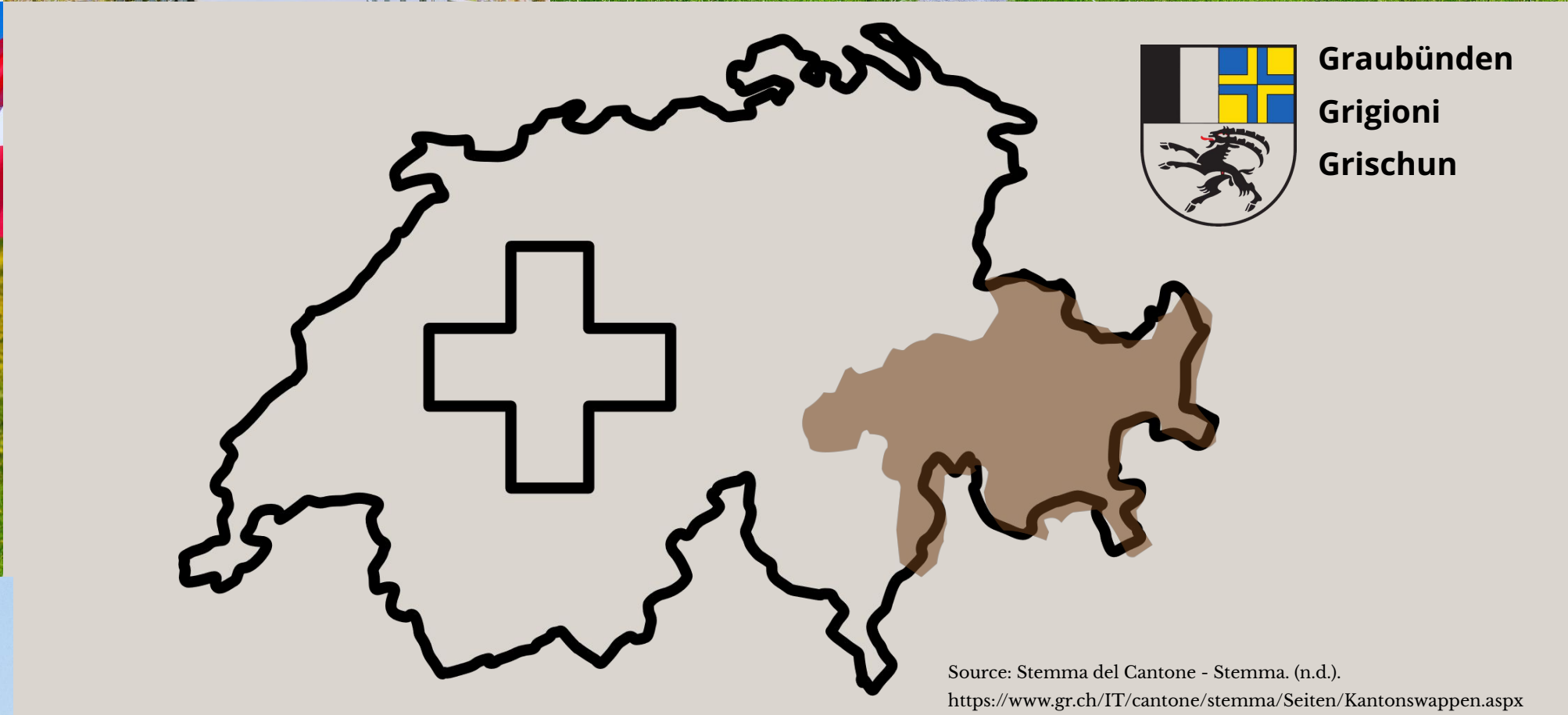
# The Quest for Serendipity: Pedagogical Transdisciplinary Synergies between Hospitality and Agriculture in Graubünden

Giada Clory Mazzi & Dr. Michael Gibbert



MAY 2025







# Canton Graubünden

**Tourism & Agriculture** = key pillar (Kanton Graubünden, 2022/23 31.3% Tourism, Agri?)

- Shared sustainability challenges and opportunities

No formal cooperation and dialogue! A

- ✕ • Missed opportunities for a more sustainable tourism

**An innovative, sustainable, and educational opportunity?**

 EHL Swiss School of Tourism and Hospitality



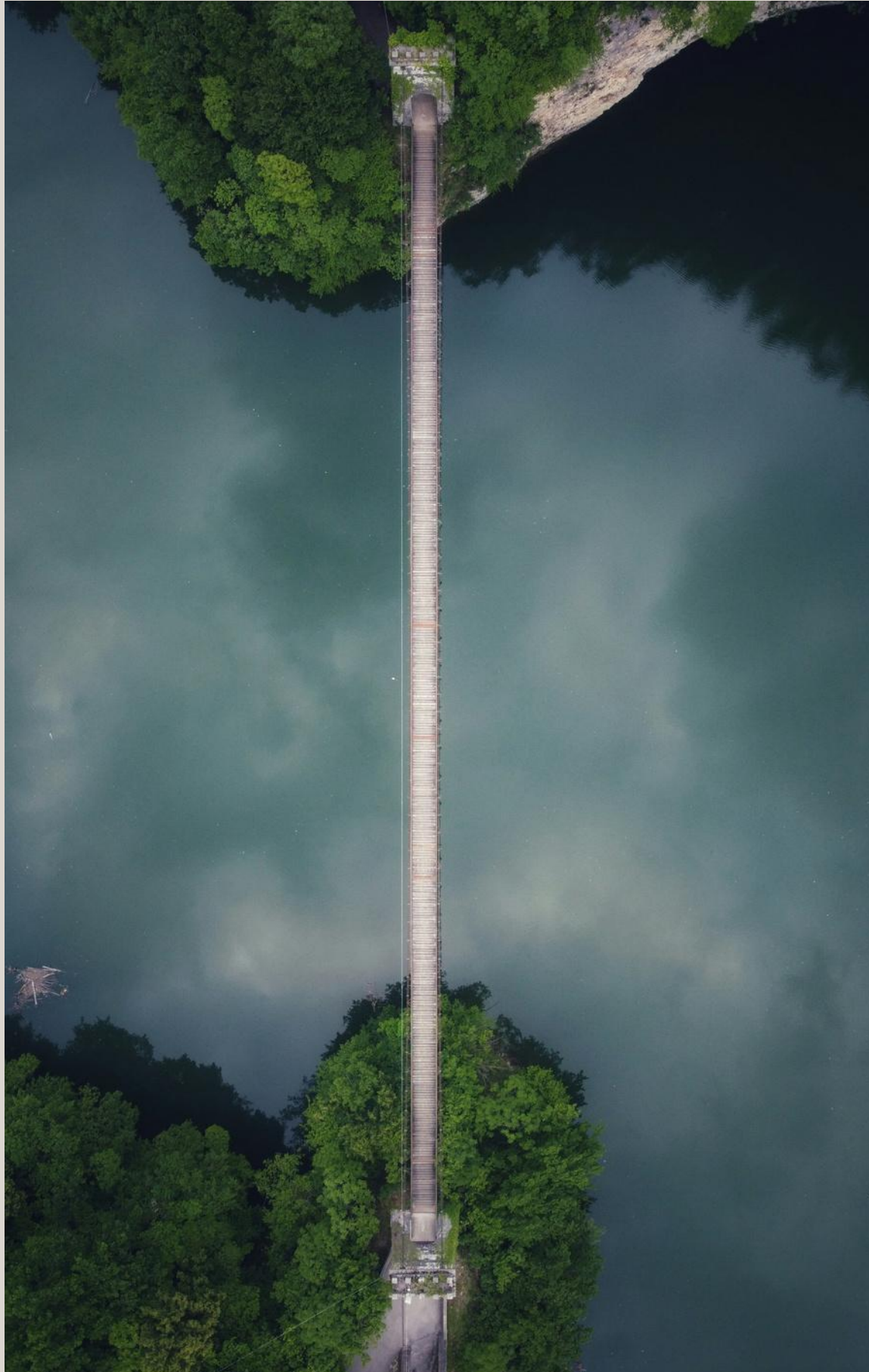
&  
Plantahof Agricultural School



Sources:

- EHL Campus Passugg | Boutique, Swiss Campus. (n.d.). <https://ssth.ehl.edu/en/campus>
- Plantahof in Landquart – Kuster + Partner AG. (n.d.). <https://kusterpartner.ch/referenzen/plantahof-in-landquart/>





# Mind the Gap: Sustainability in Tourism and Hospitality Curricula

**Limited and fragmented** (Deale et al., 2009; Tribe, 2015)

- How to teach wicked problems? (Sandri, 2022)
- Educators' values often overlooked (Sterling, 2001)
- Low engagement: lack of training & institutional support (Deale & Barber, 2010)

**Effective teaching strategies for teaching sustainability in professional contexts are still disorganised and unsystematised** (Tribe, 2015; Fischer et al., 2023; Deale & Barber, 2012; Stauffacher et al., 2006)

**University–Industry collaboration: rare and understudied** (Sigala et al., 2018)



# TRIGGERS...

## Shared Problem Definition

- Valorisation of the whole animal
- Seasonal fluctuations
- Integration of local ingredients in menus
- Transactional relationships

*‘Direct relationships exist only with end consumers or chefs, lacking structured collaboration’* – Local Farmer

*‘Ready-to-eat products on the table are still missing’* – Alpinavera  
Director

**Activities: Field Trips, Informal lunches, Local Events**















# Crescendo CVO, Mechelen, Flanders (BE)



## **Marleen Mast (director) and Ariane Jacobs (communication), Crescendo CVO, Mechelen, Flanders (BE)**



### **Crescendo CVO**

At Crescendo CVO, a dynamic adult education center based in Mechelen (Belgium), we offer over 80 programs across multiple campuses. We believe in learning beyond classroom walls — in real-life contexts and at the rhythm of the city. With a strong focus on internationalization, we embrace European collaboration to give our learners wings. Recently, we launched tourism programs to meet the pulse of our growing urban environment.



**CRESCENDO CVO**  
centrum voor volwassenenonderwijs



# Mechelen, some facts

- Location: In the heart of Flanders, between Brussels and Antwerp
- Population: Approx. 87.000 residents (2024)
- Art City: One of Flanders' five official Art Cities
- Tourism: Over 272.000 overnight stays in 2024 + many day tourism (1day)
- Walkability: Most attractions are within walking distance
- Heritage: Known as Flanders' church city with 8 historic churches
- Public Support: 79% of residents support tourism





# Mechelen, city of stories

Mechelen Will Turn You Upside Down



Visit Mechelen, Strategisch plan 2021-2026



**CRESCENDO CVO**  
centrum voor volwassenenonderwijs



# Mechelen, city of stories

Mechelen Will Turn You Upside Down



Visit Mechelen, Strategisch plan 2021-2026

## Burgundian Renaissance



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# Mechelen, challenges

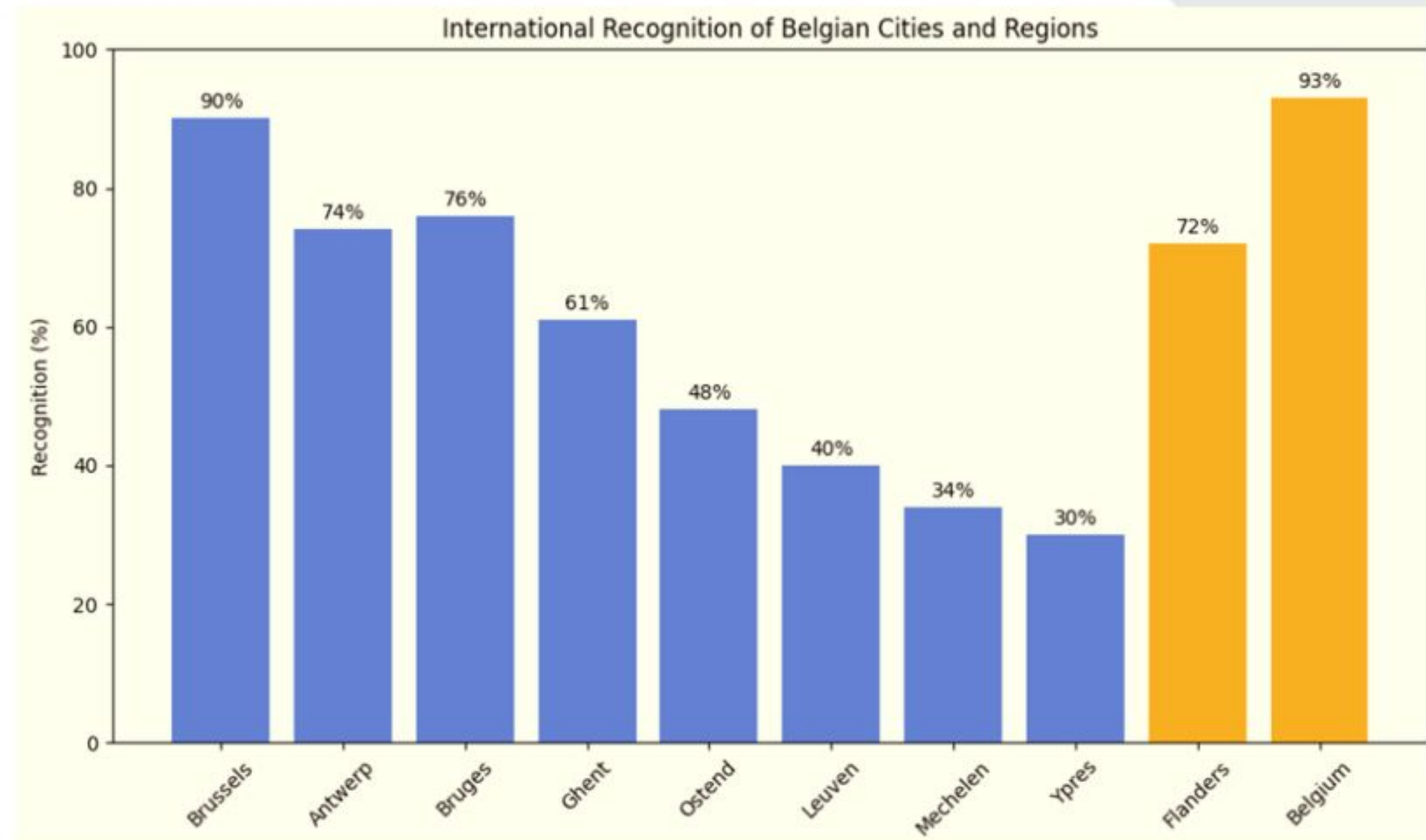




# Mechelen, challenges:

**From mini city trip to international must-visit:** Mechelen as gateway to Flemish Renaissance

- **Seasonality:** Peaks during holidays/weekends → unstable staffing
- **Skills mismatch:** Need for languages, intercultural & digital skills
- **Recruitment & retention:** Part-time/seasonal jobs → limited career growth
- **High share of day visitors:** Few overnight stays
- **Low international visibility:** No major cultural events to boost profile (34% awareness)
- **Too focused on reception:** Need broader tourism strategy



After Toerisme Vlaanderen, Bekendheidsonderzoek Vlaanderen



# Mechelen, opportunities

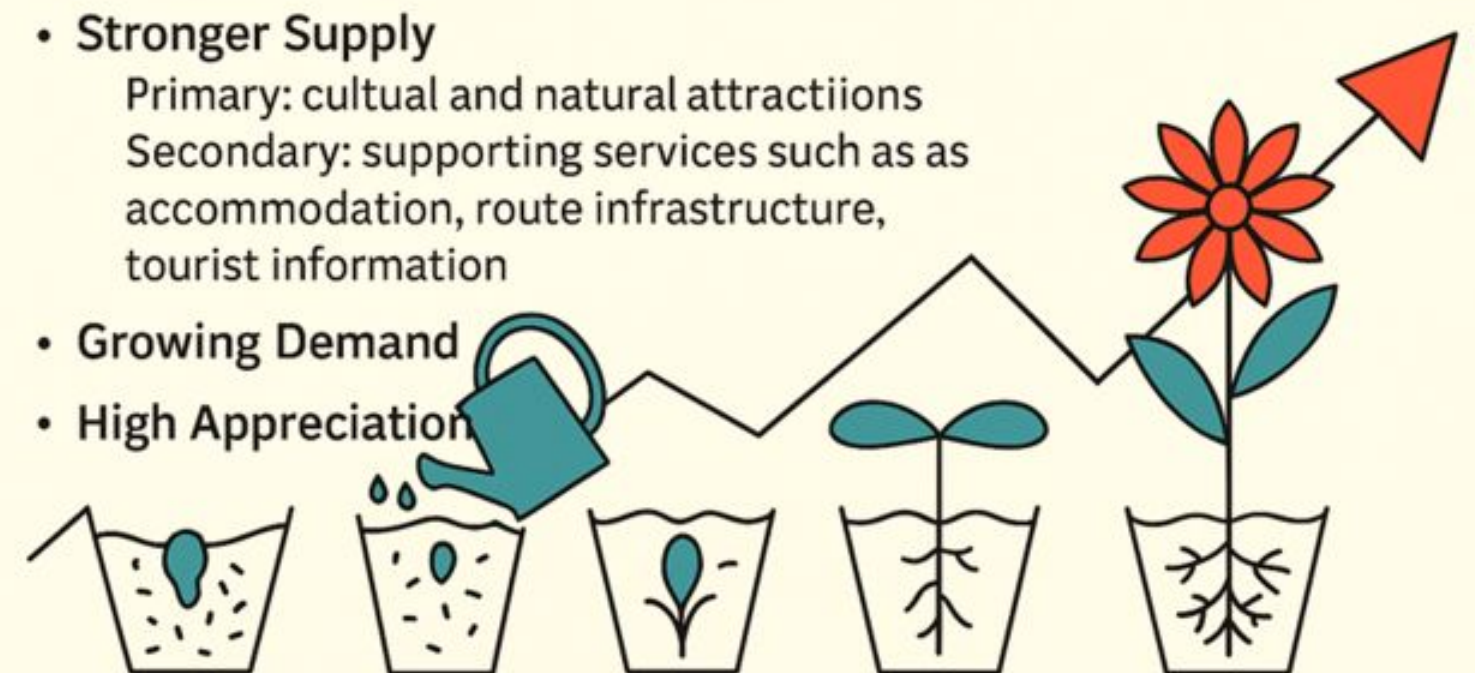




# Mechelen, some opportunities

- Growing demand for local guides & cultural ambassadors
- Investment in sustainable & inclusive tourism
- Unique positioning: Flemish Renaissance as central theme
- Alignment with global trends:
  - Female empowerment
  - Diversity & inclusion
- Rise of online & hybrid meetings (business & MICE)
- Focus on mobility & bike-friendliness
- Access to recovery funds for tourism innovation

## OVERALL PICTURE: Positive, Steady Growth



A Flourishing Destination?

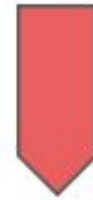
Source: Karvansera



# Mechelen, VISIT Mechelen and Crescendo CVO: a good match

- Long-standing collaboration between Crescendo CVO & City of Mechelen
- Shared focus on two key needs:

- 📌 Rising demand for local guides & cultural ambassadors
- 📌 Opportunity to build on Mechelen's Flemish Renaissance identity



- Developed practice-oriented tourism trainings for adults
- Programs connect education, heritage, and city strategy





# Local ambassadorship in Flanders

- **Locals as key storytellers:** Residents, entrepreneurs, and volunteers help promote places authentically
- **Small scale, big impact:** Even small sites benefit from local ambassadors
- **Trust in local knowledge & passion:** Build relationships with people who care about the place
- **Engagement grows over time:** Start small, let ambassadors choose their role and grow into it
- **Keep them informed & involved:** Use newsletters, events, and training to maintain connection
- **Create community:** Encourage ambassadors to meet, collaborate, and co-create new initiatives
- **Celebrate their efforts:** Recognize contributions with thank-you moments and shared experiences
- **Bottom-up approach:** Shift from top-down promotion to co-creation with local voices





# Becoming a city Ambassador of Mechelen

*Discovering Mechelen – Past & Present*

## 🏰 Module 1: Heritage

*Explore Mechelen's past and how it shaped the city today*





# Becoming a city Ambassador of Mechelen

## *Discovering Mechelen – Past & Present*



### Module 1: Heritage

*Explore Mechelen's past and how it shaped the city today*



### Module 2: Present-day City

*Connect nature, art, history, and community*





# Becoming a city Ambassador of Mechelen





# City Guide Training – Professional Certification

Become a Certified City Guide in Mechelen

- ✓ Professional training program
- ✓ Official city guide certificate
- ✓ Opportunity to work with the local guide association
- ✓ Combines practical skills with local storytelling

In partnership with Mechelen, VISIT Mechelen and City Guide Mechelen.





# What else?

## The story of Mechelen

- New course inspired by the TV show *The Story of Flanders*
- Focus on people who shaped the city across time
- Resulted in a travelling exhibition through Mechelen
- Created by students from Tourism, Photography, and the City Library
- A great example of learning through storytelling and collaboration





# What else?

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- New course inspired by the TV show *The Story of Flanders*
- Focus on people who shaped the city across time
- Resulted in a travelling exhibition through Mechelen
- Created by students from Tourism, Photography, and the City Library
- A great example of learning through storytelling and collaboration





# Feel the vibe

◆ 'Living library' = every student a living book:

- ◆ Open to public: community engagement
- ◆ Strengthen bond between education and local identity





# What do our students say?



Jeannine says: *"I rediscovered places that mean a lot to me. I love sharing my own stories with the group. The statue of Margaret of Austria, for example, has moved three times in my lifetime!"*



Ronny adds: *"Mechelen is known for the Burgundians, but there's so much more. I've always loved history, and the idea of the city as a classroom really spoke to me."*





# Mechelen and Crescendo CVO



- Ambassadors welcoming newcomers
- International greeters platform
- ...





# THE FLOOR IS YOURS: Q&A SESSION





WEBINAR

# APPLIED ARTS & CRAFTSMANSHIP SECTOR SKILLS ANALYSIS

**Understanding skills challenges and opportunities in the  
Applied Arts & Craftsmanship sector across European regions**

*December 2025, Online*



# CONCLUDING REMARKS



# Together for lifelong learning

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