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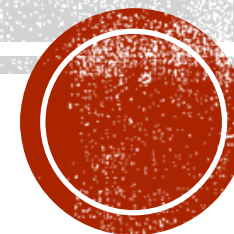
HOW SKILLS INTELLIGENCE CAN SUPPORT THE JUST TRANSITION THE EUROPEAN TOURISM INDUSTRY PERSPECTIVE

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INTRO

- Tourism is a «**capital saving and labour intensive**» sector, contributing (directly and indirectly) to **around 10% of the total EU GDP and 12% of overall employment**
- New **business models** and **creative solutions** are needed, as well as **radical changes** in the way we educate, shape policies, prepare for future challenges
- **Skills development** is crucial to promote growth, innovation and competitiveness



EU WORKFORCE IN THE TOURISM INDUSTRY

- **13% of employees are aged under 25** (tourism is one of the main entry points to the labour market and a concrete answer to youth unemployment)
- Tourism is also the largest employer of **migrant workers, part-time and seasonal workers**, as well as **female workers** (58% of people employed in this industry are women) and it provides large job opportunities also to **workers re-entering the job market**



GAPS AND SHORTAGES TO BE FILLED (I)



- **Tourism businesses, especially MSMEs, struggle to find, attract and retain skilled employees, due to:**
 - **negative perception** of job quality (low average salary level, seasonality, night or weekend work shifts, limited career prospects)
 - the human capital working in the tourism sector is generally less skilled than the EU average working population (**around 25% of the workforce has low-level qualifications**)



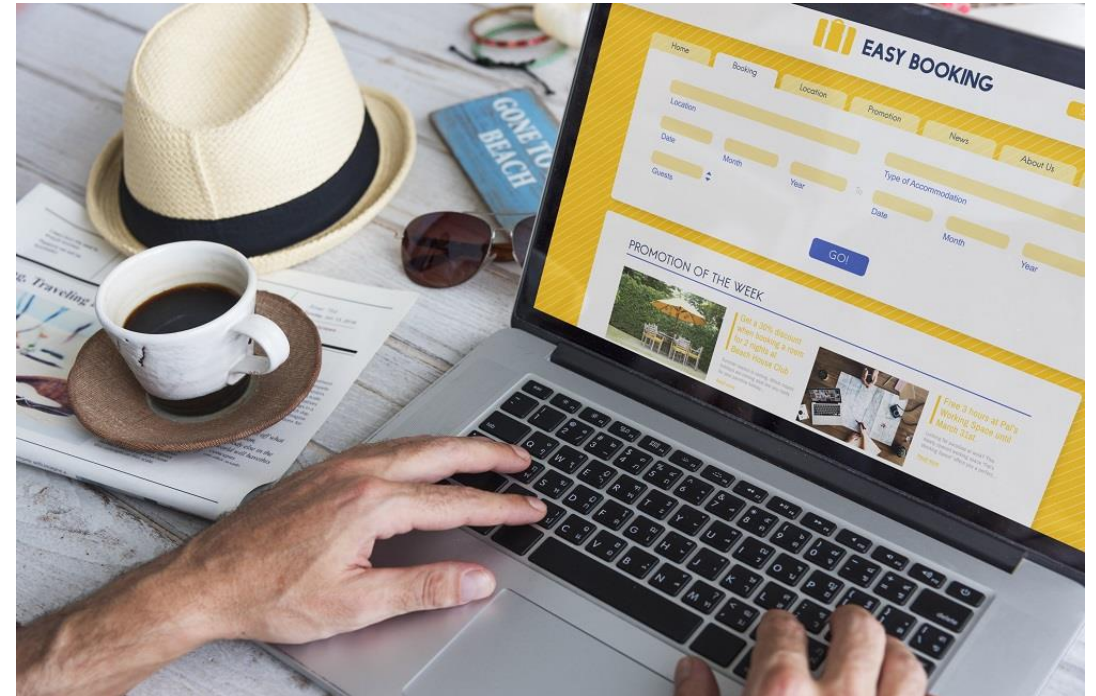
GAPS AND SHORTAGES TO BE FILLED (II)

- Other main issues:
 - **over 90% of tourism enterprises employ less than 10 people** and the training for employees is often left behind
 - **difficulty for many entrepreneurs to keep up** with the rapid changes of digitization
 - **limited understanding of employers' needs and travellers' expectations** by education and training providers



GAPS AND SHORTAGES TO BE FILLED (III)

- Thus, **identifying skills needs and bridging skills gaps** in a highly seasonal sector, often involving short-term contracts in a fragmented industry, is a major challenge for **companies, education providers and public bodies**
- In order to remain competitive globally, the European tourism industry needs investments in the **skilling, upskilling and reskilling of its workforce**



NEW CHALLENGES (I)

- According to research «Realizing 2030: The next era of human-machine partnerships», carried out by the *Institute for the future*:
 - ❑ **85% of the jobs in 2030 have not yet been invented**
 - ❑ **the ability to acquire new skills throughout a working life will be more valuable than knowledge itself**



NEW CHALLENGES (II)



- These estimates indicate a clear trend towards **disruptive changes in the coming years**, when:
 - ✓ the **relationship between man and machine** will become even deeper and more immersive
 - ✓ every company, even and especially in the tourism sector, will have to become a **digital company** in order to survive



EUROPEAN COMMISSION'S RESPONSE MEASURES

Blueprint for SCoS

(businesses, education and training providers, professional associations, chambers of commerce, and other relevant stakeholders) in the **14 leading industrial ecosystems (including tourism)** with the task of developing a **Blueprint** (a targeted strategy and action plan to close the skills gaps in each main economic sector)

Pact for Skills

promoting joint action to maximise the impact of investing in **upskilling** (improving existing skills) and **reskilling** (training in new skills): it calls on social partners, public authorities, employment agencies, education and training providers **to work together and make a clear commitment to invest in training** for all working age people across EU



Sector Skills Alliances



SECTOR SKILLS ALLIANCES

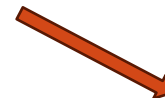
- The **two Blueprint projects for tourism sector** (NTG and PANTOUR):
 1. built a **Skills Intelligence System** to continuously identify existing skills gaps and address future skills needs
 2. improved the **relationship between tourism enterprises, education system and governments**
 3. provided employers, employees, trainers and students with a set of **tools and training modules**



SKILLS INTELLIGENCE (I)



The system designed by the NTG and PANTOUR projects for continuous mapping of skills gaps and anticipation of future skills needs develops in **two main stages**:



1. First stage (Secondary Data Research):

- *International perspective*: analysis of existing research by EU institutions, national governments, universities, industry associations
 - *Country-specific perspective*: per-country analysis of tourism figures and training provision

2. Second stage (Field Research structured on two levels):

- *Quantitative* (online surveys)
- *Qualitative* (interviews with experts and analysis of best practices in upskilling, reskilling, attracting or retaining staff)



SKILLS INTELLIGENCE (II)

Survey Design



- For each of the project partners' countries, at least 250 participants (for a total of ***more than 2,000 feedbacks***)
- Questions focus on ***currently existing*** vs ***future required levels of proficiency*** in the most important skills sets (digital, green, social)
- ***Several target groups***: company managers, HR heads, sector associations directors, experts in skills development



SKILLS INTELLIGENCE (III)

NRSPs

- The data processed at the continental level with the surveys are then constantly monitored and updated at the local level by a **network of National and Regional Skills Partnerships**
- The working methodology that enables NRSPs to operate most effectively is the **Collaborative Governance Framework**, developed during the NTG project



SKILLS SETS INCREASING EMPLOYABILITY



Digital
skills



Green
skills



Social
skills

Supporting twin transition and the resilience of the sector



DIGITAL SKILLS (I)

- The demand for digital skills is growing 6 times faster than any other skills
- NTG Europe-wide survey found out which skills are considered **most lacking from a future perspective** in the tourism industry
- **The top 5 skills with the biggest gaps to be bridged are all digital:**
 1. Artificial Intelligence and Robotics skills
 2. Skills related to VR, AR, Metaverse
 3. Data Analytics, Business Intelligence, Big Data skills
 4. Website Development skills
 5. Computer Programming skills



A humanoid robot at a hotel reception (Japan)



DIGITAL SKILLS (II)

- As tourism is a service industry, where technology is applied in a **human-centered context**, a smart combination of **IT** and **soft skills** will be needed also in future to:
 - Build and strengthen relationships
 - Enhance tourist experiences
 - Drive product personalization
 - Improve interactions with customers
 - Deal with online opinions, reviews, news
 - Understand consumer behaviour
 - Model scenarios



DIGITAL SKILLS (III)

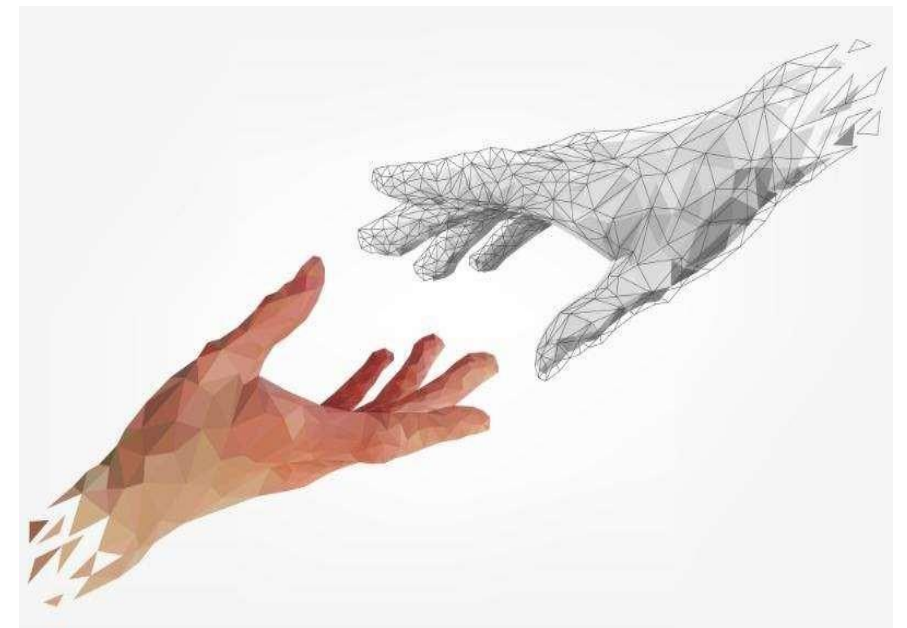


- So, as the human component of performance is and will remain central in the tourism industry, it's possible to predict that the future of work will revolve mainly around those **skills, abilities and capacities that are unique to the human brain and more difficult to automate** (social intelligence, originality, creativity)



SOCIAL SKILLS

- Soft, relational and transversal (“**skills to develop skills**”), often innate, difficult to be taught (as opposed to hard skills) but **considered essential by companies** to work successfully in this sector:
 - ✓ listen and communicate effectively
 - ✓ show understanding and empathy towards clients and their needs
 - ✓ solve problems in real time, work in a team, manage stress, dealing with emotions/conflicts, adapt to new needs



«High Tech with a Human Touch»



GREEN SKILLS

- Shift from "Nice-to-have" to "Need-to-have"
- All tourism employees involved, not just those in an "environmentally oriented role"

- ✓ Fostering environmental sustainability
- ✓ Working with local supply chains
- ✓ Apply the principles of the circular economy
- ✓ Use in restaurants of zero-km food products
- ✓ Reuse of the organic waste
- ✓ Reduction of water consumption



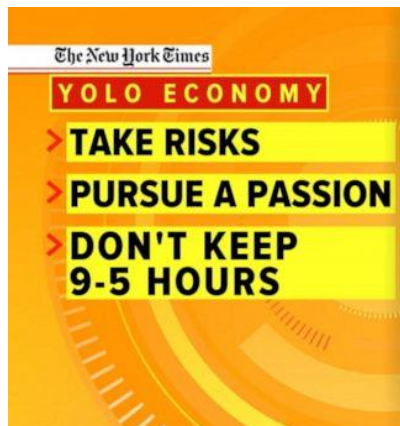
- ✓ Use of recycled water
- ✓ Use of biodegradable detergents
- ✓ Systematic use of renewable energy sources
- ✓ Participation in climate change mitigation programs (such as carbon offsetting or low energy systems)
- ✓ Support for the protection and management of biodiversity and local landscapes



NEW CHALLENGES FOR EMPLOYERS (I)



- Bridging the main gaps detected in skills needs is not the only challenge for the coming years
- One of the most serious problems the tourism industry is facing in this post-pandemic period is finding **human resources** that are not only **sufficiently skilled** but also **fairly motivated**
- In an industry already affected by a **high rate of staff turnover**, the dynamics arising from the so-called '**YOLO economy**' have also set in



NEW CHALLENGES FOR EMPLOYERS (II)

- **Sustainable employability:** need to take care for career prospects, health and well-being of the workforce, also in light of the increase in its participation rate in company life and decisions
- **Education and lifelong learning:** need to ensure a 'growth mindset' among staff, in which learning new skills (both hard and soft) is a permanent activity



- **Employer branding:** need to be competitive in the 'war for talent', about specialized workers not easily available on the labour market



THANK YOU!

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