

Tourism workforce: Co-creation, transition and transformation towards 2030

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European Commission


Next Tourism Generation Alliance



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2020

NOT ONLY A YEAR OF RESET
BUT THE BEGINNING OF A DECADE OF

Human transformation
Digital transformation
Green transformation

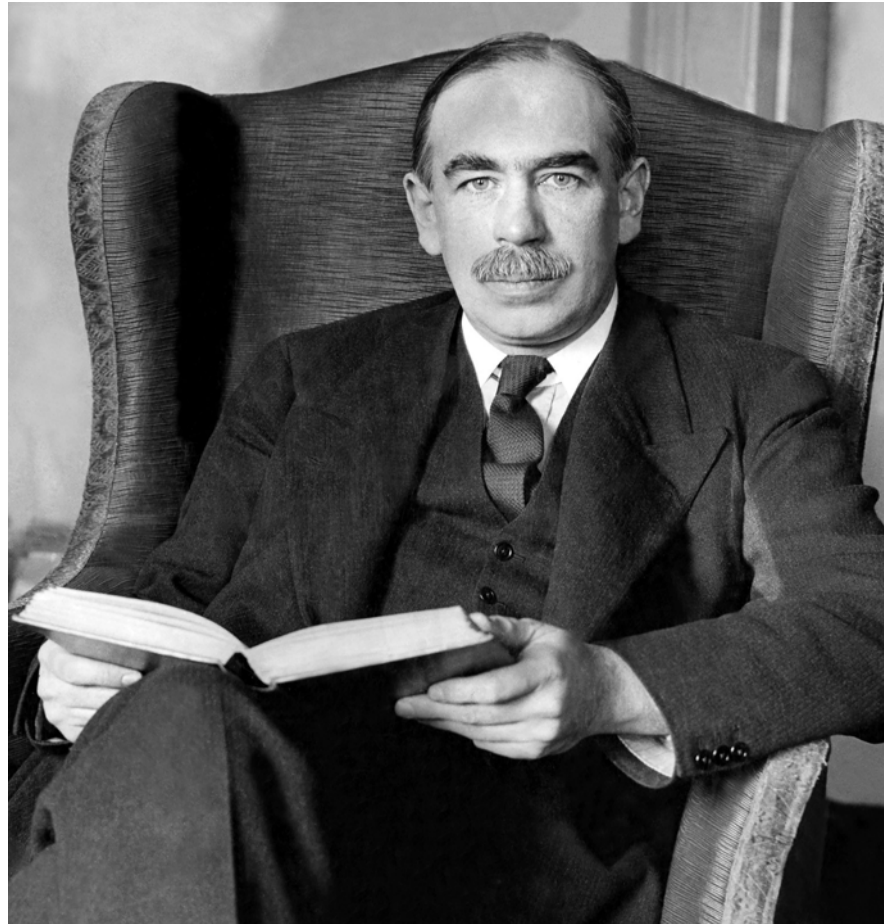
What does it mean to be human?

What does it mean to live well?

What does it mean to work well?

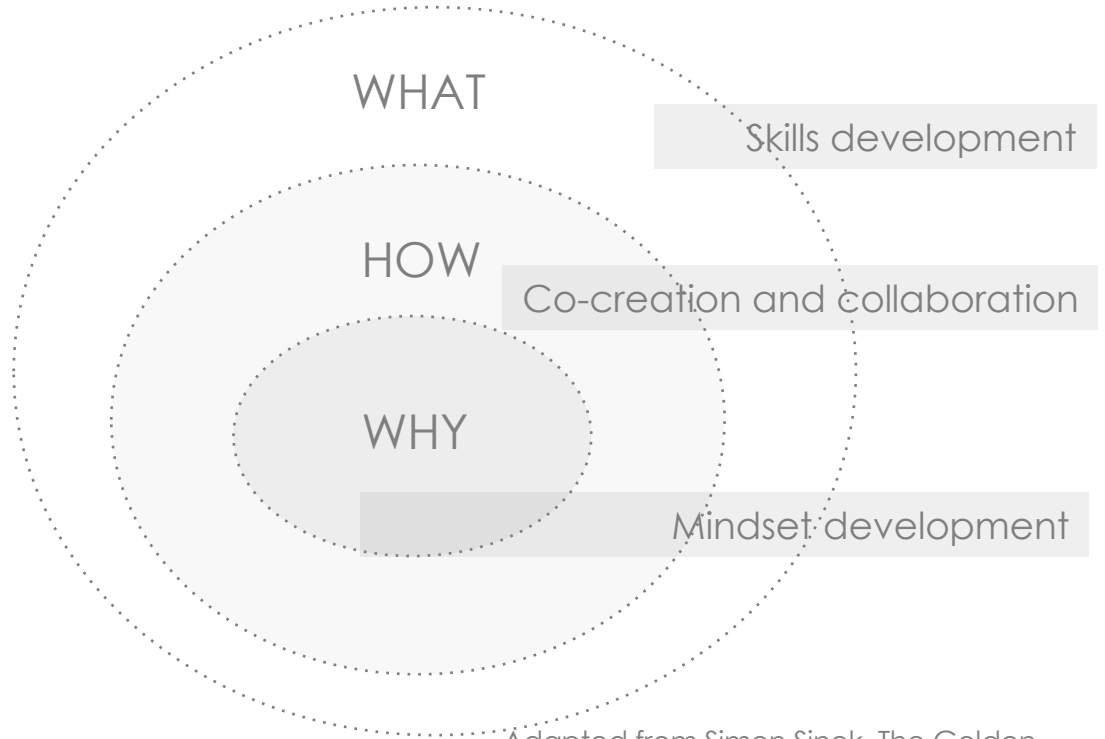
*In a century time our
grandchildren would work
three hours a day and
probably only by choice.*

Keiynes (1930)



Skills start with mindset development

- Leadership level
- Organisational culture level
- Employee experience journey level



Adapted from Simon Sinek, The Golden Circle

Pact for Skills for Tourism

The Pact for Skills in Tourism serves as a recovery strategy that implements an up/reskilling framework, maximising the potential of the tourism sector, **building resilience**, and meeting the challenges of the **green and digital transition**.

It presents a roadmap towards **skills transformation** and contributes to post-COVID recovery through immediate, short- and long-term action and strategy.

This module's theme shall set the base for the need of overall higher qualification of the workforce in the sector, reducing job insecurity and **improving working conditions** that assure higher **levels of recruitment and retention of workers**.



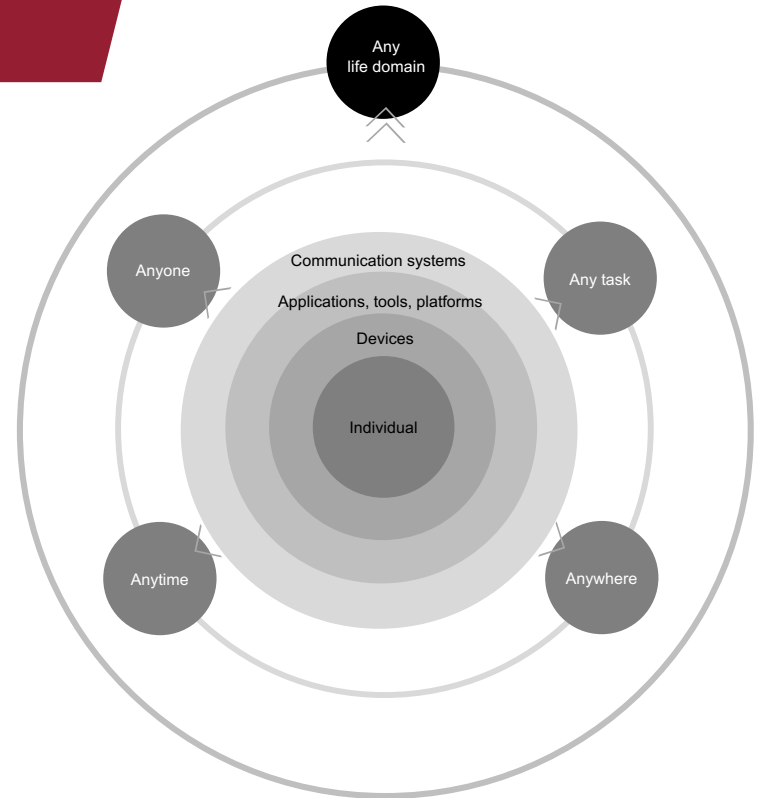
Photo by Maxime on Unsplash

New work 2030

The nature of work, the workplace and work practice is undergoing a profound evolution fuelled by digital technology.

New forms of digital work have emerged and continue evolving, providing individuals greater autonomy in organising professional and private roles and activities.

Practitioners become empowered to actively design work time, space and collaborators which is challenging the traditionally divide between work and leisure contexts.



Source: Rainoldi, 2021

Digital transformation

Digital skills and competences

Artificial intelligence

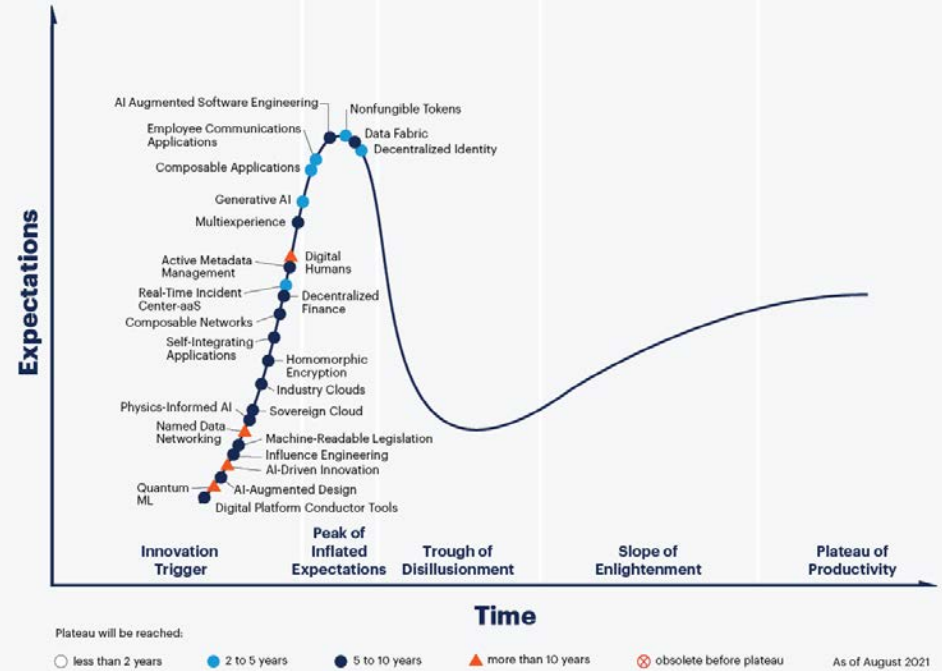
Virtual reality

Big data and data analyst
competences



Gartner Hype Cycle

Hype Cycle for Emerging Technologies, 2021



gartner.com

Source: Gartner
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Gartner.

Sparking transformation

“

Every part of the offline world
will have a digital layer. ”

Steven Van Belleghem

Human transformation

Intersection human – technology

New forms of collaboration (robot / human)

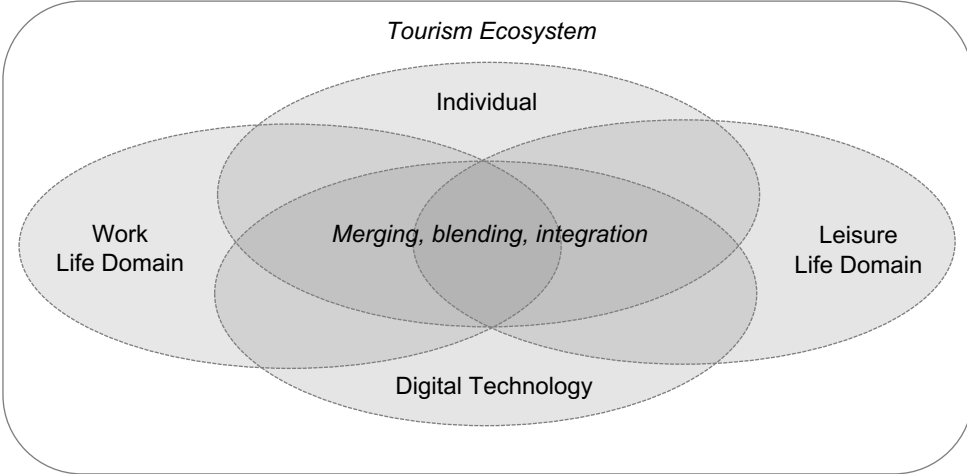
New forms of collaboration and business models among humans

Holistic integration of life domains



Holistic work-life integration

Work-life integration ecosystems



Source: After Rainoldi, 2021

Integrated Ecosystems

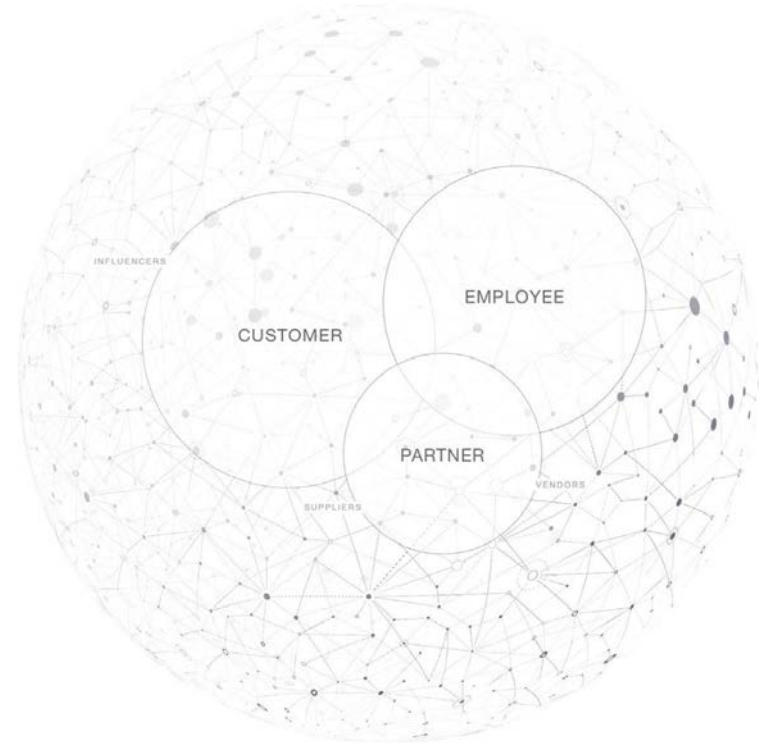
Innovation and knowledge
infrastructures and hubs
Collaboration sector and
cross-sector (e.g. data analysts)



When we talk about tourism up/reskilling,
we need to talk about
human employee experiences, first.

Connected
human
experience &
co-creation

The Connected Human Experience



SOURCE: RIGHTPOINT, A GENPACT COMPANY

Source: Pine, 2020

Sparking transformation

“

Better employee experience leads to the creation of a better experience for customers, which feeds back to enabling a more engaging employee experience.

”

Joseph Pine

From customer experiences to designing tourism employee experiences & life-long journeys

What can
be done to
attract
qualified
employees?

How to engage
employees in an
employee
experience that
creates value
and wellbeing?

How to train, reskill
and upskill
employees on-
going for
emerging tourism
competences?

Attraction

Work experience

Retention

Short Term

Medium Term

Long Term

Barbara Neuhofer

Sparking transformation

Stakeholder co-creation

Tourism Transition Pathway



Sparking transformation

Digital Issues towards 2030

Governance and data

- Tourism data standards and spaces and infrastructures
- Tourism data sharing and analysis

Tourism experiences in a digital market

- Digital tourism experiences before, during and after travel
- Real-time management of tourism
- Virtual tourism experience and digital twins
- Integrated smart tourism destination
- Sharing economy platforms and new business models

Digital competences

- Digital destination innovation hubs
- Empowerment of SMEs, the tourism workforce and citizens

Digitally empowered humans in holistic tourism ecosystems

A person wearing headphones is seen from behind, sitting at a desk and working on a laptop. The desk is cluttered with several other laptops and a smartphone. In the background, another person is visible, also working on a laptop. The scene is set in a bright, modern office or workspace.

Reach a basic level of digital intensity

Participate in the digital value chain of tourism have an online presence

Digital empowerment for every stakeholder tourism providers, SMEs, employees and tourists as well

Promote lifelong learning by offering advanced and dynamically up to date training schemes

Create destination innovation hub infrastructure for knowledge ecosystems

Training by levels of basic skills and advanced skills

Peer to peer learning practices and experiences

Tourism quality of work and employee experiences and wellbeing

Accessible lifelong upskilling and reskilling

Thank you.

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Let's connect and co-create:

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