PANTOUR
PACT FOR NEXT TOURISM GENERATION SKILLS

02/24

COUNTRY SKILLS
PROFILE
REPORT

ITALY

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EXECUTIVE SUMMARY

This executive summary is a sum up of survey, interviews, best practices analysis conducted to understand the digital, socio-cultural, and environmental/green skills development in the tourism industry.

Key findings from Survey
Digital skills

Italy has a delay in basic digital skills and ICT graduates. It also struggles to offer digital services to

DIGITAL AND GREEN INVESTMENTS OF HUMAN CAPITAL

citizens (Digital Economy and Society Index (EU DESI 2022). The survey reflects what is described in the abovementioned Index. As an example, most workers are able to use office programs and communication tools on their computers, but the speed of innovative processes requires almost daily updates and upgrades upgrades that they are often unable to apply.

Existing gaps in utilising applications suggest a need for tourism professionals to become more proficient in using technologies in order to create new experiences or enhance those already existing, as well as the analysis of data that can enable tourism businesses to make strategic decisions aimed at customer services more personalised. The survey suggested that Italy, even if aware of the importance of innovation, faces a deep challenge in adopting the most advanced digital technologies.

Green skills

The survey's results show that the current level of proficiency of the green skills in Italy is pretty basic: businesses understand environmental regulations and the importance of promoting and encouraging sustainable practices among their customers. However, the survey responses show that Italian tourism businesses, while aware of the need to adopt more sustainable models (e.g., in waste management and use of resources), have yet to satisfactorily integrate these practices into their daily routines and operations.

Social skills

The survey revealed that the workers of the Italian tourism businesses are skilled in supporting diversity, equality and inclusivity, as well as in communicating and interacting with people from different cultural and social backgrounds. The adaptability to change and handle unexpected situations has a quite good rank. Unfortunately, the biggest gaps such as "Communicate effectively with guests in their native language" and "Provide excellent customer service" mean that Italy faces a basic topic of tourism: the need to build and enhance trust and relationships with customers to ensure their satisfaction and retention.

Key findings from Interviews

Digital skills

As the tourism industry continues to evolve, digital skills are becoming increasingly important to remain competitive. In this context, the Italian businesses understand that, since technological and informational advancements have changed how individuals can access tourism opportunities, in order to know what users like and want, operators have to improve how to talk and connect with them. The changes in tourism affect how operators plan activities and how users enjoy them. This leads to new commercial needs and the development of new professional skills.

Green skills

Today, society faces more important challenges with the environment than ever. Also if the awareness and management of activities differ based on the economic activity, the Italian tourism companies generally consider this factor when choosing destinations and services for travelers, in order to make their "green offer" more valuable and profitable. Moreover, using technology can help promote sustainability and spread awareness about it. Digital skills and environmental management skills go hand in hand.

Social skills

According to interviewees the complexity of the world the society is facing requires much more hybrid skills than in the past. Italian companies must invest in digital culture but also in emotional culture. The digital transformation carries the future of the hospitality and tourism industry, but this does not mean the industry will become depersonalised. On the contrary, investing in human capital is key to finding innovative solutions in an ever-changing scenario. People determine the success of an organisation and, if this holds true across all fields, it is even more important for service-based industries like hospitality and tourism. Human capital is one of the key investments an organisation has to make in order to bring innovative solutions to business issues. The ability to effectively communicate with people from different

cultures and backgrounds is a skill much more crucial for providing high-quality customer service as well as creating a positive experience for guests.

Providing excellent customer service is a key skill to building a positive reputation for the business and encouraging repeat visits, such as active listening, problem-solving, and conflict resolution. The tourism industry can be unpredictable, and it's important for employees to be able to adapt to changing circumstances and handle unexpected situations.

Training providers and development

Companies deeply recognised the important role of training and development. The companies are ready to invest in supplying digital, socio-cultural, and environmental/green skills training for their staff. The training methods vary, the companies in general could prefer offering online courses and tutorials for digital skills, while for green skills prefer to trust external training providers, and for social/cultural skills prefer in-house training or on job experiences. The Italian companies strongly trust in training as a tool for improving the quality of their human resources and then the profitability of their business.

Key findings from Best Practices

Human capital represents one of the most important assets for a tourism company, so investing in staff equipped with the right skills makes it possible to achieve goals that prove to be successful. Furthermore, involving staff in implementing management's choices has proven to be strategic for advancing company performance and training is one of the tools used by companies to enrich their human capital. Only with a skilled human capital, important objectives can be achieved. Italian best practices show that digitalization improves the user experience. To make customers happier and more loyal, the tourism companies need to simplify how they meet their needs. Digital technology helps them understand consumers and make smarter investment choices. Sustainability is one of the fundamental drivers for the modernization of tourism, not only to protect the environment, but also to attract visitors who appreciate conscious and respectful experiences.

INTRODUCTION

The Erasmus+ PANTOUR Project is a European partnership for improving a collaborative and productive relationship between education and industry. PANTOUR is the follow-up project of the NTG project (Next Tourism Generation Skills Alliance; 2018-2022). The PANTOUR project aims specifically at designing innovative solutions to address skills needs in tourism.

With the exploitation of its outputs, PANTOUR seeks to benefit job seekers, employed and unemployed workers from the tourism industry, employers, SMEs, sector associations and policy makers. Therefore, it has dedicated special attention to the reskilling and upskilling of the generic workforce on future skills needs. To be able to achieve this goal, research has been conducted in every country of the project consortium, to investigate the future of tourism, skills gaps between current levels of skills in the tourism industry and the future skills needed in the future.

As a start, up to date information is needed. This will be covered with this Country Skills Profile Report: a comprehensive document, covering one countr that provides an in-depth analysis of the general tourism and skills landscape, gaps, needs and workforce capabilities within a particular country. It serves as a valuable resource for policymakers, government officials, employers/employees, and educational institutions to understand the current state of skills and make informed decisions regarding workforce development strategies.

The purpose of this Country Skills Profile Report is to provide on the basis a comprehensive overview of the following:

General information of each country in the PANTOUR consortium regarding tourism and tourism employment, i.e., tourism facts & figures;

Summary of the current situation regarding the delivery of Digital, Green and Social Skills training provision for the main types of suppliers of education/training;

Analysis of online survey results within each country in the PANTOUR consortium, held among tourism professionals, HR managers and decision makers;

Overview of contemporary developments in tourism, trends in tourism employability, and the existing gaps between current levels of skills in the tourism industry and the projected future skills needed in 2030;

An inventory of Best Practices (i.e., innovative initiatives, projects, programs, philosophies, tools, methods, ideas, solutions, and concepts) in relation to upskilling, reskilling, attracting, and retaining staff in order to improve the knowledge on digital, social, and green skills development in tourism.

1. GENERAL TOURISM CHARACTERISTICS, FACTS & FIGURES OF ITALY

The primary aim of this chapter of this Country Skills Profile report is to elaborate on general information and give a summary of the general situation in the country. This is conducted by collecting and analysing data from country sources and summarising these. The analysis is built upon existing online sources, course content, reports, existing research results, articles, books.

1.1 TOURISM FACTS & FIGURES

Tourism globally

The tourism industry is a vast and complex sector that encompasses many industries, including accommodation, transport, attractions, travel companies, and more. According to the international statistics portal Statista (2023), the total contribution of travel and tourism to the global economy was $ 7.71 trillion in 2022 (Statista, 2022), a 7.6% share of the total global GDP, remaining 5% below pre-pandemic levels.

Prior to the pandemic, Travel & Tourism was one of the largest sectors in the world and accounted for 1 in 4 jobs. Growth is expected at 5.8% annually between 2022 and 2032, outpacing the general economy.

According to another study of Statista (2023), global employment in the travel and tourism sector rose slightly in 2022 over the previous year, following a sharp drop with the onset of the coronavirus pandemic. Despite the increase, the number of travel and tourism jobs worldwide remained below pre-pandemic levels, totaling 295 million in 2022. As forecast, this figure is expected to grow to 320 million in 2023 and to 430 million in 2033.

1.1.1   Contribution of travel & tourism to GDP in Italy

The World Travel & Tourism Council (WTTC 2022) has revealed that Italy's Travel & Tourism sector, in 2023, significantly boosted the country's economic recovery and almost reached pre-pandemic levels, just 0.3% below 2019 levels. In 2023 the sector's contribution to GDP is expected to grow 8.7% to more than €194 billion, representing 10,02% of the total economic GDP.

Before the pandemic, when Travel and Tourism were at their peak, the total contribution to GDP was 10.6% (€194.8 billion) in 2019, falling to just 6.1% (€102.6 billion) in 2020, representing a painful 47.3% loss. In 2021 the sector's contribution to GDP grew by 58,5 % to more than € 162,68 billion, representing 9,1 % of the total economic GDP.

1.1.2   Size and relevance of the subsectors

Tab. 1) Companies relevance

Activities	Number of companies	Total
Hotels	33.000	216.000
Bed & Breakfast, campsite, hostels	183.000	
Thematic parks	230	4.522
Museums	4.292	
Travel agencies and Tour operator	6.729	6.279
DMO	185	185
Food beverages (restaurants, bar, catering and company canteen)	397.700	397.700

Sources: ISTAT (2021), ISTAT (2023), Anesv (2023), ENIT (2023)

1.1.3 Share of different transportation modes (plane, car, train) in tourism

According to ISTAT (ISTAT 2022) trips by residents in Italy were 54 million and 811 thousand (346 million and 966 thousand overnight stays), increasing compared to 2021 (+31.6%) but still below pre-pandemic values (-23% compared to 2019).

Holidays of 4 or more nights are almost completely recovering, returning to the levels of 2019, while shorter holidays (1-3 nights) are still far from the situation pre-pandemic (-26%). People who took at least one holiday between July and September they rise to 35.7%, against 33.9% in 2021 (37.8% in 2019).

Trips abroad (19.7% of the total) show three-digit increases (+143%); there was also a clear growth in travel to Italian locations (+18.3%).

Tab. 2) Residents and Foreigners tourists

	2019	2022
Overnights residents	216.076.587	210.930.566
Overnights foreigners	220.662.684	201.069.434
TOTAL	436.739.271	412.000.000

In 2022 almost the 95% of the 2019 overnight stays were achieved (ISTAT 2023, Lang 2022).

1.1.4 Arrivals of international versus national tourists

On almost 55 million of trips, the most used mode of transportation in 2022 according to ISTAT data (ISTAT 2023) has been the car with 63.7% of the total, followed by the plane with 18,3% (equal to 11 million 500 trips), the train with 10%, the bus with 5,6%, and others means with 6,3%.

1.1.5 Arrivals of international versus national tourists

Arrivals in 2022 are 118.5 million overall, of which 49 million foreign tourist arrivals compared to 69.5 million domestic tourists (Banca d'Italia 2023).

1.1.6 Type of travel: business travel, consumers/leisure travel

On almost 55 million trips made by Italian citizens, leisure exceeds 51 million (93.1%), and only 6.9% of trips are carried out for work reasons (3.8 million) (ISTAT 2023). In 2022, the tourist spending for leisure represents 86% of the total, while that for business 14% of the total.

1.1.7 Company sizes

Out of 48 countries examined, Eurostat (Eurostat 2023) ranks Italy in fourth last place in terms of the size of the company/enterprise, which in 91.6% of cases have fewer than 10 employees. The micro enterprises in this sector, which deal with accommodation, catering, and travel organisations, are very small, and tiny.

On the other hand, there are very few large companies, which overall represent only 2% of the total tourism companies. It's precisely this average size of Italian companies operating in the tourism sector that constitutes the main constraint not only on structural investments, but also in those in innovation and staff training.

1.2 TRAVEL AND TOURISM'S CONTRIBUTION TO EMPLOYMENT

After two very difficult years, the outlook is now much brighter. Travel & Tourism's projections by WTTC (WTTC 2022) provide a massive boost, not only to Italy's overall economy but to the creation of new jobs. The sector supported nearly 2.9 million jobs, before an almost complete halt to international travel resulted in a loss of more than 400,000 (15.4%), to reach just over 2.4 million in 2020. In 2021 the employment in the sector is set to grow by 11,6% to reach almost 2,64 million jobs. A peculiar feature of the tourism sector is represented by the strong presence of seasonal workers.

For what concerns 2019, of the 545,621 fixed-term employment relationships, equal to 42% of the total, 185,000 relationships are attributable to seasonality, equal to 14.2% of the total employment relationships. This characterization of the sector is clearly highlighted by the strong fluctuations in employment levels during the months of the year, especially in the hospitality sector, which sees a significant increase in average number of employees in the summer months.

1.3 DIRECT AND TOTAL CONTRIBUTION OF
TOURISM TO GDP IN 10 YEARS' TIME

Tab. 3) Percentages of direct and total GDP

Year	GDP Direct Contribution	GDP Total Contribution
2011	2,8%	9,1%
2012	4,1%	10,3%
2013	4,2%	10,3%
2014	4,1%	10,1%
2015	5,4%	11,8%
2016	3,1%	10,2%
2017	5,5%	13%
2018	5,6%	10,4%
2019	6%	13,1%
2020	3,9%	7%
2021	4,2%	9,4%
2022	4,5%	10,2%

The WTTC report (WTTC 2022) also reveals that the Travel & Tourism sector will grow at an annual average rate of 2.5% for the next 10 years, five times the 0.5% growth rate of the overall Italian economy. It will be worth over €226 billion by 2032.

1.4   DIRECT AND TOTAL CONTRIBUTION OF TOURISM TO EMPLOYMENT OF TOURISM IN 10 YEARS' TIME

The WTTC forecast (WTTC 2022) also reveals the Travel & Tourism sector in Italy is expected to create more half a million (533,000) jobs in the next 10 years, averaging more than 53,000 new jobs every year.

1.5   MAIN FOCUS POINTS OF NATIONAL STRATEGY FOR TOURISM

The policy framework is the "National Strategic Plan for Tourism 2017-2022" (Mi.Tur, 2017), which is structured on four themes:

- Culture and heritage: cultural and natural heritage should be enhanced through sustainable management practices and the innovative use of assets.
- Competitiveness and employment: tourism competitiveness should be boosted to generate added value and increase the quantity and quality of employment.
- Putting the tourist at the centre: the Italian tourism experience should respond to the demands and expectations of the market.
- Integration and interoperability: the system of tourism associations and operators should be fully integrated, encouraging interoperability and partnership working.

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Three strategic principles cut across all of the Plan's targets and measures:

- Sustainability: a key element of competitiveness in tourism, which must conserve natural resources and landscapes and attract investment for their protection. A sustainable vision for tourism is geared towards sharing opportunities throughout the country and throughout the year, and bringing employment to new as well as established destinations.

- Innovation: in relation to tourist destinations, business models, professional profiles, marketing, and the quality of services and products. Digitalisation is at the forefront of innovation, relating to the distribution of information, decision making by travellers and the expansion of information tools,

- Accessibility: includes widening access to less-visited areas and giving all types of visitor the chance to benefit from tourism and fully appreciate the uniqueness of the destinations visited.

In 2016, the Ministry signed protocols with the Ministry of Economic Development and AGID, the Government's digital agency, for the creation of new digital services for tourism, including Wi-Fi and large bandwidth networks. In a new commitment to tourism mobility, the Ministry has agreed a Special Plan for Tourist Mobility with the Ministry of Infrastructure and Transport, with EUR 372 million available over the period 2016-2024, including EUR 90 million for investment in a 'soft mobility' network (e.g. cycle tracks, tourist rail services) and EUR 60 million for touring routes (Cammini), such as the Via Francigena and the Via Appia. This further develops the work begun during the 2016 Year of the Italian Routes, which had the objective to enhance the value of cultural routes.

The Tax Credit system for the tourism sector, namely the 'Art Bonus Decree', approved in 2014 and refinanced with EUR 460 million until 2020 aims to refurbish and modernise tourism establishments, is due to expire in 2020. It is hoped that this will continue into the future. A new hotel classification system with a special focus on sustainability and accessibility is in the process of being approved.

Greater emphasis has recently been placed from a promotional perspective on extending the national offer away from major attractions towards lesser-known

destinations. The objective is to diversify away from the popular iconic destinations and spread the economic benefits of tourism in both time and space by drawing on the inherent resources, history, and uniqueness of places right across Italy.

This strategy will develop products to meet niche interests, such as wine, sport, adventure, and well-being, with new experiences offering local communities the opportunity to develop smaller-scale tourism offers rooted in the place. This reflects market trends that see many visitors motivated to travel for a more personal experience centred around personal growth and self-actualization as well as contributing positively to the places they visit.

The 2020 marketing plan of the Italian National Tourist Board - ENIT draws on sustainable tourism principles to show the breadth of the offer. Some product strategies have been particularly successful such as cultural tourism linked to small Italian centres and smaller cities of art.

Value Growth to enhance the sustainability of tourism

According to an OECD report (OECD, 2020), the future vision for Italian tourism development for the next few years focuses on value growth. This aims to generate sustainability in economic, social and cultural terms by drawing on the value of the wider tourism offer underpinned by local businesses. The vision sees the following as important:

- An underpinning requirement for environmental sustainability.
- Well coordinated promotion (national/regional/local level) based on common objectives,
    - Enhancement of local products and brands through "brand positioning" to fit the national system.
    - Respect for local communities and social responsibility.
    - Increasing the use of local airports and other transport hubs.
    - Building economic value by attracting events.
    - Supporting the competitiveness of the tourism offer with investment and product development.

- Improving the quality of the service and product and the identification of segments/ countries with the greatest potential.

This vision sees a broader definition of cultural tourism to be of potential value. In Italy, there are 5,568 municipalities with a population of less than 5,000 people, (the so-called Borghi). These places present 51,000 accommodation businesses with 1.4 million beds and attract over 21 million arrivals staying 90 million nights (Italian government Presidency of Council of Ministers, 2017). Moreover, 64% of the 55 Italian sites included in the UNESCO World Heritage List are located in these tourism destinations and the seasonality of cultural tourism does not coincide with times of peak demand but rather encourages shoulder and off-season demand.

1.8 COUNTRY-SPECIFIC CHALLENGES AND DEVELOPMENTS IN TOURISM

Italy is facing a big challenge towards innovation and development of its tourism industry. The Italian government has decided for a change of pace in the tourism activities creating a new digital ecosystem both for an integrated and unitary management of information, and for the promotion of the Italian tourism offer. "Connect the whole world of tourism, enhancing attractions through a digital hub": this is the claim of a new tool created by the Italian Government, the Digital Tourism Hub (Mi.Tur 2022), accessible through a dedicated web platform, allowing the entire tourism ecosystem to enhance, integrate and promote its attractions.

The investment will fund digital infrastructure, artificial intelligence models for data analysis, and basic digital services for tourism businesses. In financing the

creation of a new Digital Hub, the improvement of the Italia.it portal is envisaged, thereby supplementing it with more information, expanding the services available to visitors and tourist guides, creating thematic content aimed at specific people, developing niche targets and improving the visibility through social media channels. In addition, through data monitoring systems, it will be possible to anonymously analyse the behaviour of online users to understand the areas of greatest or least interest and improve attractions in this regard. Lastly, the development of a kit for small tour operators, helping them to develop digital activities, is envisaged. In order to increase the quality of hospitality and strengthen sustainable tourism, tourist companies need to favour renewable sources with lower energy consumption. There are several interventions and they aim to improve mountain tourism both in terms of infrastructure as well as in terms of services, restore historical buildings thanks also to the entry of private capital, facilitate access to credit for entrepreneurs and renovate hospitality facilities.

Education and training for tourism in Italy

The tourism experience is provided through personal interaction. The availability of staff with specific skills and competencies for each product and tourism experience is vital. Tourism managers and employees must be able to adapt to technological requirements, have language skills, and have the flexibility to respond to quickly changing demands from clients. To maximise the potential of tourism over the long term, it is critical for Italy to develop and improve its education and training offer in the field of tourism in a way that will explicitly meet the needs of the Italian tourism industry stakeholders. At present, there is both a quality and a quantity gap in the education and training available in Italy. Despite the fact that the number of tourism university courses has rapidly increased in recent years, the number of students has declined. The demand for higher education skills from the sector is also very weak, with the orientation of the courses not sufficiently market-oriented, and tourism businesses not playing an active role in the definition of content or course development. There is a need to enhance the transfer of knowledge from the education sector to the industry and

develop an integrated approach closely associating the regions, the private sector, and the education and training organisations.

2. CURRENT SKILLS TRAINING DELIVERY IN ITALY

In this chapter, you will find an overview of the training delivery of digital, green and social skills sets in ITALY. This is conducted by collecting and analysing data from country sources and summarising these.

Institutions and organisations involved in training/ Types of training programs

In Italy, tourism training starts from high school with two different training offers:

- **Technical Institute** ("economic" sector; "tourism" address) which issues the technical education diploma;

- **Professional Institute** (sector "services"; address "services for food and wine and hotel hospitality") which issues the professional education diploma, which includes three divisions: food and wine, dining and sales services and tourist reception.

Training delivers the expression of a strategy based on the connection of education, training and work policies with industrial policies.

Both technical and professional institutes currently provide a five-year educational path that follows the "2+2+1" scheme: the first two years is dedicated to the acquisition of the knowledge and skills required to complete compulsory schooling; the second two-year period is divided into directions according to the requests of the territory, the world of work and professions; finally, the fifth year ends with the State Exam which gives the possibility to continue the course of study by entering University.

In addition to the five-year one described above, professional orientation provides the possibility of undertaking other three-year courses (which issue the qualification of Professional Operator) and four-year courses (which issue the professional diploma of Technician). These offers can be activated by individual schools in agreement with the Regions now competent in the matter (the Gelmini Reform implemented, in fact, the modification of Title V of the 2001 Constitution which attributed responsibility for professional training to the Regions).

After high school, the university offers in the tourism sector includes specific degree courses, such as Tourism Sciences, or other courses in different disciplinary fields (for example economics or languages) with tourism content. The training offer consists of a first level degree (known as a three-year degree) and a second level degree (known as a master's or specialist degree). The three-year degree gives the academic title of Doctor. Subsequently, you can access second level degree courses, which last two years and award the academic title of Master of Science.

At the end of the degree courses, first or second level university masters can be attended, which can be accessed based on the qualification obtained. A three-year degree allows access to a first level master's degree, a master's degree allows access to both master's levels. The master's courses last one year. The academic qualification awarded is that of a first or second level university master.

After high school one more offer different from University is the ITS Higher Technical Institutes - now called ITS Academy by law no. 99 of 15 July 2022.

The higher technological education system established by the new law lays the foundations for expanding the professional training of technicians with high technological and professional technical skills, with the aim of systematically contributing to supporting measures for the economic development and competitiveness of the production system, progressively filling the mismatch between job supply and demand, which conditions the development of businesses, especially small and medium-sized ones, and ensuring, with continuity, the supply of superior technicians at post-secondary level in relation to technological areas considered strategic in the context of industrial and technological development and ecological reconversion policies.

They are schools of excellence with high post-diploma technological specialisation which allow you to obtain the title of higher technician. They are the expression of a strategy based on the connection of education, training and work policies with industrial policies.

Bilateral Bodies

The definition of bilateral body is contained in Legislative Decree 276/2003, relating to the implementation of delegations regarding employment and the labour market according to which bilateral bodies are bodies established on the initiative of one or more comparatively more representative associations of employers and workers, as privileged forums for the regulation of the labour market through:

- the promotion of regular and quality employment; intermediation in the meeting between job supply and demand;
- the planning of training activities and the determination of methods of implementing professional training in the company;
- the promotion of good practices against discrimination and for the inclusion of the most disadvantaged subjects;
- the mutual management of funds for training and income integration;
- the certification of employment contracts and of regularity or adequacy of contributions;
- the development of actions relating to health and safety at work;

- any other activity or function assigned to them by law or by the relevant collective agreements.

The areas of intervention are multiple: labour market and professional and continuous training; regularity of contributions, certification of employment contracts, health and safety; income support and assistance and supplementary pensions. One of the most practical tasks of the bilateral body is that of training: the employer can therefore take advantage of the collaboration of the bilateral body to provide training to its workers, also for example on health and safety in the workplace, which among other things it is configured as an obligation on the part of the employer towards his workers.

Employment Agencies

Employment agencies are operators authorised by the Ministry of Labour, registered in a specific register, which play an intermediary role between companies and candidates, thus encouraging the matching of job supply and demand through a wide range of integrated and totally free training offers for the workers.

National Joint Interprofessional Funds

The National Joint Interprofessional Funds for Continuing Training are the main financing instrument for corporate training in Italy.

The Interprofessional Funds promote access to training, through the reduction or elimination of company costs; support the qualification of workers' skills, with greater guarantees of employability; promote the growth and competitiveness of businesses and the country system.

The Interprofessional Funds are associations promoted by the main employers' and trade union organisations and finance training activities suited to the needs of employed workers and the market context of companies.

The founding law (n. 388 / 2000) establishes that they are fueled by the payment of 0.30% of the salaries subject to the INPS contribution obligation, as "insurance against involuntary unemployment". Italian companies can freely join without additional costs to one of the 19 Funds currently active, and - at any time -

renounce membership or change Fund, also transferring (under certain conditions) the sums set aside and not spent in the Fund of origin.

Continuing professional training on the job

Classroom training is a useful tool for acquiring a series of basic and professional knowledge, but much less for acquiring a specific "know-how", which very often is identified with that specific ability to carry out tasks, the "know-how". do" things. All this must be acquired in the field, through concrete training experiences necessary to test oneself and verify, integrate and rework what has been learned in the classroom. This is called "learning on the job", that is, learning by working.

The tools institutionally appointed to carry out this function are "stages" and internships. The "stage" or internship represents an orientation and training experience in a workplace, of limited duration, aimed at facilitating professional choices through the growth of knowledge and skills acquired in a working context. They are not a contractual employment relationship. They serve to get to know the business and professional system "first-hand", to encourage work experience to be presented as training credit and to "make yourself known" by potential employers.

These activities are usually valued as real work time. This is why it is important to be able to boast these experiences in your CV, especially, but not only, if carried out in fields similar to the one you are applying for. Less known, but no less qualifying, is the apprenticeship which gives the possibility of acquiring a specific professionalism directly within a company. Apprenticeship is characterized by the alternation of working moments and training moments outside the company.

Stage

The stage is the phase foreseen within a professional training course consisting of spending a certain period of time within a working environment in order to directly exercise a specific professional role before entering the actual job.

During the stage the student has the opportunity to test himself in a real working context, to deal with multiple interlocutors, superiors and colleagues, to guide his

professional choices, but above all to acquire certified practical experience that will enrich his CV. In addition to this, the internship is also useful for the host organisation as it allows you to meet potential collaborators to include in its staff in the future.

The stage takes place on the basis of an agreement stipulated between the training institution and the host entity and according to the tasks set in the training project.

The stager must comply with what is agreed in the agreement, must respect the disciplinary regulations, organisational, safety and hygiene regulations at work.

Internship/Tirocinio

The internship is a training and orientation experience, an opportunity for temporary entry into the world of work carried out in public and private companies. The internship does not include an employment contract, is aimed at acquiring practical experience, the professional and personal growth of the intern and is part of a personalised training or job search project. Through direct knowledge of the working context, the internship allows mutual socialisation between the world of work and people engaged in educational-training or job-seeking processes, contributes to the acquisition of new skills and promotes the insertion or reintegration into work of individuals in difficulty with respect to the job market. To activate an internship in public and private companies, simply contact one of the numerous promoting bodies.

Apprenticeship/Apprendistato

Apprenticeship is a "mixed cause" employment contract (in the sense that the purpose is not only the production of goods and services for the company, but also the learning of professional skills for the young apprentice). The main function of the apprenticeship is to become a bridge between school and work, an ideal step to enter the world of work with your head held high and with all your credentials. The idea behind this employment contract is learning in the company, that is, the possibility of learning a trade not at school, but directly alongside those who already work. The most important aspect of the new apprenticeship lies precisely in the guarantee of the training path, i.e. the idea of

creating the conditions so that every working situation is also a learning space. For this reason, two important actions have been planned: the presence of a guardian in the company, and classroom training on transversal skills. The apprenticeship contract is aimed at young people aged between 16 and 24 (26 in the areas referred to in objective 2 of EEC regulation n.2081/93). The age limits are raised by 2 years for disabled people. The duration of the contract cannot be greater than that established for professional categories by national collective labour agreements. In any case not less than 18 months and not more than 4 years.

Government initiatives

The Ministry of Tourism presented the Tourism Strategic Plan 2023-2027 (Mi.Tur 2022), based on five pillars that in addition to professional tourism training includes governance, innovation, quality and inclusion, sustainability aimed at promoting the competitiveness of the sector.

The identified guidelines - i.e. promotion, investments, quality, inclusion, training and sustainability - must be transversally divided into five strategic pillars to promote the competitiveness of the sector and establish Italy as a reference international player.

Governance

Development of a participatory process through the definition of a shared governance and monitoring model between the Regions, which have the necessary territorial knowledge, and the State, through the intervention of the Ministry, with the activation of coherent guidelines, aimed at removing the emerging critical elements of the various regional systems, making the sector cohesive and unitary. This is also in order to jointly identify strategic areas for the sector to be promoted.

Innovation

Implementation of the digitalisation process of both internal and external services to strengthen digital tourism, which pursues the implementation of important projects (for example the Tourism DigitalHub, TDH), allowing the

variegated world of tourism, both public and private, exploiting the technological potential to offer innovative services to tourists, but also safe ones (privacy protection and IT security), favouring a personalised, sustainable and long-term "experience".

Quality and inclusion

Increase in the quality and quantity of services offered in the tourism sector, acting for an improvement in infrastructure and mobility, which are aimed at increasing tourist attraction and promoting a greater diffusion of visitor flows and the valorisation of new territories, in key of sustainability and authenticity.

Training and professional tourism careers

Retraining and training of human capital engaged in the tourism sector, increase in skills in order to attract high professional profiles, through innovative and excellent training courses; development of challenging career paths, with stable, lasting and quality employment, with particular attention to the youth world. Implementation of the Reform of the professional regulation of tourist guides, to regulate the fundamental principles of the profession, standardise the levels of service provision throughout the national territory, through training and professional updating interventions, define a unique

professional qualification, compliant with homogeneous standards at national level, adopted by ministerial decree as part of the State-Regions agreement. The systematic and homogeneous application of the reform will allow the fundamental principles of the profession to be regulated and the levels of service provision to be standardized throughout the national territory, producing a positive effect on the market. The reform must include training and professional updating interventions in order to best support the offer.

Sustainability

Expansion of the demand served, intercepting both new segments interested in a more authentic and sustainable way of enjoying destinations, and tourists looking for exclusivity, expressed in multiple tourist formulas.

2.1 DIGITAL SKILLS

As already mentioned on the precedent pages the Commission highlights *as "in recent years, Italy has made significant progress in terms of infrastructure, however placing itself below the EU average in terms of basic digital skills, an area for which it is still third to last in Europe: only 46% of population has them compared to an EU average of 54%".*

The country is trying to keep up even and the delivery of digital skills training in the tourism sector in Italy involves a variety of education and training providers, from higher education institutions to private training firms. These efforts are crucial for equipping professionals with the skills needed to thrive in the digital age of tourism. Digitalization and innovation are the necessary tools to modernise the country. The objective of the country is precisely to improve the digital skills of the Italian population. It is necessary to intervene on connectivity for citizens, businesses and public administrations.

The Minister of Education, University and Research in 2016 adopted the "The National Plan for Digital Schools (PNSD)" as the main planning tool for the digital transformation process of Italian schools, introduced by law 13 July 2015, n. 107.

It consists of a total of 35 actions, divided into four areas of intervention:

- **Connectivity**: actions to guarantee access to the Internet by all educational institutions, students and school staff;
- **Environments and Tools**: actions aimed at providing educational institutions with innovative learning environments, based on the use of digital technologies;
- **Skills and Contents**: actions aimed at promoting and strengthening students' digital skills and encouraging the development of quality content for digital teaching;
- **Training and support**: actions intended to support educational and digital innovation through support courses for educational institutions and training for school staff.

The National Digital School Plan is financed with the resources allocated annually on the basis of article 1, paragraph 62, second sentence, of law 13 July 2015, n. 107,

with the resources relating to the PON "For the School - skills and environments for learning" 2014-2020, with resources deriving from the investment fund for the financing of digital teaching laboratories.

So far, approximately 1.9 billion euros (MIM, 2023) have been invested in the digital transition of Italian schools in implementation of the National Plan for Digital Schools (PNSD).

The offer of public institutions is completed by that of private training institutions which, making use of state funding, offer courses that meet the required needs.

They aim to cover, various aspects, including:

- **Digital Marketing for Tourism**

  Tourism companies need to understand digital marketing strategies, such as search engine optimization (SEO), online advertising, social media management and email marketing. Tourism operators must learn to reach their target audiences through effective digital channels and use analytics tools to measure the effectiveness of their marketing campaigns.

- **Online reservation management**

  Tourism professionals must be able to use different online booking tools and maximise revenue through effective management of rates and cancellation policies. The training offers aim to teach online reservation systems, managing rates and availability, as well as understanding revenue management strategies.

- **Digital customer experience**

  Nowadays it is essential to create engaging travel experiences through the use of digital technologies. This may include implementing mobile applications to provide information and services to travellers, using virtual or augmented reality to offer previews of destinations or tourist attractions, and adopting online feedback tools to gather customer opinions.

- **Data Analytics in Tourism**

  Tourist operators must understand data analytics techniques to improve tourism planning and make informed decisions. Data analytics can provide valuable insights into consumer behaviour, travel preferences

and market trends, allowing tourism operators to tailor their offerings and provide personalised services.

Furthermore, training providers have included subjects related to Artificial Intelligence, Augmented and Virtual Reality and computer programming which are the digital skills that will influence and involve different sectors.

Skills demands are increasing and changing rapidly everywhere, as advanced economies adapt to globalisation, technological change and ageing. Although much progress has been made, Italy is struggling more than other advanced economies to make the transition towards a thriving and dynamic skills-based society.

2.2 GREEN SKILLS

Green and sustainable skills training in Italy has to be in response to the growing demand for environmentally responsible tourism. Challenges such as awareness, financial constraints, and industry buy-in need to be addressed to ensure the successful integration of green practices within the tourism sector.

Today national policies should take greater responsibility for the growth of skills of those employed in the tourism sector. Companies clamour for it when they complain of not being able to find adequately trained workforce even among young people leaving professional institutes and tourism technicians. Professional training are going to be redesigned to provide students with the skills actually required from the labour market and, at the same time, enhance the linguistic, relational and financial skills of young people and all those who could usefully relocate to this sector which has demonstrated great potential for (sustainable) growth even in an economic and social context of great transformations such as the current one.

As well as for digital issues, the private training providers try to complete what is not provided by public institutions. The training in the green tourism sector aims to provide skills and knowledge to manage and promote environmentally, socially and economically responsible tourism.

The main aspects of green tourism training include:

- **Environmental management in the tourism sector**
  The training aims to teach practices and strategies to reduce the environmental impact of tourism activities. This may involve waste management, energy conservation, use of renewable energy, water conservation, biodiversity management and ecosystem protection. Training in this field may include courses on environmental certifications, such as ISO 14001 certification.

- **Environmental education and awareness**

  The training providers offer courses to learn techniques to educate tourists and local communities about the importance of environmental sustainability. This can include creating awareness programmes, promoting sustainable behaviours among tourists and working with local communities to develop sustainable tourism initiatives.

- **Natural and cultural resource management**

  There are courses to learn methods to protect and enhance the natural and cultural resources of tourist destinations. This may include the management of national parks, the conservation of historic sites, the valorisation of local traditions, the promotion of local crafts and the inclusion of indigenous communities in tourism activities.

- **Sustainable tourism planning and development**

  It's essential to understand the sustainable tourism planning and development principles. This can include analysing the environmental and social impacts of new tourism infrastructure, identifying best practices for managing tourism destinations and integrating sustainability into tourism development plans.

2.3 SOCIAL SKILLS

Soft skills training is mostly managed by private training providers. They have structured ad hoc training courses to respond appropriately to employment opportunities.

The training provider's commitment concerns the most widespread personal skills among companies in the tourism sector together with respect and ethical conduct. Companies, in fact, place emphasis on the growth of the desire to train, on the promotion of a positive working environment and more generally on change.

Training providers offer courses on the most requested social skills such as:

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The training provider's commitment concerns the most widespread personal skills among companies in the tourism sector together with respect and ethical conduct. Companies, in fact, place emphasis on the growth of the desire to train, on the promotion of a positive working environment and more generally on change.

Training providers offer courses on the most requested social skills such as:

- Communication skills: they are fundamental for tourism to nurture relationships with the entire network of actors involved in the business and improve the ability to speak foreign languages. it offers greater qualification for further opening up to foreign markets.
- Teamwork, time management or effectively managing your time, resilience or how to react to difficulties.
- Emotional intelligence or the management of emotions.
- Remote group management, creative problem solving or how to apply lateral thinking.
- Decision making or how to make effective decisions.
- Emotional agility or how to control your emotions diversity
- Inclusion or how to improve your intercultural competence
- The digital mindset or how to train the digital mindset.

Soft-skills, unlike hard skills, are not immediately observable and measurable, as they determine the intrinsic characteristics of the person: talent, ability to interact, personality, problem-solving, aptitude for teamwork, the spirit of initiative, and so on.

3. SURVEY RESULTS

In this chapter, an analysis is provided of the online survey results within Italy, held among tourism professionals, HR managers and decision makers. This survey aimed to investigate the gap between current levels of (green, social, digital) skills in the tourism industry and the future skills needed in 2030 – resulting in quantitative data about the skills gaps and future needs. In summary:

- Key trends are extracted from the survey results of Italy to establish how the sector is responding to the skill sets, highs, lows, current and future level of proficiency in Green, Digital and socio-cultural skills sets.
- An explanation and discussion of the results is provided.
- Gaps are indicated in the current and future level of proficiency in Green, Digital and Socio-cultural levels of proficiency. Comments are made on specific shortages or excellent/good proficiency in different skills and the areas of significant weakness.

Total number of responses in Italy	65
Number of responses per tourism sub sector:	
Destination management organisations:	10
Accommodation providers:	7
Food & Beverage:	1
Visitor attractions:	2
Travel agents and tour operators:	28
Other	17

3.1 DIGITAL SKILLS

Digital Skills	
Current existing level of proficiency	**Highest:** 1. 3.74 Use of office applications 2. 3.66 Secure information processing 3. 3.66 Use of digital marketing systems and communication platforms **Lowest:** 1. 1.42 Use of robots 1. 1.82 Use of generative AI applications 3. 1.86 Use of digital technologies to create guest experiences
Future necessary level of proficiency in 2030	**Most necessary:** 1. 4.74 Use of digital marketing systems and communication platforms 2. 4.69 Secure information processing 3. 4.69 Use of office applications **Least necessary:** 1. 2.78 Use of robots 2. 3.52 Use of generative AI applications for generating text and visuals 3. 3.58 Use of digital technologies to create guest experiences
Skills gaps between existing and future level of skills sets	**Largest gaps:** 1. 1.72 Use of digital technologies to create guest experiences 2. 1.17 Use of generative AI applications for generating text and visuals. 3. 1.57 Digital business analysis, business intelligence, data-driven decision making 4. 1.37 Web & app development & programming 5. 1.35 Use of robots **Smallest gaps:** 1. 0.95 Use of office applications 2. 0.99 Digital privacy and ethics 3. 1.03 Secure information processing 4. 1.2 Use of digital marketing systems and communication platforms

Italy ranks 25th in human capital digital skills out of 27 EU Member States in the 2022 edition of the Digital Economy and Society Index (DESI), with a score of 36.6. According to the DESI report, 45.6% of people in Italy have at least basic digital skills. The country has a delay in basic digital skills and ICT graduates.

It also struggles to offer digital services to citizens, according to Digital Economy and Society Index 2022 (UE DESI2022).

The survey's results perfectly mirror the description in the abovementioned report. Many people can use office programs and communication tools on their computers. Continuous learning is necessary for continuing education. The speed of innovative processes requires it as for example the use of AI applications.

Current skills

In regards of the Use of office applications (text processing, spreadsheets, presentation software) (3.74), Digital privacy and ethics, Secure information processing (backing-up, cybersecurity, data protection), (3.66), Use of digital marketing systems and communication platforms, (3.66), Italian companies show that their proficiency in basic/administrative/ethical issues is relatively high, indicating that tourism professionals are already adept.

Future skills

In regards to the Use of digital marketing systems and communication platforms, (4.74) Secure information processing,(4.66), Use of office applications, (4.66) Italian companies demonstrate particular attention and awareness in trying to keep up with marketing and communication skills. They demonstrate that they are more concerned and therefore more interested in improving their digital security skills.

Skills gaps

The level of the gap in Digital business analysis, business intelligence, data-driven decision making (1.72), demonstrates the attention of companies in

bridging it. Digital business analysis skills are essential for identifying opportunities and optimising operations. This can enable tourism businesses to make strategic decisions to make customer service more personalised.

Concerning the "Web & app development & programming" (1.37), companies are strongly interested in investing in acquiring these skills and will empower the industry to create user-friendly and engaging digital platforms.

The gap in "Use of Robot" (1.35), implies a need for the integration of robotics and automation into various tourism-related tasks, from e.g. check-ins at hotels to customer service or in theme parks.

The detected gaps (between existing and future level of skills sets) in utilising applications suggests a need for tourism professionals to become more proficient in using technologies to create experiences. This can enhance promotion of various sectors of tourism.

3.2. GREEN/ENVIRONMENTAL SKILL SET

Green Skills	
Current existing level of proficiency	**Highest:** 1. 3.17 Understanding of environmental laws and regulations 2. 3.15 Measurement and management of waste 3. 3.11 Promotion and encouragement of sustainable practices among guests 4. 2.98 Communication about the organisation's efforts towards a green economy 5. 2.86 Efficient use of resources **Lowest:** 1. 1.94 Measurement and management of CO_2 emissions 2. 2.29 Green procurement and greening the supply chain 3. 2.38 Adoption of environmental certifications and management systems 4. 2.57 Use of technology to speed up the green transition 5. 2.86 Green marketing and product development
Future necessary level of proficiency in 2030	**Most necessary:** 1. 4.51 Promotion and encouragement of sustainable practices among guests 2. 4.37 Communication about the organisation's efforts towards a green economy 3. 4.32 Use of technology to speed up the green transition 4. 4.29 Efficient use of resources 5. 4.28 Understanding of environmental laws and regulations **Least necessary:** 1. 3.89 Adoption of environmental certifications and management systems 2. 3.97 Green procurement and greening the supply chain 3. 4.03 Green marketing and product development 4. 4.20 Measurement and management of waste
Skills gaps between existing and future level of skills sets	**Largest gaps:** 1. 1.72 Use of technology to speed up the green transition 2. 1.68 Green procurement and greening the supply chain (working with green suppliers)

3. 1.68 Measurement and management of CO2 emissions
4. 1.46 Adoption of environmental certifications and management systems
5. 1.40 Efficient use of resources (e.g., energy, water, materials)

Smallest gaps:
1. 1.05 Measurement and management of waste
2. 1.11 Understanding of environmental laws and regulations
3. 1.34 Green marketing and product development
4. 1.39 Communication about the organisation's efforts towards a green economy
5. 1.40 Promotion and encouragement of sustainable practices among guests

Current skills

The results show that the current level of proficiency of the basic green skills in Italy is to be improved. The answers to the questionnaire showed that the Italian tourism businesses are aware of the need for efficient waste management and use of the resources, but they still have to integrate in a satisfactory way these practices into their daily routines and operations.

Future skills

The skills as Promotion and encouragement of sustainable practices among guests, (4.51), Communication about the organisation's efforts towards a green economy, (4.37), Use of technology to speed up the green transition, (4.32), Efficient use of resources, (4.29), Understanding of environmental laws and regulations, (4.28) demonstrate how companies have an understanding of the principles of sustainability but there is still some confusion in how and what to communicate it. The survey results also demonstrate that the combination of technology and sustainability is essential.

The largest gaps in Use of technology to speed up the green transition, (1.72) Green procurement and greening the supply chain (working with green suppliers), (1.68), Measurement and management of CO_2 emissions, (1.68), Measurement and management of CO_2 emissions, (1.68), Adoption of environmental certifications and management systems, (1.46), and the Efficient use of resources (e.g., energy, water, materials), (1.40), reflects awareness that embracing technology can enhance efficiency, customer experiences, and sustainability efforts, as growing demand for accurate carbon footprint assessments in the tourism sector, and environmental consciousness becomes more prominent among tourists, highlighting the pressing need for more sustainable resource management practices in tourism, including reducing waste and optimising resource utilisation.

3.3 SOCIAL AND CULTURAL SKILL SETS

Social-cultural skills	
Current existing level of proficiency	**Highest:** 1. 4 Support diversity, equality and inclusivity 2. 3.92 Communicate and interact with people from different cultural and social backgrounds 3. 3.91 Adaptability to change and handle unexpected situations 4. 3.78 Work effectively in a team 5. 3.74 Resolve conflicts **Lowest:** 1. 3.4 Communicate effectively with guests in their native language 2. 3.68 Communicate effectively with guests and colleagues 3. 3.72 Provide excellent customer service 4. 3.74 Understand the cultural setting of the own destination and share this information with guests
Future necessary level of proficiency in 2030	**Most necessary:** 1. 4.78 Adaptability to change and handle unexpected situations 2. 4.77 Provide excellent customer service 3. 4.74 Understand the cultural setting of the own destination and share this information with guests

	4. 4.71 Communicate effectively with guests and colleagues 5. 4.71 Work effectively in a team **Least necessary:** 1. 4.55 Communicate effectively with guests in their native language 2. 4.63 Communicate and interact with people from different cultural and social backgrounds 3. 4.66 Support diversity, equality and inclusivity 4. 4.66 Resolve conflicts
Skills gaps between existing and future level of skills sets	**Largest gaps:** 1. 1.15 Communicate effectively with guests in their native language 2. 1.05 Provide excellent customer service 3. 1.03 Communicate effectively with guests and colleagues 4. 0.99 Understand the cultural setting of the own destination and share this information with guests 5. 0.93 Work effectively in a team **Smallest gaps:** 1. 0.66 Support diversity, equality and inclusivity 2. 0.71 Communicate and interact with people from different cultural and social backgrounds 3. 0.87 Adaptability to change and handle unexpected situations 4. 0.92 Resolve conflicts

Current skills

The survey found that Italian tourism businesses are skilled in *supporting diversity, equality and in communicating, (4), and interacting with people from different cultural and social backgrounds, (3.92).* The *adaptability to change and handle unexpected situations* has a quite good level of proficiency (3.91) as well.

Future skills

Regarding the future skills as *Adaptability to change and handle unexpected situations (4.78), Provide excellent customer service (4.77), Understand the cultural setting of the own destination and share this information with guests (4.74),* the companies, considering the events of recent years, are very interested in the ability to adapt to sudden and substantial changes.

Skills gaps

Gaps as *Communicate effectively with guests in their native language (1.15), Provide excellent customer service (1.05)*, means that: customers are everything in this business as they are ultimately the ones to fund the salaries of staff and other expenses of a hotel or restaurant. Tourist operators need to build trust and great relationships with customers to ensure their return and investment into your service. For this reason, it is highly important that the customers' needs are always met and that they are satisfied with the level of service you are offering. Without an excellent workforce teaming up to provide a positive experience to their customers, it would not be possible for your business to survive in this industry.

Gaps as *Communicate effectively with guests and colleagues, (1.05)* and *Work effectively in a team, (1.03)* are strongly connected. In the tourism industry, professionals deal with lots of people on a day-to-day basis. Human interaction and effective communication are two of the fundamental ways this industry operates. Tourist companies have to work with professionals from diverse backgrounds, ages and temperaments. The ability to communicate with co-workers will build trust within the team and help you bond with others in your industry.

Moreover, *Understand the cultural setting of the own destination and share this information with guests, (0.93)* is a gap to be solved because unlike other industries, networking in this sector is not purely aimed at enhancing job prospects, but for improving relations with the customer and making them use your services again. Building a loyal relationship with clients is a key driver in keeping tourist businesses running in the long run.

4. EXPERT INTERVIEW RESULTS

In this chapter, the results are presented of the semi-structured interviews that have been held with experts in tourism in ITALY. With these interviews, we are seeking more detailed knowledge and fresh insights regarding trends in tourism, in tourism employment and in the development of Digital, Green, Social and Cultural skills in tourism. Semi-structured interviews are an appropriate tool for this purpose, since they allow for new understandings and thoughts to surface during such interviews, which further facilitate participants' responses and elaborations.

In total, 8 interviews have been held, divided over the five tourism sub sectors: a travel agency manager, a travel consultant, a medium hotel manager, a consultant for accommodation, an events management consultant, a general manager of a thematic parks association, a gm of a thermal association and a gm of a catering association. The manager of the travel agency, the hotel manager and the consultant for accommodation teaches by bringing testimonies of their work in the ITS training courses.

4.1 THE FUTURE OF TOURISM AND TOURISM EMPLOYMENT

4.1.1 Introduction

Several societal megatrends - already visible today but with their full impact still unknown - are heavily influencing the future of tourism. Demographic developments - the continued growth of the global middle class, increasingly elderly tourists, digital natives coming of age and entering the travel market, more Asian tourists - will result in additional and diverse tourist preferences and choices.

Technological innovations (AI, robotization, virtual and augmented reality, etc.) will continue to impact tourism and transform business models, jobs in tourism and tourist experiences. Social developments (Covid and health issues, migration, economic uncertainty, uproar and wars) will also have their impact on tourism. The inclusion of more sustainable practices is also a widely debated topic in the consumption, production, and development of tourism.

Looking at developments in employment, the tourism and hospitality sector has special characteristics: e.g., working on weekends and holidays, multiple shifts, seasonal work, etc. These atypical forms of employment include a variety of work contracts (e.g., temporary work, part-time work, temporary agency work and other multi-party employment arrangements).

In order to keep pace with all these developments, the tourism sector needs to be prepared for these changes: to transform the tasks expected by employers into new jobs, thereby making the jobs attractive to future employees and offer them career perspectives.

In this section, we aim to get an overall understanding of the interview participants' ideas of the evolution of the tourism sector, tourism employment and the emergence of new job profiles – in tourism in general and specifically in relation to their own organisation, in about seven years' time.

Questions that have been discussed with participants were the following:

- What will the sector and your organisation and the sector look like around 2030? Which new changes do you perceive could occur in your business?

- What impact do the current megatrends and crises (Covid-19 / health; Ukraine War; migration; demographics; environment and climate; energy; cost-of-living) have on employment in your organisation and how does your organisation deal with the consequences of these crises?

- What kind of people will be working in your organisation around 2030? Will there be a significant increase/decrease in the number of employees? And if so, how are these employees different from your current workers?

- How is your organisation changing the tasks that will be required into new job profiles?

The above-mentioned developments have also transformed the way people work. New concepts such as working from home (WFH); digital nomads; hybrid working; workations; remote working; etc. have emerged or intensified. Which work forms are you now experiencing in your organisation and what effect does this have on recruiting new personnel?

How does your organisation deal with societal developments such as diversity, inclusion, and flexibility within the recruitment process?

Which new job profiles do you see emerging in your organisation in the next seven years (2030) and why? Which new job positions will emerge and/or will be 'copied' from other sectors?

4.1.2 Results from the interviews

According to interviewees the wanderlust is back in a very strong way. After years of restrictions due to the pandemic, there is an air of revenge, or desire to travel prohibited or at least limited for a long time, in the tourist market, with a positive tourist season, although still with some differences due to inflation. The return of international tourist flows to our country seems evident, but also the recovery of Italian flows abroad.

However, the recovery of tourism opens up some unknown factors, especially with regard to the impact on the territories, since the current tourism model is based on volume to generate profitability.

Sustainability in tourism is becoming more and more tangible. The tourist boom complicates the reduction of CO_2 emissions and the targets set for 2030, especially in the transport sector. But above all, excessive volumes lead to a clear decrease in some resources, primarily water. In the Italian case, then, in the most popular and saturated destinations, problems arise related to the availability of

housing for residents, because the owners prefer to devote themselves to tourist rentals. This leads to social tensions, rising prices for services and problems of coexistence between tourists and residents.

All of these are known problems, but there is little concern from the industry about the future when balancing the positive and negative effects of tourism. In fact, both destinations and operators do not see sustainability as a priority topic. The proof is that in 2023 the same tourist proposal of the pre-Covid is being proposed to the market again.

Interviewees deeply agreed that the break with the past will be achieved thanks to new visions and methods and above all thanks to new professionalism.

Kind of people working and new profiles

The tourism industry will continue to embrace technology. There will be an increased demand for employees with strong digital skills, including data analytics, online marketing, and the ability to work with emerging technologies like augmented reality (AR) and virtual reality (VR) for enhanced customer experiences.

The operators agreed that Data-driven decision-making will be crucial. Employees skilled in data analysis, machine learning, and artificial intelligence may be in high demand for optimising operations, personalising customer experiences, and making strategic decisions.

Depending on how technology evolves, there could be a rise in virtual tourism experiences, which might require professionals skilled in creating and managing virtual travel experiences. The industry will continue to adapt to changing consumer preferences and technological advancements, and its workforce will have to evolve accordingly. Moreover the interviewees underlined that In Italy the luxury offer is increasing. High-quality customer service has to be a priority in tourism. Employees who excel in communication, empathy, and problem-solving will remain essential. Given the lessons learned from the COVID-19 pandemic, interviewees remind that there will be an increased need for employees with

expertise in health and safety protocols, crisis management, and risk mitigation. As sustainability becomes more critical, tourism organisations feel the necessity to employ individuals with expertise in sustainable practices, eco-tourism, and responsible travel. These employees, as eco-tourism specialists, may help organisations reduce their environmental impact and promote ethical tourism practices.

With tourism becoming more global, employees with expertise in different cultures and languages will be valuable for providing personalised services to diverse groups of tourists. As sustainable transportation options like electric vehicles and eco-friendly modes of travel become more prevalent, the interviewees remind that it will be important to hire professionals with expertise in these areas. Regarding the number of employees, this can vary based on economic conditions, geopolitical factors, and industry-specific developments. For example, the tourism industry faced significant disruptions during the COVID-19 pandemic, leading to temporary workforce reductions. The recovery and growth of the industry in the coming years will influence employment levels.

In summary, the workforce in the tourism industry in 2030 will likely include a mix of tech-savvy professionals, sustainability experts, cultural specialists, and individuals skilled in data analysis and customer service.

The industry will continue to adapt to changing consumer preferences and technological advancements, and its workforce will evolve accordingly.

New concepts of working

All interviewees started implementing remote working or hybrid working models, allowing employees to work from home or have a flexible schedule. This flexibility can attract a wider pool of talent, including those who may not be able to commute to a physical office. Recruitment efforts may focus on candidates who are self-motivated and have experience with remote collaboration tools.

Some tourism companies, as our interviewed operators testify, are already taking advantage of the growing trend of digital nomads, who travel while working remotely. Some are targeting employees who can work independently from

various locations and can adapt to different time zones and environments. Recruitment is aimed primarily at people who are comfortable with this lifestyle and have skills suited to remote working.

Offering workations, where employees work from vacation destinations, can be an attractive perk for recruitment. Companies look for employees who can maintain productivity while enjoying travel opportunities.

New profiles emerging

Skills such as time management and adaptability may be valued. Sustainability-focused interviewees consider hiring remote employees who can work on projects related to ecotourism, conservation or environmental initiatives from anywhere in the world and look to candidates with experience in these areas.

With the growing reliance on technology for virtual tourism experiences, marketing and online booking platforms, businesses are looking for employees with strong digital skills. Recruiting should prioritise candidates with experience in digital marketing, data analytics and e-commerce.As tourism businesses continue to cater to a diverse global audience, they must continue to prioritise hiring employees with strong cultural sensitivity and language skills to provide exceptional customer experiences. Due to the continued importance of health and safety in travel, it is important to hire staff who are knowledgeable in health protocols and safety measures.

It's important to note that the extent to which these work forms are adopted and their impact on recruitment can vary significantly from one tourism organisation to another. The ability to adapt to these evolving work forms and attract the right talent will depend on the organisation's specific goals, industry segment, and customer base. Additionally, the effects of these work forms on recruitment may continue to evolve as the tourism industry responds to changing circumstances and customer preferences.

4.2 DIGITAL SKILLS

4.2.1 INTRODUCTION

Technological innovations will continue to impact tourism and change business models, jobs in tourism and tourist experiences. This section focuses on digital skills for the future. These are defined as skills related to working with computers, software, digital equipment, internet, online safety. This comprises not only Microsoft Office skills, skills for implementing online safety procedures or skills to adjust digital equipment such as Wi-Fi connectivity, sound systems and video equipment but also desktop publishing skills, computer programming skills, website development skills, social media skills, skills to monitor online reviews, data analytics, business intelligence, big data skills, AI and robotic skills (ChatGPT, Dall-E) and skills related to applying digital hardware technologies such as AR and VR.

This section provides an overview of digital skills that the interview participants rate as the most important in about seven years' time. Questions that have been discussed with participants were the following:

- Which digital skills are important in your company today?
- Which digital skills are currently lacking in your company?
- How important will these skills be around 2030? Which ones will be most important?
- Which other digital skills can you think of that will be vital for the future?
- Which changes do you anticipate will be necessary within your organisation regarding digital skills (2030)?
- Does your company provide training or education for these skills? If so: what kind of training; if not: why not?
- Do you use an external organisation to help train your staff in digital skills? If so: which ones and what kind of training do they provide?
- What would be the most effective training method in digital skill development for your employees.

4.2.2 Results from the interviews

As the tourism industry continues to evolve, digital skills are becoming increasingly important for tourist companies to remain competitive.

Companies are aware that right now there are mandatory digital skills to have.

Current skills

Concerning the current skills that are widespread are the ones connected to the online Marketing Skills, Online Marketing, Social media presence. All interviewees declared that companies have a solid understanding of online marketing, including social media marketing, search engine optimization (SEO), and online advertising. They are able to create effective digital marketing campaigns that target the right audience and generate measurable results and to manage their website effectively, including developing and updating content, optimising for search engines, and ensuring that the website is user-friendly and accessible.

The companies are able to manage their social media presence effectively, including creating engaging content, responding to customer inquiries, and monitoring social media performance and to manage their online reputation effectively, including monitoring online reviews and responding to customer feedback.

Lack of digital skills

Companies have to learn to collaborate effectively with other stakeholders in the tourism industry, including accommodation providers, attractions, and tour operators, to create integrated tourism products and improve the visitor experience. Companies aim to analyse much better data to gain insights into visitor behaviour and preferences, and to make informed decisions about marketing strategies and product development.

There are aspects concerning, for example, cybersecurity to be improved. They need to protect their business and customer data from cyber threats, including the ability to implement basic security measures such as firewalls, antivirus software, and data encryption.

Skills vital for the future

Digitalization and innovation are aspects that go hand in hand and the interviewed declare that they have adopted or intend to adopt Artificial Intelligence technologies in their company in the near future. They described an example of what can be reached with metaverse experience.

The interviewees above all of the accommodation and intermediary sector underlined for example the importance of the virtual world.

The general manager of the travel agency stated that:

"We can have fun and interact with others in virtual worlds. We can also own virtual world assets digitally. The simulations are very realistic. They make our bodies move and feel emotions just like real life. In this period, there is a lot of talk about artificial intelligence in this area. Artificial intelligence is part of the metaverse. It "recognizes" the physical world and creates holograms in digital reality. Finally, dematerialization: the metaverse allows us to dematerialize objects, physical products and places.

It may take longer to understand tourist places since owners want more visitors. Think about the Circus Maximus. You could go there and see how it used to be. In popular tourist spots, the metaverse will initially come as a location-based experience. This means you can try an immersive experience with added value right at the site. Tourist operators think this is the first step to improve virtual tourism for remote fun.

To make experiences profitable, tourist operators must use storytelling devices first. However, it will take some time to achieve this. To convince others, conduct experiments that show the metaverse boosts in-person visits.

First of all, visiting a tourist asset virtually, from home, increases the desire to go and see it in person. When you travel, it's more than just visiting a place. There are sensory experiences that the metaverse can't replicate. We often forget that billions of people in the world cannot visit certain places. We can show the beauty of our country through virtual tourism instead of physical visits. Instead, we are allowing people who can and want to travel to do so sooner and choose where they go. And those who can't travel can still access it in a different way. In

both cases, generating an extra revenue stream. This experience uses technology to offer added values".

Training providers

Tourist operators are quite satisfied by the training offer. The most effective training method for digital skill development among employees in a tourist company will depend on various factors, including the specific skills required, the existing knowledge base of employees, and the company's resources. Structuring a training course for an SME is often an exercise that is still too complicated and for different and complementary reasons, not least the high costs of these services. In this context the companies are pretty excited to use an easily accessible e-learning platforms, which on the one hand allow companies to have a single interlocutor to turn to for all continuous learning activities and on the other facilitate the development of new professional opportunities for content producers (training institutions, business schools and e-learning providers) and for teachers looking for new channels to expand their target market. The entrepreneurs encourage employees to stay updated on digital trends by providing access to resources and supporting their continuous learning path, choosing training that is as personalised as possible based on the needs of the company and its employees.

The interviewees turns to training providers for highly effective training methods as:

- **Online courses, webinars, and e-learning platforms** that offer flexibility, allowing employees to learn at their own pace and schedule. - Platforms like Coursera, edX, LinkedIn Learning, and Udemy that offer a wide range of courses on digital skills, from digital marketing to data analysis. Moreover they as employers can provide subscriptions to these platforms or reimburse employees for course fees.

The interviewees suggest their employees:

- To attend In-House Workshops and Seminars as Hosting in-house workshops and seminars conducted by experts or experienced employees can be tailored to the specific needs of the company.
- This approach fosters internal knowledge sharing and can address company-specific challenges.
- To experiment "On-the-Job Training": The employers encourage employees to apply digital skills in their day-to-day tasks. Assign them projects that require the use of these skills.
- To obtain Certification Programs: Operators strongly believe that certification programs from recognized institutions or platforms can provide employees with structured learning paths and credentials. Examples include Google Ads certification, HubSpot Inbound Marketing certification, or Microsoft Office Specialist certification.

  Moreover tourist operators really appreciated too the following "matches of skills" as:

- Gamified Learning Platforms, through "Gamification" it's possible to make learning digital skills engaging and fun. Platforms like Kahoot! and Quizlet allow to create interactive quizzes and games
- Hackathons and Competitions: The organisation of hackathons or competitions related to digital skills encourages employees to apply their knowledge in a competitive and creative setting.
- Prizes or recognition can serve as incentives.
- Case Studies and Real-World Projects: To assign projects that require employees to analyse data, create marketing campaigns, or develop digital solutions for tourism-related challenges is a relevant tool to teach digital skills.
- Continuous Learning and Upskilling Culture: Promote a culture of continuous learning where employees are encouraged to explore new digital tools and trends. Offer ongoing training opportunities and make it clear that skill development is a priority.
- Feedback and Assessment: They provide constructive feedback to help them improve and regularly assess employees' progress through quizzes, assignments, or practical tests

- Mixed-Methods Approach: Combining various training methods can often be the most effective approach. For example, start with foundational online courses, follow up with in-house workshops, and reinforce learning through on-the-job training.

4.3 ENVIRONMENTAL/GREEN SKILLS

4.3.1 INTRODUCTION

In the secondary data section of this report, it was demonstrated that green skills comprise more than skills for reducing the impact of tourism on the environment (minimise the use and maximise the efficiency of energy and water consumption; manage waste, sewage, recycling, and composting; conservation of biodiversity; knowledge of climate change). They also involve developing and promoting sustainable forms of transport and tourism in (rural) areas as an option to diversify local economies, create economic growth and decent jobs for local people (including women and youth) as well as conserve local natural and cultural heritage. On the other hand, managing and reducing the impact of overtourism is also a part of sustainable tourism.

The results of this section provide an overview of environmental management skills that the interview participants rate as the most important in seven years' time.

Questions that have been discussed with participants were the following:

- What would you consider green / environmental management skills?
- How important will these skills be around 2030? Which ones will be most important?
- Which green/environmental management skills are important in your organisation today?
- Do you expect any changes regarding the necessity of staff with green skills in your organisation between today and 2030? If so, which changes? If not, why not?

- What is your opinion on green certification/awards / eco-labels? Are you a member of one of these? Why? What are the benefits for you? If not, why not?
- Does your company provide training or education for these skills? If so: what kind of training; if not: why not?
- Do you use an external organisation to help train your staff in green/environmental management skills? If so: which one and what kind of training does it provide?

4.3.2 RESULTS FROM THE INTERVIEWS

The experts interviewed are general managers of specific business associations, entrepreneurs who hold lessons in the courses as professional training teachers.

Green / environmental management skills

From the interviewees, highlighted above all by the accommodation consultant and the event management consultant, some contrasting aspects emerged:

- The companies underlined the difficulties of understanding what it means to manage with sustainability.
- The companies already implement sustainable policies without knowing it
- Sustainability policies should be adapted at all stages of the value chain. For example, a company that does not use plastic uses a waste disposal company that does not practise separate waste collection

Furthermore, the accommodation consultant stated that *"It costs money to be sustainable for a business but it is inevitable. Politics will be strategic to enable companies to address them"*.

The interviewees sincerely admit that they need someone for translating the skills into definitions because they need some kind of gui delines, a vocabulary with practical examples. They wonder how the role of sustainability in the company can have an interaction with the various functions, compliance and development opportunities. They are strongly interested in how to develop the most effective digital marketing strategies and social channels for sustainable tourism such as Facebook, LinkedIn, YouTube, Instagram.

They need examples of the practical meaning of sustainable energy; of reduction of water consumption; cook in respect for the environment and reduce food consumption; adopt practices sustainable mobility; reduce waste and offset emissions

Regarding the green/environmental management skills that are important for a company /organisation today they underlined first of all the knowledge of environmental regulations. The business world has a general understanding of local and national environmental regulations that is crucial for ensuring compliance and minimising negative environmental impacts. The next step is to put in practice the ability to make a sustainable purchase. The company needs to reach the ability to identify and source sustainable products and materials, such as eco-friendly cleaning supplies and locally sourced food. It can help reduce the environmental impact of tourist businesses

Furthermore, for entrepreneurs, creating support for efforts towards environmental sustainability means promoting a culture of environmental management also thanks to the involvement of interested parties. As a result, a skill dedicated to effective communication and engagement with stakeholders, including customers, employees and local communities, is considered essential.

During the interviews they discussed how and what a sustainability manager should be and or make. They agree with what was stated by the event

management *consultant "a sustainability manager for tourism is a professional figure that should have fundamental strategic knowledge for sustainable management of products and processes in the tourism sector and for the innovation of tourist offers"*. He should be capable of managing all aspects of corporate sustainability, starting from promotion to completion measurement of sustainability performance. He should have a general vision of sustainability in the tourism sector, know what skills in the field of sustainability are required for each company area, design sustainable, inclusive and innovative tourist offers, acquire the strategic knowledge to manage the multiple aspects of sustainability in the company, learn functional digital communication skills promotion of sustainability and green events, conceive, plan and implement experiences and events identifiable as 'ecological', enhance the effectiveness of communication by avoiding greenwashing and acquire skills for reporting sustainability actions, with particular reference to how to set up the sustainability budget. Today, the companies know that sustainable tourism is crucial for the environment and society and should strive to be sustainable and avoid damaging the environment or communities.

Tourism sustainability is a new and growing field. Some tourism businesses are trying to be more sustainable even if it's quite expensive for them. In addition, managing tourism companies sustainably requires more than just technical skills. The companies themselves must also embrace ethical principles and sustainable values.

Green/environmental staff skills

Changes affecting green-skilled staff within the organisation are already underway and will certainly continue to occur. Staff must be able and acquire the skills to carry out sustainability reporting. The ability to develop and report on sustainability metrics is important for tracking progress and demonstrating a commitment to environmental stewardship. The staff has to know what it does mean Waste management. Effective waste management practices, such as reducing waste and implementing recycling programs, can help minimise the environmental impact of tourist businesses as well as energy efficiency. They need to deeply understand that energy efficiency measures, such as the use of

renewable energy sources and implementing energy-saving technologies, can help reduce greenhouse gas emissions and lower operating costs. One more aspect to consider is the Water conservation: Water conservation techniques, such as low-flow fixtures and efficient irrigation systems, can help minimise water usage and reduce the environmental impact of tourist businesses.

Companies are going to invest in training in sustainability also because it is a way to attract young talent. "Gen Z" (young people between 18 and 25) are increasingly attentive, when looking for work, to aspects such as respect for diversity and inclusion and the generation of positive impacts on society.

Investing in sustainability therefore means making yourself attractive to younger people.

The training gap, evident in some sectors in particular and in medium and small organisations, is a priority of many human resources managers. The need to reskill and upskill skills to respond to the speed of the innovation and change process is becoming essential.

Training providers

Making the objectives of the Green Deal operational requires advanced skills in different sectors and disciplines. Interviewees strongly believe that they need to be acquired through specific and targeted training and professional development paths consistent with the new green skills that respond to a labour market in transition towards climate neutrality.

The interviewees declared that these new professionals are called upon to bring cutting-edge concepts inspired by innovation and sustainability to different operational contexts. People are always at the centre of the economy: human capital is therefore the most important asset to invest in so that it becomes the first protagonist of the "green" transition.

4.4 SOCIAL-CULTURAL SKILLS

4.4.1 INTRODUCTION

Social/cultural skills can be divided into personal skills, communication/cultural skills, and diversity skills. These skills are related to behavioural and practical attitudinal competencies in teamwork, interpersonal communication, cross-cultural understanding, and customer service orientation. Particularly related to working in the tourism sector are competences towards managing personal relationships, understanding the needs and feelings of others, cooperating with others, showing a positive attitude, showing respect, making appropriate contact and active listening. Furthermore, social/cultural skills deal with competencies that promote social progress which recognizes the needs of everyone; accessible tourism provision for those with disabilities; gender equality. These skills are expected to be of major importance for the tourism sector, to match the needs of a "high tech" society with "the human touch" needed in personal and human interactions in the tourism sector.

This section provides an overview of the social/cultural skills (i.e., personal-, communication/cultural-, and diversity skills) that the interview participants rate as the most important in seven years' time.

Questions that have been discussed with participants were the following:

- What do you consider the most relevant and important social and cultural skills for people working in the tourism sector?
- How important will these skills be around 2030? Which ones will be most important?
- Can you think of more or other social/cultural skills that might be important around 2030?
- What changes do you expect for your organisation with regard to necessary social/cultural skills in the future (2030) compared to today?
- Does your company provide training or education for these social/cultural skills? If so: which ones; if not: why not?
- Do you use an external organisation to help train your staff in social/cultural skills? If so, which ones and what kind of training do they provide?
- What would be the most effective training method in social/cultural skill development for employees?

4.4.2 RESULTS FROM THE INTERVIEWS

Social and cultural skills

The interviewees agreed that the complexity of the world we are facing requires much more hybrid skills than in the past. The hotel manager, the event management consultant agreed that: *"We, as society, must invest in digital culture but also in emotional culture. The digital transformation carries the future of the hospitality and tourism industry, but this does not mean the industry will become depersonalised. On the contrary, investing in human capital is key to finding innovative solutions in an ever-changing scenario. People determine the success of an organisation and, if this holds true across all fields, it is even more important for service-based industries like hospitality and tourism. Human capital is one of the key investments an organisation has to make in order to bring innovative solutions to business issues. For instance, when a customer reaches out with a complaint or some issue they might be facing, it is a person who is best capable of handling and resolving such issues better than a chatbot or a computer. It is people who determine the success of an enterprise, and that's why those who are skilled in this area go a long way as it is a mostly service-reliant industry"*.

Beyond the training method in social/cultural skill development for employees they definitely assure to use them but the interviewees underlined the importance of the Teamwork. Every organisation looks to hire individuals with good teamwork skills as they are likely to be able to integrate easily into an existing team. People who have excellent communication and interpersonal skills are more approachable and therefore easier to work with, adding huge value to a team and its performance. After all, it is the collective work of a company and its workforce that needs to be applied in order to stay ahead in the ever-changing industry of hospitality. One relevant aspect is the Leadership. Leadership skills are as essential in this industry as any other. They need to be excellent at delegation and discipline as well listening not just to customer grievances, but employee concerns too.

Social/cultural skills in 2030

Interviewees believe that tourist entrepreneurs may consider several social and cultural skills as important for people working in the tourism sector. They are not much different from those before a technological era. The human relationship remains at the basis of the sector. They must be calibrated to contemporary times.

The ability to effectively communicate with people from different cultures and backgrounds is much more crucial for providing high-quality customer service and creating a positive experience for guests. Providing excellent customer service is key to building a positive reputation for the business and encouraging repeat visits. This includes skills such as active listening, problem-solving, and conflict resolution. Having a deep understanding of the local culture, customs, and history can help tourism professionals provide more meaningful experiences for their guests.

The tourism industry can be unpredictable, and it's important for employees to be able to adapt to changing circumstances and handle unexpected situations. Demonstrating empathy and cultural sensitivity is important for creating a welcoming and inclusive environment for guests from different backgrounds. Depending on the location and clientele, fluency in one or more foreign languages may be an important skill for tourism professionals. Italy has improved a lot in recent years from this point of view but it is necessary to continue doing so. By possessing these skills, tourism professionals can provide a high level of service and create a positive guest experience, which can ultimately lead to increased customer loyalty and business success.

Training providers

The interviewees said that there is a quite good offer of training providers and they have the chance to choose the more appropriate. The types of employee training and development programs can be as varied as the employees themselves, companies seek to use training plans tailored to their requirements.

They use different training methods available nowdays as the Formal education, or the Assessment, the employee performance reviews, one-on-ones, and any

other efforts used to measure strengths and weaknesses and find ways for employees to improve. The job experience or the day-to-day experience, one of the most useful for the interviewers, hands-on learning employees do as they master their role, take on new challenges, and grow within the organisation is often prefered. Coaching, mentoring, and any soft skills or interpersonal training that employees may complete, such as customer service training, diversity and inclusion training, mental health education, or conflict resolution training, are favoured.

Recently some organisations are helping employees advance with an internal talent marketplace. An internal talent marketplace is a platform or system within an organisation that facilitates identifying, developing, and retaining top talent by providing employees with opportunities for growth and career advancement.

This marketplace enables employees to explore different roles, projects, or positions within the company, promoting internal mobility, skill development, and cross-functional collaboration. By creating an internal talent marketplace, organisations can better retain talent, improve employee satisfaction, and enhance their overall agility while reducing the need for external hiring.

5. BEST PRACTICES

UPSKILLING AND RESKILLING

In each country that is represented in the Pantour consortium, partners have each selected, analysed and interviewed **5 best practices** in upskilling, reskilling, attracting/retaining staff in the five tourism sub sectors. The goal of the analysis is to have an inventory of innovative initiatives, projects, programs, philosophies, tools, methods, ideas, solutions, and concepts in relation to upskilling, reskilling, attracting, and retaining staff in order to improve the knowledge on digital, social, and green skills development in tourism.

In short, a Best Practice in upskilling, reskilling, attracting staff has all or many of these characteristics:

1 It has a clear goal.

2 It purposely addresses the bridging of existing skills gaps and future skills needs in tourism.

3 The organisation and individual staff members have a set of core values that strengthen their dedication, morale, and resolve a shared sense of purpose for the work.

4 It looks at urgent skills development challenges and human capital in their context – on macro level (sustainable/digital transition in tourism), sector/subsector level or skills level (digital, social, green skills).

5 It targets the underlying causes in addition to the challenge in upskilling and reskilling, attracting/retaining.

In the following sections, a short overview and analysis will be provided of each of the Best Practices investigated in the frame of the PANTOUR project.

"Creativity is very important for the future, but there is no creativity without responsibility and sustainability"

5.1 BEST PRACTICE:
VISITORS ATTRACTOR - FERRAGAMO MUSEUM

5.1.1 Background information

The Salvatore Ferragamo Museum is located in the mediaeval basement of the historic Palazzo Spini Feroni in Florence In 1938 Salvatore Ferragamo opened his luxury footwear workshop there and shortly after began the purchase of the important building, which since then became the headquarters of the Salvatore Ferragamo company and store.

Since the mid-nineties there have been many initiatives and exhibitions conceived and organised by the museum with the aim not only of telling the story of a man, but also of expressing the company's openness and interest towards the most significant in the contemporary world. The organisation strongly believes in its active role when it comes to respect for the ecosystem as all the aspects in the area and the way they affect each other and the environment. It is an example of attention and deep trust in sustainable management.

5.1.2 Analysis and overview

Key principles

The company wanted to emphasise quality within their company. For the reputation of their company, they decided to establish a clear standard for a quality work model. The working model is based on the following points:

Each employee has the right to propose and agree with his/her manager on further initiatives training which will be submitted to management for approval, after consultation with the direct manager. Training is guaranteed to all employees regardless of role, by seniority in the company and the type of contract signed.

The company declared that achieving their goals requires constant learning, self-awareness and responsibility at all levels of the organisation. To this end, they are committed to regularly evaluating their progress, measuring the impact of their initiatives, and making changes as necessary to drive meaningful, lasting change.

Examples and case studies

Ferragamo has integrated sustainability into its growth strategy since 2014; in 2017 the company adopted the Sustainability Plan thus joining the Italian Alliance for the Circular Economy.

The Salvatore Ferragamo Museum was the first to obtain the international standard ISO 14064 certification, the process of reporting the CO_2 emissions linked to its activities and obtained, becoming the leader of the Museimpresa, (Federturismo's member, the Italian Association of Business Archives and Corporate Museums) green project, reporting its emissions with this internationally recognized certification standard for greenhouse gases.

The ISO 14064 standard is aimed at any organisation or company that wants to quantify greenhouse gas emissions connected to its activities or specific reduction projects, and that wants to communicate this data externally through a reporting process verified or validated by an independent third party body. The sectors affected are practically all, from production companies to service organisations and public administration bodies.

The ISO 14064 standard supports organisations that have set up their development programs in the logic of sustainable growth and want to demonstrate their commitment to monitoring and reducing greenhouse gas emissions emitted as part of their processes and services.

The ISO 14064 standard can be perfectly integrated into the environmental management system, and enhances the aspects linked to the management of energy resources and the efficiency of energy use.

Potential pitfalls and challenges

For some years now, the Ferragamo museum in Florence has been the first ambassador of the theme of sustainability in the world of corporate museums in Italy, visited every year by thousands of Italian and foreign tourists who are fascinated by the story of the evolution of our companies and of their products. The museum has joined Museimpresa's green initiative because "Creativity is very important for the future, but there is no creativity without responsibility and sustainability" in the words of the general director.

The steps of the initiative were:

- Consultancy and analysis of the specific reality of the company museum which allows to identify the peculiarities already in place on the topic of sustainability and the most appropriate strategies.
- Creation of the Museum's individual operational plan
- Once the museum has been analysed in its peculiarities, an executive operational plan for the project has been established with steps and implementation times.
- Following the initial analysis, practical indications have been also given on how to lower one's emissions or offset them through the acquisition of recognized international certificates that have both environmental and social value.
- Start of the certification process and obtain ISO 14064

To reach the certification ISO 14064 they totally invested in their human capital through training specific courses so as to identify the above mentioned assessments.

Benefits and outcomes

The Salvatore Ferragamo Group is made up of highly competent people, who demonstrate love and dedication for their work on a daily basis. The development of people is a priority for Ferragamo, which is committed to attracting new talents and rewarding those who, with passion, contribute every day to the success of the Brand. The general manager stated: "We believe in equal opportunities and invest in the professional development of our resources, also encouraging personal initiative to create the best conditions for managerial and technical growth, while respecting the historical values of belonging to our tradition.

The protection and safeguarding of human capital is fundamental for Ferragamo, which has consolidated its commitment on this front by obtaining ISO 45001 certification for the Italian perimeter, relating to the management of health and safety in the workplace. Furthermore, in 2019 we obtained the SA8000 social responsibility certification for the perimeter of Italian activities, an international certification that encourages organisations to develop, maintain and apply practices that provide for respect for human rights, workers' rights, protection against the exploitation of minors, guarantees of safety and healthiness in the workplace. We are committed to protecting the income, health and employment of garment workers, while calling for us to work together on sustainable social protection systems for a more equitable and resilient garment industry".

Measuring success

The number of visitors has quadrupled: from 10,000 – 12,000 annual visitors in previous years, it has risen to around 50,000 presences. The growing number of visitors that the museum registers every year inevitably brings a great media and promotional return that encourages the curators to organise major exhibitions and collaborations such as the one between the foundation and Orange Fiber, the first brand in the world to produce sustainable fabrics from by-products of citrus juice.From the union of these two brands, an entire

collection of clothes and accessories was created, then exhibited at the museum in Florence.

Measuring Success

The number of visitors has quadrupled: from 10,000 – 12,000 annual visitors in previous years, it has risen to around 50,000 presences. The growing number of visitors that the museum registers every year inevitably brings a great media and promotional return that encourages the curators to organise major exhibitions and collaborations such as the one between the foundation and Orange Fiber, the first brand in the world to produce sustainable fabrics from by-products of citrus juice.From the union of these two brands, an entire collection of clothes and accessories was created, then exhibited at the museum in Florence.

Once the visit to the company museum is over, those who wish can stop in the store to buy garments or accessories which will then be packaged in the iconic red packaging, also revolutionised and attentive to sustainability: in addition to being Made in Italy and completely recyclable and biodegradable, it is also composed of 70% recycled fibres and the remainder of ECF cellulose treated with ecological processes in order to promote more sustainable luxury and eliminate the use of single-use plastic.

References and External Resources
https://museo.ferragamo.com/it/storia-del-museo

SUSTAINABILITY

MUSEUM

VISITORS

Conclusion

The Ferragamo Museum has won the challenge of being the first museum to manage sustainability and achieve a recognized certification standard for greenhouse gases. Through sustainable management of skills, the museum has brought tangible results, both in economic and marketing terms. Management shared the change in point of view with its staff through dedicated training.

One of the tangible results was that the museum registered more visitors.

"Leave no footprints

in the world."

5.2 BEST PRACTICE:
TVA/T.O. - KEL12 TOUR OPERATOR

5.2.1 Background information

Kel 12 is the first tourism company in Italy, seventh in Europe, to obtain B Corp certification, a result that is part of a long and committed journey that underlies the philosophy of Kel 12. It means: No direct advantage for the operator, but the creation of a shared well-being.

B Corps are a new type of business that creates benefits for all stakeholders, not just shareholders. Over the years they have worked hard to raise awareness among their travellers and to support activities and projects that have the same objectives as theirs but also shared values and principles. They are companies that meet the highest standards of verified social and environmental performance, public transparency and legal accountability to balance profit and purpose. Certified B Corporations are companies that take care of their people, work towards a more inclusive supply chain and take corporate social responsibility to the next level.

5.2.2 Analysis and overview

Analysis and overview

The tour operator strongly believed in the following statement: *Prioritising passion within your company can help you create a healthy and happy work environment that you can pass on to your customers*. The company has adopted this guiding principle to achieve its goals and create high-quality products.

Key principles

The mission of the Kel12 Tour Operator is to propose ethical and sustainable trips, which are experiences, encounters with nature, history, art. Their travels are an opportunity to meet people, the other, the different: to be known and respected. Their vision is providing unique and unforgettable travel experiences, proposing a new way of being travellers: responsible, aware, and curious.

Examples and case studies

Kel 12 is B Corp. B Corp certification represents a type of business capable of creating benefits for all stakeholders and not just shareholders. These are companies that meet the highest standards of verified social and environmental performance but also public transparency and legal accountability to balance profit and purpose.

Potential pitfalls and challenges

The managing director said "Only 3% of companies that undertake the path to obtain a B Corp achieve their goal. We completed the journey in two years. Excellences and values recognized today that Kel 12 has always practised since the brand's debut, following the motto: "Leave no footprints in the world".
The challenge was to create truly sustainable and non-greenwashing tourism, strongly connected to the company's philosophy. B Corps are a new type of business that creates benefits for all stakeholders, not just shareholders.

Kel 12 has an extremely organised and immersive travel philosophy. An idea that was born in the Sahara Desert where the legendary Kel, the Tuareg tribes, live. There are said to be eleven in total. And it is from the sands of the desert that the project of Kel 12, the twelfth tribe, was born. It was 1978. A pioneering story that in four decades managed to create itineraries all over the world, to open routes and paths that are common today, but which were completely new at the time.

To follow their philosophy the managing director of the tour operator. declared that:

"In line with our purpose of providing products and services of superior quality and value, we are equally committed to improving the lives of our employees. The people of Kel 12 are the foundation of our success and bring our values to life. At Kel 12 we promote a work environment of safety and trust. An important aspect of our commitment to our employees is our employee rights policy, which honours our principles and values and meets standards internationally at work".

"Our employees hold themselves and other employees accountable to act with confidence and integrity, putting themselves out there as leaders and owners of the business and to compete effectively honourably with a passion for achieving goals. Retaliation of any kind is not consistent with our values of integrity and trust and, simply, they are not tolerated".

Kel 12 tour operator is committed to creating a work environment that promotes dialogue and supports employees in communicating potential violations. The company believes that for the personal and professional growth and development of. It is essential for each employee to define a training path that allows him to increase his wealth of knowledge.

The Company therefore ensures that it is available to all employees some training tools, both internal and external, also making use of specific training providers and specific instruments.

In line with the purpose of providing products and services of superior quality and value, they are equally committed to improving the lives of their employees. The people of Kel 12 are the foundation of their success and bring their values to life. At Kel 12 they promote a work environment of safety and trust.

An important aspect of their commitment to their employees is their employee rights policy, which honours their principles and values and meets standards internationally at work.

The employees hold themselves and other employees accountable to act with confidence and integrity, putting themselves out there as leaders and owners of the business and to compete effectively honourably with a passion for achieving goals. Kel 12 is committed to creating a work environment that promotes dialogue and supports employees in communicating potential violations.

Training is guaranteed to all employees regardless of role, by seniority in the company and the type of contract signed. In addition to this, each employee, if he deems it necessary, will have the right to propose and agree with your manager on further initiatives training which will be submitted to management for approval, after consultation with the direct manager. Training is guaranteed to all employees regardless of role, by seniority in the company and the type of contract signed.

Benefits and outcomes

For the trade, this is a great opportunity. Tourism promotes local culture, encourages local suppliers.

The sustainability of travel is another aspect of the Kel 12 proposals with concrete interventions such as the exclusive use of electric cars in Botswana or the meeting with local communities or the conservation projects of the villages in the Himalayas and the plastic free program which allows to save more than 250 plastic bottles for each travel group.

Moreover, travelling promotes social growth.

Regarding the performance of individual employees, as well of the entire corporate organisation, the Company has a system of performance evaluation of

each employee which involves the whole company and guarantees a 360° evaluation, both by superiors and of equal levels and of coordinated people.

The methodology used includes the following aspects:

- the evaluation of the professional and managerial skills demonstrated;
- the definition of individual objectives in terms of results and expected behaviours;
- support for individual people in improving their performance;
- evaluation of performance and communication of results and future expectations of the individual.

The evaluation process involves all employees independently by the role, seniority in the company and the type of contract signed and has at least annually.

Measuring success

For Kel 12 it also means returning a part of the profits and benefits to the territory and the environment that generate them, helping to reach the steps of the 2030 Agenda and pursuing the company mission which expressly consists in making people discover the beauty of the planet.

Kel 12 has embraced several projects over time, including the Water & Beyond linked to the problem of water that involves different countries and many people.

The company's officer said that *"Our tour operator does not produce anything, but we want to underline the importance of both the environmental and social objectives. The message we want to convey is that you can be a profit-making company characterising yourself with a higher level of transparency, responsibility and mission."*

References and external resources

- https://kel12.com/b-corp/
- https://www.mbnews.it/2022/11/kel-12-tour-operator-monza-e-brianza-mbcircle/

TOURIST
EXPERIENCE

BALANCE

WELL BEING

Conclusion

The Tour operator wanted to translate the words "tourist experience" into a tangible and concrete reality. It has achieved a prestigious certification in the world of travel that has led the company to meet the highest standards of verified social and environmental performance but also of public transparency and legal responsibility to balance profit and purpose. It was also possible thanks to the updated training of employees and sustainable management by management.

It is a company that has created shared well-being between employers, employees, travelling customers, the places and populations visited, in stark contrast to the examples of overtourism.

5.3 BEST PRACTICE: DMO - APT Val di Fassa

5.3.1 Background information

The Val di Fassa Tourism Board (Azienda per il Turismo della Val di Fassa) - a cooperative society with the functions of Destination Management Organization, established in 2003 and financed through provincial contributions and resources raised from self-financing - has its registered office in the municipality of Canazei.

In every village in the valley, from Alba di Canazei to Moena, there is a tourist office, responsible for welcoming guests and assisting its member operators. They guide tourists to discover the most fascinating places and recommend experiences, activities and attractions.

5.3.2 Analysis and overview

Key principles

The tourism board believes in the performance and impacts of tourism, through communication, the creation of an overall and attractive image, the efficiency of infrastructure and visitor services, the image of the destination, branding and promotion. Needs become development opportunities.

Examples and case studies

Val di Fassa faces its future today also through new brand initiatives, such as a Leadership Camp organised with other local tourism stakeholders.

All together they decided to invest in young people with a first experiential camp, reserved to persons between 20 and 35 years old.

A three-day event, designed and organised in collaboration with Care Academy, with the aim of providing the opportunity to learn and apply useful tools to choose and define one's own leadership path, thanks to the use of exclusive contents related to the role of the individuals and their potential for development. It has been an experiential training, for learning based on basic theoretical elements, practical application and there was no shortage of group work.

According to the Director of this DMO, development and growth of one's leadership is a need still little perceived by those who have the task of identifying meaningful objectives and guiding organisations towards successful performance. It is a priority to focus attention on the challenges that will involve managers and entrepreneurs in a not too distant future, investing in the new generations.

Potential pitfalls and challenges
The director explained to us what the challenge was for the DMO to increase the visibility and attractiveness of its territory and achieve tangible results.
The director said: *"Very often we are overwhelmed by the effect of short-term urges, too focused on the practical resolution of situations rather than on the origin of the critical issues as well as the development of processes and preventive actions. But when a true leader appears capable of interpreting and anticipating changes by bringing into play not only his knowledge and know-how but also the ability to connect to others in an empathetic way and be a source of example and inspiration in a courageous and authentic way, we find that we really need it.*
When we all reflect on the future, we focus almost exclusively on the new necessary technical skills, that is, on those knowledge that will allow us to compete in contexts that have certainly changed compared to the present."

"If technical skills satisfy new needs of the economy and society, people capable of integrated & inclusive leadership with relational skills will guide these paths by creating environments of "sense and significance" capable of inspiring continuous growth and improvement of all actors of the social context.

The capacity for vision and at the same time the authority to face and manage change has been necessary, starting from an awareness that arises from the role and responsibility, not only technical but also social, that is played in one's own company and in the territory in which it is operated".

Benefits and outcomes

Moreover the director identified the need to also make use of specialised external expertise both as a matter of costs and to make up for the lack of in-house staff with particular and specific technical skills. Thus, the top management of the DMO decided to rely on an external communication expert. The Val di Fassa DMO has decided to confirm the collaboration with Incubeta, an internationally recognized leader in digital marketing, for the management of online campaigns. The collaboration born in 2022 was confirmed by the victory of the medium tender which ended in April 2023.

Faithful to its mission "Upgrade your Growth", the cornerstones of Incubeta's strategic approach can be attributed to the issues of automation, data ownership, internalisation of media purchasing, thanks to a consultancy approach aimed at guiding companies in the choice of technological and media solutions best suited to their marketing objectives.

The assignment involves the management for one year, with renewal for the second year, of the implementation of the digital strategy with cross-channel media activities ranging from paid social media (Facebook, Instagram, TikTok), paid search, to programmatic (display, rich media, DOOH, digital audio, digital radio, CTV) with a strong focus on a correct media and data strategy to identify the right target audience.

"We chose Incubeta by virtue of its being a digital partner, which has, historically, a high know-how on Google technology", underline the director of Apt Val di Fassa, *"and a full funnel approach to media mix modelling , which allows us to communicate both with brand awareness purposes and for the interests and passions of the destination's potential audiences"*.

"The full funnel approach convinced us and we also appreciated the automated dashboard which allows us to monitor the progress and progress of the various activities in real time and to be able to intervene in the optimizations necessary for the various communication activities", adds the Marketing and Communication Manager of Apt.

"We are enthusiastic about the collaboration that has been established in these two years and proud of the renewed trust in its communication activities that Val di Fassa has given us, an APT of excellence, which is innovating the tourist offer", added the Head of Sales of Incubeta. *"We feel part of the brand's challenge and together with the team we are building the best strategic approach to write another page of success and to innovate tourism communication."*

During 2022, Incubeta had already supported Val di Fassa in structuring a digital maturity path, in the fields of martech, data & analytics, training (training) and pay media (paid search, paid social, programmatic web, dooh).

Measuring success

The drop in bookings complained of in other locations in Trentino in Val di Fassa is not being felt. 600 thousand visitors in the month of July alone, in line with 2022.

Foreigners are holding on, growing, while price increases decrease the spending capacity of families. But it is precisely the families who do not want to give up the mountains to the satisfaction of the installers. Despite price increases in the order of 10%, explains the president of the consortium, the turnstiles are grinding out entries. What saves the season is above all non-hotel hospitality with the now consolidated tendency to book at the last minute and for a few days.

References and external resources
- https://www.fassa.com/en/tourist-information-offices
- https://www.engage.it/agenzie/incubeta-vince-la-gara-e-si-conferma-partner-per-le-campagne-online-della-val-di-fassa.aspx

SENSE and
SIGNIFICANCE

INCLUSIVE
LEADERSHIP

YOUNG
PEOPLE

Conclusion

The Val di Fassa Tourism Company has bet on the success of creating environments of "sense and significance". To achieve this objective it is understood that technical skills are not enough but people capable of integrated and inclusive leadership with relational skills are needed. It has organised ad hoc courses dedicated to young people entering the world of work.

5.4 BEST PRACTICE: PRINCIPE DI SAVOIA HOTEL, DORCHESTER COLLECTION IN MILAN

5.4.1 Background information

The Hotel Principe di Savoia, known more simply as Principe, is a historic Milanese hotel.

When the hotel first opened as 'Principe e Savoia' in 1927, its chosen square was on the outskirts of the 'heart' of Milan, but the location near to Stazione Centrale made it perfectly positioned for burgeoning business tycoons of the era. The hotel's central location is within easy walking distance of the newly built Porta Nuova district, with its breathtaking architecture, and the art-loving Brera district's bustling galleries and art studios. In 2003 the hotel was acquired by the Dorchester Collection, a London-based company wholly owned by the Brunei Investment Agency.

5.4.2 Analysis and overview

Key principles

The management of the hotel embraced the brand philosophy: "Together we work as a talented community with a shared passion and commitment to each other and our loyal guests. We do this against a backdrop of exceptional hotels, steeped in history, glamour and stories, which provide the perfect stage for our equally exceptional people".

Examples and case studies

In a historical moment in which human resources are one of the major critical issues in hospitality, for the General Manager of the 'Principe' of Milan the priority does not change, he declared that a motivated and valuable team is the winning weapon in the hotel.

And above all he is a manager who has clear ideas about how the management of a high-end structure should be: *"The one who manages a complex machine, such as the hotel, is a team to be 'trained' and guided in the right way. I have always tried to create a team of motivated and valuable people around me, with whom I can work in the same direction to achieve the objectives of the hotel and the company. If the staff is motivated, the results come automatically and customers perceive it immediately."*

Potential pitfalls and challenges

The general manager explained how he is managing the current challenge staffing complexity. The Dorchester philosophy is centred on the development of people and we invest significantly along the entire human resources flow: first for selection and then for management and training. The general manager said that *"We try to give everyone the opportunity to grow, both in the same structure and by moving to others in the group. Face-to-face management of resources is the crucial element of our luxury hospitality recipe: motivated staff, satisfied guests, increasing turnover. Behind this vision there is a great effort for training and work in the field. A path that becomes simpler when, as happens here, there is an important corporate structure dedicated to HR and there is the know-how of the management who knows how to carry out this modus operandi. Our staff have the opportunity to take up to 13 'learning' courses which allow them to go up a step each time and improve their skills and career. Workflow monitoring is also part of this complex system to understand if people are suitable for what they do and if they are happy doing it. Their satisfaction is the first step in our path to success: they are the first interface that the guest must find satisfying".*

For the issue of training and satisfaction of human resources, being in a large group is crucial. In fact, not only does the company develop plans for the various structures, but it also develops an internal academy, in London, created to build unique skills in people to be exploited to create luxury hospitality. It is an elite school, so much so that it also runs workforce training programs for external companies, from airlines to service companies, from the United Kingdom to Saudi Arabia. Having a large hotel company behind you is crucial because it has an industrial strength that small family structures, which are still the prevailing Italian model, cannot have. The latter, despite being 'jewel' hotels in terms of history and location, remain at a standstill in terms of the quality of training and selection of staff. The hotel management makes sure to have well-trained, courteous, detail-oriented staff. One of the keys of luxury hospitality is the exceptional service, as well as offering personalised service, anticipating customer needs and exceeding their expectations, being helpful, professional and responding promptly to customer inquiries. Every detail should be taken care of to create a luxurious experience. To stand out from the competition, offer exclusive and unique services. These may include luxury spa treatments, personalised concierge services, fine dining experiences or access to exclusive services and facilities. Try to create a service package that meets the needs and desires of the most demanding customers.

Benefits and outcomes

The hotel was thus able to achieve employer branding, i.e. building a good reputation as an employer capable of attracting qualified candidates.

The hotel makes sure that they offer competitive working conditions and compensation packages, promote a positive work environment and offer opportunities for professional development and growth. Furthermore, leverage communication and marketing channels to promote the company's image as a desirable employer in the tourism sector.

Measuring success

Thanks to the investment in human capital they are able to reply to luxury hotel guest requests.

The hotel management has made sure to have a well-trained, courteous and detail-oriented staff. One of the keys to luxury hospitality is exceptional service, as well as offering personalised service, anticipating customers' needs and exceeding their expectations, being helpful, professional and responding promptly to customer requests. Every detail has been taken care of to create a luxurious experience. To stand out from the competition, the hotel offers exclusive and unique services, trying to create a service package that meets the needs and desires of the most demanding customers.

Hospitality in this hotel is a set of complex elements that must be mixed and taken care of in the best possible way to allow each guest to be completely satisfied with their stay. All these factors must be not only at the top but also homogeneous with each other to provide a maximum level of service in all different areas: in-room reception, sleeping style, concierge, f&b, events, experiences, sociality. Today on the market it is not enough to offer a tradition of luxury hospitality and the hotel ensures that this living experience is also revisited from the perspective of the contemporary taste of the customer.

For the customer who arrives, the atmosphere must always be the same, while in terms of offer and solutions it must be constantly renewed and brought towards the current taste.

A further plus that responds to today's post-pandemic taste for being outdoors, and which has allowed us to improve our offer for MICE and social events, creating a 'hybrid' space that can be exploited externally at the same time and internally, being able to give event organisers an increasingly wider range of possibilities. So much so that this revenue sector has grown a lot in the last period and today it has come to account for 50% of the entire catering turnover. From an economic point of view, this is an excellent value that allows us to achieve growth in turnover.

References and external resources
https://hotellerie.pambianconews.com/2023/11/13/accoglienza-di-lusso-la-forza-e-nel-team/

HUMAN CAPITAL

LUXURY

REPUTATION

Conclusion

Despite being a structured part of a large group, the hotel, thanks to the way in which it has personalised the group's policy towards human capital, has managed to respond to the needs and requests of a "whimsical" luxury clientele. It has diversified its offering through targeted and meticulous training of the employees.It has achieved employer branding, i.e. it has built a good reputation as an employer in order to attract qualified candidates.

> *"For us it is essential
> to change the perception
> of employment in
> catering structures"*

5.5 BEST PRACTICE:
FOOD & BEVERAGES - FEDE GROUP

5.5.1 Background information

Fede Group was born in 2004 from the intuition and experience of Marcello Forti. In 2019, after 15 years of excellent performance and constant growth, the Industry 4.0 Found fund, Quadrivio Group's new vehicle, entered the company as a shareholder to support expansion in Italy and abroad.

FHG is the sister company of Fedegroup which combines strong experience in food & beverage and great managerial ability in the hospitality sector. With FHG, Fedegroup aims to grow in the hotel sector by guaranteeing customers complete management of the structure, introducing innovative offers in terms of hospitality and focusing on excellent catering inextricably linked to the concept of hospitality, well-being and attention to detail.

They were among the first to think of hotels as open places, without doors, points of reference in cities capable of attracting an increasingly larger and passing public with their food&beverage offers.

5.5.2 Analysis and overview

Key principles

The key principle that has guided is to encourage and reward resourcefulness at the company to help employees become more self-sufficient and innovative.

Potential pitfalls and challenges

There are more than 200 jobs that Fedegroup, a leading company in outsourced catering services for the hotel industry, offers. The company is looking for chefs, sous chefs, chefs, commis, restaurant managers, F&B managers, maîtres, chefs de rang and waiters who will be employed in customer facilities. Around 120 positions open for the North, 50 for the Centre, areas in which Fedegroup concentrates its business, and 40 for Southern Italy, to support the Group's expansion and the new openings expected in the coming weeks. Employees are offered the possibility of staying within the structures or close to them, with dedicated staff houses or covering the accommodation costs for those who move from their residence to take up roles in the various restaurants.

"For us it is essential to change the perception of employment in catering structures and overcome the dynamics of on-call contracts and occasional and seasonal jobs – explains the HR director of Fedegroup -. Fedegroup, also thanks to Ho.Re.Camp, its free on-the-job training project, is increasingly positioning itself as a talent garden in the hospitality segment: the people who join our team and our restaurants stand out for their passion and curiosity towards the dynamics of the sector, and are accompanied in their growth with refresher courses, lifelong learning training and the possibility of experimenting with all the different realities managed by our company. This makes us unique on the market and allows us to train complete 360-degree professional figures." In addition to the classic vertical rise of skills, the company foresees transversal mobility by acquiring the fundamental capabilities to satisfy the public of a 5-star relais, a restaurant led by a Michelin star, a historic café and a franchise, inside and outside the 'hotel. "All this without ever changing companies. Confirming the goodness of our choice is the continuous request from companies in the same market for trained personnel with experience in our structures" continues the HR manager.

Benefits and outcomes

For this reason, their team of chefs is committed to always offering new menus, selecting seasonal and Italian raw materials and undertaking a path of continuous growth through training courses and on-site training capable of meeting the needs of every type of audience. Their values are: Made in Italy, Training, Reliability, Hospitality, Professionalism, Passion, Competence, Innovation.

Fedegroup draws its strength from the indisputable value represented by human capital. A company made up of men and women who work every day for the mutual success of our company. This is why they are constantly committed to guaranteeing initiatives useful for implementing the well-being and motivation of our collaborators.

An initiative made up of "tailor-made" benefits and bonuses that cover a wide range of personal and family needs, from contributions to cover high bills to reimbursement of expenses for enrollment and school attendance - from nursery school to master's degrees university -, from vouchers for health services to the reimbursement of interest on loans and mortgages, from supplementary payments to the pension fund to vouchers for recreational and cultural activities.

Measuring success

A detailed plan has been structured to ensure stability and concrete support. Ho.Re.CaMp, is the tailor made project by Fedegroup that provides personalised training, at no cost, financed entirely by specific work incentive measures. Thanks to the collaboration of many partner companies, Ho.Re.CaMp proves to be a concrete tool made available to companies looking for motivated and trained professionals and to all those young people who wish to enter the world of catering and hospitality.

References and external resources
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- https://www.fedegroup.it/it/people-caring.html#people-caring

TAILOR MADE

INCENTIVE

PERSONALISED TRAINING

Conclusion

The company faced the challenge to combine strong experience in food & beverage and great managerial ability in the hospitality sector. They reached the result through a tailor made project that provides personalised training, at no cost, financed entirely by specific work incentive measures

One of the most highlighted outcomes is an indisputable value represented by human capital.

SKILLS SYNTHESIS

a skilled workforce is essential for the sustainable growth competitiveness of the tourism sector

The findings presented in this report serve as a roadmap for policymakers, educators, and industry stakeholders to collaborate effectively in shaping the future of tourism workforce development.

In essence, the PANTOUR Country Skills Profile Reports serve as a call to action, urging stakeholders to prioritize skill enhancement initiatives and embrace innovative practices to ensure the continued success and resilience of the tourism industry in the years to come.

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f   facebook.com/nexttourismgeneration

twitter   twitter.com/NTGAlliance

in   linkedin.com/company/pantour-pact-for-next-tourism -generation-skills/

The research design for this report was approved by the Ethics Board of Breda University of Applied Sciences (NL) with reference number BUas-RERB-23-03-Pantour-

PANTOUR
PACT FOR NEXT TOURISM GENERATION SKILLS

https://nexttourismgeneration.eu/pantour/

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Appendix 1. Examples of Digital training providers

Istituto Tecnico Superiore del turismo e dell'ospitalità dell'eccellenza italiana – International Academy of Tourism and Hospitality (IATH) ITES "Caio Plinio Secondo" Bergamo
Website: https://iath.it/it/
Fondazione del Turismo e dell'Ospitalità – IATH Cernobbio
https://www.fondazionetab.it/
Fondazione Istituto Tecnico Superiore per le Tecnologie Innovative per i Beni e le Attività Culturali – Turismo – Marche ITE "C. Battisti" Fano
https://www.itsturismomarche.it/
Fondazione Istituto Tecnico Superiore per tecnologie innovative per i beni e le attività culturali – Turismo Arte e Beni culturali ITT "Marco Polo" Firenze
https://www.fondazionetab.it/
Istituto Tecnico Superiore Regionale della Puglia per lo Sviluppo dell'Industria dell'Ospitalità e del Turismo Allargato IISS "A. De Pace" Lecce
https://www.itsturismo.it/
Fondazione ITS InnovaProfessioni ITT "Artemisia Gentileschi" Milano
https://innovaprofessioni.it/
Fondazione ITS per le tecnologie innovative per i Beni e le attività Culturali e Turistiche ISIS "Giustino Fortunato" Napoli
https://itsbact.edu.it/
Fondazione ITS Turismo per le tecnologie innovative, i beni e le attività culturali Roma
https://www.itsturismoroma.it/
Fondazione ITS Turismo e Benessere Rimini
https://www.itsturismoebenessere.it/
Fondazione ITS per le attività tecnologiche innovative per i beni e le attività culturali della Provincia di Siracusa "Archimede"
https://www.its-fondazionearchimede.it
Fondazione ITS Turismo e Attività Culturali Torino
https://its-turismopiemonte.it
Type of provider: ITS or Vocational Upper Secondary Graduates   There are different offline/online courses offered jointly by all Institutions at upper secondary graduates/universities/ bachelor's and master's levels.
Covered skills types: ● general computer literacy   ● basic office application use (text processing, spreadsheet use, presentation software)

●   e-mail and chat ●   data entry capabilities ●   social media use ●   online marketing & communication ●   e-mail and chat ●   data entry capabilities ●   social media use ●   web-based communications ●   digital marketing & communication;
Methods of delivery: Online and class

Training provider name: Universities
Website: https://fareturismo.it/corsi-di-laurea/
Type of provider: Public and Private institutions
Covered skills types: ●   digital business analysis and data-driven decision-making (increased offer of personalized tourism services and take-up of data-driven destination management tools); ●   data entry capabilities ●   data science;
Methods of delivery: Class and online

Appendix 2. Examples of 'Green' training providers

Training provider name: Bergamo Progettazione e Gestione dei Sistemi Turistici https://www.unibg.it/ugov/degree/190
Training provider name: Firenze Scuola di Economia e Management Progettazione dei Sistemi Turistici https://www.dsts.unifi.it/
Training provider name: Bari Economia, Management e Diritto dell'Impresa Progettazione e Management dei Sistemi Turistici e Culturali http://www.uniba.it/didattica/corsi-di-laurea/2017-2018/progettazione-e-management-dei-sistemi-turistici-e-culturali
Training provider name: Messina Economia Scienze Economico-Aziendali LM-77   Management del Turismo e dell'Ambiente http://www.unime.it/it/cds/management-del-turismo-e-ambiente
Training provider name: Roma Luiss Guido Carli Luiss School of Government Turismo e Territorio: Economia, Marketing, Ecosostenibilità http://www.luiss.it/ammissione/offerta-formativa/master-in-turismo-e-territorio-economia-marketing-ecosostenibilit%C3%A0
Type of provider: Universities/Masters/Bachelors Public and Private Institutions
Covered skills types: • identify the influence of environmental conditions to safety of tourists and prevent the potential risks • assess and create solutions to combat the change in environmental resources used in product development • promote the sustainability of transport from tourists' and supply chains' perspective • set environmental objectives • integrate the specifics of environmental legislation into company's actions • adopt an environmental management system to plan, act, and monitor • apply and manage sustainability certification schemes • use digital technologies to integrate smartness and sustainability • redesign supply chains • increase cooperation with the local stakeholders
Methods of delivery: Online and class

Appendix 3. Examples of Social/Cultural training providers

Università degli Studi di Cassino e del Lazio Meridionale Dipartimento di Economia e Giurisprudenza Cassino Università degli Studi di Cassino e del Lazio Meridionale Dipartimento di Economia e Giurisprudenza Cassino Master of Science in Global Economy and Business - Corso di Laurea Magistrale in Global Economy and Business 24ORE Business School CUOA Business School
Website: https://fareturismo.it/istruzione-tecnica-superiore/ https://fareturismo.it/corsi-di-laurea/ https://fareturismo.it/master-universitari-turismo/ https://www.unicas.it/siti/corsi/global-economy-and-business/courses/soft-skills.aspx/ https://www.24orebs.com/hr-lavoro-e-sviluppo-manageriale/master-universitario-hr-management-digital-skills-master-online-10594/ https://www.cuoa.it/ita/formazione/corsi-executive/human-resource-management/
Type of provider: ITS/Universities/Academies Public and Private institutions

Covered skills types:
- interpersonal and intrapersonal skills;
- critical and innovative thinking;
- global citizenship;
- lifelong learning capabilities;
- competences for managing personal relationships, demonstrating empathy, and cooperating with others;
- showing a positive attitude, respect, inclusivity, and intercultural sensitivity;
- making appropriate contact and active listening skills;
- competences that promote social progress which recognizes the needs of everyone;
- accessible tourism provision for those with disabilities;
- cross-cultural understanding, supporting diversity, gender and racial equality;
- promoting fair pay and working conditions in tourism.

In which tourism sector does your organisation operate? *(you can only select one option)*