The Future of Work and Skills Development in Tourism
We live a moment of change. Changes in the demographic structures and changes caused by technology have a decisive effect on the future of work.

As a result, what are the main challenges and characteristics of the future of work in tourism?
Seven emerging realities…

1. the so-called exponential organizations (ExOs)
2. regulated innovation
3. the agile organization
4. liberalization of the workforce
5. lifetime reinvention
6. technology, talent and transformation
7. the ethics of work and society
Survey on the future of work and skills development in tourism

1.400 interviews worldwide

Workers & Students
Public Sector
Companies
Educational institutions
What we want to know...

Potential for growth
Employment growth potential in the sector in the next five years

Employability
Most demanded profiles in the tourism sector

Intermediation
Mechanisms to make it easier for people to find jobs in the sector

Supporting job creation
Key features to support job creation in the tourism sector

Job creation
Making people employable

The future of work and skills development

Job development
Engaging people

Key competencies
Most demanded skills in the next five years in the tourism sector

Impact of robotization/automation
Vision of new ways of working based on technology

Intermediation channels
How to search for talent in the tourism sector

Training
What are the best formats and content

Engagement
What elements impact on the organizational climate

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Key takeaways

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No coincidence between expectations of workers and students and the private sector in terms of employment growth potential in the next five years.
Digital/IT and customer focus profiles with highest level of demand for all groups

Job creation – Employability
Role of public sector in employment creation not equally perceived by all groups
Job creation – Supporting job creation

Quality of work key for all groups, followed by technology, except for workers and students, who place it last.
Customer focus, creativity and innovation key for all groups. Commitment to work also key for the private sector.
None of the groups consider robotization/automatization will impact in the future of work in tourism in the next five years.
Social networks, apps and websites most used means to search a job. Public services at risk of underutilization.
Presential training still more demanded than online training by workers and students and by private sector
Big data and data analytics, together with environmental related technologies are the most valued contents
Job development – Engagement

Life-work balance is the most valued aspect for all groups