



**NEXT TOURISM  
GENERATION  
ALLIANCE**

**INTERVIEW  
REPORT**

**HUNGARY**

**MAY 2019**

**NKA2: COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICES -  
SECTOR SKILLS ALLIANCES - CALL: EACEA/04/2017**



Co-funded by the  
Erasmus+ Programme  
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# NTG ALLIANCE

## COUNTRY INTERVIEW REPORT

### HUNGARY

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## Background

*A general overview of the Next Tourism Generation Alliance project, and the number of interview participants per subsector in this country report.*

The **Next Tourism Generation Alliance (NTG)** is the first European partnership for improving a collaborative and productive relationship between education and industry, funded by European Union. The NTG Alliance has partners from 8 countries (Spain, UK, Hungary, Netherlands, Italy, Bulgaria, Germany, Ireland), and will provide employees, employers, entrepreneurs, teachers, trainers and students with a set of Core NTG modules in digital, green and social skills.

Goals of the NTG Alliance are:

- To establish a Blueprint Strategy for Sectoral Skills Development in Tourism to respond to the fast changing and increasing skills gaps in digital, green and social skills sets;
- To define a scalable mechanism and model for sustainable and digital curricula between the industry and education providers at regional, national and European level;
- To create transformative cooperation in five key tourism sub-sectors: hospitality, food and beverage operations, travel agencies and tour operators, visitor attractions and destination management;
- To develop, deliver and test Next Tourism Generation (NTG) Skills Products for professionals, trainers, students, university tourism departments, local authorities, companies to respond to the fast changing and increasing skills gaps in digital, green and social skills sets.

Should you wish to know more about the Next Tourism Generation Alliance project, please visit [www.nexttourismgeneration.eu](http://www.nexttourismgeneration.eu)

For getting involved in the project (as a community member, affiliate partner or associate partner), please visit [nexttourismgeneration.eu/contact/](http://nexttourismgeneration.eu/contact/)

### Sample

Number of respondents interviewed for this report: 32

- Tour operators / travel agencies: 6
- Destination management organizations: 6
- Attractions: 6
- Accommodation: 6
- Food & beverage: 8

## Theme 1: NTG Skills Sets

*A summary of respondents' ideas of current skills needs (green, social, digital), current shortage of skills, current training provision.*

### **Tour operators/travel agents - current skills needs, skills shortages, current (access to) training provision in relation to skills sets:**

#### **Digital skills**

Currently, the user-level knowledge of MS Office is the most needed digital skill.

Information technology tools support all kinds of work processes.

The lack of ability to synthesize is a problem.

Knowing how to use booking systems is a vital sales skill.

In-depth knowledge of spreadsheets would also be important and requires development. The right approach and practical training are missing.

Open-mindedness, intelligence and the ability to adapt to the ever-changing world of information technology (not being afraid to operate certain software) is essential.

Older employees are less open to new technologies.

An improvement in written communication is needed, the personal communication skills of people who work in passenger transportation, have to be developed.

Companies are offering internal training programs to bridge gaps and offer internships to be able to hire recent graduates who can cope with new digital challenges.

Tour operators and travel agents are not particularly skilled at using social media and struggle to respond professionally.

Even though there are various training opportunities for newly developed software, usually provided by external software developers, programs are only being utilized to a certain extent. Using social media more efficiently is regarded as important, training on how to use google or Instagram more efficiently are being provided by external organizations.

#### **Green skills**

Sustainability should be everyone's top priority, which might sound like a contradiction as tourism is known to be one of the most polluting industries (mainly because of the negative environmental effect of aviation).

Long distance trips to faraway islands and cruise ship holidays are contaminating the environment.

Despite that, companies strive to be sustainable (selective waste collection, energy conservation, paperless offices)

There are companies as good examples that work with paper-free office, where employees drive cars with green license plates, use home office solutions and the temperature at the workplace is being consciously controlled.

## **Social skills**

The most important social skills are curiosity, tolerance, and trustworthiness.

Since one has to get along with guests and coworkers, interpersonal skills are of high value.

The importance of those skills is perfectly captured in a company's motto: "we even smile while on the phone"

A highly sought-after attitude is knowing that "one makes a living of their guests" and treats them accordingly.

How to stay motivated in the long run is also an important question.

Companies have developed internal training and hold experience sharing sessions to help improve those skills.

Bigger companies are able to provide sales and communication training programs, language and Word/Excel courses if needed.

Due to a lack of funds, smaller companies are not able to do so.

Education is best done, by setting a good example.

## **Destination Management - current skills needs, skills shortages, current (access to) training provision in relation to skills sets:**

### **Digital skills**

The knowledge of database-management software, reservation systems, administrative software and GPS applications (helps planning and navigation) are considered to be the most important digital skills.

System administrators offer different training programs to different departments (usually in finance)

There is a shortage of digital filing systems skills, which needs to be addressed and dealt with.

The general opinion is that providers are on different digital levels, which makes coordination and communication more difficult.

Organizations still rely on classic communication tools, but trends require online media to be used. Most companies believe they are not lagging behind, but still, struggle to employ people who possess the skills needed to use the newest tools on an advanced level.

System administrators teach employees how to use special software (like Tourism Destination Management Organisation) needed in destination management.

Occasionally an external specialist is being hired for training to introduce employees to new applications.

Despite interviewees thinking social media skills are the most important digital skills, there is an extreme shortage in that field.

Courses and training would be of interest to most of them.

### **Green skills**

“Green” skills are more important than they seem.

Being sustainable is looked upon favorably by most and also can give marketing a boost.

Certain companies, for example, do not order food delivery (being aware of the amount of waste it produces) and use compostable utensils at festivals and events.

According to interviewees, a lot of these skills cannot be acquired, they derive from an attitude.

### **Social skills**

The social skills considered to be most important are: good communication skills, open-mindedness, teamwork, sensibility, the ability to handle conflict well, high resistance to stress and monotony. These skills seem to be more important than qualification.

The knowledge of foreign languages and a good smile go a long way in both tourism and with most companies.

Despite digitalism spreading, these skills will remain highly valued in the future.

There are no training programs to develop the above, but employees tend to sit down frequently to discuss what could and should be changed and worked on.

### **Attractions - current skills needs, skills shortages, current (access to) training provision in relation to skills sets:**

#### **Digital skills**

Interviewees consider the most basic digital skills the application level knowledge of MS Office and knowledge of various office administration software. In the increasingly digitalizing environment in the case of the front office employees and colleagues who work directly with the consumers, the attraction managing companies consider as the most important skills the communication and problem-solving skills. In the area of the social media application, they experience still lack of knowledge, their usage is not complete.

#### **Green skills**

Considering the environment it was mentioned that depending on the character of the attraction, you need continuous training in the area of safety and the protection of the environment. In the everyday operations, the most general skills were listed: selective waste management, energy saving, reduction of printing to a minimum.

#### **Social skills**

The organizational, communicational and sales skills are considered to be very important. Creativity is also unavoidable in case of organizing and selling complete programmes. An absolute must are - in case of festivals and events – the following skills: keeping contact with consumers and clients, problem-solving, ability to handle a heavy workload. Additionally at the organization of events, occasionally you have to employ 10-100 external colleagues, therefore it is very important to have a good team spirit, working in a team, communication with guests and colleagues, as the safety of the guests, is of primary importance.

The communication skills are considered to be vitally important not only in Hungarian but also in foreign languages. Some of the interviewees are also granting language courses to their employees,



although the guests are mainly Hungarians. There are cases, where at the location of the attractions, applications in foreign languages assist the information of the guests.

### **Food & beverage - current skills needs, skills shortages, current (access to) training provision in relation to skills sets:**

#### **Digital skills**

The requested digital skills differ on each level. In the restaurant, it is sufficient to know the usage of the cashier system or the employee has to understand how to follow up the orders arrived via mobile applications. At the management level, it is necessary to know increasingly tools and programmes that assist ordering, worktime scheduling, follow up of sales and revenue figures. The basics are MS Office knowledge, the rest is trained by internal sources. In the case of the head office colleagues, it is becoming increasingly important to know the company management programmes, practically every company task is becoming digital. For a continuous parallel learning the necessary digital skills are still missing, but they are working on this topic. They are missing a project planning, decision preparing programme package. Apart from the above, there is no internal training for the digitalization. In the case of the introduction of a new version of the applied software or acquisition of new equipment, the supplier organizes an external training. They are missing the online communicational knowledge, this is also slowing down the immediate reaction time. They are exploiting only part of the potential knowledge of the technical equipment and software systems, due to the lack of deeper knowledge. For these latter cases, they don't have company training. They require basic knowledge at the entry level from employees.

The most important is the unified company management system, vital is the handling of the in-an outgoing invoices, you definitely need an efficient website, you have to handle social media, but to follow these last ones you need to train the personnel. On the lower ranks, there is a dramatic lack of basic knowledge, e.g. a cook has to be able increasingly to programme the key equipment.

#### **Green skills**

To define the green skills is causing problems for the interviewees. You have to consider food waste, cleaning materials, regulations, management of new technologies, handling of dangerous materials (fats, oils, etc.). If the management has the necessary skills, on the lower levels you will need fewer skills awareness. It may be sufficient to execute properly the content of the manuals. Actually, it is very important to concentrate on the waste minimalization in the production technology, in case of cleaning and washing up, the efficient usage of the chemicals and the optimization of the packages. As a good example, we can mention a company where the personnel does not use PET bottles anymore and there are training at the restaurants for the collection of the waste and the selective collection. The most important environmental management skill is the proper usage of the most modern cooking and washing-up equipment, that are significantly reducing the environmental burden. There are companies where short internal targeted training is organized but others have no training at all, but is projected to be introduced later on.

#### **Social skills**

The requested social skills differ on each level. The profound knowledge of people, empathy, positive attitude towards this vocation. The one who works here has to be very tolerant, has to take account of the fact that working time does not exist, you have to work until your guests are there. In the company, you can find a pyramid-like structure. On the lower levels, the ability to create contacts,



collaboration, empathy, flexibility is the most important skills. These are completed on the medium level with interest representing; target oriented, objective decision-making skills; adjustment skills to other generations. On the higher level, on the top of the pyramid, you need the conceptual problem-solving ability and an always stronger becoming Emotional Quotient (EQ) skill is also expected. They apply external training companies for training like situation depending management, OD vision formation, time efficiency, meeting organization. There are also open training for the development of human management skills.

In the restoration, the formation of the background employees and the cooks is relatively obsolete. In the school, they learn recipes but not the new technologies and modern usage of the equipment and most of the times they can resolve this lack of knowledge in the restaurants where they work. The biggest problem in case of all the restaurants is the lack of properly skilled manpower (it does not depend only on the education system, we have also plenty of people who go to work abroad). We started to see positive changes in case of the cooks (partially thanks to the effect of the cooking programmes and the cooking competitions of the commercial TVs).

It would be important to obtain that the well-skilled exiters of the vocational schools remain in the country. Unfortunately, the reality is different. Therefore the restaurants have to spend a lot of time and energy to train the required manpower and are still running the risk that the freshly trained will not stay long enough. They have experienced a significant reduction in the loadability of the waiters. Humbleness, teamwork, not to avoid the work and the problems but solve them directly (otherwise they will be part of the system) and efficiency are the most important social skills. There are companies where they organize three times a year team buildings.

### **Accommodation providers - current skills needs, skills shortages, current (access to) training provision in relation to skills sets:**

#### **Digital skills**

Today it is important to know the usage of the social media, the basic rules of electronic correspondence (be able to communicate in a written form shortly, fast and in a comprehensive manner), the applied software. What is missing is the more profound knowledge of the excel type programmes that would consent a deeper analysis of data and the reinforcement of the system understanding of the key colleagues. One of the interviewees spoke about very good training made 2 years ago with the content: internet usage, e-marketing, improvement of SEO engines, yield management, development of word, excel usage.

Interviewees consider the most basic digital skills the application level knowledge of MS Office. There are positions where knowledge of the usage of operational systems is also required. There are increasingly restaurants and hotels where they use tablets or PDAs for taking orders but there are still houses where the personnel resists to the utilization. Missing skills are online safety procedures, harmonization of digital equipment (projector, sound system, laptops, etc.), digital knowledge of event management.

The employees are expected to be able to use the new technique and not fear from the usage of the latest equipment. The lack of digital skills depends on the various generations. The most basic digital skills are the application level knowledge of MS Office and knowledge of various office hotel software (e.g. Flexys, Hostware). For finance and booking, Oracle is used, but they have also internally developed management information system, the so-called „technical database". The skills to run the

above programmes are normally there, but maybe the level is not high enough, therefore they cannot exploit the potentiality of the equipment or softwares 100%ly (e.g. cook, technician). It would be important to know all the hotel programmes available on the market, reservation systems, and to use the latest cooking technology. Actually, they have hardly training in this respect, an external trainer teaches the usage of the hotel software. The most efficient method for the training is on the job practical training. External training applied: ventilation system, automation, new versions of the applied systems. A good practice can be the recently developed eHACCP. A significant lack of skills is that every employee knows only the particular system that he or she is applying, but there is no transition, they don't know the systems used by the others. An other problem is not using the full potential of the existing technology and the applied systems.

### **Green skills**

Theoretically, everyone knows what „green" means: reuse, energy saving solutions, paperless communication, sustainable transport, environment-friendly products. It is now 20-25 years that we speak about, but the freshly entering new generations are more conscious about their usage.

In one of the hotels, there is an ongoing „green training" based on the „fear" (emphasizing of the effects of Al Gore's film), no external trainer.

There are hotels that have joined the Green Hotel Programme of the Hungarian Hotel Association. Others claim the guests still do not select hotels based on the greenness. Some of the interviewees are very skeptical about green certificates, it happens sometimes that they are used without real content.

### **Social skills**

Actually, empathy is considered to be the most important social skill. It is a problem that in the case of the new generations the verbal communicational skills brought from home are missing. This has to be reintroduced into schools and workplace training. Working in a team and good communication are the most important, each level counts: team leader-associate-guest.

The acceptance of diversity is the most important. They try to obtain that the colleagues avoid generalization and accept diversity, support the acceptance of diversity. This goes slower in Eastern Europe but is proceeding. Our industry is the most prepared in this respect in our country. A good practice is a hotel where they employ 7 physically disabled and 2 mentally handicapped, as a consequence the personnel can easily socialize with this problem.

The part-time and home office working are gaining popularity, it makes possible a major involvement of the female work power, but it may cause a disbalance between men and women. The importance of free time is growing.

One interviewee claimed that they don't organize training in this respect because these skills have to be obtained independently eventually using tutorial platforms

## Theme 2: The future of tourism.

*A summary of respondents' ideas of tourism and the tourism industry in general and his/her company in particular in ten years' time (2030).*

### **Tour operators/travel agents: what will tourism and the industry look like around 2030?**

If no war or deep crisis emerges, the sector is expected to grow.

Even if not necessarily as cheap as right now, but more people will travel and more often.

Low-cost airlines play quite a big role in this growth.

Young people consider traveling to be increasingly important and not just something to spend their savings on but as a way of life.

Requests for unique experiences, faster decision making, and digital bookings will characterize the sector in the future.

In addition to young people, the majority of travelers will be of Asian ethnicity.

Currently, 80% of the travelers in our region are European, which could change in the future as intercontinental travels are on the rise.

Just as now, the sector will consist of mainly small and medium businesses. Companies that have been around for a while will continue to expand.

Due to digital development and even more work processes being automated, the same workload will be carried out by fewer people.

Physical presence and transmitting information in person cannot be replaced and will remain a crucial part of an experience.

In 10-years time, about the same number of employees (who speak foreign languages, are familiar with new technologies and have a broader knowledge) will be needed.

By 2030, the whole sector and its companies will grow due to the increasing number of tourists visiting Hungary.

Vertical integration is anticipated (it is possible for example that tourist agents will operate attractions or hotels).

In terms of customer base, no change is predicted, but the number and the composition of employees might be different in the future.

Headcount is going to increase and the number of women working in the industry is going to grow even more. It's likely that companies will hire more single female employees with college degrees.

"Problems" deriving from the above-mentioned phenomenon need to be addressed. (Are women in leading positions not too "masculine"?)

It is often forgotten that female leaders can solve problematic situations more efficiently with „feminine“ techniques.

The workforce in the sector will have diverse qualifications ranging from a high-school diploma to a college degree and 90% of it will consist of young people.

Good communication and language skills will be the most important factor (google translator is a big help, the knowledge of English will most likely be enough).

The most vital skill will be the right attitude, mainly towards people, something that one learns at home and can be improved to a certain extent.

Therefore, it is important to hire people who meet the requirements or could be easily trained to do so. Interviewees did not expect big changes in this field.

There will be less need for transmission services.

Due to the existence of the Internet, traditional travel agencies will die out, although here there are doubts and some recent surveys demonstrate the opposite. (The German Chip magazine made a survey, where the travel agencies outperform online solutions.)

Travel agencies and tour operators specialized for niche travel will stay afloat.

Their customer base will demand the expansion of services.

The current customer base will „grow old” and the new travelers will have very different expectations, both in terms of technical applications and communication. Those expectations have to be met.

Corporate travel will remain an important branch of tourism.

Online communication teams need to be strengthened and new Business to Customers technologies must be implemented.

### **Destination Management: what will tourism and the industry look like around 2030?**

Interviewees hope this sector improves by 2030.

The scope of activities of destination management organizations could widen.

Tourists are looking for unforgettable experiences, their traveling habits are constantly changing, smartphones have become an integral part of nowadays tourism.

Rural destinations are predicted to have predominantly domestic visitors.

80% of travelers will be millennials. This must be considered when choosing activities and methods applied in the future.

The continuous growth of the scope of activities suggests an increase in employment.

New lines of businesses will appear to meet customer demands: escape rooms, cafes, outdoor cinemas, office services (printing, photocopy service) wireless internet provided to locals.

Due to an increase in headcount, by 2030 the level of the qualification of employees is also going to increase.

Currently, the minimum requirement is to have a high-school diploma and a language exam. In the future, they are hoping to hire vocationally trained people.

Requirements will include an education in tourism, efficient project management, and administrative skills, for which preparations should be made already.

They have already started hiring people based on these criteria.

The goal is to find employees that can meet future challenges.

Online marketing expertise and experience will be a requirement.

Another requirement will be an interest in continuing education and training.

Companies want employees who monitor opportunities and are eager to participate in workshops, conferences, and training.

They are hoping to hire young employees with education in tourism (several companies offer a workplace learning agreement in an attempt to do so) and are preparing for the synthesis of existing experiences and new approaches.

In 10 years' time, employees will have to be more prepared and familiar with trends, and background staff in charge of communication and content-production will also be vital to companies.

People with digital marketing skills who can segmentize, develop continuously and are able to keep up with new challenges will be in demand.

An interviewee mentioned their slogan for 2019: „one step ahead of ourselves”.

### **Attractions: what will tourism and the industry look like around 2030?**

If the capacity does not increase, they will employ fewer people, however, if developments go through, the employment rate is going to rise significantly. More masseurs, housekeepers, event planners, etc will be needed.

Among specific vocational skills, knowledge of foreign languages, and computer literacy will be essential.

The preparation of the organization is determined by certain official regulations such as (GDPR, new data providing systems and environmental regulations).

Just like now, rural attractions are expected to have mainly domestic visitors.

Attractions in Budapest (event locations) are expecting a growing number of visitors by 2030 and would like to meet the international customer needs.

A possible decrease in the profits obtained from thermal springs and the lack of improvement in the conditions of infrastructure can be viewed as a potential threat.

Further developments and expansions are planned. They are trying to organize events that attract more visitors and collaborate with schools in order to provide local education.

It is of high importance that the capital offers meaningful high-quality events for both international and domestic visitors.

The Budapest Wine Festival has been successful since 1992, even when accompanied by bad weather. It has become an event as popular as the Sziget Festival. Organizers would like to welcome even more professionals and sophisticated wine consumers. In order to be successful, they need

high-quality exhibitors and performers, effective marketing tools and collaboration with travel agencies that specialize in incoming tourism.

Another good example in Budapest would be – an initiative of the city council of Budafok –the idea to create a quarter, like Grinzing in Vienna. This would attract more visitors, and more events could be held. Currently, the neighborhood is developing, the question is how long this momentum will last since the big leap is yet to come. It will most likely employ the same number of people in the future. Their skills, especially those of the wait staff are expected to decline.

### **Food & beverage: what will tourism and the industry look like around 2030?**

By 2030, gastronomic tourism is predicted to be an even more prominent branch. Instead of being an additional service, it will become a comprehensive attraction, an experience in itself.

Changes in the customer base are already visible, restaurant visits are more frequent, new generations for whom culinary experiences are the norm are stepping in, customers are less loyal to businesses but more curious compared to a few years ago. Instead of 3-4 places, restaurant goers are predicted to visit 10-15 places regularly. Those places will attract more foreign tourists.

The technology will be modernized, mainly the heat treating equipment will be completely new. The differences between high street catering and contract catering will be definitely reduced, in some cases even disappear. New tendencies appear in the restoration, China and India will determine the developments, the changes. New technologies appear also in the event catering (tents, pavilions, arenas, stadiums). The issue of risks become sometimes top priority (terrorism, alimentary problems).

The requested manpower will have to understand how to handle the new, modern technology (both in the high street and contract catering). In the secondary positions, the full vocational training (3-5 years) will not be requested.

They will have to be trained properly for the tasks they execute, this training is shorter obviously from a couple of days until a couple of months, but Life Long Learning readiness is needed. The modernness has to appear in every type of service, the trends have to be followed.

With this expansion, the hospitality industry will have more employees who are more well-informed, have a broader knowledge and a better education. (this includes cooks and wait staff).

Companies like to hire „raw talent” that they can shape into the workforce they need.

Often even 25-year-olds have habits that are hard to break, imprinting that is difficult to change.

Being able to deal with Asian guests (knowledge of languages and customs) will be a skill in high demand in the future.

Due to the generational change, there will be more young employees and foreign guests.

(One of the interviewees talked about the experience at a Michelin star restaurant: foreigners booked online in advance, while Hungarians wanted to get a table last minute).

The gap is expected to widen: the small circle of highly-qualified managers (more skilled than those today) is set against the unskilled workers who will no longer need vocational training, just the proper attitude and compliance with the given standards will be sufficient.

Different job positions will require different skills.

Low-level employees will need to be able to cope with monotony and work well in a team.

Social skills and being able to cooperate with others will be important.

In leading positions, vocational and supervisory skills will lose their relevance; however, the importance of connection skills that require close attention to human relations and almost parent-like behaviors will increase.

They will have to teach expected behavior (greeting others, keeping the workplace clean and organized, how to use certain tools) and they will need to be very open-minded.

An interviewee whose company is the Hungarian representative of a big multinational chain said that their organization is planning only 3 years ahead. They know there will be changes, but a 10-year time horizon just doesn't seem manageable.

Job activities are changing dynamically, it is important to learn how to take the most advantage of the opportunities smartphones provide.

Consequently, it will be possible to create bespoke dining experiences and individualize delivery.

The company will be less likely to cook food on the spot and will only provide the structure.

They will possibly cook in big quantity in a centralized location, while the sale will be the driving force in the smaller venues.

The restaurant – kitchen structure is going to transform, cooks will only be present at centralized locations.

Sales and marketing activities will be overwhelming, and dining services will acquire an advisory role.

Machines and robots will take over certain work processes but basic functions will still be carried out by people.

The replacement of a waiter, a receptionist or cook by a robot isn't likely, but it could indeed be an attraction at certain places.

Profiles of people working in the industry will also transform.

Instead of working for the same company for 5-10-15 years, people will change jobs more frequently. More people without education in gastronomy will be employed.

If there is not going to be enough vocationally trained workforce that could be employed, more foreigners, Hungarians moving back from abroad and 50 plus people will be hired.

### **Accommodation providers: what will tourism and the industry look like around 2030?**

Hungary receives most of its visitors from Europe which will remain the same in the future.

Europe's population is getting older, which means more elderly travelers. How to attract them is an important question. (Issues of thermal bath based spa hotels.). Reaching them requires the right communication, country, product and market knowledge.



The number of young travelers will increase and special segments (lesbian, gay, bisexual, and transgender - LGBT, older, disabled) will gain a boost.

The booking structure in medical tourism, especially in rehabilitation, one of our leading sectors, is going to transform.

Currently, 2-3 week stays are the most popular. This is predicted to decrease to 4-6 days. Treatments and other programs will have to be more efficient. This can only be sustained if the regional airports function well.

Russian travelers are younger, more open and receptive to digitalization but there is the risk that their home country's digital restriction cuts them out.

Digitalization is going to have a significant effect on guest reviews. Hosts will have to adapt to this.

The therapeutic travel sector is also undergoing a transformation.

New lines of businesses will develop; even though the employment rate could decrease by 5% due to digitalization.

Digitalization is going to have a huge impact on the sector. The current shortage of workforce is also a motivating factor for companies to function more efficiently.

Fewer workers but better wages are expected.

Fewer people, less paper-based work and more vocation only trained personnel are expected. The average age of employees will increase.

People will be hired based on the required skills.

A caring attitude will be important. They will be required to use an increased number of standards.

Willingness, good intention, attitude, and intelligence are going to be key skills.

Traditional job roles will disappear, waiters will have to do other jobs as well, housekeepers will also be more skilled, able to work in different fields. Keeping order will be the task of everyone.

The ideal employee loves this job and sees it as a vocation or a way of life.

Hotels are pioneers in introducing new technologies, monitoring and applying international best practices, following start-ups.

The role of digitalization is growing. Automation, implementation of robots will also follow but only in well-structured job processes.

The work processes mentioned above will need more than 10 years to get to this stage.

Checking in, vacuum cleaning and simple services can be robotized/automated but they need to be programmed and supervised.

Higher-level tasks won't be automated, humans will continue to provide the experience.

Relatively fewer people will be working in hotels; however, the total number of employees will increase.

Due to the digitalization and the continuous transformation of the profession, the importance of factual knowledge will decrease. For example, revenue management will be done by algorithms and numerous work processes will be automated, just like airport check-in.

Mobilephone informatics is going to gain even more significance as younger generations see it as an integral part of their lives. The decisions they make depend on them, different solutions aren't good, in cases even considered bad.

It is difficult to compare previous solutions with new ones, we have to accept that this is a new reality.

We have to achieve a stage where people feel comfortable using these solutions at work.

Managers also have to adapt to these changes as the current workforce supply is very different (e. g. new tattoo policy at the workplace).

New customer demands require adaptation, otherwise, the company will lose some of its guest base.

An interviewee said that at a recent hotel opening they hired the people who got along with each other best. Qualification didn't matter, the important thing was that they could communicate with each other.

New generations like to think of themselves as people with feelings, digitalization makes them faster, thus they pay more attention to guests.

Guests appreciate employees who love their jobs.

Guest feedback or praise from management can immediately enhance employee loyalty.

Soft skills, green skills, and digital skills will be in great demand in the future, and attitude will be regarded as an imperative aspect of every employee.

The right attitude is learned at home or at school, and cannot be shaped after a certain age. The proper attitude arrives primarily from the family, secondly from school. There is growing need mainly for soft skills, but also for green and digital skills.

## Theme 3: Digital skills

*A summary of the digital skills rated as the most important in ten years' time by interview participants.*

**The respondents working at tour operators/travel agents consider the following digital skills as the most important in ten years' time:**

In 10 years' time, it will be a business interest to develop digital skills. There are no signs of it yet but it can be imagined that Facebook will age out. We'd better get prepared, however, that influencers will be followed more than ever.

By 2030 it will become important for workers to have a general picture of the entire activity. Openness, intelligence, the skill of adaptation to the IT world (courage to access certain parts of programs) will be required. The above skills will be necessary also because of the possible forecasted changes in careers.

It is vital to know how to use the booking systems. The information is available but employees close to retirement somehow resist learning the developing systems, although the latter would greatly facilitate their work. It is crucial to learn word and excel on a user level, however, there is a detectable difference in the knowledge of old and new employees.

By 2030 it will become very important to use social media; all internal developments point into this direction, new ideas are seen to emerge week by week and nothing can stop them. It is not easy to determine what is a good level of social media usage, what is the real value of Facebook, Instagram. Professional responses to, for instance, Instagram or Facebook postings are also missing, all the online areas where such comments can appear should be known. It would be important to be able to rely on their basic staff (the ones who arrange tours, keep contact with main accounts) who should be able to use future apps, too. In the future, it will be necessary to fully utilize the functions available for users within each program, and recommendations coming from peers for developments are counted with. Unfortunately, sometimes no motivation is seen in this area. There are always courses and training for program updates often held by outside program developers, however, this is far from the maximum utilization of opportunities. This is also true for the invoicing programs for 'great voyages' which also provide huge possibilities for internal development.

Training is the most efficient if held in the absence of the manager, outside of the office, without the disturbing presence of daily circumstances, and spending the correct amount of time with it. A disadvantage may be, however, that the manager will lag behind his colleagues.

**The respondents working at destination management organizations consider the following digital skills as the most important in ten years' time:**

By 2030, knowing and applying digital marketing will be the most important digital skill. It will be forced by the market. Should training be organized (the possibility of which is presently hindered by the lack of resources), they would have partly personal (frontal), partly online modules.

It is considered difficult to see and is truly difficult to tell in advance what will happen in 10 years' time since digitalization is developing at an incredible pace.

In 10 years the skill of using online marketing and various mobile applications will be of utmost importance. It shouldn't be mystified; however, in their experience tourists are still happy to lay their hands on and also demand offline (printed) information.

They think training in small groups is the most efficient for employees because there they can obtain new information by solving special tasks personally.

Our future will also have to face a developing digitalization where it will be crucial to apply innovations, therefore they would like to continue to request outside help for holding training, and send their colleagues for various courses. So far workshops of 1 or 2 days and training combined with study tours have been considered (also abroad) to be the most efficient. They will prefer them also in the future.

**The respondents working at attractions consider the following digital skills as the most important in ten years' time:**

BY 2030 user information will be essential in all areas, almost all employees will have some kind of digital functions (the management of compressors, camera systems, card systems, transfer systems, etc.). Although this will undoubtedly require great changes to happen before 2030, there are only occasional training in this area due to lack of resources, outside companies provide only hardware management.

The most efficient way would be to hold the European Computer Driving Licence (ECDL) - type training for most employees, but only in a particular area thereof, at certain regularity. This may be rendered necessary also by a relatively high fluctuation.

In their opinion, the most important digital skill in 2030 will be the efficient use of social media, completed by special requirements based on the types of attractions such as automated ticket sales, parking, guided tours, etc.

**The respondents working in the accommodation sector consider the following digital skills as the most important in ten years' time:**

In 2030 virtual reality (VR) and augmented reality (AR) technologies will be important. Employees will be expected to know and use them. It remains essential for the employees to want to learn as much as possible about these and discover them on their own.

In the hotels, side educations can be useful. In the pensions, B&B you will need personnel with multiple skills as they will have to make receptionist, barista, cook for the breakfast, housekeeping. They will not need one particular skill or vocational training, but partial training or parts of skills in everything. The most important will be the attitude of the employees, mainly to the guests, but also to the colleagues.

You will need a more complex way of thinking on behalf of the personnel. The 100% automation cannot work in this business. Your service will always depend on the needs of the particular clientele, the consumer. It will also depend on the location (differences between an area of villas or mass block of flats).

By 2030 technology will still enjoy priority but all equipment will be more modern so everybody will need a higher level of digital user information.

It will be important to use social media (Facebook, Insta, etc.) more intensively, to keep up with improvements within the CRM system's own reservation system on a large scale, and be able to manage the card system of 'regulars'. The clientele may be extended or changed by developing the newsletter system, using mobile applications, hotel phone applications (e.g. for online check-ins, room service, etc.). PDA may be used in restaurants on a large scale.

They plan to improve digital skills mainly at on-the-job internal training, and sometimes send a few colleagues to outside courses. Curiosity and interest need to be raised in employees. If they realize how they can influence such courses, their talent and interest can be easily obtained. Otherwise, they would lose interest, and the whole training would be held in vain.

**The respondents working in the food & beverage sector consider the following digital skills as the most important in ten years' time:**

They mentioned programming and the creation of algorithms as important future digital skills while small problems will characteristically be solved by own contents production. It will be important to customize existing tools on the proper level, e.g. workers will need to learn how to program steamers and other equipment on a simple level. Thanks to breakthrough customization, Amazon will know in advance what you will be likely to order 'so it will practically land in front of your door at the time you place your order'. Big Data analysis, delivery automation will result in an amazing speed-up, e.g. in Dubai pizzas made for demand may be delivered within a few minutes by drones.

Changes are so fast that it is unforeseeable what will happen exactly in 10 years' time. It will be tremendously important to know how to use the programs, apps running on mobile phones since they will control everything probably including kitchen technology.

By 2030 digitalization will have resulted in labor savings. Thanks to extended technical possibilities, the probability of making errors will decline.

The level of skills and knowledge must grow considerably for sure. At the moment powerful digitalization, such as stock-taking by cooks or accepting electronic orders in the guest area, is hindered by the staff's attitude (fear of new things). In the future, everything will take place on smartphones, and the most outstanding phase within the industry will be the phase of keeping contact with the guests.

The most important is the unified company management system, vital is the handling of the in- an outgoing invoices, you definitely need an efficient website, you have to handle social media, but to follow these last ones you need to train the personnel who handles the inflowing remarks and data and you have to be prepared for the online ordering. On the lower ranks, there is a dramatic lack of basic knowledge, e.g. a cook has to be able increasingly to programme the key equipment. Robotization will definitely enter also this sector. Proper handling of the modern equipment, high-level handling of the digital knowledge built in this equipment. The key personnel will have to use the most complicated functions of the smartphones, remote control functions will have to be used efficiently. The role of the digital center will be stronger, question: where will remain the real management power above in the processes? Each level will fight for this power.

In their opinion training using automated training modules will be the most efficient method. A method of dividing the material of a 5-day training into 5 parts is being introduced now on a trial basis. The first part is demonstrated live with some assistance, then 'flicking' signals warn the target

person to proceed in the material. The mastering of lessons based on vlogs, where also a testing system is operated, seems to be very promising.

## Theme 4: Environmental management ('green') skills

*A summary of the environmental management skills rated as the most important in ten years' time by interview participants.*

**The respondents working at tour operators/travel agents consider the following environmental management skills as the most important in ten years' time:**

Environmental awareness will be very important with tourism increasing: it is obvious that since tourism with its growing numbers has a destroying effect on the environment, this effect needs to be lessened. It is important for tourism to present the features of a certain region or country but also be able to exert self-control. The proper attitude should come from home and the school, the relating rules and standards can be taught – to protect the environment by recycling, jobs, and training with responsible mentality. These teachings usually affect the whole staff, their attitude improves, the message of 'safeguard our values' becomes rather obvious.

There will be a generation raised by 2030 who will be very much aware of their environment. Young people start to understand more deeply the demands for environmental protection. Possible changes will come into being in the form of initiatives launched from below.

The home-office system is expected to expand (2 to 5 days a week/person). Environment protection skills will be strengthened through internal 'training', by talking about problems and happenings. (With most employees being women, they show a high affinity towards such topics).

It is of utmost importance what a manager radiates in this field. As a result, they try to implement the relating steps in daily work (which is not the no. 1 topic but is often emphasized for the workers).

Employees taking jobs in the near future and also arriving consumers will become aware of this greener embeddedness. So far they haven't launched such training but may later use outside companies for this purpose.

**The respondents working at destination management organizations consider the following environmental management skills as the most important in ten years' time:**

Out of the skills relating to environmental protection, the need for the use of renewable energy resources by service providers and in offices, and of the environment supporting vehicles will grow. E-bus and e-bike services will show a strengthening trend, while events will deploy recyclable tools. Sightseeing buses will have an electric drive.

They also consider it important that the demand for local products will increase in 10 years which will set new trends also in gastronomy. A strategy to develop tourism that also takes into account the requirements of the local population is needed. A representative of the body responsible for the Budapest city tourism said for instance that there is a plan to introduce a kind of 'entrance fee' for people arriving on holiday ships on the Danube (similarly to Venice) because big masses arrive in the capital this way increasing its crowdedness although they don't spend their money in the city but on their ship. In his opinion, it is the city leadership's job to dilute and spread out tourism based on the city's load-bearing capacity.

Future plans wish to extend the home office system, reduce the proportion of printed publications, and inspire bicycle traffic in certain destinations.



So far they haven't participated in green training (haven't met such opportunities) but hope to do so in the future.

**The respondents working at attractions consider the following environmental management skills as the most important in ten years' time:**

The respondents unanimously mentioned recycling as a vital future skill in connection with environmental protection. Since the attractions represented by them are very heterogeneous, the other skills considered important by them cannot be generalized either but are rather specific.

These respondents count with a lower usage of paper, more bird dens put out, professional lawn grooming, cleaner discharged water, careful usage of chemicals, insect hotels, tree replacements, planting of hedges, an increased degree of UV-based disinfection instead of using chlorine, the application of solar energy, and the reduction or exclusion of fossil energy sources.

The workers concerned may need to be able to deal with all these, plus recognize plants and insects. There is no such training held currently but will become necessary in the future. They have no green certificates.

Recycling and environment protection are outstanding issues, and not only employees but also visitors are, and will be also in the future, made aware of them to a larger degree.

Respondents who organize events said that since their festivals are being held at locations of historically outstanding importance, it is of utmost significance to protect the sites and the environment. A detailed policy on site and environment protection are being written for the exhibitors. Recycling has been made possible for the visitors, may they avail themselves of this possibility or not, however, the servicing staff is doing their best to protect the environment.

Information on and usage of environmentally friendly detergents, recycling. Learning how to handle dangerous wastes are considered to be one of the most important skills. Novelties are constantly followed and applied by the management, naturally in addition to holding proper instructions.

**The respondents working in the accommodation sector consider the following environmental management skills as the most important in ten years' time:**

The workers in 2030 will be also expected to have a deeper understanding of and a positive attitude towards their environment. With this expectation coming from the clientele, on the one hand, and the energy prices being on the rise, on the other, they'll face a double pressure.

The significance of this area will grow considerably (global warming etc.), and the issues relating to climate change, for example, will be greatly emphasized. It shouldn't be allowed for the elements to go through a drastic change. Sustainable solutions will emerge at least in the field of energy carriers and water. Eco-friendly products and services will have growing support, and suppliers will be ranked accordingly. It will depend on the managers if the system of demands for employees can become enforceable by 2030; these skills can be turned into and used as minimum expectations only with their efficient cooperation.

The proper slogan won't be 'save the planet' but 'save the men'. Social accountability will drive actions to save the future but will also result in profit after reaching a certain level. Energy presents the greatest expense for hotels, a lot can be saved if the air conditioning in rooms can be controlled automatically at the reception. Recycling by floors and doing gardening based on a strategic plan are

thought to be important; acquisitions while driving 0 km should be focused on, energy economy, the handling, selection of packaging materials, and the large-scale spreading of this information are crucial. It is not enough to preach to the employees of future generations, actions are needed. They are expected to involve guests on a large scale so everyday cleaning can be gradually canceled.

No outside training will be used but an effort made to disclose the results achieved in energy and food waste economy, plus in recycling. Various green certificates will become part of communication. This at the moment is just a gesture, will, however, become indispensable in the future. Guests haven't shown a strong need for other deeds yet.

Their importance will continue to grow by 2030. A new demand may rise for an energy shield to protect against 5G negative radiations. A small clientele will probably require e.g. protected rooms without a TV set. It will be crucial to discover and understand new attractions such as selling panorama where a guest can enjoy nature in absolute silence without being disturbed.

Environmentally friendly management will gain importance at the company, the workers won't implement the expected steps if it's not used consistently. These issues must be paid attention to already at hiring, and continuous training will also be necessary.

A constant need for development on behalf of the workers will be an expected skill in 2030. No training is done to that end. It would be useful to use an outside training company but this hasn't happened yet. A positive change in the approach of the entire staff is expected so that this kind of thinking shall be a drive not only for owners and managers because this can be a key to a successful business.

**The respondents working in the food & beverage sector consider the following environmental management skills as the most important in ten years' time:**

The most important green skills in 2030 will be: information on and use of environmentally friendly detergents, recycling, knowing how to handle the dangerous waste. The management pays constant attention to and applies novelties as much as the specifications of a place permit this. Proper in-house training will be held for the staff.

The only main criterion is that the company should be serious about their environmentally friendly approach. It is extremely important that production technologies focus on minimizing wastes, using chemicals efficiently in cleaning and washing-up, and setting the optimum amount of packaging. This has become and will be the main drive in this area.

Training and disciplinary actions will be used to guarantee both attention and the observation of rules. Workers must become more educated by 2030 also because of the factors working in this area in their homes, in education, and in their other surroundings since these processes will need to gain absolute priority. National and international campaigns will be also required in this regard. No such training exists yet but as soon as it gets arranged, it will be probably necessary to increase awareness and handle the means more precisely. Suppliers will also be involved.

A company policy focusing on all such details must be set up. They try to use only biodegradable packaging, work with filtered water, install cutting edge cooking equipment and dishwashers to decrease their energy consumption and the footprint of chemicals on the environment.

The management should be aware what kind of damages they can cause with their activities and they will have to intervene, change their procedures even before new regulations would force them

to – but considering all the time also the positive financial results of their operation. They will be very important, have to consider food waste, cleaning materials, regulations, management of new technologies, handling of dangerous materials (fats, oils, etc.). If the management has the necessary skills on the lower levels you will need fewer skills awareness. It may be sufficient to execute properly the content of the manuals.

The "green" need of society becomes stronger and stronger but we cannot forget that it is a procedure, and it takes time as long as it goes through the whole organization. He has seen some Austrian examples where the real results of the procedures they have initiated in the late '50s, started to come in the '80s. The expectations are formulated in the ISO and HACCP documents and to react to these, it has to be a continuous procedure.

If the content behind them (eco-certifications) is strong enough and they have a significance for the society then the need to obtain them and maintain the level to keep them can also be strong enough.

There are respondents with bio certificates who think having such certificates may lead to considerable advantage in B2B connections although demands in the entire society haven't reached this level yet.

## Theme 5: Social skills

*A summary of the social skills (i.e., personal-, communication/cultural-, and diversity skills) rated as the most important in ten years' time by interview participants.*

**The respondents working at tour operators/travel agents consider the following social skills (i.e., personal-, communication/cultural-, and diversity skills) as the most important in ten years' time:**

Team spirit, communication, problem-solving, creativity, adaptation, tolerance, empathy, and acceptance are important current and future skills

In addition to curiosity and tolerance, that are already basic features, education is considered to be outstandingly important. Racial or other discrimination is not an option. The most important thing is to care for the guests, and know how to treat customers of different cultural and religious backgrounds or disabled (physically disabled, sight or hearing impaired, etc.) customers, if it comes to a guest-company relationship. Charity campaigns for disadvantaged people are also organized by some people (meals, holidays, training, programs). Here we see collective participation that reinforces team spirit, and uniform company culture is formed. In this profession attitude, intention, and willpower are the most important, the intention must be there to do something (while mistakes are allowed). The main thing is to have a staff of honest people. Filtering is done at hiring (dishonesty is a dangerous characteristic in this profession). The most important skill in 2030 will be honest attitude since guests rely on us.

Problem-solving and passing on the philanthropic approach of seeing beyond money will be therefore crucial in the future. Should a change be brought about in this area, the approach of an even wider circle, e.g. that of friends, will change, for instance as a result of a positive campaign organized for children in public foster care. Such charity campaigns are distinctive and lead the way socially, so this approach is hoped to spread.

The knowledge of foreign languages is seen differently by the respondents: some still think it important, some believe it will have lost some of its importance by 2030 as a result of the google translation programs.

No training or team buildings are held to develop these skills, they think a personal example may be the most precious for the employees. The thumb rule of tourism teaches to accept diversity including showing respect and recognition. Fortunately, the current young generation grows up mainly in this spirit (with their family having to contribute a lot).

In-house training focusing on the transfer of experiences, the demonstration of cases, and the passing on of exercises are held to develop these skills. No outside training companies are hired, the most efficient method of this training is the organized share of staff information.

**The respondents working at destination management organizations consider the following social skills (i.e., personal-, communication/cultural-, and diversity skills) as the most important in ten years' time:**

Out of the social skills, the fundamental demand for openness will increase in the industry. It will be unavoidable in the different destinations to minimize and handle the conflicts between the local

population and tourists. The issue of overtourism presents a special challenge. The skill of accepting diversity is also considered very important.

Personal relationships, personal contacts are thought to be indispensable in 2030. It is important to accept diversity, in their opinion a special project should be set up for it. Offers specialized for such topics will also require workers to understand the social-health background.

Friendliness, positive approach, and openness will continue to be fundamental requirements in 2030. They think being smart, brainstorming, and coming forward with suggestions will gain greater emphasis. Not only communication with tourists but also the internal atmosphere within a unit will be important: newly hired people will be watched for how much they can adjust, how flexible they are, and other aspects.

Relating training is organized by involving both inside and outside units (at the moment no chance for financing is seen). (Although an opinion offered said these skills cannot be taught, they need to come from 'home').

**The respondents working at attractions consider the following social skills (i.e., personal-, communication/cultural-, and diversity skills) as the most important in ten years' time:**

It is highly important to like fellow people, have a good attitude, and be able to handle conflicts. With society being depreciated, this attitude will grow in importance. Alienation will increase, old people, will be left alone.

Team building and solidarity are needed at jobs, and they can be provided by training. Other training will be necessary, too, e.g. the masseuse should become aware that they're building a relationship of trust with their client, and they will need to handle this. In lack of resources and time, no other training are held, and it is not planned to hire outside training firms.

Workers are trained to accept the disabled. 3 disabled people are employed during the year, and even more in the summer. All sorts of cultural projects are supported, e.g. to draw people's attention to such topics also by keeping traditions alive.

Team spirit, communication, problem-solving are the most important current and future skills. The various demands of guests for food are concentrated on to a great degree, with the importance thereof only growing in the future.

**The respondents working in the accommodation sector consider the following social skills (i.e., personal-, communication/cultural-, and diversity skills) skills as the most important in ten years' time:**

It will become normal by 2030 that the more globalized the world is, the more open organizations are needed both for guests and colleagues. If someone is evaluated poorly in this respect, they have to improve immediately or they will lose ground, their workers and guests will leave, and they won't survive. Even hard moving parts will move faster in the world, opening, information, and traveling won't know limits. There will be wider options, the world will be totally open.

Empathy is considered to be the most important in 2030, and besides, communication with guests will naturally have an outstanding role. It will be crucial to accept diversity, no relating problems have

occurred in the hotel yet. (Some special demands are also met: e.g. by having longer opening hours in the wellness section to serve Muslim female guests)

The issue of verbal but also of written communication will be even more important in 2030. The literacy of workers' and managers' comments and their inserted photos in the social media or on home pages will be of utmost importance. A lower tolerance level by guests must be expected and handled since disadvantaged people arriving as guests may cause problems. (This shall be managed efficiently, but better still, prevented.)

There are respondents who arrange for training in the above topics: e.g. the most important are team building, assertive training, communication within teams, and conflict management. An excellent example is a respondent from a hotel chain who reported about a 3x2 days training for about 2000 people as part of a 6<sup>th</sup> sense training package. Such training could be even more efficient, and interactive training in small groups may be even held in the future with facilitation from trainers where workers would master new knowledge through coaching by performing practical drills 80% of the training. Gamification plays an important role here, too, and VR will be probably applied on a larger scale. Equality between men and women, differences due to disability, cultures, and religions have been paid ever-growing attention by the company group since learning Hilton's Diversity program. This should be given more attention in the future.

There are hotels where training are held on equal treatment with inner resources, and team building training are organized by outside experts. The most efficient method to develop social skills would be situation modeling.

Also, small enterprises have individual internal training, mostly held by the owners, where it is studied e.g. how to handle the different types of guests.

It can be said in general that respondents expect school education to deal more with these topics in the future. Contacts with other countries may also help, and their examples can also teach a lot.

**The respondents working in the food & beverage sector consider the following social skills (i.e., personal-, communication/cultural-, and diversity skills) as the most important in ten years' time:**

The profound knowledge of people, empathy, positive attitude towards this vocation. The one who works here has to be very tolerant, has to take account of the fact that working time does not exist, you have to work until your guests are there. These skills will be even more important, and the employers have to make efforts to acknowledge those employees who are strong with these skills (both financially and morally). In the organization there has to be a balance between "generals", "officers" and "soldiers", there has to be comprehension on each level from top to bottom, from bottom to top. There will be a stronger representation of the interests, social dialogue, the collective agreement can be very useful. This cannot happen only on the company level, this has to function in the whole society.

Team spirit, communication, problem-solving, and load-bearing capacity are important skills both now and in the future. The various demands of guests for food are concentrated on to a great degree, with the importance thereof only growing in the future.

Those entering an organization experience their given surroundings, thus they go through constant training regarding cleanliness, hygienic standards, and their attitude to each other. No discrimination

or condemnation is accepted, they try to work as in a family except for often having working hours until late at night.

Empathy, acceptance, tolerance, and patience are extremely important. Hopefully, it is going to stay like this until 2030 (and we won't have to face robots) because personal service is the highest level of any possible services. There aren't any other relevant issues in the field of social skills since a milieu tolerant above the average is formed, the treatment of those with different characteristics doesn't provide a reason for conflicts. The clientele has been so diverse for long that if someone cannot live with it, they would be excluded from this milieu.

There are respondents whose business always chooses the youngest applicants because they demonstrate a strong will to do more and learn more. Some businesses organize for waiters training on conflict management and tolerant attitudes every month. Such training is held by qualified coaches, the situations analyzed come from the real world thus this is the most efficient training they can imagine.

There are restaurants where hiring has an attitude as its criteria, and it's used to form a good homely atmosphere. Workers can be clumsy if this is balanced by their kindness. It helps a lot if workers like going to work. Any applicant will be hired if they have a good attitude and speak English, and cooks don't even need English now although a change has been experienced here, too, knowing languages is becoming a requirement. In 2030 approach will play the biggest role. Attitude remains extremely important: this was the essence of catering 300 years ago, why would it be different in the future.

Knowing languages is going to stay mostly in the front line/be very important until 2030.



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