



SUPPORTING DIGITAL TRANSFORMATION AND WORKFORCE ADJUSTMENT IN TOURISM

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Workforce for the Digital Future (28 January 2021)



Scope of the OECD Study

- Ongoing study on ‘Preparing the Tourism Workforce for the Digital Future’ (OECD Tourism Committee)
- Evidence from past research/literature, stats review & national survey returns from 33 countries on:
 - ❑ Impact of digital technologies on the nature of tourism work
 - ❑ Skills needed to adapt to changes in post COVID-19 era
 - ❑ **The current policy responses supporting adjustment.**



Current Action to Support Digital Transformation or Workforce Adjustment

- Digitalisation jobs/skills foresight?
- Review of skills supply implications

BETTER INTEL & FORESIGHT
(3)

IN FIRM DIGITAL TRANSFORMATION
(32)

- Support to digitalisation awareness
- Support to in-firm digital uptake & implementation

- Filling digital skills gaps in firms
- Boosting 'new skills' in-firm digital competence

WORKPLACE SKILLS ADJUSTMENT
(10)

EXTERNAL SKILLS SUPPLY
(8)

- Boosting external supply (No's)
- Changing skills/VET supply (content)



BUT ... Limitations of Current Policy Action

- Patchy coverage - 14 (of 33) countries with no tourism specific digitisation action(s)
- Lack of leadership of transformation policy/practice
- Mostly fragmented actions ... lack of join up across policy areas/bodies (awareness – uptake – skills ..., etc)
- Often limited scope of actions – some confined to very specific tourism activities (eg DMOs)
- Few policy responses target ‘lagging’ SMEs –yet emerging problems in reaching smaller tourism firms



And supporting actions constrained by ...

- Limited 'benchmarking' (national) data on state of play (digitalisation & skills)
- Uncertain post-COVID digitalisation trajectory – especially on automation scale & displacement effects
- Patchy skills foresight (eg 'new' vs adapted jobs?, changing skills mix?; fluency – complimentary skills?)

AND

- Little (no?) evaluation of current actions ... are these the 'right' policies, do they engage, are they effective?



What policy considerations ... 1st thoughts

Foresight

Strengthen national skills intelligence/foresight to inform firms and educational reform



Integrate actions

Better led and integrated national approaches to support tourism d/t:

- ✓ Awareness
- ✓ Digitisation uptake
- ✓ Stronger CVET/IVET capability
- ✓ SME engagement

Skills adjustment

Encourage stronger work-related adjustment training for the existing workforce

- ✓ Easy to use diagnostics
- ✓ Facilitated cross-firm actions
- ✓ SME-friendly, low (no) cost 'generic' packages

Targeting managers

Target awareness/tech and peer support on no/slow adopter or digital 'immigrant' managers



Initial policy considerations (cont.)

‘Digital’ Value Chains

Build digitalisation uptake in ‘non competitive’ (existing) value-chain communities



Pathfinder ‘demonstrators’

Promote COVID-19 tourism recovery/resilience through digitalisation SME ‘pathfinders’

Support to casualties

Develop support for displaced/at risk workers (early intervention & re-employment partnerships)

Continuing learning

Invest in continuing (adult) learning (CVET) to build vocationally centred digital fluency