TOURBINE

MULTILEVEL ACTORS WORKSHOP REPORT

KONYA
METROPOLITAN
MUNICIPALITY

Tourbine

MULTILEVEL ACTORS WORKSHOP

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PROJECT:

TOURBINE Support Young People With Fewer Opportunities (NEET) Develop Entrepreneurial Mindsets With Transversal Key Competences And Digital Skills To Secure (Self-)employment Through Community-Based Tourism Education and Culture Executive Agency (EACEA) Erasmus-Youth-2022-CB Capacity Building Project.

PROJECT PARTNERS

- Konya Metropolitan Municipality - Türkiye
- Artifactory - Greece
- Stichting For Education On Agility Liberating Structures - Netherlands
- Udruzenje Mladi Volonteri – Bosnia & Herzogovina
- MI-HI For Training and Development - Egypt
- Jordan Youth Innovation Forum – Jordan
- Promotion Et Appui Aux Developpement D'initiatives Locales - Tunisia

INTRODUCTION

The TOURBINE project, led by Konya Metropolitan Municipality and funded under the Erasmus+ (ERASMUS+ YOUTH-2022-CB) Capacity Building Projects, aims to train young people with basic competences and digital skills in the tourism sector. The TOURBINE project aims to support young people with fewer opportunities (NEET) to develop an entrepreneurial mindset with transversal key competences and digital skills to secure (only) employment through community tourism. It is supported by the European Commission through the Erasmus+ program (ERASMUS+ YOUTH-2022-CB). Within the scope of this project, five multilevel actors' workshops were organized by Konya Metropolitan Municipality (Türkiye), PADIL (Tunisia), MLV (Bosnia and Herzegovina), MIHI (Egypt) and JYIF (Jordan) in May, 2023.
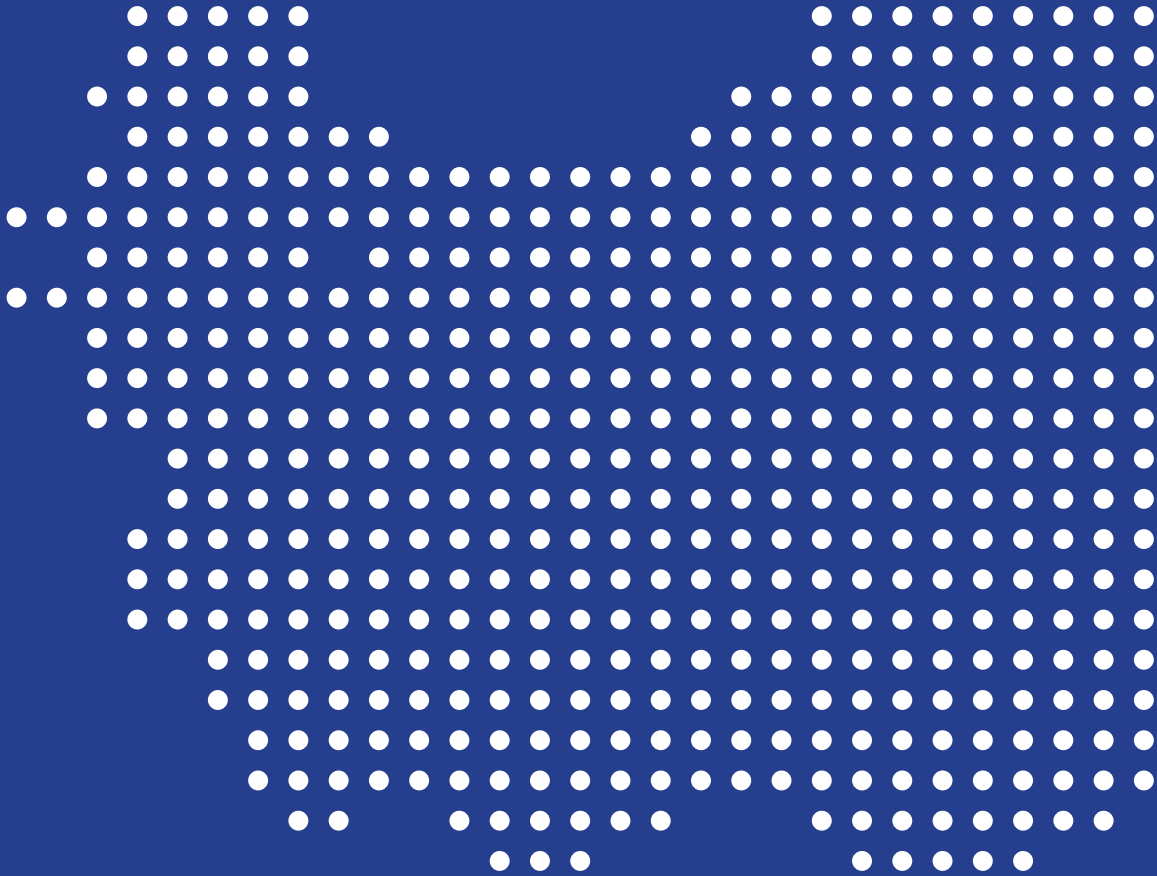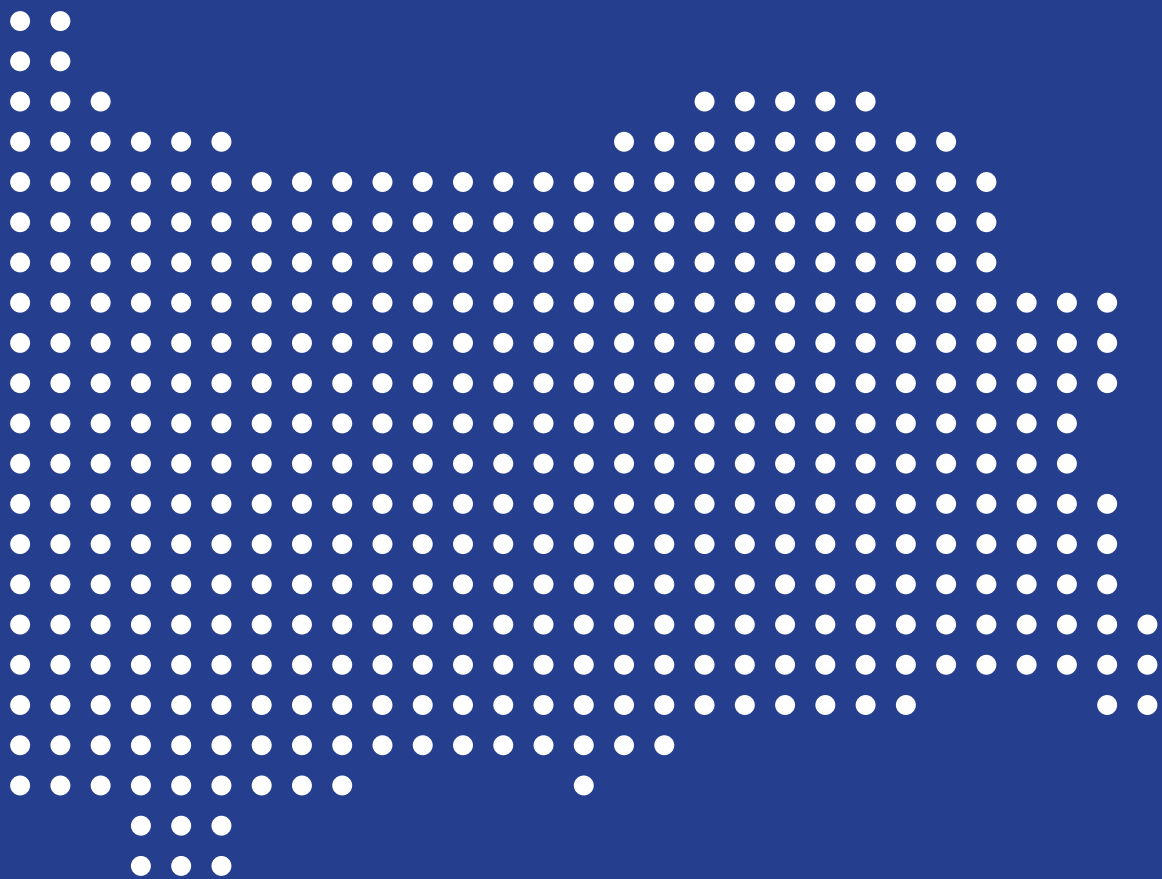
Türkiye

TÜRKİYE

Konya Multilevel Actors Workshop Report

MISSION

In Konya on 22nd May 2023, experts, educators, and young people in the tourism sector came together to discuss the importance of digital skills and the core competencies in the tourism sector at the workshop held at the Social Innovation Agency. A data collection process was carried out to understand Environmental Management Skills, Digital Skills, Social Skills and Entrepreneurship Skills through a digital questionnaire directed to the participants.

Following the data collection process, this report, which includes the demographic and educational profiles of the participants and aims to present their views by analysing them in depth, may help to determine the importance of digital skills as well as core competencies in the tourism sector.

The preparation of the report was carried out in five stages. In the first stage, NEET literature was provided. Then digital survey data including information such as gender, age and educational status of the participants were provided. In the third stage, the data obtained from the reference questions specified in the method section were examined, analysed and reported. In the fourth stage, information on obtaining the reference questions used in the workshop and the method of organising the workshop were explained. Finally, in the fifth stage, thoughts on the results were expressed in the conclusion.

STATE OF THE ART

According to the results of the Address Based Population Registration System (ABPRS), as of the end of 2022, the youth population in the 15-24 age group in Türkiye was 12 million 949 thousand 817 people (TÜİK, 2022). This number corresponds to approximately 15.2 per cent of the country. Compared to European countries, Türkiye has the highest youth ratio. However, it is an undeniable reality that the quantitative becomes meaningful through its relationship with quality. In this respect, it is of great importance to create and implement effective policies for young people who have a great potential for the social development and future of the country. In Türkiye, the high number of practices such as youth-specific employment programmes, youth entrepreneurship supports, vocational training and skills development programmes make the lives of young people qualified to a great extent. Although these practices are numerous, there are also young people who are not involved in the education process and employment.

The concept of NEET (Not in Education, Employment, Formal or Vocational Training) is used for young people who are not in any form of education or training and are not engaged in a profession. The Social Exclusion Unit of the United Kingdom aiming to develop policies for unemployment (Yada, 2021) first used this conceptualization in 1996 in a report. Young people in the NEET category are calculated according to the following formula:

NEET Percentile = [(Total no. of candidates appearing – NEET Rank) /Total no. of candidates appearing] x 100

The proportion of young people in the NEET category in Türkiye is higher than the European average. In this respect, according to Eurostat's 2020 data, the average of young people aged 15-29 in the NEET category in European countries is 14 per cent, while this rate is 32 per cent in Türkiye (Eurostat, 2020). However, this statistic becomes more meaningful when the fact that the total youth population rate in the country is much higher than the European average is taken into consideration.

When the NEET rate in Türkiye is analysed by gender, a different picture emerges. Figure 1 shows the proportion of male youth in Türkiye who are neither in education nor in employment in 2021. While the OECD average is 12,8, Türkiye's average is calculated as 18,4.

Figure 1. Young men neither in education nor in employment, 15-29 years, 2021 (per cent)

Source: OECD (2023), Youth not in employment, education or training (NEET) (indicator). doi: 10.1787/72d1033a-en (Accessed on 27 May 2023).
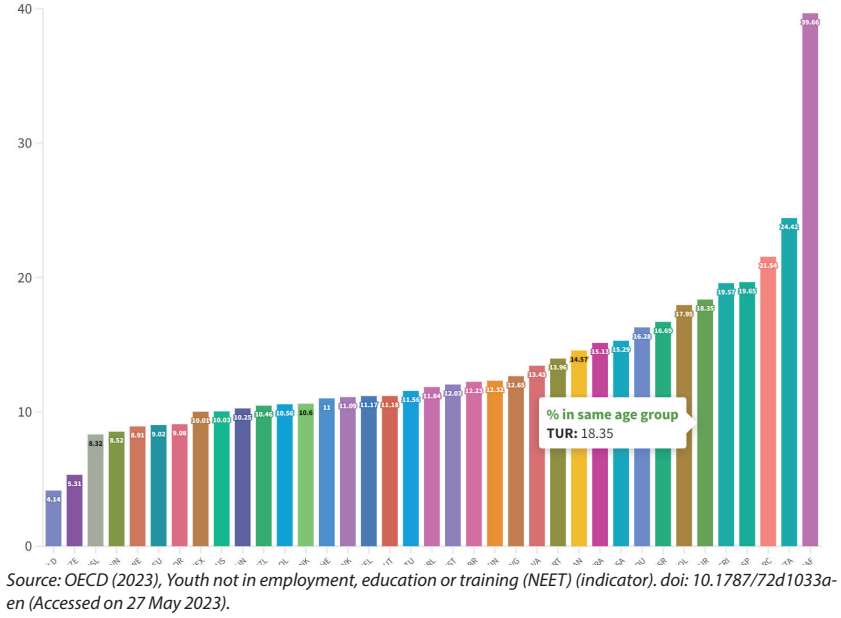
Figure 2 shows the proportion of female youth in Türkiye who are neither in education nor in employment in 2021. While the OECD average is 16,5, Türkiye's average is calculated as 39,5. It is seen that this rate is quite high compared to the rate of men. When we look at the reasons for this situation, issues such as the predominance of a patriarchal social structure, the role of women in social life, and their inability to work in jobs that require physical strength/arm strength are effective.

% in same age group
TUR: 39.52

As seen in Figure 1 and Figure 2, young people aged 15-29 who are neither in education nor in employment in Türkiye are above the OECD average. Therefore, in order to better understand young people in the NEET category, it is necessary to take a detailed look at what kind of social, cultural and economic structure they are in. In this sense, Eurostat's NEET classification stands out as inclusive. According to Eurostat, young people in the NEET category are divided into 7 different groups: (YADA, 2021)

1- Returnees: The group who are already employed or enrolled in a formal or vocational training institution and are about to leave the NEET group.

2- Short-Term Unemployed: Unemployed people who have been looking for a job for less than a year. They are partially prone to social exclusion and to become permanent NEETs.

3- Long-Term Unemployed: Unemployed people who have been looking for a job for more than a year. They have a high risk of social exclusion and are likely to be in the permanent NEET group.

4- Sick, Disabled: People who cannot look for a job due to a disease or disability. They need social support because they cannot work for a salary.

5- Those with Family Responsibilities: Those who cannot work due to family responsibilities such as caring for children or adults in need of care, etc. 88 per cent of them are women. The possibility of being subjected to social exclusion and becoming permanently NEET is uncertain. Similar rates in each experience.

6- The frustrated: Those who think that there are no job opportunities and stop looking for a job. They are at high risk of social exclusion and are likely to remain in the NEET group for life.

7- Other NEET Members: A very heterogeneous group. Both the most risky groups and the most privileged groups are in this category. Those striving for an art career are also in this group.

It would not be wrong to state that this categorisation is based on the likelihood of young people to remain in the NEET category in the short and long term. Based on both the statistics and the classification, the groups that are likely to be in the NEET category in Türkiye are women, those with health problems, the disabled, low and middle income earners, and those who do not have an entrepreneurial spirit. The fact that young people between the ages of 15-29 are not in the NEET category depends on individual development as well as the policies to be developed by the country. For this reason, young people need to improve themselves in terms of professional field competence, skill and talent development, capacity building, learning a foreign language, gaining computer skills, being self-confident and assertive.

Data Findings
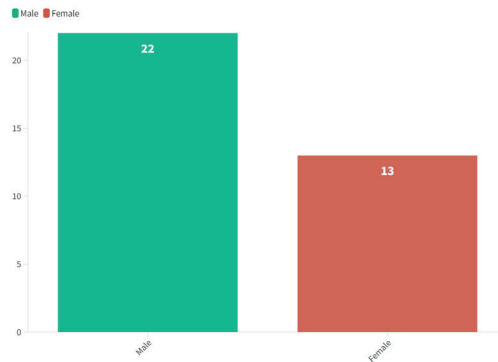
Figure 3. Gender Distribution of Participants

When the gender distribution of the participants is analysed, it is seen that 22 participants are male, have a rate of 62,9%, while 13 participants are female, and constitute the remaining percentage.
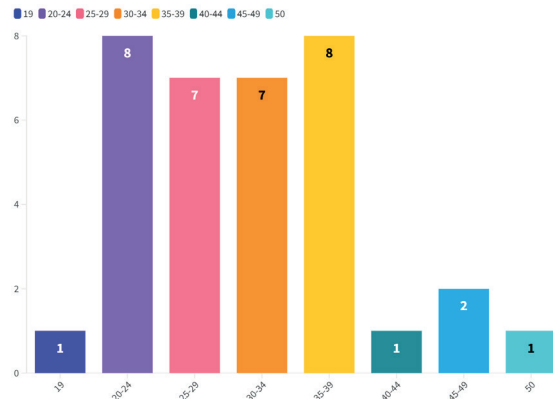
Figure 4. Age of Participants

When the age distribution of the participants is analysed, it is seen that the lowest age is 19 and there is one participant in this age group, while the highest age group is 50 and 1 participant. It is known that the majority of people in this age group are students and researchers in the participant list, where it is observed that the majority are between the ages of 25-28.
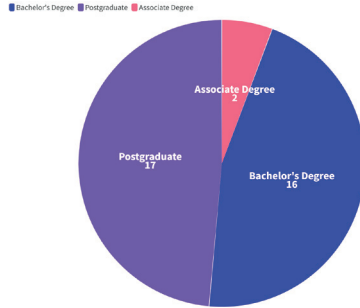
Figure 5. Education Status of the Participants

When the education levels of the participants are examined, it is seen that the participants with postgraduate education level have a percentage of 48,62%, while the participants with undergraduate education level have a percentage of 45,7%. It is determined that the participants with associate degree education level have the lowest percentage.
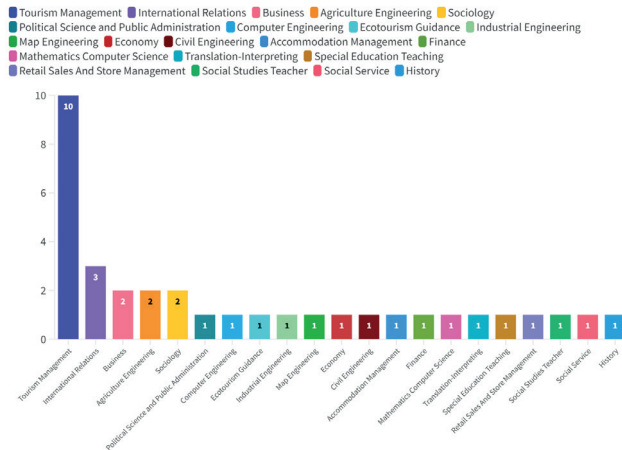
Figure 6. Graduated/studied department of the participants

When the departments that the participants graduated from are analysed, 11.4% (4 people) from the Faculty of Tourism and 8.6% (3 people) from Tourism Management come to the forefront. On the other hand, the other branches of the participants are Computer Engineering, Map Engineering, Mathematics, Social Services, Political Science and Business Administration.
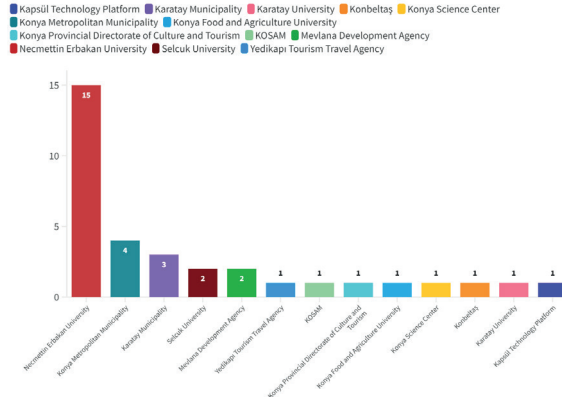
Figure 7. Names of the organisations in which the participants work/study

When the institutional distribution of the participants is analysed, it is seen that most of the participants are students, researchers and academic staff of Necmettin Erbakan University. On the other hand, it is seen that there are also participants from local public institutions, agencies, related sector participants and other universities. Finally, it was determined that one person did not specify the institution.
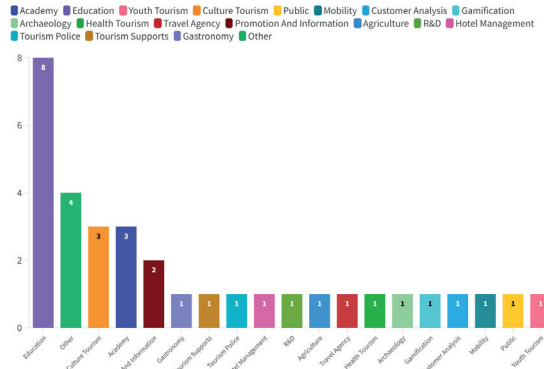
Figure 8. Tourism areas in which the respondents are active

In the question about the field of tourism in which the participants responded, it is seen that 10 people are in education/academia, including students. Three people did not respond to the question and the remaining part of the respondents, each consisting of one person; youth, culture, public, mobility, health tourism, agriculture, tourist guide, tourism R&D, food and beverages.
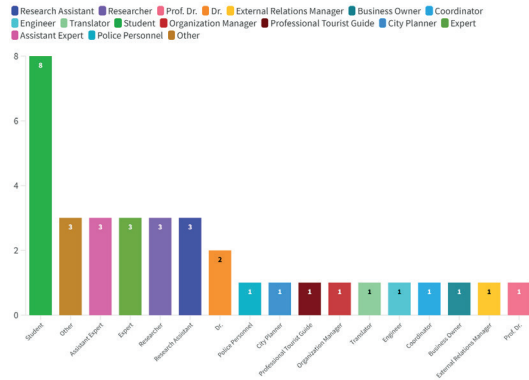
Figure 9. Titles of the participants in their organisations

In the workshop where the majority of the participants were students and academic staff, it was observed that there were researchers, experts and assistant experts as well as people with titles such as engineers, business owners, urban planners and police officers.
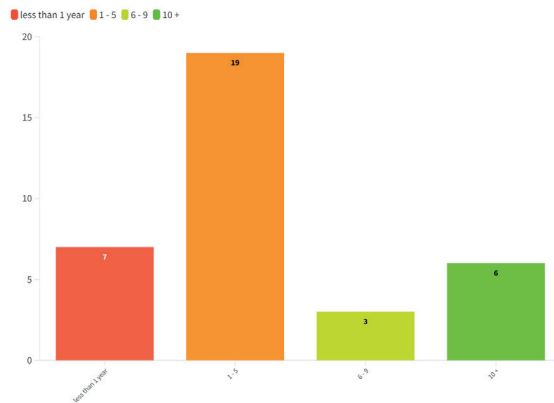
Figure 10. Participants' length of service in their organisations

54,3% of the participants stated that they have been working in their institution for 1-5 years. 20% of the participants stated that they have been working for less than 1 year, 17,1% for more than 10 years and 8,6% for 6-9 years. However, it should be noted here that it would be more appropriate to specify it as the institution where they work/study, especially since 54,3% of the 54,3% of the respondents are students.
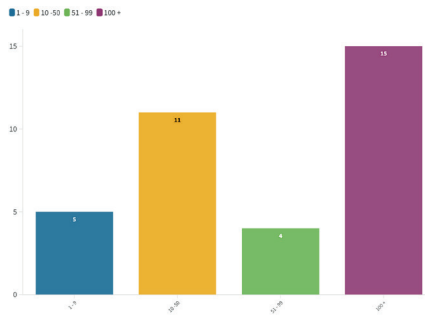
Figure 11. Number of staff in respondents' organisations

When the table containing the number of personnel of the participant institutions is analysed, it is seen that 42,9% of the institutions have 100 or more personnel, 11,4% of the institutions have 51-99 personnel, 11.4% of the institutions have 10-50 personnel and 14,3% of the institutions have 1-9 personnel.
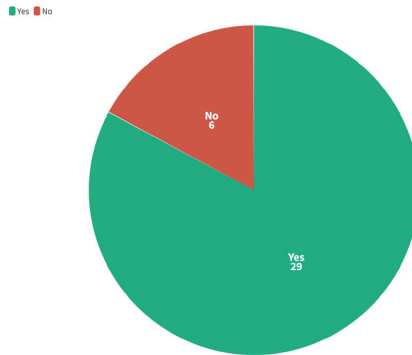
Figure 12. Are social responsibility activities organised in the participants' institutions?

In response to the question "Are social responsibility activities organised in your institution?", 82.9% of the participants stated that social responsibility activities are organised in their institutions, while the remaining part stated that no such activities are organised.

Following this question, a total of 21 responses were received from the participants regarding the question in which field social responsibility activities were organised, and most of the participants stated that activities were carried out in the field of youth. Following the youth activities, responses were received for disadvantaged groups, environmental protection and women's employment. It was observed that the participants did not have full information about the social responsibility activities carried out by their organisations.

METHOD

The "Innovation in Tourism Collaboration Workshop" of the TOURBiNE project funded under the Brussels-based Erasmus+ Central Applications (ERAS-MUS-YOUTH- 2022-CB) Capacity Building Projects took place on 22 May 2023 in Konya, T. The main aim of the workshop was to understand how the tourism sector is structured today, to understand its future and to identify the skills needed. Thus, it will be determined how young people who will be employed in the tourism sector should prepare themselves and what skills they should have. Phenomenological approach from qualitative research method was used to achieve our aim. Here, it is essential to reveal the essence of "what" and "how" an individual experiences a phenomenon that he/she experiences (Creswell, 2016). From this point of view, in-depth interviews were conducted on "innovation in tourism" based on the experiences and observations of individuals. In the research, in-depth interviews were conducted with 35 people using a semi-structured form. In order to hide the identity information of the participants, the forms were numbered and anonymised.

The research questionnaire was adapted from the Next Tourism Generation Skills Alliance1 (NTG) report in the call for projects co-funded by the Erasmus+ Programme of the European Union1 In addition to this report, questions related to digital skills were adapted from the Europe DigiComp2 and questions related to entrepreneurship were adapted from EU EntreComp3. The data obtained were analysed with Maxqda 2022 software and categorised, codes and sub-codes were created. Textural and structural descriptions were explained, and analyses were provided.

At the same time, the descriptive - demographic characteristics of the participants participating in the workshop and the quantitative values of the three-question questionnaire included in the research form are given at the beginning of the report. These questions were applied to the participants as a digital questionnaire before the workshop started and the answers obtained were analysed via Google Forms. The first part of the report includes quantitative data on descriptive demographic characteristics and the second part includes qualitative analysis data.

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1 (Next Tourism Generation Alliance, 2017)
2 (European Commission , 2023)
3 (European Commission, 2023)

FINDINGS

The analysis and interpretation of the reference questions on topics such as "Environmental Management Skills", "Entrepreneurship Skills", and "Digital Skills" can be examined in the rest of the report.

A. Environmental Management Skills
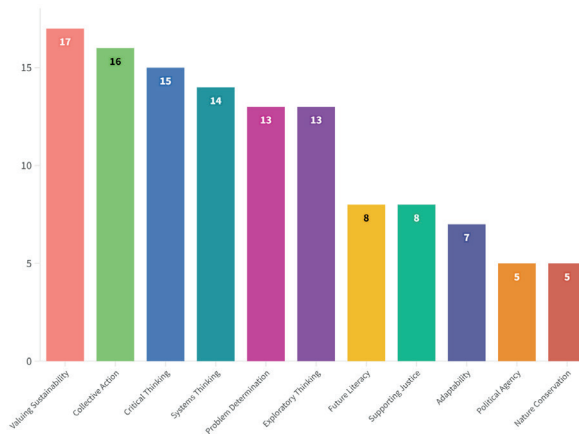
Figure 13. Which environmental skills are important in respondents' organisations.

"Environmental Management Skills" was the first of the important topics addressed within the scope of the workshop. There are 12 multiple choice questions under this heading. The questions selected by the participants were analysed and the results are presented below:

Valuing sustainability: 25 of the respondents selected this skill. This number represents 71,4% of the participants. Valuing sustainability stood out as an important issue among the participants.

Promoting justice: 15 of the participants selected this skill. This number represents 42,9 per cent of the participants. The issue of promoting justice received a moderate level of interest among the participants.

Nature conservation: 20 of the participants chose this skill. This number represents 57,1 per cent of the participants.

System thinking: 21 of the participants chose this skill. This number represents 60 per cent of the participants. System thinking was widely accepted among the participants.

Critical thinking: 22 of the participants chose this skill. This number represents 62,9 per cent of the participants. Critical thinking skills stood out as an important issue among the participants.

Problem identification: 20 of the participants chose this skill. This number represents 57,1 per cent of the participants. Problem identification has a remarkable importance among the participants.

Future literacy: 15 of the participants chose this skill. This number represents 42,9 per cent of the participants. Future literacy received a moderate level of interest among the participants.

Adaptability: 14 of the participants chose this skill. This number represents 40 per cent of the participants. The issue of adaptability received less attention among the participants.

Exploratory thinking: 20 of the participants chose this skill. This number represents 57,1 per cent of the participants. The skill of exploratory thinking stood out as an important issue among the participants.

Political agency: 12 of the respondents selected this skill. This represents 34,3 per cent of the respondents. Political agency was less popular among the respondents.

Collective action: 24 of the participants chose this skill. This number represents 68,6 per cent of the participants. Collective action stood out as an important issue among the participants.

Individual initiative: 21 of the participants selected this skill. This number represents 60 per cent of the respondents. Individual initiative is of considerable importance among the respondents.

The questions under the title of "Environmental Management Skills" discussed in the workshop were analysed and reported. These results will be useful for understanding the relationship between innovation in tourism and environmental management skills and for guiding future projects.

B. Entrepreneurial Skills

   Another important topic addressed within the scope of the workshop was "Entrepreneurship Skills". There are four multiple-choice questions under this heading. These questions answered by the participants were analysed and the relevant results are analysed below. There are four multiple-choice options under the question "Transforming Ideas and Opportunities" under the "Entrepreneurship Skills" subtitle of the workshop. The answers given by the participants to this question are as shown in Figure 12.
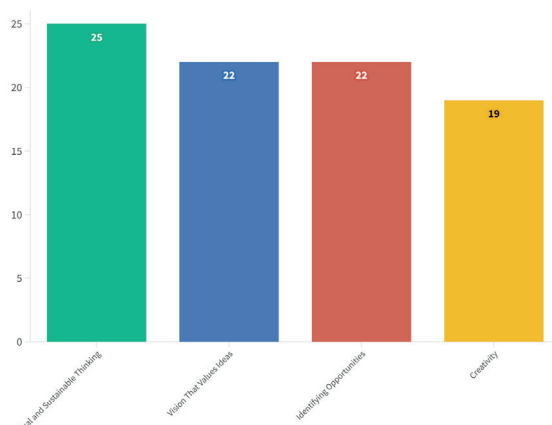
Figure 14. "Transforming Ideas and Opportunities"

   According to the data analysed in Figure 14, with regard to the entrepreneurship skills under the heading "Transforming Ideas and Opportunities", it is revealed that the following skills are important among 35 participants: Identifying Opportunities: 22 participants stated that the ability to identify opportunities is important. This can mean discovering new opportunities in the tourism sector, anticipating trends and identifying market gaps. This skill is stated to be vital for gaining competitive advantage and developing innovative ideas.

   Creativity: 24 participants stated that creativity skills are important. It was underlined that creative thinking for innovation in tourism can help to develop new and original ideas and find different solutions to existing problems.

C. Vision that Values Ideas

22 participants stated that a vision that values ideas is important. For innovation in the tourism sector, the importance of assessing the feasibility, potential and long- term impact of ideas was emphasized.

D. Ethical and Sustainable Thinking

25 participants stated that ethical and sustainable thinking skills are important. This skill requires considering the environmental, social and economic impacts of tourism activities. His analysis reveals that opportunity identification, creativity, a vision that values ideas and ethical/sustainable thinking skills are important in the process of transforming ideas for innovation in tourism.
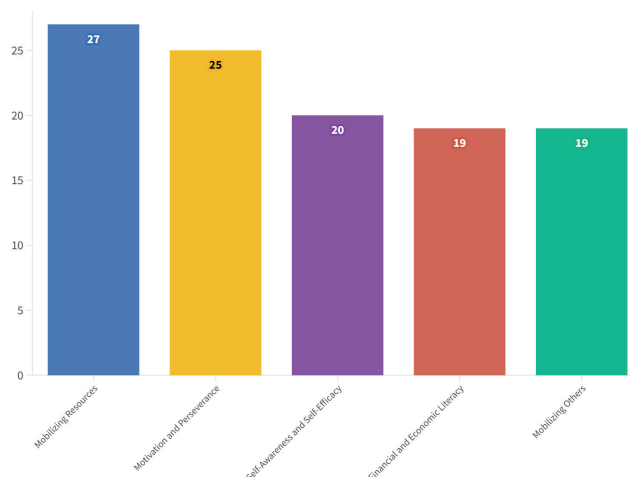
Figure 15. "Mobilising Different Sources"

As can be seen in Figure 15, the choices of the participants were analysed as follows. Self-awareness and self-efficacy: 20 participants (57,1 per cent) stated that self- awareness and self-efficacy skills are important. These skills mean being aware of one's own strengths and weaknesses, trusting oneself and understanding one's own potential. Self-awareness and self-efficacy constitute an important basis for using resources effectively and achieving success as an entrepreneur.

Motivation and Perseverance: 25 respondents (71,4 per cent) stated that motivation and perseverance are important. For the entrepreneur, these skills mean energy, desire and determination to achieve the goals.

Mobilising Resources: 27 respondents (77,1 per cent) stated that the ability to mobilise resources is important. This skill requires the entrepreneur to effectively use existing resources, mobilise different resources and establish strategic partnerships. The ability to mobilise resources stands out as a critical element for the growth of enterprises, the realisation of new projects and gaining competitive advantage. Financial and Economic Literacy: 19 respondents (54,3 per cent) indicated that financial and economic literacy is important. This skill involves the entrepreneur understanding financial management and resource allocation,following economic trends and basing business decisions on financial data.

Mobilising Others: 19 participants (54,3 per cent) stated that the ability to mobilise others is important.
As a result, self-awareness and self-efficacy, motivation and perseverance, resource mobilisation, financial and economic literacy, and mobilising others skills come to the forefront among the entrepreneurial skills under the heading of "Mobilising Different Resources". By focusing on these skills, entrepreneurs can increase their chances of being successful in the tourism sector in the future.
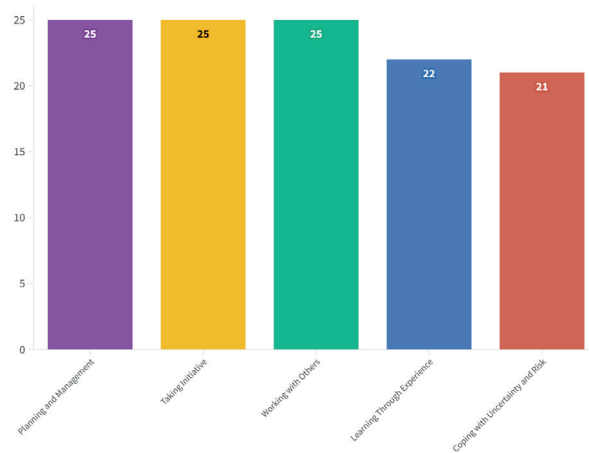
Figure 16. "Taking Action for Value and Impact"

According to the data analysed in Figure 16, "Taking Initiative," "Planning and Management," and "Working with Others" skills received the highest percentages (71,43 per cent), while "Dealing with Uncertainty and Risk" and "Learning through Experience" skills received slightly lower percentages (60 per cent and 62,86 per cent).

Based on these data, it can be concluded that the participants generally attach importance to initiative taking, planning and management, working with others and learning through experience in entrepreneurship skills.

The participants of the workshop were asked to suggest entrepreneurship skills that may be important in the future other than the skills mentioned above. The entrepreneurial skills suggested by the participants are evaluated below:

• Social Entrepreneurship: Participants emphasized the importance of social re-sponsibility and social impact-oriented business ideas for future entrepreneurs. Social entrepreneurship refers to an approach that aims to produce solutions to social and environmental problems as well as economic success. This skill can be valuable for entrepreneurs who have the ability to create social change.

• Visionary Perspective: The importance of entrepreneurs who can foresee the fu-ture and develop innovative ideas is emphasized. This skill can help entrepreneurs to stand out in a competitive market.

- Networking: It can be considered as the ability to establish collaborations and partnerships. Good networking skills can be useful in finding support in areas such as access to resources, counselling, marketing and business development.
- Experience and Personal Development: The importance of experience and personal development in the entrepreneurial journey is emphasised. Entrepreneurs' continuous learning and self-development skills can help them manage and grow their businesses better.
- Risk Management: It has been suggested that entrepreneurs should have the ability to correctly identify, analyse and manage risks. Risks are inevitable in the business world and entrepreneurs being prepared for these risks can increase their chances of success.
- Communication: The importance of good communication skills and persuasiveness is emphasized. Entrepreneurs' ability to effectively communicate their ideas and persuade customers and stakeholders can contribute to the successful operation of their business.
- Technology Literacy: Participants stated that it is important for future entrepreneurs to master technology. Technological developments affect the business world and the knowledge of entrepreneurs in these areas can provide competitive advantage.
- Critical Thinking: It has been suggested that entrepreneurs should have the ability to think critically in problem solving processes.
- Trust-based Communication: The ability to build a trusting relationship with business partners, customers and stakeholders is proposed. Trust-based communication is a fundamental element for the development of long-term business relationship, co-operation, and success.

Each recommendation may have different importance in the entrepreneurial journey and are complementary for success. By developing these skills, entrepreneurs can manage their business more effectively and stand out in a competitive tourism sector.

F. Digital Skills

Figure 17. What are the most important benefits of digital transformation in the tourism and cultural heritage sector in times of crisis such as Covid-19?

Based on the data in Figure 17, it can be seen that respondents prioritise the adoption of advanced digital technologies (65,7 per cent) and the creation of faster digital environments (68,6 per cent) as the most important benefits of digital transformation in the tourism and cultural heritage sector in times of crisis such as COVID-19. However, the respondents also consider the acquisition of advanced digital skills (60 per cent) as an important benefit.

Other benefits considered valuable by respondents include the mass digitisation of existing and new materials (45,7 per cent), online access to digitised content (51,4 per cent), the use of digitised content in tourism experiences with the help of interactive technologies such as VR and AR (54,3 per cent) and the organisation of online virtual exhibitions (51,4 per cent).

Finally, the introduction of curation structures for digital assets (34,3 per cent) was identified as a less favoured option among respondents.

As a result of analysing these data, it can be concluded that the adoption of digital technologies, the creation of fast digital environments and the acquisition of advanced digital skill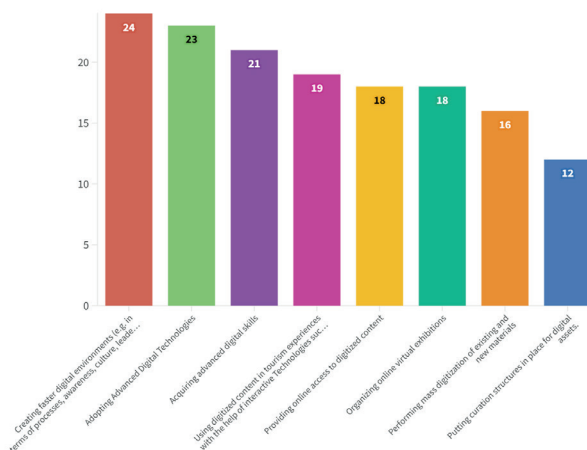s are the most important benefits of digital transformation in the tourism and cultural heritage sector in times of crisis such as COVID-19. Other options have different levels of importance among the participants.

Finally, a response was received from all the participants within the scope of the question that collected data on the suggestions and comments of the participants regarding the development of the digital skills of the personnel working in the cultural heritage sector in the tourism sector.

The suggestions/comments of the participants and the analyses of these suggestions/comments are as follows:

Creating continuous and up-to-date training content and sharing it with stakeholders: Participants emphasised the importance of continuous training and up-to-date content to improve the digital skills of staff working in the cultural heritage sector. Sharing training materials with stakeholders can support digital transformation by encouraging knowledge and skills sharing in the sector.

• Making tourism sites available for digital tours: Participants stated that making touristic places navigable on digital platforms could enable cultural heritage to reach wider audiences. A different experience can be offered to tourists by using technologies such as virtual tours, interactive maps or augmented reality.

• Researching the histories of historical and cultural sites: Participants emphasised the importance of employees researching the histories of historical and cultural sites and sharing them on digital platforms. In this way, more information can be provided to visitors and a better understanding of cultural heritage can be achieved.

• Increasing the number of trainings and seminars and attracting the attention of young people: Participants suggested increasing the number of trainings and seminars and organising them in such a way that young people studying in different fields are interested in cultural heritage. In this way, young people's digital skills can be developed and their participation in the sector can be encouraged.

• Protection of cultural textures: Participants emphasised the importance of moving forward in the digitalisation process without damaging cultural heritage. It was stated that the integrity of cultural heritage should be preserved and carefully recorded when using digital technologies.

• Transition to the Metaverse: One of the participants stated the importance of transitioning to new technologies such as Metaverse in the development of digital skills.

• Developing employees in terms of equipment: Participants drew attention to the necessity of empowering employees in terms of hardware in the digitalisation process.

- Providing information on digital skills: Participants suggested that employees in the cultural heritage sector should be informed about the importance of digital skills. In this way, employees can increase their awareness of digital transformation and have the necessary competences.
- Joint projects and interdisciplinary work: Participants suggested developing joint projects with digital sub-sectors and encouraging interdisciplinary work. In this way, it was stated that people from different specialisations could come together and produce innovative solutions for the digitalisation of cultural heritage.
- Promoting cultural heritage in virtual environments: Participants emphasised the importance of promoting cultural heritage on digital platforms. Methods such as virtual exhibitions, digital museums or online archives can increase the accessibility of cultural heritage and reach wider audiences.
- Providing training to employees: Participants suggested providing training opportunities for staff to develop digital skills. In this way, employees can use digital technologies effectively and contribute to better representation of cultural heritage on digital platforms.
- Capacity Building: Many respondents emphasised capacity-building measures to improve the digital skills of staff working in the cultural heritage sector. This includes increasing the ability of staff to use digital technologies and improving their ability to use new digital tools effectively. The digital skills of staff can be updated through capacity building programmes, trainings, workshops and seminars. This recommendation is an important step for staff working in the sector to adapt to the digital transformation and use digital tools effectively.
- Gamification: Another suggestion is the use of gamification approach. Participants emphasised that gamification is an effective way to develop the digital skills of staff working in the cultural heritage sector. For example, through interactive games or simulations, staff can practice their digital skills and explore new digital technologies. This method can make the training more engaging and make participants more willing to learn.
- To summarise, the answers given to the question on digital skills posed to the participants at the workshop on innovation in tourism collaboration include important suggestions for improving the digital skills of the staff working in the cultural heritage sector. These recommendations aim to ensure that the staff in the sector adapt to digital transformation and increase their ability to use digital technologies effectively. In this way, the cultural heritage sector can keep pace with the digital age and enrich tourism experiences.

CONCLUSION

The tourism industry has an increasing positive impact on countries with technological developments and increasing opportunities for people. This development of the sector also offers new opportunities. Digital transformation has enabled the sector to move into the virtual reality and incorporate new skills. This situation is considered as an opportunity especially for young people who are neither in education nor in employment. Although Türkiye has a high youth population, it cannot utilise its youth potential effectively enough. Although the youth population in the 15-24 age group in Türkiye is 12 million 949 thousand 817 people, the NEETs rate is well above the European countries. According to Eurostat (2020) data, while the average NEETs rate is 14 per cent in European countries, it is 32 per cent in Türkiye. From this point of view, we have identified the skills necessary to both benefit from the employment power of tourism and to empower and include NEETs young people in employment at the Innovation in Tourism Collaboration Workshop. The results we have drawn from the data obtained from the workshop are as follows:

• Digital transformation and pandemic are factors that affect and transform the tourism sector. Today, they have a significant impact on shaping innovative movements in tourism.

• To carry out effective studies for the future of tourism, the elements of defining the problem and identifying solutions, acting jointly with stakeholders, developing social/creative skills, following current developments, ensuring integration with digital infrastructure and technology come to the fore.

• Experience has become a determining factor in the tourism industry. Especially technological developments and digitalisation are used to create different and unique experiences. Technologies such as virtual reality and artificial intelligence are used in this field to realise the experience in the virtual universe.

• The development of technology and the increase in digitalisation have also led to a greater emphasis on social and creative skills. The most important need as much as digitalisation is social and creative skills.

- It was emphasised that in order to work in the tourism sector, first of all, practical training should be provided to gain experience and experience.

- The soft skills needed: can be listed as communication skills, language skills, cultural awareness, and networking.

- In order for organisations to catch up with the transformation in the tourism industry, integration with technology, increasing social skills and providing relevant trainings come to the fore.

- Digital skills are needed to help young people to be employed in the tourism industry: social media management, artificial intelligence and virtual reality, e-commerce and marketing, and digital content production.

- Digital storytelling is an area where digital, social and creative skills come together. It is seen that the perception and attention towards this field is high.

- The most important obstacles in the digital transformation of the tourism sector are lack of infrastructure, lack of knowledge and awareness, fraud and lack of legal regulations.

- It has been observed that the environmental sensitivity of the participants is quite high. However, it is deduced from the data that an institutional vision for environmental management skills has not been developed and that having these skills will not have a significant effect on employment.

- In order for young people to be involved in employment as entrepreneurs, their ability to follow developments, seize opportunities and take action comes to the fore.

- As a result of the workshop, we can conclude that young people need to develop both their social and creativity skills and digital skills together, increase their versatility, and have the ability to produce practical, innovative solutions to change and crises.

Bosnia and Herzegovina

BOSNIA AND HERZEGOVINA

MISSION

On the 17.05.2023 the Multilevel Actors' Workshop was held in Visoko, with the mission to engage stakeholders from different organizations and sectors operating in the field of tourism gathered to discuss the future in tourism, i.e. what skills will be needed for progress focused on NEET communities in the region. The workshop has the mission to distill skills needs among NEET youth within the framework of the TOURBINE project towards engaging employment opportunities in tourism. He asked the present participants to introduce themselves as well as the organization or sector they represent. The purpose of the event was to deepen awareness of their aspirations and worries related to various subjects while also offering insightful information about the role of tourism in their lives.

STATE OF THE ART

Country Level

According to Rural NEET 2019 Report, the proportion of NEETs in Bosnia and Herzegovina is higher in rural areas, while in general the tendency has been for it to decrease during the observed period. The NEET rate in Bosnia and Herzegovina decreased from 25.52% in 2009 to 20.76% in 2019. A somewhat similar trend is observed for both urban (20.62% in 2009 to 18.36% in 2019) and rural (28.57% in 2009 to 22.52% in 2019) regions.

The results demonstrate a decline in the youth population in both urban and rural areas between 2009 and 2019. In all categories, there was a noticeable loss in the number of young people, with the age ranges of 15–19 and 25–29 experiencing the biggest drops (21.57% and 20.35%, respectively). Overall, youth employment has tended to decline, and the decline is more pronounced in rural areas. It's interesting to note that youth unemployment has also tended to decline, and a disproportionately high percentage of young people without jobs come from rural areas. A somewhat similar pattern can be seen in the sector of education, as all educational levels in Bosnia and Herzegovina saw a considerable drop in the number of students enrolled throughout the observation period. While the proportion of the female population tends to have greater ESLET levels than the male population, the ESLET rate tended to decline. The ESLET rate is still below the Europe 2020 strategy's 10% target, nevertheless. Last but not least, while generally speaking there has been a tendency for it to diminish during the studied period, the proportion of NEETs in Bosnia and Herzegovina is larger in rural areas.

Within rural and urban regions, a stronger decline in youth unemployment was evident in urban regions. The total youth unemployment rate in urban regions decreased within 2013-2019.

Youth Demographics

Due to migration and long-term declining patterns in fertility, Bosnia and Herzegovina's rural and urban areas are both seeing a fall in the youth population. Age groups 15-19 and 25-29 saw the greatest fall, followed by 20-24 and age group 30-34. While Bosnia and Herzegovina's strategic focus on youth is still lacking, the country's youth population is struggling with a variety of issues. The development of youth policy is still in its early stages, therefore stronger results are not yet apparent.

Unemployment

Due to migration and long-term declining patterns in fertility, Bosnia and Herzegovina's rural and urban areas are both seeing a fall in the youth population. Age groups 15-19 and 25-29 saw the greatest fall, followed by 20-24 and age group 30-34. While Bosnia and Herzegovina's strategic focus on youth is still lacking, the country's youth population is struggling with a variety of issues. The development of youth policy is still in its early stages, therefore stronger results are not yet apparent.

In Bosnia and Herzegovina, the unemployment rate among the youngest segment of the population is dropping in both rural and urban areas, although it remains extremely high at approximately 50% of the entire youth population. The age group most impacted by unemployment, which is 15 to 24, is higher in rural areas, whereas the rate is beginning to decline for the 25 to 34 age group. In metropolitan regions, there is a varied pattern in the unemployment rates of different age groups, with the 15–24 age group showing a decline in unemployment while the 25–34 age group shows an increase. This could be compelling evidence for the creation of policies affecting young people in rural areas between the ages of 15 and 24. The cause of the decline in youth unemployment is still a mystery. Migration, which was already discussed in the opening section, is one potential source. Additionally, there is a significant reduction in youth employment overall, but there is also a significant rise in the employment rate for people between the ages of 15 and 19 in both rural and urban areas. This is a significant indication that poverty is rising, so it deserves additional consideration.

Local Level

Visoko, with its rich history, culture and heritage, can be a competitive place in our country when it comes to the richness of the tourist offer. So, we have something to offer, but we are still at the beginning of a long process. We are aware that thanks to the activities of the AP:BPS Foundation and the discovery of the Bosnian Valley of the Pyramids, Visoko received the epithet "city of tourism" and that we are a magnet especially for foreign tourists.

It is very difficult to determine what kind of education is needed for the mentioned field, and most believe that informal education, learning by doing, etc., will be of crucial importance. Some participants are already attending certain trainings to be ready to welcome future tourists. Thus, TOURBiNE applies a new framework for the training of NEETS communities, given that tourism development is on the rise in BiH.

If BiH aims competitiveness in tourism, it will have to adapt to the demands of the market and tourist demand and trace opportunities for NEETS communities, given that tourists are mobile, more demanding, more curious, adventurous, eager to acquire new knowledge and skills, so that these characteristics force us as providers and creators of tourist products to be at a certain level and degree of knowledge to adequately met their demands. The main role is played by knowledge from the domain of the tourism industry, followed by information literacy, the use of social networks, digital technologies that form the future in communication and promotion of the tourist destination. Without the use of the Internet and software skills, serious tourism and hotel business cannot be imagined today. Unfortunately, the reality is that a large part of our population is computer illiterate, and I think we have some "fear" of using computers. So there is still not enough interest in digital education, and I believe that in the future, various educational seminars, courses, and workshops should be organized, which would be thematically oriented to help, first of all, hoteliers and renters, as well as other persons who have contact with tourism activity from the area of Visoko. Without the use of the Internet and software skills, serious tourism and hotel business cannot be imagined today. Unfortunately, our reality is that a large part of our population is computer illiterate, having some "fear" of using computers. So, there is still not enough interest in digital education, and in the future, various educational seminars, courses, and workshops should be organized, which would be thematically oriented to help, first of all, hoteliers and renters, as well as other persons who have contact with tourism activity.

One of the important segments of productive business today and especially in the future will be digitization and skills, so the Visoko City Administration in interaction with other participants in this process should pay special attention to the part related to education and acquisition of digital skills.

The very fact that Visoko, which is managed by the City Administration, currently does not have an official website for tourism offers and content, does not have an official mobile application, is enough to say that we are lagging the modern trends in the digitization of tourist content. Here it is important to mention that cultural institutions, such as the Museum, they need to go in the direction of digitizing their material…, and for the City of Visoko to be one of the supervisors and main "collectors" of all content linked to one official website. In such a way, there would be a greater number of tourists, and better promotion of all cultural and tourist content. The main role in tourism is played by human resources, their skills and expertise, and one of the essential guidelines should be the constant education of tourism personnel.

METHOD

Panel Discussion

A group of young people from all life stages participated in the interactive panel discussion on the subject of community tourism. The Workshop has explored participants' viewpoints, experiences, and ideas linked to tourism and to promote candid communication with stakeholders. Stakeholders from a variety of backgrounds, including students, working professionals, and young people with an interest in travel and tourism, made up the panel. The key topics are:

- The Future of Tourism
- Digital Skills
- Environmental Management Skills
- Social Skills
- Entrepreneurial skills
- Opening statements

FINDINGS

After the presentation of the participants, the first topic "Future in Tourism" was opened. After an introduction to this topic, the participants started with a discussion of what tourism is like today compared to a few years ago, how they see the future of tourism in B&H, whether they expect changes in the future, who will be the clients, what kind of education is needed in the field of tourism, which skills etc.

Public-Private Collaboration

One of the important segments of productive business today and especially in the future will be digitization and skills, so the Visoko City Administration in interaction with other participants in this process should pay special attention to the part related to education and acquisition of digital skills. The very fact that Visoko, which is managed by the City Administration, currently does not have an official website for tourism offers and content, does not have an official mobile application, says enough that we are lagging modern trends in the digitalization of tourist content. It is important to mention here that cultural institutions, such as the Museum, they need to go in the direction of digitizing their material..., and for the City of Visoko to be one of the supervisors and the main "collector" of all content linked to one official website. In such a way, there would be a greater number of tourists, and better promotion of all cultural and tourist content. The main role in tourism is played by human resources, their skills and expertise, and one of the essential guidelines should be the constant education of tourism personnel.

Environmental Management Skills

With the discussion on the following topic, "Environmental management skills", we opened up a very important and demanding area, considering that Bosnia and Herzegovina is lagging behind the EU countries, therefore, we have something to offer, but we are still at the beginning of a long process. multisectoral cooperation is of crucial importance, as is the involvement of the entire community in solving the problems of environmental protection and management. We must start from individuals, from ourselves, to change awareness and perception regarding the environment, it often happens that we point out to others the importance of environmental management and protection, but we ourselves do not practice the same.

As we mentioned earlier, only the multi-sector approach, involving all members of the community can lead to progress. We have many examples from EU countries such as Slovenia, which is one of the most aware in terms of environmental management. Whether the solution is to punish people who do not appreciate what is given to us by nature and what we should leave to future generations, or to change our consciousness, it is difficult to say. There are examples where high fines made people "faster" see how important environmental protection and management are, not only for the future of tourism, but for life in general.

Digital Skills
Participants have concluded that there is a lack in digital skills, and that the local community uses very little potential of social networks, online promotion, digital presentation of tourist locations, etc. We use AR and VR very little, which can certainly affect the number of visitors to the tourist destinations themselves.

Social Skills
That's how we came to the next topic, social skills, which are just a continuation of the previous skills we discussed. We talked about general social skills, self- management skills, dealing with others. Verbal communication skills, non-verbal communication skills, stress management, emotion control, presentation skills, negotiation skills, empathy and assertiveness, and we even touched on
conceptual skills. The conclusion of this discussion is that communication is the basis of social skills, especially communication in foreign languages (knowledge of foreign languages).

Multilingual communication
Tourists feel safer if a person knows their language. We think that education in the field of social skills is even more important than education in the field of digital skills. The number of future tourists will also depend on verbal and non-verbal communication (one of the main social skills). According to some statistics, one satisfied tourist means four new tourists, so social and social skills will be of utmost importance in the field of tourism.

Entrepreneurial Skills
Through the discussion, we divided entrepreneurial skills into three categories: technical, again social skills and conceptual skills.

The above categories of skills are needed to varying degrees at different organizational levels. Technical skills are significantly more important for successful job performance than conceptual skills at lower organizational levels. Towards higher levels of entrepreneurship, the need for technical skills decreases and the need for conceptual skills increases. Of course, we also came to the division into soft and hard skills (soft skills-hard skills). The so-called soft skills are immeasurable and represent personal skills that in many ways determine personality and the ability to solve certain problems and tasks. Soft skills characterize a person as a leader, negotiator, motivator, team player, etc., while hard skills are acquired through formal education according to a diploma or completed formal education. In the future, in general, including in tourism, soft skills will be increasingly valued. Tourism demands a lot but also gives a lot, so one of the fast-growing branches that could greatly have a positive effect on the economy and a better standard of our citizens is investment in tourism. Involving the local population, connecting the public and private sectors, financial support, investing in tourist infrastructure are just some of the first key factors that would position Visoko at the very top of B&H's tourist offer.

CONCLUSION

Two important motives in the world on which modern tourism and movements are based are certainly culture and the environment (primordial natural values). Being a city of culture and a destination of "green" tourism are values that are most attractive today. Visoko certainly has a predisposition for these two forms of tourism to develop. Culture, rich history, cultural institutions and manifestations are an ideal basis for the development of cultural tourism. . A city of multi-ethics, coexistence, which heritage sacred objects of different denominations are only one of the directions where the tourist offer of Visoko can be enriched with different projects and contents. The native museum "Visoko" by establishing a permanent museum exhibition as well as organizing tours and visits to archaeological sites, national monuments, as well as cultural contents from their domain could be a leading turbine towards the revival of cultural tourism. The offer of the AP:BPS Foundation is certainly the most attractive tourist motive for tourists' visits, so the organization of cultural events, workshops, gatherings, exhibitions, concerts, by setting up various installations contribute to the introduction of cultural diversity. collections and cultural treasures inherited by the Franciscan Monastery of St. Bonaventure as well as the Temple of St. Procopius. Our traditional events in the future could be set to a higher level of diversity and promotion of authentic values, by including all participants in their realization. There are really a lot of possibilities that we could valorise for tourism purposes.

The advantage of Visoko in the segment of "green tourism" is the fact that it is a recognizable agricultural place, which opens up opportunities for the development of agrotourism, rural tourism, gastrotourism, involving the local population, consumption of local products. Especially Visočka brands, such as: Zlatna džezva, Visočko suho meso, products of tannery and fur accessories. So, products that promoted Visoko in the world, and some can be considered authentic Visoko souvenirs. The increasing demands of tourists will "force" many producers to operate according to certain standards in order to obtain recognizable certificates, which will be a kind of guarantee to the consumer that the product meets his wishes. The trend of "returning to nature" is increasing, so rural areas of Visoko could respond to nature lovers and those of traditional values. If we want to be competitive, we will have to adapt to the demands of the market and tourist demand. What we should be aware of is that today's tourists are mobile, more demanding, more curious, adventurous, eager to acquire new knowledge and skills, so that these characteristics force us as providers and creators of tourist products to be at a certain level and degree of knowledge in order to adequately met their demands. The main role is played by knowledge from the domain of the tourism industry, followed by information literacy, the use of social networks, digital technologies that form the future in communication and promotion of the tourist destination.

Infrastructure and Skills

Tourism demands a lot but also gives a lot, so one of the fast-growing branches that could greatly have a positive effect on the economy and a better standard of our citizens is investment in tourism. The inclusion of the local population, the linking of the public and private sectors, financial support, investment in tourist infrastructure, are just some of the first key factors that would position Visoko at the very top of BiH's tourist offer.

Final Remark

After the discussion, we concluded that we cannot define one group of tourists as it was in the past, type of excursion or organizational group, we have more and more different profiles of tourists, tourists who travel alone, couples, young married couples with children, pensioners, etc. so tourism workers will have to adapt to different profiles of guests/tourists.

For more details about the workshop such as participants list, minutes of the meeting, photos and videos please go to the link below:

https://docs.google.com/document/d/1VuymZPhSWcGc94ITiYw8kQsuWV_D auCx/edit?usp=drive_link&ouid=113678229726152013218&rtpof=true&sd=true

Tunusia

TUNISIA

MISSION

The TOURBiNE Multilevel Actors Workshop, held on 24th May 2023 at Du côté de chez les blili's in Metline, aimed to address key objectives related to the tourism sector and NEET communities. The workshop focused on identifying the specific needs of the tourism industry, particularly in terms of skills, knowledge, and resources required for its success.

By gathering and analysing the answers and perspectives shared by participants from various stakeholders, this report provides valuable insights into different aspects of the tourism industry. It offers suggestions for improvement and presents a comprehensive understanding of the challenges, needs, and potential changes in the sector.

The findings of this workshop contribute to shaping the future of the tourism industry and addressing the employment challenges faced by NEET communities. The report serves as a valuable resource for decision-makers, policymakers, and industry professionals in their efforts to foster sustainable and inclusive growth in the tourism sector while addressing the specific needs of NEET communities.

This research report offers valuable insights that can guide decision-making, policy development, and the implementation of strategies aimed at fostering sustainable and inclusive growth in the tourism sector. The workshop served as a platform for multilevel actors, including policymakers, industry experts, and representatives from academia and civil society, to come together and exchange knowledge and perspectives. This collaborative environment facilitated a comprehensive analysis of the skills needed for success in the tourism industry and provided a valuable opportunity for stakeholders to contribute their expertise. The findings and recommendations presented in this report hold significant relevance for these multilevel actors, offering practical guidance and evidence-based insights to inform their efforts in promoting sustainable and inclusive growth within the tourism sector.

STATE OF THE ART

The tourism industry has witnessed a growing focus on sustainable practices, emphasizing ecotourism and responsible tourism. Scholars highlight the need for expertise in these areas, preserving cultural identity, and integrating local communities into tourism experiences. Understanding and catering to diverse target client groups are crucial in tourism marketing. Tailored packaging offers and personalized experiences enhance customer satisfaction and loyalty, aligning with previous research emphasizing the importance of customer-centric strategies.

Required skills in the tourism industry include effective communication, exceptional hospitality, and digital competencies. Training in local culture, gastronomy, and digital marketing is essential for delivering high-quality experiences in today's digitally connected world. Digital tools and technologies play a vital role in the tourism industry. Online platforms, gamification, and immersive technologies attract and engage travellers, allowing for broader reach and enhanced visitor experiences.

Challenges persist, including the absence of a clear legal framework and coordination among tourism authorities. Administrative inefficiencies and rigid processes hinder progress. Streamlining regulatory frameworks and improving coordination mechanisms are necessary to overcome these challenges. In summary, the literature highlights the importance of sustainable practices, understanding target client groups, developing essential skills, leveraging digital tools, and addressing existing challenges in the tourism industry. Aligning strategies with these findings can foster sustainable and inclusive growth while preserving cultural identity and enhancing visitor experiences. Future research should continue to explore these areas for continuous improvement and innovation in tourism. Young people who are not in education, employment, or training (NEETs) comprise a substantial proportion of the potential youth labor force in Tunisia. Young people without work who are no longer attending any school or training program spend on average more than three years searching before finding a job. Tunisia's youth are not only struggling economically; they are marginalized and economically excluded. Many unemployed young women and men see little chance of ever finding work and starting their careers. Formal employment grows ever more distant for the long-term jobless without connections; few young Tunisians can find employment. This chapter presents the key challenges related to unemployment and inactivity.

The chapter presents youth labor exclusion in decreasing order of exclusion and starts with youth inactivity (NEETs) and unemployment, while the subsequent chapter proceeds to highlight the underemployed and informally employed and ends with youth who are formally employed.

According to the World Bank Report "Breaking Barriers to Youth Inclusion" in urban and rural Tunisia, respectively, one in five and one in three young men (33.4%) are NEETs. For young women, the rates are significantly higher. In rural Tunisia, one in every two young women (50.4%) and one in three (32.4%) in urban areas are NEETs (see figure 3.2). This absence of productive activity has a significant negative impact on the economy. However, the social marginalization that millions of young Tunisians go through, forcing them to waste their abilities, creativity, and potential, is just as significant. Young Tunisians are fleeing the countryside in increasing numbers, frequently moving to barren urban areas. In comparison to rural areas, Tunisia's urban areas have a lower percentage of NEETs. However, in metropolitan areas, NEET (see figure 3.2) is the top choice for many young job seekers—more than one-fifth of young males (20.3%) and around one-third of young women (32.4%). The level of youth despondency, which is especially intense in the interior and south, the birthplace of the 2011 revolution, is reflected in the severity and regional occurrence of NEET. NEET affects almost 25% of adolescents in the coastal region (23.6% urban, 37.3%), over 35% in the southern region (35.9% urban, 47.9% rural), and around 31% of youth in the interior region (31.4% urban, 42.4%) (see annex 3, figure A3.3). The "Generation Jobless" refers to these young people who have been out of the workforce for years (Economist, 2013). Transitioning from school to employment might be especially unproductive for young people living in rural areas. Youth struggle to navigate a system they believe to be plagued with corruption because, as focus groups indicated, they have little confidence in their abilities or credentials. Additionally, during the period of political transition, the interior region has seen the majority of the frequent street demonstrations calling for better employment conditions and government. The NEET rate is highest among young women in the south, which is indicative of the near absence of suitable career possibilities that align with traditional society's standards and expectations. In the south, the NEET rate is higher than one in two (53.7%). Female NEET rates are as high (45.4%) in the interior region, and they still impact one in three young women (31.3%) in the coastal area (see figure 3.3). Thousands of young, educated women who go unemployed for extended periods of time run the risk of further entrenching gender roles.

According to the World Bank, the unemployment rate increased from 13 percent nationally in 2010 to almost 17 percent of the active population in the fourth quarter of 2020. Youth unemployment has soared to 36.5 percent. Young university graduates have been particularly hurt by the deterioration in job creation. The number of unemployed graduates increased from 130,000 in 2010 to 300,000 in 2020. For many years to come, it is also likely to stall much-needed advancements in gender equality and female labor market participation. New government initiatives, investments, and creative techniques are needed to assist young women who are jobless in finding employment or starting their own businesses.

METHOD

The Multilevel Actors Workshop employed a combination of presentations, brainstorming sessions, and a questionnaire to gather qualitative data from the participants.

The method session consisted of a presentation that outlined the aims, objectives, and purpose of the TOURBiNE project, emphasizing the empowerment of young individuals in the evolving cultural and tourism sectors. This was followed by a dynamic brainstorming session on "The Future of Tourism," facilitated by Ines MANSOURI and Aymen LOUHICHI, Manager of Tunisia Ecotourism. Participants actively engaged in discussions, identifying obstacles and exploring potential solutions, focusing on the need for clear laws and regulations in Tunisia's tourism sector and the importance of collaboration among ministries and government entities.

During a networking break, participants had informal opportunities to exchange ideas, while a questionnaire related to the workshop's topics was distributed to gather additional insights and perspectives.

Continued discussions and a Q&A session provided a platform for deeper exploration of workshop themes, with participants actively sharing their experiences and perspectives, enriching the dialogue on the future of tourism in Tunisia.

The workshop concluded by highlighting the significance of staying connected and engaged with upcoming activities related to the TOURBiNE project, encouraging participants to remain updated and actively contribute to the project's progress.

FINDINGS

The analysis of participants' responses revealed significant insights and outcomes that have implications for the development and growth of the tourism industry in Tunisia. Building upon the analysis of participants' responses, several key themes emerged:

Sustainable Tourism: Participants emphasized the significance of ecotourism and responsible tourism, recognizing the need for expertise in these areas. They acknowledged the growing expansion of the cultural and tourism sector, while also noting the challenges associated with obtaining necessary authorizations. Additionally, the participants highlighted the crucial role of civil society in supporting development projects and regulating service providers. They emphasized the importance of preserving and promoting cultural identity as an essential component of sustainable tourism practices. This entails respecting local traditions, engaging with communities, and integrating cultural heritage into tourism experiences. By prioritizing cultural identity, stakeholders can ensure that tourism development aligns with the values and aspirations of the local population, fostering a sustainable and authentic tourism industry.

Target Clients: During the workshop, participants actively identified and discussed various target client groups, including families, corporate groups, ecologists, and solo travelers. They emphasized the significance of understanding and catering to the distinct interests and needs of these diverse groups. Moreover, participants acknowledged the importance of developing tailored packaging offers that align with the preferences of each target segment. By crafting specialized packages, tourism providers can effectively capture the attention of their desired clientele and deliver memorable experiences that meet their specific requirements. This customer-centric approach ensures enhanced satisfaction and fosters long-term relationships with the identified target client groups.

Required Skills and Education: Participants highlighted a range of skills essential for success in the tourism industry, including effective communication, exceptional hospitality, and mastery of digital skills. They emphasized the importance of comprehensive training in local culture, typical gastronomy, nature guiding, botany, and storytelling. Participants recognized that a deep understanding of Tunisian culture, coupled with environmental knowledge and digital marketing skills, are vital for delivering high-quality experiences and engaging with today's digitally connected travellers.

Required Skills and Education: Participants highlighted a range of skills essential for success in the tourism industry, including effective communication, exceptional hospitality, and mastery of digital skills. They emphasized the importance of comprehensive training in local culture, typical gastronomy, nature guiding, botany, and storytelling. Participants recognized that a deep understanding of Tunisian culture, coupled with environmental knowledge and digital marketing skills, are vital for delivering high-quality experiences and engaging with today's digitally connected travellers. By investing in the development of these multifaceted competencies, individuals in the tourism sector can enhance visitor satisfaction, promote sustainable practices, and contribute to the overall growth and competitiveness of Tunisia's tourism industry.

Training and Support: The participants suggested various measures to enhance skills and support, service providers. These included the design of appropriate training programs, mentorship and support for providers, green labelling initiatives, circuit design, sector analysis, and the development of online sales platforms.

Digital Competencies: The participants, including representatives from the tourism sector, recognized the paramount importance of digital tools in the modern tourism industry. They emphasized the significance of developing digital competencies, such as creating compelling digital content and mastering e- marketing skills. Additionally, some participants highlighted the growing relevance of gamification and new technologies in enhancing the tourism experience. They underscored the need for online platforms and applications to showcase a wide range of local activities, including outdoor adventures, hiking, and camping. By leveraging digital platforms and embracing emerging technologies, tourism professionals can effectively engage with a broader audience, attract travellers seeking unique experiences, and promote the diverse range of activities available in the local region.

Challenges and Obstacles: During the workshop, participants recognized several challenges and obstacles facing the tourism industry. One of the key challenges highlighted was the absence of a clear legal framework or unified approach to dealing with tourism authorities. Participants noted that the lack of cohesive legislative and administrative unity hindered effective decision-making and coordination among public, private, and non-governmental actors involved in the tourism sector. Additionally, participants identified the absence of local sales platforms as a significant obstacle, limiting opportunities for promoting local tourism offerings.

The rigidity and slowness of administrative processes were also mentioned as barriers to progress in the industry. Addressing these challenges and streamlining regulatory frameworks and coordination mechanisms will be crucial for fostering a conducive environment for sustainable and inclusive growth in the tourism sector.

CONCLUSION

The participants emphasized the importance of ecotourism and responsible tourism, recognizing the need for expertise in these areas. They highlighted the challenges associated with obtaining necessary authorizations and emphasized the crucial role of preserving and promoting cultural identity. This includes respecting local traditions, engaging with communities, and integrating cultural heritage into tourism experiences. By prioritizing cultural identity, stakeholders can ensure the development of a sustainable and authentic tourism industry that aligns with the values and aspirations of the local population.

During the workshop, participants actively identified and discussed various target client groups, including families, corporate groups, ecologists, and solo travellers. They stressed the significance of understanding and catering to the distinct interests and needs of these diverse groups. The participants recognized the importance of developing tailored packaging offers that align with the preferences of each target segment. This customer-centric approach ensures enhanced satisfaction and fosters long-term relationships with the identified target client groups.

Participants highlighted a range of essential skills and competencies required for success in the tourism industry. Effective communication, exceptional hospitality, and mastery of digital skills were emphasized. The participants emphasized the importance of comprehensive training in local culture, gastronomy, nature guiding, botany, and storytelling. They recognized that a deep understanding of Tunisian culture, coupled with environmental knowledge and digital marketing skills, are vital for delivering high-quality experiences and engaging with today's digitally connected travellers.

The participants, including representatives from the tourism sector, acknowledged the paramount importance of digital tools in the modern tourism industry. They emphasized the need for developing digital competencies such as creating compelling digital content and mastering e-marketing skills. Some participants also highlighted the growing relevance of gamification and new technologies in enhancing the tourism experience.

Leveraging online platforms and embracing emerging technologies allows tourism pr participants, including representatives from the tourism sector, to acknowledge the paramount importance of digital tools in the modern tourism industry. They emphasized the need for developing digital competencies such as creating compelling digital content and mastering e-marketing skills. Some participants also highlighted the growing relevance of gamification and new technologies in enhancing the tourism experience. Leveraging online platforms and embracing emerging technologies allows tourism professionals to effectively engage with a broader audience, attract travellers seeking unique experiences, and promote the diverse range of activities available in the local region.

The workshop participants identified several challenges and obstacles facing the tourism industry. One key challenge highlighted was the absence of a clear legal framework or unified approach to dealing with tourism authorities. Participants noted that the lack of cohesive legislative and administrative unity hindered effective decision-making and coordination among public, private, and non- governmental actors involved in the tourism sector. Additionally, the absence of local sales platforms was mentioned as a significant obstacle, limiting opportunities for promoting local tourism offerings. The rigidity and slowness of administrative processes were also identified as barriers to progress. Addressing these challenges requires streamlining regulatory frameworks, improving coordination mechanisms, and providing efficient administrative procedures to create an enabling environment for sustainable and inclusive growth in the tourism sector.

These results highlight the importance of preserving cultural identity, understanding and catering to the diverse needs of target client groups, developing the necessary skills and competencies, and leveraging digital tools in the tourism industry. Overcoming the identified challenges and obstacles will be crucial for fostering sustainable and inclusive growth in Tunisia's tourism sector.

The TOURBiNE Multilevel Actors Workshop brought together participants from various actors within the tourism sector. Their diverse perspectives and insights have significantly contributed to our understanding of the challenges and opportunities in the industry. The Workshop highlighted the importance of sustainable tourism practices and the preservation of cultural identity, emphasizing the need for engagement with local communities. . It emphasized the significance of tailoring experiences to meet the distinct interests and needs of target client groups, as well as the development of digital competencies to effectively engage with today's digitally connected travellers.

Participants also identified challenges related to the lack of a clear legal framework and coordination among stakeholders, as well as the absence of local sales platforms. These insights provide valuable guidance for policymakers and industry professionals in shaping policies and initiatives that foster sustainable and inclusive growth.

The TOURBiNE Multilevel Actors Workshop has fostered collaboration and knowledge-sharing among stakeholders, creating a platform for ongoing transformation in the tourism sector. The findings from this workshop serve as a foundation for future actions and strategies that can drive positive change and create meaningful employment opportunities for NEET communities.

Moving forward, it is essential to build upon the outcomes of this workshop and continue engaging with stakeholders to ensure the implementation of effective strategies. By working together, we can foster a thriving and responsible tourism industry in Tunisia that celebrates cultural heritage, caters to a diverse clientele, and embraces digital innovation.
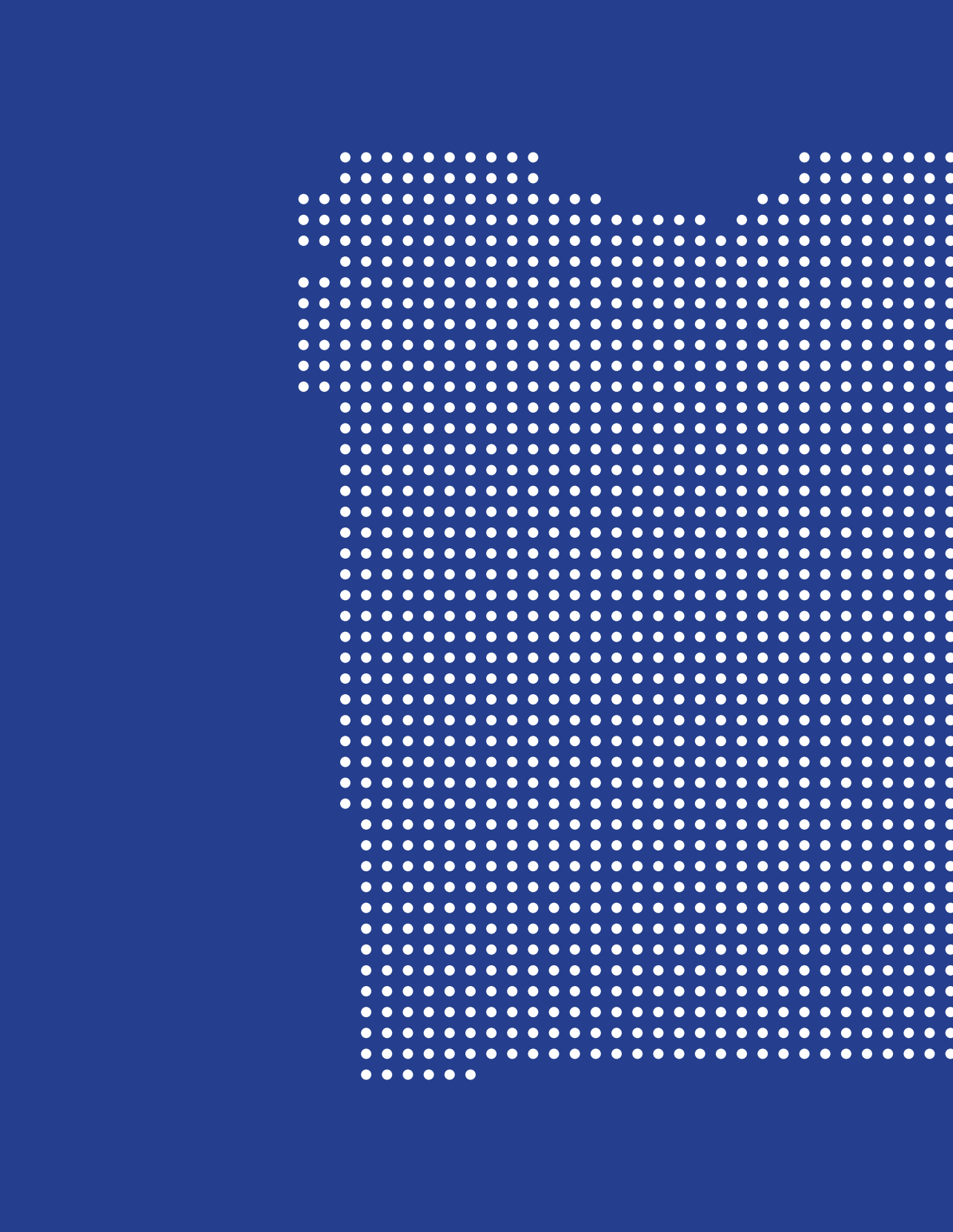
Egypt

EGYPT

MISSION

Multilevel Actors should be invited from the 3 spheres of state civil society and economy leading decision makers about Project contents. The workshops pioneer a new form of co-operation among multilevel organisations and embrace novel training practices and competencies by exploiting ICT based services and social media. The workshops present to participants the benefits of addressing global digital trends in mobile tourism generation in order to facilitate NEET communities regaining control of their lives through (self)employment opportunities. We need to inspire them to reconsider relevant policy measures for educational policies and re-assess existing development barriers for businesses in the tourism sector.

STATE OF THE ART

According to the World Bank, in 2016 Egypt, overall 40.7 percent of young people are neither in education or training nor in employment. The NEET phenomenon is not gender neutral and disproportionately affects women: two out of three young women in rural Egypt (69.7 percent) and more than half of the female youth in urban areas (60.4 percent) are NEET. In contrast, only one out of eight young men in urban areas (13.2percent) and a tenth of young men in rural Egypt (10.5 percent) are NEET (About a quarter of Egyptian young people are not in education, employment or training (NEET). This population and its trends are heavily differentiated across genders. According to the International Labouyr Office, the labor force in Egypt is increasingly educated. Over the period 2007–17 the proportion of illiterate workers fell from 38 to 28 per cent and from 36 to 22 per cent for men and women, respectively.

The active population with primary and lower secondary-education rose from 10 to 15 per cent and from 3 to 10 per cent, for men and women, respectively. The share of those completing tertiary education increased substantially for women, from 23 per cent in 2007 to 30 per cent in 2017, while remaining stable for men. The share of tertiary graduates in the labor force was then twice as high among women as among men. In 2017, more than one-third of young women were neither working nor enrolled in school, compared with only 20 per cent of young men. While the female share decreased from 46 per cent in 2007 to 35 per cent 2017, the male share rose. Young female NEETs were mainly inactive (at a stable 80 per cent), whereas young men were mainly unemployed (51 per cent in 2017). The fall in the proportion of female NEETs can be explained by a rise in school enrolment.

METHOD

Date: May 30th 2023
Location: Yamine Project, Alexandria Interactive workshop styled panel discussion

The interactive panel discussion on the topic of community tourism was held with a group of young people at various stages of their lives. The purpose of the discussion was to explore their perspectives, experiences, and ideas related to tourism, and to encourage an open dialogue on the subject with stakeholders. The panel comprised individuals from different backgrounds, including students, working professionals, and young people interested in travel and tourism. The event aimed to provide valuable insights into the role of tourism in their lives and foster a deeper understanding of their expectations and concerns surrounding different themes.

Format and Structure
The interactive panel discussion was structured to allow for a dynamic exchange of ideas and opinions. It comprised several segments designed to cover different aspects of tourism. The key segments included:
• The Future of Tourism
• Digital Skills
• Environmental Management Skills
• Social Skills
• Entrepreneurial skills
• Opening statements

Participants had an opportunity to briefly introduce themselves, what stage of life they are currently in and share their personal connection to tourism/how they found out about this event. This helped set the stage and provided a context for their perspectives throughout the discussion.

Tourism-based Questions: The moderator posed a series of thought-provoking questions related to tourism, tailored to the different segments mentioned above. The activities devised to answer questions were carefully crafted to elicit diverse viewpoints and encourage critical thinking and group discussion.

Keynote Speaker

A stakeholder from the tourism sector had a short keynote speech on the topic of social skills within the industry offering an additional insight and perspective to the conversation. The participants were encouraged to participate actively by discussing amongst themselves and posing comments and thoughts throughout the event, further enriching the discussion and ensuring a broader range of perspectives.

FINDINGS

The interactive panel discussion provided valuable insights into the role of tourism in the lives of young people in Alexandria.

Attendees: 20 (2 stakeholders)

Key findings and insights that emerged from the discussion on the Future of Tourism include:

- The Role of Facebook for the Tourism Industry in Egypt:
a) Destination discovery through travel groups, pages, and hashtags
b) Reviews and recommendations for hotels, restaurants, and tour operators
c) Advertising and promotion targeting desired audiences

- The Need for Less Human-Centred Interaction when Researching Travel related content
(For Some Youth):
a) Preference for self-service options as a personal choice and for efficiency and convenience
b) Desire for personalisation and control over travel experiences

- The Need for More Mobile-Friendly 'All-in-One' Travel Platforms:
a) On-the-go accessibility with mobile devices
b) Streamlined experience by consolidating travel aspects into one platform
c) Seamless research, planning, and booking process on mobile devices Following on in the discussion on the required educational background or knowledge in the tourism industry, participants emphasised the following key points:

- Language proficiency
It was highlighted that a strong command of languages is essential for success in the tourism industry. Being able to communicate effectively with visitors from different countries and cultures is crucial for providing exceptional customer service and creating a positive experience.

- Marketing skills
Participants acknowledged the importance of marketing knowledge in the tourism sector. Understanding market trends, consumer behaviour, and effective promotional strategies can help businesses attract more tourists and boost their visibility in a competitive industry.

Transferable skills
The discussion also highlighted the significance of transferable skills in the tourism industry. Skills such as customer service, problem-solving, teamwork, adaptability, and time management were mentioned as valuable assets that can be
applied across various roles in the sector.
Key findings and insights that emerged from the discussion on digital skills in the Tourism sector include:
The participants who attended this event spoke about a range of aspects needed to adapt to the digital era, it's important for them to acquire certain skills. Here are the key digital skills they mentioned needed to be focused on more:

- Content Clarification
The feedback from a young person at the event highlights
concerns about the discrepancy between the promoted offer and its actual reality.

- Lack of in-depth historical exploration through digital methods.

- Developing Ads
A young participant highlighted the importance of honing digital advertising skills for the industry's advancement and growth.

- Marketing
suggesting that proficiency in social media marketing, search engine optimisation (SEO), and data analytics would be essential for effective promotion and audience engagement.

-Environment
When participants were questioned about green and environmental matters, it was apparent that there was limited awareness and knowledge among them regarding the required environmental management skills in the industry.
When participants were asked about the key social skills required in the industry, the overwhelming response centred around trust. Participants emphasised the vital role of trust in establishing strong relationships with customers, colleagues, and stakeholders. They highlighted that trust serves as the foundation for effective communication, collaboration, and problem-solving, thereby enhancing the overall tourism experience and fostering long-term partnerships. Recognising trust as a fundamental social skill underscores its significance in cultivating a positive and thriving tourism industry.

-Entrepreneurship
Participants were asked about entrepreneurship within the industry and the necessary skills for success. The main takeaway from their feedback was the desire of some individuals to establish their own travel companies, create platforms for promoting handmade heritage products, and develop mobile applications. Notably, a significant portion of the findings focused back on the importance of digital skills within the entrepreneurial landscape. It was evident that participants recognised the role of technology in today's business landscape and acknowledged the need for digital proficiency to thrive as entrepreneurs in the tourism industry. This emphasis on digital skills highlighted their understanding of the power of online platforms in marketing and promoting travel services, showcasing heritage items, and delivering innovative solutions through mobile applications.

CONCLUSION

At the event, a keynote speech was delivered by a travel agency owner who provided valuable insights into their specific role and responsibilities within the tourism industry. The speaker began by highlighting the significance of travel agencies in facilitating and organising travel experiences for individuals and
groups. The travel agency owner emphasised their responsibility in ensuring smooth travel arrangements, such as booking flights, accommodations, and transportation for clients. They also mentioned the importance of staying up-to- date with the latest travel trends, destinations, and regulations to provide accurate and reliable information to their customers.

After discussing the general role of travel agencies, the speaker shifted the focus towards the soft skills required within the tourism industry. They highlighted the significance of excellent communication skills, both verbal and written, to effectively interact with clients and provide them with personalised travel recommendations. Additionally, the speaker emphasized the importance of customer service skills to handle inquiries, complaints, and unexpected situations that may arise during travel.

The keynote speaker then delved into the topic of entrepreneurial mindsets within the tourism industry. They explained that travel agency owners need to possess a business-oriented mindset, as they often must make strategic decisions to ensure the success and growth of their agency. This may involve identifying new market opportunities, developing innovative travel packages, or forging partnerships with other industry players.

The speaker touched upon the significance of digital skills in the context of the travel agency's operations. They highlighted that in today's digital era, travel agencies must adapt to the changing landscape by utilising technology and online platforms. This includes managing online booking systems, leveraging social media for marketing and customer engagement, and staying updated with digital marketing techniques to reach a wider audience.

Furthermore, the keynote speaker maintained an engaging atmosphere throughout the discussion by actively encouraging participants to ask questions and contribute their own insights. They recognised the diverse backgrounds and knowledge levels of the audience members and made an effort to create an inclusive environment where everyone felt comfortable sharing their thoughts.

The speaker prompted participants to ask questions related to their own experiences in the tourism industry or their understanding of the specific sector represented by the travel agency owner. This interactive approach not only facilitated a dynamic exchange of ideas but also provided an opportunity for participants to learn from one another's perspectives and experiences.

Overall, the keynote speech by the travel agency owner provided valuable insights into their specific role and responsibilities within the tourism industry. It also emphasised the importance of soft skills, entrepreneurial mindsets, and digital skills within the speaker's sector of the tourism industry.
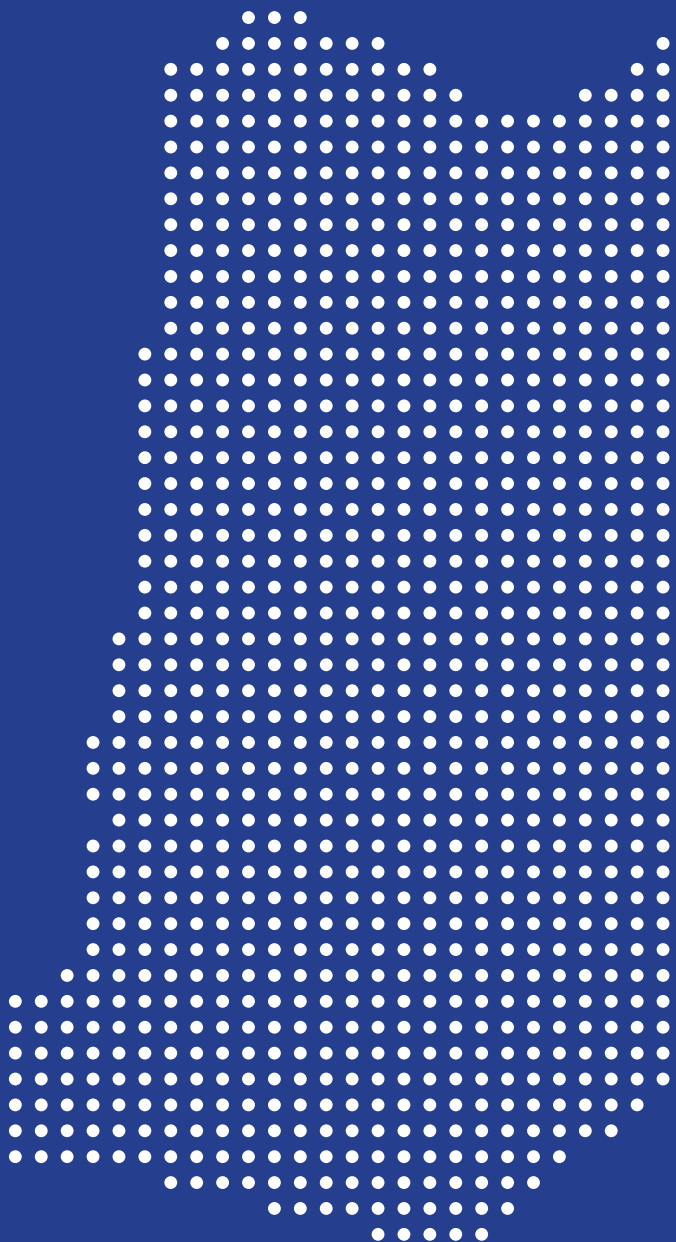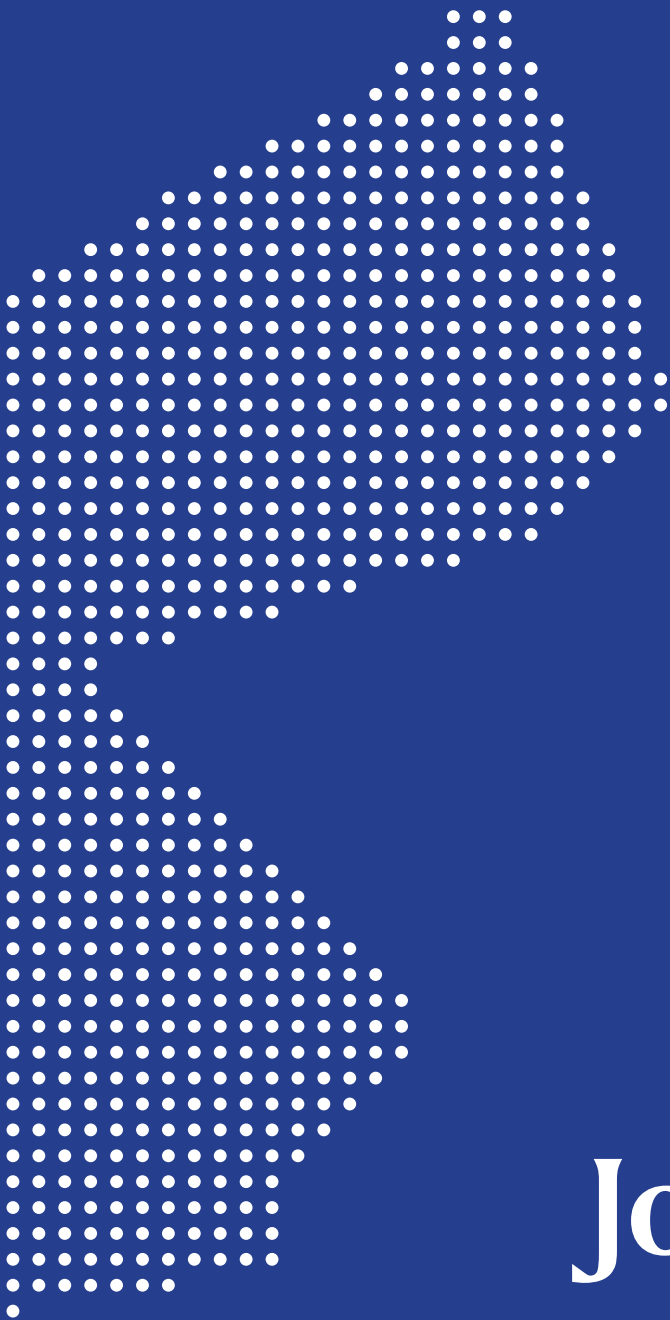
Jordan

JORDAN

MISSION

This report presents the findings of a survey conducted by JYIF on the future of the tourism industry and the required digital and entrepreneurial skills. The survey aimed to gather insights from stakeholders regarding the anticipated changes in the tourism sector and the skills that will be in high demand in the future. The respondents represented a diverse group of individuals, organizations, developers, and businesses involved in the tourism industry.

STATE OF THE ART

According to the 2021 UNICEF Report, nearly a third of the people in Jordan are between the ages of 16 and 30 making the country's population particularly young. With the influx of predominantly young Syrian refugees following 2011, Jordan's youth population has increased significantly. The achievements or failures of Jordan's youth during the formative years of adolescence and young adulthood will influence future generations as well as the nation. Over the past 30 years, Jordan has made significant strides in raising educational attainment, particularly among young women. In contrast, compared to only 40% of their male colleagues, 60% of young Jordanian women pursue higher education. Although young people stress the value of higher education, they lack a clear understanding of the job options that might be taken after completing various specializations. Transitions from school to work may be aided by improving young people's understanding of the implications of various specializations for the labor market. After arriving in Jordan, almost all Syrians were able to access basic education, but due to Jordan's challenging economic situation and Syria's lower educational attainment prior to their arrival, 30% of young Syrians left school before completing the required basic stage.

Only 44% of Syrians complete secondary education, and only 22% go on to further education. Jordanian and Syrian young place a high priority on education, however Syrian youth also encounter obstacles to furthering their education. Poverty, bullying, difficulties with academic success, and early marriage are major hindrances to development in school. The arts are the most popular educational focus in secondary education. Only 6% of Syrians who attended secondary school chose the vocational path, compared to roughly a fifth of Jordanians. Additionally, Jordanian women are less likely than Jordanian men to pursue a career.

Youth ambitions for better jobs and financial independence have increased as a result of education, but in most cases, young people's transition to adulthood has not lived up to their expectations. Young people have not been able to find the occupations they desire, which has delayed their transition from education to work and, as a result, their journey toward financial independence, marriage, and beginning their own families.

For young men, the transition from education to work in Jordan is lengthy, but it happens uncommon for young women. Less than 75 percent of young males, whether Jordanian or Syrian, have found employment that lasts longer than six months even five years after they graduate from high school. Despite the fact that by five years after finishing school, 35% of Jordanian women with higher education have a job that lasts more than six months, the percentage of those with lower levels of education who have ever found employment never exceeds 15%. Overall, the employment rate for young Jordanian women peaks between the ages of 25 and 30 years old at 17%. With a peak employment rate of only 8% among individuals aged 25 to 30, the move to employment is particularly rarer among young Syrian women. Transitioning into official employment—that is, employment that is supported by social insurance—is a lot harder. Only Jordanian men who have completed their secondary education or above, and to a lesser extent, their basic education, have a discernible chance of landing such a job. Even educated young Jordanian women have significantly lower chances of finding formal job than Syrians, who have virtually no such chances. Young people in Jordan and Syria were aware of how tough it was to find the jobs they wanted. Their perception that their transitions to adulthood were far from the ideal transitions they imagined was mostly influenced by the discrepancy between their expectations for their career and their later experiences.

COVID-19

Additional difficulties have been brought on by COVID-19 for both job and education. For most of the pandemic in Jordan, schools were closed. Youth spend less time on their education even when lessons were (theoretically) available online. As hiring stalled, unemployment rates increased in Jordan, particularly affecting young workers just entering the labor force. Additionally, the number of jobs lost by young people increased significantly.

Skills and Training

Although a significant fraction of Jordanian youth participate in training outside of the context of formal schooling, it is not always obvious how much this training advances their preparation for the labor market. Syrians living in camps were substantially more likely to participate in training (45%) than Syrians living in host towns (19%; Bartels et al., 2018; Sieverding et al., 2020). About 28% of young Jordanians and 24% of young Syrians had one or more training experiences. A quarter of those receiving training in Syria participated in two or more trainings, compared to less than 15% of their Jordanian male counterparts. Syrian women were especially likely to participate in several trainings.

Young individuals believed that trainings were beneficial for their personal growth and job search, but not always for landing a job and infrequently for starting a business. Most young individuals claim to possess a variety of hard and soft talents that could be advantageous in the employment market. There have been some intriguing trends that point to the relatively poor literacy and math abilities of young Syrian men. In comparison to their Jordanian counterparts, young Syrians often reported having lesser levels of computer, managerial, and language abilities. The consequences of young people's employment, however, do not appear to be clearly correlated with their self-reported skill levels.

Employment

If Jordanian youth are able to shift from education to job at all, they must overcome significant obstacles. Although the percentage of young males who are not in school, the workforce, or training (NEET) does decrease as they become older, rates are still extremely high in this age range (24% for Jordanians and 35% for Syrians). Women's NEET rates, on the other hand, rise with age as they leave school, get married, and take on additional unpaid caregiving duties. In contrast to Syrian women, whose NEET rates likewise rise with age but remain above 80% throughout, Jordanian women's NEET rates rise from 47% at years 18–24 to 80% at ages 25–30. This is not to say that women do not desire employment. About 27% of young women in Jordan and 16% of young women in Syria actively participate in the labor force, although the great majority of them—79% of Jordanian and 82% of Syrian women—are unemployed and actively looking for work. In instance, the unemployment rate for women between the ages of 18 and 24 is around 90% for both Jordanians and Syrians. The lack of jobs that meet women's preferred working conditions or prestige greatly restricts their ability to work. Some focus group participants mentioned how challenging it is to locate occupations that are acceptable for young women in the current "culture of shame." Women's employment was seen favorably by focus group participants overall, although they felt that it was subject to unique circumstances that were uncommon in the private sector. The vast majority (more than 80%) of respondents, regardless of sex or nationality, stated that teaching or working as a health professional, both of which are largely found in the public sector, were the ideal professions for women. Young women in Jordan who were employed only made up 14% of those in the public sector. Notably, however, those working in the public sector reported very high levels of satisfaction, which was significantly higher than the satisfaction reported by those working in the formal private sector, where another 30% of employed Jordanian women were employed. Syrian women have few opportunities for employment that are culturally acceptable because the public sector is restricted to them. The least desired and most precarious sorts of employment are informal wage occupations, which account for about 97% of Syrian women's employment. The majority of these jobs are outside of fixed institutions. Young Syrian women considered home-based manufacturing and sales to be the most accessible and appropriate kinds of economic activity in the face of obstacles to getting their chosen, higher-quality occupations in Jordan.

Male respondents claimed that the pervasive "culture of shame" limits men's work opportunities and makes them wait a long time for jobs that are considered socially acceptable and appropriate for their educational backgrounds. 54% of Jordanian young men who are working are doing so in a formal capacity, either in the public or private sectors. They indicate that positions in the military, the healthcare industry, or as other professionals, teachers, or managers are among their top career choices. Young Syrian men appear to have very little access to formal employment of any kind; when employed, 92% of them work in wage employment that is not official. However, focus group participants saw Syrians as much more willing than Jordanians to accept any form of employment given the difficult economic situation for Syrian refugees in Jordan. However, young Syrian men themselves also noted concerns about exploitation in the precarious jobs in which they were frequently engaged.

Entrepreneurship

Most Jordanian teenagers don't see much of an opportunity in entrepreneurship. The majority of focus group participants in conversations did not understand what entrepreneurship was when asked. Few young people linked entrepreneurship with ideas of invention and creativity; instead, they saw it as initiatives that involved producing a good and selling it in order to provide revenue for the family. Although starting one's own business was seen as a good idea in theory, very few young people were truly successful business owners. Only 10% of young people said they had ever had a business concept and tried to start one, despite the fact that 48% of them said they wanted to launch their own initiative or business within the next five years. Of those, 50% had attempted to launch a business but had never actually done so, 42% had launched a firm that failed, 3% had launched a business but shut it down, and only 5% had launched a business that successfully continued.

FINDINGS

Anticipated Changes in Entrepreneurial Skills: Innovation and Creativity: Stakeholders emphasized the need for entrepreneurial skills that foster innovation and creativity. Organizations are expected to encourage an entrepreneurial mindset and promote creative thinking within tourism sector.

Agility and Adaptability: Respondents highlighted the importance of agility and adaptability in the face of a rapidly evolving tourism industry. Entrepreneurs need to be flexible and responsive to new trends, technologies, and market demands and trends.

Social and Environmental Awareness: There is a growing emphasis on social and environmental responsibility in the tourism sector. Entrepreneurs are expected to possess skills that allow them to integrate sustainability practices and promote environmentally conscious initiatives.

Collaboration and Networking: Stakeholders emphasized the significance of collaboration and networking skills. Entrepreneurs should build strong relationships, establish partnerships, and leverage networks to access resources, share knowledge, and foster innovation.

Digital Literacy and Technology Adoption: The survey revealed that organizations will require a higher level of digital literacy and technological proficiency among tourism sector. Skills related to emerging technologies, data analytics, online marketing, and utilization of digital tools are anticipated to be in high demand.

Cultural Competence and Cross-cultural Communication: As tourism becomes increasingly globalized, entrepreneurs will need to possess cultural competence and cross-cultural communication skills. Understanding different cultures, languages, customs, and effectively catering to the needs of diverse travelers is considered essential.

Future Clients in the Tourism Sector:
The survey revealed that a wide spectrum of tourists is expected to be the main clients in the future tourism industry. These include:

- **Millennials and Generation Z:** Known for their passion for travel, these age groups are anticipated to form a significant portion of the customer base.

- **Adventure Seekers:** There is a growing demand for adventure tourism, attracting travelers seeking thrilling experiences.

- **Eco-Conscious Tourists:** With increasing environmental awareness, there is a rise in demand for sustainable tourism and eco-friendly experiences.

- **Experience Seekers:** Travelers looking for offbeat and personalized experiences are expected to contribute to the future customer base.

Skills in High Demand in the Tourism Sector:

The survey highlighted several skills that will be in high demand in the future tourism industry. These include:

- **Digital Marketing:** As the industry becomes increasingly digitized, proficiency in digital marketing techniques will be crucial for businesses to reach and engage with customers effectively.

- **Data Analysis:** With the abundance of data available, skills in data analysis will be vital for understanding customer preferences and making data- driven decisions.

- **Customer Relationship Management (CRM):** Building and maintaining strong customer relationships will be essential for businesses to provide personalized experiences and ensure customer satisfaction.

- **Artificial Intelligence (AI):** AI technologies can enhance various aspects of the tourism industry, including chatbots for customer service, personalized recommendations, and predictive analytics.

- **Sustainability Management:** Given the growing importance of sustainable tourism, skills related to environmental conservation, sustainable development, and eco-tourism will be highly sought after.

Essential Digital Skills in the Tourism Industry:

The survey identified several essential digital skills in the current tourism industry, including:

- **Website Creation and Optimization:** Competence in developing and optimizing websites to showcase destinations, services, and engage with potential customers.

- **Search Engine Optimization (SEO):** Skills in optimizing website content and structure to improve visibility and ranking in search engine results.

- **Social Media Marketing:** Proficiency in leveraging social media platforms to promote destinations, engage with customers, and build brand awareness.

- **Online Reservation Systems:** Competence in utilizing online reservation systems to facilitate seamless booking processes and manage customer reservations effectively.

Digital Skills Currently Lacking in the Tourism Sector:

The survey indicated areas where the tourism sector currently lacks digital skills, including:

- Data Analytics: Many organizations lack expertise in effectively utilizing data analytics to gain insights into customer behavior and make data- driven decisions.

- **AI and Machine Learning:** Limited knowledge and implementation of AI and machine learning technologies, which have the potential to improve customer experiences and streamline operations.

Training and Education Opportunities

Communication Skills: Several stakeholders mentioned their ability to offer training in effective communication, both within teams and with customers.

Digital Skills: Organizations expressed their capacity to provide training in digital literacy, online marketing, social media management, and website development.

Customer Service and Relationship Management: Stakeholders mentioned offering training to enhance customer service skills, focusing on providing personalized experiences and building long-term relationships with customers.

Collaboration and Teamwork: Some respondents mentioned their ability to offer training in collaboration and teamwork, emphasizing the importance of working effectively within teams.

Cultural Sensitivity and Cross-cultural Communication: Organizations mentioned providing training to enhance cultural sensitivity and cross-cultural communication skills to cater to diverse travelers.

CONCLUSION

The Workshop conducted by JYIF provided valuable insights into the future of the tourism industry and the needed digital and entrepreneurial skills. The findings highlighted the importance of digital marketing, data analysis, CRM, AI, and sustainability management skills in the future tourism landscape. Additionally, the survey shed light on essential digital skills such as website creation, social media marketing, and online reservation systems. To meet future demands and stay competitive, organizations in the tourism sector should prioritize the development of these skills and address the existing gaps in areas such as data analytics, and AI. By doing so, they can enhance customer experiences, improve operational efficiency, and contribute to the sustainable growth of the tourism industry.
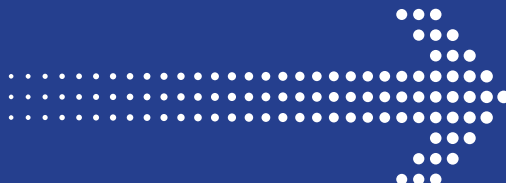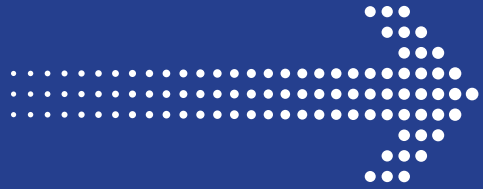
Future Directions
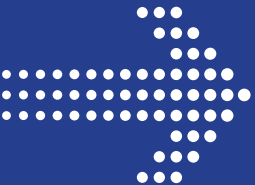
FUTURE DIRECTIONS

There have been serious changes in the world in recent years. Especially the rapid development of technology, globalization and the fact that the world has become a small village cause us to see the effects of the changes that have taken place. The tourism sector is also directly affected by these changes due to its dynamic structure. In all these workshops, we asked the participants about the future of tourism. In this direction, the prominent skills in the future of tourism are shown in the Figure 1.

Figure 18. Featured Skills in the Future of Tourism
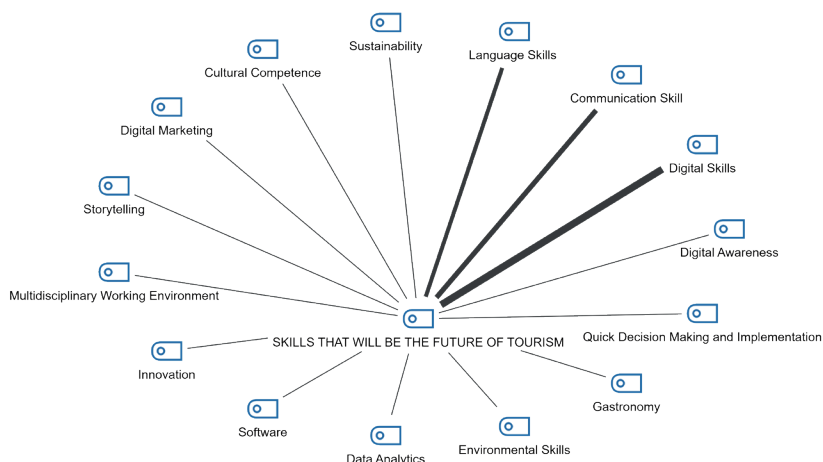
Source: (The data obtained in the workshop are visualized by the authors.)

In this section, the digital revolution and the pandemic come to the fore. We can say that these two processes have caused tourism to gain a new dimension and be exposed to transformation. At the same time, the pandemic and the digital revolution have affected each other and accelerated the transformation of the tourism sector. Restrictions during the pandemic process have increased digital opportunities and applications in tourism and caused digital developments to remain at the center of the tourism industry. To be ready for the changes that may occur in the future;

- Identification of the problem and solution,
- Acting jointly with stakeholders,
- Development of social/creative skills,
- Keeping track of developments,
- Integration with digital infrastructure and technology is required.

Another result of the pandemic and the development of digital technologies has been the further digitalization of the tourism sector and the application of advanced technologies in products and services. The digitalization of the tourism sector is one of the important areas emphasized by the participants. Digitalization has led to the differentiation of tourism services and skills. Especially in this field, under the title of Experience Tourism;
• Virtual Tourism,
• Digitalization and Experience

The work to be done under the sub-headings has come to the fore.
The digitalization of the tourism sector, on the other hand, has led to a differentiation in the perception of experience. Technologies such as artificial intelligence and augmented reality, it has brought the physical dimension of tourism areas to the virtual dimension and provided different experiences. However, the participants emphasized the danger of digital technologies reducing social interaction.
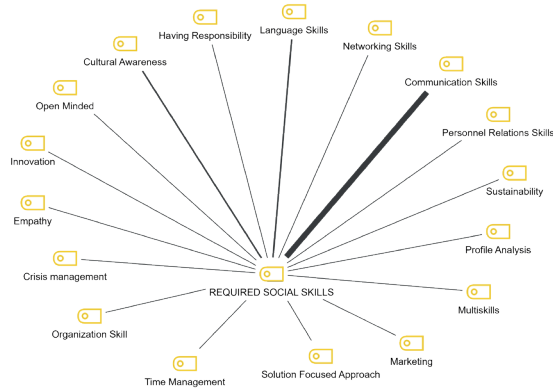The change in the tourism sector has caused some skills to come to the fore in infrastructure and education to work in the sector. According to the participants, the necessary infrastructure/training to work in the tourism sector:
• Experience-oriented practical training,
• Training for communication and social skills,
• Training to improve language skills,
• Cultural competence,
• Graphics and design,
• Preparing digital content,
• Needs analysis,
• Holistic approach,
• Indicated as multi-faceted skill development training.

Social Skills

We see that social skills in the tourism sector come to the fore with technological development and digital transformation. Participants emphasize that social skills are needed more as the sector becomes digital. The social skills required in line with the data obtained are shown in Figure 19.

Figure 19. Required Social Skills

Based on the data obtained in the workshop, the social skills required in the tourism sector today are stated in the visual. The thickness of the lines in the image expresses the frequency of participants to emphasize these skills. From this point of view, Communication Skills, Language Skills, Cultural Awareness, Networking Skills, Responsibility, and Empathy are among the
most necessary social skills.

In addition to these skills, we asked about social skills that are thought to be important in the future. The data obtained are shown in the Figure 20.

*Figure 20. Social Skills That Will Be Important In The Future*
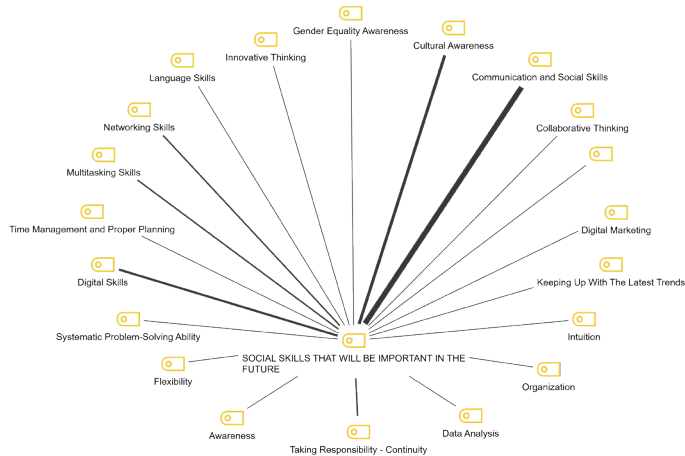
These skills are considered as social skills sought in the tourism sector in the near future. These skills, which overlap with 21st-century skills, not only emphasize the versatility of individuals but also indicate the ability to analyze the situation and take action.

These skills, which are needed in the tourism sector, have also led to the reorganization of institutional structures and the acquisition of new skills by institutions. The data obtained are shown in the Figure 21.

Figure 21. Featured Skills In The Organization
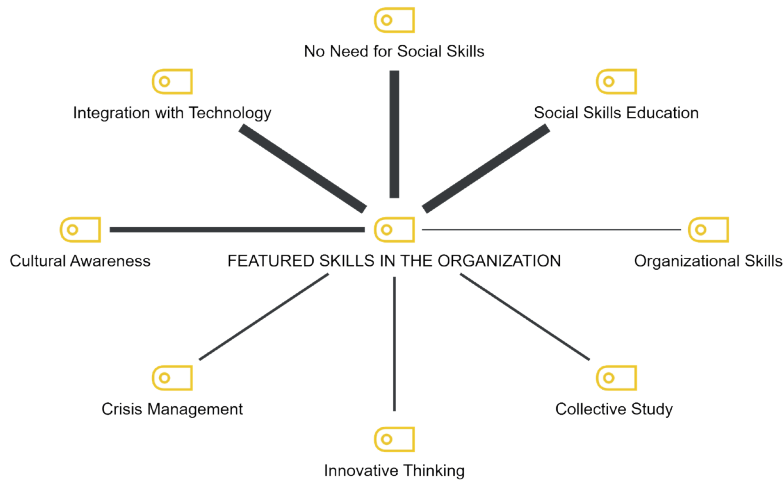
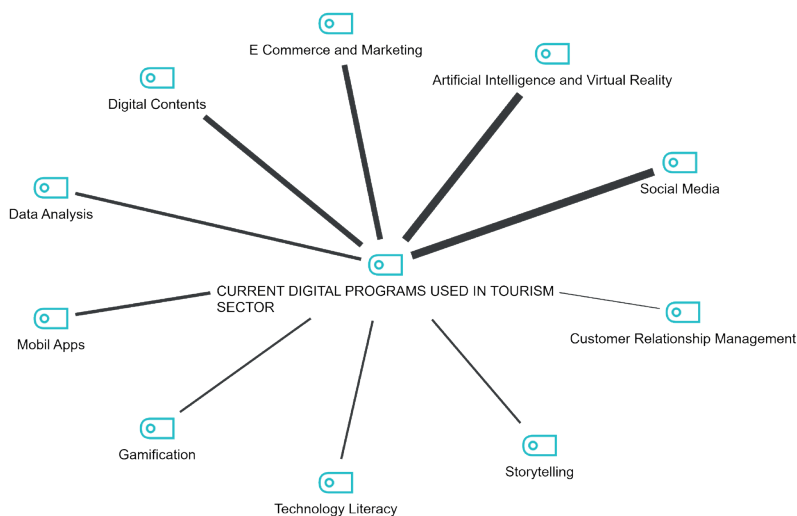Source: (The data obtained in the workshop are visualized by the authors.)

Digital applications in the tourism sector have reduced interaction with people in some areas in the process while increasing interaction in other areas. In this case, instead of thinking about social skills in the classical sense of reception, reservation, guidance, and similar areas, it is necessary to explore new areas in the sector and support the development of social skills for this. At the same time, institutions are working to strengthen their integration with technology. Other prominent skills in institutions are crisis

management, organizational ability, and innovative thinking. These abilities are the skills that will be realized when the personnel also have these skills. The important point here is that these skills will be needed more by the personnel as the technological infrastructure of the institutions becomes stronger and digitalized. Therefore, the personnel working in the tourism sector are expected to develop new solutions and act in a crisis.

Digital Skills

Within the scope of the Multilevel Actors Workshop, we mentioned that the two prominent categories in the future of tourism are social and digital skills. Although digital skills may seem contradictory and opposite to social skills, they have a direct relationship with each other and affect skills. Current digital programs used in the tourism sector are shown in the figure 22. The thickness of the lines in the image shows the frequency of participants indicating these programs.
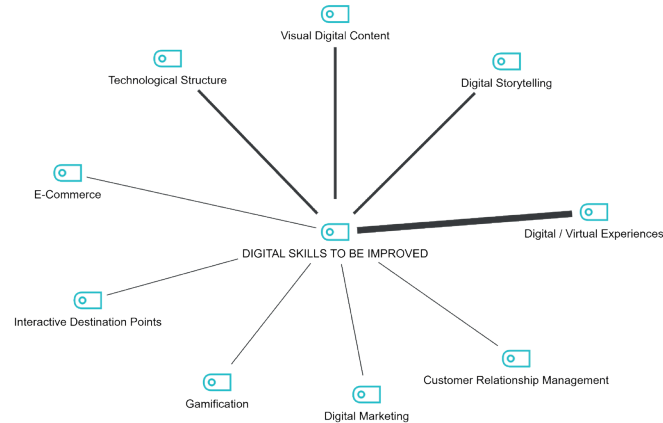
Figure 22. Current Digital Programs Used In Tourism Sector

E Commerce and Marketing

Artificial Intelligence and Virtual Reality

Digital Contents

Social Media

Data Analysis

CURRENT DIGITAL PROGRAMS USED IN TOURISM SECTOR

Customer Relationship Management

Mobil Apps

Gamification

Storytelling

Technology Literacy

Source: (The data obtained in the workshop are visualized by the authors.)

Our participants stated that the most used digital programs today are applications such as social media, artificial intelligence and virtual reality applications, e-commerce and marketing, and digital content production. These applications also form the infrastructure of the programs to be used in the future. From this point of view, the participants expressed the digital skills that need to be developed in the tourism sector as in the Figure 23.
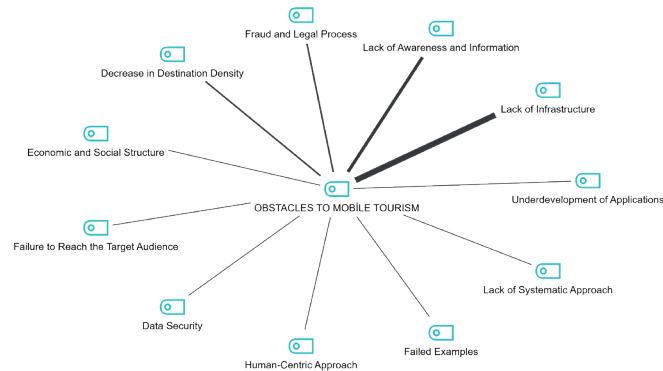
Figure 23. Digital Skills To Be Improved

Visual Digital Content

Technological Structure

Digital Storytelling

E-Commerce

Digital / Virtual Experiences

DIGITAL SKILLS TO BE IMPROVED

Interactive Destination Points

Customer Relationship Management

Gamification

Digital Marketing

Source: (The data obtained in the workshop are visualized by the authors.)

While digital–virtual experiences come to the fore here, the creation of digital stories of tourism areas points to a different point. The digitalisation of the tourism industry also causes to a change in the form of creative cultural elements. A story is an element that arouses curiosity and mobilizes people.

Combining the story with digital applications shows that tourism destination points will be interesting areas over the story in physical and virtual areas. Gamification and visual digital content support this structure. Therefore, digital storytelling is one of the intersections of social skills and digital skills.

On the other hand, there are some situations that hinder the digitalization of   the tourism sector. According to the participants, the obstacles to mobile tourism are expressed as in the Figure 24.

Figure 24. Obstacles To Mobile Tourism

Fraud and Legal Process

Lack of Awareness and Information

Decrease in Destination Density

Lack of Infrastructure

Economic and Social Structure

OBSTACLES TO MOBİLE TOURISM

Underdevelopment of Applications

Failure to Reach the Target Audience

Lack of Systematic Approach

Data Security

Failed Examples

Human-Centric Approach
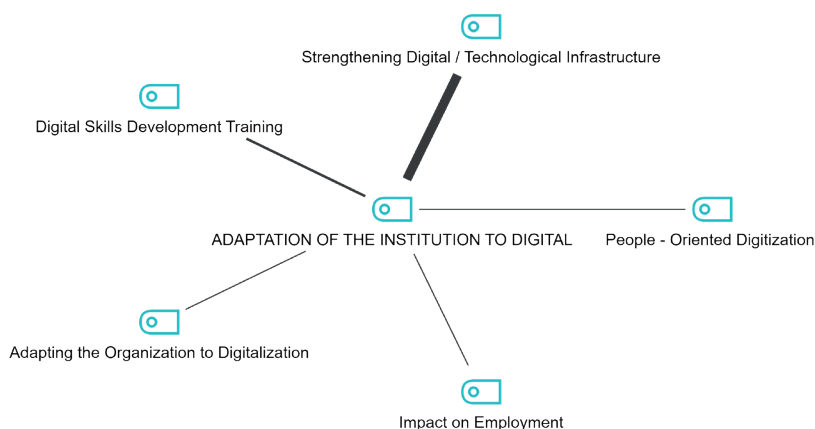
Source: (The data obtained in the workshop are visualized by the authors.)

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According to the participants, the most important obstacles to mobile tourism can be listed as lack of infrastructure, lack of awareness and information, fraud and legal crime. These obstacles show that the system has not yet reached the degree of competence. Especially the lack of infrastructure and information indicates that studies should be carried out for the digitalization of tourism in both technical and social fields. To overcome these obstacles, a systemic approach should be introduced. Here, stakeholders should come together and act jointly and digital transformation should be realized with a common mind. In this respect, in order for institutions to adapt to digital transformation; first of all, the technological infrastructure within the institution must be strengthened. In this direction, the suggestions of the participants are stated in the Figure 25.

Figure 25. Adaptation Of The Institution to Digital

Strengthening Digital / Technological Infrastructure

Digital Skills Development Training

ADAPTATION OF THE INSTITUTION TO DIGITAL

People - Oriented Digitization

Adapting the Organization to Digitalization

Impact on Employment

Source: (The data obtained in the workshop are visualized by the authors.)

In this sense, while institutions produce digital solutions in order to ensure the sustainability of institutions, they should also ensure human-oriented digitalisation. In order to achieve this, needs-oriented digital skill development trainings are recommended within the institutions of the institutions. This will enable sector employees to become equipped with digital transformation. The critical point expressed by the participants in this process is that access is limited. In other words, it is stated that mobile access coverage is insufficient. If these technical and social barriers are overcome, it will be possible to achieve a holistic and human-centered digital transformation.

Environmental Management Skills

In the workshop, participants were highly sensitive to environmental management skills due to the ongoing impact of the pandemic. However, based on the workshop data, it is seen that the approach to environmental management skills is not yet matured. On the other hand, it is seen that the information on this field is quite limited, and the studies on this field are also supported. From this point of view, environmental management skills should be determined as a vision for the institutions themselves rather than individual skills and they should ensure that training and studies in this field are compulsory. Thus, environmental changes can take place more systematically and quickly. From this point of view, it has been determined that the environmental management skills of young people within the scope of the workshop will not have a high impact on their employment in the tourism industry.

Entrepreneurship Skills

Entrepreneurship skills of young people will not only open up new areas in the tourism industry but will also help create new employment areas. Digitization has opened a different door for young people by carrying this process into the virtual space. In this sense, the entrepreneurial skills expected of employees are shown in the Figure 26.

Figure 26. Entrepreneurial Skills Required For Employees
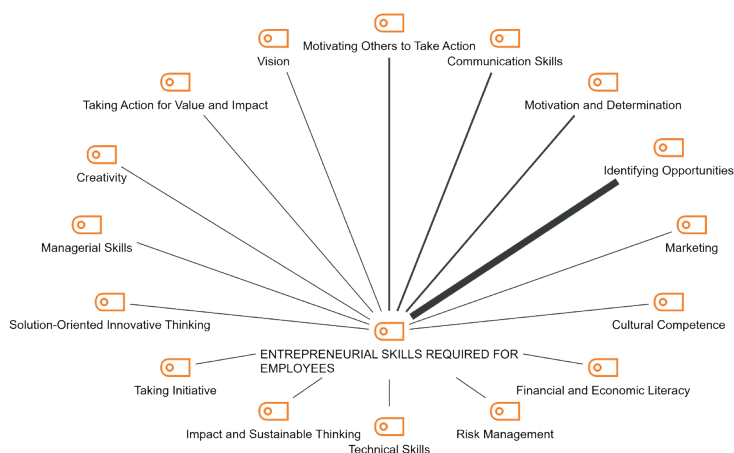
Source: (The data obtained in the workshop are visualized by the authors.)

According to the participants, the people who will work in the tourism sector are expected to catch the deficiencies or developments in the sector, identify the opportunities and take action. In this direction, motivation and perseverance, communication skills, and the ability to mobilize others can be evaluated together in entrepreneurship skills. In addition, skills such as taking action for value and impact, creativity, managerial skills, solution- oriented innovative thinking, taking initiative, and ethical and sustainable thinking are among entrepreneurial skills. Entrepreneurship skills, which are the combination of entrepreneurship skills and the tourism sector, form the basis of raising entrepreneurs on the axis of social and digital skills. On the other hand, entrepreneurial skills required for institutions are shown in the Figure 27.

Figure 27. Required Entrepreneurship Skills For Institutions
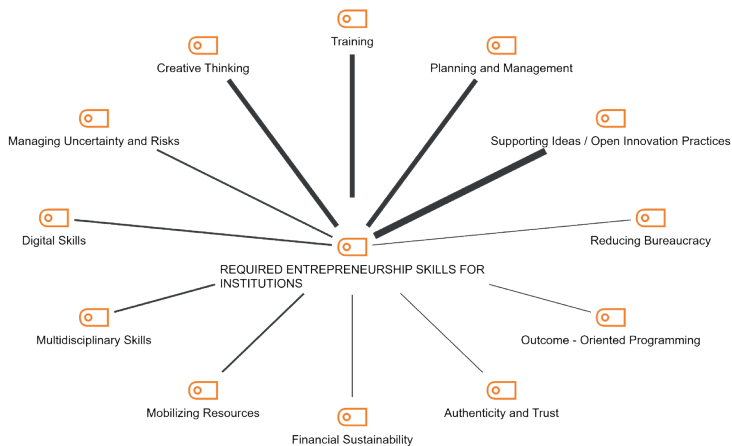
Source: (The data obtained in the workshop are visualized by the authors.)

The process required for institutions in entrepreneurship skills is slightly different. The first skill we encounter here is to support initiatives that will tend towards innovative initiatives in institutions. Training to be implemented for institutions; Planning is very important. The concept of Open Innovation and
Creative Thinking skills are other prominent skills.

POLICY RECOMMENDATIONS

• In order to carry out effective studies for the future of tourism, the elements of defining the problem and identifying solutions, acting jointly with stakeholders, developing social/creative skills, following current developments, ensuring integration with digital infrastructure and technology come to the fore.

• Experience has become a determining factor in the tourism industry. Especially technological developments and digitalisation are used to create different and unique experiences. Technologies such as virtual reality and artificial intelligence are used in this field to realise the experience in the virtual universe.

• The development of technology and the increase in digitalisation have also led to a greater emphasis on social and creative skills. The most important need as much as digitalisation is social and creative skills.

• It was emphasised that in order to work in the tourism sector, first of all, practical training should be provided to gain experience and experience.

• The soft skills needed: can be listed as communication skills, language skills, cultural awareness, and networking.

• In order for organisations to catch up with the transformation in the tourism industry, integration with technology, increasing social skills and providing relevant trainings come to the fore.

• Digital skills are needed to help young people to be employed in the tourism industry: social media management, artificial intelligence and virtual reality, e-commerce and marketing, and digital content production.

• Digital storytelling is an area where digital, social and creative skills come together. It is seen that the perception and attention towards this field is high.

• The most important obstacles in the digital transformation of the tourism sector are lack of infrastructure, lack of knowledge and awareness, fraud and lack of legal regulations.

• It has been observed that the environmental sensitivity of the participants is quite high. However, it is deduced from the data that an institutional vision for environmental management skills has not been developed and that having these skills will not have a significant effect on employment.

• In order for young people to be involved in employment as entrepreneurs, their ability to follow developments, seize opportunities and take action comes to the fore.

• As a result of the workshop, we can conclude that young people need to develop both their social and creativity skills and digital skills together, increase their versatility, and have the ability to produce practical, innovative solutions to change and crises.

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Social Innovation Agency was established in October 2020 in collaboration with Necmettin Erbakan University and Konya Metropolitan Municipality. Social Innovation Agency, which carries out its activities in the fields of data-based policy-making, planning, impact, and social development, strives for a permanent and innovative solution to social problems.