

The background features a sepia-toned photograph of a man and a woman smiling inside a tent. Overlaid on this image are several concentric circles and binary code (0s and 1s) in a light blue/grey color, creating a digital theme.

labour market forum

Digital ization

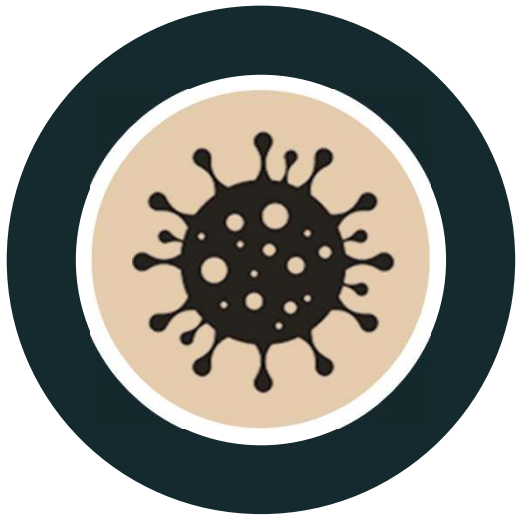
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Canada

Digital Transformation

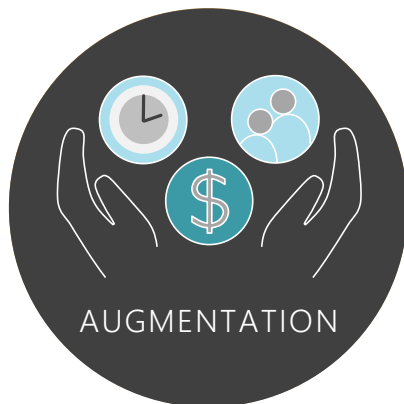
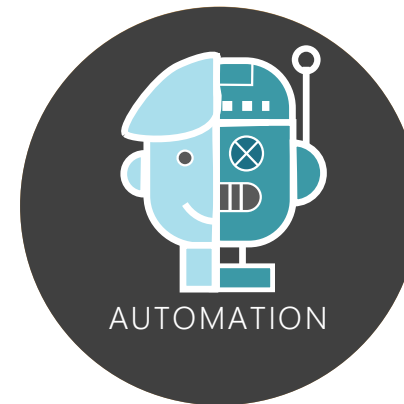
Why?



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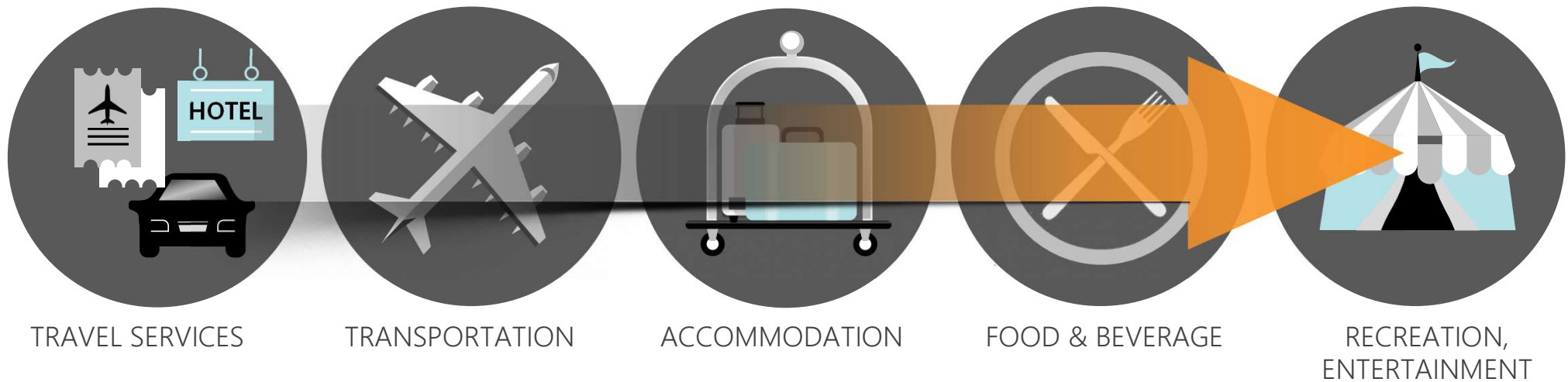


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A Glimpse at the Digital Experience

VISITOR JOURNEY ALONG THE VALUE CHAIN



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A Glimpse at the Digital Experience



TRAVEL SERVICES

Travel Agent
Tour Operator
Independent



TRANSPORTATION

Tour Bus
Taxi/Limousine
Car Rental
Air Travel



ACCOMMODATION

Hotel
Campground
Hostel



FOOD & BEVERAGE

Restaurant
Bar/Night Club
Catering



RECREATION, ENTERTAINMENT

Event
Conference
Cultural Tours

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Future Skills Framework

407
COMPETENCIES

Excellence in Service Delivery 10	Professionalism 16	Communications 8	Diversity and Inclusion 2
Compliance 5	Health and Safety 21	Security 8	Cleanliness 11
Sustainability 12	Digital Competence 14	Business Management 20	Risk Management 6
Finance 32	Human Resource Management 33	Sales and Marketing 34	Inventory Management 5
Beverage Preparation and Production 3	Food and Beverage Service 41	Housekeeping 20	Vehicle Services 10
Guided Tour Services 9	Cultural and Natural Interpretation 11	Front Desk Services 6	Food Preparation and Production 31
Travel Services 14	Event Management 22	Outdoor Guiding 23	

Future Skills Framework

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COMPETENCIES

CORE
OCCUPATIONAL

Excellence in Service Delivery 10	Professionalism 16	Communications 8	Diversity and Inclusion 2
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competencies performed
with technology to
augment human skills

Another

40

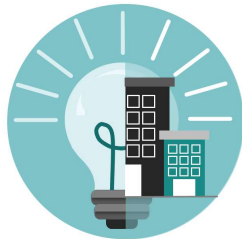
competencies
exist primarily
because of digitalization

Most competencies
attributed to technology
are Core

Most competencies
attributed to technology
are Core

Restarting the Tourism Workforce

New Tourism = New **Skills**



BUSINESS
INNOVATION



NEW TECHNOLOGY &
DIGITAL ADOPTION



FINANCIAL
MANAGEMENT



COMMUNITY
ENGAGEMENT



BUSINESS
RESILIENCE



HUMAN CAPITAL
MANAGEMENT



ENVIRONMENTAL/
SUSTAINABLE
PRACTICES



SOCIAL/CULTURAL
COMPETENCY

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SUSTAINABLE
PRACTICES



SOCIAL/CULTURAL
COMPETENCY

What are the new
skills needed to help
restart the sector?

OR

What do you think
will be the impact on
the workforce?

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The Impacts?

INDIVIDUAL · INSTITUTIONAL · POLICY



SUPPLY



SKILLS



MOBILITY

Restarting the Tourism Workforce
New Tourism = New **Skills**



BUSINESS INNOVATION

- Virtual services
- Virtual reality experiences (products, services), e.g.
 - Conferences
 - Tours
- Product distribution, e.g.
 - Food services
 - Sales of craftwork

Restarting the Tourism Workforce
New Tourism = New **Skills**



NEW TECHNOLOGY

- Digital literacy
- Digital marketing, analytics
- Content marketing
- Digital product management

Restarting the Tourism Workforce
New Tourism = New **Skills**



FINANCIAL MANAGEMENT

- Managing cash flow
- Seeking new revenue streams
- Procurement/supplier management, e.g.
 - Managing inventory systems
 - Improving purchasing systems

Restarting the Tourism Workforce
New Tourism = New **Skills**



COMMUNITY ENGAGEMENT

- Community-led labour market action plans
- Stakeholder/consumer engagement

Restarting the Tourism Workforce
Tourism = New **Skills**



BUSINESS RESILIENCE

- Going after new and ever-changing markets, i.e. ability adapt and react
- Crisis management and PR

Restarting the Tourism Workforce
New Tourism = New **Skills**



HUMAN CAPITAL MANAGEMENT

- Shared worker models
- Increased use of freelance workers
 - Management of a 'dual workforce' (e.g. anchor team +)
- 'Distance workers'
- People analytics, engagement measures

Restarting the Tourism Workforce
New Tourism = New **Skills**

ENVIRONMENTAL / SUSTAINABLE PRACTICES



- Reduced reliance on 'the grid'
- Compliance with new regulations
- Response to consumer demands
- Tapping into government-incentivized programs/funding

Restarting the Tourism Workforce
New Tourism = New **Skills**

SOCIAL / CULTURAL INTELLIGENCE



- Increased diversity of workforce
- Anti-oppressive practice

TOURISM RECOVERY

2020 Webinar Series

**Strategic
Planning**
for Business
Continuity

Creating
**New
Revenue
Strategies**

Building
Strategic
**Community
Partnerships**

**Adapting
to New
Market
Realities**

**Workforce
Power
Session**



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Workforce Adjustments Looking Forward

1. Increased use of technology to meet workers' mental health needs
2. Employees expecting more from employers
3. Workers prioritizing safety, security, and health
4. Decentralized workforce
5. Hybrid of workplace and workforce



6. Increased diversity
7. Increased investments in retraining and reskilling
8. Challenges remain for women
9. Digital transformation of work
10. Hourly workforce treated as essential

BOTTOM LINE

Accommodating workers needs
Increased flexibility
Prioritizing safety and security
Investments in professional development



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Thank you!

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