



N-E-S-E-T

NEETS' EMPOWERMENT FOR
SUSTAINABLE EMPLOYMENT IN THE
TOURISM SECTOR

PROJECT REF. No. 2017-1-285

Working together for a green, competitive and inclusive Europe

YOUNG PEOPLE IN THE TOURISM INDUSTRY – SITUATION AND CHALLENGES IN GREECE

GOOD PRACTICES



Project Ref. No. 2017-1-285

The NESET project benefits from a € 1 124 551 grant from Iceland, Liechtenstein and Norway through the EEA and Norway Grants. The aim of the project is to support on a large-scale transnational basis the sustainability of youth integration in the tourism industry, by creating conditions for NEETs' employment and entrepreneurship in various forms of tourism.

PREFACE

NESET – NEETs' Empowerment for Sustainable Employment in the Tourism sector, is a 3-year project, funded by the EEA and Norway Grants Fund for Youth Employment which aims at supporting on a large-scale transnational basis the sustainability of youth integration in the tourism labour market in the above NESET beneficiary countries (BCs)¹, by creating conditions for NEETs' employment and entrepreneurship in various forms of tourism, incl. alternative tourism.

This Best Report presents a methodology and identification and reporting of 5-7 good practices / success stories of *sustainable youth employment / entrepreneurship in the tourism industry in all partner countries*.

Good Practice, practices or programs that have had an impact on our main group; vulnerable 15-29 year old individuals, in the tourism industry and/or youth employment. Good practices are programs, practices or entrepreneurship projects that have been successful in employment of this specific group.

The Good Practices Report follows the generic structure, proposed by the donor partner Einurd Ltd. (PP No. 13), in order to allow for comparability of reported information and outcomes across NESET partner countries, and includes the following chapters:

- **Chapter 1:** Short summary based on quantitative data gathered regarding entrepreneurship/sustainable youth employment in the tourist sector in Greece;
- **Chapter 2:** Definition of selection methodologies in Greece, with reference to the 3 themes of good practices in entrepreneurship, vocational training and validation strategies and methods related to support for young people's integration in the tourism industry in Greece. Chapter 2 includes sections 2.1 to 2.5 describing selected good practices in Greece.

The SARONIS Team would like to acknowledge the cooperation of Mr. Nikolaos Vordonis and Professor Joseph Hassid, who were in charge of this Report's preparation and that of organisations' representatives and other individuals who offered information on which the Report is based.

SARONIS S.A.

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¹ The beneficiary countries participating in NESET project activities include Bulgaria, Croatia, Cyprus, Greece, Italy, Portugal and Romania, whereas Iceland is involved in project implementation as an "expertise country".

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EXECUTIVE SUMMARY

The Report's main purpose is to present and discuss a number of selected "good practices" in the Greek tourism sector, reflecting private initiatives and public sector programmes, associated, in various ways, with efforts to promote young adults' sustainable integration in that sector's labour market, either as self-employed entrepreneurs or as skilled employees in tourism enterprises.

In **Chapter 1**, the Report presents a short Summary of information regarding sustainable youth employment and entrepreneurship. The specific sector has historically been one of the main drivers for the country's economy. Furthermore, it is a major provider of jobs, especially for young persons, although such employment opportunities continue being dependent on the seasonality pattern of tourism activity. This feature remains an indispensable element of the sector's operation and a severe weakness! In this sense, the Report argues, "seasonal short-term employment" interferes with achieving the objective of ensuring "sustainable integration" in the tourism labour market.

In **Chapter 2**, the Report presents five selected cases of young tourism entrepreneurs and of tourism-related skills enhancing programmes, perceived as "good practices".

The young adults' entrepreneurship cases are: **1.** *"Villas in Kefalinnia"* **2.** *"Traditional Restaurant in Messinia"* and **3.** *"Intergenerational transition in Tourism enterprise"*. For these cases, information was derived through interviews conducted with the young entrepreneurs founded and/or running the enterprises. Besides short descriptions of the respective cases, those interviewed also presented their views on problems that they had to face during their enterprises' preparation and, subsequently, in their operation. Their "lessons learnt" could be of interest to others who would be motivated to follow similar career paths!

The two tourism related programmes also presented in the Report, aim specifically at upgrading young people's skills and work experience. These programmes are: **1.** *"Training in Certified Centres for Employment in Tourism"* and **2.** *The "Voucher Programme for the promotion of young persons' employment in the tourism sector"*.

These programmes are shortly described and, whenever possible, ex-post evaluation results on their effectiveness in promoting beneficiaries' employability and sustainable labor market integration prospects, are also presented.

EXECUTIVE SUMMARY IN GREEK – ΕΠΙΤΕΛΙΚΗ ΣΥΝΟΨΗ

Ο κύριος στόχος της Έκθεσης είναι να παρουσιάσει και να σχολιάσει ορισμένες «καλές πρακτικές» του τουριστικού τομέα στην Ελλάδα, οι οποίες εκφράζουν ιδιωτικές πρωτοβουλίες και προγράμματα του Δημοσίου, τα οποία, με διάφορους τρόπους, συνδέονται με προσπάθειες προώθησης της «βιώσιμης ένταξης» νέων ενηλίκων στην αγορά εργασίας του Τουρισμού, είτε ως αυτοαπασχολούμενοι επιχειρηματίες, είτε ως εξειδικευμένοι εργαζόμενοι σε τουριστικές επιχειρήσεις.

Στο **1^ο Κεφάλαιο**, η Έκθεση παρουσιάζει, συνοπτικά, πληροφορίες που αφορούν την απασχόληση και την επιχειρηματικότητα των νέων. Ο συγκεκριμένος τομέας είναι, διαχρονικά, ένας από τους πρωταγωνιστές της εθνικής οικονομίας. Επιπλέον, αποτελεί σημαντική πηγή ευκαιριών απασχόλησης νεαρής ηλικίας εργαζομένων, παρά το γεγονός ότι αυτές οι ευκαιρίες απασχόλησης συνεχίζουν να εξαρτώνται από το «εποχιακό πρότυπο» λειτουργίας του κλάδου. Το στοιχείο αυτό διατηρείται ως αναπόσπαστο χαρακτηριστικό της λειτουργίας του τομέα και, ταυτόχρονα, σημαντική διαρθρωτική του αδυναμία! Με την έννοια αυτή, η Έκθεση υποστηρίζει ότι η «εποχιακή και σύντομης διάρκειας απασχόληση» παρεμποδίζει την επιδίωξη για εξασφάλιση «βιώσιμης ένταξης στην τουριστική αγορά εργασίας».

Στο **2^ο Κεφάλαιο**, η Έκθεση παρουσιάζει πέντε επιλεγμένες περιπτώσεις νεαρών επιχειρηματιών στον τουριστικό κλάδο και προγραμμάτων αναβάθμισης δεξιοτήτων, τα οποία θεωρήθηκαν ως «καλές πρακτικές».

Οι περιπτώσεις νέων επιχειρηματιών είναι οι εξής: **1.** «*Βίλλες στην Κεφαλλονιά*», **2.** «*Παραδοσιακή ταβέρνα στην Μεσσηνία*» και **3.** «*Διαδοχή γενεών στην ιδιοκτησία τουριστικής επιχείρησης*». Για τις περιπτώσεις αυτές, οι πληροφορίες αντλήθηκαν μέσω συνεντεύξεων με τους ίδιους τους επιχειρηματίες. Οι επιχειρηματίες παρουσίασαν τα προβλήματα που είχαν να αντιμετωπίσουν κατά τη διάρκεια προετοιμασίας των επιχειρηματικών τους δραστηριοτήτων και, στη συνέχεια, στην λειτουργία τους. Τα «μαθήματα που αντλήσαν» είναι πιθανώς ενδιαφέροντα για όσους θα παρακινηθούν να ακολουθήσουν παρόμοιες διαδρομές επαγγελματικής σταδιοδρομίας.

Τα δύο Προγράμματα που επίσης παρουσιάζονται στην Έκθεση, έχουν ρητά, ως στόχο τους, την αναβάθμιση των δεξιοτήτων και της εργασιακής εμπειρίας των νέων. Τα Προγράμματα αυτά είναι: **1.** «*Πρόγραμμα κατάρτισης σε δεξιότητες στον τομέα του Τουρισμού, σε πιστοποιημένα εκπαιδευτικά Κέντρα*» και **2.** «*Πρόγραμμα Επιταγής Εισόδου (Voucher) για προώθηση της απασχόλησης των νέων στον Τουρισμό*».

Τα Προγράμματα περιγράφονται συνοπτικά και, όπου αυτό ήταν εφικτό, παρουσιάζονται και αποτελέσματα Εκθέσεων Αξιολόγησης της αποτελεσματικότητάς τους στην προώθηση της απασχολησιμότητας και της βιώσιμης ένταξης των ωφελούμενων στην αγορά εργασίας.

INTRODUCTION

The present Report constitutes part of NESET project's Work Package 3, whose aim is to present and discuss, on one hand, the "environment" for young adults' situation in the tourism sector labour market and, on the other hand, the results of surveys conducted among young adults and employers concerning their perceptions and experiences of "skill gaps", as these impact on the sustainability of new entrants' integration in the tourism labour market.

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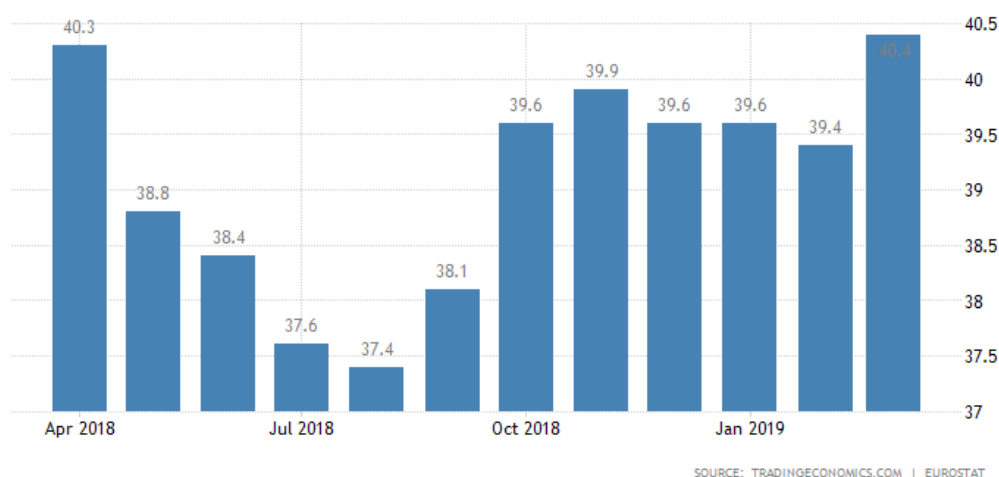
As its title indicates, the Report's main part consists of a presentation of a number of so-called "Good Practices" of tourism-related entrepreneurship and policy initiatives in Greece. The collection of information and other material is based on personal interviews conducted and on publicly available Evaluation reports for tourism sector-specific Programmes. The latter type of Reports are, usually, commissioned to independent experts, by the responsible, for each Programmes' category, Managing Authority. They could, in principle, be standardised as to the methodologies used and the projects' Inputs/Outputs/Outcomes measurable indicators produced, thus facilitating identification of "good practices". The fact that "standardisation" of Methods and Tools is not as widespread as we would like, creates objective comparability problems for cases selected for examination in this Report. Their presentation and discussion is therefore restricted to their qualitative aspects.

1. SHORT SUMMARY BASED ON QUANTITATIVE DATA GATHERED REGARDING ENTREPRENEURSHIP/SUSTAINABLE YOUTH EMPLOYMENT IN THE TOURIST SECTOR IN GREECE

Introduction

In the last 10 years, the Greek economy has undergone a dramatic shrinking, resulting, among others, to substantial cumulative divergence from other European countries. Youth Unemployment Rate in Greece increased to 40.40 percent in March 2019 from 39.40 percent in the previous month (see chart below). Youth Unemployment Rate in Greece averaged 35.56 percent from 1998 until 2019, reaching an all-time high of 60.20 percent in February of 2013 and a record low of 20 percent in May of 2008.

Youth Unemployment – Greece



The tourism sector's performance has been considerably better than in the rest of the economy. The sector recorded, at the end of 2017, the highest employment since 2008 (400.000). The share of the 25-29 yrs. age group almost doubled between 2008 and 2017. Various relevant indicators seem to suggest that tourism is, from several points of view, a sector offering employment opportunities to groups whose access to the labor market is considered to be relatively difficult. Employment in the Greek Tourism sector is expected to continue to increase. Job opportunities will however continue being closely related to the seasonal pattern of tourism activity in the country. It is also worth noting that the visible suppression of youth Unemployment during late spring and, especially, during summer months (see chart above), is related to the sector's activity seasonality and increased hiring in temporary jobs.

1.1. Public and Stakeholders policies

Successive Greek Governments have declared that sustainable development of the Tourism sector, as a whole, constitutes a Policy Priority. A large part of this Policy and of programmes implemented have focused on the industry's workforce and the enhancement of its skills and competences. In particular, promotion of VET in tourism associated occupations, has explicitly included among the Objectives of all National and Regional Development Plans.

Funding opportunities for such programmes are intensively publicised, while the eligible organisations' response, the number of submitted Applications for funding, by various stakeholders' groups and the approval rate of such Applications are quite high. Parallel to ad hoc training programmes' implementation, there is an entire tourism related training "system", structured at various levels. This multilevel "system" structure and the training programmes' design and implementation does not however seem to have contributed to overall efficiency! Structural and organizational aspects impact on the "system's" effectiveness in promoting young persons' employment. It is argued that getting a job in a tourism enterprise during "peak activity" seasons may be relatively easy, but discontinuities in employment do not contribute to young persons' sustainable integration in the labour market. It is furthermore argued that this may be achieved in parallel to the sector's efforts to develop tourism patterns associated with enterprises operating during longer periods during the year and retention of their employees. This will also encourage, both employers and employees, to "invest" in "skills-strengthening" and "skills-diversification" processes, benefiting overall competitiveness, at personal, enterprise and sectoral level.

1.2. Projects that focus on entrepreneurship in the tourism industry

While development of entrepreneurship is supported through several national funding schemes, such schemes are not explicitly sector-specific. With few only exceptions, new enterprises may be set up in any sector and yet claim financial support, either in the form of Grants or subsidised bank loans. To be considered eligible, new entrepreneurs may be of any age up to 65 years. Certain social groups (e.g. unemployed, women) or new entrepreneurs in less developed regions get preferential treatment. Young innovative entrepreneurs may also benefit through special innovative entrepreneurship supporting programmes.

Perhaps the programme through which many new tourism related enterprises have been set up, frequently by relatively young entrepreneurs is the LEADER Initiative (Liaisons Entre Actions de Developement de l'Economie Rurale) – which ensures development of links between actions for the development of the rural economy. Through LEADER, integrated and multidisciplinary development was built, while local communities were given the opportunity to design and choose their own way and their "path" of development. Many new tourist small enterprises (e.g. Motels, traditional restaurants) have been set up and are run by young entrepreneurs in Greek rural areas.

1.3. Literature review - existing research, statistics, public reports etc.

Several public and private sector organisations produce and publish ad hoc studies and Reports on Greek tourism. Some of them also analyse data on trends in certain key magnitudes (e.g. employment in tourism, tourists' arrivals, tourists' spending during their stay in Greece) and publish such analyses in publicly accessible data banks.

Among all such information and research results' sources, the two regularly providing information on Tourism matters are:

1. The **Institute for Tourist Research and Forecasting**, operating by the Hellenic Chamber of Tourism - www.gtp.gr/ITEP , and

2. **INSETE**, operating by the Association of Tourism Enterprises (SETE) – www.insete.gr

Other sources of tourism related information are the following (indicative list):

- **EUROFOUND** (2012), *NEETs – Young people not in employment, education or training: Characteristics, costs and policy responses in Europe*, Publications Office of the European Union, Luxembourg
- **EUROFOUND** (2012 and 2016), *Exploring the diversity of NEETs*, www.eurofound.europa.eu
- **Ministry of Education** (Hellenic Republic) (2015), *NNN Project- Need Analysis for Greece*
- **Pandis, P. & Zagkos, C.** (2013). *Social and demographic characteristics of NEETs: The case of Greece*. In N. Papadakis (ed.), *Absents' Barometer: The NEETs (Young People Not in Education, Employment or Training) in Greece*. Athens: Sideris, pp. 109- 120 (in Greek).
- **Papadakis, N.** (2013). *NEETs in Europe: Convergences and divergences*, in N. Papadakis (ed.), *Absents' Barometer: The NEETs (Young People Not in Education, Employment or Training) in Greece*. Athens: Sideris, pp. 15- 75 (in Greek).
- **SETE**: <https://sete.gr/el/statistica-vivliothiki/vivliothiki/>, various studies and reports

1.4. Summary

The tourism sector's performance has been considerably better than in the rest of the economy. Tourism is a sector offering employment opportunities to groups whose access to the labor market is considered to be relatively difficult. Young adults are considered to constitute such a group. Employment in the Greek Tourism sector is expected to continue to increase. Job opportunities will however continue being closely related to the seasonal pattern of tourism activity in the country.

Greek Governments have declared that sustainable development of the Tourism sector, as a whole, constitutes a Policy Priority. Promotion of VET in tourism associated occupations, has

explicitly included among the Objectives of all National and Regional Development Plans. In general, implementation of such programmes has progressed well, although their effectiveness in delivering their declared objectives is debatable.

2. GOOD PRACTICES IN GREECE

2.1.1 Villas in Kefallinia

Kefallinia is an island in Ionian Sea (West Greece, between Greece and Italy). The owner of these villas is a young 35 years old Civil Engineer, identified through the project partner's network. The original investment plan was for a number of high quality villas to be built in a part of the island, renowned for its natural beauty. The villas would be right next to the sea and, besides visitors' accommodation would offer services which would make them suitable for families' vacations. The specific location has made a "name" for itself by the fact that it was chosen to be the place where the "Captain Corelli's Mandolin" film was shot in 2001 (starring John Hurt and Penelope Cruz). It offers opportunities for various types of tourism (e.g. sea diving, hiking).

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The owner owned the land and the intention was to have the villas (4 of them) built and be put up for sale to interested buyers. As it was discovered later on, developments in the real estate market deteriorated and selling was not an option. It was only then that the civil engineer/property owner decided to exploit it himself by becoming a tourism entrepreneur.

2.1.2. Main findings

Although becoming a tourism entrepreneur was not, strictly speaking, a planned decision, once it was made, the new entrepreneur followed a rational entrepreneur's approach to the venture. Following a market research, he targeted certain countries of tourists' origin (e.g. Scandinavian countries) and organised a targeted publicity plan (mainly through websites in these countries), while gradually extending it in countries such as Brazil, China and Australia, without ignoring the national market. He operates mainly through Airbnb-like platforms. During the interview conducted he clarified that, during the project's development, there was

very little external assistance, except for a bank loan received to cover part of the construction and equipment cost.

In the early stages, the main problem faced was “lack of entrepreneurial experience”! This was gradually faced by his “eagerness to learn”, “willingness to take risks” and “continuous search for new business ideas”. Business development progressed well and now, despite all difficulties, the villas have an “occupancy rate” close to 90%.

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Another problem was the ability to network with other local professionals (e.g. plumbers, electricians, transportation etc.). Because of the urgency with which certain technical problems must be resolved, availability of external technical support may not be assured and he had to develop certain new skills himself. Such shortages of specialised external professionals remains a problem!

His “motto” is that “all things are feasible, if there is will”! In order to “survive”, what is required is “willingness to learn and adapt” and systematic “networking with reliable professionals”.

Among the “lessons learnt”, the most important are: “one should never feel comfortable and relaxed, as if all has been taken care of” and that “Market developments and competition should be continuously monitored and assessed”!

2.1.3. Summary

The case presented refers to villas in Kefallinia island, an enterprise set up by a young 35 years old Civil Engineer. Although he initially to construct and sell them, developments in the real estate market deteriorated and selling was not an option. It was only then that he decided to exploit them himself by becoming a tourist entrepreneur.

The main problems faced was, first, the “lack of entrepreneurial experience” and, subsequently, networking with other local professionals. Among the “lessons learnt”, the most important are: “one should never feel comfortable and relaxed, as if all has been taken care of” and that “Market developments and competition should be continuously monitored and assessed”!

2.2.1 Traditional Restaurant/Tavern in Messinia.

This case is one of a family owned traditional restaurant/ tavern in Messinia (South Greece - Peloponnese) identified through the project partner's network. The main reasons for its selection is its "family character", typical characteristic of this tourism subsector, its firm orientation to traditional local food recipes which are gradually being extinct, the exploitation of good quality local raw materials and the gradually widening of its clientele, from local consumer to foreign tourists, in line with the region's increasing incoming tourism flows, itself a result of developing air and sea transportation facilities. Despite its small scale, the specific enterprise represents a typical case of the entrepreneur's "strategy" of exploiting the region's comparative advantages (attractive location, local recipes and good quality raw materials, growing market).



2.2.2. Main findings

The factors that the restaurant owner and his wife (both of them in their early 30s) thought could form the basis for their business' competitive advantage was that, while competition in the area was quite strong, with many restaurants and cafes essentially offering standardised services, there was a "niche" market for services based on "old-fashioned" local recipes, which, if properly adapted and priced could become attractive to local and foreign visitors. In addition, local raw materials directly purchased from local small producers could support some sort of "branding" for their offers. Looked in another way, the restaurant's operation could, in some sense, also benefit the local agricultural production (e.g. meat producers, vegetables, olive oil and other materials).

The owners' background is not related to tourism and, normally, their career decision would have been one of becoming employees of some local firm. The difficult economic situation however had reduced dependent employment opportunities and, as it frequently happens, created motivation for self-employment. Their perception of emerging markets was also a critical factor. Incoming tourism is increasing, with cruisers arriving to the local port. Tourists on board, although on "all inclusive" schedules, they are not indifferent to visit local

restaurants, provided they are attracted by being offered “good quality/good prices local specialities”, obviously unavailable in their on-board menus! While this type of clientele exists mainly during summer months, Greek visitors (mainly from big cities with large numbers of families with old and strong ties with the region) provide business during the rest of the year. Trying traditional food locally become part of these visitors’ “return to their roots” experience!

The main problems experienced, especially in the early days of the restaurant’s operation, was “lack of relevant experience”, especially of technical nature! Attempts to engage local personnel (e.g. cooks), failed and they had to get on-the job training themselves (“cooking”, “kitchen organisation”, “purchasing of materials”).

Among their “lessons learnt” the one perceived as the most important is that “innovation may be good to start with, but not necessarily sufficient as one proceeds”. “Flexibility” and “Continuous adaptation”, together with “Commitment and continuous investment of time and effort in what you love to do” constitute indispensable conditions for survival and development”!

2.2.3. Summary

This case is one of a family owned traditional restaurant/ tavern in Messinia (South Greece - Peloponnese). Despite its small scale, the specific enterprise represents a typical case of the entrepreneur’s “strategy” of exploiting the region’s comparative advantages (attractive location, local recipes and good quality raw materials, growing market). The main problems experienced was “lack of relevant experience”, especially of technical nature! Attempts to engage local personnel (e.g. cooks), failed and they had to get on-the job training themselves (“cooking”, “kitchen organisation”, “purchasing of materials”. Among their “lessons learnt” the one perceived as the most important is that “innovation may be good to start with, but not necessarily sufficient as one proceeds”. “Flexibility” and “Continuous adaptation”, together with “Commitment and continuous investment of time and effort in what you love to do” constitute indispensable conditions for survival and development”!

2.3.1. Intergenerational transition in tourist enterprise

Another case of a family owned traditional tavern. Located in mountainous Messinia (near the regional capital of Kalamata), the tavern has been running for more than 20 years, by its owners, a middle-aged couple. The couple's daughters, two of them in their mid-20s, with studies in Interior Design and Business Administration, respectively, tried first to get a job which would be compatible with their studies. Having failed in this, they decided to become involved in the family business, an environment quite familiar to them since they were little girls and worked there during weekends.



The specific case was brought to the project partner's attention by local collaborators who thought it would be interesting to present it as a "good case" of how succession in an ageing tourism enterprise could result to its "revival"!

2.3.2. Main findings

The Succession "Plan" immediately resulted in reallocation of tasks: The "old" generation retrieved in the kitchen, while the new generation took over the restaurant's management, including new decoration of the premises, revision of dishes to offer, clients relations and promotion. The restaurant's clientele continues to consist mainly of locals and of people coming from Kalamata (30 minutes' drive), but it is gradually expanding with visitors on their way to Mount Taygetos and Sparta. At the moment it opens only in the weekends (Friday – Sundays) but there are plans to extend operations, as they also offer to cater for special events.

How this tasks allocation between generations worked, is interesting and indicative of intergenerational cooperation through which all parties benefit! The two generations' skills and experience proved to be supplementary and fully supportive of each other!

2.3.3. Summary about the example

This is a case of a family owned traditional tavern in mountainous Messinia that has been running, for more than 20 years by a middle-aged couple. The couple's daughters, after graduating from University, tried first to get a job which would be compatible with their studies. Having failed in this, they decided to become involved in the family business.

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The Succession "Plan" immediately resulted in reallocation of tasks. How this tasks allocation between generations worked, is interesting and indicative of intergenerational cooperation through which all parties benefit! The two generations' skills and experience proved to be supplementary and fully supportive of each other!

2.4.1. Training in Certified Centres for Employment in Tourism

This was a Programme promoted by the Ministry of Labour and Social Insurance and the implementation Period was 2011 – 2013. It is considered as a typical 1st Generation public sector programme, one of the few, with explicit sectoral reference, which, in this case, is Tourism.

2.4.2. Main findings

The programme's objectives were the following:

- To provide certified training in tourism – related vocations and create new jobs in the tourism sector.
- To link training with employment opportunities in tourism enterprises.

The programme's Terms of Reference specify that eligible activities of continuous vocational training will be implemented in Certified Centres of Vocational Training and will refer to training in tourism-related skills which, as Skill Gaps surveys have established, are lacking in the labour market. The programme's ToRs also specify that, following their training, a percentage of at least 30% of the programme participants will be placed, for a period of at least 3 months, as apprentices, in tourist enterprises and work there, again in jobs regarded as compatible with the training received. During that period apprentices will receive daily payment for at least 70 days.

Formal and sufficiently detailed Evaluation Reports have not been traced, views expressed by independent experts conclude that, independently of the measurable outputs, which were assessed as "satisfactory", given the complexity of procedures and the high number of organisations involved, the programme's ToRs and its general design, combine certain quality elements, such as compatibility with actual skills needs, combination of "theoretical" and "practical" training, explicit reference to programme participants' employability prospects, linkages with tourist enterprises.

2.4.3. Summary about the example

This was a Programme promoted by the Ministry of Labour and Social Insurance and the implementation Period was 2011 – 2013. It is a typical public sector programme, one of the few, with explicit sectoral reference, which, in this case, is Tourism. The programme's objectives were: (a) To provide certified training in tourism – related vocations and create new jobs in the tourism sector and (b) To link training with employment opportunities in tourism enterprises.

The programme's ToRs and its general design, combine certain quality elements, such as compatibility with actual skills needs, combination of “theoretical” and “practical” training, explicit reference to programme participants' employability prospects, linkages with tourist enterprises.

2.5.1. Voucher programme for the promotion of young persons' employment in the Tourism sector

The programme, implemented during the 2015-2018 period, by the Institute of Tourism Enterprises' Association, in collaboration with the Hellenic Management Association, provided, to young persons of age up to 29 years, "Access to tourist enterprises Vouchers" so that they may get work sector-specific experience. The programme's planned activities implied provision of continuous vocational training (in 7 subject areas) and apprenticeships to approximately 8000 unemployed young persons, in two successive phases of 1350 and 6650 beneficiaries respectively.

2.5.2. Main findings

The findings outlined below have been derived from a survey, through which approximately 200 programme participants (70 men and 121 women) were surveyed. The survey was commissioned, by the responsible Government Managing Authority, to independent Evaluators.

In response to a question referring to the programme's *"effectiveness in assisting beneficiaries' integration to the sector's labour market"*, about 50% of the persons surveyed responded that "effectiveness", in this respect, was, at least, "high" and another 38% perceived it as "moderate". Furthermore, the vast majority of respondents indicated that they were able to accept jobs offered to them after the programme's completion. There were however suggestions that the percentage of those being offered jobs, was rather low and that offers made were mostly for jobs of short duration and at rather low salaries. Such "complaints" however are in line with the general labour market conditions.

2.5.3. Summary about the example

The programme (2015-2018) provided, to young persons of age up to 29 years, "Access to tourist enterprises Vouchers" so that they may get work sector-specific experience.

In the context of ex-post evaluation study and in response to a question referring to the programme's *"effectiveness in assisting beneficiaries' integration to the sector's labour market"*, about 50% of the persons surveyed responded that "effectiveness", in this respect, was, at least, "high" and another 38% perceived it as "moderate". There were however suggestions that the percentage of those being offered jobs, was rather low and that offers made were mostly for jobs of short duration and at rather low salaries. Such "complaints" however are in line with the general labour market conditions.

3. CONCLUDING REMARKS

The Tourism sector has historically been one of the main drivers for the Greek economy. It is also a major provider of jobs, especially for young persons, although such employment opportunities continue being dependent on the seasonality pattern of tourism activity. This feature remains an indispensable element of the sector's operation and a severe weakness! Policy Plans for extending tourism activities and enterprises' operation have not been successfully pursued. Same applies for efforts to promote alternative types of tourism, considered to be relatively free from seasonal patterns. To the extent that such sectoral restructuring has not progressed, seasonality will continue influencing duration of employment offers and employment sustainability. For these reasons, the Report argued, availability of "seasonal short-term employment" interferes with achieving the objective of ensuring young people's "sustainable integration" in the tourism labour market.

Interviewing young tourism entrepreneurs allowed the Report's authors to identify certain features on youth entrepreneurship, in general. For the cases presented in the Report, the main conclusions are the following:

- Set-up of tourism enterprises by young adults is frequently the result of scarcity or timely unavailability of alternative employment/career options.
- "Lack of entrepreneurial experience" is usually a built-in factor in enterprise's setting-up early stages and could, therefore, be related to disappointing results or even to failure.
- Support services and networks of professionals, which could potentially assist in efficient problems solving, are not sufficiently developed, especially in the periphery!
- Young entrepreneurs emphasize the importance of certain social and communication skills, of job-performance skills and of entrepreneurship-related skills.
- Young entrepreneurs interviewed did not seem to think highly of Government support services, many of which are not even known to them!

The public sector sponsored training programmes presented in the Report, are of good quality design and most of their provisions follow good cases of similar programmes successfully implemented in other countries. Their efficiency during implementation and their effectiveness in producing expected results, remain, however, debatable!

The above concluding remarks may be interpreted as strongly supporting, not only the NESET project's rationale, but mainly its intended scope and content of training services to young adults in the partner countries, who are attracted by the prospect of pursuing careers in the tourism sector.