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**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 – SKILLS MISMATCHES AND WORKFORCE SHORTAGES IN GREECE **NATIONAL REPORT**



**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)<sup>1</sup>, by creating conditions for NEETs’ employment and entrepreneurship in various forms of tourism, incl. alternative tourism.

This National Report presents and discusses the findings of the Competence Gap Survey on the young adults’ skills mismatches and workforce shortages in the tourism industry, as perceived by employers in Greece. It is the NESET Partnership’s belief that understanding these aspects is crucial for the effectiveness of efforts, targeted at improving youngsters’ situation in the tourism industry labour market and supporting their social inclusion. The investigation is based on a structured survey questionnaire, aimed at mapping the need for building tourism-related competences and delivering training to the project’s target group. The results presented in this National Report together with those contained in the National Reports, prepared for the other 6 NESET Beneficiary Countries, will be brought together in a Synthesis Report, which will serve as a basis for designing an innovative curriculum, training methodology and training content (WP4 – ‘Innovative training material & training workshops’) for supporting NEETs’ sustainable labour market integration in the tourism industry.

The National Report follows the generic structure, proposed by the WP3 Leader – Tora Consult (PP No.9), in order to allow for comparability of reported information and outcomes across NESET partner countries, and includes the following chapters:

- Chapter 1: Characteristics of the enterprises involved in the NESET survey on young adults’ skills mismatches and workforce shortages in the tourism industry in Greece;
- Chapter 2: Tourism-related skills’ perceptions among employers in Greece– main survey findings.

The SARONIS’ team would like to acknowledge the cooperation of Professor Joseph Hassid and Mr. Nikolaos Vordonis, who were in charge of this Report’s preparation and that of the many young adults who participated in the Survey on which the Report is based.

*SARONIS S.A.*

*July 2019*

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<sup>1</sup> The beneficiary countries, covered by the 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

This National Report presents and discusses the findings of the Competence Gap Survey on the young adults' skills mismatches and workforce shortages in the tourism industry, as perceived by a sample of 20 tourism industry employers in Greece.

It is the NESET Partnership's belief that understanding these aspects is crucial for the effectiveness of efforts, targeted at improving youngsters' situation in the tourism industry labour market and supporting their social inclusion.

The investigation is based on a structured survey questionnaire, aimed at mapping the need for building tourism-related competences and delivering training to the project's target group.

**Chapter 1** of the Report, presents the surveyed enterprises' characteristics (e.g. activity sub-sector, Size, Percentage of employees aged 25-29). The **Key findings** resulting from survey participants' responses' processing are the following:

- The enterprises contacted and surveyed operate mainly in the "Accommodation" and the "Food and beverages" sub-sectors of the tourism industry.
- The large majority of tourism enterprises surveyed employ less than 10 persons
- In most of the sample enterprises, the approximate percentage of employees aged 25-29 is between 20% and 40%

**Chapter 2**, presents the results of the sample enterprises' responses concerning tourism-related perceptions of a number of crucial issues. The analysis conducted suggest the following:

- Among **factors** perceived as **affecting young adults' prospects for sustainable integration in the tourism industry**, survey participants' responses suggest that, on average, they are rather "neutral" as to their importance.
- Factors however whose "importance" is above average, are **Communication with customers** and **Adequacy of possessed skills and competences**.
- Among the "least important" are: **Temporary character of labour contracts** and **Seasonality of tourism industry**.
- Responses analysis of **severity of skills mismatches** and **labour market shortages** revealed several interesting occupations-specific situations. E.g. low severity of skills mismatches in a certain occupation but severe labour shortages in that same occupation.
- For **Social and Communication skills** perceived as necessary for young adults' sustainable integration in the tourism industry, employers' responses suggest that their importance is, on average, rather high, while their "adequacy" is rather "inadequate". Most important skills are **"Friendliness"**, **"Respect"** and **"Picking the right medium of communication"**.
- **Skills and competences related to "job performance"** are perceived as "important", while their "adequacy" as "inadequate". Most important skills of this type, are: **"Customer service"**, **"Curiosity to learn"** and **"Flexibility"**.

- For all **Entrepreneurship-related skills** considered, entrepreneurs indicated that their “importance” is perceived as “important”. Skills of “above average” importance are **“Adaptability”, “Initiative”, “Creativity”** and **“Resourcefulness”**. “Adequacy” of all such “entrepreneurship-related” skills is however perceived as rather low.

## EXECUTIVE SUMMARY IN GREEK – ΕΠΙΤΕΛΙΚΗ ΣΥΝΟΨΗ

Η Έκθεση παρουσιάζει και σχολιάζει τα ευρήματα της Έρευνας των Κενών σε Δεξιότητες Νέων Ενηλίκων, τις Αναντιστοιχίες των δεξιοτήτων που αυτοί εμφανίζονται να διαθέτουν, με εκείνες που οι ανάγκες της αγοράς απαιτούν, καθώς και τις Ελλείψεις Εργατικού Δυναμικού στον κλάδο του Τουρισμού, όπως αυτά εκτιμώνται από τους 20 εργοδότες ελληνικών τουριστικών επιχειρήσεων που συμμετείχαν στη σχετική έρευνα.

Οι Εταίροι του έργου NESET είναι πεπεισμένοι ότι η πλήρης κατανόηση των παραπάνω θεμάτων αποτελεί κρίσιμης σημασίας προϋπόθεση για την εξασφάλιση της αποτελεσματικότητας των προσπάθειών τους που στοχεύουν στη βελτίωση της κατάστασης των Νέων ενηλίκων στην αγορά εργασίας του τουριστικού τομέα και στην υποστήριξη της κοινωνικής τους ένταξης.

Η έρευνα βασίστηκε σε ειδικό Ερωτηματολόγιο, μέσω του οποίου αποτυπώνεται η ανάγκη για ανάπτυξη δεξιοτήτων που έχουν σχέση με τον τουρισμό και την εκπαίδευση της Ομάδας Στόχου, στις δεξιότητες αυτές.

Στο **1<sup>ο</sup> Κεφάλαιο** της Έκθεσης, παρουσιάζονται τα χαρακτηριστικά των επιχειρήσεων που συμμετείχαν στην έρευνα (π.χ. Υπο-κλάδος δραστηριότητας, Μέγεθος, Ποσοστό εργαζομένων ηλικίας 25-29 ετών). Τα **κύρια ευρήματα** που προέκυψαν από την ανάλυση των απαντήσεων των συμμετεχόντων, είναι τα εξής:

- Οι επιχειρήσεις που προσεγγίστηκαν και ερευνήθηκαν εντάσσονται κυρίως στους υπο-κλάδους του Τουρισμού «Καταλύματα» και «Εστίαση»
- Η μεγάλη πλειοψηφία τους απασχολεί λιγότερα από 10 άτομα
- Στις περισσότερες από αυτές, το ποσοστό των εργαζομένων ηλικίας μεταξύ 25 και 29 ετών, είναι της τάξης 20%-40%.

Στο **2<sup>ο</sup> Κεφάλαιο**, παρουσιάζονται τα αποτελέσματα της επεξεργασίας των απαντήσεων στο σχετικό Ερωτηματολόγιο, αναφορικά με τις αντιλήψεις που επικρατούν για μια σειρά κρίσιμων θεμάτων. Η επεξεργασία αυτή καταλήγει στα εξής:

- Μεταξύ των **παραγόντων** που θεωρούνται ότι **επηρεάζουν τις προοπτικές των νέων ενηλίκων για διατηρήσιμη ένταξή τους στον τομέα του τουρισμού**, οι επιχειρηματίες του κλάδου τοποθετούνται μάλλον «ουδέτερα», ως προς την συγκριτική τους σπουδαιότητα.
- Παράγοντες πάντως των οποίων η «σπουδαιότητα» υπερέχει της μέσης, είναι η «**Επικοινωνία με τους πελάτες**» και η «**Επάρκεια των νέων σε γνώσεις και δεξιότητες**».
- Μεταξύ των λιγότερο σημαντικών παραγόντων περιλαμβάνεται ο «**Προσωρινός χαρακτήρας των συμβάσεων εργασίας**» και η «**Εποχικότητα στην λειτουργία των τουριστικών επιχειρήσεων**».

Η ανάλυση των απαντήσεων αναφορικά με την **βαρύτητα των αναντιστοιχιών στις δεξιότητες** που οι νέοι διαθέτουν και εκείνων για τις οποίες υπάρχουν ανάγκες στην αγορά, καθώς και για **ελλείψεις στην αγορά εργασίας**, εμφάνισε ενδιαφέρουσες καταστάσεις για ορισμένα επαγγέλματα. Π.χ. περιπτώσεις επαγγελμάτων για τα οποία οι δεξιότητες που προσφέρονται και ζητούνται παρουσιάζουν επαρκή αντιστοιχία, αλλά, ταυτόχρονα, υπάρχουν ελλείψεις διαθέσιμου προσωπικού.

- Για τις **Κοινωνικές και Επικοινωνιακές δεξιότητες** που θεωρούνται απαραίτητες, οι απαντήσεις των εργοδοτών του κλάδου έδειξαν ότι, κατά μέσον όρο, η σπουδαιότητά τους είναι μάλλον υψηλή, αλλά η «επάρκεια» τους χαμηλή! Ως σπουδαιότερες, από τις δεξιότητες αυτού του τύπου, θεωρούνται η **«Φιλική διάθεση»**, ο **«Σεβασμός»** και η **«Επιλογή του κατάλληλου μέσου επικοινωνίας»**.
- Η σπουδαιότητα **Δεξιοτήτων που σχετίζονται με την Εργασιακή Επίδοση**, θεωρείται «σημαντική». Ως «ανώτερη της μέσης» χαρακτηρίζεται η σπουδαιότητα των δεξιοτήτων: **«Εξυπηρέτηση του πελάτη»**, **«Έφεση για μάθηση»** και **«Ευελιξία»**.
- **Δεξιότητες σχετικές με την Επιχειρηματικότητα** θεωρούνται και αυτές υψηλής σπουδαιότητας. Ιδιαίτερα μάλιστα οι: **«Προσαρμοστικότητα»**, **«Πρωτοβουλία»**, **«Δημιουργικότητα»** και **«Επινοητικότητα»**. Η επάρκεια ωστόσο και αυτού του τύπου δεξιοτήτων, θεωρείται ότι είναι χαμηλή.



## **INTRODUCTION**

For the survey among tourism sector employers, a sample of 20 enterprises was formed, mainly based on the local partner's contacts in the specific sector. Survey participants were provided with questionnaires translated in Greek and their responses were subsequently processed according to standardised guidelines for all NESET partner countries.

The resulting Report, consists of two Chapters presenting the analysis findings and is accompanied by a number of Annexes.

In particular,

**Chapter 1** of the Report, presents the surveyed enterprises' characteristics (e.g. activity sub-sector, Size, Percentage of employees aged 25-29)

**Chapter 2**, presents the results of the sample enterprises' responses concerning tourism-related perceptions of a number of crucial issues, such as: Factors affecting young adults' prospects for sustainable integration in the tourism industry, Severity of skills matches / workforce shortages and, most important, Perceptions of "Importance" and "adequacy" of three types of skills and competences, i.e. Social and Communication skills, job performance skills and entrepreneurship-related skills.

The Report's main text ends with a number of **Concluding Remarks**.



## 1. CHARACTERISTICS OF THE ENTERPRISES INVOLVED IN THE NESET SURVEY ON YOUNG ADULTS' SKILLS MISMATCHES AND WORKFORCE SHORTAGES IN THE TOURISM INDUSTRY IN GREECE

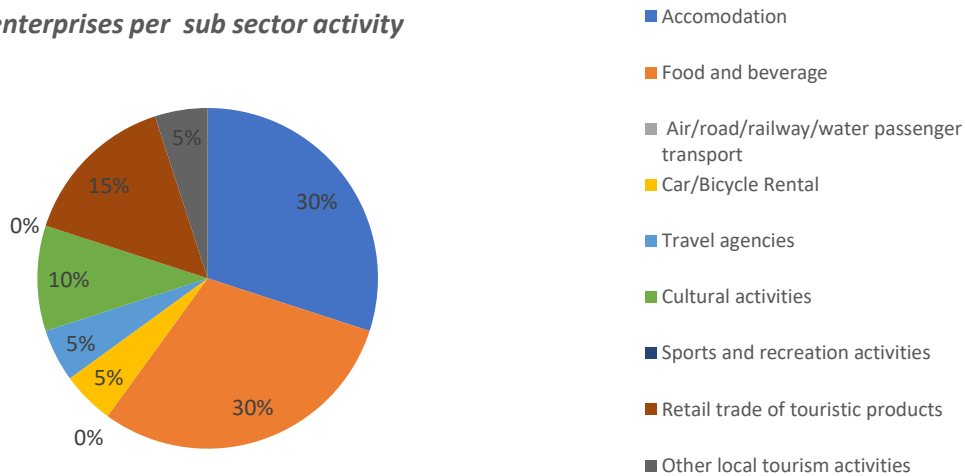
### Key findings of Chapter 1:

- The enterprises contacted and surveyed operated mainly in the “Accommodation” and the “Food and beverages” sub-sectors
- The large majority of tourism enterprises surveyed employ less than 10 persons
- In most of the sample enterprises, the approximate percentage of employees aged 25-29 is between 20% and 40%

### 1.1. Activity sub-sector

As already indicated, the enterprises contacted and surveyed operated mainly in the “Accommodation” and the “Food and beverages” sub-sectors of the, widely defined, Tourism sector. In particular, the sample consists of 6 enterprises from each of the above sub-sectors, the “Retail trade of touristic products” and “Cultural activities” are represented by 3 and 2 enterprises respectively, while the last 3 survey participants operate in 3 other sub-sectors (i.e. “Car rental”, “Travel Agencies” and “Other local tourism activities”).

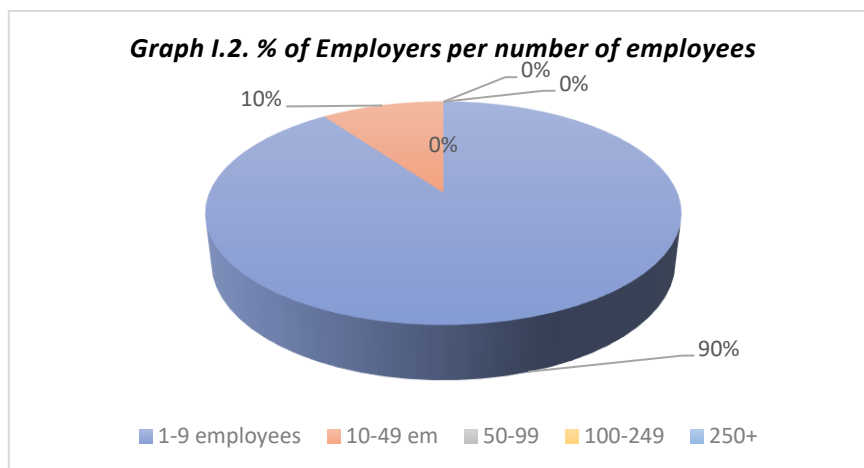
Graph I.1. % of enterprises per sub sector activity



Source: Annex A, Question I.2

### 1.2. Present size (number of employees)

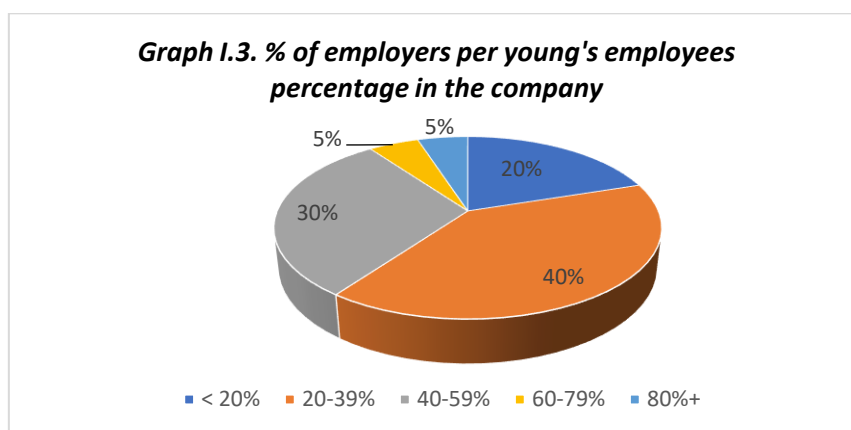
With 2 only exceptions, all other tourism enterprises surveyed employ less than 10 persons. The 2 enterprises mentioned are classified in the immediately next size class of 10-49 persons.



Source: Annex A, Question I.3

### 1.3. Approximate percentage of employees aged 25-29 in the company

In most of the sample enterprises (8 enterprises – 40%), the approximate percentage of employees aged 25-29 is between 20% and 40% (see Graph below). In only 10% (2 enterprises) the corresponding percentage exceeds 60%.



Source: Annex A, Question I.4

## 2. TOURISM-RELATED SKILLS' PERCEPTIONS AMONG EMPLOYERS IN GREECE— MAIN SURVEY FINDINGS

### **Key findings of Chapter 2:**

- Among **factors** perceived as **affecting young adults' prospects for sustainable integration in the tourism industry**, survey participants' responses suggest that, on average, they are rather "neutral" as to their importance.
- Factors however whose "importance" is above average, are **Communication with customers** and **Adequacy of possessed skills and competences**.
- Among the "least important" are: **Temporary character of labour contracts** and **Seasonality of tourism industry**.
- Responses analysis of **severity of skills mismatches** and **labour market shortages** revealed several interesting occupations-specific situations. E.g. low severity of skills mismatches in a certain occupation but severe labour shortages in that same occupation.
- For **Social and Communication skills** perceived as necessary for young adults' sustainable integration in the tourism industry, employers' responses suggest that their importance is, on average, rather high, while their "adequacy" is rather "inadequate". Most important skills are "Friendliness", "Respect" and "Picking the right medium of communication",
- **Skills and competences related to "job performance"** are perceived as "important", while their "adequacy" as "inadequate". Most important skills of this type, are: **"Customer service", "Curiosity to learn" and "Flexibility"**.
- For all **Entrepreneurship-related skills** considered, entrepreneurs indicated that their "importance" is perceived as "important". Skills of "above average" importance are **"Adaptability", "Initiative", "Creativity" and "Resourcefulness"**. "Adequacy" of all such "entrepreneurship-related" skills is however perceived as rather low.

### **2.1. Factors for young people's sustainable integration in the tourism industry and tourism occupations' skills mismatches and workforce shortages**

Among 10 different factors perceived as affecting young adults' prospects for sustainable integration in the tourism industry, survey participants' responses suggest that, on a scale of 1 to 5, the **"average importance"** of all factors taken together is 3.6, indicating a rather "neutral" assessment, admittedly with a slight tendency towards the area of "important"!

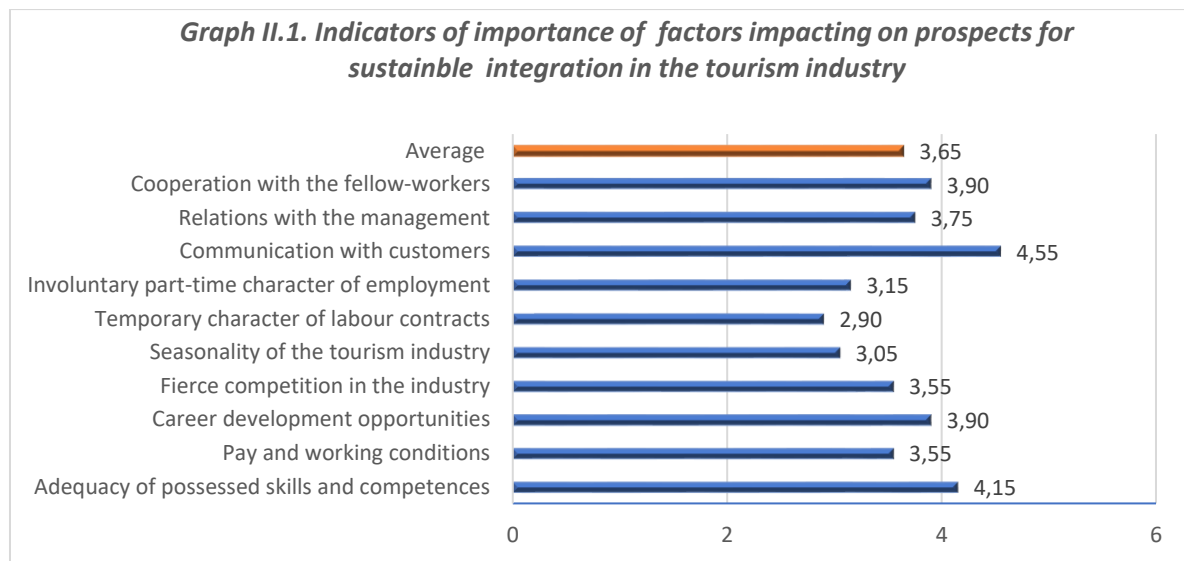
Factors however whose "importance" is above average, are the following (indicator of **factor-specific importance** in parentheses):

- **Communication with customers** (4.55)
- **Adequacy of possessed skills and competences** (4.15)

- **Career development opportunities** (3.90)
- **Cooperation with fellow-workers** (3.90) and, finally,
- **Relations with the Management** (3.75)

At the other end of the respective scale, the “least important”, among the factors in the specific list, are:

- **Temporary character of labour contracts** (2.90)
- **Seasonality of tourism industry** (3.05)
- **Involuntary part-time character of employment** (3.15)
- **Fierce competition in the industry** (3.55)
- **Pay and working conditions** (3.55)



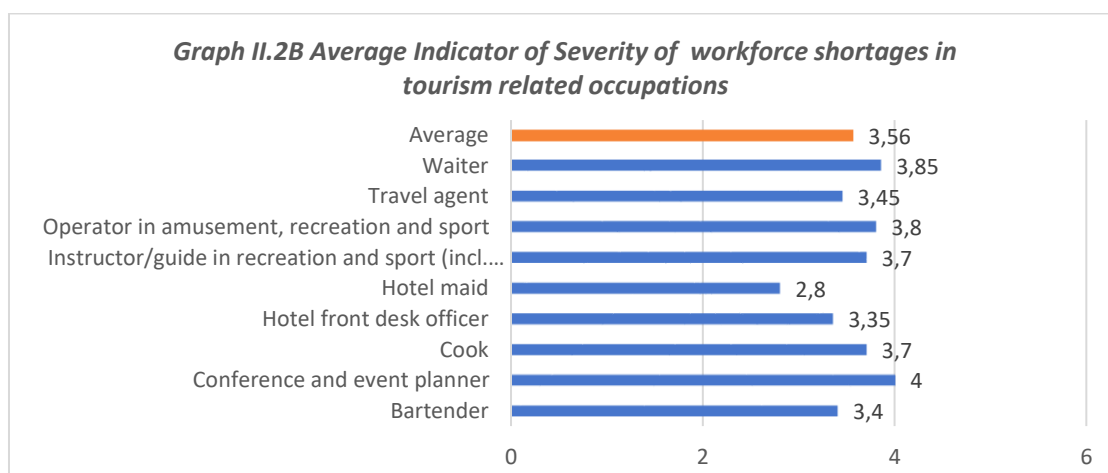
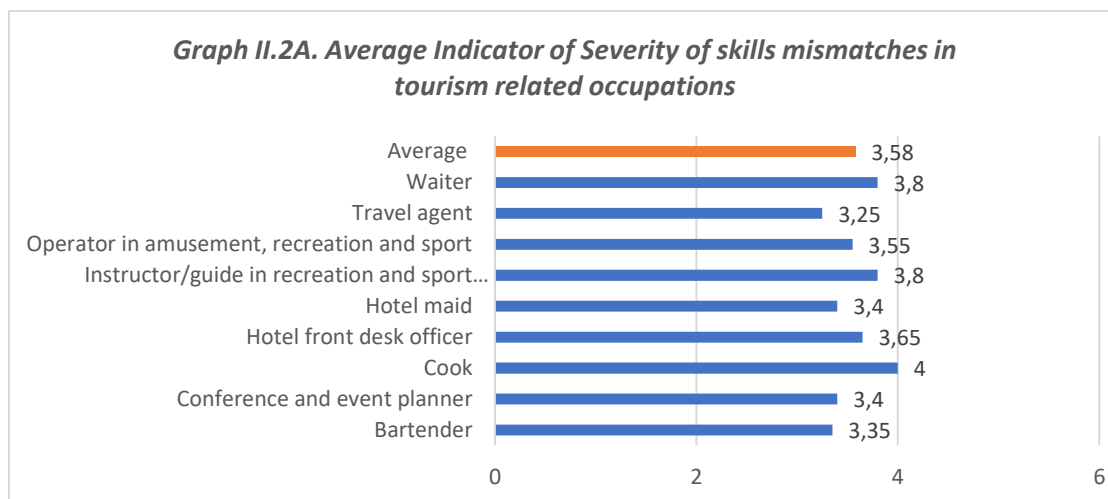
Source: Annex A, Question II.1.

On this 2<sup>nd</sup> group of factors, whose importance in determining young adults’ prospects for sustainable integration in the tourism labour market, seems to be perceived, by tourism enterprises, as relatively lower than other factors, one could observe that they reflect some of the sector’s characteristics generally regarded as weaknesses which need to be addresses through specific tourism development policies (e.g. promotion of special types of seasonality-free tourism, or, at least, of types whose character allow enterprises’ operation over large parts of the year).

Two important questions put to survey participants refers to their assessment of the **severity of skills mismatches** experienced for certain tourism-related occupations, in combination to the severity of workforce shortages for each of these occupations. The following Table (and respective Graphs) summarise the responses obtained.

Occupation	Severity of skills mismatch		Severity of workforce shortages	
	Indicator (1-5)	Ranking	Indicator (1-5)	Ranking
Cook	4.00	1st	3.70	5th
Waiter	3.80	2nd	3.85	2nd
Instructor/Guide in recreation & sports	3.80	3rd	3.70	4th
Hotel Front Desk	3.65	4th	3.35	8th

Operator in amusement, recreation and sports	3.55	5th	3.80	3rd
Conference and Events Planner	3.40	6th	4.00	1st
Hotel maid	3.40	7th	2.80	9th
Bartender	3.35	8th	3.40	7th
Travel Agent	3.25	9th	3.45	6th
<b>Average (all occupations)</b>	<b>3.58</b>		<b>3.56</b>	



Source: Annex A, Question II.2A, II. 2B.

By comparing the responses analyses' for these two important aspects of tourism labour market's operation, one may identify several interesting occupations-specific situations. For example: occupations for which skills are, generally speaking, those required by potential employers (low severity Ranking) **but**, in short supply (typical case: Conference and Events Planners), or others for which availability for hiring is not an issue, **but** skills matching is problematic (typical case: Cooks).

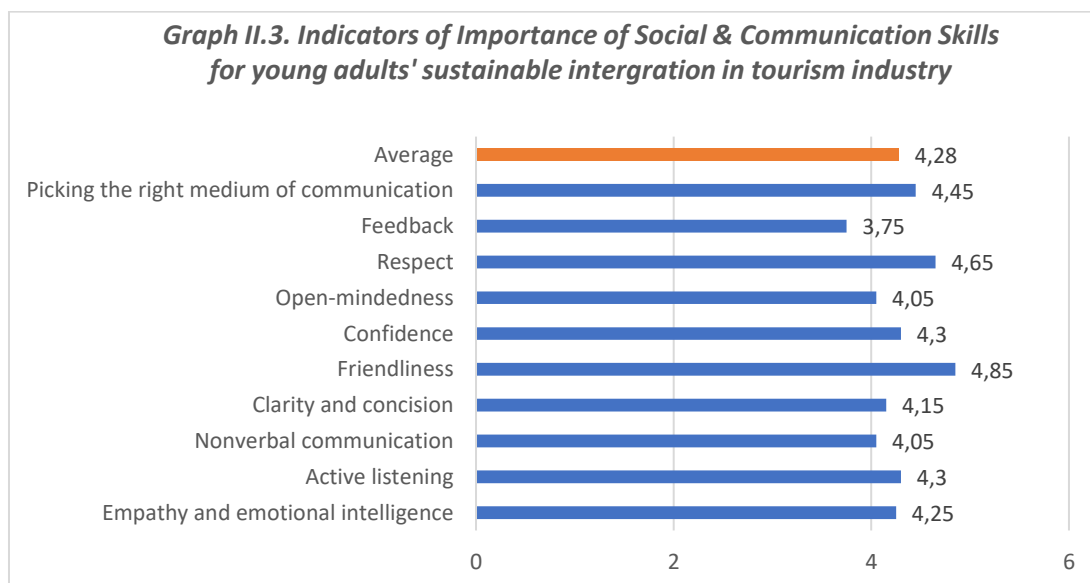
## 2.2. Importance and adequacy of young persons' social and communication skills – implications for young adults' sustainable integration in the tourism industry

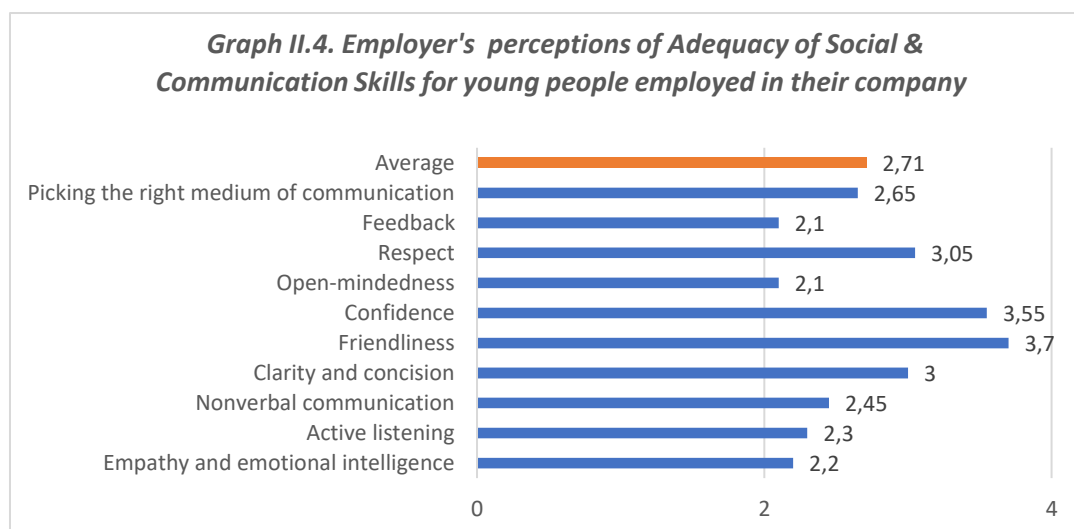
Having accepted that young persons' sustainable integration in the tourism industry is, to a large extent, determined by a set of various types of skills that an individual possesses (having

acquired them through various processes, including formal and informal training), the survey also investigated employers' perceptions of the **importance** and the **adequacy** of such types of skills for their existing or potential future personnel, for their own enterprises or for the tourism sector, in general.

Starting with a set of so-called **Social and Communication skills**, the tourism employers' responses collected, imply that, for the specific skills, their **importance** is, on average, perceived as rather high (relevant Indicator: 4.28), while their **"adequacy"** as rather "inadequate" (relevant indicator: 2.71). "Top priority" skills (in terms of "importance" are: **"Friendliness"**, **"Respect"** and **"Picking the right medium of communication"**, whose "adequacy" for which the respective indicators are "above average", although their specific values are in the area of "neutral" (between 2 and 3). At the bottom of the respective scale, although considered, marginally as "important", are skills such as **"Non-verbal communication"**, **"Open mindedness"** and **"Feedback"**. There are, nevertheless, skill-specific deviations from these "averages", as the Table and the Graphs below show.

Social & Communication Skills	
Indicator of Skills <b>IMPORTANCE</b> (Average: 4.28)	Indicator of Skills <b>ADEQUACY</b> (Average: 2.71)
<b>Above Average</b>	
Friendliness (4.85)	Friendliness (3.70)
Respect (4.65)	Confidence (3.55)
Picking right medium of communication (4.45)	Respect (3.05)
Confidence (4.30)	Clarity and cohesion (3.00)
Active listening (4.30)	Picking right medium of communication (2.65)
<b>Below Average</b>	
Empathy and emotional intelligence (4.25)	Non-verbal communication (2.45)
Clarity and cohesion (4.15)	Active listening (2.30)
Non-verbal communication (4.05)	Empathy and emotional intelligence (2.20)
Open mindedness (4.05)	Feedback (2.10)
Feedback (3.75)	Open mindedness (2.10)





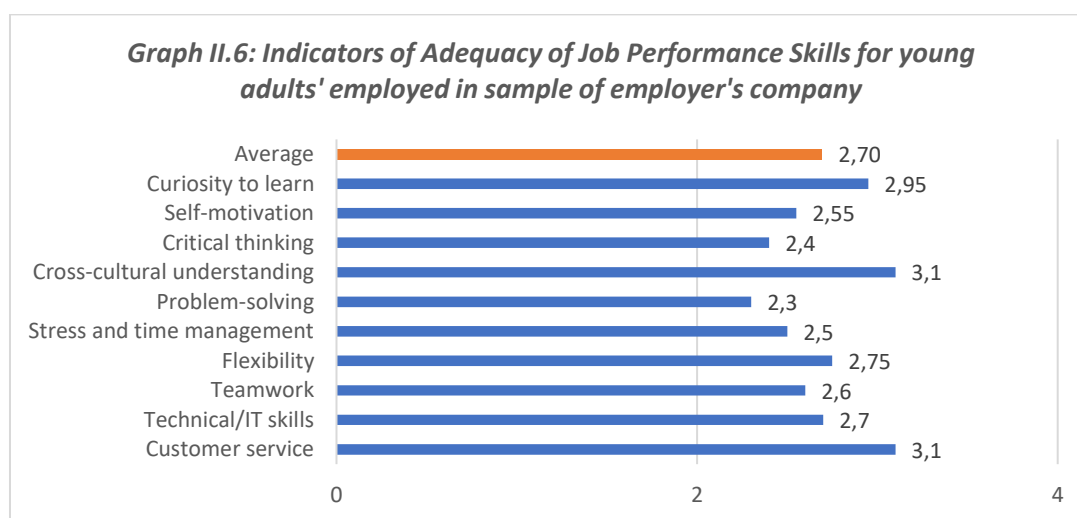
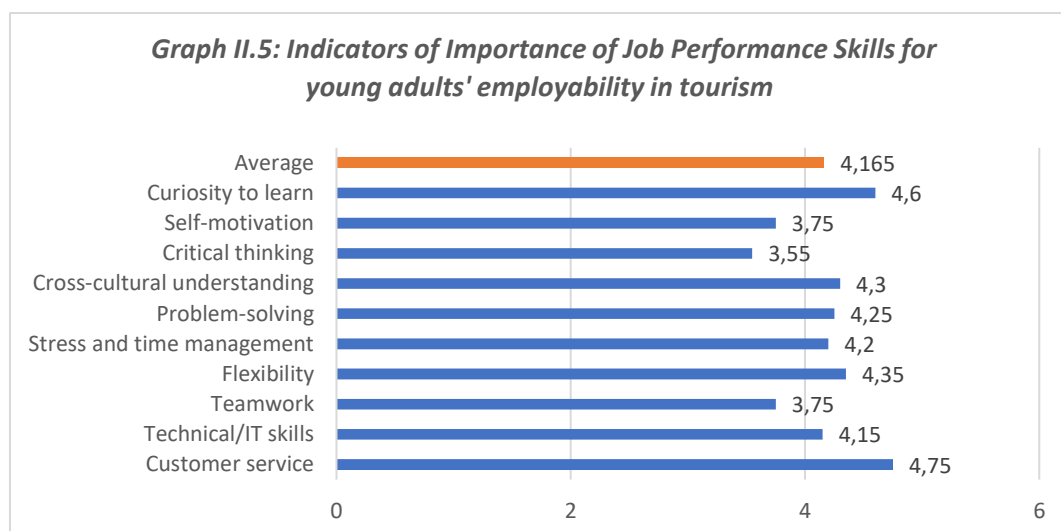
Source: Annex A, Question II.3, II.4.

### 2.3. Importance and adequacy of young persons' job performance skills – implications for young adults' employability in tourism

A 2<sup>nd</sup> set of skills and competences examined, consists of skills and competences related to “**job performance**”. Again, such skills are perceived, on average, as “important” (average Indicator: 4.165), while their “adequacy” as “inadequate” (average Indicator: 2.70). Most important skills of this type, are: “**Customer service**”, “**Curiosity to learn**” and “**Flexibility**”. The case of specific skills and their positioning/ranking “above” or “below” corresponding “average” indicators' values, is shown on the Table and the Graphs below.

Job Performance Skills	
Indicator of Skills <b>IMPORTANCE</b> (Average: 4.16)	Indicator of Skills <b>ADEQUACY</b> (Average: 2.70)
<b>Above Average</b>	
Customer service (4.75)	Customer service (3.10)
Curiosity to learn (4.60)	Cross-cultural understanding (3.10)
Flexibility (4.35)	Curiosity to learn (2.95)
Cross-cultural understanding (4.30)	Flexibility (2.75)
Problem-solving (4.25)	Technical /IT skills (2.70)
Stress and Time Management (4.20)	
<b>Below Average</b>	
Technical /IT skills (4.15)	Teamwork (2.60)
	Self-motivation (2.55)
Teamwork (3.75)	Stress and Time Management (2.50)
Self-motivation (3.75)	Critical thinking (2.40)
Critical thinking (3.55)	Problem-solving (2.30)





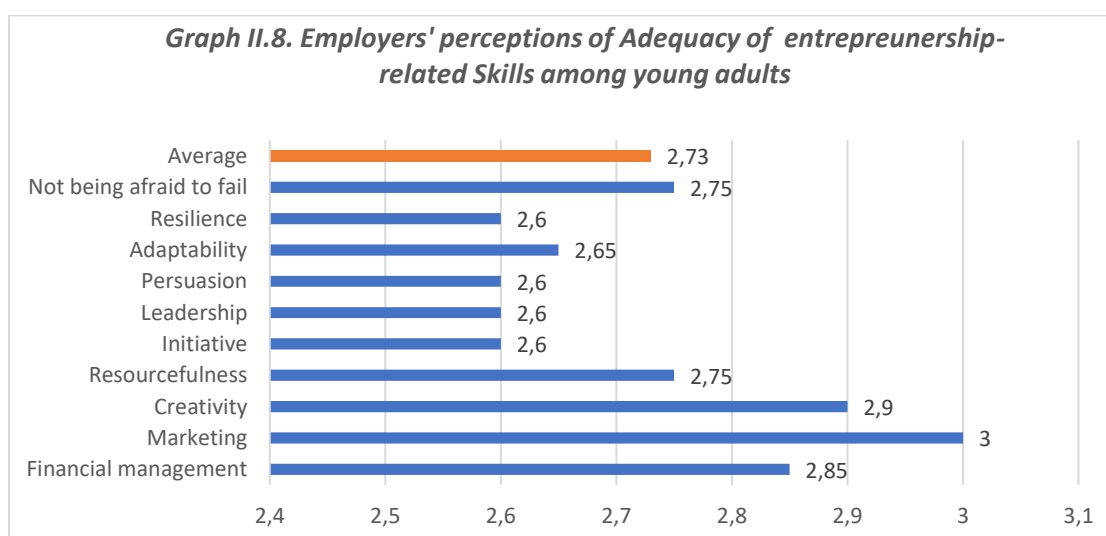
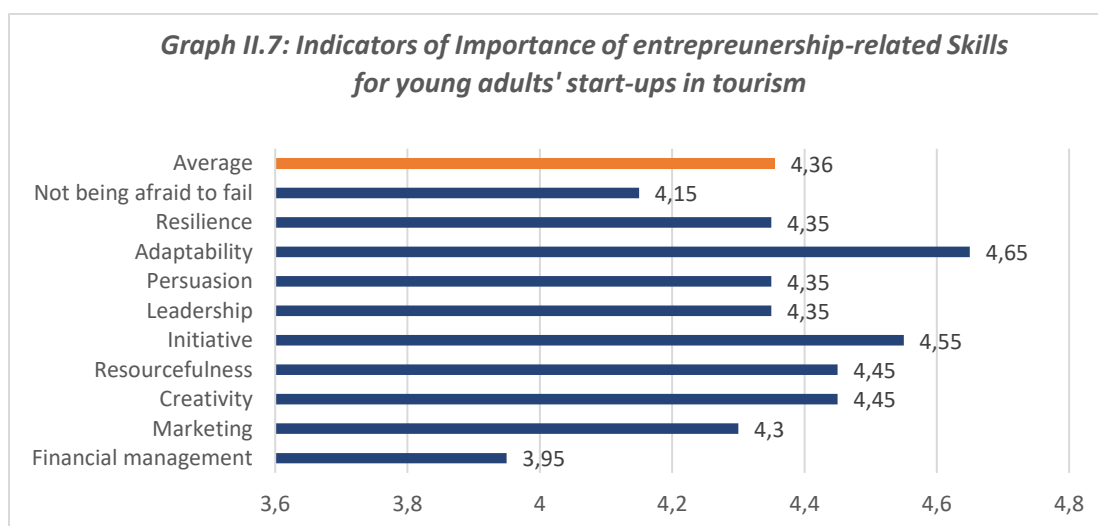
Source: Annex A, Question II.5, II.6

## 2.4. Importance and adequacy of young persons' entrepreneurship-related skills – implications for young adults' start-ups in tourism

The 3<sup>rd</sup>, and last, type of skills considered, are those related to young-adults' successful set up of an enterprise in the tourism sector. All specific skills on which surveyed employers were requested to indicate their assessment of "importance" and "adequacy". They are all perceived as "important" (indicator values, between 4.65 and 4.15), with the exception of "Financial Management", with its importance, marginally falling in the same indicators' are (3.95). Skills of "above average" importance (e.g. **"Adaptability"**, **"Initiative"**, **"Creativity"** and **"Resourcefulness"**, and those "below average" (but still "important"), are shown on the Table and the Graphs below.

"Adequacy" of all such "entrepreneurship-related" skills is however perceived as rather low (indicators' values below 3.00).

<b>Entrepreneurship-related Skills</b>	
Indicator of Skills <b>IMPORTANCE</b> (Average: 4.35)	Indicator of Skills <b>ADEQUACY</b> (Average: 2.73)
<b>Above Average</b>	
Adaptability (4.65)	Marketing (3.00)
Initiative (4.55)	Creativity (2.90)
Creativity (4.45)	Financial Management (2.85)
Resourcefulness (4.45)	Resourcefulness (2.75)
	Not being afraid to fail (2.75)
<b>Below Average</b>	
Leadership (4.35)	Adaptability (2.65)
Persuasion (4.35)	Resilience (2.60)
Resilience (4.35)	Initiative (2.60)
Marketing (4.30)	Leadership (2.60)
Not being afraid to fail (4.15)	Persuasion (2.60)
Financial Management (3.95)	



Source: Annex A, Question II.7, II.8

## **CONCLUDING REMARKS**

The analysis presented in the Report leads to a number of concluding remarks. These are associated both with the survey methodology's adequacy for providing good understanding of the factors conditioning young adults' prospects for sustainable integration in tourism sector labour market and also of that market's requirements in terms of employees' skills in various tourism related occupations.

The fact that the survey conducted among tourism employers follows a survey among young adults, with similar questions being asked, allows a comparison of perceptions held and of views expressed by both sides of the labour market.

A first issue that needs to be brought up is whether the notion of "sustainable integration" is appropriately understood by prospective employees and employers of the tourism industry. The fact that both sides of the specific labour market seem to downplay the importance of the "seasonality" of tourism activity in Greece and of the mainly temporary character of employment opportunities for many young adults, may be an indication of "good temporary employment offers becoming available", being misinterpreted as a sign of "effective sustainable integration" being ensured! While this may be acceptable at the personal and enterprise level, it is somewhat inconsistent with the public policy objective of "extending the tourism activity period" over longer periods during the year and ensuring stable employment. Such a policy is associated with new tourism activity patterns, strengthening of existing and development of new skills. This, in turn, provides ground for investments in training programmes, content, training delivery techniques and technologies etc.!

Another important issue, conditioning, to some extent, the representativeness of employers' survey results, is the fact that the majority of survey participants are very small firms! This may explain some of their responses (e.g. certain jobs are undertaken by family members and therefore their skills are, by definition, considered as "adequate", or, "workforce shortages" are, in the case of a small family firm, not a concern). A larger enterprise representative's response might have been different!

The analysis of survey participants' responses are, nevertheless, strongly supporting the crucial importance of skills mismatches being experienced and, therefore, of the necessity of targeted skills enhancing training programmes. This applies to various types of social and communication skills, job performance skills and, finally, entrepreneurship related skills, for those young adults being attracted by the prospect of setting up their own enterprises, or, for those who are sufficiently motivated in developing intrapreneurial skills and promote their sustainable integration in the tourism industry from within existing tourism enterprises.

## ANNEXES

### Annex A. Selected NESET Gap Analysis survey results

#### SECTION I. CHARACTERISTICS OF THE ENTERPRISE

##### I.2. Activity sub-sector:

Type of Sub-Activity	Accommodation	Food and beverage	Air/road/railway/water passenger transport	Car/Bicycle Rental	Travel agencies	Cultural activities	Sports and recreation activities	Retail trade of touristic products	Other local tourism activities	Total
NUMBER	6	6	0	1	1	2	0	3	1	20
%	30%	30%	0%	5%	5%	10%	0%	15%	5%	100%

##### I.3. Present size (number of employees)

No of Employees	1-9	10-49	50-99	100-249	250+	Total
No. of Responses	18	2	0	0	0	20
% of Responses	90%	10%	0%	0%	0%	100%

##### I.4. Approximate percentage of employees aged 25-29 in the company at present:

% of Employees aged 25-29	< 20%	20-39%	40-59%	60-79%	80%+	Total
No. of Responses	4	8	6	1	1	20
% of Responses	20%	40%	30%	5%	5%	100%

## SECTION II. TOURISM-RELATED SKILLS' PERCEPTIONS

II.1. For EACH of the factors below, indicate how IMPORTANT you consider it to be for young adults' sustainable integration in the tourism industry:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

FACTORS	Not at all	Not important	Neutral	Important	Very	Total Responses	Average Indicator of IMPORTANCE
Adequacy of possessed skills and competences	1	0	3	7	9	20	4,15
Pay and working conditions	0	1	10	6	3	20	3,55
Career development opportunities	0	0	6	10	4	20	3,90
Fierce competition in the industry	1	0	6	13	0	20	3,55
Seasonality of the tourism industry	0	5	10	4	1	20	3,05
Temporary character of labour contracts	2	4	9	4	1	20	2,90
Involuntary part-time character of employment	2	2	7	9	0	20	3,15
Communication with customers	0	0	1	7	12	20	4,55
Relations with the management	0	1	5	12	2	20	3,75
Cooperation with the fellow-workers	1	0	7	4	8	20	3,90
Average	7	13	64	76	40	200	3,645

**II.2.A. For EACH of the occupations below, indicate how SEVERE are the skills mismatches, based on your experience:**

**(1 = Not at all severe; 2 = Not severe; 3 = Neutral; 4 = Severe; 5 = Very severe)**

Occupations	Not at all	Not severe	Neutral	Severe	Very Severe	Total no of Responses	Indicator of Severity of skills mismatches
Bartender	1	4	6	5	4	20	3,35
Conference and event planner	0	4	6	8	2	20	3,40
Cook	0	0	7	6	7	20	4,00
Hotel front desk officer	0	0	12	3	5	20	3,65
Hotel maid	0	5	7	3	5	20	3,40
Instructor/guide in recreation and sport (incl. Tourist guide)	0	0	9	6	5	20	3,80
Operator in amusement, recreation and sport	0	2	9	5	4	20	3,55
Travel agent	2	2	7	7	2	20	3,25
Waiter	0	2	6	6	6	20	3,80
Average	3	19	69	49	40	180	3,58

**II.2.B. For EACH of the occupations below, indicate how SEVERE are the workforce shortages, based on your experience:**

**(1 = Not at all severe; 2 = Not severe; 3 = Neutral; 4 = Severe; 5 = Very severe)**

Total /Average	1	16	73	61	29	180	3,56
Occupations	Not at all	Not severe	Neutral	Severe	Very Severe	Total no. of Responses	Indicator of Severity of workforce shortage
Bartender	1	3	7	5	4	20	3,40
Conference and event planner	0	0	7	6	7	20	4,00
Cook	0	1	9	5	5	20	3,70
Hotel front desk officer	0	0	14	5	1	20	3,35
Hotel maid	0	7	10	3	0	20	2,80
Instructor/guide in recreation and sport (incl. Tourist guide)	0	0	9	8	3	20	3,70
Operator in amusement, recreation and sport	0	1	5	11	3	20	3,80
Travel agent	0	2	9	7	2	20	3,45
Waiter	0	2	3	11	4	20	3,85

★ 3 mentioned as highly important the occupations of: sales (traditional products; manager)

**II.3. For EACH of the social and communication skills listed below, indicate how IMPORTANT you consider it to be for young adults' sustainable integration in the tourism industry:**

**(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)**

FACTORS	Not at all	Not important	Neutral	Important	Very	Total Responses	Indicator of IMPORTANCE
Empathy and emotional intelligence	1	0	0	11	8	20	4,25
Active listening	0	1	0	11	8	20	4,30
Nonverbal communication	0	0	5	9	6	20	4,05
Clarity and concision	0	0	2	13	5	20	4,15
Friendliness	0	0	0	3	17	20	4,85
Confidence	0	0	3	8	9	20	4,30
Open-mindedness	0	0	4	11	5	20	4,05
Respect	0	0	0	7	13	20	4,65
Feedback	0	0	8	9	3	20	3,75
Picking the right medium of communication	0	0	2	7	11	20	4,45
Total/Average	1	1	24	89	85	200	4,28

**II.4. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above social and communication skills is for the young people employed in your company:**

**(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)**

FACTORS	Highly inadequate	Inadequate	Neutral	Adequate	Highly adequate	Total Responses	Indicator of Adequacy
Empathy and emotional intelligence	3	13	2	1	1	20	2,20
Active listening	5	9	2	3	1	20	2,30
Nonverbal communication	1	12	5	1	1	20	2,45
Clarity and concision	0	9	3	7	1	20	3,00
Friendliness	0	5	1	9	5	20	3,70
Confidence	0	5	4	6	5	20	3,55
Open-mindedness	7	7	4	1	1	20	2,10
Respect	4	2	5	7	2	20	3,05
Feedback	6	9	3	1	1	20	2,10
Picking the right medium of communication	2	8	6	3	1	20	2,65
Total /Average	28	79	35	39	19	200	2,71



**II.5. For EACH of the job performance skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' employability in tourism:**

**(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)**

FACTORS	Not at all	Not important	Neutral	Important	Very	Total Responses	Indicator of IMPORTANCE
Customer service	0	0	1	3	16	20	4,75
Technical/IT skills	0	2	3	13	2	20	4,15
Teamwork	0	0	2	13	5	20	3,75
Flexibility	0	0	3	7	10	20	4,35
Stress and time management	0	0	3	10	7	20	4,20
Problem-solving	0	2	0	9	9	20	4,25
Cross-cultural understanding	0	0	1	12	7	20	4,30
Critical thinking	0	0	10	9	1	20	3,55
Self-motivation	0	0	7	11	2	20	3,75
Curiosity to learn	0	1	0	5	14	20	4,60
Total/Average	0	5	30	92	73	200	4,165

**II.6. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above job performance skills and competences is for the young people employed in your company:**

**(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)**

FACTORS	Highly inadequate	Inadequate	Neutral	Adequate	Highly adequate	Total Responses	Indicator of Adequacy
Customer service	0	5	8	7	0	20	3,10
Technical/IT skills	0	9	8	3	0	20	2,70
Teamwork	0	10	8	2	0	20	2,60
Flexibility	1	7	9	2	1	20	2,75
Stress and time management	0	14	3	2	1	20	2,50
Problem-solving	2	12	4	2	0	20	2,30
Cross-cultural understanding	0	3	14	1	2	20	3,10
Critical thinking	2	12	3	2	1	20	2,40
Self-motivation	2	11	2	4	1	20	2,55
Curiosity to learn	1	5	10	2	2	20	2,95
Total /Average	8	88	69	27	8	200	2,70

**II.7. For EACH of the entrepreneurship-related skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' start-ups in tourism:**  
(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

FACTORS	Not at all	Not important	Neutral	Important	Very	Total Responses	Indicator of IMPORTANCE
Financial management	0	0	6	9	5	20	3,95
Marketing	0	0	1	12	7	20	4,30
Creativity	0	0	1	9	10	20	4,45
Resourcefulness	0	0	0	11	9	20	4,45
Initiative	0	0	0	9	11	20	4,55
Leadership	0	0	2	9	9	20	4,35
Persuasion	0	0	0	13	7	20	4,35
Adaptability	0	0	1	5	14	20	4,65
Resilience	0	0	2	9	9	20	4,35
Not being afraid to fail	0	0	5	7	8	20	4,15
Total/Average	0	0	18	93	89	200	4,355

**II.8. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above entrepreneurship-related skills and competences is among young adults:**  
(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

FACTORS	Highly inadequate	Inadequate	Neutral	Adequate	Highly adequate	Total Responses	Indicator of Adequacy
Financial management	0	7	10	2	1	20	2,85
Marketing	0	4	13	2	1	20	3,00
Creativity	0	8	7	4	1	20	2,90
Resourcefulness	0	11	4	4	1	20	2,75
Initiative	0	12	6	0	2	20	2,60
Leadership	0	13	3	3	1	20	2,60
Persuasion	0	12	5	2	1	20	2,60
Adaptability	2	7	8	2	1	20	2,65
Resilience	3	7	6	3	1	20	2,60
Not being afraid to fail	1	9	7	0	3	20	2,75
Total/Average	6	90	69	22	13	200	2,73

## Annex B. NESET Gap Analysis survey indicators

### NESET Employers' SURVEY QUESTIONNAIRE – Competence Gaps Indicators (CGIs)

II.3. For EACH of the social and communication skills listed below, indicate how IMPORTANT you consider it to be for young adults' sustainable integration in the tourism industry:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

II.4. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above social and communication skills is for the young people employed in your company:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

<b>Competence Gaps Indicators (CGIs): SOCIAL AND COMMUNICATION SKILLS</b>	<b>Importance (A)</b>	<b>Adequacy (B)</b>	<b>Skill Gap (A-B)</b>
1. Empathy and emotional intelligence	4,25	2,20	2,05
2. Active listening	4,30	2,30	2,00
3. Nonverbal communication	4,05	2,45	1,60
4. Clarity and concision	4,15	3,00	1,15
5. Friendliness	4,85	3,70	1,15
6. Confidence	4,30	3,55	0,75
7. Open-mindedness	4,05	2,10	1,95
8. Respect	4,65	3,05	1,60
9. Feedback	3,75	2,10	1,65
10. Picking the right medium of communication	4,45	2,65	1,80
<b>SKILLS' AVERAGE</b>	<b>4,28</b>	<b>2,71</b>	<b>1,57</b>

II.5. For EACH of the job performance skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' employability in tourism:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

II.6. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above job performance skills and competences is for the young people employed in your company:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

Competence Gaps Indicators (CGIs):	Importance (A)	Adequacy (B)	Skill Gap (A-B)
JOB PERFORMANCE SKILLS AND COMPETENCES			
1. Customer service	4,75	3,1	1,65
2. Technical/IT skills	3,75	2,7	1,05
3. Teamwork	4,15	2,6	1,55
4. Flexibility	4,35	2,75	1,60
5. Stress and time management	4,20	2,50	1,70
6. Problem-solving	4,25	2,30	1,95
7. Cross-cultural understanding	4,30	3,10	1,20
8. Critical thinking	3,55	2,40	1,15
9. Self-motivation	3,75	2,55	1,20
10. Curiosity to learn	4,60	2,95	1,65
<b>SKILLS' AVERAGE</b>	<b>4,165</b>	<b>2,695</b>	<b>1,47</b>

II.7. For EACH of the entrepreneurship-related skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' start-ups in tourism:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

II.8. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above entrepreneurship-related skills and competences is among young adults:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

Competence Gaps Indicators (CGIs):	Importance (A)	Adequacy (B)	Skill Gap (A-B)
ENTREPRENEURSHIP-RELATED SKILLS AND COMPETENCES			
1. Financial management	3,95	2,85	1,10
2. Marketing	4,30	3,00	1,30
3. Creativity	4,45	2,90	1,55
4. Resourcefulness	4,45	2,75	1,70
5. Initiative	4,55	2,60	1,95
6. Leadership	4,35	2,60	1,75
7. Persuasion	4,35	2,60	1,75
8. Adaptability	4,65	2,65	2,00
9. Resilience	4,35	2,60	1,75
10. Not being afraid to fail	4,15	2,75	1,40
<b>SKILLS' AVERAGE</b>	<b>4,355</b>	<b>2,73</b>	<b>1,625</b>

## Annex C. NESET employers' survey questionnaire in English and in Greek

### COMPETENCE GAP ANALYSIS IN BENEFICIARY COUNTRIES

#### NESET EMPLOYERS' SURVEY QUESTIONNAIRE

NESET – NEETs' Empowerment for Sustainable Employment in the Tourism sector, is a 3-year project, funded by Iceland, Liechtenstein and Norway through the EEA Grants 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)<sup>2</sup>, by creating conditions for NEETs' employment and entrepreneurship in various forms of tourism, incl. alternative tourism.

Regarding foreseen NESET outcomes, lowered youth unemployment will be achieved through increased understanding of and innovatively addressed NEETs' tourism-related and social skills deficiencies and improved employability and entrepreneurial skills of the target groups. Youth participation in the tourism industry will be strengthened through an e-Support platform, job-placement mobilities spread all over the BCs, and increased opportunities for successful start-ups in the (alternative) tourism sector. The project's main focus is on the 25-29-year-old NEETs in the BCs (incl. long-term unemployed, low-skilled and discouraged young people), who together with relevant stakeholders form the project's direct target group.

This Survey is being undertaken in order to obtain information from companies, operating in the tourism industry in the 7 project's BCs, regarding the skills mismatches and workforce shortages in tourism, as perceived by employers. The Survey respondents' identity will remain strictly CONFIDENTIAL.

***Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: [contact details of responsible NESET partner's team member]***

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<sup>2</sup> The beneficiary countries, covered by the NESET project activities include Bulgaria, Croatia, Cyprus, Greece, Italy, Portugal and Romania, whereas Iceland is involved in project implementation as an expertise country.

## SECTION I. CHARACTERISTICS OF THE ENTERPRISE

### I.1. Country of origin:

<u>1.</u> Bulgaria	<u>2.</u> Croatia
<u>3.</u> Cyprus	<u>4.</u> Greece
<u>5.</u> Italy	<u>6.</u> Portugal
<u>7.</u> Romania	

### I.2. Activity sub-sector:

<u>1.</u> Accommodation for visitors
<u>2.</u> Food and beverage serving activities
<u>3.</u> Air/road/railway/water passenger transport
<u>4.</u> Transport equipment rental
<u>5.</u> Travel agencies and other reservation services activities
<u>6.</u> Cultural activities
<u>7.</u> Sports and recreation activities
<u>8.</u> Retail trade of country-specific tourism characteristic goods
<u>9.</u> Other country-specific tourism-characteristic activities
<u>10.</u> Other (please, indicate): _____

### I.3. Present size (number of employees):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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### I.4. Approximate percentage of employees aged 25-29 in the company at present:

<u>1.</u> < 20%	<u>2.</u> 20-39%	<u>3.</u> 40-59%	<u>4.</u> 60-79%	<u>5.</u> 80%+
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## SECTION II. TOURISM-RELATED SKILLS' PERCEPTIONS

**II.1. For EACH of the factors below, indicate how IMPORTANT you consider it to be for young adults' sustainable integration in the tourism industry:**

**(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)**

	1	2	3	4	5
1. Adequacy of possessed skills and competences					
2. Pay and working conditions					
3. Career development opportunities					
4. Fierce competition in the industry					
5. Seasonality of the tourism industry					
6. Temporary character of labour contracts					
7. Involuntary part-time character of employment					
8. Communication with customers					
9. Relations with the management					
10. Cooperation with the fellow-workers					

**II.2.A. For EACH of the occupations below, indicate how SEVERE are the skills mismatches, based on your experience:**

**(1 = Not at all severe; 2 = Not severe; 3 = Neutral; 4 = Severe; 5 = Very severe)**

	1	2	3	4	5
1. Bartender					
2. Conference and event planner					
3. Cook					
4. Hotel front desk officer					
5. Hotel maid					
6. Instructor/guide in recreation and sport (incl. Tourist guide)					
7. Operator in amusement, recreation and sport					
8. Travel agent					
9. Waiter					
10. Other (please, indicate): _____					



**II.2.B. For EACH of the occupations below, indicate how SEVERE are the workforce shortages, based on your experience:**

**(1 = Not at all severe; 2 = Not severe; 3 = Neutral; 4 = Severe; 5 = Very severe)**

	1	2	3	4	5
1. Bartender					
2. Conference and event planner					
3. Cook					
4. Hotel front desk officer					
5. Hotel maid					
6. Instructor/guide in recreation and sport (incl. Tourist guide)					
7. Operator in amusement, recreation and sport					
8. Travel agent					
9. Waiter					
10. Other (please, indicate): _____					

**II.3. For EACH of the social and communication skills listed below, indicate how IMPORTANT you consider it to be for young adults' sustainable integration in the tourism industry:**

**(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)**

	1	2	3	4	5
1. Empathy and emotional intelligence					
2. Active listening					
3. Nonverbal communication					
4. Clarity and concision					
5. Friendliness					
6. Confidence					
7. Open-mindedness					
8. Respect					
9. Feedback					
10. Picking the right medium of communication					

**II.4. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above social and communication skills is for the young people employed in your company:**

**(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)**

	1	2	3	4	5

<u>1.</u> Empathy and emotional intelligence					
<u>2.</u> Active listening					
<u>3.</u> Nonverbal communication					
<u>4.</u> Clarity and concision					
<u>5.</u> Friendliness					
<u>6.</u> Confidence					
<u>7.</u> Open-mindedness					
<u>8.</u> Respect					
<u>9.</u> Feedback					
<u>10.</u> Picking the right medium of communication					

**II.5. For EACH of the job performance skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' employability in tourism:**

**(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> Customer service					
<u>2.</u> Technical/IT skills					
<u>3.</u> Teamwork					
<u>4.</u> Flexibility					
<u>5.</u> Stress and time management					
<u>6.</u> Problem-solving					
<u>7.</u> Cross-cultural understanding					
<u>8.</u> Critical thinking					
<u>9.</u> Self-motivation					
<u>10.</u> Curiosity to learn					

**II.6. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above job performance skills and competences is for the young people employed in your company:**

**(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)**

	1	2	3	4	5
<u>1.</u> Customer service					
<u>2.</u> Technical/IT skills					
<u>3.</u> Teamwork					
<u>4.</u> Flexibility					
<u>5.</u> Stress and time management					
<u>6.</u> Problem-solving					
<u>7.</u> Cross-cultural understanding					
<u>8.</u> Critical thinking					
<u>9.</u> Self-motivation					
<u>10.</u> Curiosity to learn					

**II.7. For EACH of the entrepreneurship-related skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' start-ups in tourism:**

**(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)**

	1	2	3	4	5
<u>1.</u> Financial management					
<u>2.</u> Marketing					
<u>3.</u> Creativity					
<u>4.</u> Resourcefulness					
<u>5.</u> Initiative					
<u>6.</u> Leadership					
<u>7.</u> Persuasion					
<u>8.</u> Adaptability					
<u>9.</u> Resilience					
<u>10.</u> Not being afraid to fail					

**II.8. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above entrepreneurship-related skills and competences is among young adults:**

**(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)**

	1	2	3	4	5
<u>1.</u> Financial management					
<u>2.</u> Marketing					
<u>3.</u> Creativity					
<u>4.</u> Resourcefulness					
<u>5.</u> Initiative					
<u>6.</u> Leadership					
<u>7.</u> Persuasion					
<u>8.</u> Adaptability					
<u>9.</u> Resilience					
<u>10.</u> Not being afraid to fail					

**Thank you for taking the time to complete this questionnaire!**

*Your contribution is highly appreciated!*

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.

**ΑΝΑΛΥΣΗ ΕΛΛΕΙΜΑΤΩΝ ΣΕ ΓΝΩΣΕΙΣ ΚΑΙ ΔΕΞΙΟΤΗΤΕΣ ΣΤΙΣ ΧΩΡΕΣ ΕΤΑΙΡΟΥΣ**

**NESET ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΕΡΕΥΝΑΣ ΓΙΑ ΤΟΥΡΙΣΤΙΚΕΣ ΕΠΙΧΕΙΡΗΣΕΙΣ  
ΚΑΙ ΕΠΙΧΕΙΡΗΜΑΤΙΕΣ**

Το έργο «NESET – NEETs' Empowerment for Sustainable Employment in the Tourism sector», αποτελεί ένα πρόγραμμα διάρκειας 3 ετών, χρηματοδοτούμενο από την Ισλανδία, το Λιχτενστάιν και τη Νορβηγία, μέσω των Χορηγιών του ΕΟΧ και της Νορβηγίας για τη Νεανική Απασχόληση. Στόχος του έργου είναι η υποστήριξη, σε ένα ευρύ διεθνές επίπεδο, της βιώσιμης ένταξης των νέων ατόμων, ιδιαίτερα αυτών που χαρακτηρίζονται ως NEETs (Εκτός Απασχόλησης, Εκπαίδευσης και Κατάρτισης), στην αγορά εργασίας στον κλάδο του τουρισμού στις συμμετέχουσες χώρες στο έργο<sup>3</sup>, δημιουργώντας συνθήκες προώθησης της απασχόλησης και της επιχειρηματικότητάς τους σε διάφορες μορφές τουρισμού, συμπεριλαμβανομένου και του εναλλακτικού τουρισμού.

Αναφορικά με τα προβλεπόμενα αποτελέσματα του έργου NESET, η μείωση της ανεργίας των νέων θα επιτευχθεί μέσω της καλύτερης αντίληψης και της καινοτόμου προσέγγισης του ελλείμματος των νέων σε γνώσεις και δεξιότητες σχετικές με τον Τουρισμό και μέσω της ανάπτυξης της απασχολησιμότητας και των επιχειρηματικών δεξιοτήτων τους. Η συμμετοχή των νέων στην τουριστική βιομηχανία θα ενισχυθεί μέσω της πλατφόρμας εξ' αποστάσεως υποστήριξης (e-Support), της κινητικότητας τους σε όλες τις συμμετέχουσες χώρες και μέσω ευκαιριών για τη δημιουργία νέων επιτυχημένων επιχειρήσεων (start-ups) στον τουριστικό κλάδο. Η κύρια εστίαση του έργου είναι οι NEETs, ηλικίας 25-29 ετών, στις συμμετέχουσες χώρες, (συμπεριλαμβανομένων των μακροχρόνια ανέργων, των αποθαρρημένων νέων και των νέων με χαμηλά τυπικά προσόντα), οι οποίοι μαζί με τους σχετικούς εμπλεκόμενους φορείς αποτελούν την κύρια ομάδα στόχου του έργου.

Η Έρευνα διενεργείται με σκοπό την άντληση πληροφοριών από επιχειρήσεις, που δραστηριοποιούνται στον κλάδο του Τουρισμού, στις 7 χώρες που συμμετέχουν στο έργο. Οι πληροφορίες αφορούν σε πιθανές αναντιστοιχίες δεξιοτήτων και σε ελλείψεις εργατικού δυναμικού, όπως αυτές, οι αναντιστοιχίες και οι ελλείψεις, γίνονται αντιληπτές και εκτιμώνται από τους εργοδότες. Η ταυτότητα όσων συμμετάσχουν στην Έρευνα θα παραμείνει **αυστηρά ΕΜΠΙΣΤΕΥΤΙΚΗ**.

**Παρακαλούμε να σημειώστε με Χ τις απαντήσεις σας στις «κλειστού» τύπου ερωτήσεις που ακολουθούν και να επιστρέψτε το συμπληρωμένο Ερωτηματολόγιο στο ΣΑΡΩΝΙΣ ΑΤΕΒΕ στα στοιχεία που σας έχουν υποδειχθεί.**

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<sup>3</sup> Ελλάδα, Βουλγαρία, Κροατία, Κύπρος, Ιταλία, Πορτογαλία και Ρουμανία, ενώ η Ισλανδία συμμετέχει ως εξειδικευμένος εταίρος

## ΕΝΟΤΗΤΑ Ι. ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ ΤΗΣ ΕΠΙΧΕΙΡΗΣΗΣ

### Ι.1. Χώρα:

	1. Βουλγαρία		2. Κροατία
	3. Κύπρος	x	4. Ελλάδα
	5. Ιταλία		6. Πορτογαλία
	7. Ρουμανία		

### Ι.2. Τομέας δραστηριότητα της επιχείρησής σας:

x	1. Καταλύματα
	2. Εστίαση
	3. Αεροπορικές/οδικές/σιδηροδρομικές/θαλάσσιες μεταφορές επιβατών
	4. Ενοικίαση μέσων μεταφοράς
	5. Ταξιδιωτικά πρακτορεία και άλλες δραστηριότητες κρατήσεων
	6. Πολιτιστικές δραστηριότητες
	7. Δραστηριότητες αθλητισμού και αναψυχής
	8. Λιανικό εμπόριο τοπικών τουριστικών προϊόντων
	9. Άλλες τοπικού χαρακτήρα εξειδικευμένες τουριστικές δραστηριότητες
	10. Άλλο (παρακαλώ περιγράψτε): _____

### Ι.3. Μέγεθος της επιχείρησης (αριθμός εργαζομένων):

x	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+
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### Ι.4. Σημερινό ποσοστό εργαζομένων ηλικίας 25-29, στην συνολική απασχόληση της επιχείρησης (κατά προσέγγιση):

	1. < 20%	x	2. 20-39%		3. 40-59%		4. 60-79%		5. 80%+
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## ΕΝΟΤΗΤΑ ΙΙ. ΑΝΤΙΛΗΨΕΙΣ ΚΑΙ ΕΚΤΙΜΗΣΕΙΣ ΓΙΑ ΔΕΞΙΟΤΗΤΕΣ ΣΧΕΤΙΚΕΣ ΜΕ ΤΟΝ ΤΟΥΡΙΣΜΟ

ΙΙ.1. Για καθέναν από τους παρακάτω παράγοντες παρακαλώ αναφέρετε πόσο ΣΗΜΑΝΤΙΚΟΣ θεωρείτε ότι είναι για την αποτελεσματική ένταξη νέων ενηλίκων στην τουριστική βιομηχανία:

(1 = Καθόλου σημαντικός, 2 = Όχι σημαντικός, 3 = Ουδέτερος, 4 = Σημαντικός, 5 = Πολύ σημαντικός)

	1	2	3	4	5
1. Καταλληλότητα των ικανοτήτων και δεξιοτήτων			x		
2. Αμοιβή και συνθήκες εργασίας			x		
3. Ευκαιρίες επαγγελματικής εξέλιξης				x	

	1	2	3	4	5
4. Εντονος ανταγωνισμός στην τουριστική βιομηχανία				x	
5. Εποχικότητα της τουριστικής βιομηχανίας			x		
6. Προσωρινός χαρακτήρας των συμβάσεων εργασίας			x		
7. Ακούσια μερική απασχόληση				x	
8. Η επικοινωνία με τους πελάτες				x	
9. Οι σχέσεις με την Διοίκηση των επιχειρήσεων				x	
10. Η συνεργασία με τους συναδέλφους			x		

**II.2.A. Για καθένα από τα παρακάτω επαγγέλματα, αναφέρετε, βασισμένοι στη δική σας εμπειρία, πόσο ΣΟΒΑΡΕΣ θεωρείτε ότι είναι οι ΑΝΑΝΤΙΣΤΟΙΧΙΕΣ δεξιοτήτων (δηλ. δεξιότητες που διαθέτει, σε σύγκριση με άλλες που θα έπρεπε να διαθέτει το ανθρώπινο δυναμικό των νέων στη χώρα μας):**

**(1 = Καθόλου σοβαρές; 2 = Μη σοβαρές; 3 = Ουδέτερο; 4 = Σοβαρές; 5 = Πολύ σοβαρές)**

	1	2	3	4	5
1. Υπάλληλος Bar		x			
2. Οργανωτής συνεδριών και εκδηλώσεων		x			
3. Μάγειρας			x		
4. Ρεσεψιόν Ξενοδοχείου			x		
5. Καμαριέρες		x			
6. Εκπαιδευτής / Καθοδηγητής σε δραστηριότητες ψυχαγωγίας, πολιτισμού ή αθλητισμού			x		
7. Στέλεχος σε δραστηριότητες ψυχαγωγίας, πολιτισμού ή αθλητισμού			x		
8. Ταξιδιωτικός Πράκτορας				x	
9. Σερβιτόρος			x		
10. Άλλο (παρακαλώ περιγράψτε):					

**II.2.B. Για καθένα από τα παρακάτω επαγγέλματα, αναφέρετε, βασισμένοι στη δική σας εμπειρία, πόσο ΣΟΒΑΡΕΣ είναι οι ελλείψεις εργατικού δυναμικού:**

**(1 = Καθόλου σοβαρές; 2 = Μη σοβαρές; 3 = Ουδέτερο; 4 = Σοβαρές; 5 = Πολύ σοβαρές)**

	1	2	3	4	5
1. Υπάλληλος Bar		x			
2. Οργανωτής συνεδριών και εκδηλώσεων			x		
3. Μάγειρας			x		
4. Ρεσεψιόν Ξενοδοχείου			x		
5. Καμαριέρες		x			



	1	2	3	4	5
6. Εκπαιδευτής / οδηγός σε δραστηριότητες ψυχαγωγίας, πολιτισμού ή αθλητισμού			x		
7. Στέλεχος σε δραστηριότητες ψυχαγωγίας, πολιτισμού ή αθλητισμού				x	
8. Ταξιδιωτικός Πράκτορας			x		
9. Σερβιτόρος			x		
10. Άλλο (παρακαλώ περιγράψτε):					

II.3. Για κάθε μία από τις παρακάτω κοινωνικές και επικοινωνιακές δεξιότητες, πόσο ΣΗΜΑΝΤΙΚΕΣ πιστεύετε ότι είναι για την αποτελεσματική ένταξη νέων ενηλίκων στην τουριστική βιομηχανία:

(1 = Καθόλου σημαντικές, 2 = Όχι σημαντικές, 3 = Ουδέτερος, 4 = Σημαντικές, 5 = Πολύ σημαντικές)

	1	2	3	4	5
1. Ενσυναίσθηση και συναισθηματική νοημοσύνη				x	
2. Ενεργός ακρόαση				x	
3. Μη λεκτική επικοινωνία			x		
4. Σαφήνεια και συντομία				x	
5. Φιλική διάθεση					x
6. Εμπιστοσύνη			x		
7. Ευρύτητα Σκέψης			x		
8. Σεβασμός					x
9. Ανατροφοδότηση				x	
10. Επιλογή κατάλληλου μέσου επικοινωνίας			x		

II.4. Ανεξάρτητα από την εκτιμώμενη σημαντικότητα, αναφέρετε σε ποιο βαθμό ΕΠΑΡΚΟΥΣ ΑΝΑΠΤΥΞΗΣ πιστεύετε ότι βρίσκεται το επίπεδο καθεμιάς από τις παρακάτω κοινωνικές και επικοινωνιακές δεξιότητες των νέων εργαζομένων στην εταιρεία σας:

(1 = Εντελώς ανεπαρκής ; 2 = Ανεπαρκής ; 3 = Ουδέτερο ; 4 = Επαρκής; 5 = Απόλυτα επαρκής)

	1	2	3	4	5
1. Ενσυναίσθηση και συναισθηματική νοημοσύνη		x			
2. Ενεργός ακρόαση	x				
3. Μη λεκτική επικοινωνία		x			
4. Σαφήνεια και συντομία		x			
5. Φιλική διάθεση		x			
6. Εμπιστοσύνη		x			

	1	2	3	4	5
7. Ευρύτητα Σκέψης	x				
8. Σεβασμός	x				
9. Ανατροφοδότηση		x			
10. Επιλογή κατάλληλου μέσου επικοινωνίας		x			

II.5. Για κάθε μία από τις παρακάτω εργασιακές ικανότητες και γνώσεις, αναφέρετε πόσο ΣΗΜΑΝΤΙΚΕΣ πιστεύετε ότι είναι για την απασχολησιμότητα νέων ενηλίκων στον τουρισμό:

(1 = Καθόλου σημαντικές ; 2 = Μη σημαντικές; 3 = Ουδέτερο; 4 = Σημαντικές; 5 = Πολύ σημαντικές)

	1	2	3	4	5
1.Εξυπηρέτηση πελατών					x
2.Δεξιότητες σε θέματα Πληροφορικής				x	
3.Ομαδικότητα στην εργασία				x	
4.Ευελιξία					x
5.Διαχείριση άγχους και χρόνου					x
6.Επίλυση προβλημάτων					x
7.Διαπολιτισμική κατανόηση				x	
8.Κριτική σκέψη				x	
9. Αυτενέργεια				x	
10.Επιθυμία για γνώση					x

II.6. Ανεξάρτητα από την εκτιμώμενη σημαντικότητά τους, αναφέρετε σε ποιο βαθμό ΕΠΑΡΚΟΥΣ ΑΝΑΠΤΥΞΗΣ πιστεύετε ότι διαθέτουν, κάθε μία από τις παρακάτω δεξιότητες και γνώσεις, οι νέοι εργαζόμενοι στην εταιρεία σας:

(1 = Εντελώς ανεπαρκής ; 2 = Ανεπαρκής ; 3 = Ουδέτερο ; 4 = Επαρκής; 5 = Υψηλά επαρκής)

	1	2	3	4	5
1.Εξυπηρέτηση πελατών			x		
2.Δεξιότητες σε θέματα Πληροφορικής		x			
3.Ομαδικότητα στην εργασία		x			
4.Ευελιξία			x		
5.Διαχείριση άγχους και χρόνου		x			
6.Επίλυση προβλημάτων		x			
7.Διαπολιτισμική κατανόηση			x		
8.Κριτική σκέψη		x			

	1	2	3	4	5
9. Αυτενέργεια		x			
10.Επιθυμία για γνώση			x		

II.7. Για κάθε μία από τις παρακάτω επιχειρηματικές γνώσεις και δεξιότητες, αναφέρετε πόσο ΣΗΜΑΝΤΙΚΗ πιστεύετε ότι είναι, για τους νέους ενήλικες που στοχεύουν στην ίδρυση νέων τουριστικών επιχειρήσεων:

(1 = Καθόλου σημαντική ; 2 = Μη σημαντική; 3 = Ουδέτερο; 4 = Σημαντική; 5 = Πολύ σημαντική)

	1	2	3	4	5
1.Χρηματοοικονομική Διαχείριση			x		
2.Marketing			x		
3.Δημιουργικότητα				x	
4.Επινοητικότητα				x	
5.Πρωτοβουλία				x	
6.Ηγετικές Ικανότητες			x		
7.Πειθώ				x	
8.Προσαρμοστικότητα					x
9.Ανθεκτικότητα				x	
10.Απουσία φόβου για το ενδεχόμενο αποτυχίας				x	

II.8. Ανεξάρτητα από την εκτιμώμενη σημαντικότητα τους, αναφέρετε σε ποιο βαθμό ΕΠΑΡΚΟΥΣ ΑΝΑΠΤΥΞΗΣ πιστεύετε ότι οι νέοι ενήλικες διαθέτουν κάθε μία από τις παρακάτω επιχειρηματικές δεξιότητες και γνώσεις:

(1 = Εντελώς ανεπαρκής ; 2 = Ανεπαρκής ; 3 = Ουδέτερο ; 4 = Επαρκής; 5 = Υψηλά επαρκής)

	1	2	3	4	5
1.Χρηματοοικονομική Διαχείριση		x			
2.Marketing			x		
3.Δημιουργικότητα			x		
4.Επινοητικότητα		x			
5.Πρωτοβουλία		x			
6.Ηγετικές Ικανότητες		x			
7.Πειθώ			x		
8.Προσαρμοστικότητα			x		
9.Ανθεκτικότητα			x		

	1	2	3	4	5
10. Απουσία φόβου για το ενδεχόμενο αποτυχίας			x		

**Σας ευχαριστούμε πολύ για το χρόνο που αφιερώσατε για τη συμπλήρωση του  
Ερωτηματολογίου.**

*Εκτιμούμε ιδιαίτερα τη συμβολή σας!*

**Το έργο NESET χρηματοδοτείται από την Ισλανδία, το Λιχτενστάιν και τη Νορβηγία μέσω των Χορηγιών του ΕΟΧ  
και της Νορβηγίας για τη Νεανική Απασχόληση.**