



PEOPLE

6th May 2016

10th Annual Tourism Conference
Portuguese Economists Association
- Regional Delegation of Madeira



Who am I...why am I here?

- > Dr. Craig Thompson
- > Academic positions in the UK, Switzerland, New Zealand, Australia and now The Netherlands
- > Worked in the public and private sectors of the tourism industry
- > Small scale hospitality operator in Scotland
- > Head of Stenden Hotel Management School
- > Europe's largest hotel school
- > 3000+ students, branch campuses worldwide, portfolio of programmes...97.3% employment rate!
- >share some ideas/ experience...promote debate

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Why “People” is the right theme



- › Tourism = Product + processes + people
- › Product (both natural and manmade) are interchangeable
- › Process can be copied and replicated...by others
...and technology
- › The social phenomenon...people...can be (and SHOULD be) unique

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The Economic Perspective



- › The right people are an asset, not a cost..or a liability
- › The right people are a fundamental part of the tourism product, not a separate resource
- › Developing the right people should therefore be a fundamental part of a destinations strategic development plan
- › Retaining the right people requires investment (not ongoing costs)
- › Generating optimal benefit from the right people requires planning and appropriate progression planning

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The Economic Benefits



Getting the right people, in the right positions...and keeping them there has innumerable benefits

- › increases economic return (of an organisation, and a destination through the multiplier)
- › enhances the product..people make experiences
- › increases authenticity...staff are locals too
- › promotes sustainability (balancing people, profit and planet)

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Challenges...the educational perspective



- › Tourism and hospitality must be supported and promoted within the schooling system
- › Further and higher education institutions must work with the industry to develop the skills/ competences required
- › Tourism and hospitality are (primarily) vocational disciplines, but can (and should) prepare students for the (wider) world

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Challenges...the industry perspective



- › Industry must work with further & higher educations institutions to develop the people they need
- › Recruiting what you want depends on knowing what you need
- › Attracting the right people means making T&H the industry of choice (terms and conditions)
- › Retaining the right people requires (ongoing) investment

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Conclusion



Putting the right people in the right positions... and keeping them there can provide a hotel...and Madeira with an **achievable, beneficial and sustainable USP**

...as a tourist destination

...and an employer of choice (employer branding)

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