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# Current and Future Skills Needed in the Hospitality Industry

**DELIVERABLE N° D2.2.**  
**REPORT ON SKILLS' NEED IN THE HOSPITALITY INDUSTRY**

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## 1. Executive Summary

The MCEU-Hospitality project is an Erasmus+ initiative that seeks to develop micro-credentials to support the upskilling and reskilling of hospitality workers in the European Union (EU). The goal is to help them keep pace with the many changes in the hospitality industry due to the COVID-19 pandemic and the EU's green and digital transition plans. The project will develop demand-led micro-credential courses that provide learners with the specific green and digital skills necessary for success in the hospitality industry. The micro-credentials will be issued, stored, and verified through an open-source blockchain-based online platform, leveraging EU tools like Europass, the European Digital Credentials for Learning, and the European Blockchain Services Infrastructure (EBSI), which ensure their portability and recognition across Europe. The project aligns with Action 4 of the EU Skills Agenda, which focuses on the modernisation of vocational education and training (VET) in the EU.

To ensure that the micro-credentials respond to industry and students' needs, Hosco developed and rolled out a survey on the current and future skills needed in the hospitality industry (Deliverable N° D.2.2). The report presents the results and recommendations for creating micro-credentials on green and digital skills in the hospitality industry, analysed by type of respondents and tasks. There were seven hospitality departments targeted in the survey — culinary, front office, events, food and beverage service, housekeeping, and bar & beverage — as well as an eighth category consisting of respondents who belonged to departments other than these seven.

### Key findings:

- Core departmental skills: Hospitality professionals identified job-specific skills such as food safety in culinary roles, customer needs identification in front office positions, and multitasking in F&B service as critical for career advancement.
- Sustainability: Although there is a growing demand for sustainability in operations, it is often seen as a company-driven initiative rather than an individual career driver.
- Digital Transition: While digital skills are essential, they are often perceived as basic requirements for doing one's job rather than as career differentiators.

Based on the results of the survey, the objective was to select five core skill areas for training, including

- 2 green skills
- 1 digital skill
- 1 managerial skill
- 1 technical skill

The micro-credentials would then be designed based on the agreed-upon standards for each skill area. Overall, the project represents an innovative initiative that creates systemic change by fostering innovation at both practice and policy levels within the hospitality industry.

## 2. Overview

The COVID-19 pandemic has transformed the way the hospitality industry operates. Hospitality employees have faced much more job uncertainty than before, and it is more apparent than ever that ambitious professionals need to undergo a high degree of re- and upskilling to distinguish themselves. In addition, the EU is tightening its sustainability initiatives and emphasising digital transformation—aspects that will transform the nature of hospitality jobs and, by extension, the skills needed to obtain them.

The MCEU Hospitality project was conceived with these considerations in mind. The project is a 36-month programme that seeks to help hospitality talent upgrade their skills while helping the industry become more compliant with EU regulations around green and digital practices. The project's end goal is to craft demand-led courses in the form of micro-credentials that help deliver the key skills most crucial to hospitality career progression. Hosco, a globally recognised hospitality network with over 2 million members (including 47% from Europe), has been chosen to lead this survey project in collaboration with other MCEU partners.

The first phase involved data collection on the existing skills held and valued by professionals. A survey was conducted among employers and hospitality workers (including employed, unemployed, and students) from 31 countries in the EU and Schengen area. Data was collected through email marketing and social media campaigns between May 30 and September 15, 2024. Respondents were surveyed on the skills that they believe to be most important for career advancement. Overall, 3810 respondents completed the survey, as Table 1 shows.

Country	Respondents	Country	Respondents	Country	Respondents
Austria	92	Greece	66	Norway	22
Belgium	96	Hungary	8	Poland	39
Bulgaria	18	Iceland	122	Portugal	141
Croatia	37	Ireland	84	Romania	42
Cyprus	39	Italy	910	Slovakia	13
Czechia	14	Latvia	8	Slovenia	7
Denmark	58	Liechtenstein	2	Spain	661
Estonia	11	Lithuania	5	Sweden	22
Finland	26	Luxembourg	55	Switzerland	152
France	821	Malta	71		
Germany	115	Netherlands	53		

Table 1: Respondents per Country

### 3. Demographic Insights

#### 3.1. Age Distribution

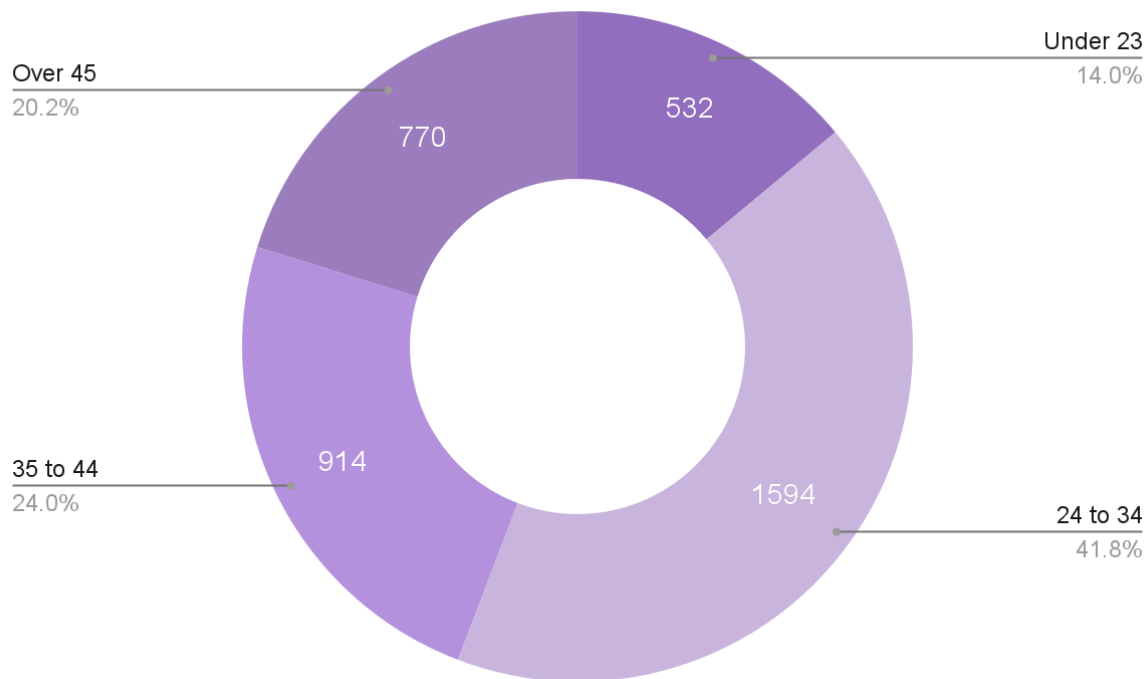


Chart 1: Age Distribution

Of the respondents surveyed, the highest percentage — 41.8% — were in the 24-34 age group. This age group also represents the bulk of the employed workforce (50.2%). This may indicate that the hospitality industry offers significant opportunities to young professionals at the early and middle stages of growing their careers.

### 3.2. Career Stage

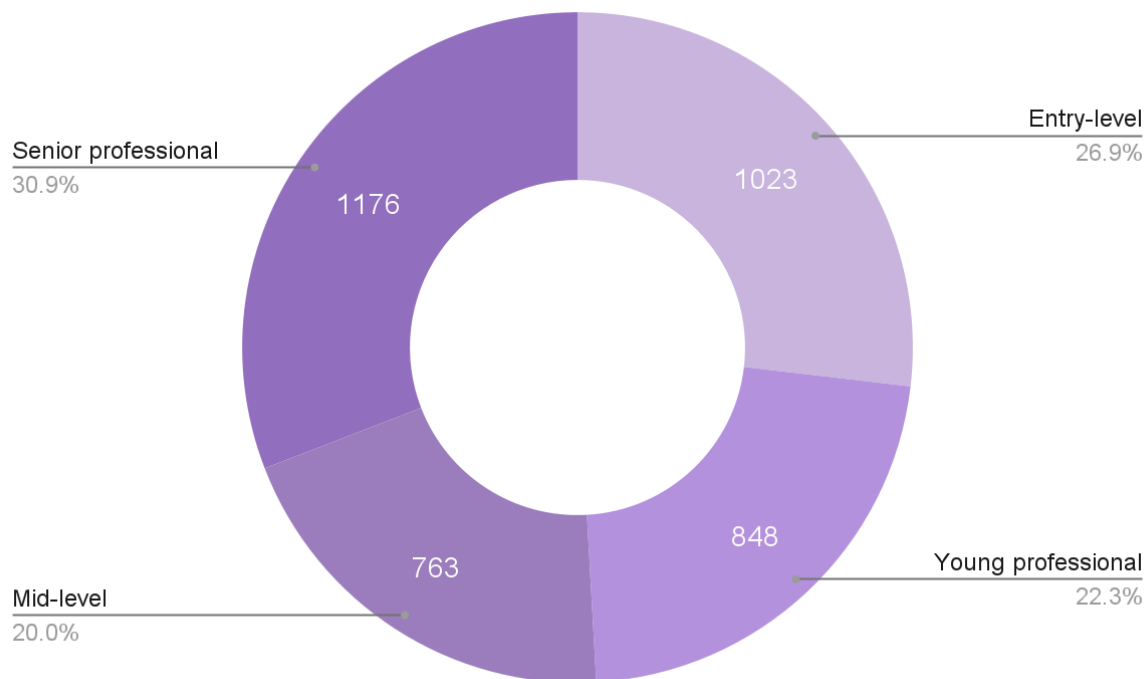


Chart 2: Career Stage

Senior professionals with over 10 years of experience comprise the largest respondent group, totalling 1,176 individuals and representing 30.9% of the survey base. Following them, entry-level professionals with 0–2 years of experience account for 1,023 respondents or 26.9% of the total. Young professionals with 3–5 years of experience and mid-level professionals with 6–10 years comprise smaller portions, representing 22.3% and 20% of respondents, respectively.

### 3.3. Employment Status

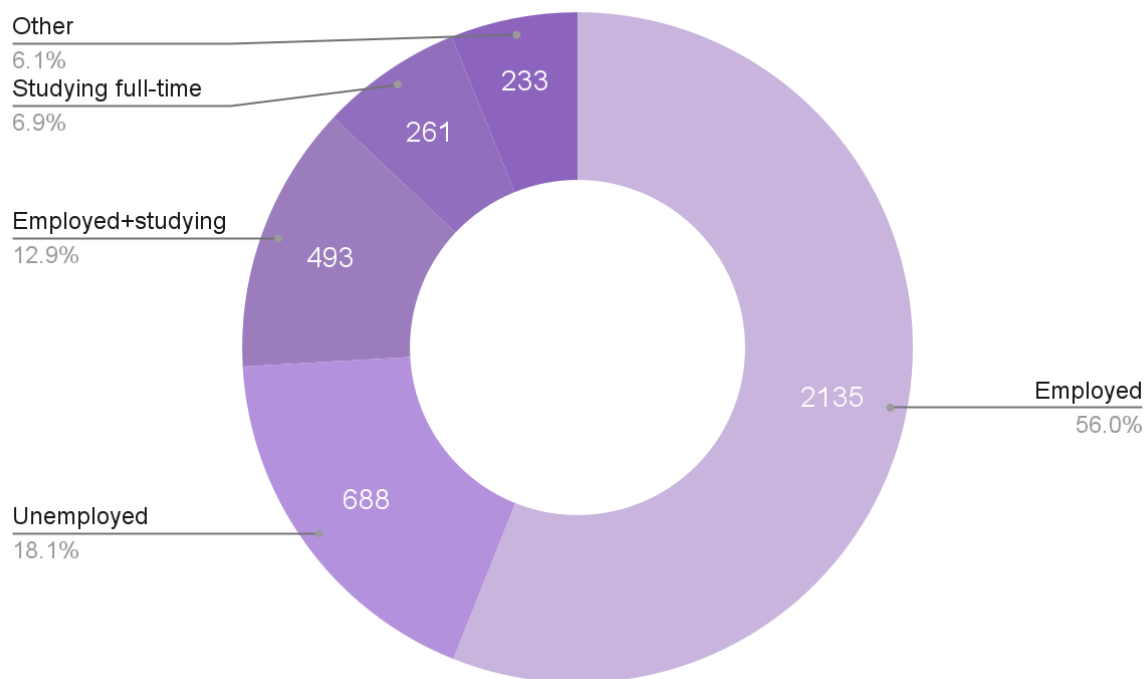


Chart 3: Employment Status

An analysis of the age distribution reveals a potential bias against older employees, with 25% of unemployed respondents being over 45. This could indicate certain challenges in staying relevant as one ages and presents an opportunity for targeted upskilling and retraining initiatives for older professionals. Meanwhile, the majority of full-time students are younger, with 44.8% under 23 and 35.2% between 24 and 34. While it is natural for younger individuals to be building foundational skills, this trend may point to an unmet need for training and internships aimed at more senior professionals seeking to advance or transition into new roles.



### 3.4. Education Level

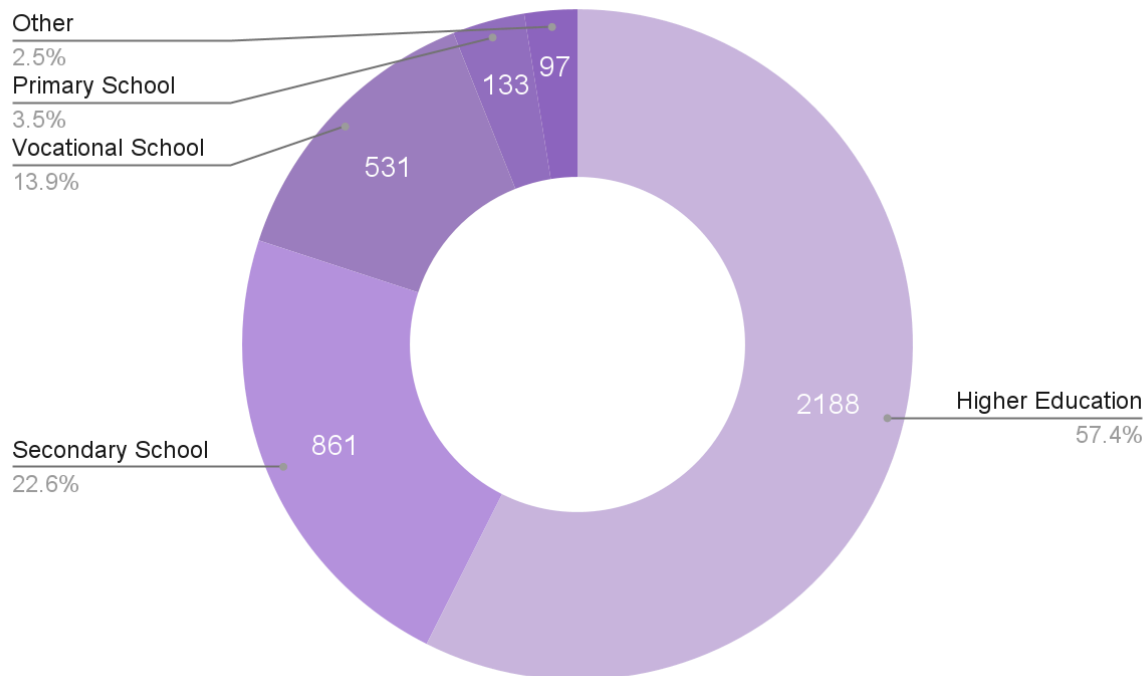


Chart 4: Education Level

Higher education remains a dominant priority, with 57.4% of those surveyed holding at least a bachelor's degree and 22.6% having completed secondary school. Another group, however, has chosen vocational studies (13.9%). This highlights that there is a viable path for employees to advance through skill-based training, even without a formal degree. Employers, therefore, should place greater emphasis on practical training when making hiring decisions.

### 3.5. Involvement in Hiring Decisions

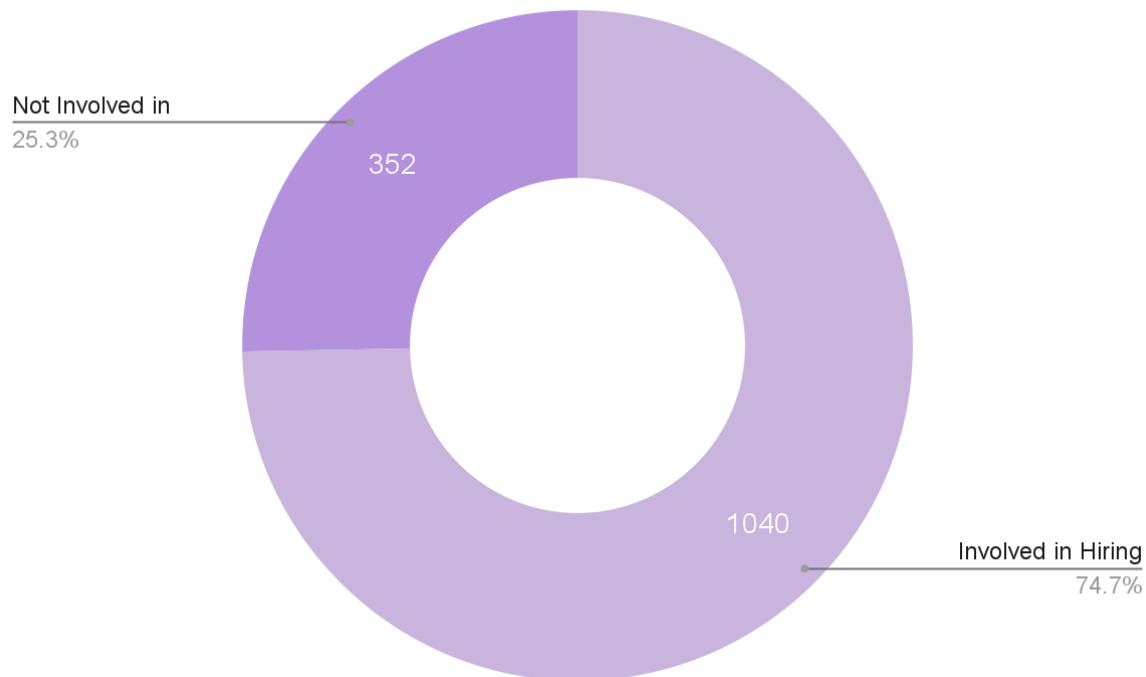


Chart 5: Involvement in Hiring Decisions

A significant percentage of those **involved in hiring** (1040 out of 3810 respondents) are between **35 and 44** years old (35.7%) or **over 45** (32.5%). This indicates that leadership and hiring responsibilities often fall to more experienced professionals, who are likely to be able to make critical decisions in a nuanced fashion.

### 3.6. Location

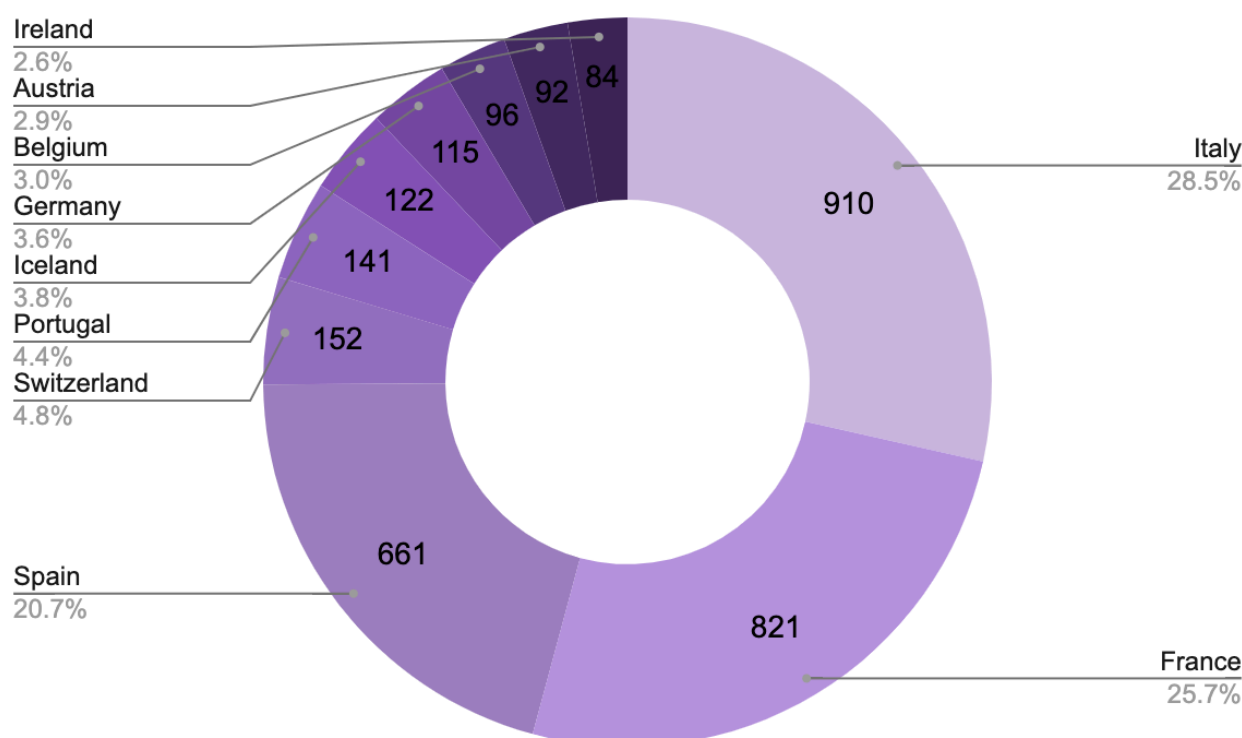


Chart 6: Top 10 Countries In Which Respondents Are Located

The survey was distributed across 31 EU and Schengen countries (see Table 1: Respondents by Country), focusing on Spain, Denmark, and Iceland as key project contributors. The aim was to identify region-specific needs within the hospitality industry and conclude on developing five versatile micro-credential courses applicable throughout Europe. The chart above illustrates that the bulk of respondents (83.8%) come from just 10 of the 31 targeted countries.

## 4. Key Insights on Skills

Respondents were asked to identify the most critical skills across different departments within the hospitality industry. The survey included a two-pronged question: which skills they felt most confident in, and which skills they consider most important for their career growth. The following sections present the results based on **responses from the employed categories**, which made up the majority of participants, **and from those involved in hiring decisions**.

The seven hospitality departments targeted in the survey—culinary, front office, events, food and beverage service, housekeeping, and bar & beverage—and the list of skills respondents were surveyed about were defined according to the **ESCO** (European Skills, Competences, Qualifications and Occupations) dictionary of occupations. Respondents who chose *other departments* are those who did not fall into any of the seven departments mentioned.

## 4.1. Culinary

ESCO's Occupation Definition	ESCO's Occupation Labels
Cooks plan, organize, prepare and cook meals, according to recipes or under the supervision of chefs, in hotels, restaurants and other eating places, on board ships, on passenger trains and in private households.	Cook, apprentice, chief of the group, chief of the kitchen, communal cook, culinary operative, deputy kitchen chef, entrée preparer, fish cook, food cook, food keeper, fry cook, grill cook, junior cook, kitchen chef, pantry supervisor, roast cook, saucemaker, sauté cook, second kitchen chef, senior chef, soup cook, under chief of the kitchen, and vegetable cook.

839 respondents classified themselves as part of the culinary division, of which 375 self-identified as employed (44.7%), and 290 were involved in hiring decisions (34.5%).

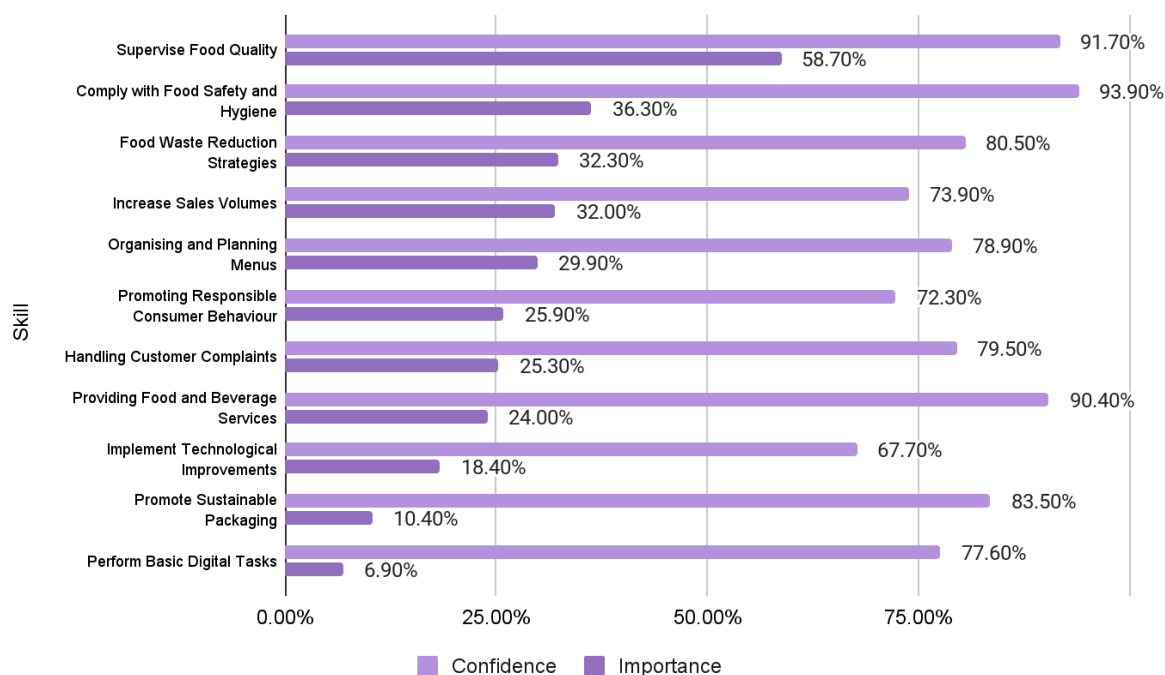


Chart 7: Culinary Skills Confidence vs. Importance

### Core Insights:

- The core job-specific skills continue to be of top importance to culinary professionals. For instance, 91.7% of respondents feel highly confident about their ability to supervise food quality, 93.9% feel able to comply with food safety and hygiene rules, and 90.4% feel confident in offering F&B services.
- Basic digital tasks were perceived as less important** overall. In this context, basic digital tasks cover activities like operating hardware, conducting searches, communicating with others, engaging in

content creation, and implementing standard data security measures for device protection. While 77.6% feel confident, only 6.9% ranked them as important. This suggests that digital literacy, while useful, is not seen as a core competency for advancing within the culinary sector, possibly because it is viewed as a support skill rather than a primary function.

- **Sustainability is still not viewed as a significant differentiator** in the culinary space. While food safety is prioritised, likely for hygiene reasons, skills like food waste reduction strategies and sustainable packaging are viewed with only moderate importance (80.5% and 83.5%) and moderate-to-low confidence (32.3% and 10.4%). This could indicate that culinary professionals may view sustainability as more of an organisational decision rather than a factor that distinguishes them individually.

### What Hiring Managers Think:

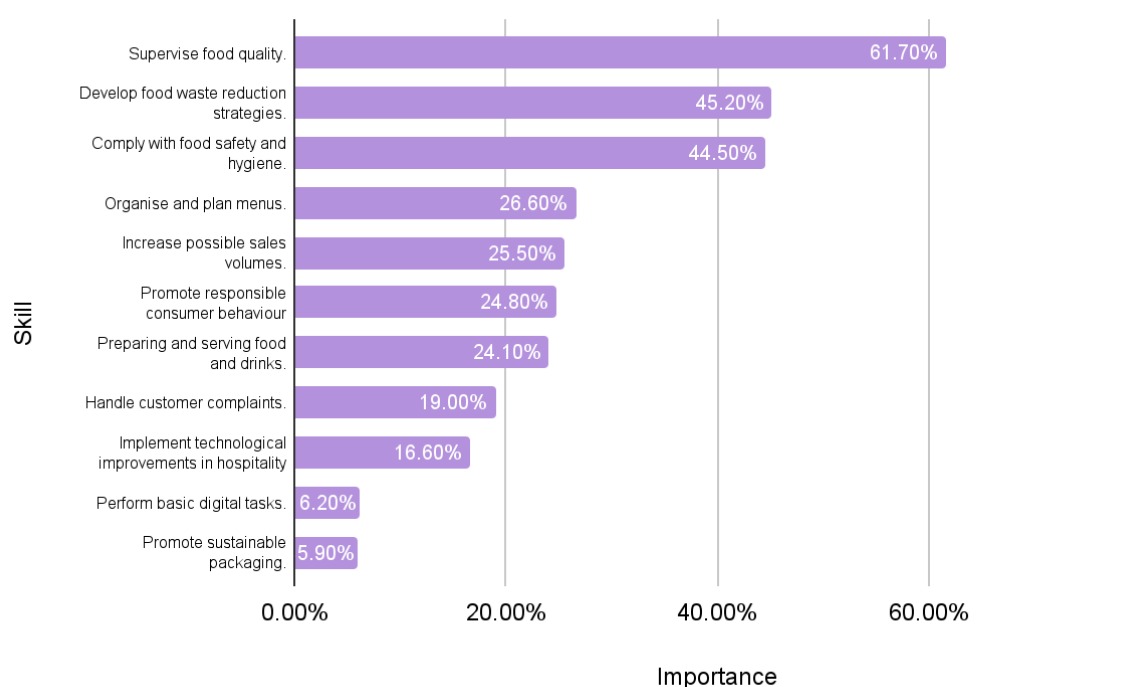


Chart 8: Culinary Skills Importance as Classified by Hiring Managers

Hiring managers' priorities are largely in line with what employees feel regarding supervising food quality (61.7%). On the other hand, digital skills and sustainability are given relatively low priority. Promoting responsible consumer behaviour is only prioritised by 24.8% of managers, while sustainable packaging is prioritised by just 5.9%, and basic digital tasks are at 6.2%. However, developing food waste reduction strategies comes in second on the list, at 45.2%. This could indicate that hiring managers want their employees to take more initiative in preventing food waste.

## 4.2. Front Office

ESCO's Occupation Definition	ESCO's Occupation Labels
Hospitality establishment receptionists provide first point of contact and assistance to the guests of a hospitality establishment. They are also responsible for taking bookings, processing payments and giving information.	Hospitality establishment receptionist, hotel receptionist, reception area clerk, reception assistant, reception worker, and reservations clerk

843 respondents classified themselves as part of the front office division, of which 406 self-identified as employed (48.1%), and 224 were involved in hiring decisions (26.5%).

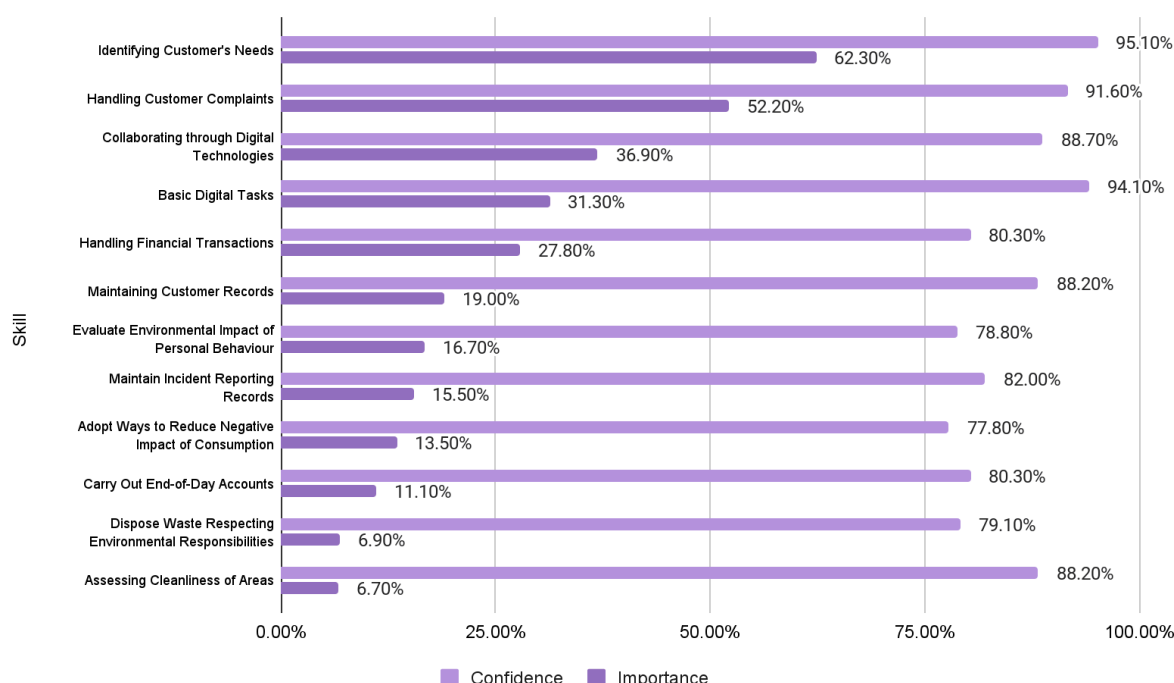


Chart 9: Front Office Skills Confidence vs. Importance

### Core Insights:

- **Identifying customer needs** and **solving customer complaints** are top priorities, as expected. As the first faces a customer sees in any hospitality establishment, front office professionals are responsible for welcoming customers and guiding them towards what they need, which requires high confidence with these core skills (95.1% and 91.6%). These skills also continue to dominate in terms of importance for career advancement (62.3% and 52.2% respectively).
- Front office employees seem to regard digital literacy as a must-have skill. **94.1% feel confident with basic digital tasks, while 88.7% feel confident collaborating digitally.** In terms of importance, however, these skills rank relatively low—possibly because they're viewed as a basic requirement rather than a core differentiator.

- Here, too, **sustainability-related skills are regarded with relatively low importance as a career driver**, such as evaluating the environmental impact of one's behaviour (16.7%) or disposing of waste responsibly (6.9%).

### What Hiring Managers Think:

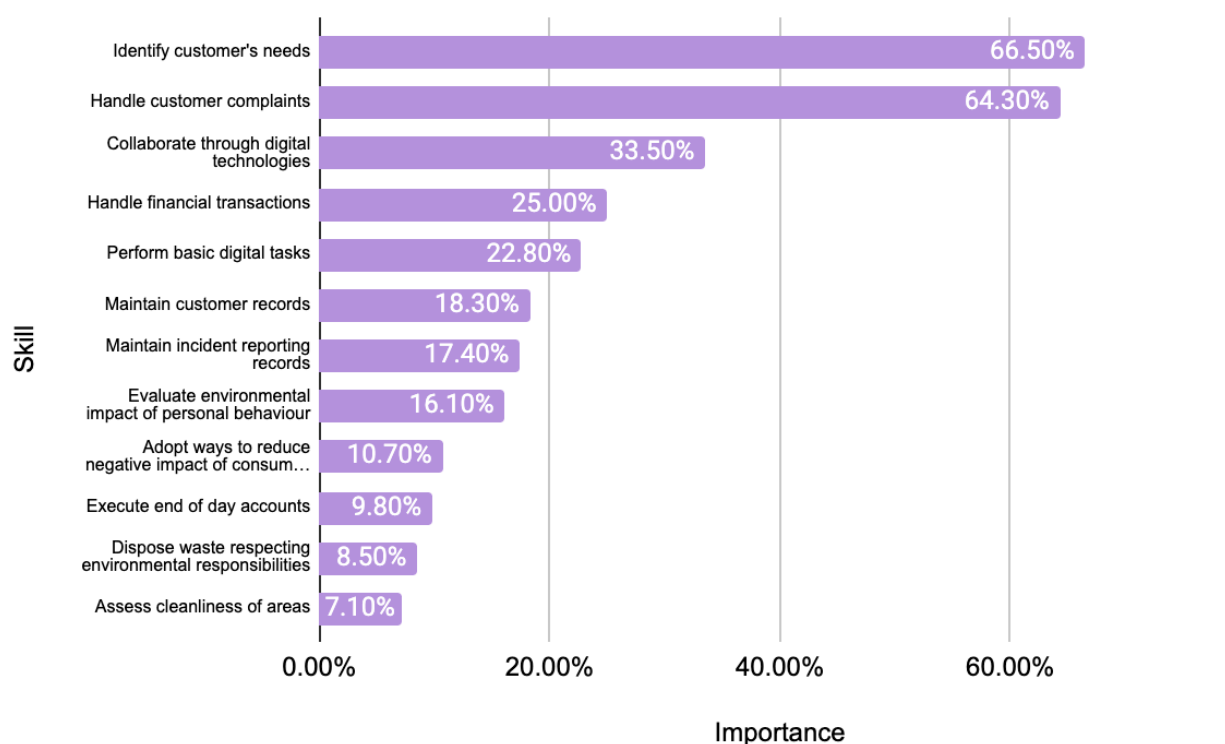


Chart 10: Front Office Skills Importance as Classified by Hiring Managers

Again, hiring managers prioritise identifying customer needs and solving customer complaints as the top priority, just as professionals do (66.5% and 64.3%, respectively). Collaborating via digital technologies is also prioritised, with 33.1% of hiring managers deeming it necessary for career growth. In an industry like hospitality, where customers expect a seamless experience from start to finish, collaboration allows different agents to be on the same page with customer conversations and ensure continuity.

### 4.3. Events

ESCO's Occupation Definition	ESCO's Occupation Labels
Event assistants implement and follow plans detailed by event managers and planners. They specialise in a part of the planning either the coordination of the catering, transportation, or the facilities.	Conference and event assistant, conference and event coordinator, event assistant, event coordinator, events assistant, and special event assistant.

372 respondents classified themselves as part of the events division, of which 178 self-identified as employed (47.8%), and 99 were involved in hiring decisions (26.6%).

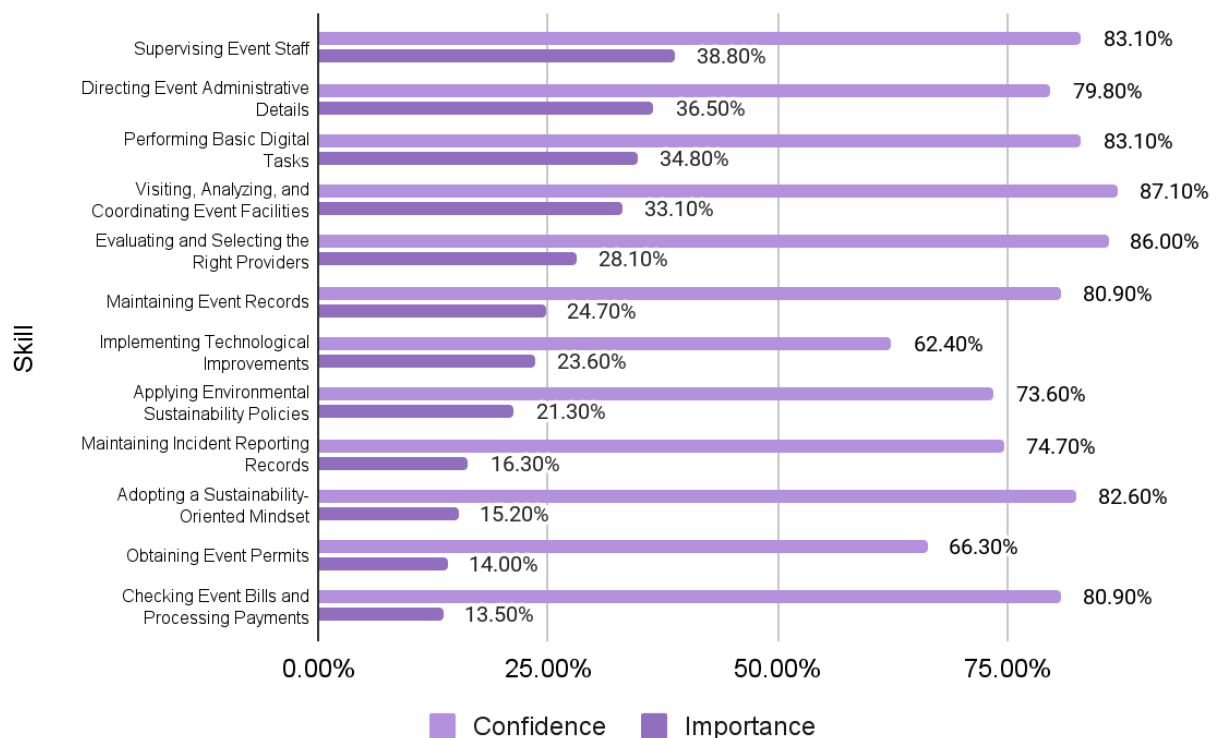


Chart 11: Event Management Skills Confidence vs. Importance

#### Core Insights:

- The events space requires excellent organisational and people skills to ensure that each event runs as planned. Accordingly, **87.1% feel confident coordinating events, 86% feel confident choosing the right providers, and 83.1% feel confident hiring and working with support staff.** These skills are also highly valued for career progression, likely because strong organisational abilities are essential for any leadership role.
- Again, digital literacy is viewed as a foundational skill rather than as a key to career growth. 83.1% of respondents feel confident with basic digital skills, but only 34.8% consider them **important**.
- Events professionals seem **reasonably confident about adopting a sustainability-oriented mindset** (82.6%). However, only 15.2% regard it as important. This ties in with the broader trend of hospitality professionals viewing sustainability as more of a company-led policy than as a differentiator for themselves.



## What Hiring Managers Think:

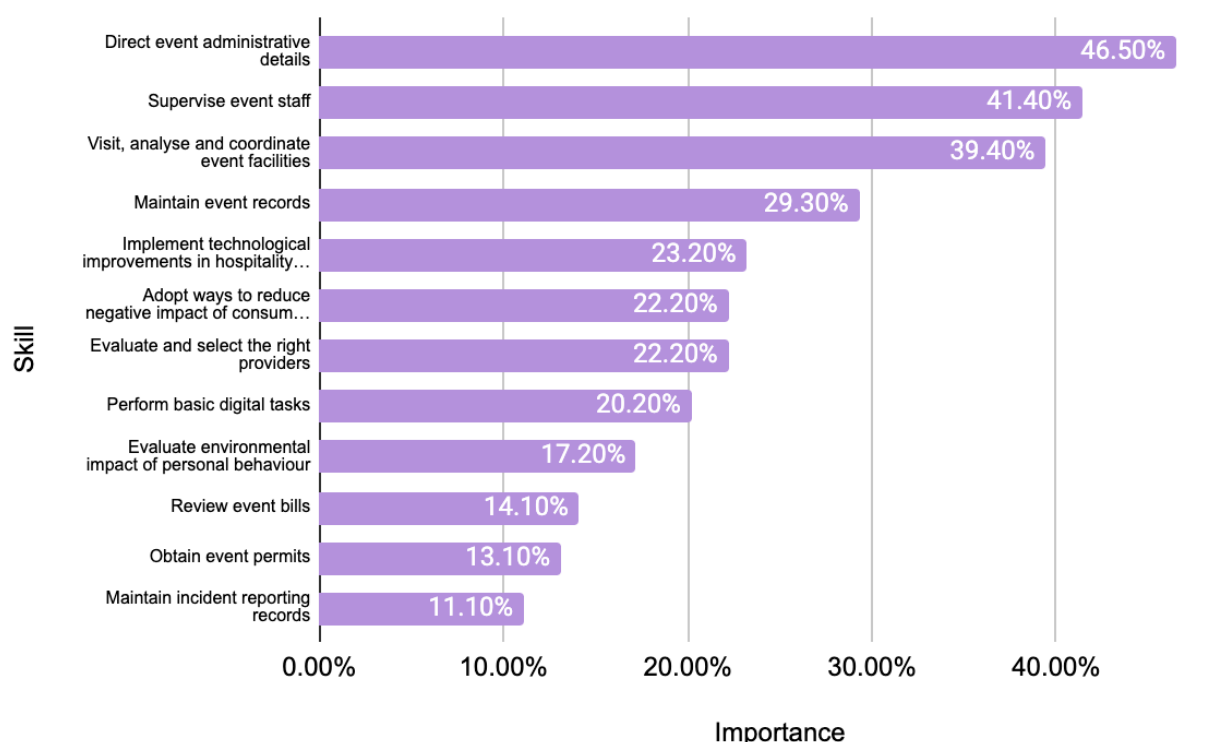


Chart 12: Event Management Skills Importance as Classified by Hiring Managers

While supervising event staff and the ability to coordinate events are given high importance (41.4% and 39.4%, respectively), **the top spot goes to directing event administration (46.5%)**. This could indicate that hiring managers want their event staff to take more ownership of each event, from setting the vision to managing the behind-the-scenes work. Demonstrating these abilities is also a strong indicator of leadership qualities, increasing one's chances of promotion. In addition, **implementing technological improvements and reducing the negative impact of consumption are given moderate priority (23.2% and 22.2% respectively)**. This indicates a growing demand for events to be more digitally integrated and for their environmental impact to be considered.

### 4.4. F&B Service

ESCO's Occupation Definition	ESCO's Occupation Labels
Waiters/waitresses supply guests with food and drinks as requested. Waiters/waitresses usually work in restaurants, bars and hotels. This involves the preparation of tables, serving food or beverages and taking payments.	Chef de rang, event server, table waiter, waiter, waitress, waiting staff, and wait staff.

506 respondents classified themselves as part of the Food and Beverage division, of which 243 self-identified as employed (48%), and 147 were involved in hiring decisions (29%).

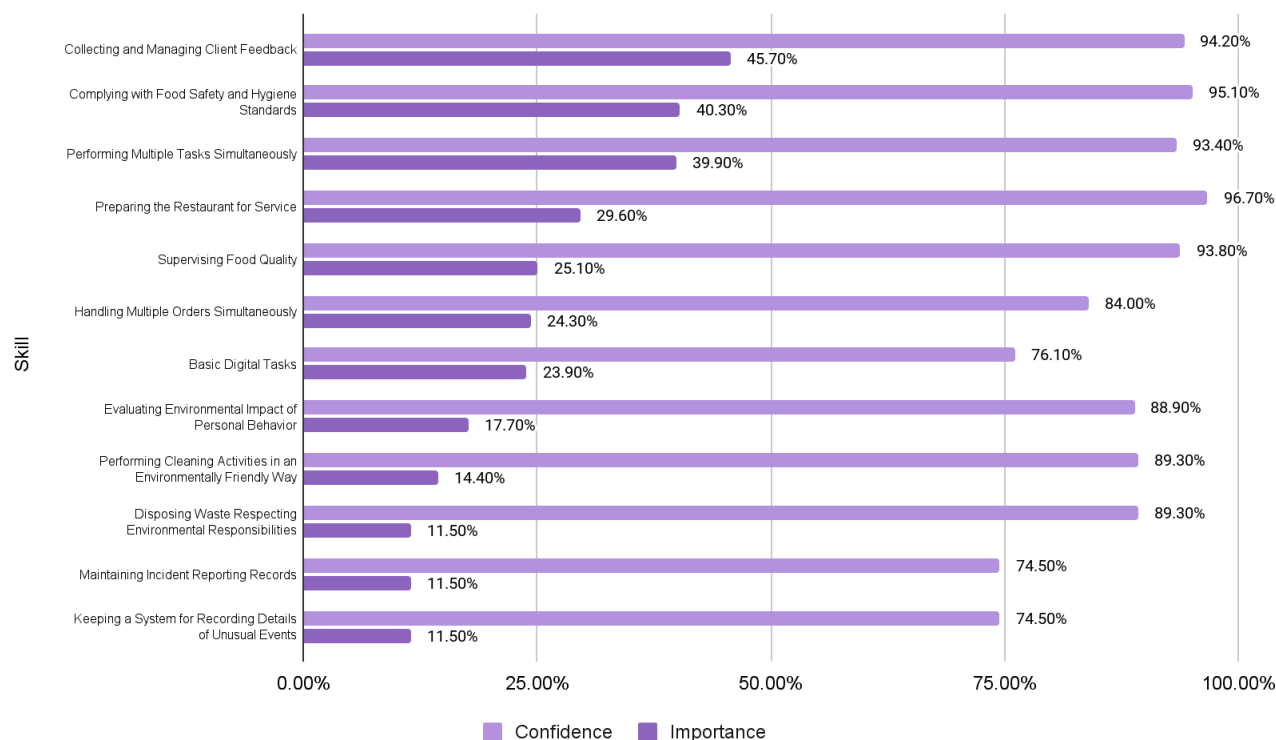


Chart 13: F&B Service Skills Confidence vs. Importance

#### Core Insights:

- As a space that involves high contact with food products, just like the culinary space, **complying with food safety and hygiene standards takes the top spot** in both confidence (95.1%) and importance (40.3%).
- The ability to **perform multiple tasks simultaneously** also emerges as a core skill, with 93.4% feeling confident and 39.9% deeming it important for career advancement. F&B service is a fast-paced environment, and professionals must be adept at handling multiple orders, remembering what customers enjoy, customising each meal to the diner's taste, suggesting beverage/dessert pairings, etc.
- Employees are **moderately confident in performing basic digital tasks** (76.1%), but their perceived importance for career advancement is relatively low (23.9%). This seems to reflect a broader trend where digital skills are considered essential for operational efficiency but are not viewed as critical differentiators for leadership roles in F&B service.
- Interestingly, even though waste management in the F&B sector continues to be a problem worldwide, F&B professionals do not rank sustainability high on their priority list. While 88.9% feel confident in adopting a sustainability mindset, **only 17.7% consider this important**.

## What Hiring Managers Think:

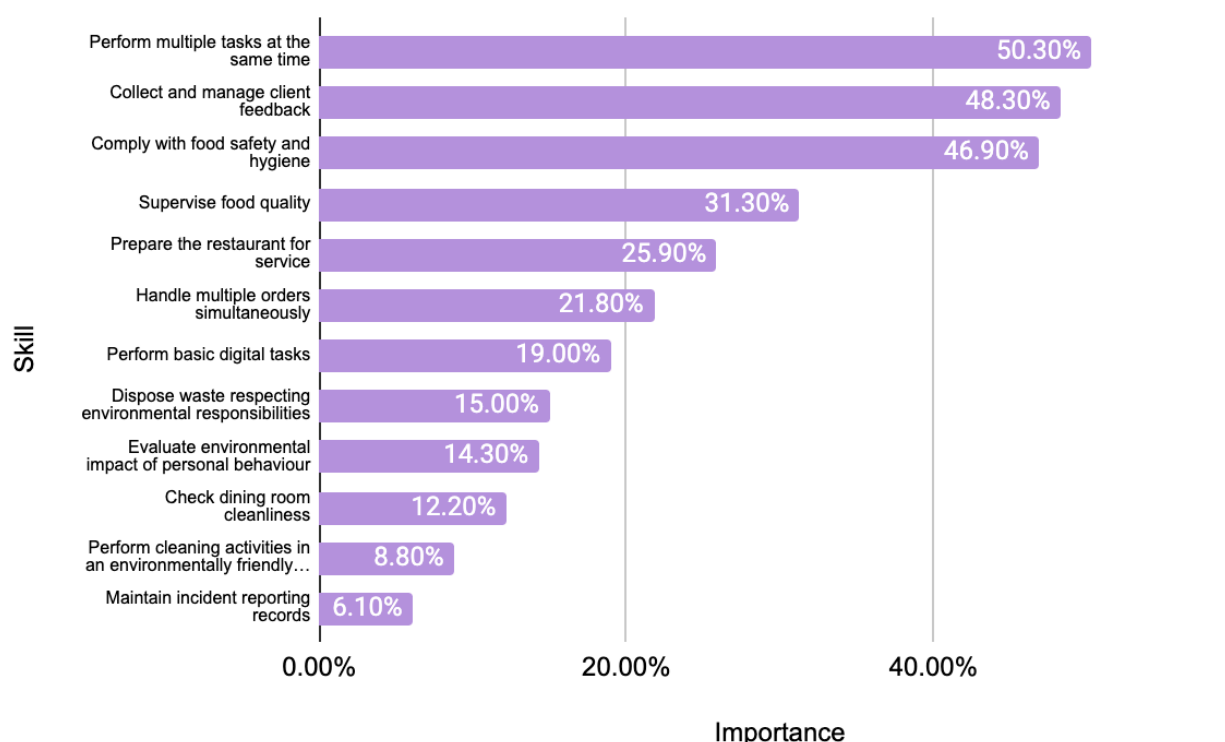


Chart 14: F&B Service Skills Importance as Classified by Hiring Managers

Hiring managers regard the **ability to perform multiple tasks simultaneously as the most important** (50.3%). This shows that the ability to think quickly on one's feet and rise up to unexpected challenges is a core differentiator that can indicate potential for leadership roles. Client feedback is also ranked highly, at 48.3% — the best F&B professionals can take customer inputs and customise meals and menus to their taste, delivering a truly top-notch experience. Food safety and hygiene, as well as food quality, rank high as basic expectations in any F&B business (46.9% and 31.3%, respectively.)

### 4.5. Housekeeping

ESCO's Occupation Definition	ESCO's Occupation Labels
Room attendants clean, tidy, and restock guest rooms as well as other public areas as directed.	Chambermaid, chambermaid, housekeeper, housekeeping worker, room attendant, and rooms person.

256 respondents classified themselves as part of the housekeeping division, of which 138 self-identified as employed (53.9%), and 52 were involved in hiring decisions (20.3%).

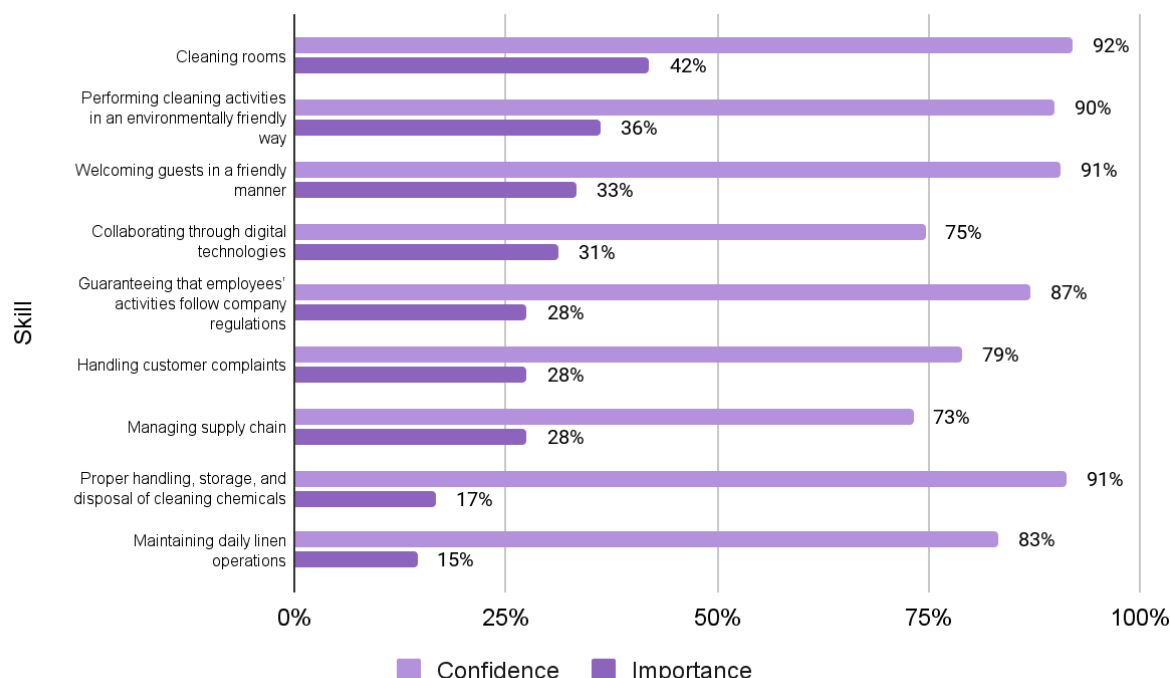


Chart 15: Housekeeping Skills Confidence vs. Importance

#### Core Insights:

- Unlike in several other departments, **sustainability is prioritised in the housekeeping department**. 89.9% are confident about **cleaning in an environmentally friendly way**, and 36.2% consider this important. This is likely because the quality and chemical composition of the cleaning materials used directly correlate with the environmental impact. Housekeeping employees are aware of this correlation and seek to better manage their environmental footprint, viewing this as a key part of their success.
- Interestingly, despite this, the proper **handling, storage, and disposal of cleaning chemicals is regarded as important by only 16.7%**, despite high confidence at 91.7%. This is likely because it is viewed as an essential safety requirement rather than a skill that increases one's chances of promotion.
- Another skill that ranks high in confidence and importance is **welcoming guests** (90.6% and 33.2%, respectively). Housekeeping involves multiple touchpoints with the customer, including responding to room requests and making customers feel at ease, which is viewed as a differentiator for career advancement.
- Only 74.6% of respondents are confident in **collaborating through digital technologies**. However, 31.2% consider this important. This could indicate an interesting pattern wherein digital competency is emerging as a differentiator for housekeeping roles, but professionals still need to possess extensive skills in it. Thus, there is a good opportunity to enhance digital competency through targeted training for housekeeping professionals.

## What Hiring Managers Think:

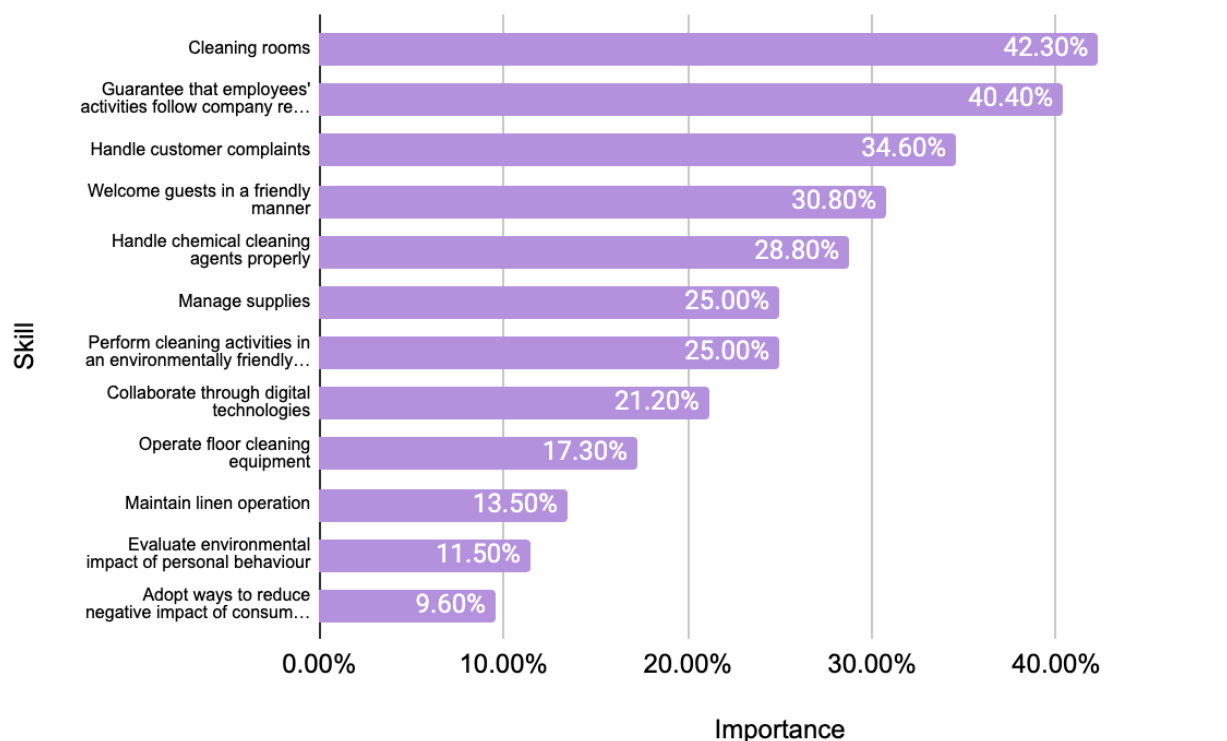


Chart 16: Housekeeping Skills Importance as Classified by Hiring Managers

Hiring managers in the housekeeping space prioritise core skills the most. Basics, like cleaning rooms and following company regulations, lead the list at 42.3% and 40.4%, respectively, closely followed by the ability to handle customer complaints at 34.6%. **Performing cleaning activities in an environmentally friendly way appears relatively lower on the list, at 25%.** This could indicate a persisting view of housekeeping as a support and maintenance function, where doing one's job matters more than anything else. **Collaborating through digital technologies is also of relatively low importance, at 21.2%.**

### 4.6. Bar and Beverage

ESCO's Occupation Definition	ESCO's Occupation Labels
Bartenders prepare, mix and serve alcoholic and non-alcoholic drinks directly to customers over a bar or counter, or through waiters.	Barkeeper, barman, bar staff, bartender, and bar woman.

399 respondents classified themselves as part of the bar and beverage division, of which 204 self-identified as employed (51.3%), and 101 were involved in hiring decisions (25.3%).

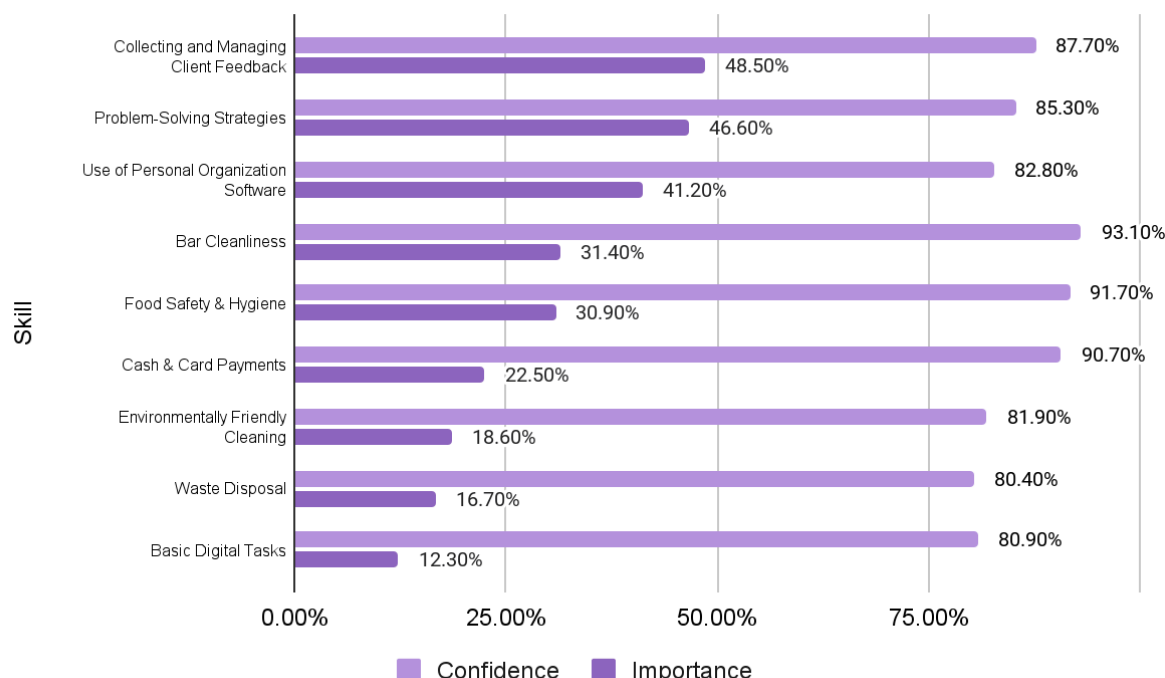


Chart 17: Bar and Beverage Skills Confidence vs. Importance

#### Core Insights:

- The skills that take the top spot in both categories are **collecting and managing client feedback** (87.7% confidence, 48.5% importance) and **problem-solving strategies** (85.3% confidence, 46.6% importance). The bar and beverage space requires a lot of customer interaction and personalisation of drinks to one's taste. Customers tend to linger at bars for social and business reasons, so the ability to gauge their needs and step in if necessary is key to those working in this space.
- **Professionals are confident about sustainability-oriented tasks** like environmentally friendly cleaning (81.9%) and waste disposal (80.4%). However, only 18.6% and 16.7% of respondents view them as important for personal career advancement. This may reflect a perception that these responsibilities are more organisational requirements rather than individual career-enhancers.
- Interestingly, **despite a relative lack of importance attached to basic digital skills** (12.3%), **using personal organisation software is regarded as important by 41.2%**. This could indicate that bar and beverage professionals see the value of such software for managing their time and thus improving their efficiency on the job.

## What Hiring Managers Think:

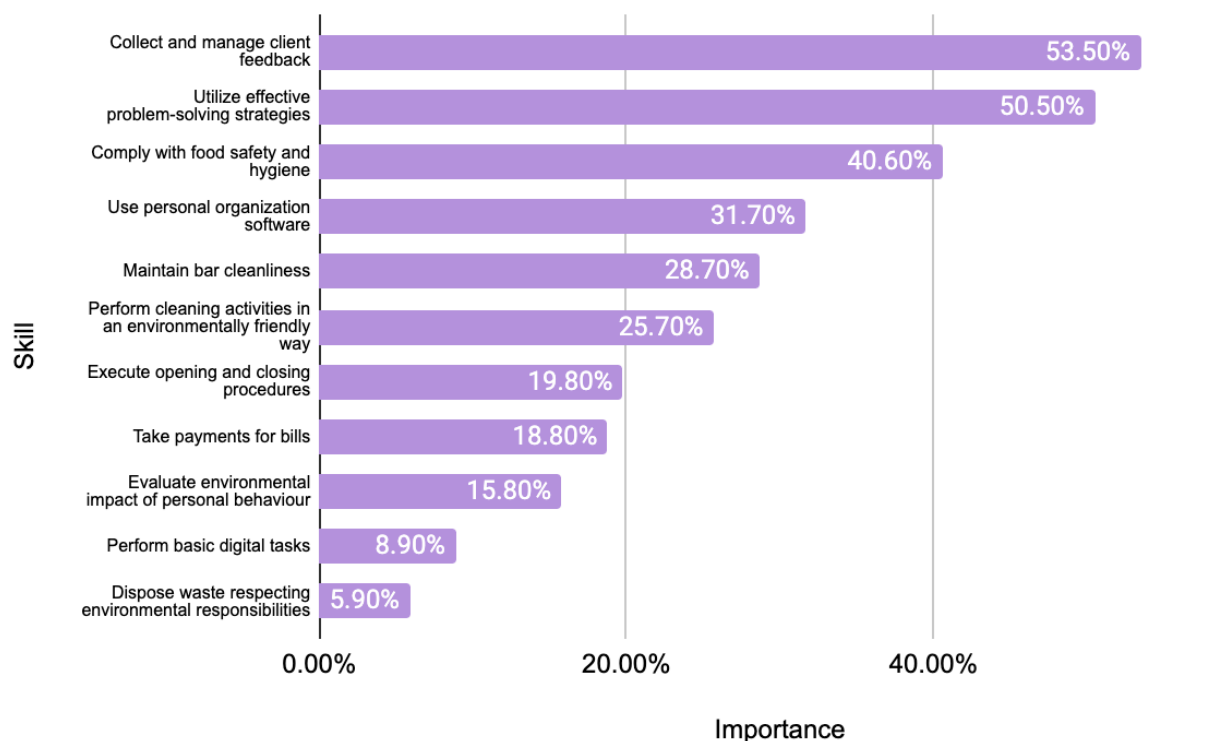


Chart 18: Bar and Beverage Skills Importance as Classified by Hiring Managers

For hiring managers in the bar and beverage space, collecting and managing client feedback tops the list of priorities, closely followed by problem-solving strategies (53.5% and 50.5%, respectively). Personal organisation software is fourth on the list (31.7%), indicating — once again, the importance of staying organised on the job. Environmentally friendly cleaning practices are given moderate importance, at 25.7%. This suggests that **sustainability is emerging as a priority for this industry but is yet to be given the space it deserves.**

### 4.7. Spa

ESCO's Occupation Definition	ESCO's Occupation Labels
Spa attendants interact with guests at the reception desk to provide indications and explain the available services in the spa center. They are also in charge of cleaning the spa rooms after use, maintaining storage area cleanliness and restocking clean towels. Spa attendants monitor the security of the facility and are responsible for selling the products and services available such as treatment packages.	Health club attendant, health spa attendant, hot springs attendant, mineral springs attendant, sauna room attendant, spa attendant, spa technician, steam room attendant, suntan studio attendant, and wellness consultant.

77 respondents classified themselves as part of the spa division, of which 36 self-identified as employed (46.7%), and 15 were involved in hiring decisions (19.4%).

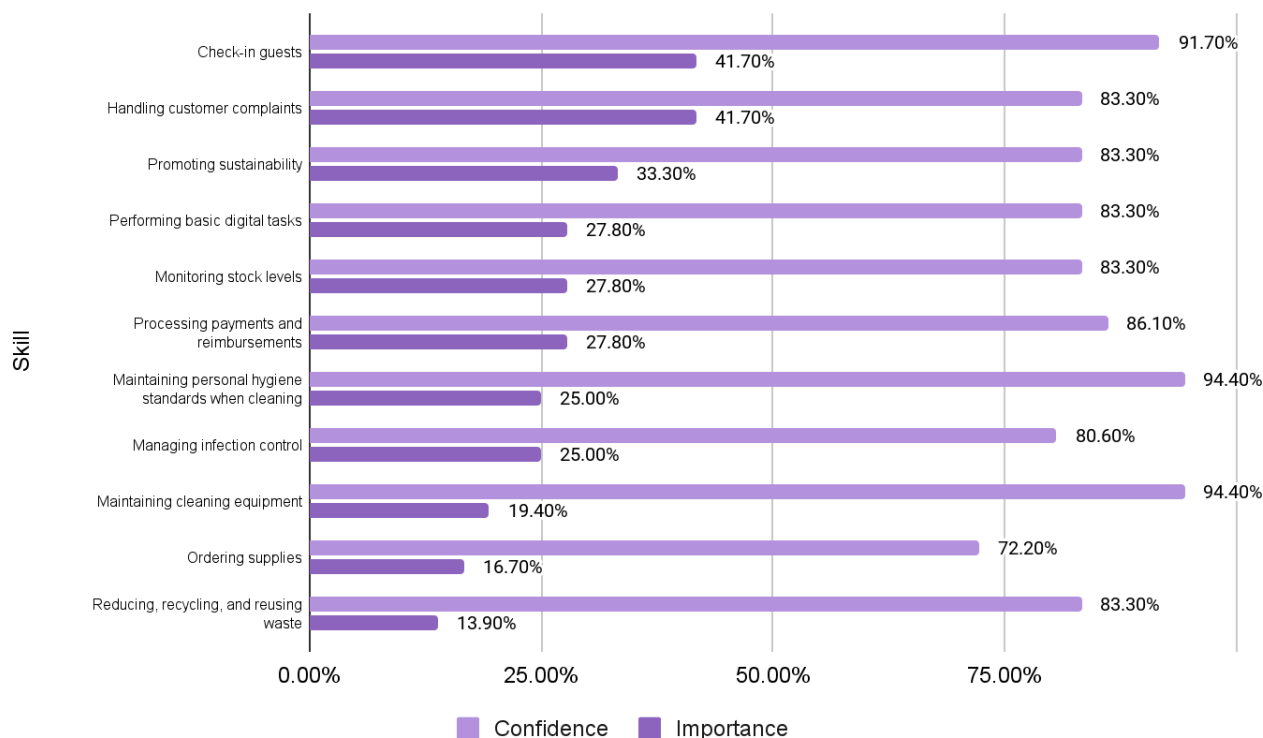


Chart 19: Spa Skills Confidence vs. Importance

#### Core Insights:

- Again, the spa industry is **highly customer-oriented**, with multiple touchpoints and a focus on helping guests feel comfortable and rejuvenated. As such, skills that take the top spot in both categories include **checking in guests (91.7% confidence, 41.7% importance)** and **handling customer complaints (83.8% confidence, 41.7% importance)**.
- Sustainability plays an exciting role in this space. According to the survey, respondents have high confidence in skills like maintaining cleaning equipment (94.4%). These are generally considered fundamental, especially given the significant physical contact involved in spas. Equipment and areas like the steam room must be thoroughly sanitised.
- At the same time, only 16.7% consider the ordering of supplies to be important. This is even though a spa's choice in the quality and composition of its supplies (soaps, oils, fragrances, linen, etc) directly correlates with its environmental impact. Finally, **while 83.3% are confident with promoting sustainability, only 33.3% consider this important**. Despite the growing trend of customers opting for sustainable wellness programmes, sustainability is still viewed as a more secondary skill for career advancement overall.
- Regarding **performing basic digital skills**, 83.3% feel confident, and 27.8% feel it is important. Modern spa experiences increasingly incorporate contactless elements for safety and hygiene reasons, making digital literacy an increasingly important skill.



## What Hiring Managers Think:

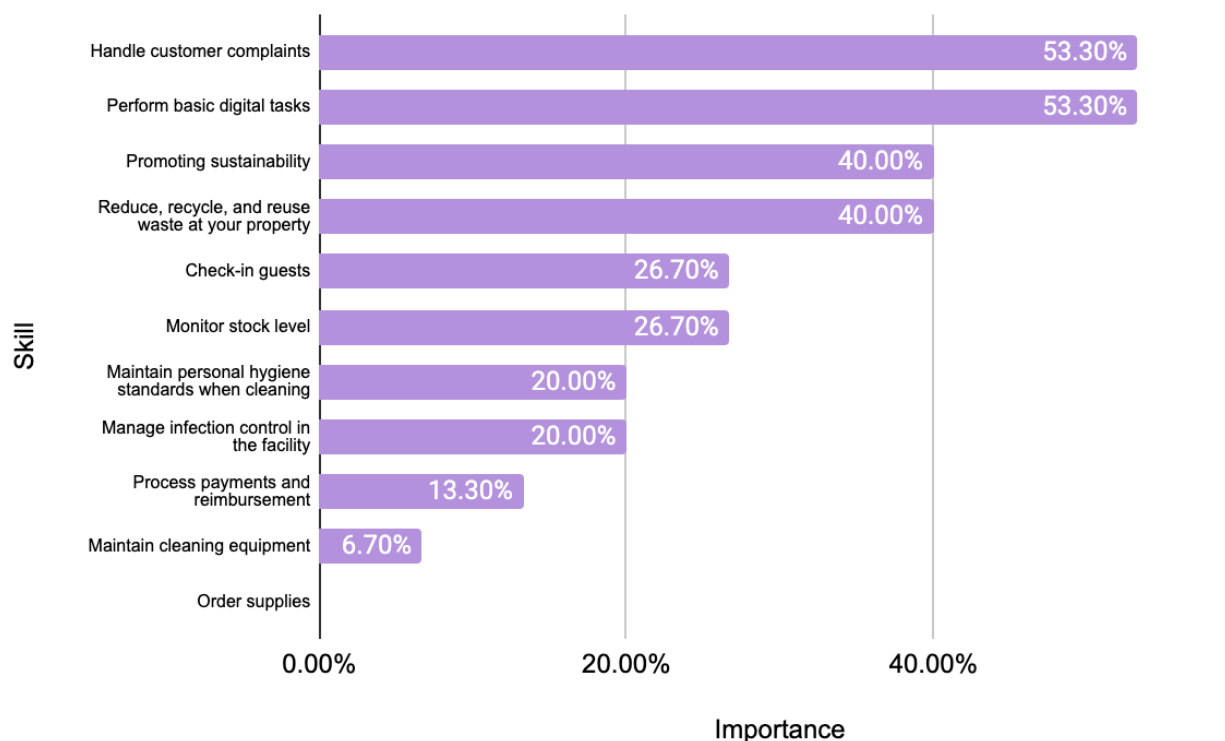


Chart 20: Spa Skills Importance as Classified by Hiring Managers

Hiring managers at spas, interestingly, consider the ability to perform basic digital tasks to be just as important as handling customer complaints (53.3% for both). **Spa professionals clearly can benefit from upping their digital skills**, in line with the growing demand for more contactless experiences, and promoting the spa's activities online in an engaging fashion. **Sustainability and reduce, recycle, and reuse rank as close seconds**, with 40% of hiring managers deeming them important. This, again, falls in with the emergence of spas as sustainable wellness retreats following environmentally conscious practices.

## 4.8. Other Departments

520 respondents did not classify themselves as part of the seven divisions mentioned before, of which 243 declared themselves employed (46.7%) and 112 were involved in hiring decisions (21.5%).

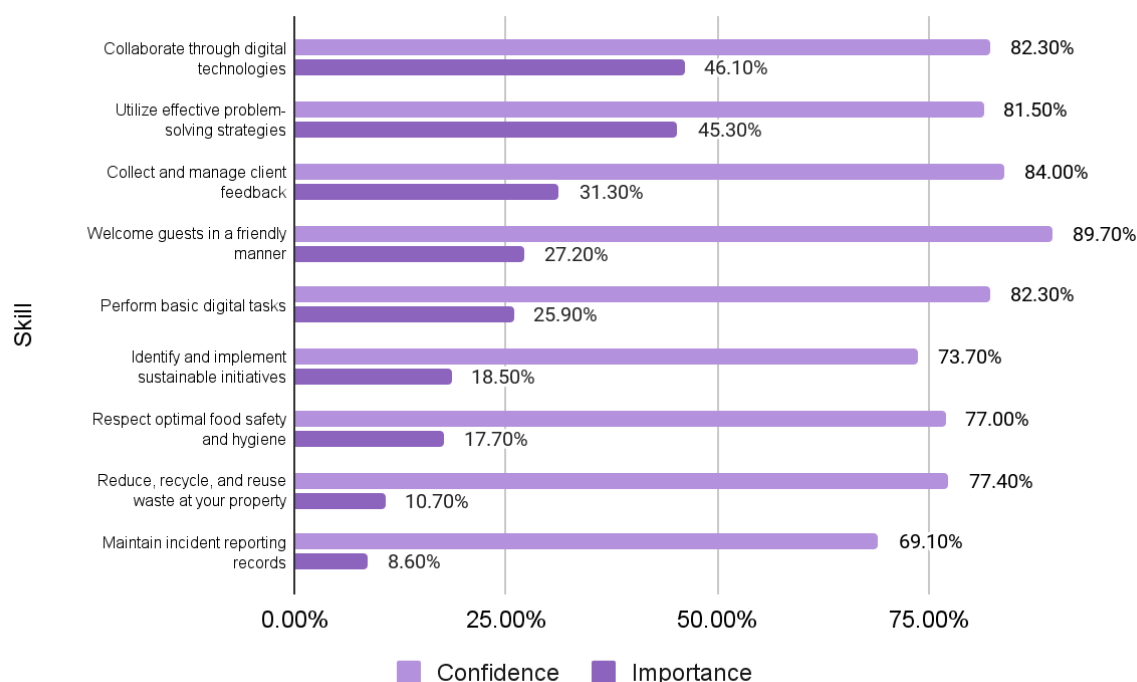


Chart 21: Other Departments Confidence vs. Importance

### Core Insights:

- Among other hospitality departments, the two most important skills for career growth are **collaborating through digital technologies** (46.1%) and **using effective problem-solving strategies** (45.3%). Given the rapidly evolving nature of the industry, these are core skills for keeping pace with any kind of change. Respondents also reported high degrees of confidence in both skills — 82.3% and 81.5% respectively.
- Respondents feel most confident about **welcoming guests in a friendly manner** (89.7%) and **collecting and managing client feedback** (84%). However, these are given only moderate importance (27.2% and 31.3%, respectively), indicating that they are more of a basic job skill than a mark of distinction.
- Sustainability is accorded a lower priority for career growth, with **reduce, recycle and reuse ranked as important by only 10.7% of respondents**. This ties in with the broader trend of hospitality employees viewing sustainability as an organisational priority rather than an individual skill to cultivate.

## What Hiring Managers Think:

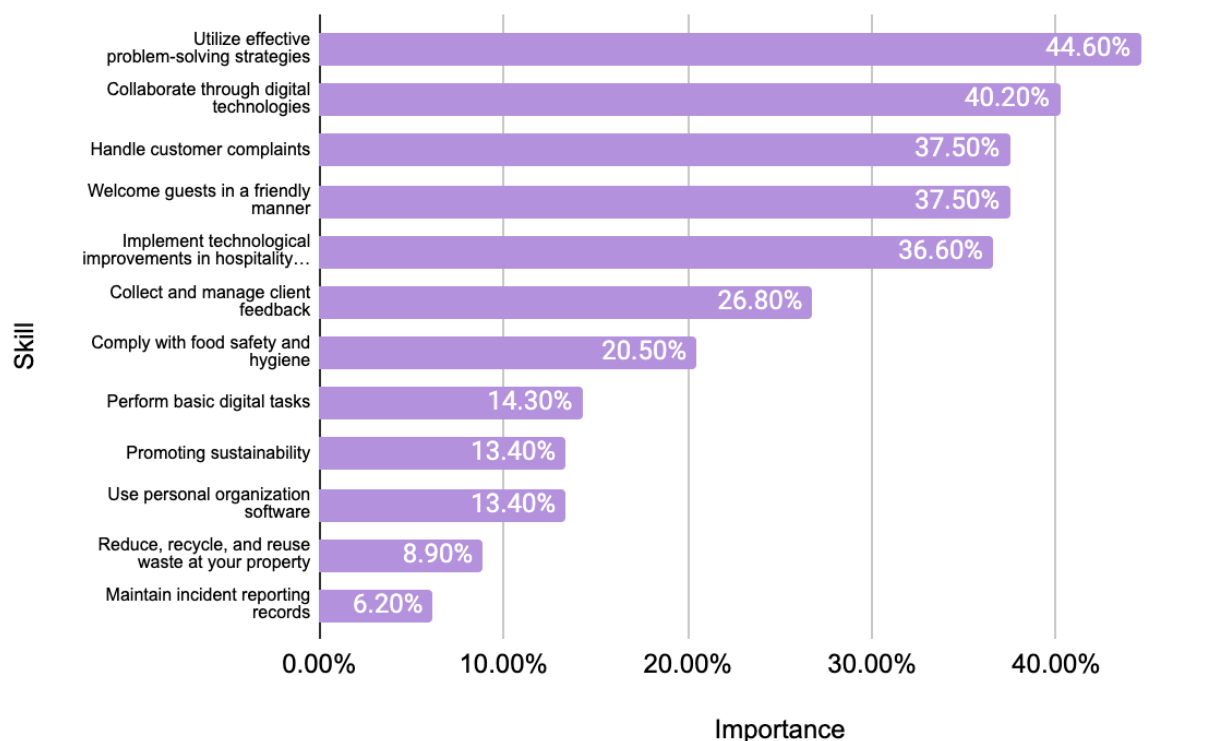


Chart 22: Other Departments Skills Importance as Classified by Hiring Managers

The consensus among hiring managers aligns with respondents' belief that **problem-solving abilities and collaboration through digital technologies are the most important skills for career growth** (44.6% and 40.2%, respectively). Tying for third place (37.5%) are handling customer complaints and welcoming guests in a friendly way. In a service-oriented industry, demonstrating these abilities will continue to be integral to the guest experience. **Sustainability continues to trail behind in priority**, with the promotion of sustainability coming in at 13.4% and reduce, recycle and reuse at 8.9%. This indicates that sustainability is yet to be viewed as a genuine priority for the industry.

## 5. Key Findings

### 5.1. Current Skill Gaps and Priorities:

- **Core Departmental Skills:** Hospitality professionals identified job-specific skills such as food safety in culinary roles, customer needs identification in front office positions, and multitasking in F&B service as critical for career advancement.
- **Digital Competency:** While widely recognised as a basic requirement, digital skills are seen as essential for operational efficiency but less influential for career advancement, with the exception of roles like front office and spa, where digital literacy is increasingly important for customer interaction and contactless service.
- **Green Skills:** Environmental skills are recognised but generally viewed as organisational priorities rather than individual career differentiators. Notable exceptions include housekeeping, where eco-friendly cleaning methods are seen as critical.

### 5.2. Department-Specific Insights:

- **Culinary:** Skills in supervising food quality and maintaining food safety are top priorities. While sustainability initiatives, such as food waste reduction, are valued, they are not considered critical for individual career growth.
- **Front Office:** There is a strong emphasis on customer complaint resolution and digital collaboration, with hiring managers prioritising skills like problem-solving and multitasking for career progression.
- **Events:** Strong organisational skills are essential for advancement, with digital skills and sustainable event planning second-most important.
- **F&B Service:** Prioritises multitasking and food safety, with employees and managers alike recognising the importance of high efficiency and adherence to hygiene standards. Digital skills, though present, are viewed as something other than critical career differentiators in this fast-paced environment.
- **Housekeeping:** High confidence and emphasis on environmentally friendly cleaning reflect a trend toward sustainable practices in guest room maintenance. Digital collaboration skills are increasingly recognised as valuable.
- **Bar and Beverage:** Skills like managing client feedback and problem-solving are essential for career growth, with an emphasis on customer interaction. Personal organisation software is valued for efficiency, though environmental skills such as eco-friendly cleaning are viewed as less impactful for individual progression.
- **Spa:** Customer service and digital literacy are prioritised for managing contactless guest interactions. Sustainability in equipment maintenance is acknowledged but under-prioritized for career impact.

### 5.3. Hiring Manager Perspectives:

- Hiring managers align closely with employees in prioritising department-specific skills but place additional emphasis on multitasking, sustainability in food services, and digital collaboration across departments.
- Green Skills: Managers indicate that sustainability is more relevant in roles like housekeeping and culinary, particularly for reducing waste and adopting eco-friendly practices, but less so in administrative functions.
- Digital Skills: Managers across departments view the performing of basic digital tasks as a necessary part of the job rather than as a key differentiator. The spa industry is the exception, as it rapidly evolves into a touchless experience while prioritising one-on-one attention to customer needs.

## 6. Core Skills That All Departments Should Prioritise

To choose the top 5 skills for the hospitality industry to focus on, the skill rankings for the hiring managers in each department were summarised in a matrix.

Rank	Culinary	Front Office	Events	F&B Service	Housekeeping	Bar and Beverage	Spa
1	Supervise food quality.	Identify customer's needs	Direct event administrative details	Perform multiple tasks at the same time	Cleaning rooms	Collect and manage client feedback	Handle customer complaints
2	Develop food waste reduction strategies.	Handle customer complaints	Supervise event staff	Collect and manage client feedback	Guarantee that employees' activities follow company regulations	Utilize effective problem-solving strategies	Perform basic digital tasks
3	Comply with food safety and hygiene.	Collaborate through digital technologies	Visit, analyse and coordinate event facilities	Comply with food safety and hygiene	Handle customer complaints	Comply with food safety and hygiene	Promoting sustainability
4	Organise and plan menus.	Handle financial transactions	Maintain event records	Supervise food quality	Welcome guests in a friendly manner	Use personal organization software	Reduce, recycle, and reuse waste at your property
5	Increase possible sales volumes.	Perform basic digital tasks	Implement technological improvements in hospitality establishments	Prepare the restaurant for service	Handle chemical cleaning agents properly	Maintain bar cleanliness	Check-in guests
6	Promote responsible consumer behaviour	Maintain customer records	Adopt ways to reduce negative impact of consumption	Handle multiple orders simultaneously	Manage supplies	Perform cleaning activities in an environmentally friendly way	Monitor stock level
7	Preparing and serving food and drinks.	Maintain incident reporting records	Evaluate and select the right providers	Perform basic digital tasks	Perform cleaning activities in an environmentally friendly way	Execute opening and closing procedures	Maintain personal hygiene standards when cleaning

8	Handle customer complaints.	Evaluate environmental impact of personal behaviour	Perform basic digital tasks	Dispose waste respecting environmental responsibilities	Collaborate through digital technologies	Take payments for bills	Manage infection control in the facility
9	Implement technological improvements in hospitality establishments.	Adopt ways to reduce negative impact of consumption	Evaluate environmental impact of personal behaviour	Evaluate environmental impact of personal behaviour	Operate floor cleaning equipment	Evaluate environmental impact of personal behaviour	Process payments and reimbursement
10	Perform basic digital tasks.	Execute end of day accounts	Review event bills	Check dining room cleanliness	Maintain linen operation	Perform basic digital tasks	Maintain cleaning equipment
11	Promote sustainable packaging.	Dispose waste respecting environmental responsibilities	Obtain event permits	Perform cleaning activities in an environmentally friendly way	Evaluate environmental impact of personal behaviour	Dispose waste respecting environmental responsibilities	Order supplies
12		Assess cleanliness of areas	Maintain incident reporting records	Maintain incident reporting records	Adopt ways to reduce negative impact of consumption		
		<b>Skill type:</b>	Green	Managerial	Digital	Technical	

**Table 2: Skills Ranking According to Hiring Decision-makers**

Accordingly, based on their ranking across all eight departments, the following skills were chosen to support the EU green and digital transition plans.

### 6.1. Green/Environmental Skills

- **Reduce, Recycle, and Reuse Waste:** According to the ESCO definition, this means disposing of waste in accordance with legislation for the spa division, thereby respecting environmental and company responsibilities.

For the housekeeping division, this means performing cleaning activities in an environmentally friendly way. ESCO defines this as undertaking all cleaning duties in a manner that minimises environmental damage and follows methods that lessen pollution and resource wastage.

This skill is vital for advancing careers in departments like housekeeping and spas, which use large quantities of cleaning/hygiene/bath and body products. The more conscious these professionals are about what products they choose and how they manage waste, the better their prospects are.

- **Adopt Ways to Reduce the Negative Impact of Consumption:** This is critical for departments such as events and culinary, reflecting the industry's increasing focus on environmental responsibility regarding food consumption.

45.2% of hiring decision-makers in the culinary division rank focusing on developing food waste reduction strategies as the second most important skill for career advancement. ESCO defines this as developing policies, such as staff meals or food redistribution, to reduce, reuse, and recycle food waste where possible. This includes reviewing purchasing policies to identify areas for reducing food waste, e.g., quantities and quality of food products.

For the events division, 22.2% of hiring managers value focusing on adopting ways to reduce the environmental impact during events. ESCO defines this as applying principles, policies, and regulations aimed at environmental sustainability, including reducing waste, energy, and water consumption, reusing and recycling products, and engaging in the sharing economy.

## 6.2. Managerial Skill

- **Supervising Quality:** Leadership and quality control are vital for career progression. As hospitality moves towards more green initiatives, every resource usage must be accounted for and viewed through sustainability. This requires a keen eye and an ability to allocate resources efficiently while upholding high-quality standards.

In the culinary department, 61.7% of hiring managers rank supervising food quality as a critical skill. According to the ESCO definition, this involves overseeing the quality and safety of food served to visitors and customers according to food standards.

In the events division, 41.4% of hiring decision-makers consider focusing on supervising event staff relevant. ESCO defines this as selecting, training, and supervising volunteers and support staff required for events.

## 6.3. Digital Skill

- **Collaborating through Digital Technologies:** ESCO defines it as the use of digital tools and technologies for collaborative processes and for co-construction and co-creation of resources and knowledge.

Decision-makers across all departments prioritise the ability to work efficiently through digital platforms and tools. This is especially true for the front office, where hiring managers rank this skill in third place, and in other departments, where hiring managers rank it second. This point is a trend where customers increasingly prefer touchless contact and online availability.

## 6.4. Technical Skill

- **Complying with Food Safety and Hygiene:** ESCO defines this skill as respecting optimal food safety and hygiene during the preparation, manufacturing, processing, storage, distribution, and delivery of food products.

According to 44% of hiring managers in the culinary, F&B service, and bar and beverage departments, ensuring compliance with safety regulations is essential for success.

## 7. Recommendations

The survey data indicates some clear patterns regarding which hospitality professionals prioritise skills. Overall, digital skills, customer interaction (feedback, complaint handling) across departments, and sustainability are becoming key focuses for career advancement, according to hiring decision-makers. At the same time, employees tend to prioritise operational and compliance-related skills.

Green and digital skills, at present, occupy a lower rank in terms of priority. However, this is likely due to a need for more awareness about the importance of these skills for a future-proof career, as well as a lack of understanding about how one can personally contribute to sustainable practices. Given the EU's emphasis on building a green and digital-first industry, there is an opportunity to invest in awareness programs that highlight these skills to employers and employees. In addition, a structured approach to skill-building through accessible, purpose-driven courses can help the industry adopt green and digital-first practices with greater ease.

Based on the findings, hospitality professionals can prepare themselves for the evolving EU job market in the following ways.

### 7.1. Develop Green Skills

- **Adopt Sustainable Practices:** As the hospitality industry moves towards a greener future, it is vital for professionals to learn how to implement sustainability initiatives in their roles. Focus should be placed on reducing waste, recycling, and using eco-friendly products, especially in roles related to culinary, housekeeping, and events management.
- **Reduce Food Waste:** Culinary professionals should prioritise food waste reduction strategies. This could involve creative ways to reuse ingredients, optimize menu planning, and reduce over-ordering.
- **Focus on Environmentally Friendly Cleaning:** For housekeeping and spa professionals, understanding how to use eco-friendly cleaning products and processes is a key differentiator. This also applies to waste disposal in an environmentally responsible way.

### 7.2. Enhance Digital Competency

- **Collaborate through Digital Platforms:** As digital technologies become central to hospitality operations, proficiency in digital collaboration tools is crucial. Front office staff and other departments that interact directly with guests can enhance their service delivery by becoming proficient in these technologies.
- **Embrace Contactless Technology:** With the rise of contactless services in hotels, spas, and F&B service, learning how to implement and manage these digital solutions will make professionals more employable overall.
- **Leverage Personal Organisation Software:** For bar and beverage professionals, proficiency in personal organisation tools is highly valued for enhancing efficiency and time management on the job.



### 7.3. Strengthen Customer Service Skills

- **Master Complaint Handling:** Across various roles, handling customer complaints effectively is crucial. Professionals should focus on improving their ability to respond to guest concerns in real-time and provide solutions that enhance the customer experience.
- **Identify and Anticipate Customer Needs:** Front office, F&B, and bar staff should hone their skills in identifying customer preferences and proactively addressing them. This helps boost satisfaction and build stronger customer relationships.

### 7.4. Improve Managerial and Leadership Abilities

- **Supervise Quality Control:** In culinary and event management roles, quality control is essential for career progression. Hospitality professionals aspiring to leadership roles should focus on supervising the quality of food, service, and event coordination to meet industry standards.
- **Take Ownership of Events:** For event professionals, developing strong organisational skills and the ability to oversee event administration will lead to career growth. Learning how to manage events from start to finish is key to advancing in this field.

### 7.5. Upskill Continuously through Micro-Credentials

- **Pursue Certifications in Green and Digital Skills:** Hospitality professionals should prioritise enrolling in micro-credential courses that focus on sustainability and digital skills. These courses, aligned with EU standards, will enhance their employability and prepare them for the industry's future needs.
- **Stay Updated on Industry Trends:** It is important to regularly update one's skills to match the evolving demands of the hospitality industry, especially in areas such as green initiatives and digital technologies.

## 8. Appendix

### 8.1. Methodology

The MCEU-Hospitality project, funded through Erasmus+, seeks to address evolving skills needs within the hospitality sector in the European Union by focusing on micro-credentials. These industry-recognized credentials aim to support lifelong learning, career adaptability, and sector-specific competencies, with a particular emphasis on digital and green skills. Given the rapid changes in technology, sustainability practices, and workforce expectations, this project aims to ensure that both current and future professionals have access to relevant training and recognition that align with industry needs.

Hosco, in partnership with a consortium of hospitality and educational organisations, will lead a series of three annual surveys to gather insights on skills demands, identify gaps, and assess the role of micro-credentials in meeting these needs. Each year's survey builds on the previous one, with findings contributing directly to the development and refinement of micro-credential courses that reflect the sector's real-time needs.

This document outlines the methodology for this three-year survey initiative. Below is an overview of each survey phase:

#### 1. Year 1: Skills Needs Assessment

The first survey focuses on identifying the most important skills within the hospitality sector and where there are gaps in current training or workforce competencies. By engaging a range of industry professionals, employers, and educational advisors, the survey will provide a clear understanding of which skills are most valued, where gaps exist, and which types of training would be most effective in addressing these needs. Findings from this phase will set the foundation for designing targeted micro-credential courses that align with actual skills requirements in the hospitality sector.

#### 2. Year 2: Facilitating Micro-Credential Recognition

Building on the skills needs identified in Year 1, the second survey will investigate how micro-credentials can be formally recognised within the hospitality sector. This phase will focus on identifying current recognition processes, understanding barriers to credential acceptance, and exploring ways to standardise and promote the portability of these credentials across different organisations and countries. This survey will engage credentialing bodies, educational institutions, employers, and other stakeholders to understand the practical requirements for formalising micro-credential recognition.

#### 3. Year 3: Integrating Micro-Credentials into the Training System

The final survey will concentrate on embedding micro-credentials within vocational training and continuous education systems. This phase will evaluate micro-credentials impact on career advancement, skill application, and workforce readiness, focusing on how well these credentials integrate with existing training programs. The survey will gather feedback from recent graduates, employers, and training providers to assess the long-term value of micro-credentials and provide recommendations for their effective incorporation into standard training pathways.

### 8.1.1. Year 1: Current and Future Skills Needed in the Hospitality Industry

#### Survey Goal

The goal of the Year 1 survey is to identify essential skills across the hospitality industry, uncover existing skills gaps, and gather input on the types of training that could effectively bridge these gaps. This foundational survey will provide Hosco and its partners with a detailed view of the current skills landscape, setting the groundwork for developing micro-credentials in WP3 that address real industry needs.

Additionally, the survey will assess hospitality professionals' and employers' attitudes toward micro-credentials and their perceived value in advancing careers. By understanding which skills are valued, underrepresented, or newly in demand, this survey will help shape micro-credential content that aligns with the sector's evolving requirements.

#### Survey Target Population

The survey targets diverse participant groups to ensure a well-rounded understanding of industry needs:

- **Hospitality Professionals:** These include roles across departments, from frontline staff to managers in culinary, front office, housekeeping, and other functions, to gain insight into skills required at different job levels.
- **Employers and HR Representatives:** Input from hiring decision-makers will highlight skills deemed essential in new hires and areas where incoming staff often lack necessary competencies.
- **Unemployed Individuals and Full-time Students:** This group includes those seeking to enter or advance within hospitality. They will provide insight into skills they consider most relevant for career growth.

The survey will target respondents from over 31 EU and Schengen countries, with a particular emphasis on Spain, Denmark, and Iceland, to capture common and region-specific needs in the hospitality industry. The objective is to gather responses to inform the development of five versatile micro-credential courses applicable across Europe.

#### Survey Content

The survey is designed to cover several core areas to understand the demand for skills, gaps, and training requirements within the hospitality sector:

- **Career Stage and Status:** Questions to determine participants' career level (e.g., entry, young, mid, or senior professional) and employment status (e.g., employed, unemployed, student).
- **Skills Demand and Importance:** Respondents will rate their confidence in various skills relevant to their departments. For example, culinary staff might be asked about "food safety compliance," while bar and beverage professionals might rate skills like "client feedback management." Employers will similarly assess their staff's preparedness in these areas and indicate which skills they consider crucial for career advancement.
- **Skill Gaps:** Participants will select the skills they consider most important for career progression from various options, including practical competencies like "using personal organisation software" and

“evaluating environmental impact. ” This will help highlight underdeveloped or missing skills in the workforce.

- **Training and Course Needs:** Respondents will provide input on preferred training types and specific courses they believe could effectively bridge skill gaps. This feedback will directly inform the design and content of micro-credentials in WP3.
- **Demographic Data:** Basic demographic information, such as respondents’ education level, country of residence, age, and gender identity, will enable targeted analysis and comparison across different demographic groups.

### ESCO Framework for Skills Definition

The survey applies the **ESCO (European Skills, Competences, Qualifications, and Occupations) framework** to categorise skills that align with EU standards. Developed by the European Commission, ESCO supports consistency and relevance across industries, essential for creating transferable, industry-aligned micro-credentials. For this survey, two main ESCO pillars were selected:

1. **Skills > Skills:** This pillar encompasses specific task-based skills, including technical and digital competencies, environmental responsibilities, and role-based abilities critical in hospitality.
2. **Transversal Skills and Competences > Transversal Skills and Competences:** This pillar captures broad, flexible skills adaptable across roles, such as problem-solving, customer service, and teamwork.

The survey narrows its focus within these pillars to skills supporting four targeted categories:

- **Sustainability / Green Skills:** Skills that promote sustainable practices, such as waste reduction and eco-friendly cleaning procedures.
- **Technical Skills:** Practical abilities specific to each department, such as culinary techniques or front office operations.
- **Managerial Skills:** Competencies for managing teams, developing plans, and ensuring operational standards, supporting career advancement into management roles.
- **Digital Skills:** Proficiencies in using technology for tasks like scheduling, data entry, and digital communication.

This skills mapping is applied across eight key departments: Culinary, Bar & Beverage, F&B Service, Front Office, Events, Spa, Housekeeping, and Hospitality Management. By mapping skills to ESCO categories specific to each department, the survey aligns findings with EU occupational standards, ensuring that future micro-credentials are relevant and transferable across the European hospitality sector. For more on ESCO, see [ESCO’s Skill Pillars](#).

### Data Collection Approach

Hosco will lead the data collection efforts, utilising its community of more than 2 million hospitality professionals globally. Through targeted email outreach and social media campaigns, Hosco will maximise survey visibility and engagement. Since Hosco’s presence is more limited in Denmark and Iceland, consortium partners in these countries will be essential in supporting local outreach.

- **Consortium Member Responsibilities:** Each partner will promote the survey within their networks, with a focus on Spain, Denmark, and Iceland:
  - **UCN in Denmark:** Engaging Danish hospitality professionals and stakeholders.
  - **Idan and SAF in Iceland:** Supporting outreach within Iceland.
  - **EUHT St Pol in Spain:** Encouraging participation in Spain's hospitality sector.

The objective is to gather a balanced sample of responses from across Europe to inform the development of five versatile micro-credential courses that can be applied EU-wide.

### Survey Timing

The Year 1 survey timeline is as follows:

- **Redaction Phase:** March 1 – April 15, 2024, during which consortium partners will collaborate on survey question development.
- **Consortium Testing and Feedback:** April 15 – April 30, 2024, allowing partners to review the survey content and provide feedback.
- **Pilot Testing:** May 6 – May 20, 2024, with a sample group to ensure clarity and usability.
- **Main Data Collection:** May 30 – September 15, 2024, conducted through email and social media outreach by Hosco and consortium members.
- **Analysis and Reporting:** September 16 – December 31, 2024, focusing on identifying trends in skills demand, gaps, and training needs. These findings will guide the design of micro-credential courses in WP3.

This timeline is structured to ensure broad engagement and reliable data collection across the target regions, providing a robust foundation for developing micro-credentials applicable throughout Europe.

### 8.1.2. Survey Framework

This section outlines the structure and methodology applied consistently across the three-year survey initiative, detailing the platform choice, question types, and targeted data collection approach to ensure robust and representative insights.

#### Survey Platform: Typeform

Typeform has been selected as the survey platform for its user-friendly, interactive interface, compatible across devices. Its intuitive design and responsive layout are crucial for engaging a wide range of respondents, from hospitality employees to employers and educational institutions, allowing surveys to be completed seamlessly on desktop or mobile.

Leveraging Typeform's capabilities, Hosco has a strong track record of successful surveys, such as the **Talent Trend 2023** survey, which gathered over 3,500 responses. This demonstrated success highlights Typeform's effectiveness in gathering actionable insights, essential for this project's data-driven approach to skill development and credential recognition.

- **Visual Example:** A screenshot of the Typeform interface can demonstrate its clean, engaging layout, which helps sustain respondent engagement.

## Question Types and Design

Each survey utilises a range of question types to capture comprehensive data across different stakeholder perspectives. The design is standardised across surveys, allowing for consistent analysis and meaningful comparison over the three years:

- **Multiple Choice Questions:** Primarily used to capture demographic data, job roles, and general opinions on skills and credential relevance.
- **Likert Scale Questions:** These questions measure respondent attitudes and perceptions on topics such as skill importance, career development satisfaction, and credential value.
- **Open-Ended Questions:** These questions allow for detailed responses on specific topics, such as perceived barriers to credential recognition or training needs in particular areas.
- **Ranking Questions:** These are used to prioritise responses, enabling participants to rank skills, benefits, or challenges and offering deeper insight into the factors they find most critical.
- **Conditional Question Paths:** Typeform's branching feature enables customised question paths, tailoring the survey experience to each participant based on previous answers (e.g., specific questions for employers vs. employees).
- **Visual Example:** Screenshots of a multiple-choice question, a Likert scale question, and a ranking question illustrate Typeform's accessible and visually appealing design.

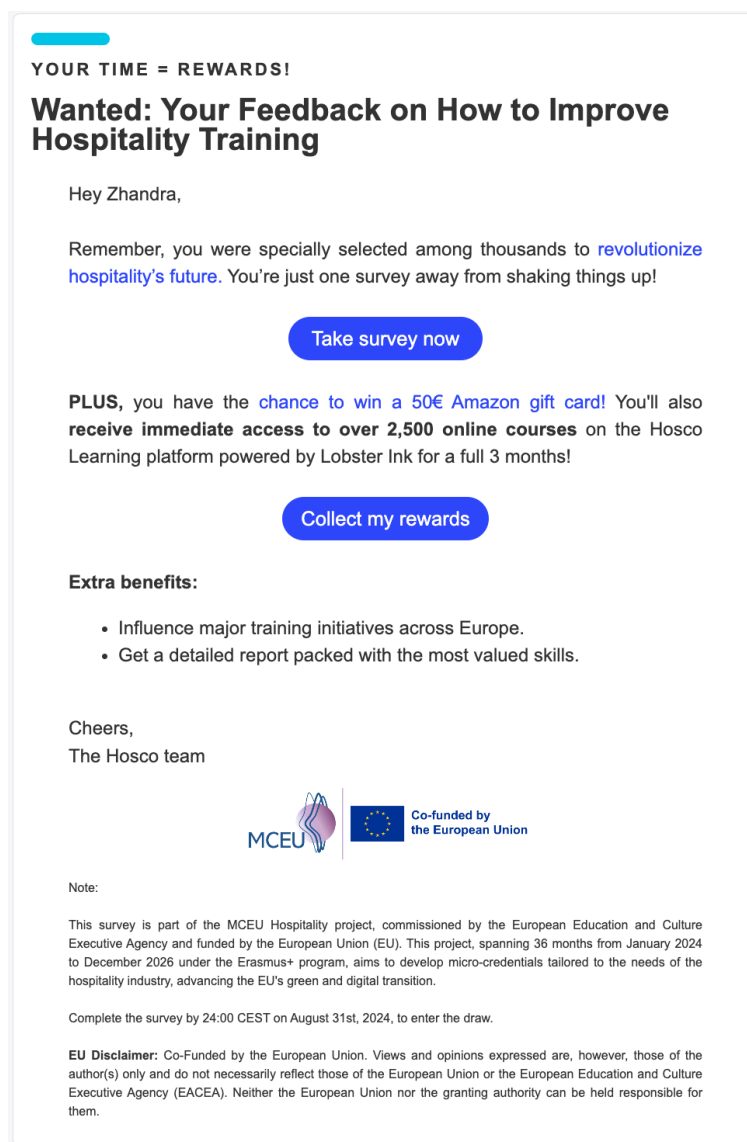
## Data Collection Approach

The data collection phase integrates a strategic outreach process led by consortium members, particularly Hosco, which utilises its extensive network to ensure a high response rate across Europe:

- **Consortium Outreach:** Consortium members—including **UCN, Hosco, EUHT StPol, Idan, and SAF**—leverage their networks to reach participants, with a targeted focus on Spain, Denmark, and Iceland to ensure a representative sample. Consortium members promote the survey through their channels, ensuring broad dissemination among stakeholders in key regions.
- **Email Campaigns and Social Media:**
  - **Targeted Email Outreach:** Hosco leads a targeted email strategy, using its network of more than **2 million members, 450+ schools, and 1,000+ companies**. By filtering recipients according to location, job role, and employment status, Hosco ensures the survey reaches approximately 3,000 relevant hospitality professionals and businesses, prioritising responses from consortium partner countries. Follow-up emails with revised subject lines are sent to non-responders, optimising response rates.
  - **LinkedIn Outreach:** LinkedIn is the exclusive platform for social media distribution, where Hosco and its partners post survey links targeting a professional audience. Tracking links are used to measure engagement, enhance campaign monitoring, and evaluate the reach across all channels.

This approach, combining targeted email and LinkedIn outreach, seeks a robust, representative response from stakeholders, capturing insights essential for understanding and addressing the skill and credential needs in the hospitality sector.

**Visual Example:** Below is a screenshot of a sample email layout that illustrates the outreach strategy and showcases how survey links are distributed to the target demographic.



### 8.1.3. Data Processing

The MCEU-Hospitality project's three-year survey initiative will involve systematic data processing and analysis to extract meaningful insights that directly inform skill development and credentialing within the EU hospitality sector.

#### Data Processing

The Typeform platform provides automated data cleaning and structuring, streamlining initial data preparation and ensuring data quality:

- **Automated Data Cleaning:** Typeform’s platform automatically identifies and removes incomplete, inconsistent, or duplicate responses, enhancing data reliability and ensuring only valid entries proceed to the analysis phase. This automation saves time and reduces the risk of manual errors in data handling.
- **Automated Data Structuring:** Responses are automatically categorised by demographic factors (e.g., age, career stage, and department), enabling easy segmentation and analysis across different respondent groups. Typeform’s structuring tools facilitate the breakdown of data by critical variables, providing a clear view of trends within each stakeholder category.
- **Anonymisation and Privacy Compliance:** Before analysis, all personal identifiers will be removed to ensure respondent confidentiality and comply with data privacy regulations. This process ensures that participant data is handled ethically and securely.

#### 8.1.4. Data Analysis

The project uses quantitative and qualitative data analysis methods to produce actionable insights. For Year 1, the focus remains on quantitative data, supplemented by inputs from consortium partners and the advisory board.

##### Quantitative Analysis

- **Descriptive Statistics:** Key metrics—such as average skill importance ratings, frequency of credential awareness, and demographic distributions—will be summarised using descriptive statistics like averages and percentages. This foundational analysis reveals primary insights on skill priorities and credential familiarity within the sector.
- **Cross-Sectional Analysis by Demographic Groups:** Responses will be segmented by demographic categories (e.g., career stage, region, and employment status), allowing for comparative analysis across groups. This approach identifies variations in skill needs and micro-credential perceptions, ensuring tailored recommendations for each subgroup.
- **Department-Specific Analysis:** Data will be further analysed by department (e.g., culinary, front office, housekeeping) to identify the most valued skills and potential gaps within each area. Skills will be assessed based on confidence and importance ratings, helping to pinpoint skill gaps and training opportunities specific to each department.

##### Insight Generation from Stakeholder Feedback

In Year 1, quantitative data is supplemented by qualitative insights from consortium members and the advisory board. These stakeholder inputs provide valuable context for interpreting quantitative findings, adding depth to areas such as micro-credential acceptance and emerging skill gaps. Key themes identified in this feedback will guide the alignment of survey findings with the project’s broader skill development goals.

##### Reporting and Application of Findings

- **Annual Reporting:** Findings from each survey will be documented in an annual report, summarising quantitative results, department-specific skill requirements, and actionable recommendations. These reports will guide adjustments in micro-credential content and highlight emerging skill priorities, especially within green and digital competencies.



- **Application to Micro-Credential Development:** Survey insights will directly inform the design of micro-credential offerings, ensuring alignment with real-world needs and current hospitality industry standards. The findings will support the development of five targeted micro-credentials to build relevant skills and support career growth across the EU hospitality sector.

This structured data processing and analysis approach ensures that findings are both reliable and relevant, supporting the MCEU-Hospitality project's objectives of creating a skilled, adaptable workforce ready to meet evolving industry demands.

## 8.2. Survey Questions

### 8.2.1. Survey Classificatory Questions

	QUESTION	ANSWERS	MODE
1	At what stage of your career are you?	Entry-level professional (0 to 2 years of work experience)  Young professional (3 to 5 years of work experience)  Mid-level professional (6 to 10 years of work experience)  Senior professional (over 10 years of work experience)	Single answer
2	What is your current status?	Unemployed  Employed (any type of contract)  Employed and studying  Studying full-time (Vocational educational training, Undergrad, Master, PhD, etc.)  Other	Single answer
3	At what stage of your career are you?	Entry-level professional (0 to 2 years of work experience)  Young professional (3 to 5 years of work experience)	Single answer

		<p>Mid-level professional (6 to 10 years of work experience)</p> <p>Senior professional (over 10 years of work experience)</p>	
4	<p>Have you been involved in hiring decisions in the past?</p> <p>Being involved in hiring decisions entails the following:</p> <ul style="list-style-type: none"> <li>- Screening candidate CVs.</li> <li>- and/or screening candidates through telephone or in-person interviews;</li> <li>- and/or making the final hiring decision from a pool of candidates.</li> </ul>	<p>Yes, I have.</p> <p>No, I haven't.</p>	<p>Single answer</p> <p>Trigger question to classify respondent as an employer.</p> <p>Asked only when:</p> <p>2 = "Employed" OR "Employed and studying"</p> <p>3 = "Mid-level professional" OR "Senior professional"</p>
5	<p>In which department do you have the most experience, knowledge, or preparation?</p>	<p>Bar &amp; Beverage (bartender, bar staff)</p> <p>Culinary (chef, sous chef, commis, pastry chef, baker, cook, pantry supervisor, etc)</p> <p>Events (conference and event manager, coordinator, or assistant)</p> <p>F&amp;B Service (chef de rang, server, waiter/waitress)</p> <p>Front Office (reception, reservations, concierge, guest relations)</p> <p>Housekeeping (chambermaid, housekeeper, room attendant)</p>	<p>Choices in alphabetical order</p>

		Spa (Spa manager, attendant, technician, or consultant)	
		Other	

### 8.2.2. Survey Talent Questions (employed, unemployed, or full-time student)

#### Bar & Beverage Example

	QUESTION	ANSWERS	MODE
1	<p>How prepared do you feel about the following skills?</p> <p>These skills are related to the Bar &amp; Beverage department.</p>	<p>Collect and manage client feedback</p> <p>Utilize effective problem-solving strategies</p> <p>Comply with food safety and hygiene</p> <p>Use personal organization software</p> <p>Maintain bar cleanliness</p> <p>Perform cleaning activities in an environmentally friendly way</p> <p>Execute opening and closing procedures</p> <p>Take payments for bills</p> <p>Evaluate environmental impact of personal behavior</p> <p>Perform basic digital tasks</p> <p>Dispose waste respecting environmental responsibilities</p>	<p>Scale question</p> <p>-</p> <p>Prepared</p> <p>Not prepared</p>
2	<p>Of the skills you just read, which ones do you think are most important for you to advance in your career?</p>	<p>Collect and manage client feedback</p> <p>Utilize effective problem-solving strategies</p> <p>Comply with food safety and hygiene</p> <p>Use personal organization software</p> <p>Maintain bar cleanliness</p> <p>Perform cleaning activities in an environmentally friendly way</p> <p>Execute opening and closing procedures</p> <p>Take payments for bills</p> <p>Evaluate environmental impact of personal behavior</p> <p>Perform basic digital tasks</p> <p>Dispose waste respecting environmental responsibilities</p>	<p>Respondents must and can only choose 3 options.</p>

### 8.2.3. Survey Employers Questions

#### Bar & Beverage Example

	QUESTION	ANSWERS	MODE
1	<p>How prepared do you feel your staff is about the following skills?</p> <p>These skills are related to the Bar &amp; Beverage department.</p>	<p>Collect and manage client feedback</p> <p>Utilize effective problem-solving strategies</p> <p>Comply with food safety and hygiene</p> <p>Use personal organization software</p> <p>Maintain bar cleanliness</p> <p>Perform cleaning activities in an environmentally friendly way</p> <p>Execute opening and closing procedures</p> <p>Take payments for bills</p> <p>Evaluate environmental impact of personal behavior</p> <p>Perform basic digital tasks</p> <p>Dispose waste respecting environmental responsibilities</p>	<p>Scale question</p> <p>—</p> <p>Prepared</p> <p>Not prepared</p>
2	<p>Of the skills you just read, which ones do you think are most important for them to advance in their career?</p>	<p>Collect and manage client feedback</p> <p>Utilize effective problem-solving strategies</p> <p>Comply with food safety and hygiene</p> <p>Use personal organization software</p> <p>Maintain bar cleanliness</p> <p>Perform cleaning activities in an environmentally friendly way</p> <p>Execute opening and closing procedures</p> <p>Take payments for bills</p> <p>Evaluate environmental impact of personal behavior</p> <p>Perform basic digital tasks</p> <p>Dispose waste respecting environmental responsibilities</p>	<p>Respondents must and can only choose 3 options.</p>
3	<p>As a manager, how would you rate your skills in the following categories?</p> <p>These skills are related to hospitality management.</p>	<p>Use personal organization software</p> <p>Maintain incident reporting records</p> <p>Interact with the help of digital technologies</p> <p>Perform business analysis</p> <p>Develop financial, business and marketing plans</p> <p>Manage budgets</p> <p>Establish new trainings and staff development</p> <p>Measure company's sustainability performance.</p>	<p>Scale question</p> <p>—</p> <p>Not prepared</p> <p>Prepared</p>

		Design indicators for food waste reduction. Use resource-efficient technologies in hospitality. Use appropriate questions and active listening in order to identify customer expectations. Fix standards and procedures to ensure health, hygiene, safety and security in the establishment.	
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#### 8.2.4. Survey Demographic Questions

	QUESTION	ANSWERS	MODE
1	What is your highest level of education?	Primary School Secondary School Vocational School Higher Education (bachelor's, master's and doctoral degrees) Other	Single answer
2	Which country do you reside in?	List of countries	Drop down menu in alphabetical order
3	What is your age?	Under 23 years old Between 24 and 34 Between 35 and 44 Over 45	Single answer
4	What's your gender identity?	Male Female Non-binary Prefer not to say	Single answer

#### 8.3. Data Collection Campaign Results

Starting on May 9, 2024, Hosco began testing various email marketing strategies, experimenting with different email copy, subject lines, and calls to action to identify the most effective approach for the official campaign launch on May 30, 2024.

Between May 9 and September 15, 2024, Hosco sent 79 emails across both the testing phase and the targeted email campaign. These emails were delivered in four languages: English, Spanish, French, and Italian. Below are the results of these campaigns, including data on the sample audience that received the emails and the unique clicks generated by the emails.

Emails sent	Emails delivered	Unique opens	Unique clicks	Survey answers
1,404,173	1,377,726	375,329	11,729	3,642

Of the 3,810 survey responses received, **Hosco's targeted email campaign generated 3,642, accounting for 95.5% of the total.** The remaining 168 responses, or 4.5%, came from other campaigns run by consortium partners and social media posts. Detailed results by source are as follows:

- **UCN:** 34 survey responses
- **IDAN:** 122 survey responses
- **EUHT StPol:** 2 survey responses
- **LinkedIn:** 10 survey responses

## 9. Glossary of Terms

### 9.1. European Skills, Competences, Qualifications and Occupations (ESCO)

ESCO is the European multilingual classification of Skills, Competences and Occupations. ESCO works as a dictionary, describing, identifying and classifying professional occupations and skills relevant for the EU labour market and education and training. Those concepts and the relationships between them can be understood by electronic systems, which allows different online platforms to use ESCO for services like matching jobseekers to jobs on the basis of their skills, suggesting trainings to people who want to reskill or upskill, etc.

### 9.2. List of Skills Surveyed

SKILL	DEPARTMENT(s)	SKILL FOCUS	SKILL DESCRIPTION	ESCO URL
Adopt ways to reduce negative impact of consumption.	Front Office / Events / Housekeeping / Spa	Sustainability Skill	Apply principles, policies and regulations aimed at environmental sustainability, including the reduction of waste, energy and water consumption, the reuse and recycling of products, and the engagement in the sharing economy.	<a href="http://data.europa.eu/esco/skill/4c3ab565-747c-4db3-8c47-79e8d6f98cf4">http://data.europa.eu/esco/skill/4c3ab565-747c-4db3-8c47-79e8d6f98cf4</a>
Assess cleanliness of areas.	Front Office	Technical Skill	Evaluate cleanliness of areas in order to make sure that they are clean and presentable for customers.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/001d46db-035e-4b92-83a3-ed8771e0c123#overlayspin">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/001d46db-035e-4b92-83a3-ed8771e0c123#overlayspin</a>

Check dining room cleanliness.	F&B Service	Technical Skill	Control dining areas including their floor and wall surfaces, tables and serving stations and ensure appropriate cleanliness.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/ea4a7e5e-923d-4a15-ad55-362a3ff41641">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/ea4a7e5e-923d-4a15-ad55-362a3ff41641</a>
Check-in guests.	Spa	Digital Skill	Check-in visitors and guests at the spa by entering the appropriate information and running necessary reports from a computer system.	<a href="http://data.europa.eu/esco/skill/add193d6-b7bf-40ab-98ff-4a4c6c807387">http://data.europa.eu/esco/skill/add193d6-b7bf-40ab-98ff-4a4c6c807387</a>
Cleaning rooms.	Housekeeping	Technical Skill	Clean rooms by cleaning glass work and windows, polishing furniture, vacuuming carpets, scrubbing hard floors, and removing garbage.	<a href="http://data.europa.eu/esco/skill/7bb01a18-4637-4535-ba18-258f48f705b8">http://data.europa.eu/esco/skill/7bb01a18-4637-4535-ba18-258f48f705b8</a>
Collaborate through digital technologies.	Front Office / Housekeeping	Digital Skill	Use digital tools and technologies for collaborative processes, and for co-construction and co-creation of resources and knowledge.	<a href="http://data.europa.eu/esco/skill/2b34a99f-9813-4c91-9509-b6b9b8c3132e">http://data.europa.eu/esco/skill/2b34a99f-9813-4c91-9509-b6b9b8c3132e</a>
Collect and manage client feedback.	F&B Service / Bar and Beverage	Technical Skill	Evaluate customer's comments in order to find out whether customers feel satisfied or dissatisfied with the product or service.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/89ba58e8-a67e-4d2b-ad42-6acab25c241b">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/89ba58e8-a67e-4d2b-ad42-6acab25c241b</a>
Comply with food safety and hygiene.	Culinary / F&B Service / Bar and Beverage	Technical Skill	Respect optimal food safety and hygiene during preparation, manufacturing, processing, storage, distribution and delivery of food products.	<a href="http://data.europa.eu/esco/skill/0ff99f51-40d9-42f1-a1ec-377b2bb5e15f">http://data.europa.eu/esco/skill/0ff99f51-40d9-42f1-a1ec-377b2bb5e15f</a>
Develop food waste reduction strategies.	Culinary	Sustainability Skill	Develop policies such as staff meal or food redistribution to reduce, reuse and recycle food waste where possible. This includes reviewing purchasing policies to identify areas for reducing food waste, e.g., quantities and quality of food products.	<a href="http://data.europa.eu/esco/skill/dff0087d-25e4-40bf-979e-32fdf2445438">http://data.europa.eu/esco/skill/dff0087d-25e4-40bf-979e-32fdf2445438</a>
Direct event administrative details.	Events	Managerial Skill	Direct administrative tasks that go with an upcoming event, such as financial operations, dissemination of promotional materials.	<a href="http://data.europa.eu/esco/skill/707e9935-d3e3-4d5a-b07d-60916081de15">http://data.europa.eu/esco/skill/707e9935-d3e3-4d5a-b07d-60916081de15</a>

Dispose waste respecting environmental responsibilities	Spa	Sustainability Skill	Dispose waste in accordance with legislation, thereby respecting environmental and company responsibilities.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/5e433def-210d-4dfa-bf07-dbf6d04e0eaa">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/5e433def-210d-4dfa-bf07-dbf6d04e0eaa</a>
Dispose waste respecting environmental responsibilities.	Front Office / F&B Service / Bar and Beverage	Sustainability Skill	Dispose waste in accordance with legislation, thereby respecting environmental and company responsibilities.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/5e433def-210d-4dfa-bf07-dbf6d04e0eaa">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/5e433def-210d-4dfa-bf07-dbf6d04e0eaa</a>
Evaluate and select the right providers.	Events	Technical Skill	Evaluate and select the right providers of the right services, according to the customer's specific requirements.	<a href="http://data.europa.eu/esco/skill/2cf1b872-ada1-4275-b1d3-3cc2d14b458c">http://data.europa.eu/esco/skill/2cf1b872-ada1-4275-b1d3-3cc2d14b458c</a>
Evaluate environmental impact of personal behaviour.	Front Office / Events / Housekeeping / F&B Service / Bar and Beverage	Sustainability Skill	Adopt a sustainability-oriented mindset in you daily life and reflect on your personal ecological attitude and on the environmental impact of your behaviour.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin</a>
Execute end of day accounts.	Front Office	Managerial Skill	Execute end of day accounts to ensure that business transactions from the current day have been correctly processed.	<a href="http://data.europa.eu/esco/skill/85e77619-6723-48cd-9654-2bcbe71054f9">http://data.europa.eu/esco/skill/85e77619-6723-48cd-9654-2bcbe71054f9</a>
Execute opening and closing procedures.	Bar and Beverage	Technical Skill	Apply standard opening and closing procedures for bar, store or restaurant.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/e5a6d7a7-f275-4e3a-be59-ea7c134944a6">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/e5a6d7a7-f275-4e3a-be59-ea7c134944a6</a>
Guarantee that employees' activities follow company regulations.	Housekeeping	Managerial Skill	Guarantee that employees' activities follow company regulations, as implemented through client and corporate guidelines, directives, policies and programmes.	<a href="http://data.europa.eu/esco/skill/4cb51222-3e2e-417c-9a5c-e9ccf262721d">http://data.europa.eu/esco/skill/4cb51222-3e2e-417c-9a5c-e9ccf262721d</a>
Handle chemical cleaning agents properly.	Housekeeping	Technical Skill	Ensure proper handling, storage and disposal of cleaning chemicals in accordance with regulations.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/51a26193-9abe-4bce-9108-f50835be1c35">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/51a26193-9abe-4bce-9108-f50835be1c35</a>



Handle customer complaints.	Culinary / Front Office / Housekeeping / Spa / Front Office	Managerial Skill	Administer complaints and negative feedback from customers in order to address concerns and where applicable provide a quick service recovery.	<a href="http://data.europa.eu/esco/skill/28d715e3-3e5b-4fb6-8dd2-4be4919c8587">http://data.europa.eu/esco/skill/28d715e3-3e5b-4fb6-8dd2-4be4919c8587</a>
Handle multiple orders simultaneously.	F&B Service	Managerial Skill	Monitor orders simultaneously and without loss of efficiency and concentration.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin</a>
Identify customer's needs.	Front Office	Technical Skill	Use appropriate questions and active listening in order to identify customer expectations, desires and requirements according to product and services.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/68698869-c13c-4563-adc7-118b7644f45d">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/68698869-c13c-4563-adc7-118b7644f45d</a>
Implement technological improvements in hospitality establishments.	Culinary / Events	Sustainability Skill	Implement technological improvements in hospitality establishments, as connectionless food steamers, pre-rinse spray valves and low flow sink taps, which optimise the water and energy consumption in dishwashing, cleaning and food preparation.	<a href="http://data.europa.eu/esco/skill/9b67cbf3-085c-4578-8a8e-8d130ed3fced">http://data.europa.eu/esco/skill/9b67cbf3-085c-4578-8a8e-8d130ed3fced</a>
Increase possible sales volumes.	Culinary	Managerial Skill	Increase possible sales volumes and avoid losses through cross-selling, upselling or promotion of additional services.	<a href="http://data.europa.eu/esco/skill/9f10e94b-a43d-4772-9f60-24e9bbdbdedbZ">http://data.europa.eu/esco/skill/9f10e94b-a43d-4772-9f60-24e9bbdbdedbZ</a>
Maintain bar cleanliness.	Bar and Beverage	Technical Skill	Keep cleanliness in all the bar areas including counters, sinks, glasses, shelves, floors and storage areas.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/c611304c-2b99-4d56-b267-55e403925736">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/c611304c-2b99-4d56-b267-55e403925736</a>
Maintain cleaning equipment.	Spa	Technical Skill	Clean and preserve the equipment and material used for cleaning purposes in a proper state	<a href="http://data.europa.eu/esco/skill/7b4bc709-5888-4f78-bbaf-fb760d4e2e4b">http://data.europa.eu/esco/skill/7b4bc709-5888-4f78-bbaf-fb760d4e2e4b</a>
Maintain customer records.	Front Office	Managerial Skill	Keep and store structured data and records about customers in accordance with customer data protection and privacy regulations.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/c753a3b5-d5cc-406d-adfe-3372bb267f4b">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/c753a3b5-d5cc-406d-adfe-3372bb267f4b</a>

Maintain event records.	Events	Technical Skill	Maintain records of every administrative aspect of an upcoming event, including financial details.	<a href="http://data.europa.eu/esco/skill/c0156cdb-8587-4278-89e0-075d83e3140b">http://data.europa.eu/esco/skill/c0156cdb-8587-4278-89e0-075d83e3140b</a>
Maintain incident reporting records.	Front Office / Events / F&B Service	Technical Skill	Keep a system for recording details of unusual events that occur at the facility, such as job-related injuries.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/3fa8e226-4f06-4efb-8abe-26dbc1f5c085">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/3fa8e226-4f06-4efb-8abe-26dbc1f5c085</a>
Maintain linen operation.	Housekeeping	Managerial Skill	Keep daily operations of a linen stock, including its distribution, maintenance, rotation and storage.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/59dbeac8-de39-4b55-8671-f11e6092abe8">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/59dbeac8-de39-4b55-8671-f11e6092abe8</a>
Maintain personal hygiene standards when cleaning.	Spa	Technical Skill	Make sure to keep yourself clean and tidy and wear protective equipment when performing cleaning activities, as required by the health and safety procedures of the task or the organisation.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/0162b701-6bb4-400a-b557-7996053d7daf">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/0162b701-6bb4-400a-b557-7996053d7daf</a>
Manage infection control in the facility.	Spa	Technical Skill	Implement a set of measures to prevent and control infections, formulating and establishing health and safety procedures and policies.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/ce086892-462b-45b3-80e7-33bdb5d2db4d">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/ce086892-462b-45b3-80e7-33bdb5d2db4d</a>
Manage supplies.	Housekeeping	Digital Skill	Manage supply chain: oversee purchasing, storage, movement of the required quality of raw materials, and work-in-progress inventory. Synchronize supply with production and customer demand.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/020b3c27-bae1-4b85-9d6f-eccee0f5ed99">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/020b3c27-bae1-4b85-9d6f-eccee0f5ed99</a>
Monitor stock level.	Spa	Digital Skill	Evaluate how much stock is used and determine what should be ordered.	<a href="http://data.europa.eu/esco/skill/44f6a65f-6be7-4818-9a66-73908797283f">http://data.europa.eu/esco/skill/44f6a65f-6be7-4818-9a66-73908797283f</a>
Obtain event permits.	Events	Technical Skill	Obtain all permits that are legally necessary to organise an event or exhibition, e.g. by contacting the fire or health department. Make sure that food can be served safely and in accordance with all legal requirements.	<a href="http://data.europa.eu/esco/skill/3bba59fa-14eb-477f-8bba-c8cbdc2e6d7d">http://data.europa.eu/esco/skill/3bba59fa-14eb-477f-8bba-c8cbdc2e6d7d</a>

Operate floor cleaning equipment.	Housekeeping	Technical Skill	Set up, maintain and operate roto, extractor and walk behind scrubbers and other floor care equipment to clean carpets and scrub hard floors.	<a href="http://data.europa.eu/esco/skill/2ed98048-bf2f-47e5-a0de-fd23d6abe2f6">http://data.europa.eu/esco/skill/2ed98048-bf2f-47e5-a0de-fd23d6abe2f6</a>
Order supplies.	Spa	Managerial Skill	Command products from relevant suppliers to get convenient and profitable products to purchase.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/210827e3-3129-45a2-8683-70399f3f561f">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/210827e3-3129-45a2-8683-70399f3f561f</a>
Organise and plan menus.	Culinary	Technical Skill	Organise menus taking into account the nature and style of the establishment, client feedback, cost and the seasonality of ingredients.	<a href="http://data.europa.eu/esco/skill/5c6ca864-76d5-4217-b3e1-9a7ba7f8f47b">http://data.europa.eu/esco/skill/5c6ca864-76d5-4217-b3e1-9a7ba7f8f47b</a>
Perform basic digital tasks.	Culinary / Front Office / Events / Spa / F&B Service / Bar and Beverage	Digital Skill	Perform basic digital tasks: operate hardware, conduct web searches, use software for communication, content creation, editing, and implement standard security measures for device and data protection in digital environments.	<a href="http://data.europa.eu/esco/skill/3399045f-8078-4066-8b46-475b49b260ab">http://data.europa.eu/esco/skill/3399045f-8078-4066-8b46-475b49b260ab</a>
Perform cleaning activities in an environmentally friendly way.	Housekeeping / F&B Service / Bar and Beverage	Sustainability Skill	Undertake all cleaning duties in a manner which minimises environmental damage, follow methods that lessen pollution and wastage of resources.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin</a>
Perform multiple tasks at the same time.	F&B Service	Managerial Skill	Execute multiple tasks at the same time, being aware of key priorities.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin</a>
Prepare the restaurant for service.	F&B Service	Technical Skill	Make the restaurant ready for service, including arranging and setting tables, preparing service areas and ensuring the cleanliness of the dining area.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/c011d9ef-b3f1-4f48-8d1b-9cdd288a4f55">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/c011d9ef-b3f1-4f48-8d1b-9cdd288a4f55</a>
Preparing and serving food and drinks.	Culinary	Technical Skill	Providing food and beverage services.	<a href="http://data.europa.eu/esco/skill/b85711bc-32d6-42af-ae0f-e2e566d0dfca">http://data.europa.eu/esco/skill/b85711bc-32d6-42af-ae0f-e2e566d0dfca</a>

Process payments and reimbursement.	Spa	Managerial Skill	Accept payments such as cash, credit cards and debit cards. Handle reimbursement in case of returns or administer vouchers and marketing instruments such as bonus cards or membership cards. Pay attention to safety and the protection of personal data.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/bdcac0c8-b77a-4640-9eaf-c0cf3efd1e23">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/bdcac0c8-b77a-4640-9eaf-c0cf3efd1e23</a>
Promote responsible consumer behaviour (healthy lifestyles and sustainable consumption.)	Culinary	Sustainability Skill	Promote policies, actions and education programmes that encourage healthy lifestyles and proactive participation in sustainable consumption, and that lead to changes in consumers' attitudes, shopping habits and expectations.	<a href="http://data.europa.eu/esco/skill/e1da04bb-4de8-4d17-af8a-75ea893fe36a">http://data.europa.eu/esco/skill/e1da04bb-4de8-4d17-af8a-75ea893fe36a</a>
Promote sustainable packaging.	Culinary	Sustainability Skill	Apply safe and healthy packaging policies; maximise the use of recycled or renewable source materials; implement clean production technologies.	<a href="http://data.europa.eu/esco/skill/51399b1c-15d6-4e4c-8673-30c25a094fcae">http://data.europa.eu/esco/skill/51399b1c-15d6-4e4c-8673-30c25a094fcae</a>
Review event bills.	Events	Managerial Skill	Check event bills and proceed with the payments.	<a href="http://data.europa.eu/esco/skill/5079319b-b12d-46ae-8ba7-78a3aa242e6e">http://data.europa.eu/esco/skill/5079319b-b12d-46ae-8ba7-78a3aa242e6e</a>
Supervise event staff.	Events	Managerial Skill	Select, train and supervise volunteers and support staff required for events.	<a href="http://data.europa.eu/esco/skill/720a8d7e-8ec8-4a1c-a37b-729ab67d5540">http://data.europa.eu/esco/skill/720a8d7e-8ec8-4a1c-a37b-729ab67d5540</a>
Supervise food quality.	Culinary / F&B Service	Managerial Skill	Oversee the quality and safety of food served to visitors and customers according to food standards.	<a href="http://data.europa.eu/esco/skill/9b67cbf3-085c-4578-8a8e-8d130ed3fced">http://data.europa.eu/esco/skill/9b67cbf3-085c-4578-8a8e-8d130ed3fced</a>
Take payments for bills.	Bar and Beverage	Managerial Skill	Accept payments from customers by cash money or credit cards.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/798d60b0-b089-4035-94b2-a26386aa7d5a">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/798d60b0-b089-4035-94b2-a26386aa7d5a</a>
Use personal organization software.	Bar and Beverage	Digital Skill	Use software tools, such as calendars, to-do lists, time-tracking, contact lists, to help in managing personal efficiency.	<a href="https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin">https://esco.ec.europa.eu/en/classification/skills?uri=http://data.europa.eu/esco/skill/80cf002a-6586-4db7-9c9a-88325a9a5e1b#overlayspin</a>

Utilize effective problem-solving strategies.	Bar and Beverage	Managerial Skill	Utilize effective problem-solving strategies to identify guest issues.	
Visit, analyse and coordinate event facilities.	Events	Technical Skill	Visit, analyse and coordinate facilities where an event will take place to assess if it meets the client's requirements.	<a href="http://data.europa.eu/e-sco/skill/51b27007-ddb2-45a8-8103-0ec8c95e6313">http://data.europa.eu/e-sco/skill/51b27007-ddb2-45a8-8103-0ec8c95e6313</a>
Welcome guests in a friendly manner.	Housekeeping	Managerial Skill	Welcome guests in a friendly manner in a certain place	<a href="http://data.europa.eu/e-sco/skill/26a6e6d2-1c9a-4d7e-8c04-5ba16d1f53da">http://data.europa.eu/e-sco/skill/26a6e6d2-1c9a-4d7e-8c04-5ba16d1f53da</a>

### 9.3. Email Campaign Terms

- Emails sent: The total number of emails initiated from the campaign and test phase.
- Emails delivered: The number of emails successfully delivered to recipients' inboxes, excluding those that bounced or encountered delivery issues.
- Unique opens: The count of unique recipients who opened an email at least once, providing an individual measure of engagement.
- Unique clicks: The number of distinct recipients who clicked on the survey link, placed in the email, at least once.
- Survey answers: The number of distinct recipients that answered the survey.

