



Co-funded by  
the European Union

# D2.1 - Survey Methodology

## Table of Contents

1. Introduction	2
2. A Three-Year Roadmap	3
2.1. Year 1: Current and Future Skills Needed in the Hospitality Industry	3
Survey Goal	3
Survey Target Population	3
Survey Content	3
ESCO Framework for Skills Definition	4
Data Collection Approach	5
Survey Timing	5
2.2. Year 2: Facilitating Micro-Credential Recognition in the Hospitality Industry	5
Survey Goal	5
Survey Target Population	6
Survey Content	6
Data Collection Approach	6
Survey Timing	7
2.3. Year 3: Integrating Micro-Credentials into the Training System	7
Survey Goal	7
Survey Target Population	7
Survey Content	8
Data Collection Approach	8
Survey Timing	8
3. Stakeholder Mapping	9
Stakeholder Group Descriptions	10
4. Survey Framework	11
Survey Platform: Typeform	11
Question Types and Design	12
Data Collection Approach	13
Data Processing	15
Data Analysis	15
Quantitative Analysis	16
Insight Generation from Stakeholder Feedback	16
Reporting and Application of Findings	16
6. Ethical Considerations	16
Data Privacy and Confidentiality	17
Informed Consent	17
Data Security	17
Public Reporting of Results	17

## 1. Introduction

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.

Each year's survey methodology includes carefully structured survey design, sampling, data collection, and analysis procedures. Together, these surveys provide a comprehensive and practical roadmap for implementing, recognizing, and integrating micro-credentials within the hospitality sector. The goal is to support a skilled and adaptable workforce that meets evolving industry demands.

## 2. A Three-Year Roadmap

This section details the three-year plan to assess skills needs, micro-credential recognition, and integration of training systems in the EU hospitality sector. Each year's survey builds upon the previous year's findings, creating a cohesive framework that aligns training and micro-credential development with real industry needs.

### 2.1. 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 comparison across different demographic groups when relevant to the report.

### 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 – August 31, 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.

## 2.2. Year 2: Facilitating Micro-Credential Recognition in the Hospitality Industry

### Survey Goal

The goal of the Year 2 survey is to explore how micro-credentials can achieve formal recognition across the EU hospitality sector. Building on insights from Year 1, this survey will assess current credential recognition practices, identify perceived benefits and challenges, and gather feedback on factors that would increase acceptance and integration of micro-credentials in hiring, promotions, and professional development. Insights from this survey will inform WP3's strategy to establish industry-wide credential recognition across Europe.

## Survey Target Population

To gain a comprehensive view of micro-credential recognition, the survey will target:

- **Hospitality Professionals (Employed and Unemployed):** Individuals at various career stages will provide insights into their experiences with short courses, their familiarity with micro-credentials, and their perceptions of the benefits of these credentials.
- **Employers and HR Representatives:** Decision-makers involved in hiring, promotions, and career development will share their views on micro-credentials' relevance for validating skills and supporting career advancement.
- **Educational Institutions and Training Providers:** Representatives from institutions that offer hospitality training will help identify standards, processes, and gaps in the recognition of micro-credentials within the sector.
- **Credentialing and Regulatory Bodies:** Policymakers and agencies will provide insight into the regulatory frameworks needed for consistent, EU-wide recognition of micro-credentials.

While the survey will cover participants from all EU countries, it will place particular focus on consortium members' countries—Spain, Denmark, and Iceland—to ensure insights are both regionally representative and broadly applicable across the EU.

## Survey Content

The survey will cover several key areas to evaluate current recognition practices, perceived value, and challenges:

- **Current Recognition Practices:** Questions will explore existing organizational policies or practices for evaluating and recognizing micro-credentials. Respondents will describe how micro-credentials are currently perceived and any formal processes in place for their acceptance.
- **Perceived Value and Awareness:** Participants will evaluate the value and credibility of micro-credentials for skill validation and career growth. This section will also assess awareness levels among employers, HR representatives, and training providers to understand any knowledge gaps that may impact credential acceptance.
- **Barriers to Recognition:** Targeted questions will identify challenges, such as limited awareness, perceived validity, or technical and logistical barriers, to clarify factors hindering credential recognition.
- **Standardization Needs:** Respondents will provide feedback on the importance of a standardized framework to support the portability of micro-credentials across regions and sectors, ensuring consistent recognition and applicability.
- **Demographic Data:** Basic demographic information, including the type of institution or organization, country of operation, and respondent role, will support segmented analysis across sectors and regions.

## Data Collection Approach

Hosco will lead the survey distribution via email and social media, with consortium members supporting outreach efforts. To obtain in-depth insights, the data collection process will also include qualitative methods



such as focus groups, interviews, and one-on-one meetings with educational institutions and policymakers. These additional methods will allow for richer data collection from key decision-makers and training providers.

- **Consortium Member Responsibilities:**
  - **UCN in Denmark**
  - **Idan and SAF in Iceland**
  - **EUHT St Pol in Spain**

Each partner will engage their networks to maximize survey reach, particularly in Spain, Denmark, and Iceland, while capturing responses that reflect the full spectrum of EU stakeholders.

### Survey Timing

The Year 2 survey timeline is as follows:

- **Redaction Phase:** March 1 – April 15, 2025, for survey question development.
- **Consortium Testing and Feedback:** April 15 – April 30, 2025, for partner review and refinement.
- **Pilot Testing:** May 6 – May 20, 2025, using a sample group to ensure clarity and usability.
- **Main Data Collection:** June 1 – August 31, 2025, conducted through email, social media outreach, and in-depth interviews.
- **Analysis and Reporting:** September 1 – December 31, 2025, focusing on trends in recognition practices and challenges. Findings will guide WP3's approach to supporting credential recognition across the EU.

This timeline ensures a structured and comprehensive approach to data collection, with both survey and qualitative insights contributing to a robust framework for micro-credential recognition.

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

### Survey Goal

The Year 3 survey aims to assess how micro-credentials can be embedded within existing training and continuous education systems. This phase will examine the impact of micro-credentials on career advancement, skill application, and workforce readiness, specifically in the hospitality sector. Findings will provide actionable insights for integrating micro-credentials into vocational training pathways, ensuring they align with industry and educational standards across Europe, thus supporting the project's continuity beyond the pilot phase.

### Survey Target Population

To gather comprehensive insights, the survey will target:

- **Hospitality Professionals and Recent Graduates:** Individuals who have completed micro-credential courses or related training will provide insights into their practical impact on career growth and skill application.



- **Employers and HR Representatives:** Workforce development decision-makers will share perspectives on how micro-credentials fit within existing training and professional development frameworks.
- **Training Providers and Academic Institutions:** Representatives from vocational and educational institutions will offer insights on incorporating micro-credentials into traditional curricula and continuous learning programs.
- **Credentialing and Regulatory Bodies:** Policymakers and regulatory agencies will provide feedback on frameworks needed for consistent recognition and integration of micro-credentials across the EU.

This survey will encompass responses from across EU countries, with particular focus on Spain, Denmark, and Iceland, where consortium partners are based.

### Survey Content

The Year 3 survey covers key areas to evaluate micro-credential integration in existing training systems:

- **Experience with Micro-Credential Impact:** Questions will focus on how micro-credentials have influenced career advancement, skill transitions, and practical skill application within current roles.
- **Employer Perspectives on Integration:** Employers will discuss the perceived benefits and challenges of integrating micro-credentials within existing training programs.
- **Alignment with Vocational Training and Lifelong Learning:** Questions will explore how micro-credentials can supplement or enhance traditional vocational and lifelong learning pathways.
- **Barriers to Integration:** Targeted questions will assess challenges to embedding micro-credentials, such as resource limitations, alignment with accreditation standards, and compatibility with established training systems.
- **Standardization and Regulatory Needs:** Respondents will provide feedback on the necessity for standardized frameworks and regulatory support to ensure EU-wide credential portability and consistency.
- **Demographic Data:** Information on organization type, region, and respondent role will support a segmented analysis.

### Data Collection Approach

Hosco will lead survey distribution via email and social media channels, with additional support from consortium partners to maximize reach. To complement quantitative data, partners will conduct semi-structured interviews with industry representatives, training providers, and regulatory bodies. These interviews will provide qualitative insights, enriching the survey findings and offering further guidance on how micro-credentials can be integrated into vocational education and training.

- **Consortium Member Responsibilities:**
  - **UCN in Denmark**
  - **Idan and SAF in Iceland**
  - **EUHT St Pol in Spain**

Each partner will engage their networks to ensure broad representation across target regions.

### Survey Timing

The Year 3 survey will follow this timeline:

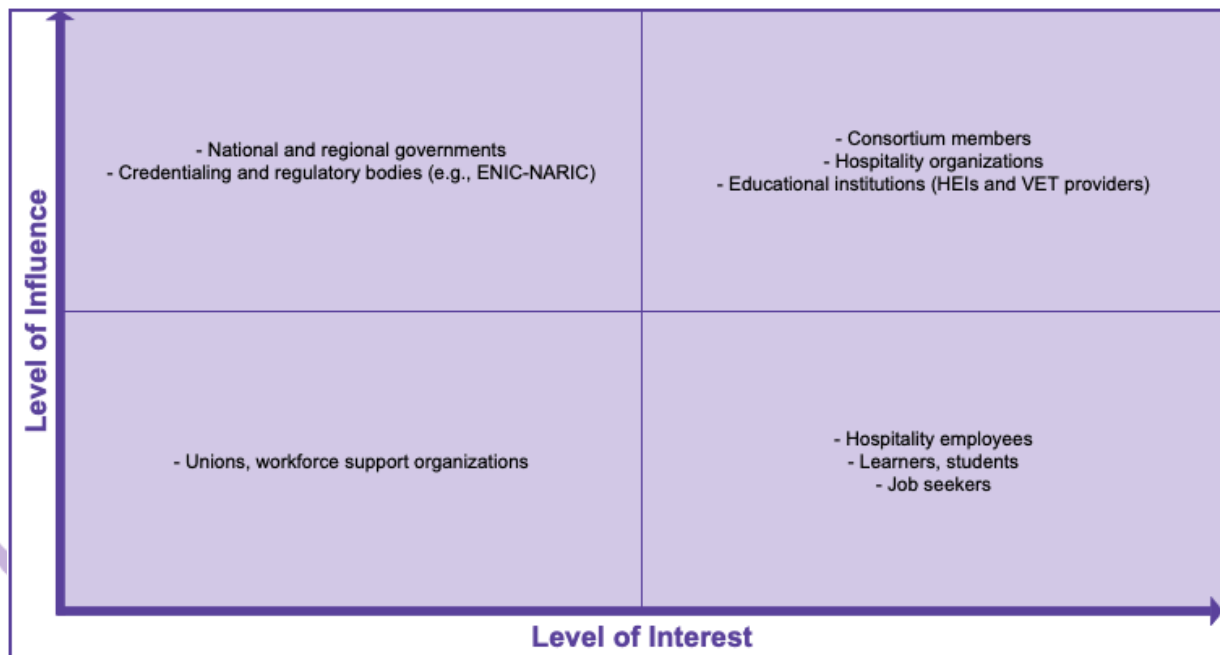
- **Redaction Phase:** February 1 – March 15, 2026, for developing survey questions focused on integration.
- **Consortium Testing and Feedback:** March 15 – March 31, 2026, for review and refinement with consortium input.
- **Pilot Testing:** April 6 – April 20, 2026, with a sample group to ensure clarity and usability.
- **Main Data Collection:** May 1 – July 31, 2026, through Hosco's channels and qualitative sessions with key training providers and regulatory bodies.
- **Analysis and Reporting:** August 1 – November 30, 2026, to identify trends in integration challenges and opportunities. Findings will inform strategies for embedding micro-credentials within vocational pathways, supporting ongoing adoption beyond the project's pilot phase.

This structured approach to data collection, with both survey responses and qualitative insights, will provide robust recommendations for embedding micro-credentials across the EU hospitality sector.

### 3. Stakeholder Mapping

The **Stakeholder Mapping Matrix** categorises key stakeholders based on their **level of influence** and **level of interest** in advancing micro-credentials and hospitality skills. This classification ensures that engagement strategies effectively support skill development and credential recognition across the hospitality sector.

- **High Influence, High Interest:** Stakeholders such as consortium members, hospitality organisations, and educational institutions (including both Higher Education Institutions (HEIs) and Vocational Education and Training (VET) providers) are essential for promoting and embedding micro-credentials. Their active involvement is critical to achieving the project's objectives and ensuring the sustainable adoption of micro-credentials within formal education and industry frameworks.
- **High Influence, Low Interest:** National and regional governments, along with credentialing and regulatory bodies like ENIC-NARIC, are influential in establishing necessary regulatory frameworks and funding support. While these groups may have less direct interest, their impact on policy and credential recognition is crucial for the project's broader objectives.
- **Low Influence, High Interest:** This group includes hospitality employees, learners, students, and job seekers. Though they have limited systemic influence, their direct interest in career advancement and skill-building makes their feedback essential to ensuring that the micro-credentials meet real-world needs and provide value in the hospitality sector.
- **Low Influence, Low Interest:** Unions and similar workforce support organisations fall into this category. While they play supporting roles in workforce development, their specific involvement and influence in the credentialing process are relatively limited compared to other groups.



## Stakeholder Group Descriptions

### 1. Hospitality Professionals and Students

- **Role:** As primary users of micro-credentials, employees, recent graduates, job seekers, and students benefit directly from career growth and skill validation.
- **Engagement Strategy:** Engage through surveys, focus groups, and social media outreach to gather essential insights on skill gaps and the perceived value of micro-credentials. Their feedback will inform credential relevance and ensure offerings align with actual industry requirements.

### 2. Employers and HR Representatives

- **Role:** Employers and HR decision-makers validate micro-credential relevance, identify essential hospitality skills, and integrate micro-credentials into workforce development.
- **Engagement Strategy:** Engage through surveys, interviews, and direct consultations to understand workforce needs, ensuring micro-credentials are practical and applicable for hiring, training, and promotions.

### 3. Educational Institutions (HEIs and VET Providers)

- **Role:** Both HEIs and VET providers are critical in embedding micro-credentials within academic and vocational pathways, enhancing their credibility and supporting stackability within formal education.
- **Engagement Strategy:** Collaborative curriculum design, focus groups, and pilot testing will ensure that micro-credentials align with educational standards and are recognized in both higher education and vocational training.

### 4. Credentialing and Regulatory Bodies

- **Role:** Policymakers, regulatory bodies, and credentialing agencies establish frameworks for credential recognition and EU-wide portability. They ensure micro-credentials meet accreditation standards, facilitating industry-wide acceptance.
- **Engagement Strategy:** Engage regulatory bodies through consultations, roundtables, and policy discussions, aligning project credentials with regulatory frameworks to support long-term recognition and mobility.

#### 5. Consortium Partners

- **Role:** The consortium, composed of **UCN, DiplomaSafe, Hosco, EUHT StPol, Idan, SAF, Nalco, and Access Advisors**, leads project implementation, research, and outreach. Each partner contributes specialized expertise in hospitality training, LMS platforms, regulatory compliance, and skills assessment, with particular regional representation in Spain, Denmark, and Iceland.
- **Engagement Strategy:** Consortium partners will drive survey participation, facilitate local stakeholder engagement, and oversee data collection and analysis to ensure project insights support the broader objectives of credential adoption and integration across Europe.

This stakeholder mapping framework ensures that each group is engaged according to their influence and interest level, fostering a coordinated approach to developing a sustainable, scalable micro-credential system that addresses the evolving skills needs of the EU hospitality sector.

#### 4. 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:** Below is a screenshot of a sample email layout that illustrates the outreach strategy, showcasing how survey links are distributed to the target demographic.

**YOUR TIME = REWARDS!**

## Wanted: Your Feedback on How to Improve Hospitality Training

Hey Zhandra,

Remember, you were specially selected among thousands to [revolutionize hospitality's future](#). You're just one survey away from shaking things up!

[Take survey now](#)

**PLUS**, you have the [chance to win a 50€ Amazon gift card!](#) You'll also **receive immediate access to over 2,500 online courses** on the Hosco Learning platform powered by Lobster Ink for a full 3 months!

[Collect my rewards](#)

### Extra benefits:

- Influence major training initiatives across Europe.
- Get a detailed report packed with the most valued skills.

Cheers,  
The Hosco team



### Note:

This survey is part of the MCEU Hospitality project, commissioned by the European Education and Culture Executive Agency and funded by the European Union (EU). This project, spanning 36 months from January 2024 to December 2026 under the Erasmus+ program, aims to develop micro-credentials tailored to the needs of the hospitality industry, advancing the EU's green and digital transition.

Complete the survey by 24:00 CEST on August 31st, 2024, to enter the draw.

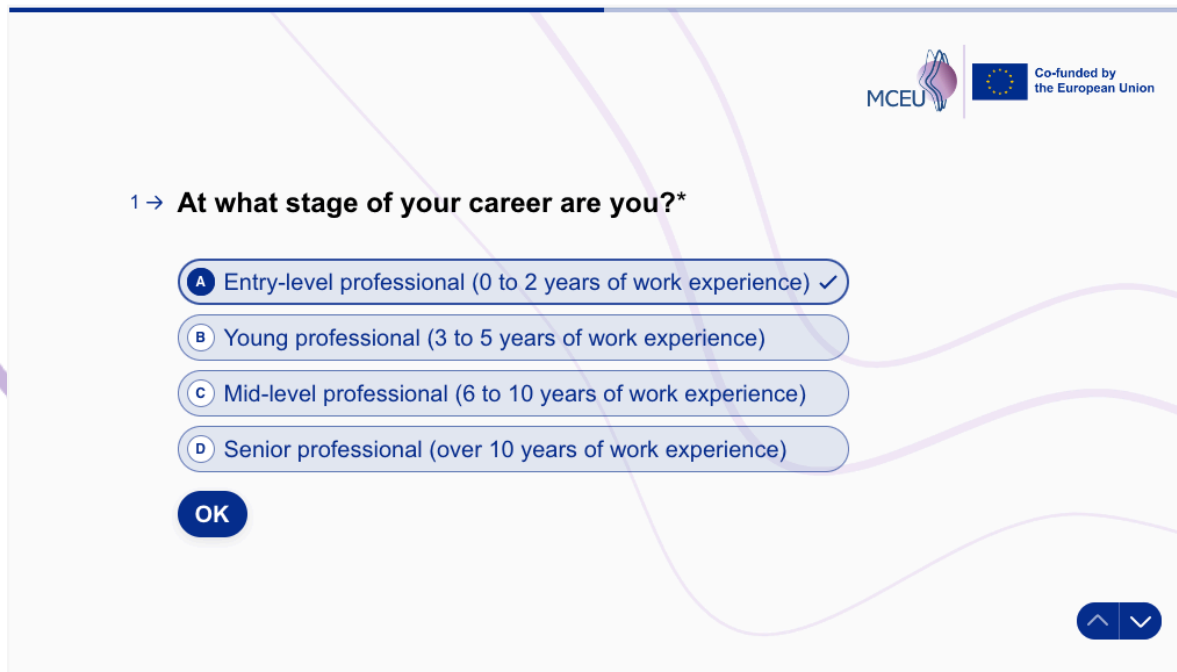
**EU Disclaimer:** Co-Funded by the European Union. Views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the granting authority can be held responsible for them.

## Question Types and Design

Each survey utilizes a range of question types to capture comprehensive data across different stakeholder perspectives. The design is standardized 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:** Measure respondent attitudes and perceptions on topics such as skill importance, career development satisfaction, and credential value.
- **Open-Ended Questions:** Allow for detailed responses on specific topics, such as perceived barriers to credential recognition or training needs in particular areas.
- **Ranking Questions:** Used to prioritize responses, enabling participants to rank skills, benefits, or challenges, offering deeper insight into the factors they find most critical.

- **Conditional Question Paths:** Typeform's branching feature enables customized 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 and a ranking question illustrate Typeform's accessible and visually appealing design.



MCEU Co-funded by the European Union

1 → **At what stage of your career are you?\***

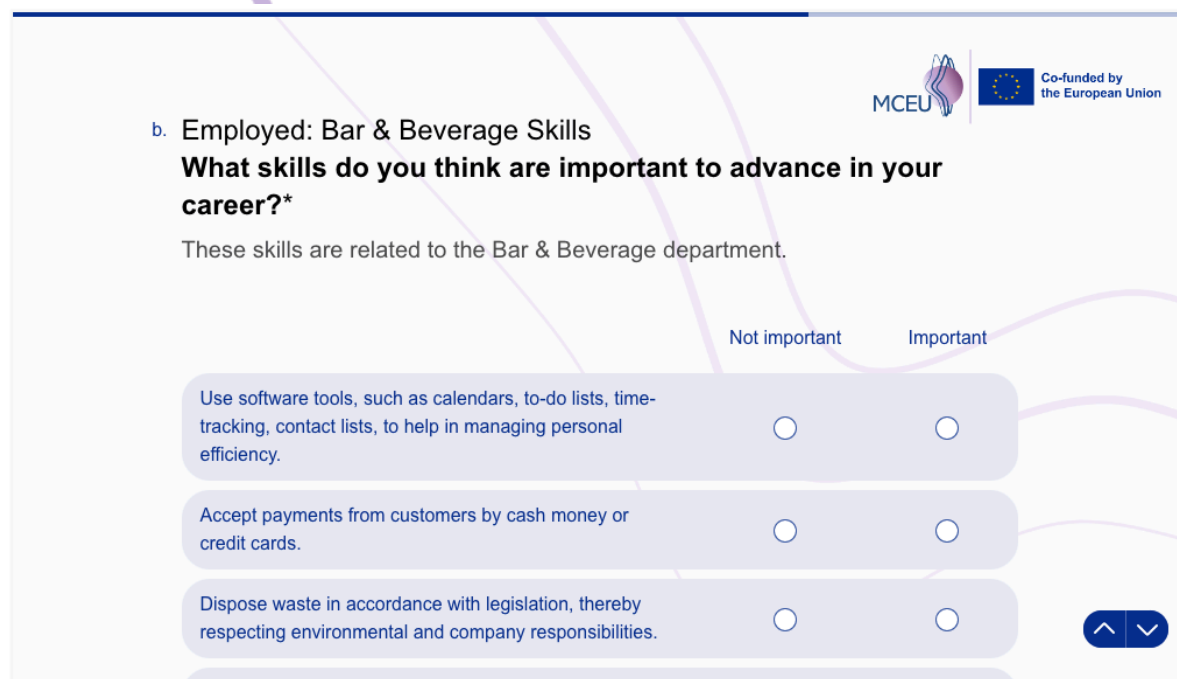
☒ **A** Entry-level professional (0 to 2 years of work experience) ✓

☐ **B** Young professional (3 to 5 years of work experience)

☐ **C** Mid-level professional (6 to 10 years of work experience)

☐ **D** Senior professional (over 10 years of work experience)

**OK**



MCEU Co-funded by the European Union

b. Employed: Bar & Beverage Skills

**What skills do you think are important to advance in your career?\***

These skills are related to the Bar & Beverage department.

Not important Important

Use software tools, such as calendars, to-do lists, time-tracking, contact lists, to help in managing personal efficiency. ☐ ☐

Accept payments from customers by cash money or credit cards. ☐ ☐

Dispose waste in accordance with legislation, thereby respecting environmental and company responsibilities. ☐ ☐

## Data Collection Approach

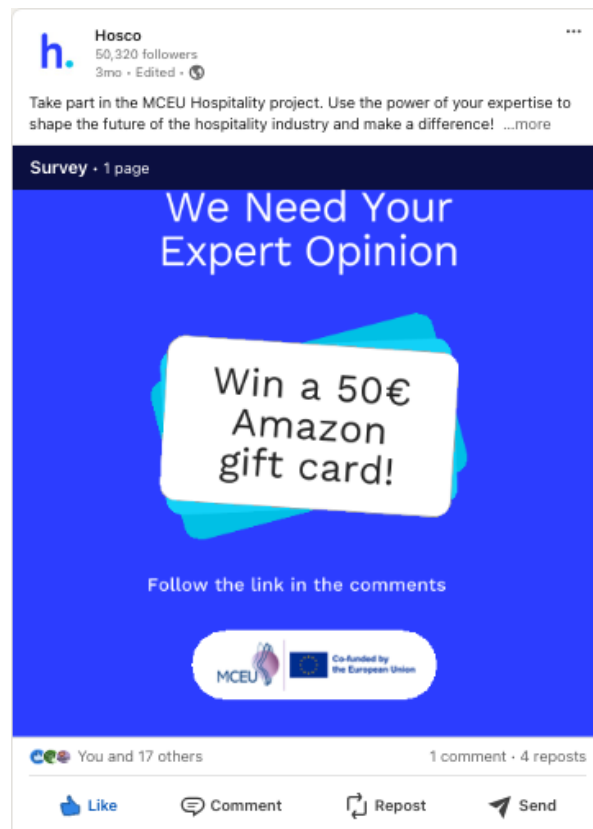
The data collection phase integrates a strategic outreach process led by consortium members, particularly Hosco, which utilises its extensive network to ensure a high response rate across Europe:

- **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 300,000 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:** A screenshot of a sample LinkedIn post can illustrate the outreach strategy, showcasing how survey links are distributed to the target demographic.





## 5. Data Processing and Analysis

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.

### 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.

## 6. Ethical Considerations

The MCEU-Hospitality project prioritizes ethical standards throughout the data collection, processing, and reporting phases. This section outlines key ethical considerations, including data privacy, informed consent,

and data security, to ensure that all participant information is handled responsibly and in compliance with relevant regulations.

### Data Privacy and Confidentiality

- **GDPR Compliance:** All data handling is conducted in adherence to the EU's General Data Protection Regulation (GDPR), ensuring that personal information is processed securely and transparently. Only aggregated, anonymized results will be shared publicly, safeguarding individual privacy.
- **Anonymization:** Personal identifiers are removed during data processing. Raw data remains confidential, and only de-identified, aggregated results are included in public reports, ensuring respondent identities remain protected.

### Informed Consent

- **Transparency in Participation:** Each participant is informed of the survey's purpose, the types of data collected, and how the data will be used. Participants are also informed that only aggregated findings, without identifying information, will be published publicly.
- **Consent Documentation:** Consent is obtained electronically at the beginning of the survey, with participants agreeing to have their anonymized responses included in the project's public reports.

### Data Security

- **Platform Security Measures:** Typeform employs industry-standard security protocols, including data encryption and secure data storage, ensuring that survey responses are collected and stored safely.
- **Restricted Access:** Access to raw data is limited to authorized project members directly involved in analysis, reducing the risk of unauthorized access and preserving data integrity.

### Public Reporting of Results

- **Limited Scope of Public Data:** The final project reports, which include survey results, will be publicly accessible to provide insights into skills needs and credential requirements within the hospitality sector. However, no raw data or confidential information will be disclosed. Public reports will feature aggregated data only, ensuring privacy while allowing the project findings to be shared widely.
- **Data Retention:** All data will be securely stored for the duration of the project and retained as necessary to comply with regulatory standards. Upon project completion, raw data will be securely archived or deleted as appropriate.



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.