

The 7th Lab of Tomorrow

Preview of Research Results

Table of Content

1. Disclaimer	3
2. Mission Overview	4
3. Sub-Challenge 1: Management Training	7
4. Sub-Challenge 2: Diversity & Inclusion	10
5. Sub-Challenge 3: On-The-Job Training	13
6. Sub-Challenge 4: Pre-Job Training	16
7. Sub-Challenge 5: Re-Integration of former staff	19
8. Sub-Challenge 6: Job Quality	22

1.) Disclaimer

The following extracts of our research results do not represent neither GIZ's nor minds & makers' perspective or opinion towards the learning topics. They are the result of interviews we conducted with users and experts in December 2017.

It is in the nature of any qualitative research that its results do not portray any factual situation but give a limited but deep inside view into the investigated learning topic.

The practice of qualitative research naturally results in inconsistencies and partially even in major contradictions, which do not disqualify its outcome but – quite the opposite – reveal differences in perceptions and assumptions that often frame a certain problem and contribute to its existence.

This preview is meant as an inspirational preliminary for our ideation and prototyping workshop taking place on Feb 5th–8th in Kalawy. It will be framed and enriched with further research results and additional research material within our joint work on innovative and impactful business solutions.

There is no claim for completeness.

*minds &
makers*

The research was conducted and analysed from December 2017 to January 2018 by minds & makers GmbH on behalf of GIZ

2.) Mission Overview

Fact Sheet

Within our research we talked to

- 20 users
- 13 experts (4 from public sector, 9 from private sector)
- out of three different regions (Cairo, Aswan Governorate & Red Sea Governorate)

which resulted in

- over 25 hours of discussions
- over 40 minutes of inspiring statements captured on video

Overall Insights

Within our research we discovered that all 6 sub-challenges are not only deeply linked but also mutually affecting each other through certain social, political and economical realities:

Economic Impact: Improve Quality & Productivity

„Training staff is a win-win situation. It raises motivation and efficiency of staff which reflects upon service quality and customer satisfaction. In a way, hotels can always regain their investment in training.“

— Executive Manager

Enabling staff to continuously improve personal and professional skills results in a continuously growing quality of services. The concept of training seems to have the most impact when it is considered a concept of life-long learning and less a concept of serial interventions. An overwhelming majority of users of all hierarchical levels emphasized their aspiration to learn and improve, and there are not just a few who suffer under the impression that they do not get the chance to do so.

Social and Economic Impact: Improve Education

„The human element is the most important element in all hospitality elements. It is the only one that can make up for other elements' deficiencies.“

— Training Manager

Improving and investing in high quality education means investing in a sustainable development of the sector. A great majority of users and experts attribute symptoms of insufficiencies of all kinds to this factor.

Social and Economic Impact: Equal Opportunities

„Staff shall never be differentiated by gender, but at most by its performance, aspirations and responsibilities.“

— Spa Manager

Improving and investing in support and equal opportunities for all social groups and genders means investing in a diverse and self-determined workforce that is prepared to self-confidently and creatively tackle tomorrow's challenges.

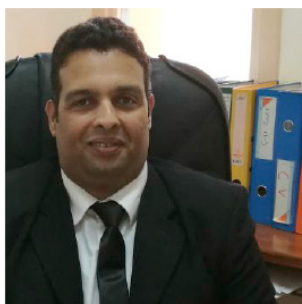
Social Impact: Improve Health

„Professional training on health should be like air and water: it should be seen as a neverending process and you should always be reminded on it.“

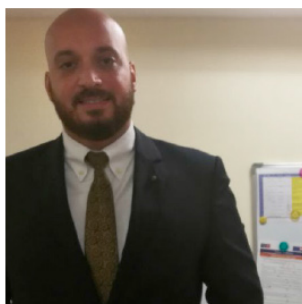
— Executive Manager

Proper health and safety standards (for both guests and employees) and a decent and fair working environment are deeply intertwined.

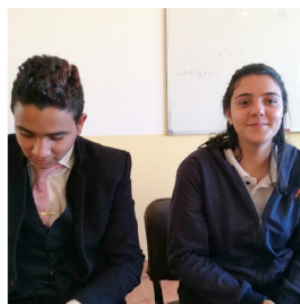
Some of the people we met



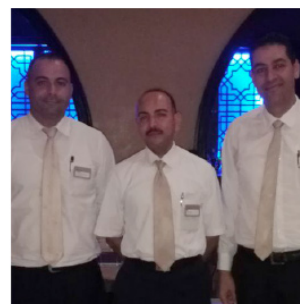
Mahdy Hosny
Principle El Gouna Hotel School



Abd El Rahman El Zawahry
Head of Tourism Component of
EU Project TVET II



Ahmed & Sarah
Apprentices of El Gouna Hotel School



Ibrahim Mohamed, Mahmoud El Housseiny & Samy Samir
Department Managers at Jaz Makadi Star



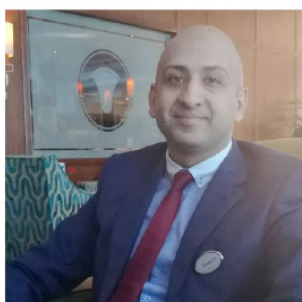
Moustafa Soliman
Assistant General Manager at TUI
Magic Life Kalawy



Salaah El Helaly
Director, Regional Unit of the Dual System (RUDS)
Red Sea Governorate



Ahmed
Housekeeping worker at TUI Magic
Life Kalawy



Nasser Hamdy
Training Manager at Steigenberger
Cairo Pyramids Hotel



Nermeen & Jihan
Front Desk & Reception workers at
Caribbean World Resorts, Hurghada



Abdel Fatah Al Gajjar & Remon Safwat
Managers at Robinson Club Soma Bay



Mohamed
Diving School Manager



Teachers & Apprentices
El Gouna Hotel School



Mostafa Amin
Assistant Executive Manager at Jaz
Makadi Star



Dr. Muhamad Helmy Helal
Chairman at National Center for
Human Resources Development

3.) Sub-Challenge 1: Management Training

"How might we help middle and upper hotel management staff to improve management skills in order to increase service quality and health and safety standards as well as sustainability?"

What we were trying to find out:

What are hotel managers and other tourism operator managers in Egypt most annoyed about right now? What would they like to change? Why can't they change it themselves? Why do managers struggle to provide appropriate service quality and health & safety standards in their hotels/businesses?

In which way can (hotel) managers be supported to create a sustainable, healthy and safe environment for boths guests and staff?

What kind of management trainings for employees are provided by hotels/other tourism operators in Egypt? What is urgently missing and why?

Which customer needs have be taken care of most by hotels and tourism operators, but are currently not fulfilled properly?

Which customer satisfaction measures do hotels make use of already?

Inspirational Quotes

"The definition of quality is not absolute and always changing according to guests' needs & expectations that change from one generation to the next, thus, training should be continuous, in order to cope with industry updates."

—Employee of Training Department

"To overcome the unfavorable conditions of tourism sector, we should generalize the concept of ›everybody in the hotel should be a marketer‹."

—Training Manager

Extract of Insights

MANAGERS & HIGH POTENTIALS

Role and Goals

ensure quality standards, customer satisfaction and guests' as well as staff's health & safety

ensure sustainable growth of their business

acquire skills that allow them to lead & motivate teams and make the right decisions under pressure

follow the HACCP (Hazard Analysis and Critical Control Points) & FTO (Federation of Tour Operator) instructions

be fully aware of every aspect in the hotel, and have sufficient (relevant) training in each department.

Pains (struggling with...)

often, managers are perceived to be experienced enough to handle their responsibilities without the need for an extensive training which often is a misconception considering the dynamics of the sector

since 2011, no large-scale projects regarding training for real / critical managerial skill was provided to managers (due to a lack of funding)

in many cases, managers are hired based on their personal connections with hotel administration rather than their experience and relevant qualifying skills

some managers (heads of departments) ignore the head office standards manuals, as it is found too detailed (many pages & heavy text)

there are new areas of expertise emerging, that are not sufficiently covered by trainings: marketing, revenue management, finance, accounting for non-accountants, engineering for non-engineers, talent management

EMPLOYEES OF TRAINING DEPARTMENTS

Role and Goals

develop training concepts and curricula that meet the requirements of the different departments

Set monthly & annual training needs analysis

follow up on on-the-job training
collaborate with external training sources

conduct trainings of trainers (managers)

conduct on- and off-the-job trainings for staff from every department

Pains (struggling with...)

some managers do not see the importance of training since they are handling so many resources at the same time (equipment, material, money, time, people...)

some managers are afraid of taking off-the-job trainings because they think they would not be able to keep up with their daily tasks

often training departments are considered a cost generating department and many hotels disregard it ca. 30% of Egyptian hotels do not have a training department

some training departments do not have the authority to monitor training results or to follow-up on trained staff

EGYPTIAN TOURISM FOUNDATION

Role and Goals

provide tailored (online) management training courses which mainly prioritized the HACCP courses

provide online courses through Cornell university, targets all hospitality departments – (currently suspended)

Certified hospitality department (CHD) which is comparable to a master degree; funded by USAID (currently suspended)

Pains (struggling with...)

absence of (European) fundings result in suspension or reduction of ETF's training portfolio and their ability to support the private sector

4.) Sub-Challenge 2: Diversity & Inclusion

“How might we provide future perspectives for disadvantaged youngsters (with a focus on young women) in the tourism industry in Egypt?”

What we were trying to find out:

Why exactly do especially young (disadvantaged) women struggle to gain access to qualitative education in Egypt?

What kind of problems are young female workers faced with, especially in tourism jobs?

What are the crucial needs of young female workers in the tourism sector?

What kind of assistance is requested by female workers?

Which enablers and what kind of guidance can be offered by managers to support young female workers?

Can digital learning be used to empower underprivileged young women in Egypt?

Inspirational Quotes

"We force limited job options on females, regardless of their interest in the field, capability to do these jobs and its suitability to their needs, preferences and obligations."

—Member of a Supporting Organization

"At the beginning my parents refused to let me work in a hotel. They told me I could work in any private company, but not in tourism."

—Female Blue Collar Worker

Extract of Insights

FEMALE BLUE COLLAR WORKERS

Role and Goals

living self-determined and working autonomous on fair conditions in the tourism sector

respect and mutual thoughtfulness as well as equal rights and treatment

awareness of true conditions, overcoming of prejudices

Pains (struggling with...)

lack of self-confidence and access to qualitative education

lack of role models or positive examples

limited diversity in job opportunities compared to men

lack of support/encouragement from private environment

many are facing insecure environments as not all supervisors prevent and ban inappropriate behavior of male employees

stigmatization and bad reputation of housekeeping jobs so that some are working secretly in their job

BLUE COLLAR WORKERS IN GENERAL

Role and Goals

individual development to become and remain employable and competitive for the tourism market and develop further career opportunities

job security

positive atmosphere and working environment

Pains (struggling with...)

many lateral entrants with lack of skills and expertise in tourism jobs

the seemingly missing career opportunities often result in unambitious performance and a lack of identification with the job/business

some male workers feel that women get privileged treatment and have better working conditions which results in frustration

schools and possible workplaces are often geographically too far away from each other

lack of imagination about personal possibilities and perspectives

INTERNATIONAL LABOUR ORGANIZATION

Role and Goals

preparing and supporting (disadvantaged) young people to become employable and autonomous and qualified employees

Pains (struggling with...)

struggle to create broad public awareness and to convince society, government and private sector of advantages in empowering women as well as to disprove rumors and stereotypes

partly lack of transparency and information flow about decisions and actions of public sector institutions

fragility of projects: lack of interest and ambition of one individual can cause early cancellation of initiatives

ASSOCIATION FOR SUSTAINABLE DEVELOPMENT (NGO)

Role and Goals

collaborating with companies to provide start-up-support to young people who want to enter the Egyptian tourism sector

Pains (struggling with...)

have a rather technical training focus due to direct dependency on contractual partners/ employers

struggle money-wise due to decreasing funding of formerly supporting companies since 2011

MINISTRY OF EDUCATION

Role and Goals

providing equally barrier-free access to education for all social groups and genders

Pains (struggling with...)

there are no measures to control the ratio between male and female students

lack of scholarship funds

lack of alignment, communication and collaboration with other ministries

5.) Sub-Challenge 3: On-The-Job Training

“How might we help existing staff to improve access to on-the-job training in order to deliver better service?”

What we were trying to find out:

How is excellent hotel quality standard understood and defined in the Egyptian tourism sector and what kind of internal and external quality measurements are conducted?

What kind of on-the-job training for staff is already provided by hotels and other tourism operators? What is missing/needed?

Which pain points in daily hotel life reflect the lack/need of additional training?

Are there any already existing on-the-job-training concepts from other industries that could (partially) be adapted to the Egyptian tourism sector?

Which training formats and models are most suitable for the daily work life?

How can specific training needs be detected for individual vocational groups?

Can cross training concepts be offered and implemented in a useful way?

Inspirational Quotes

"I can hire any person without any experience – as I mainly look for significant personal traits: the ability to learn, communication skills, an open minded mentality, a team-oriented attitude and the ability to adapt and smoothly deal with all kinds of guests. “

—Hotel Manager

"Due to educational or social deficiencies, staff should have constant training to educate and remind them of basic as well as critical behaviors and conducts while handling food and beverages.”

—Hotel Manager

„The human element is the most important element in all hospitality elements. It is the only one that can make up for other elements’ deficiencies.“

—Employee of Training Department

Extract of Insights

BLUE COLLAR WORKERS

Role and Goals

receive on-the-job trainings that qualify them for a personal and professional development

individual development to become and remain employable and competitive for the tourism market

develop further career opportunities

Pains (struggling with...)

some tourism operators only hire people with at least 1 or 2 years of experience in order to cut down training costs

some managers do not see the benefits of training and consider them a waste of money

some workers are negatively affected by their managers' lack of skills

MANAGERS

Role and Goals

learn how to train staff

provide staff with on-the-job trainings that allow them to improve professionally and personally in order to contribute to a great overall service experience

take in account the guests' wishes and feedback in order to discover potentials for improvement and to develop relevant future trainings

monitor their staff's performance in order to identify training needs

find and hire adequate external training organizations to provide necessary training for their staff

Pains (struggling with...)

for some managers it is very hard to find qualified staff, that is why on-the-job training is of very high importance

some managers think that the necessity of trainings is too high and costly since they find most of the job starters to be underqualified

some managers have to deal with lateral entrances that have no experience in the hotel sector and need special awareness

some managers complain about the lack of qualified external trainers

external trainings often do not have any certificate or monitored quality

EMPLOYEES OF TRAINING DEPARTMENTS

Role and Goals

design up-to-date training concepts

teach trainers to apply certain trainings

consider the business's special needs (e.g. regarding their guests) and design tailored trainings

Pains (struggling with...)

due to a deficient labour market situation businesses hired a lot of untrained staff which makes it difficult to design effective training methods

some employees of training departments are convinced, that all the hotel and vocational schools are totally isolated from the industry's reality

EGYPTIAN TOURISM FEDERATION

Role and Goals

fund certain on-the-job training courses

Pains (struggling with...)

EDUCATIONAL INSTITUTIONS

Role and Goals

supply qualified, well-trained staff – enough
to address the sector's demand

prepare students in a way that reduces the
need of extensive on-the-job trainings

Pains (struggling with...)

6.) Sub-Challenge 4: Pre-Job Training

“How might we help private sector and the government to improve the technical and vocational education in the tourism sector in order to improve the quality of the sector?”

What we were trying to find out:

How is the collaboration between private and public actors in the tourism sector a) perceived b) arranged? What are the most important points of exchange and collaboration?

What information, support and permission is needed of the public sector for private actors to develop successful education programs?

What information and support of Egyptian hotel businesses is needed for public institutions to improve the educational infrastructure?

How is the system of dual education perceived in Egypt? In which industries is the dual system already established?

What are current alternative models to the dual system? What are apprenticeship standards in Egypt? What is the teaching content of apprenticeships for the hotel sector in Egypt?

What are specific cultural, educational and economical requirements for enhancing the dual system in Egypt?

What skills do apprentices of the hotel sector need to acquire in order to successfully find a (suitable) job?

What problems do educated and uneducated career starters face within their first year of employment (after apprenticeship)?

Inspirational Quotes

„There needs to be some sort of integration of all stakeholders' efforts to ensure an effective exchange of information, knowledge and understanding of market's needs.“

—Member of Educational Organization

BLUE COLLAR WORKERS

Role and Goals

individual development to become and remain employable/competitive for the tourism market and develop further career opportunities within and beyond tourism

good performance within their job

learn to secure the job

Pains (struggling with...)

some workers suffer under the widely-spread impression that housekeeping is an unaspiring job only for people with no career goals and no education

low income (HK & Stewarding)

some blue collar workers consider their occupation as a one-way-street since there are no or too few career opportunities tangible

APPRENTICES/TRAINEES

Role and Goals

build an (international) career

learn and engage in various departments of the tourism/hotel industry in order to find their favorite department and to get an overview of how the business works

develop unique capacities and skills to outstand wherever they go

some apprentices want to be financially independent from their parents from early on and thus strive for dual education

Pains (struggling with...)

ill-treatment: some businesses treat apprentices as "cheap labour"

some apprentices do not get the chance of personal fulfilment within their work due to a „Just-do-what-I-told-you“-mentality of their supervisors

some apprentices struggle with balancing their school's mindset and values with those of the hotels

some apprentices do not get the chance of working in different departments (as planned in curriculum) because of hotels ignoring the purpose of their practical trainings

MINISTRY OF EDUCATION

Role and Goals

secure educational elements such as schools, infrastructure, curricula, faculty, educational material, examinations, student's selection criteria

supervision of regional units and supervision of educational institutions

support educational institutions in legal conflicts, licenses, permits, expat staff permissions

raise the awareness of the dual education system

Pains (struggling with...)

insufficient data about the actual providers of practical training

insufficient monitoring of tourism operators regarding training processes, coverage of curricula, specialization rotation and final graduation criteria

REGIONAL UNIT OF THE DUAL SYSTEM RED SEA

Role and Goals

- distribute students into hotels for them to receive practical training
- search for and secure training opportunities at local tourism operators
- follow up and monitor these hotels
- provide hotel placement information to the MoE

Pains (struggling with...)

- sometimes the government forces the units to accept enrollments that exceed the markets capacity; this leads to insufficient job opportunities for trained young people
- many operators ignore the training program which requires student's rotation across different specializations; which impacts student's overall benefit of the practical training and corrupts the actual purpose of the educational program

EU TVET II

Role and Goals

- develop and support the vocational education and job training in the tourism sector
- facilitate communication between ministries (M.o.Education, M.o.Tourism, M.o.higher Education)
- bring in relevant criteria for updating curricula
- Overall Goal: reaching 2M students into the dual education system

Pains (struggling with...)

- many graduates of tourism schools & institutions refuse to work in tourism due to its low attractiveness and stability
- no disciplinary policies to ensure professional quality of teachers

EDUCATIONAL INSTITUTIONS

Role and Goals

- provide career-based and up-to-date training for students to prepare them best possible for their vocational career
- provide adequate ToT (training of teachers)
- collaborate with tourism operators that can ensure high quality practical training for their students – close two-way communication to be able to deliver best possible education
- image the industries' standards within education so that students do not experience a gap when starting their job

Pains (struggling with...)

- outdated curricula, tools and infrastructure
- lack of information about what are the current gaps in labour market in order to specialize education
- shortage of qualified teachers
- some schools struggle to find hotels that are willing to provide practical training due to their financial shortages
- inadequate budgets allocated to operating schools

7.) Sub-Challenge 5: Re-Integration of Former Staff

“How might we help hotel operators to hire/ (re-)train former staff in order to re-integrate them?”

What we were trying to find out:

What steps are taken by private actors of the tourism sector in order to find and hire suitable staff?

In what ways and how much did the job requirements in Egypt’s tourism sector change within the last 10 years?

What staff is needed the most in the tourism sector? ...in the hotel sector?

Why did former employees quit their jobs/stop working in the tourism industry? What careers is former staff pursuing now? Why?

What hinders willing staff to re-enter the tourism sector as employees?

What are manager’s problem when re-integrating former staff? Why do they not succeed?

What are important value propositions for re-entering staff?

Inspirational Quotes

"Sometimes people with no experience but great ability to learn are much more suitable and wanted than those with certain certificates in the field.."

—Manager of a Tourism-Related Company

"It is rare to find experienced, trained staff as most of them have left the tourism sector, seeking more stable industries with stable income, even if it is a smaller income."

—Member of a Supporting Organization

Extract of Insights

MANAGERS

Role and Goals

getting access to skilled & qualified workforce

being an attractive employer for skilled (emigrated) staff from other sectors

efficient and sustainable way to get newbies work-fit

getting access to recent graduates

getting access to trained and flexible workforce

Pains (struggling with...)

lack of employee-loyalty

struggle to pay reasonable salaries due to lack of tourists

much of the former staff has no intention to return

migration of young talented staff to other industries or different countries

lack of possible measures to attract new/former staff

suffering from poor reputation of tourism sector among employees , e.g. underpayment

FORMER EMPLOYEES

Role and Goals

either no interest or intention to return - or they want to be convinced and wooed to return

looking for assistance to find attractive job in tourism sector that outperforms their current job situation by certain benefits

Pains (struggling with...)

disappointment of former job is still reverberating

inflexibility as they do not want to move far distances

lack of attractors and no perception of convincing incentives to return

very limited number of job offerings

instability of the sector is a main deterrent

individual view on the sector highly depends on the impression they got during certain time span when working in tourism

REGIONAL UNIT OF DUAL SYSTEM RED SEA

Role and Goals

monitoring dual education and training at Red Sea area – establishing and maintaining high quality standards in educational system

matching hotels with students and ideal distribution of trainees

providing young people with good and fair education opportunities

Pains (struggling with...)

lack of free qualified staff

lack of fellow campaigners

lack of standardized quality control in hotel regarding practical education

EGYPTIAN FEDERATION OF INVESTORS ASSOCIATION

Role and Goals

Pains (struggling with...)

There is no real interference from external authorities when it comes to enforcement of labour rights

working conditions are monitored by the government, but active measures are insufficient. It is mostly a matter of agreement between employer and employee in daily business

NATIONAL CENTER FOR HUMAN RESOURCES DEVELOPMENT – EGYPT

Role and Goals

Pains (struggling with...)

Monitoring and evaluation of educational reform plans and projects, including meeting the desired development and labor market needs

making tourism sector attractive to work in

providing hotel placement information to the ministry of education

Funding to provide stability and good job quality so that the sector gets attractive and fair for employees

apparently, there are no specific actions known as there are no particular goals on this topic pursued

8.) Sub-Challenge 6: Job Quality

“How might we help companies to improve job quality in order to enhance the attractiveness of the tourism sector for blue collar workers (age group 18-35)?”

What we were trying to find out:

How is the everyday work within the tourism sector perceived by young personnel?

What do young workers wish for regarding their work environment?

What are the most disagreeable work conditions for young (female) personnel of the tourism sector?

Compared to other industries – why is the tourism sector not as attractive to blue collar workers?

What are important value propositions for young career starters regarding their first employment?

What measures are taken by hotel managers in order to improve the work conditions of their staff?

In what ways and how much did the reputation of Egypt’s tourism sector change within the last 10 years?

In which ways do employers of the tourism sector measure their employees’ satisfaction?

Inspirational Quotes

“Working conditions are subject to the agreement and arrangements between the employees and the employers with no real interference from any authorities.”

—Member of a Supporting Organization

“Managers are the key to happiness within the job. If you have a fair and supportive manager, everything is doable.”

—Former Employee

Extract of Insights

MANAGERS

Role and Goals

being an attractive employer for skilled (emigrated) staff from other sectors

guiding employees to be as autonomous as possible

creating high loyalty and motivation among employees towards employer

high interest in perceived job quality of their staff as especially well-trained employees are their most important asset

Pains (struggling with...)

instability of sector leads to inability to offer stable working conditions and attractive benefits

they may have to layoff of staff in harder times

high pressure to counteract bad media by providing utmost service quality

lack of orientation and reference points as there very limited legal measures or fixed requirements from the public sector

BLUE COLLAR WORKERS

Role and Goals

living self-determined and working autonomous in the tourism sector on fair, consistent and safe conditions

equal rights and treatment

sense and respect to personal life, family, possible restrictions

positive working atmosphere among all employees (cooperation, patience) and having an exciting, diversified job

Pains (struggling with...)

high dependency on management behavior as there are no further supervisory authorities regarding job quality standards

partly bad accommodation & living conditions

lack of team spirit and partly bad working atmosphere due to misconceptions and stereotypes

job quality is strongly linked to the job market situation as there are very limited legal measures or fixed requirements from the public sector

APPRENTICES

Role and Goals

living self-determined and working autonomous in the tourism sector on fair, consistent and safe conditions

individual development to become and remain employable/competitive for the tourism market and develop further career opportunities

Pains (struggling with...)

parents that are rather sceptic and having a misleading picture are speaking out against girls working in tourism sector

lack of transparency and information flow about real working conditions to clear misconceptions

job quality is strongly linked to job market situation as there are very limited legal measures or fixed requirements from the public sector

EGYPTIAN FEDERATION OF INVESTORS ASSOCIATION

Role and Goals

Pains (struggling with...)

there are no certain standards regarding salary, insurance, retirement services

there is no real interference from external authorities when it comes to enforcing labour rights

working conditions are monitored by the government, but active measures are insufficient. It is mostly a matter of agreement between employer and employee in daily business

INTERNATIONAL LABOUR ORGANIZATION

Role and Goals

promoting social justice and internationally recognized human and labour rights, pursuing social justice

bringing together governments, employers and workers representatives

set labour standards, develop policies and devise programs promoting decent work for all women and men.

Pains (struggling with...)

lack of fellow campaigners and support from private sector

there are only high class hotels cooperating on job quality improvement

partly lack of transparency and information flow about decisions and actions of public sector institutions

fragility of projects: lack of interest and ambition of one individual can cause early cancellation of initiatives