



Grant Thornton

An instinct for growth™

The Future  
of Work

The Future of Work



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# The Future of Work

## Sue Filmer

Principal, Mercer

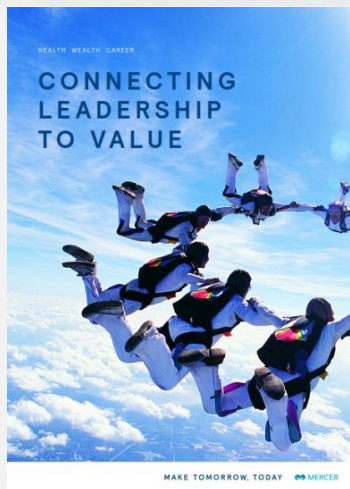
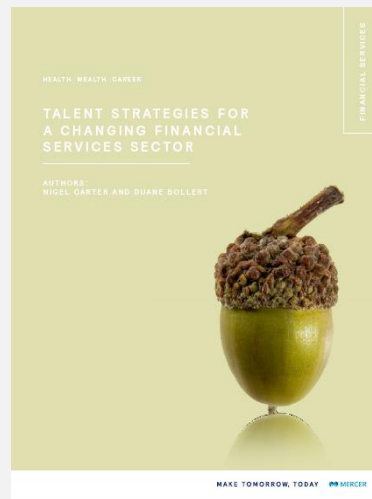


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# MERCER: COMPREHENSIVE RESEARCH ON THE FUTURE OF WORK...



# THE FUTURE OF WORK IS CHANGING

## Future of Jobs

GLOBALIZATION

ARTIFICIAL  
INTELLIGENCE

DIGITALIZATION

CONSUMERIZATION

AUTOMATION/  
ROBOTICS

## Future of Talent

MULTIPLE  
GENERATIONS  
AT WORK

PENDING  
RETIREMENT OF  
BABY BOOMERS

RISE OF THE  
FREE AGENT

DIGITAL SOCIAL  
WORLD



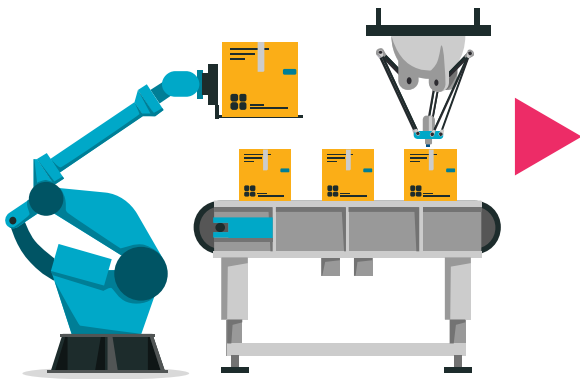
# FUTURE OF WORK: EXAMPLES IN ACTION

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## A RAPIDLY CHANGING EVOLUTION

### MANUFACTURING THROUGH ROBOTICS

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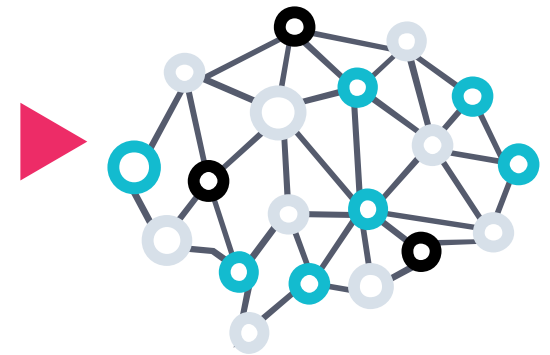
### MOVED TO OTHER INDUSTRIES

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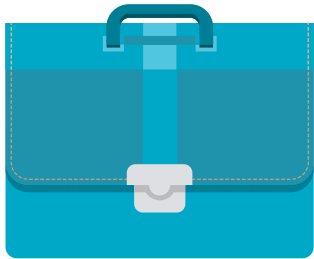
### NOW MOVING TO WHITE COLLAR JOBS

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# COMPETITION FOR TALENT

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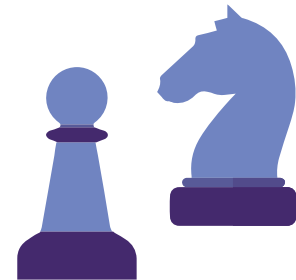
**TIGHTENING  
LABOR MARKETS**

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**SKILL  
MISMATCH**

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**COMPETITION  
FOR TALENT**

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## Justin Rix

Partner and Head of People Talent, Grant Thornton  
LLP



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# EMPLOYMENT IN TRAVEL AND TOURISM



Travel & Tourism is a **key sector** for economic development and **job creation** throughout the world.

- In 2016:
  - Almost 1 in 5 of all new jobs created in 2016 were linked to Travel & Tourism.
  - Around 2 million net additional jobs were generated directly.
- By 2027:
  - Travel & Tourism is expected to have contributed around 23% of the total global net job creation.
  - It is expected to support more than 1 in 9 of all jobs in the world.



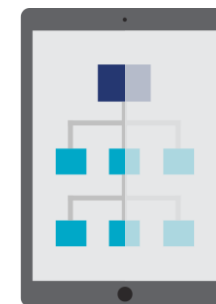
# CHARACTERISTICS OF THE TRAVEL & TOURISM WORKFORCE

- ➔ A relatively high proportion is employed in low skilled jobs, is younger and more female-orientated, versus the global average.
- ➔ A high share of the workforce is part-time, casual and seasonal, and the sector is more likely to recruit foreign workers, compared to the global average.
- ➔ Talent is challenged with high turnover, and there are more roles with fewer skill barriers for people to enter, compared to other sectors.

# CRITICAL ROLES OF THE FUTURE?



- Major technology shifts come in decade-long waves - PC to the web to the smartphone. Next - machine learning.
- The combination of mobile devices, increased connectivity, and machine learning will challenge Travel & Tourism companies to reimagine their core business.



93%

of executives are  
planning a redesign in  
the next 2 years

Mercer GLOBAL talent trends STUDY 2017, all industries

Ongoing advancements in technology and evolving customer expectations about how they want to interact with companies require travel companies to find ways to still deliver high-touch, brand-building interactions **balancing personal touch and technology**.



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# QUESTIONS TO CONSIDER...

1

—  
What skills are needed in an unpredictable and disruptive future?  
—

2

—  
How do you grow high potentials into roles and careers that don't yet exist?  
—

3

—  
How should you prepare for the rise of the Gig economy to attract and retain the best talent?  
—

4

—  
What people strategy needs to be in place to drive the digital business strategy?  
—

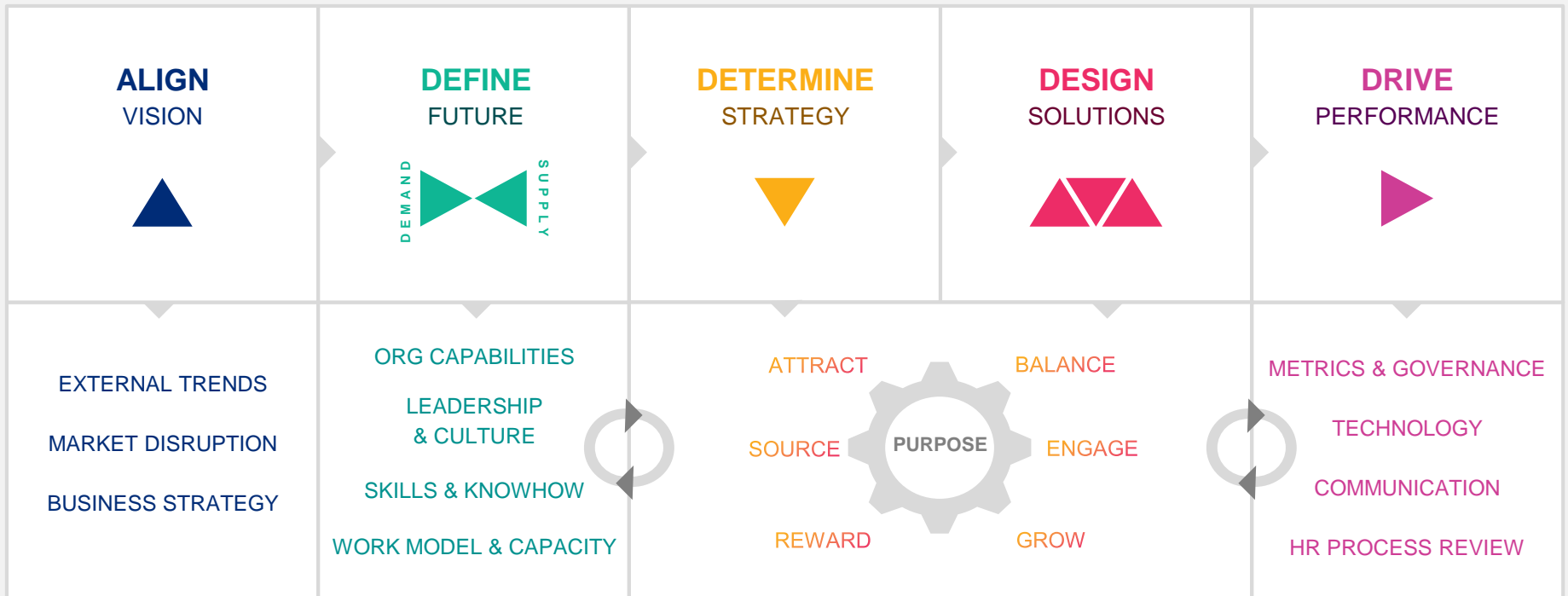
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—  
Can you and should you retrain existing employees into the roles of the future?  
—

6

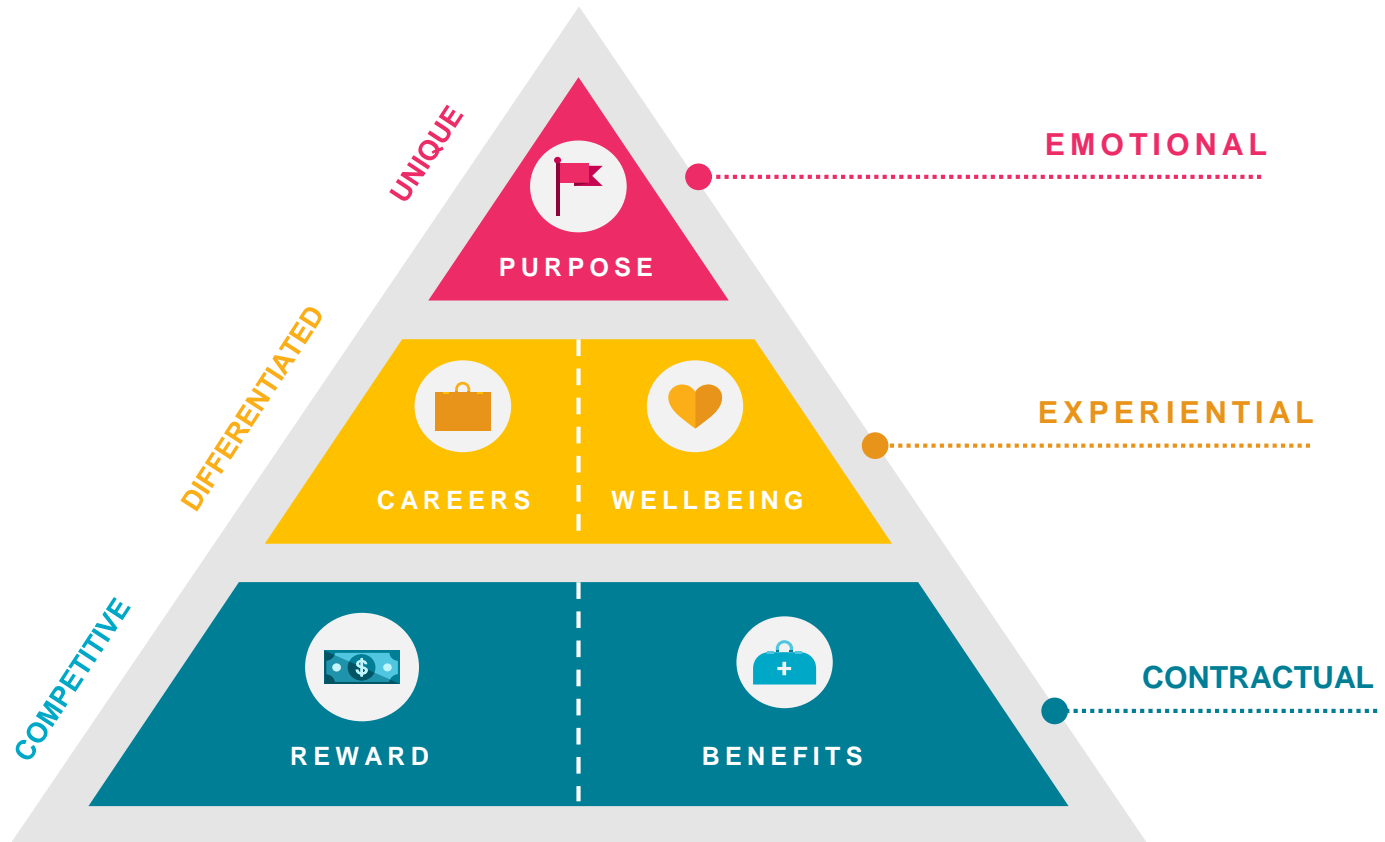
—  
Do you have the right culture and leadership to manage the changes ahead?  
—

# A FRAMEWORK TO TAKE ADVANTAGE OF THE DISRUPTION AND CREATE A THRIVING WORKFORCE

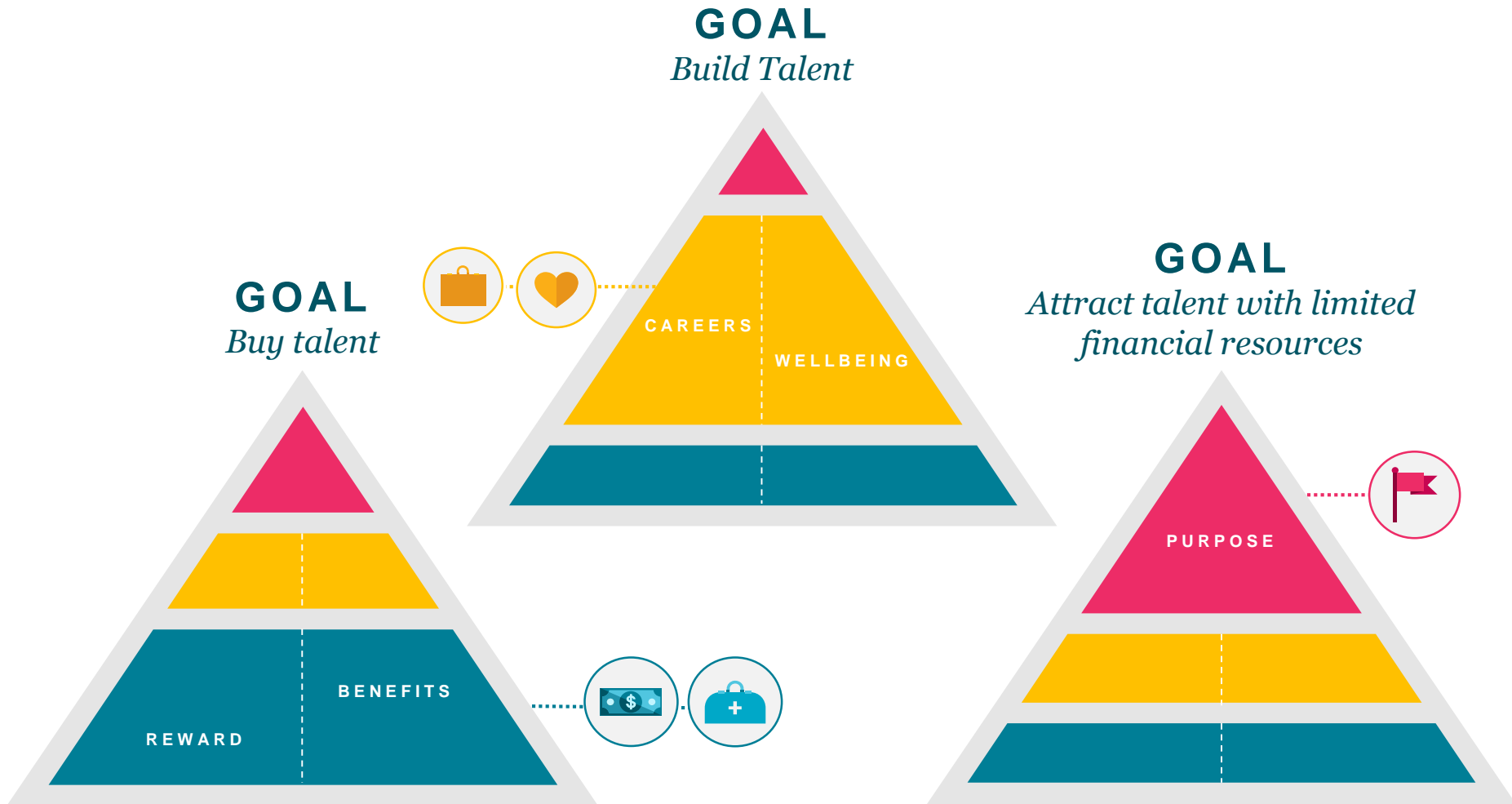


**FUTURE-FOCUSED ♦ INTEGRATED ♦ PEOPLE-CENTERED**

# A STRONG EMPLOYEE VALUE PROPOSITION WILL BE CRITICAL FOR ANY ORGANISATION



# A STRONG EMPLOYEE VALUE PROPOSITION WILL BE CRITICAL FOR ANY ORGANISATION



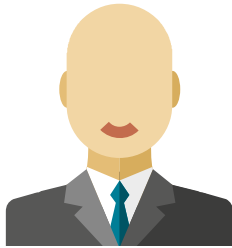
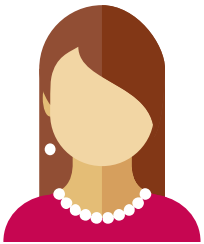
# CREATE A COMPELLING EXPERIENCE

TARGETED: BASED ON UNIQUE NEEDS AND DESIRES

*Provides **multiple dynamic lenses** to evaluate programs*

***Builds relevance** into all programs to target investments*

*Foundation for a **personalized** experience*



Employee demographics

Location demographics

Needs

Interests

Behaviours

Communication preferences

## *Sample Personas*

STARTERS

LONG-TERM  
LOYALS

URBAN  
AMBITIONS

MANAGERIAL  
CORE

STRIVERS

FREE  
AGENT



# HOW DO YOU WIN IN AN AGE OF DISRUPTION?



ATTRACT & RETAIN  
TOMORROW'S  
TALENT

BUILD FOR  
AN UNKNOWN  
FUTURE

CULTIVATE  
A THRIVING  
WORKFORCE

MAKE



TOMORROW,  
TODAY



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