



TRENDS

Category
Destinations
Where will people
travel in the future?



TRENDS



Destination
Entirely New Spaces

Photo: Jonny Glos on Unsplash



TRENDS

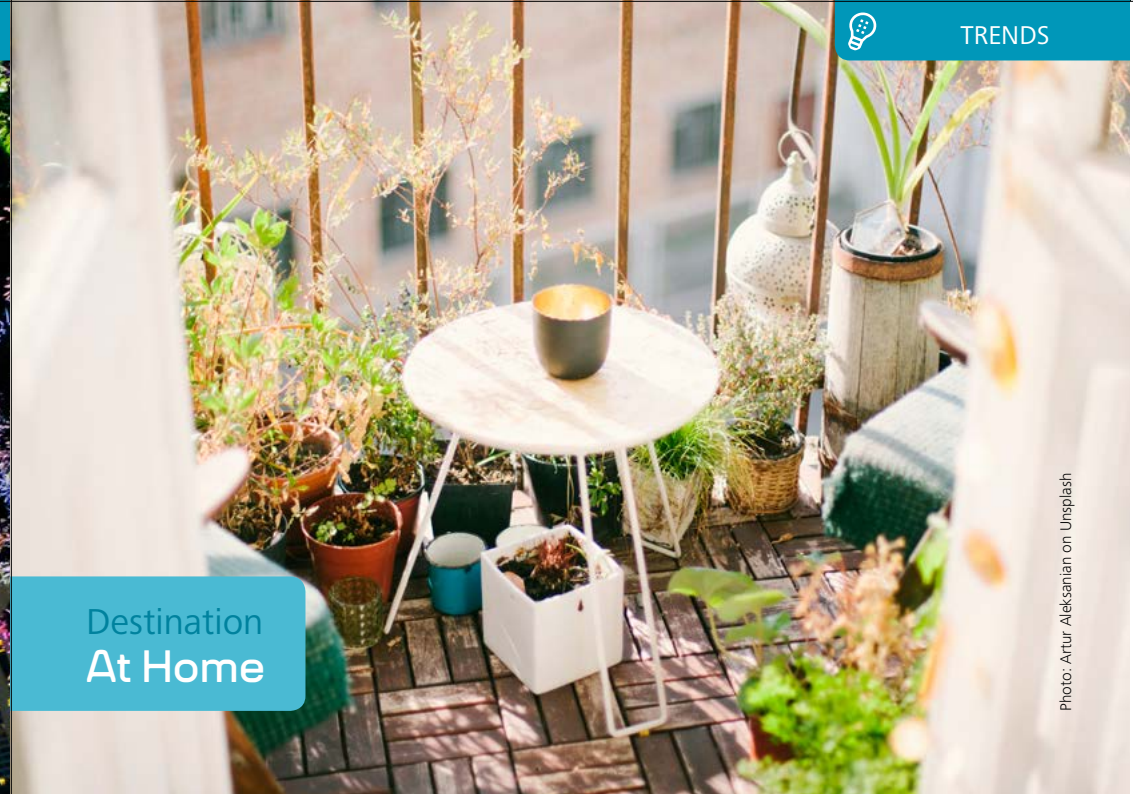


Destination
Artificial Worlds

Photo: Miguel Sousa on Unsplash



TRENDS



Destination
At Home

Photo: Artur Aleksanian on Unsplash



Destination: Entirely New Spaces

Future travel destinations are completely new.

We will travel to destinations that were previously inaccessible to tourists, e. g. other planets, inside the earth, under and on the water. On other planets, travel destinations are located under enormous domes, in artificially created environments resembling Earth. Outside these domes we have to wear protective clothing to protect ourselves from carcinogenic radiation. Underground, we stay in subterranean worlds that, together with virtual reality offerings, provide us with an unlimited choice of experiences. We are protected from high temperatures, foul air and natural disasters. However, sunlight is lacking – underground, but also underwater or on other planets.

Trend Impact

The impacts of this trend vary greatly from one destination to another. Protective clothing may be necessary, and a large quantity of energy is always required in order to live in these destinations and to build and maintain tourist infrastructure. Many who book a vacation in entirely new spaces feel like pioneers because they are discovering new territory. Nature is only experienced at a distance (e. g. with the help of protective suits, inside domes), and cultural experiences are completely missing.



TOURISM



Destination: At Home

Future destinations will be close to home.

We vacation at home and in the immediate vicinity. What used to be called “vacation on the balcony” is now called “staycation” (from “stay” and “vacation”). We transform our four walls into a small vacation oasis and explore our surroundings anew, according to our mood. We escape our routine and have a plan: at least one day for relaxation, one day for friends, one day for something exceptional (e. g. spending the night outdoors). We try to get along with as few electronic means of communication as possible and to reduce our stress to zero. Eliminating flight stress, car stress, train stress, and the stress connected with researching travel destinations, all helps. We don’t create extra emissions, we sleep in our own bed, have access to the maximum infrastructure (in our home country), and can finally explore local sights. If we get bored or want to explore other worlds, we can also fall back on the possibilities offered by virtual reality.

Trend Impact

Travel-related CO₂-emissions are reduced, the local economy is strengthened, and our attitude to our home country is enhanced. Small time-outs and practicing mindfulness have a positive impact on body and mind. Nevertheless, the longing for something new remains ... Classic travel destinations are less well-booked and operations have to be scaled down. The process of structural change is not without friction in the regions concerned.



TOURISM



Destinations

Where will people travel in the future? Where will they spend their holidays? Today, most of the world is visited by tourists, and many regions are heavily dependent on tourism. Destinations have emerged and grown thanks to their natural environment and cultural heritage. Certain cities, villages and regions are often flooded with tourists.

Positive economic impacts are offset by collateral social and ecological damage, such as littering, traffic, deforestation, destruction of vegetation and soil, high energy consumption, and pressure on social structures.

Through interventions in natural habitats and in artificially created worlds, attempts have been and are still being made to provide extraordinary experiences to holiday seekers, independent of location and weather, if possible.

Where will we spend our vacations in the future? Current trends suggest a selection of possible destinations ...



TOURISM



Destination: Artificial Worlds

Future travel destinations are artificial.

In the future we will spend our holidays in artificial, real and/or virtual worlds. Cloned tourist attractions and artificial vacation worlds provide experiences in foreign or imaginary regions and at different times: halls with tropical adventure worlds, halls where year-round skiing is possible, and halls where entire cultural spaces are recreated. The world’s natural paradises, threatened by climate change and pollution, are cloned for the pleasure of holidaymakers. In addition, virtual reality (VR) offers unlimited opportunities for immersion in foreign, or perhaps even entirely invented, worlds – both in resorts and at home. VR-headsets are so compelling that people feel like they’re really on vacation.

Trend Impact

Unknown and past worlds can be experienced at home or in one’s immediate vicinity. This means that CO₂-intensive air travel decreases, but artificial worlds are extremely energy-intensive to build and operate. Real-life cultural encounters and original experiences in nature are not possible. This could result in yet more longing for such experiences.



TOURISM



Destination
Smart Regions

Photo: Hilde Matouschek



Travel Motive
Switching off

Photo: Haley Phelps on Unsplash



Category
Travel Motives
What will be our travel
motives in the future?



Travel Motive
Health

Photo: Alan Caishan on Unsplash



Travel Motive: Switching off

In the future, we want to “let go” on vacation.

In the future, we will travel primarily to escape from everyday life; to be able to switch off completely, do whatever we feel like doing, and free ourselves temporarily from ties such as our everyday obligations and worries. Travel destinations are equipped accordingly. At check-in, we register with our biometric data. A microchip is implanted, carrying signals from our nerves, and controlling our thoughts. Computer-controlled impulses provide us a sense of freedom that feels like drug intoxication, allowing us to be totally in the here and now, and completely forget everything else.

Trend Impact

Many guests experience a feeling of serenity and relaxation they never thought possible. For some, however, the loss of social norms has a negative impact: they become aggressive and belligerent, and in some cases, even criminal. For many, returning from holiday feels like drug withdrawal.



TOURISM



Travel Motive: Health

In the future, we will travel primarily for health reasons.

In the future, we will travel primarily for health reasons: to prevent burnout, and foster self-improvement or relaxation; to attain greater well-being or practice healthy ways of living. The way we spend our holidays will help us to stay healthy for as long as possible, through healthy food, sports, meditation, nature experiences and inspiring social contacts – all in a consciously-selected environment designed to promote our health. With the help of smart devices and apps, health-related parameters – such as calorie intake and expenditure, sun exposure, and so on – will be monitored. Trip duration will vary depending on precise health objectives.

Trend Impact

We will be healthier than before and feel more relaxed and balanced. The challenge will be to transfer this feeling into everyday life. However, questions arise around the collection of our personal health data.



TOURISM



Destination: Smart Regions

Future destinations are close to nature, socially compatible, innovative.

In the future, we spend our vacations mainly in natural/near-natural destinations. We travel in ecology-oriented and socially-responsible ways – for example by using climate-friendly modes of transport, practicing sustainable consumption, or doing voluntary work. We stay for a few weeks and take time to get to know the people, their culture, and the natural environment, and record our experiences. We switch at will between physical, digital, and virtual spaces, and enjoy learning more about history, nature and people. A smart destination puts the emphasis on sustainability, the well-being of locals and holidaymakers alike, and on an innovation-friendly climate.

Trend Impact

We become guests rather than tourists. We travel less frequently but stay longer. Our experiences are authentic and intense; we are interested in encounters and act in a conscious way. Every trip is a meaningful new learning experience. We find a good balance between economic, ecological, and socio-cultural requirements. Achieving this can sometimes be very challenging for the stakeholders affected, especially due to the different interests involved – for example, in regions that were previously flooded by tourists (keyword: overtourism), massive upheavals may be necessary, and come with negative economic consequences for some. Ultimately, however, this may contribute to a better quality of life for the local population.



TOURISM



Travel Motives

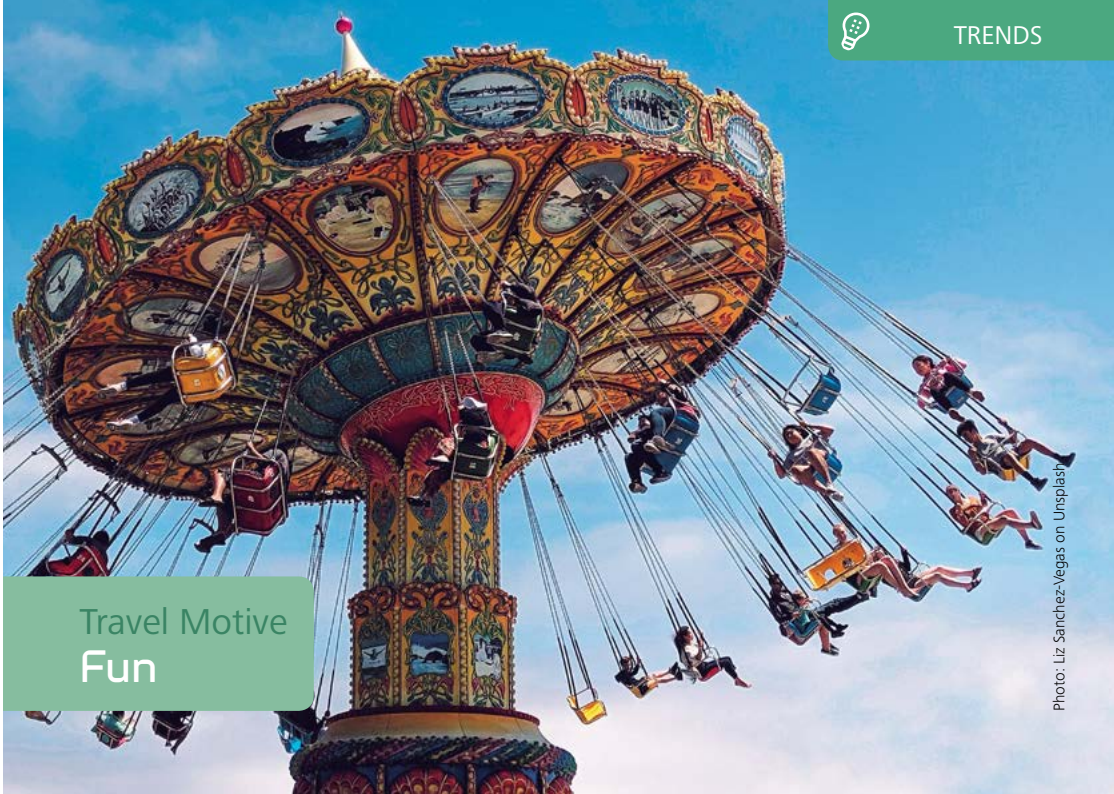
The longing to see faraway places is as old as humankind itself. People have been travelling since time immemorial, and for a variety of reasons. It's all about the search for adventure, rest, recreation, variety, and balance; for release from ties or for new experiences and personal satisfaction. By the end of the 20th century, all the world's countries – if safe enough – had been developed for tourism. In the future, many people will spend several short vacations each year visiting different parts of the world. Flying will be cheap and travelling simply a part of life. Some destinations are already looking for ways to cope with the increasing number of tourists (keyword: overtourism).

Why will we travel in future?

Current trends suggest a number of possible motives ...

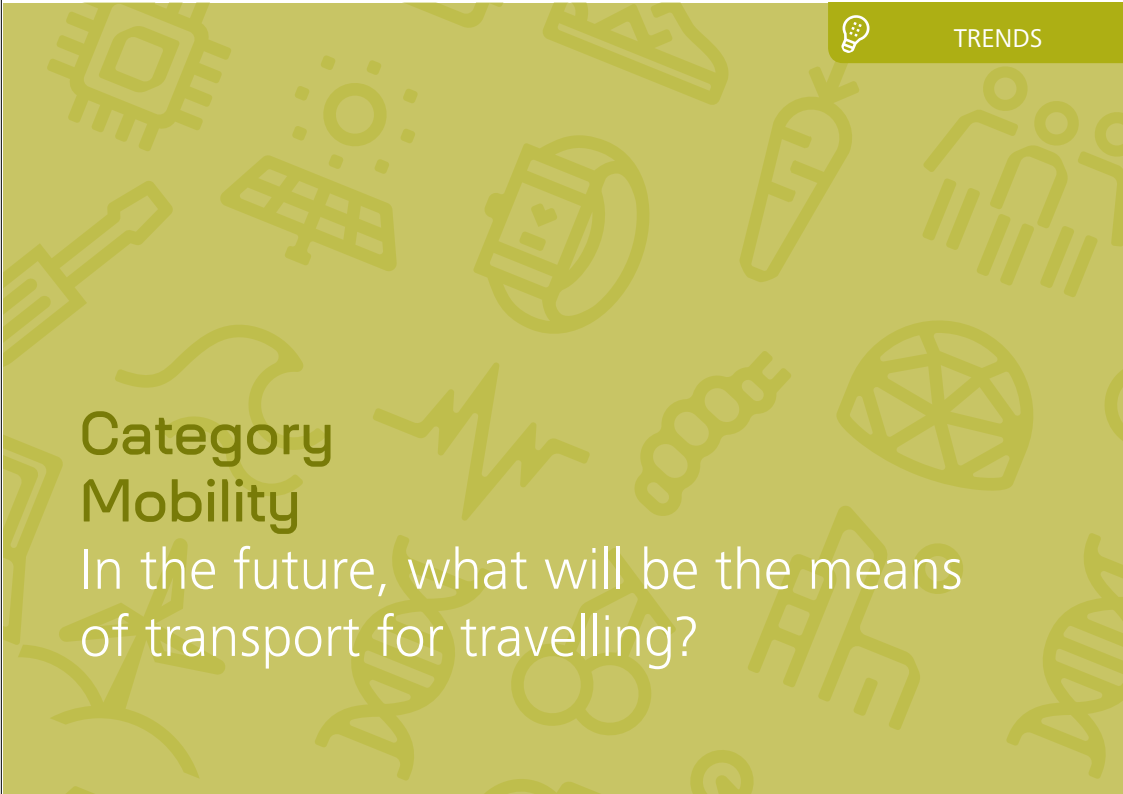


TOURISM



Travel Motive
Fun

Photo: Liz Sanchez-Vegas on Unsplash



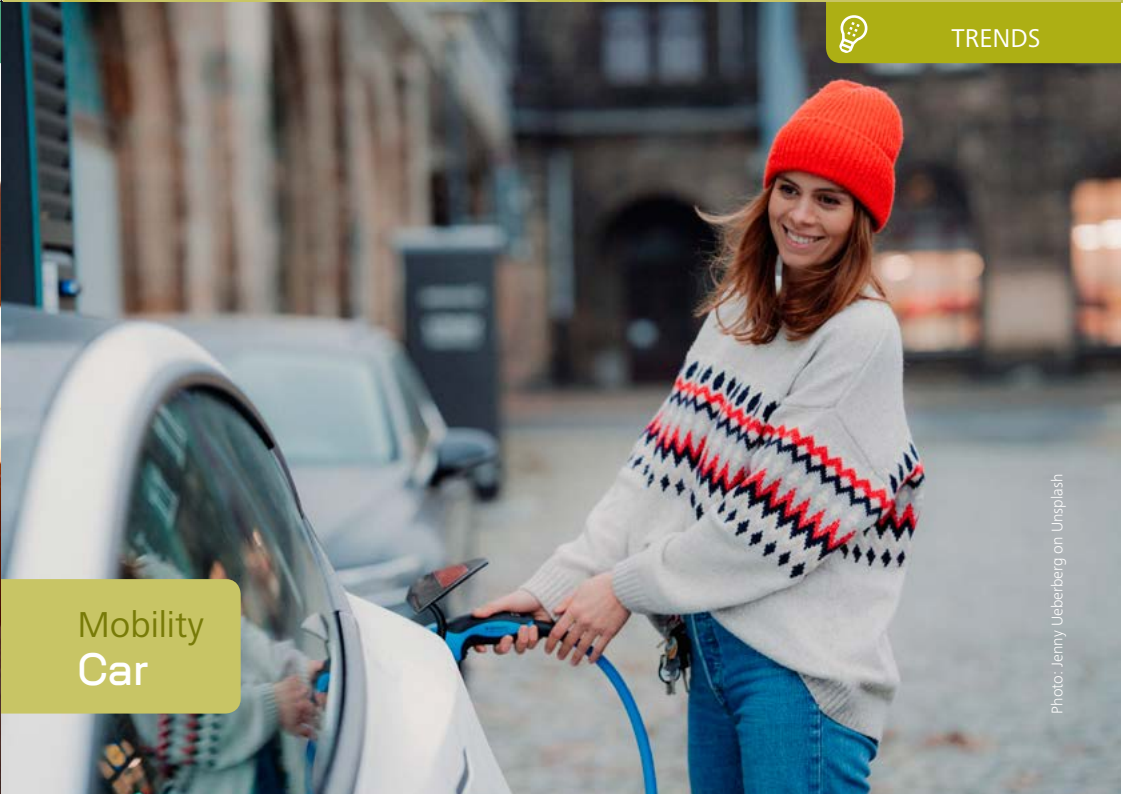
Category Mobility

In the future, what will be the means
of transport for travelling?



Travel Motive
Nature and Culture Experiences

Photo: Cynthia Magana on Unsplash



Mobility
Car

Photo: Jenny Ueberberg on Unsplash



Mobility

Travel is directly related to mobility. Historically, tourism developed through the invention of the stagecoach, and later the rail and bus network. As flying became ever cheaper, even people with a modest income could afford to travel abroad for their holidays. Being mobile was, and still is, considered a great achievement of civilization. Sometimes, mobility itself has become the main objective of a trip – cruise tours being one example.

Although the critical impact of mobility on the climate is well known, few political restrictions are imposed, and few people limit their movement voluntarily. The (almost) unbroken desire for personal freedom of movement prevails.

How will people travel in the future?

Current trends suggest a selection of possible forms of mobility in future ...



TOURISM



Mobility: Car

In the future, we travel by car.

Travel destinations are optimally designed for car traffic – easily accessible and with enough parking spaces provided. Most cars run on electric power, quietly, and without emitting exhaust gases. There is a dense network of charging stations for electric cars. Representatives of the tourism industry lobby for inner cities to become free of privately-owned cars, and work on a local transport system using electric shuttles, cabs and car-sharing models. Paying guests automatically receive a local mobility app that provides them with access to the local transport system.

Trend Impact

Rail travel will become increasingly unattractive and, as a result, a viable frequency is only be offered on main routes. It will become increasingly difficult for those without cars to reach their chosen destinations. All towns will have large parking lots at their entrances. Road congestion will increase even further, with traffic jams and long waits occurring during peak holiday periods.



TOURISM



Travel Motive: Fun

In the future, we will primarily want to have fun on holiday.

In the future, people will travel primarily to have fun and to live out their desire/addiction to consume ever more. Sensation-seeking, the urge to experience as much as possible, and the desire for more status, are the main drivers. Travel destinations respond to this by creating artificial worlds: tropical theme parks, fun sports facilities and virtual spaces turn these destinations into giant amusement parks where we can shop and have fun around the clock. We feel like we're in a bubble. We often stay in virtual environments and immerse ourselves in artificially created worlds. With special glasses and data suits, computer simulations feel very realistic.

Trend Impact

A huge quantity of energy and water are consumed in these artificial worlds, which on the one hand is harmful to the environment, and on the other hand makes the stay very expensive – but satisfies the guests who booked it. Society is ambivalent with regard to this development. For many locals, the transformation of their living environment into a more or less artificial world is highly unattractive, for others it offers the opportunity to successfully implement their business ideas.



TOURISM



Travel Motive: Nature and Culture Experiences

In the future, we look for authentic experiences of nature and culture.

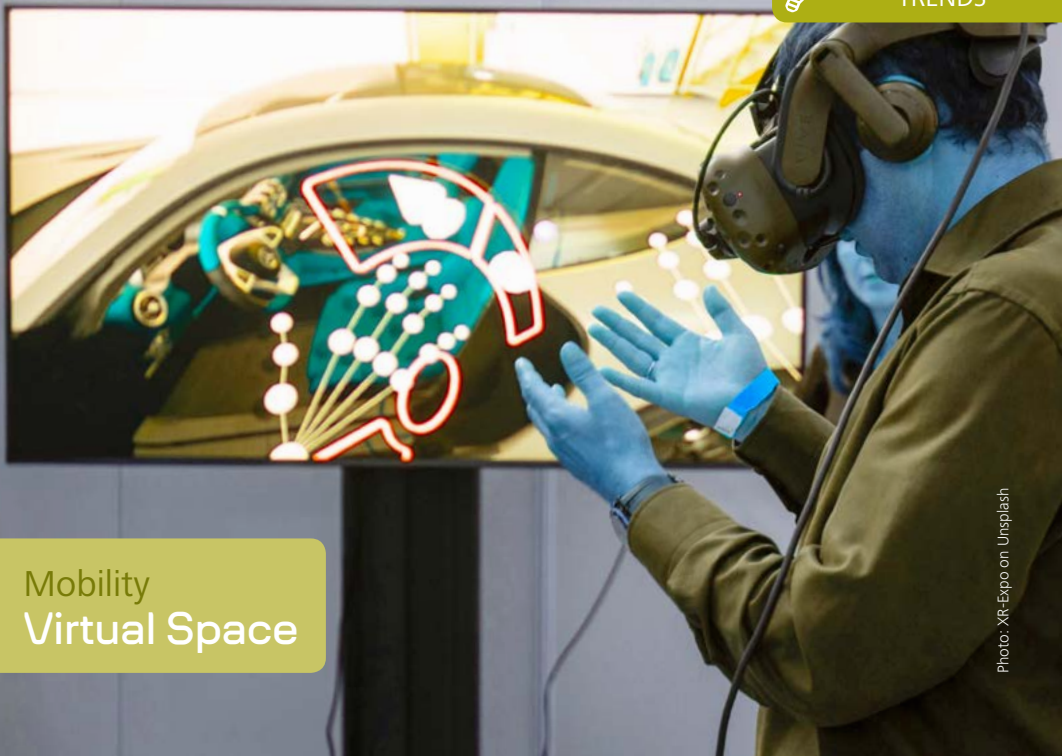
In the future, we travel primarily to experience nature and other cultures in an authentic way, and to meet local populations face-to-face. We engage with a country and its people and dive deeper into its true culture. This is driven by a sincere interest in other people and curiosity regarding authentic experiences. We feel more like travellers (and less like tourists), visit places away from the well-known sights, roam through local markets, participate in traditional celebrations, shop in local stores, and consciously move around more slowly. Thanks to digital tools, we can communicate in any language and prepare well for the trip, for example, by learning about customs, values, and culture. While on vacation, we get to know locals, support projects, and collaborate in the further development of natural and cultural areas.

Trend Impact

This travel motive requires increased awareness on the part of travelers, hosts, and the local population. Over time, people become more relaxed, their well-being, and thus their quality-of-life, increases. Working in tourism or tourism-related businesses becomes more attractive, and the climate is innovation-friendly. However, this transformation will not be without friction, and will involve massive upheavals for some. In return, innovative offers and solutions will emerge.



TOURISM



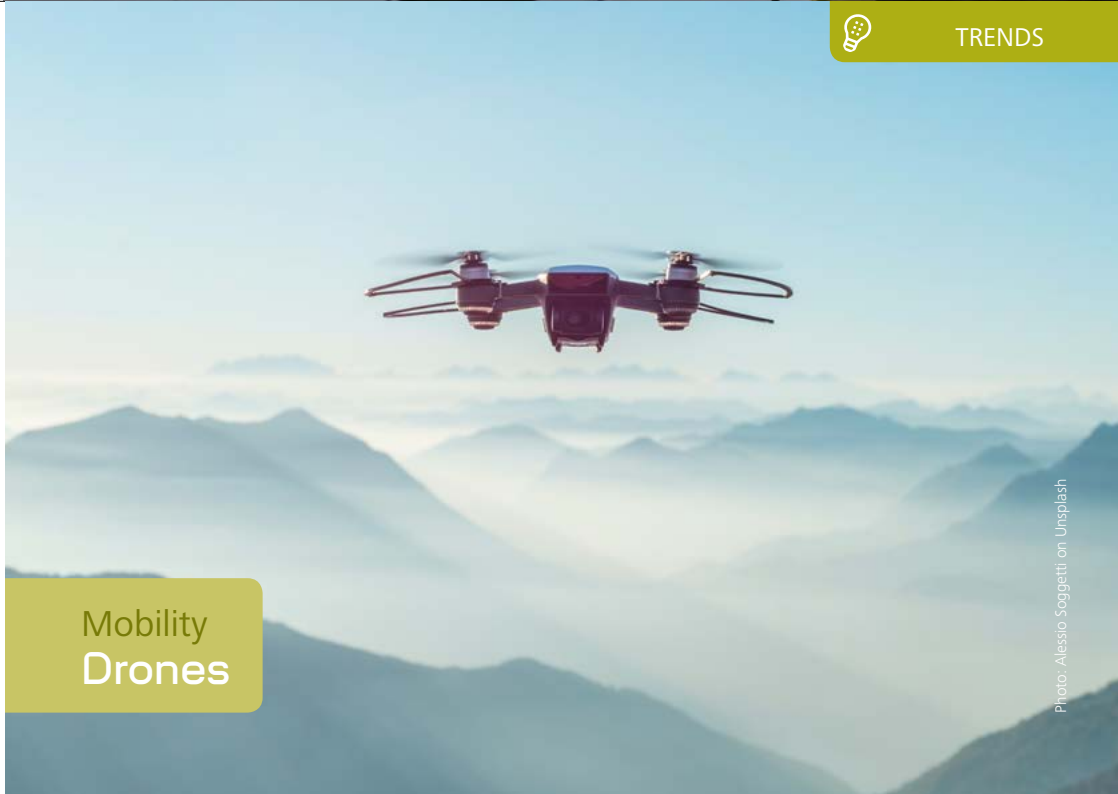
Mobility
Virtual Space

Photo: XR-Expo on Unsplash



Mobility
Public Transport

Photo: Tomas Anton Escobar on Unsplash



Mobility
Drones

Photo: Alessio Soggetti on Unsplash



Category
Local Population
What is the future role of the local population in tourism?



Mobility: Public Transport

In the future, we travel using public transport.

The climate ticket finally implemented in Austria will create a long-term boom for public transport. More and more people will have the network card and use the very well developed and optimally inter-connected rail and bus systems. In the less populated regions, cabs and travel-sharing services organized by tourism organizations will complement public transport. In addition, autonomous cars and buses will increasingly be used on abandoned railway lines and multi-purpose bike paths. More and more travellers will decide to give up their cars for convenience and financial reasons. In urban areas, fewer and fewer people own cars; many of them no longer even have a driver's licence.

Trend Impact

CO₂ emissions due to tourism-related mobility decrease. People enjoy travelling to and from their travel destination and arrive relaxed, so that they can enjoy the local attractions more consciously and intensively right from the start. As people save money by using public transport rather than flying to their destinations, they have more money to invest in local activities and products, contributing to local value creation.



TOURISM



Local Population

Tourism in the Alps developed through the local population's involvement: without them, English industrialists who came to conquer the mountains would have had neither accommodation nor guides to the peaks. During the growing commercialization of travelling, tourism has become increasingly less dependent on local people. The larger the accommodation, the less frequent the contact with locals. Employees in restaurants and hotels are often seasonal workers from all over the world. Locals no longer actually live within the destination, but commute there for work.

What role will local people play in the destinations of the future? Current trends suggest a selection of future possibilities ...



TOURISM



Mobility: Virtual Space

In the future, we spend our holidays in virtual spaces.

Many people will have already visited destinations on every continent. They continue to strive for something new. In response, many tourism companies have started to present their highlights in the form of virtual 4D trips. Every household now owns 3D glasses that can be supplemented with additional features to convey smells and other sensory impressions. Paragliding or rafting tours in virtual space become possible even for those who would never dare to try in real life. It becomes equally possible to view famous exhibitions without being disturbed by other visitors, or to visit glacier worlds that no longer exist due to climate change.

Trend Impact

The expectation that virtual travelling will lead to less actual travel, with corresponding positive climate impacts, is not realized: instead, the desire for the real thing grows. Getting to know a destination and its people in virtual space leads to even more people wanting to actually go there and experience it in real life. The consequences are capacity regulations and more marketing efforts aimed at promoting virtual experiences as a valid alternative.



TOURISM



Mobility: Drones

In the future, we will travel by drone.

Flying drones will be used for short distances and to connect regional airports and rail hubs. These will roughly resemble helicopters, providing room for four passengers but not requiring a pilot, and will be powered by electricity. Passengers will enter their destination using a navigation device, and the drone will take them there automatically. There will be private drones, drone cabs and shuttle drones that stick to a timetable, like a bus. Larger hotels will have their own drones and landing spots on the hotel roof. Financially strong destinations will increasingly replace hiking and ski buses with drones.

Trend Impact

Direct CO₂ emissions, as well as congestion, can be reduced. Because of reduced traffic, roads can be partially dismantled and the banning of cars from inner cities more easily enforced. Inner cities and some rural areas will thus become more attractive. At the same time, noise levels will increase, and landscape views will be spoiled by the sheer number of small flying machines, as drones are not pretty to look at and can be somewhat scary. The first accidents will cause long-lasting insurance disputes.



TOURISM



Local Population
No Role at all

Photo: Luke Chesler on Unsplash



Local Population
Providing Experiences

Photo: Hilde Matouschek



Local Population
"Living Museum"

Photo: Tirol Werbung/Bernhard Aichner



Local Population
Enabling Encounters

Photo: Priscilla du Prez on Unsplash



Local Population: Providing Experiences

In the future, the local population primarily provides services for tourists.

The successful concept of experience gastronomy will consistently be applied – but with a touch of sustainability – to all tourism offers. Locals are then important providers of services based on culture and nature for holidaymakers, safeguarding cultural heritage, regional identity, and natural beauty.

The former ski instructor is now a winter sports experience facilitator; the regulars' table becomes a cultural heritage meeting point. Hosts present their specific daily offers in the morning and guests are free to choose "how alpine farming shaped our mountains" hikes, or "linguistic remains of early settlements in field names" workshops.

Trend Impact

Tourism booms in destinations that are able to develop highly distinctive offers. The local population has a positive attitude towards this kind of tourism, which has a good image due to considerable added value and a wide variety of high-quality job opportunities. The fact that the focus is on the past, so that new socio-political developments are neglected and there are hardly any visionary concepts, is noticed only by a few.



TOURISM



Local Population: Enabling Encounters

In the future, the local population and guests will share experiences, nature, and culture.

Tourism is an integral part of regional development. Part of the local population works directly in tourism businesses; many of them can generate various levels of additional income, thanks to the holidaymakers visiting the area. There is close interaction between guests and local hosts due to the small-scale structure of tourism offers: private accommodation, small restaurants and service providers dominate the market. Travelers are able to gain a comprehensive view of past and present realities in their destinations, and hosts also learn a lot about their guests. Sometimes even reciprocal invitations are made.

Trend Impact

Personal ties make tourism more resilient, i. e. less vulnerable even in times of crisis. Personal relationships allow friendships and networks to grow. Guests are increasingly involved in planning the future direction of tourism, e. g. by participating in guest parliaments.



TOURISM



Local Population: No Role at all

In the future, the local population has no role to play.

Many hotels in important destinations belong to wealthy foreign investors who enforce the same quality standards in all their associated companies. Only a few locals work directly in local tourism; in many places everything is organized to be completely contactless. Even the preservation of the cultural landscape, with its alpine pastures, meadows, and forests – so important for holidaymakers – is largely handed over to landscape maintenance companies. Language plays a marginal role, because menus, hotel room instructions, public displays, and so on, are translated into any language via the internet. As for emergencies, there are various automatic language translation services and chatbots on smartphones or smart watches that help out when needed – some with avatars that mimic the experience of talking to a real person.

Trend Impact

Tourism is increasingly seen as disturbing and holidaymakers as unwelcome aliens. Increasingly, "locals only" signs can be found, indicating that only locals have access to certain facilities. Demonstrations in favour of tourism-free areas and times become more common.



TOURISM



Local Population: "Living Museum"

In the future, the local population itself is the object of interest.

Destinations increasingly promote their own distinctive authentic culture, be it specific mountain farming traditions or an industrial heritage. Locals play an important role in this by providing genuine local color. They are paid by the tourist board to spend a few hours a day walking around in local costumes and speaking the ancient dialect. This is an important side income for many of them. In Alpine regions, the types most in demand are bearded, pipe-smoking men or dirndl-clad women with at least three children.

Trend Impact

Tourists' vacation spaces and locals' living spaces represent two almost completely separate areas, with tourism being lucrative, an easy source of income. New professions, such as dialect scene writers or alpine scenery developers, emerge. Most guests, especially those who have travelled from far, are delighted to grasp so many glimpses of local life and can't stop taking pictures and producing videos.



TOURISM

Category Work

Who will work in tourism in the future?

Work Guests

Photo: Maja Petric on Unsplash

Work Cyborgs

Work Professional Staff

Photo: Michael Browning on Unsplash

Photo: Ehimetalor Akhere Unuabona on Unsplash



Work: Guests

In the future, guests work alongside locals during their holidays.

It all started with “voluntourism” in the 2010s. Following the success of promoting agricultural work for tourists, hotels started to offer the same – first, a few days of volunteering, and later, whole vacations working in the kitchen, service and reception areas. Enthusiastic car drivers got the opportunity to support local cab provider. Personal booking platforms and tour operators specializing in these offers emerged.

Trend Impact

New target groups (e. g. those with a low income) can be reached, because travelling becomes more affordable. At the same time, unemployment among skilled tourism workers rises, as many employers realize that guests are a cheap alternative to temporary workers.



Work: Professional Staff

In the future, locals and people from all over the world work in tourism.

Better working conditions lead to a revival of tourism as an important employer. Special social programs for asylum seekers and migrants lead to their integration and, as a consequence, a multicultural work atmosphere in tourism businesses. Holidaymakers meet both locals who love their jobs, as well as dedicated people from all around the world. Many companies offer attractive training programmes, enticing young people from the region.

Trend Impact

In addition to the typical local offerings, a variety of new attractions linked to employees' cultures emerge. Employee satisfaction increases, and with it, the quality of service.



Work

Tourism is an important employer in many regions. At the same time, however, many young people no longer want to work permanently in the tourism industry. Family-unfriendly working hours, high stress levels and, last but not least, major differences in working conditions for men and women, have led to the bad reputation of tourism as an employer. Some hotel chains have already begun to automate their receptions and other services or replace them with robots.

Who will work in tourism in the future?

Current trends suggest a selection of future possibilities ...



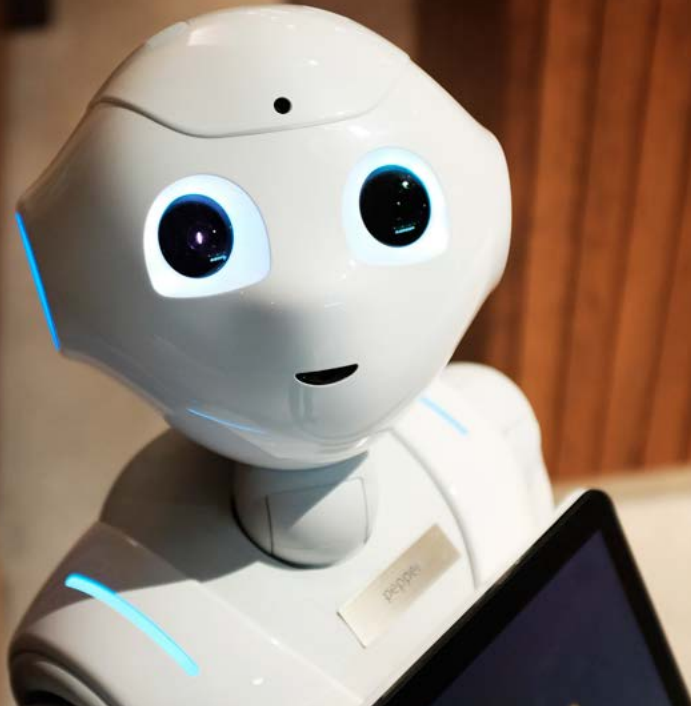
Work: Cyborgs

In the future, humans, and machines merge.

Humans increasingly merge with machines. Through special implants in the brain, we can directly control robots as if they were part of our body. Our memory is artificially enhanced so that we have access to an infinite amount of knowledge. We no longer have to study painstakingly for months or years to acquire new skills but can simply download them into our own brains. Tourism takes advantage of this, for example by providing all the permits paid for – from room keys to ski passes – and all the necessary information (hiking maps, restaurant opening hours, menus) immediately upon arrival. The few remaining employees are given universal access, and IT technicians provide assistance in case of software problems.

Trend Impact

Tourism now offers only a few jobs, but these require highly qualified staff and are well paid. The image of tourism as an employer is rapidly improving. This trend also impacts positively on ecosystems: targeted information makes visitor management much easier, and sensitive areas are well protected. However, guests only learn about locals (and vice versa) through museums – there are no cultural exchanges.



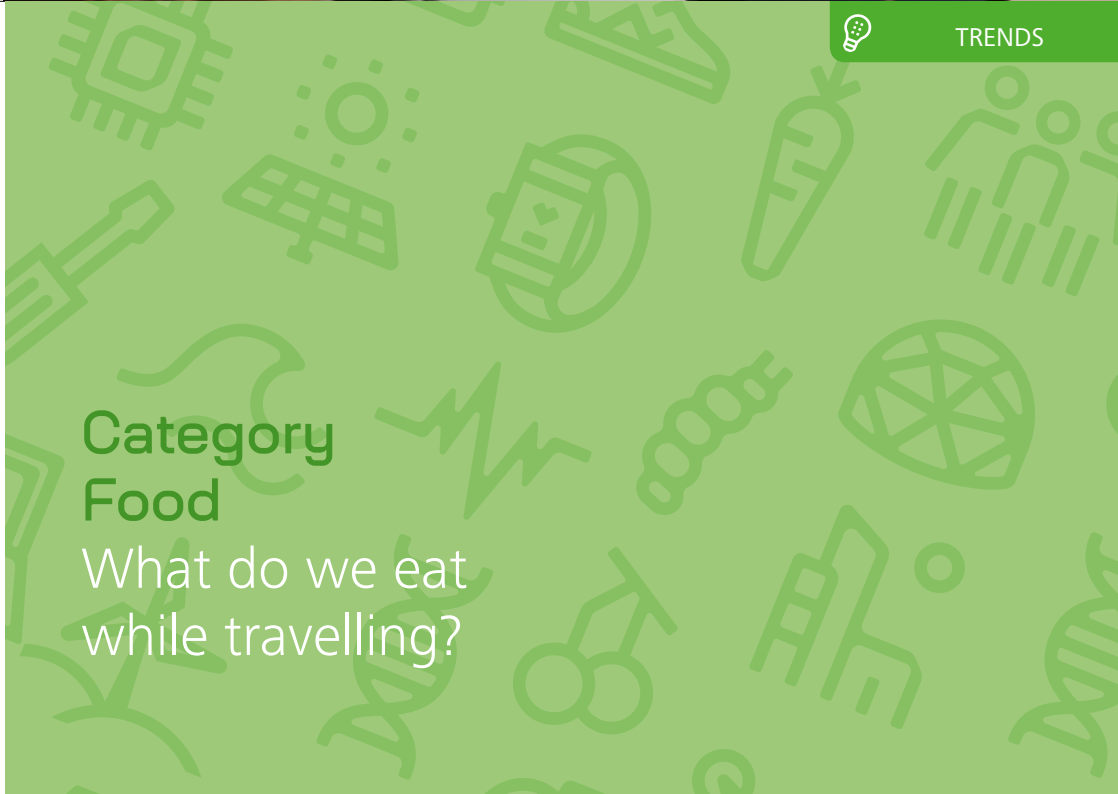
Work
Machines

Photo: Alex Knight on Unsplash



Food
Dietary Trends

Photo: Jonathan Borba on Unsplash



Category
Food
What do we eat
while travelling?



Food
"Non-Natural"

Photo: freestocks on Unsplash



Food: Dietary Trends

In the future we test diet trends while travelling.

We use our holidays to learn more about nutritional trends, such as veganism, eating insects, clean eating (as natural and wholesome as possible, no industrially processed products), the Paleo diet (Stone Age diet), eating superfoods (mostly natural foods that are said to have positive health impacts), raw food diet (no heating above 42 °C), fruitarianism (eating what nature provides for free, root vegetables are avoided because roots could be damaged during harvest), low carb diets and so on.

Trend Impact

The cost, as well as environmental and social impact of this depend on the specific dietary trend chosen. Producing insects, for example, is cost-effective and environmentally friendly, as little water, feed, and space are needed, and large polluting animal farms could be replaced. Hotels or restaurants could raise insects themselves. Home production also plays a role in other food trends (e.g. clean eating, the Paleo diet). The use of exotic superfoods, on the other hand, is associated with a poor environmental and social footprint (these are high in energy and land use, increase price in producing countries with the danger that these foods will no longer be affordable and available to the indigenous people, and so on). New business opportunities will arise, although this adaptation might involve considerable cost. The health impacts of individual nutritional trends are controversial, and scientific evidence is unclear or non-existent.



TOURISM



Food: Non-Natural

In the future, we eat mainly non-natural food.

In the future, we predominantly consume (both on holiday and at home) non-natural food. We put on virtual reality (VR) glasses and bite into a piece of cardboard food or a mould produced by a 3D printer or suck a food pill. Through these glasses, everything looks, tastes, and even smells like the savory dish we've selected from a menu. Eating cardboard, a pill or food from the 3D printer contains all the important nutrients and consists of various ingredients – we can control how they affect our sensory system via a special VR program. Some ingredients are made from plants, some are developed and cultivated in laboratories.

Trend Impact

We can determine the taste, appearance, smell, and nutrients of our food according to our preferences and needs. The social aspect of eating together gets lost. Even if we are all sitting at the same table, everyone has his/her own choice and dives into their own world of food with their VR glasses on – the social experience is missing, but individual taste experiences are possible. Food providers no longer need chefs; they rely on industrially generated products. Service staff costs can also be saved entirely. Rooms in which food is served are not needed, or at least not to the same extent as before.



TOURISM



Works: Machines

In the future, machines (e.g. robots) do the work.

The vast majority of work in tourism has been gradually automated and is done by machines and robots. From check-in and check-out to beverage recommendations or standardized room service, humans are no longer needed in hotels or restaurants; robots can perform more precisely and without tiring. Robotized city tours are offered in all major cities, and alpine destinations are working hard on artificial intelligence-based hiking and mountain guides.

Trend Impact

The need for specific tourism training is declining, and tourism studies are increasingly integrating technological subjects such as robotics, bionics, photonics, and the like into their curricula. Language no longer plays a role in tourism because robots can be programmed to be multilingual. At the same time, the population's identification with tourism decreases, and the two worlds become increasingly distinct.



TOURISM



Food

For many people, food is an important part of the travel experience. What people like to eat depends on culture, religion, personal preferences, and attitudes – and all of this can change over time. In the last 50 years, the consumption of animal products such as meat, milk, and eggs, as well as the consumption of non-regional and industrially produced foods, has risen sharply worldwide, with negative impacts on environment and health. During production, for example, climate-damaging gases are produced, and, in many cases, land use and the consumption of water and energy are enormous. Monocultures in farming cause soil destruction and people are expelled from their homes to gain new agricultural land. Will this change in the future?

What will we eat in the future while travelling?

Trends suggest a selection of future possibilities ...



TOURISM

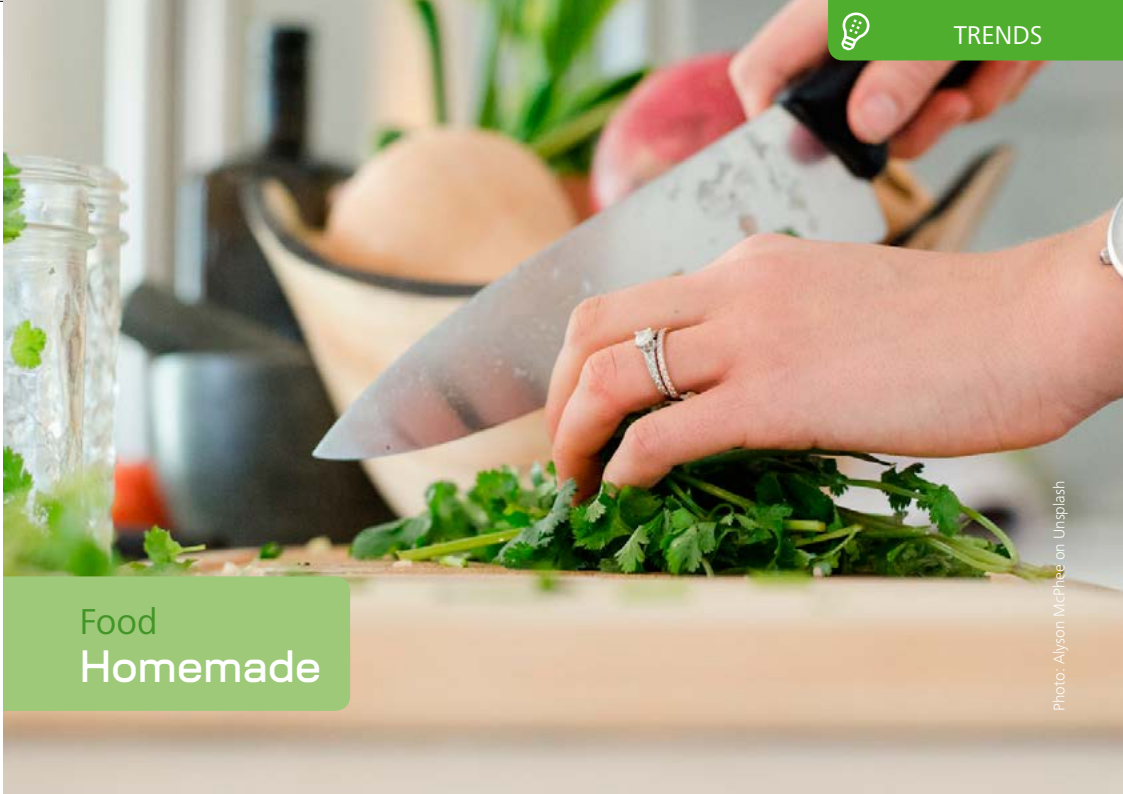


Food
Regional, Seasonal, Organic

Photo: Tirol Werbung/Rodler Ivy



Category
Organization and Management
How will companies be organized and managed in the future?



Food
Homemade

Photo: Alyson McPhee on Unsplash



Organization and Management
Hierarchical and Authoritarian

Photo: Humers Race on Unsplash



Organization and Management

How a (tourism) business is organized and managed determines its success, especially in times characterized by volatility, uncertainty, complexity, and ambiguity (keyword: VUCA-world). Developments are triggered by megatrends such as digitalization, globalization, climate change, social change, various crises and change in general, all of which make planning increasingly difficult.

Management style and business organization must be adapted to changing circumstances. However, companies are still predominantly managed either as before, based on experience ("because we have always done it this way"), or on the basis of "classic" business administration – which today embodies questionable values and results in the exploitation of resources, greedy managers, short-term orientation towards shareholder value, demotivated employees, burnout and so on.

How will tourism businesses be organized and managed in the future?

Trends suggest a selection of future possibilities ...



Organization and Management: Hierarchical and Authoritarian

In the future, tourism businesses are organized in a hierarchic and authoritarian way.

Tourism businesses are organized in a strongly hierarchical way, just as many of them were in the past. They are managed by an entrepreneur (usually male), who is convinced that he has, or must have, everything under control. Management makes all decisions, and employees must carry these out. Neither suggestions from employees nor constructive criticism are welcome. Employees' skills and their position in the hierarchically organized company (organizational structure: single-line system) are clearly defined. Employees are seen as human capital that must be used as efficiently as possible to maximize profits – and must be controlled accordingly.

Trend Impact

Given our rapidly changing world, there is a risk that the manager will make the wrong decisions and become overburdened. This overload manifests itself in, among other things, a negative attitude to employees, who are not valued and are treated inappropriately especially in times of stress. The manager is fundamentally distrustful and controlling and blames others for unwanted developments (due to his own wrong decisions). Employees feel degraded to simple recipients of orders and are consequently demotivated. Many have resigned and are looking for another job.



Food: Regional, Seasonal, Organic

In the future we eat mainly regional, seasonal and organic foods on vacation.

In the future, we want to eat mainly honest, healthy food and take pleasure in doing so. We value organically produced regional and seasonal food that helps us to immerse in the culture of the destination. Due to climate change, varieties of fruit and vegetables have become native in other destinations, and cuisine is changing. We want to enjoy these with a clear conscience and savour the taste. We eat little meat (keyword: flexitarianism) or no meat at all. In addition, we want to know how food is prepared, and we therefore take advantage of opportunities to learn from, and along with, locals.

Trend Impact

The regional economy is strengthened, the environment is protected. This is a challenging time for businesses because they need to adjust accordingly. In some cases, there are temporary supply bottlenecks for regional, organically produced foods or for animals appropriate kept and fed. New offers arise, e.g. cooking courses. Nutritional offerings become healthier and dealing with a sustainable way of eating has a positive impact on awareness and eating behavior of both guests and staff.



Food: Homemade

In the future, we prefer to eat what we have brought with us or made ourselves on site.

We want to make sure that what we eat is well tolerated by our bodies. It is also important for us to know what is in our food and how it is prepared, and that there is as little food waste as possible. When choosing our travel destination, we therefore pay attention to (among other things) whether it is possible to consume food we bring ourselves, to harvest and process vegetables and fruit on site, or to cook for ourselves.

Trend Impact

Catering businesses, in particular local or regional gastronomy suffer massive losses at the start, but also see an opportunity to respond through individualized offers, cooking courses, workshops etc.



Organization and Management
Self-Organized and Value-Based

Photo: twpixel on Unsplash



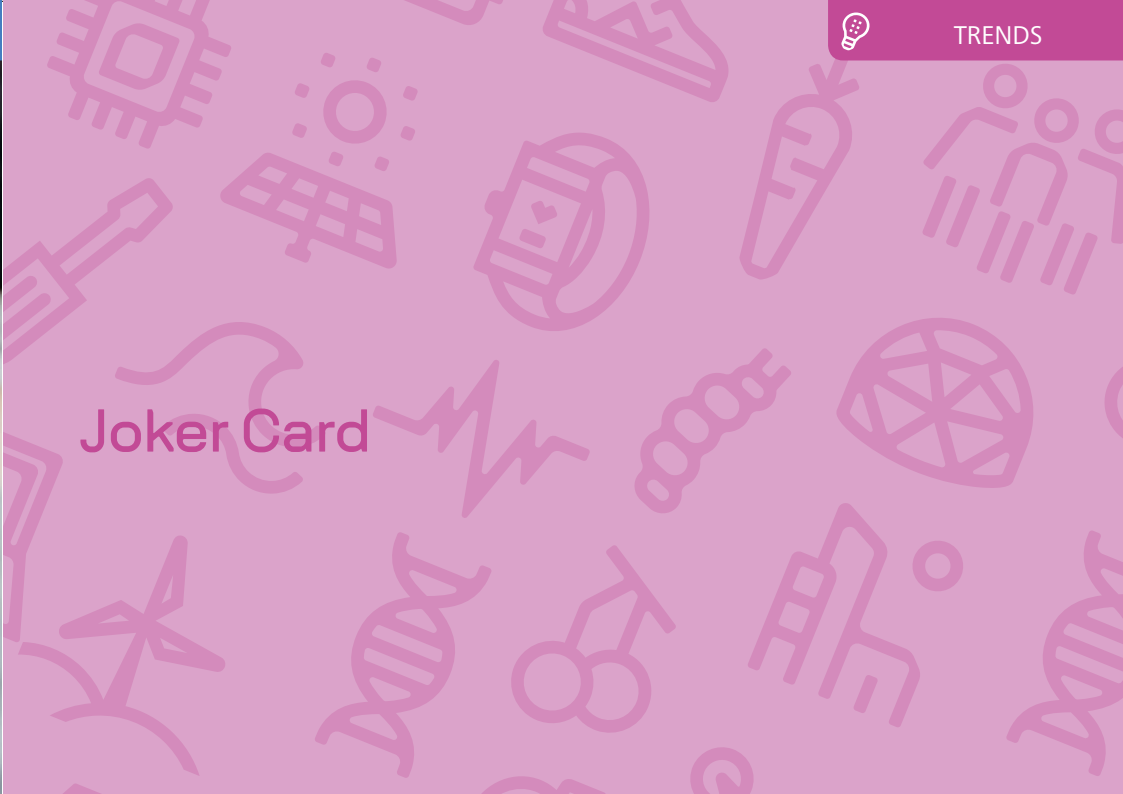
Organization and management
Externally Determined and Overstructured

Photo: Pascal S. Vier on Unsplash



Organization and Management
Collective-Collaborative
and Grassroots-Democratic

Foto: Brooke Cagle on Unsplash



Joker Card

