Future Skills and Traits for Restaurant Waiters

Case Company in 2030

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The thesis topic was chosen based on current global issues, such as fast-changing business environment, increasing utilization of artificial intelligence and significant generational differences in the work life.

The paper has been prepared for the benefit of a unit of a globally recognised chain in order to develop the future recruitment process for the forthcoming era, when computerisation may threat with large scale job loss worldwide. The beneficiary company didn't grant the right to publish its name in connection with the chosen topic by the reason of the protected Learning Technology Policy. During the development, the main focus was on the circumspect study of scenario-based planning and the impact of technological development on the needs and attitude of the future human capital. Qualitative research design supported the process, which included the discussion about the situation of hospitality related education in Finland and the viewpoint of managerial level practitioners. The results of the qualitative research method are two visions of future circumstances that describe realistic business environment in Helsinki, Finland, in 2030. The analysis of the interviews strengthens the general issue of growing gap between the relevance of available study materials and the real professional requirements. Two job advertisements have been built according to the two extreme future scenarios. The first reflects on the case, which is a projection of the current, uncertain situation for the next decade. The second introduces an exaggerated environment, when the evolving professions become priority over the fundamentals of hospitality.

The final product is the recommendation for the favour of the case company. The recruitment of Company X in 2030 is suggested to utilize the technology to exploit the opportunities and to help the human capital and the future workforce to focus on the main tasks, which maintains resilience, sustainable growth and balance between human and technology.

Keywords: hospitality, recruitment, artificial intelligence, future scenarios, Finland

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1   Introduction

The aim of this paper is to identify future skills and traits required in hospitality in Helsinki area of Finland, by 2030. This thesis tends carry out two future job advertisements and one updated recruiting method through the findings in connection with the professional and personal requirements of the forthcoming years. In order to reach the desired outcome, the process has been completed based on the current hiring practices of Company X, the available forthcoming trends, interviews with experts, and the author's relevant professional experience. The updated recruiting method aims to provide ground for further development within the organisation. The aforementioned future job advertisements are introduced in alignment with two realistic future scenarios in order to describe the needed competences of future workforce. The visions have been produced based on research in connection with scenario-based planning, approaching trends and future skills. The field and its chosen timeframe is set from the present to 2030. It was defined based on the opinion of several influencers. As Burton (2017) introduces, Ray Kurzweil's, Google's Director of Engineering, estimation is that by the year 2029 robots will have the competences to outsmart their makers. He suggests that humans will be able to connect the cloud directly via their neo-cortex, and exploit the technology to become smarter by the year 2030. Ray Kurzweil claims an eighty-six percent of his 147 predictions were correct according to Galeon and Reedy (2017). In the online source that was published by Singularity University Summits (2017) John Hagel, management consultant and author, stated that one hundred percent of the existing work types are vulnerable to automation. He defines work as a model of scalable efficiency, in which the way to achieve efficiency, firstly, is to specify tasks in advance. The tasks need to be done on the same, highly standardized way. The tasks are tightly integrated and free of inefficient factors when looking at the whole process. According to John Hagel's definition of work, all the previously mentioned processes can be automated. In connection with Hagel's views on automation, Lasse Rouhiainen's (2018) point of view on the impact of technological development is firmly taken into account. The aforementioned writers' approach in alignment with this study based on professional experiences underline the importance to prepare for the upcoming changes from personal and professional perspectives. The discussed changes are mainly driven by technological improvement, specifically due to the increasing application of Artificial Intelligence (later AI) on nearly every field of our lives. Rouhianinen (2018) explains that AI has a great potential to help humans do things and complete tasks easier, faster, cheaper or more efficiently. He also reflects on the misconception that only large companies have opportunity to exploit the benefits of AI. According to Rouhianinen's opinion the job market is subject of change by reason of the expending usage of AI. From this angle the most significant concern regarding the technological development is the probable job loss on certain levels. Based on Hagel's and Rouhiainen's studies and expertise this study finds Company X an appropriate case, since the majority of the available positions are highly vulnerable to automation. As

Rouhiainen urges the responsible sectors, including professionals, to provide more insights on the topic, this thesis initiates the advancement in question within the operations of Company X. This development paper tends to screen the age groups which are affected by the prior views and relevant to the initially defined timeframe of the thesis process. For this reason, three generation groups are viewed based on Laudon and Traver's (2017) findings, the Generation X, the Millennials and the Generation Z. The Generation X consists the part of the population who were born approximately between 1965 and 1980. In general, this group has lived when declining economical standards were the norm. The Millennials were born approximately between the year 1981 and 2000, followed by the Generation Z after them. "Millennials are digital natives: they are the first generations to be born into the digital revolution of the 20th century. They grew up with the commercial Internet" (Laudon & Traver 2017, p 654). This information leads to the fact that the Millennials are consuming content on different way compared to the generation before them. The age groups are necessary to be screened when developing hiring practices for future purposes in the time period of the following twelve years, by 2030. Reflecting on the Finnish society from the perspective of the chosen time division, the Finland in Figures (2017) report of Statistics Finland shows that by 31 December 2016 the number of Generation Xers and Millennials are just slightly different.
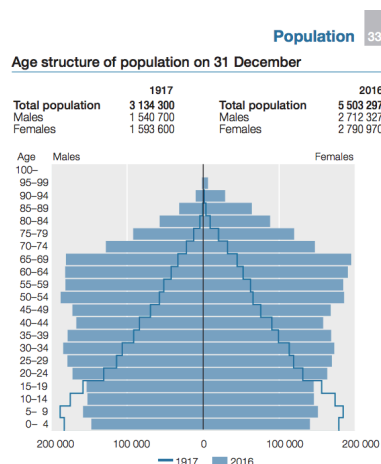
Figure 1. Age structure of the population in Finland.

Despite the differences in content consumption or consumer behaviour between the generations, with the current conditions of retirement in Finland the majority of Generation Xers are expected to be present on the labour market in 2030 simultaneously with the Millennials and Generation Z. The expected retirement age in Finland is introduced in Figure 2. To exploit the benefits and practice the most efficient hiring methods in connection with both groups the differences need to be understood. The recognition of the key change drivers is suggested by Rouhiainen (2018) as well as this thesis.

Expected retirement age

Updated: 30.3.2017 - Next update: 30.3.2018

Expected effective retirement 1996-2016

Expectancy for 25-year-olds
Expectancy for 50-year-olds
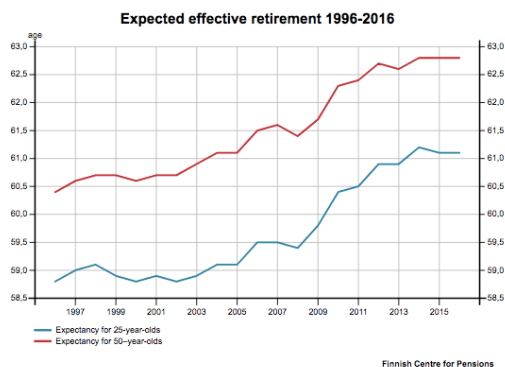
Finnish Centre for Pensions

Figure 2. Expected retirement age chart, Finland.

Furthermore, the relevance of author and motivational speaker Simon Sinek's theory of The Golden Circle has been examined during the thesis process. The aforementioned concept emphasises the importance of knowing why something has been done by someone, instead of focusing on what has been done. Simon Sinek (2011) explains how the same theory works from the view of an organisation and the perspective of a consumer. The three parts of The Golden Circle is the what, how and why. Philosophically, the majority of the companies are operating and communicating according to the previously mentioned order of The Golden Circle features. Simon Sinek suggests that using the same features on the opposite way, called inside out, will enable the companies to challenge the status quo and lead their markets in the future. This study aims to link the theory to the development of Company X's hiring method as a possible impact on the characteristics of future workforce, and therefore the way to approach candidates in the recruiting operations. The characteristics are related to the description of the possibly required future skills and personal traits within the future job advertisements. The approach refers to the updated recruiting method as one of the outcomes of the thesis work.
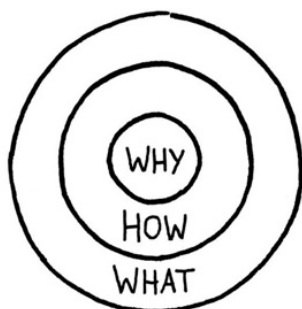
Figure 3. Principles of the Golden Circle. Simon Sinek.

Two other sources were found inspiring and relevant to this thesis. These are scenario studies, conducted by global companies. The main attribute of the future studies from the perspective of this thesis, which empowers them to be applicable in the process is the examined time period. Both companies, Shell and Deutsche Post DHL Group, target to set possible future scenarios on their fields by the year 2050. Besides that, there are other common areas

introduced as well, such as technological development, transformation in society, environment related changes and demand for energy. The studies have been tied to the thesis on several ways. Firstly, the way that the previously mentioned companies approached the current issues was taken into account. These companies aimed to describe the unknown future events and offer realistic solutions accordingly. Furthermore, this paper tends to apply two of the aforementioned common areas of the future studies in the development method for the case company. These are the technological development and the changes in society ranges. The third facet to use in the thesis is the detailed study of scenario-based planning, as a method in order to produce realistic versions of future circumstances. The scenarios are briefly introduced in the literature review. The desired outcome, two future job advertisements and the updated recruiting method, is presented in the Conclusion. The first announcement has been produced according to the scenario, which describes a future, where humans are still needed in the majority of operational activities of Company X. In this part this study answers the research question (later RQ): what is the future looks like for hospitality in 2030 if education doesn't adjust the study programs today? The second advertisement relates to the scenario, which moves along with the trends in digitalization and automation. This option suggests realistic solution by answering the following research question, which is what knowledge the uneducated hospitality workers need to acquire in order to maintain their competitiveness in the fully automated hospitality industry in Finland, in 2030. The thesis presents an updated recruiting method based on the required professional skills and personal traits presented in the aforementioned scenarios, while emphasising the personality aspect of the future of hospitality work in Finland. The research question which applies in this section is what personal and professional competences a waiter or waitress candidate need to have in order to fulfil a position at Company X in 2030.

2   Literature

This section aims to introduce the theoretical background. The goal of the whole process is to carry out two future job advertisements and one updated recruiting method applied in Helsinki area of Finland, by 2030. Therefore, the literature review has been planned respectively. Firstly, two scenario studies are introduced. The second section of the theory background is the presentation of the scenario-based planning. Professor James Allen Dator's and the futurist Peter Schwartz's essays (Delivering Tomorrow, 2012) are reviewed to gain knowledge in order to be able to produce the two future job advertisements and present them after the scenario building. The video Windows on the future: modelling scenarios helps as well to understand the purpose of scenario planning. Dr Cho Khong, Chief Political Analyst, and Martin Haigh who is a Senior Energy Adviser of Shell share their knowledge in the topic. Furthermore, the meaning of human resource according to Bratton and Gold (2017), and its functions reported by Bolman and Deal (2017) are explained in general. In order to support the desired outcome of the thesis process, the study looks into one specific function, the recruiting, in

details. In addition, changes in organizational structure on global scale are discussed, while paying special attention to the transformation of hierarchic system, network of people in line with Deloitte's Global Human Capital Trends (2017) and the difference between manager and leader as Sinek (2011) explains. The presentation of Kaplan's & Norton's Balanced Scorecard (1993) is suggested to include in the literature review based on its attribute, which is to link measurement to strategy within an organization. To produce an update of an existing hiring method, possible required future skills need to be examined. The forthcoming trends are described based on Rouhiainen's (2018) expertise, specifically studying the hospitality industry. All the aforementioned stages in the literature review are intended to advocate the development process by helping to understand recruiting as an important function within an organization and looking into future trends, simultaneously.

2.1 The World in 2050 visualized by global companies

Deutsche Post DHL submitted its vision in Delivering Tomorrow (2012) about the possible future circumstances in the year 2050. In case of Deutsche Post DHL, the main influencing issues during the scenario building process were trade and consumption patterns, technological development, climate stress and the impact of all the aforementioned ones on consumer behaviours. The scenario study was created by internal logistics experts and external experts from different fields. Companies such as Volvo Technology Corporation, International Energy Agency, Rocky Mountain Institute, World Business Council for Sustainable Development, Greenpeace International and Fraunhofer-Institute for Material Flow and Logistics helped the progress with their expertise. The first scenario is called Untamed Economy. It describes the consequences of unsustainable consumer behaviour, which leads to irreversible events in case of climate change or available natural resources. The second scenario demonstrates mega-efficiency, driven by green growth and sustainable power plants. In this scene renting and sharing services is the norm, that drives the population towards dematerialization. The logistics industry is reliable and supports the run of a shared economy. The third scenario prioritizes a customized lifestyle, in which 3D printing is one of the most important tools. An innovation as such would dramatically decrease the need for long-term transportation of finished or half-finished goods. Therefore, the logistics industry would expand its operation to provide data streams or design blueprints. The title of the fourth scenario is Paralyzing Protectionism. In this schema borders are re-established due to economic challenges, mutual mistrust and extreme nationalism. International exchange decreased critically as the trade has become limited to regional blocs. The fifth scenario presents the possibilities to serve the foreseen high-level consumption and unexpected events by "shifting away from efficiency maximization to vulnerability mitigation and resilience" (Delivering tomorrow 2012, p 16).
According to the Shell Energy Scenarios to 2050 (2009) the total population will exceed the nine billion on the planet Earth, by the year 2050. The energy use is expected to double by that time, therefore Shell carried out two alternatives in connection with the possible future

landscapes of the global energy system. The scenario building process was driven by three key facts. Firstly, there has been a significant growth in energy use globally, due to heavy industrialization, and building infrastructure. Therefore, as the second issue, supply has been under pressure to keep up with the demand, and the increasing use of biofuel hasn't provided complete solution. The third driver issue arose from the previously mentioned two matters. Even the dramatically decreased use of fossil fuel and efficient CO_2 management aren't straight solution for the future to avoid threatening the human well-being. Taking the key drivers into account, Shell Scenarios team submitted two possible future views of global energy system. The possible worlds are named as Scramble and Blueprint. The first demonstrates what happens when events outpace actions. It means that fear of losing economic ground shapes decision-making, which leads to tight energy availability and severe climate conditions in short-term. In the Scramble world, in general, people who are responsible for giving directions, and setting policies don't pay attention for responsible and sustainable energy use. On the opposite side, in the Blueprint world actions outpace events. The Blueprint world isn't an ideal world either. It explains the way how the population can benefit of the alliance of interests, and support of local initiatives. In this world lifestyle, economic prospects and long-term benefits are the priority.

Both of the previously named companies emphasise the importance of readiness for future challenges and aim to envisage the unknown future. The consideration of changes in lives of individuals and impact of technological development that lead to tremendous increase in demand for non-renewable natural resources is a common aspect. Shell and DHL similarly present extreme circumstances, therefore, the produced scenarios cover a wide spectrum of possibilities. In their future studies the fundamental tool that has been applied is the scenario-based planning, which allows to plan ahead rationally and gain competitiveness. The operations of Company X, likewise Shell and DHL, are affected by numerous external factors. More specifically, upturn in technology in general, its impact on lives of individuals and situation of other industries influence the performance of the case company. Based on the aforementioned facts and principles this study suggests the review of scenario-based planning in order to be able to produce the future job advertisements as desired products. It means that the completion of research on scenario planning and the production of two announcements for open positon according to the RQs may potentially support the competitiveness of Company X by preparing for minimum two different scenarios.

2.2   Scenario-based planning

In order to provide appropriate understanding in connection with scenario planning, the thesis describes it compared to strategic planning. Figure 4, presented by John Canfield who is a Management Consultant with international clientele, supports the relevance of having to use scenario planning in the thesis process in favour of the goal, which is to produce two future job advertisements and one updated recruiting method.

Figure 4. Types of planning. John Canfield.

According to Canfield (2009) strategic planning is usually examines the upcoming one to three years period in the operations of businesses. Strategic planning, in general, can be processed by the analysis of ten categories. Most of the categories collectively reflect on quality of internal actions, such as strategies, action plan, plan implementation and plan monitoring. The mission, vision, values and business environment are taken into account as well in a standard procedure. This method is applied as a top-down approach and according to the hierarchy of intent the most potential idea is defined based on the most important one of the aforementioned categories. Figure 4 indicates that the strategic planning is applicable in case of improvement in connection with business operations. In contrast, the production of future scenarios or future job advertisements is an innovation, as the produced scenarios are prepared without the review of past events. Scenario-based planning is projected by the understanding of future trends and realistic vision. According to Professor Dator's essay that has been published in Delivering Tomorrow (2012) the aforementioned method is largely qualitative, because it requires correct interpretation of theories about the future and accurate analysis of data collection. This fact also supports the thesis to prioritize qualitative interview as data collection method. The details of the interviews are introduced in section three. Dator states that the future is no longer accurately predictable, due to the rapidly changing business environment, even there is a significant increase in demand for future studies. This fact also leads to the implementation of scenario planning by the reason of its attributes, such as wide range of alternative options, envisioning of possibilities, systematic planning and complex understanding. As Dator, Peter Schwartz also refers to an acceleration of changes in his essay that has been published in Delivering Tomorrow (2012). The increasing scale of interrelationships, the complex web of Internet, the shift in handling financial transactions and the basic conditions to operate business are appropriate precedents to illustrate the aforementioned statement. In order to successfully overcome the changes resulted by these precedents, Schwartz underlines the capacity of scenario planning and suggests organizations to apply this method. The futurist explains that the fundamental element of this type of planning is perception, therefore, decisions are not made based on the real or current situation. Perception, which is a belief or opinion that may be shaped by experiences and knowledge level, is supposed to drive the procedure of scenario planning instead of the reality. Imagination is another crucial component of the progress as well as precise analysis of future trends. These are the princi-

ples that differentiate a scenario from a prediction, therefore, they provide a solid ground for building relevant and specific strategies to each vision separately.

2.3   Recruitment

This study drives the literature review form the theory of scenario-based planning to one specific activity of human resource management (HRM), the recruiting. This following step supports the production of the updated recruiting method through studying HRM in general and takes the development further by narrowing it down to the hiring practice. The content of the term of human resource (HR) is arguable, as it is not an impersonal physical product which is appropriate to be combined with the word human. According to this approach HR as a function may be seen as one that dehumanizes employees. The aforementioned activity indicates the process of hiring, managing and improving the employee in order to serve the requirements of an organization. The hiring procedure is generally conducted based on needed specific abilities that the responsible department of the organization defines in advance. The actions of the employee are managed based on the regulations by the empowered organizational member, the manager. The organization maintains the improvement by creating learning opportunities and developing the particular set of basic abilities. The combination of this generally described arrangements within the operations of an organization leads to the application of the term human capital. Human capital includes the entire set of personal traits and professional skills that all the employees collectively contribute to the workplace. HRM involves all the decisions that affect the quality of the relationship between the organization and the human capital (Bratton & Gold, 2017). Haluska and Perry (2016), similar to Hagel (2017), point out the shift in connection with the increase of application of software-driven products and work environment. It results the current trend, in which the employee may be differentiated during the recruiting process as someone who gives more value. The value may be added not only by professional background but attitude and constant learning. According to Bolman and Deal (2017) the first step of a basic HR strategy is the implementation of the philosophy. This particular philosophy may potentially provide competitive advantage by giving a clear understanding of the core values of an organization and their interpretation to practices in order to manage employees efficiently. The practices support the execution of ideas while taking the core values into account and managing the workers respectively. The following step is the hiring of those employees whose abilities and attitude fits well the defined philosophy. "Recruitment is the process of finding people to work for a company or become a new member of an organization" (Cambridge Dictionary, Recruitment). It includes the analysis of requirements, the marketing of the open position, the analysis of applicants and the integration of new workers. This particular activity is suggested to be completed on a time and cost-effective way (Business Dictionary). By that reason the periodical revision of the actual method is highly recommended for organizations. The concentration on the need for advanced personal traits during the selection of future workers, the focus may remain on

the customer and the high-quality service in a highly automated work environment as well as in case of moderate automation. Haluska's and Perry's (2016, p 16) viewpoint supports the approach of the thesis when says: "Being a company structured in such a way that allows the individual to succeed, as part of a team of top performers, is the key to attracting people." According to the recent global trends and the information that has been introduced in this section, during the recruitment the requirements from the organization side are not the only ones that need to be taken into account. The needs of an employee practice developing control in the hiring process. By that reason this thesis describes the current new trends in network of employees and compare that with the actual conditions that Company X is currently able to provide in section 3.1.

2.4   New trends in teamwork

In this section the most recent and forthcoming trends in connection with modern organisational structure are introduced in general. According to The Organization of the Future: Arriving now (2017) article the most prosperous companies of the future may be the ones that adapt new trends faster, learn more rapidly and are able to respond to the dynamic demand for career opportunities. This statement has been supported with the research that was conducted by Deloitte's Human Capital professionals. Globally, eighty-eight percent of the survey respondents categorised that the necessity of framing the organization of the future is important or very important. Beside the significant need for shift in organisational structure, relatively low, eleven percent of the respondents acknowledged their capability to conduct the change. The result of the digitalization, rapidly changing, unpredictable and disruptive operating environment stresses the need for flexibility and adaptability in modern organizations. The traditional industrial-age models that prioritise efficiency, effectiveness and support hierarchical systems do not seem to be appropriate to fulfil the requirements of the approaching trends. Instead, the network of teams is seen as powerful solution in order to overcome problems and maintain further development in the future. It is important to underline that fourteen percent of the survey respondents consider the hierarchical system as a need to be successful in their organisations. Figure 5 introduces the difference visually between the traditional and the modern network of teams.

Figure 2. A network of teams

How things *were*

How things *are*

How things *work*

- Shared values and culture
- Transparent goals and projects
- Free flow of information and feedback
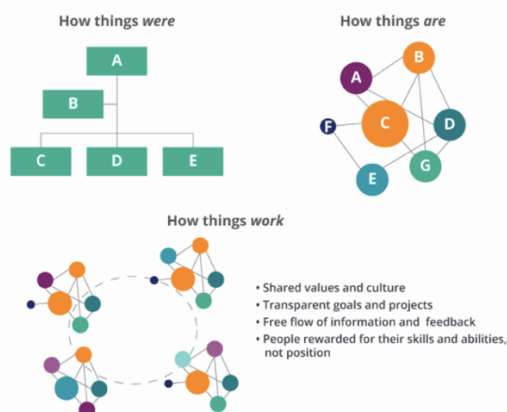- People rewarded for their skills and abilities, not position

Figure 5. The organization of the future, 2017.

The increasing need for transparency, equality and rapid information progress is becoming a basic condition from the candidates' side. The millennials are highly involved in the aforementioned change. This thesis identifies the attributes of the modern organisational structure, presented by Deloitte, more important in case of lower level of automation in the future hospitality industry. The fact that humans remain to be expected to program the machines that would do the work in the future leads to the assumption that high level automation may associate with the reset of hierarchical structure.

2.5   The Balanced Scorecard and its application

The Balanced Scorecard was introduced in 1992 by Robert S. Kaplan, and David P. Norton. It is a tool for development within an organisation that links measurement to a company's strategy. The method suggests planning the development from the management down in the organisation, therefore it is defined as a top-down method. The effective use of the balance scorecard allows to define the development plan by four perspectives, and to be broken down by individual. The perspectives are financial, customer, internal business, innovation and learning. It also provides a comprehensive understanding of a company's operations by showing the past financial performance and characterizes factors affecting future performance through internal business and learning perspectives. The main goals of the tool are to clarify strategy, create consensus between the plan and the execution and communicate it to the stakeholders. To align the strategy effectively with the goals of the organizational units and its individuals the periodic review of the strategy is necessary. That is supported by the feedback on the innovation and learning perspective through the measurement of flexibility and ability to improve from the company's side. An increasing need of the aforementioned approach in hospitality has been experienced. The demand for feedback, individual achievements and personally tailored job opportunities has been noticed to be growing. This shift is partially related to the differences between the currently active generations on the labour market. By referring to Figure 1, in Finland the Millennials have been, and expected to be present on the labour market in the biggest amount within the timeframe covered by the thesis topic. Look-

ing at this from the work-life perspective, their changing data consumption habits need to be understood. Millennials are called digital natives, which indicates their increasing demand for information in digital form, including reading, learning, social media, movies or gaming (Laudon & Traver, 2017). Their desired future work style is expected to be affected by the digitalization and changed accordingly. This growing need and the currently offered opportunities in hospitality industry, in general, may result lack of interest in the future based on the physical requirement and the usually standardized work environment.
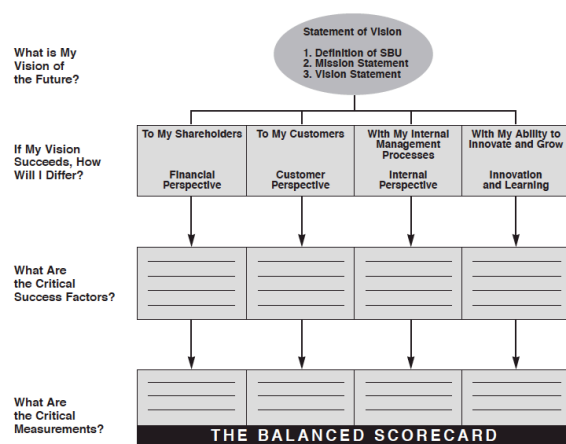

Figure 6. Balanced Scorecard. Linking measurement to strategy.

2.6   Artificial Intelligence and future skills

In order to proceed towards the goal of the thesis work, this study aims to complete the literature review by searching the possibly required future skills, after the presentation of the inspiration, scenario-based planning, network of employees and Balanced Scorecard. According to the shift in procedures and circumstances that has been discussed in the previous sections the hospitality industry is facing a certain level of change that may affect business operations or part of the operations, such as recruitment. The constantly varying conditions involve adjustment in the selection of the workers who complete the tasks in the organizations. The conditions above include the distinction between the data consumption habits of different generations, the increasing need for fast information flow, the growing demand for meaningful jobs and the possible pitfalls and benefits of enlargement of AI. AI, in general, is the application of computer and software to complete a task that normally would require human intelligence. It may include visual and speech recognition, decision making or translation of different languages. From the perspective of this thesis AI is important to study in order to seek for information in connection with its possibilities, potential area of utilization and its overall impact on the workforce in hospitality. The better understanding of that area supports the production of the desired final product of the thesis by helping to vision realistic versions of the future. According to Rouhiainen's list of activities that machines learned to do in 2016 some is related to hospitality. The process of preparation of a coffee speciality, cooking, serving fast food and beverages are possible to fully execute by machines on a certain level.

The main attribute that links this topic to this thesis is the ability of AI to make machines learn new activities without the need of specific programming done by humans. Therefore, regardless the level of the operations of a particular organization, the required qualification of the human capital is expected to change. There are numerous theories about the possible upcoming changes introduced by Rouhiainen (2018). Some says that forty-seven percent of the U.S. workforce will lose their jobs in the upcoming twenty years. Another theory sets the estimation to 2055 when half of all the existing work will be performed by robots. 2030 may be a year as well when 800 million workers less will perform any jobs compared to the present situation. On the opposite, there are theories which underline the possibility of AI to create new forms of work. It may potentially support efficiency by helping the employee to focus on the task which is the most beneficial. Through a large-scale utilization of AI new types of work may evolve by a strengthening demand for educated workforce. This thesis emphasises and takes into account the following theories for further development based on the topic, the case company and the given timeframe. AI may cause loss of jobs which require less than five seconds of human thinking, being repetitive or routine on a certain level. On the other hand, its extending application may dramatically improve the quality and environment of work and create new jobs. This study concludes that the majority of the twenty-four required future skills set by Rouhiainen (2018) is collectively linked to human interaction, which is challenged by the technological development. Emotional and social intelligence, self-awareness and cultural flexibility are appropriate examples. Creativity is currently becoming a focus point, since it has been seen as a key differentiator when human and AI abilities are discussed. From the perspective of this thesis problem solving skill is firmly taken into account based on the possibility that the future workforce needs to solve different problems within the same industry, by the reason of the increased utilization of AI. Besides the threat of significant job loss in hospitality, this study points out one of the AI-related jobs that may evolve, AI Business Strategy Consultant. This position is suggested by Rouhiainen and considered based on the nature of the operations of Company X. An AI Business Strategy Consultant is expected to analyse an organization and recommend appropriate AI services of products that supports efficiency. The potential benefits of the implementation of the previously mentioned work position is discussed in the following section.

3   Method

This section aims to introduce the qualitative research design, including the research method and data collection method, which has been applied in the thesis. The research method is defined as a case study in which present and historical information about Company X is examined. It includes reliable data which is combined with the knowledge gained from the literature review and its application. Qualitative interviews were conducted with professional practitioners, as data collection method, in order to get better understanding in connection with the changes in hospitality related education and the impact of technological development on

the hospitality industry. In both of the aforementioned cases the interview questions reflected on the situation specifically in Finland. The reason to select the qualitative interview as data collection method was the nature of the thesis topic. The area of work covers human resources in a specific industry. In addition, this study precisely zooms to one of its activities, the recruiting. The strength of the qualitative interview is the possibility to record explicitly the viewpoint of a high-level practitioner. Furthermore, the creation of realistic future scenarios in a given industry may require more the hearing of professionals' personal aspects versus great volume of general answers. The weakness of the qualitative interview is the fact that the amount of opinions that may be recorded are less than in case of the quantitative method. On these terms this thesis prioritises the quality against the quantity. Firstly, the educational factors are reviewed. The goal is to define the volume of changes in the hospitality related education in Finland, based on popularity, practicability and applicability. By popularity the interview aims to find out the demand for the hospitality studies in higher education. Practicability is the attribute, which shows the time spent with gaining practical professional skills against the theory while completing the study program. Applicability explains the relationship between the accessible knowledge on the study path and the real work requirements. There are three key indicators: the actual changes that happened until present, the current situation, and the realistic future trends. In order to characterize the transitions have already happened in the training progress, three active experts of higher educational institutes were interviewed. The interview partners individually could support the process with their thoughts and expertise by covering minimum the past ten years. Therefore, the timeframe to research the adjustments in hospitality related education in Finland was defined in ten years. Table 1 shows the frame of the interview related to the educational adjustment.

	Popularity	Practicability	Applicability
2008 - 2018			
Present			
2018 - 2030			

Table 1. Interview form. Situation of education.

In Technological development section this study aims to define the level how technological development that affected the hospitality industry in Finland. More specifically it targets to conclude that what kind of impact the improved technological solutions made on requirements to fulfil an open position. Personality, professionalism and future plan are the key investigated factors. Research on personality related requirements become necessary based on Hagel's (2017) standpoint, as one hundred percent of the existing jobs are vulnerable to automation. If this is true, this thesis intends to find out how much the companies will possibly emphasise the necessity of strong personal qualities in the future. The gathered data on the professionalism factor covers required previous relevant studies and professional experiences of a candidate, expressed in years. The aforementioned factor was targeted to explore

whether the combination of professions, more specifically acquired skills on different area of expertise will become a basic need in the future. The future plans factor reports the finding on the shift how much time the candidates planned to spend in the industry in the beginning of their career path and how it may change in the future. The hospitality industry provides relatively low pay and skill level, and lacks in opportunities to develop professionally, in general. The alignment of the previously mentioned fact and the Millennials' increasing need for fast information flow and project-based work style (Hagel, 2017), the gap between the expectation of the candidates and the current opportunities that the industry may be able to provide is realistically expected to grow. The impact of improved technological solutions, similarly to the search of educational changes, were examined between the year 2008 and 2030. The study aims to align the findings in connection with the changes in education in the past ten years with the conclusion of the research about the impact of digitalization in Finnish hospitality. The comparison of the previously mentioned factors is expected to provide a partial result that may have an impact on the characteristics of future workforce. The outcome is expected to give better understanding whether the level of higher education sufficiently provides the appropriate quality and amount of knowledge that is required in the real work environment. Table 2 indicates the interview structure to study the impact of technology on hospitality in Finland.

	Personality	Professionalism	Future plans
2008 - 2018			
Present			
2018 - 2030			

Table 2. Interview form. Impact of technological development.

The qualitative research design has been set to identify the required skills and traits in hospitality in 2030 based on the literature and the views of professional practitioners. It serves the aim of this paper by facilitating the visioning of two realistic forms of the future. Therefore, it builds the ground for development of the desired final product.

3.1 Case study

Company X is operating in the center of Helsinki, in Finland, as a franchise unit of a globally recognized hospitality chain. The first unit in the chain was founded nearly fifty years ago. During a half of a century various shifts have been managed in the operations due to changes of circumstances. One of the most significant shifts was the initiative to trade franchise units abroad. The brand has been present in Nordic countries since the middle of 1980's and has four locations out of more than two hundred around the world. One is in Norway, two is located in Sweden and one unit is operating in Finland. The fact that the brand has always been committed to deliver the same quality to its customers in different countries with different cultural background, led this study to the necessity of reassessment of the hiring method in order to maintain the competitiveness. The author's current job title is Operations Manager.

Company X has implemented the review of certain factors, such as mission, vision or value, in the design of business strategy. The focus, in alignment with the values and the mission, is on the customer. In order to serve the customers, the appropriate amount of worker is needed. In case the appropriate number of workers is not available the quality of the service may be lower than the customer expectations. On the other hand, the nature of the operations of the case company drives increasing attention to cost efficiency in strategic planning, since the most challenging area on the Finnish market is the labour cost within the operations. This case points towards uncertainty, as the main focus may be shifted from the most important factor, the customer, to a second one, which is the cost efficiency. This shift might be the one that damages the basic concept, which is to fulfil the customer expectations. Furthermore, this change has been under pressure by the reason of technological development and increasing use of AI that might potentially reduce costs, as Rouhianinen explains (2018). Therefore, this paper initiates the implementation of scenario planning in order to define different versions of future circumstances. This type of planning may support Company X to raise awareness of the forthcoming changes and help to prepare for them. The thesis, in alignment with the methodology used in the production of Delivering Tomorrow (2012), defines initial influencing factors in order to outset the scenario planning in the thesis work. These are distilled based on personal experiences, therefore, at the end of that process the key factors are specified. The initial influencing factors: according to Ray Kurzweil humans will be able to connect the cloud via their neo-cortex and exploit the benefits of technology (Burton, 2017); decreasing popularity of hospitality related education in Finland (Interview results); the growing gap between the content consumption habits of generation X and Millennials (Laudon & Traver, 2017); expected retirement age in Finland (Statistics Finland, 2017); the expanding need to understand the meaning of work (Sinek, 2011); tremendous demand for fast information flow (Interview results); potential of AI to decrease labour cost while boost the speed of service (Rouhiainen, 2018) and the vulnerability to automation (Hagel, 2017). Out of the all aforementioned initial influencers according to the author's personal and professional background the key influencers have been defined. Firstly, the decreasing popularity of hospitality related education in Finland is taken into account, as it may cause discrepancy in the industry by not having enough educated candidates. Secondly, the meaning of work gets more attention recently and employers are suggested to invest time to create outstanding job advertisements accordingly. This involves the need to develop organizational structure and work environment as well. The potential in AI for businesses to become more efficient is also a key driver, as it may support the employment of less workers. Correspondingly, the vulnerability to automation within hospitality belongs to the list of main influencers. The chosen methodology to produce the future job advertisements of Company X also matches the process of Delivering Tomorrow on the level of projection of the previously defined key influencing factors. Those has been discussed through qualitative interviews with experts and additional research has been made.

The fact that Company X has no separate HRM department also supports this thesis to initiate the completion of an updated hiring method. In alignment with the key influencing factors of scenario planning, the defined timeframe of the topic and the desired result of the thesis process, this study finds essential to look into the recruiting activity of HRM. The case company did not grant the right to fully present the current technique, which is designed to select employees. This paper concludes the set of questions and states that the actual method prioritizes the professional skills over the personal traits. It means that the number of questions related to the personal qualities are less than the ones are related to the professional background. The potential candidate needs to meet three different managers of the case company in person and prove the ability to work in a highly standardized environment where the workers are not expected to develop new versions of the existing products. Furthermore, the candidates are expected to adapt the conditions relatively fast and complete the training period in maximum two weeks. The aforementioned condition has been subject of change recently and suggested to be shorter as referring to the shift in focus from customer to cost-efficiency. This is the reason behind the need for advanced professional background over the personal traits. However, the decrease in popularity of hospitality related studies (Interview result), the increasing demand for meaningful work and supporting workplace (Sinek, 2011), the vulnerability to automation (Hagel, 2017) and the benefits of AI (Rouhiainen, 2018) may support the emphasis of personal qualities in the future. In order to carry out the most accurate future hiring method and two future job advertisements in the development process of Company X, its current organisational structure need to be understood. In the unit which has been currently located in Helsinki the highest filled position is named General Manager (GM). The GM is responsible for the operations as a whole, including the activities of all the departments, and need to be involved in every decision made by Operations Managers (OPS). GM reports to the business shareholders. OPSs are reporting to the GM in connection with the daily operations. It covers the compliance with best practices to fulfil the required standards, cost control and solution of unexpected issues. OPSs act as shift managers, while making sure that all the lower level employees are completing their duties according to their job descriptions. According to the definition of hierarchy, it is "a system in which members of an organisation or society are ranked according to relative status or authority" (Oxford Living Dictionaries). The review of the actual format of the case company and the aforementioned definition led this study to state that Company X has had a hierarchical organisational structure. As an example, on the lower employee level, the nature of the waiter position may be taken into account. It requires physical presence, real-time interaction with the customers and follow-up on the company standards. In the aforementioned position the employee is not entitled to make decision, only the supervisor can act when it is needed. These factors create the hierarchical structure. Beyond the given circumstances, from the recruiting perspective of Company X, the emphasis on the attributes of modern organisational structure may be a differentiator on the market. This study analyses the application of the basic principles of the

Balanced Scorecard in practice within the operations of Company X. The idea behind that was to improve efficiency and increase sales, while the workers could shape their selling skills through more advanced product knowledge and the customer may have experienced a significantly higher level of service while spent more money than planned. The previously mentioned key drivers were proposed according to the financial, customer, internal business and learning principle. From the financial perspective the success factor was defined by the sales of the individual on the ninth week of 2018 compared to the same week in 2017. The participants could decide which product category they would like to emphasize and upsell based on their skills and knowledge. The opportunities covered additional side dishes, appetizers and desserts. The management left the decision to be made by the individuals in order to support their attitude. The critical measurement was set by the total sales and the cost of sales by individual on the given week.

By the policy of the case company the customer couldn't have been approached directly to encourage to spend more money. The communication had to be planned carefully and the individuals were asked to drive sales by suggesting the certain dishes based on their characteristics, such as taste, speed of service, nutritional attributes or great combination with other dishes. The critical success factor was the overall satisfaction and feedback from the customers. The available tool to give feedback was optional for the guests, therefore the measurement was challenging.

Internally, the management was looking for impact on motivation of the workers and increased interest in cost control and positive feedback from the customer, simultaneously. The goal was to make them realize by themselves that the product knowledge is essential in sales and encourage them to search for information before the customer would have actually asked. The other goal was to drive the attention to the importance of sharing knowledge, instead of keeping it for themselves.

Innovation and learning process was linked to the previously mentioned goals. Product knowledge may have been gained by forcing the learning progress or providing opportunity to learn by doing. The success factor was defined by the amount of ideas that the individuals shared to project better sales and to get positive recognition.

Company X has not granted the right to announce the results in detail and with exact numbers. The outcome in connection with the use of the Balanced Scorecard was found positive and productive in all aspects. Conclusion can only be presented in regards of the customer satisfaction. The seven servers who participated generated sixteen percent more official guest feedback in total on the given week compared to the same period of the previous year. The positive reaction to the adoption of the Balanced Scorecard in the operations of Company X leads this study to emphasise its importance from recruiting perspective in the future. Based on the generally increasing demand for feedback, the shift in organizational structures and the trends in digitalization and automation support the application of a system that links measurement to execution in order to engage qualified and highly educated workers in the

forthcoming years. Referring to the interview results in regards of the educational changes, as the popularity of the hospitality related studies is decreasing, the competition for the right candidates may strengthen in the future. Therefore, from recruiting perspective the Balanced Scorecard may support the operations regardless the level of automation in the hospitality industry in Finland. The aforementioned development system has been seen as a potential differentiator between the employers based on its attributes, such as transparency and strong emphasis on learning. The success factors of the Balanced Scorecard from recruiting perspective are low employee turnover, constantly improving customer experience and cost-efficiency by habit instead of giving pressure on employees. One compensation system that has been built according to the attributes of the Balanced Scorecard may help to engage trained and educated candidates, differentiate the employer, fulfil the success factors by measuring social intelligence, willingness to help and scalable learning.

Based on the principles, the results of the previously described progress within the operations of Company X and the planned outcome of thesis work, this paper aims to focus on the customer perspective of the Balanced Scorecard in order to complete the updated recruiting method. This decision has been also supported by the fact that customers will need certain level of service in 2030 despite the level of automation. The customer is the touchpoint where the demand meets the supply through the service personnel of Company X and benefits, such as customer experience or profit, might be possibly gained for each participant. Company X has not revised the currently used recruiting method in the past five years, although the previously mentioned circumstances have significantly changed in this period. In this study one specific position is reviewed. This position is the waiter and waitress which associates with this study in multiple aspects. Based on its foreseen benefits, AI may cause a shift within the operations of Company X, specifically on the level of the workforce where multiple tasks have been performed, which require less than five seconds of human thinking. Greeting the customer, typing the food order on the computer, serving dishes or taking payment are appropriate examples. Therefore, these possibly can be automated in the future and the workers who have been responsible to complete the activities might face the loss of their jobs. On the other hand, it may increase efficiency by helping the workers to perform fewer less important tasks and practice the more valued activities in order to master customer service. In that case the focus may be shifted to the future skills emphasised by Rouhiainen (2018), such as social and emotional intelligence, creativity and storytelling. In the current recruiting method of Company X there is no specific question which tends to explore any of the aforementioned skills of the candidate. It supports this thesis to apply the knowledge, which has been gained in literature review, with the combination of the case study and the future scenarios in order to produce the desired final product and maintain the development of the case company. This study aims to develop specifically the selection of the candidates out of all the stages of recruitment by the updated method, which is suggested to apply by Company X.

3.2   Changes in education

Firstly, a meeting was organized with the current Restaurant Manager of Laurea University of Applied Sciences (later Teacher 1). His participation in the thesis process has been remarkably important as he was able to introduce his experiences from different perspectives. Teacher 1 started his studies in 2012, therefore, the viewpoint of a student on the study materials could be discussed based on his recent memories. He could present the current situation in teaching hospitality related knowledge in Finland, while reflecting on the requirements of real work environment. In connection with characteristics of future workforce and education in hospitality industry he was able to add value based on his further studies, that has been completed as Vocational Teacher in Haaga-Helia University of Applied Sciences. According to Teacher 1 the average number of students in the past ten years in Leppävaara Campus of Laurea University of Applied Sciences was one hundred per year. In the previous two years there has been a significant decrease in the number of applicants who were interested in the same study program. He explained the possibility of an increase in the popularity in the next few years with the fast-paced development within the industry. The growing population and the resulting growing demand will motivate students to choose hospitality as a field of expertise. Schools may support this decision by marketing the personal aspects of the profession, the opportunities to exploit international relationships and the possibility to gain flexibility and foreign language knowledge in real work environment. As Teacher 1 said the improvement of the learning material in the schools is crucial. Since it hasn't developed as rapidly as the industry, it resulted a widening gap between the accessible knowledge on the study path and the real work requirements. In the present, the available sources through smart phone provide the latest knowledge instantly, which might differ significantly from the study material of the school. Teacher 1 suggests extending the involvement of the industry in order to keep the learning material up to date. When the applicability was discussed during the interview he stated that the process is moving from a certificate centric term towards a knowledge-based future. The certificate itself won't be the priority, the importance of practical knowledge will increase. It will result a change in the role of the teacher in the forthcoming years. The relationship between a student and a teacher is expected to shift from the traditionally understood communication to mentorship. It means that the study path is openly set by the student according to the major interest, and the mentor is only practicing its role when needed in case of uncertainty.

The second interview was organized with a lecturer, who has worked in Haaga-Helia University of Applied Sciences since 2009 (later Teacher 2). His main specialties are food and beverage management, business skills and entrepreneurship competences. He is a Certified Hospitality Educator and currently teaching students in Finnish and English language. Before started teaching in Haaga-Helia University of Applied Sciences, Teacher 2 has been strongly involved in commercial training, conducted sales, customer service and supervisor training for restaurant and tourism companies. After the presentation of the concept the same questions

were put in connection with hospitality related education in Finland as from the previous interview partner. There were similarities in the views and some differences were observed as well. According to Teacher 2 the number of students shows a decreasing trend when screening the past ten years. The reason behind that is mainly the impact of the numerous newborn professions with less physical requirements and stress, such as Social Media Influencer or Digital Marketer. The result of the decline in the previous ten years until now is approximately twenty percent less hospitality students in Haaga-Helia University of Applied Sciences. The aforementioned challenges in regards of the number of candidates associated with an additional issue. It is the decrease in the quality of the applicants, in general. Therefore, the role of the teacher has changed. While in the past the responsibility to complete the studies was on the student, recently the teacher needs to be excessively supportive in order to motivate the student to graduate. The interview partner expects further downturn in the next five years. He introduced a realistic and possible solution in order to attract more students in the future. With the strong emphasis on the different opportunities within the hospitality industry the number of candidates may be increased again. The aforementioned possibilities could provide competitive knowledge in real estate management, information technology related studies, or digital marketing. The level of practicability has shifted from theory centric approach to project based developing. The students learnt less practical insights in the past compared to what the actual way of education has provided. The advantage of gaining project based practical knowledge is the higher confident level of a student, in general. Accordingly, the current combination of theory and practical knowledge volume is recommended to maintain in the future. Referring to the shift in practicability of hospitality related education the applicability has been defined correspondingly. The theory centric period provided less practical knowledge to the students and it had a negative impact on applicability. The completion of projects and the remaining combination of theory and practical knowledge volume may help to develop more applicable competences in the future.

The third interview partner who helped the thesis work with her expertise has been the Director in Perho Culinary, Tourism and Business College (later Teacher 3). The school provides a great variety of study programs on vocational level, yet the hotel and restaurant related studies meant the reason to conduct the interview. This thesis intends to examine the views that representative of a vocational institution may have on the thesis interview questions, in comparison with the thoughts of University of Applied Sciences level educators. The comparison is important, since the changes within the same industry have been investigated on different levels. Although the corresponding levels have been different the outcome showed similarities. In popularity of hospitality related programs there has been a notable decrease in the past five years, which is currently settling and based on the trends most probably turning to an increase. According to Teacher 3, the positive change may be driven by the fact that students seem to be more interested in sustainability recently than in previous years. Perho is

operating the Green City Farm, which helps to engage potential students. They can learn feasible ways to supply the restaurant industry, from the farm through the kitchen to the customer's plate. The goal of Green City Farm is to create a community and gastronomic network where all the stakeholders contribute to the development of healthy, nutritious and tasty food culture in Finland. The practicability of the studies was discussed as well. It presents the shift from the theory-driven approach in the past towards the increased importance of practical knowledge in the present and in the future. The school is operating a restaurant which is open for the public, where the students can apply the knowledge gained in the classroom. Applicability has been developed accordingly. Currently, approximately 70 students complete an internship abroad in every year. This fact supports the growing applicability of the studies, especially when it is combined the latest knowledge through technology. In order to maintain the growth of applicability in the future, Teacher 3 emphasizes the gain of self-confidence for the students. Another suggestion to guide students in the future is to highlight common goal that can be achieved with efficient teamwork.

3.3 Technological development in hospitality

An interview was completed with the Country Manager (later Practitioner 1) of a global company, which provides the guests an option to find restaurants at a place and reserve table in the chosen one. The interview partner started working as a waitress in Finland in 2005 and has continued performing in hospitality until present. The cooperation with the current employer in Finland started in June 2017. The company has been operating in twelve countries around the world. In Finland more than two hundred restaurants have used their services. Therefore, it is targeting the guests to use its services through mobile application, website or directly through the webpage of the chosen restaurant. Furthermore, it is targeting restaurants to be visible through the marketing activities of the brand, and utilise the premium product, the booking management platform. The interview is relevant to the thesis process through the attribute that has been offered to restaurants, since the application and the understanding of technological background of the given service may open additional requirements during the recruiting process in the future. The existing functions and further development of the aforementioned system may also open the discussion about the possibility to reduce the number of personnel in a restaurant in the future by referring to Hagel's (2017) definition of work. The examined factors during the interview were the past, present and future requirements in connection with personality, professionalism and future plans, while taking the increasing use of artificial intelligence and vulnerability to automation within hospitality into account. Firstly, when the personality related questions were discussed, Practitioner 1 expressed the opinion about the importance to separate personality and customer service skills. The reason behind that was the fact that a person is able to hide the real feelings or mood by practicing advanced customer service skills. Therefore, the real personality may remain hidden, while the work has been completed according to the standards of the

workplace. This opinion drove the conversation further and aimed to reflect on the future, when the repeatable professional moves may will be replaced by technology. According to her experience, in general, the majority of people start applying new technology with uncertainty, even the familiarization process usually gets faster once the new way was tested. The end result on personality related requirements showed a possible increasing need for emphasising the personality of a candidate in the future. The interview partner supported the aforementioned statement with an example. In the example the customer was welcomed and seated by a human worker. The guest's order was taken via a tablet and the payment was arranged on the same way, through an application that was running on the same tablet. Meanwhile, the only human interaction was practiced when the food was served by a human worker to the table. The example aims to describe the fact that even the professional moves are removed from the service process human interaction may be required at some point. Since the opportunity for human interaction may decrease, in order to provide the possible best experience, the emphasis on appropriate personality may shift to a higher level in future hiring schemes. In the question of professionalism related requirements, the main influencer fact was the improvement of the average quality of hospitality in Finland in the past ten years, especially in Helsinki area. Referring to the previously mentioned opinion, in the past the professional experience meant a higher advantage to find a workplace compared to the present and expected to be in the forthcoming years. Based on the shift in quality and the available knowledge for the customers through technology may demand a higher level of knowledge from the professional practitioners' side in order to provide the most competitive experience. The combination of professions will possibly support the candidates to fulfil the desired position, although based on the current circumstances it won't be a requirement before the year 2030. This study aims to conclude the views of the candidates in regards of the timeframe that they were planning to spend in hospitality in the beginning of their career path, how it has changed during the years and how it may affect the future selection process. To answer the previous questions, the interviewee referred to the opinion in connection with the professionalism point. It shows a similar increasing trend, as it did on the required educational background, moving from the past towards the future. In general, in the past years the hospitality workers intended to spend a relatively short period of time on the field. Based on the increased qualities of the industry and the related upturn in demand for higher educational level of the candidates, the interview partner stated that the timeframe people will possibly plan to contribute to hospitality will strongly depend on their level of studies.

The second interview was conducted with an HR Consultant (later Practitioner 2) who graduated as a psychologist and currently performs tasks at one of the Finnish recruiting companies. The company was founded thirteen years ago, and it is one unit of an international group of agencies. The holding established offices across Europe and Asia in the past thirty years. Therefore, the interview partner's opinion has been taken into account based on the international background. The interview partner stated clearly that technology drives accel-

erated changes in HRM. Looking at the past ten years, the increased use of Internet and the amount of accessible information have made an impact on the overall behaviour of candidates and existing employees. Workers have generally become less patient to get feedback on their performance or to receive promotion. Similar situation may be observed in loyalty towards the employer. The so-called Generation Z, which collects the youngest participants of the job market, commonly prioritizes the meaning of work instead of the time spent with the workplace. This characteristic is the opposite of the attitude that Generation X, which collects the oldest participants of workforce, practiced. The Generation Xers have generally planned for long-term with the same employer and prioritizes safety instead of self-actualization. From the perspective of this thesis the aforementioned comparison is considerable as both of the generations are currently active members of the available human capital, however, the technological development affects their lives differently. The newcomer digital solutions have transformed the requirements in connection with the level of minimum knowledge to remain competitive within the workforce. The interview partner supported this statement with examples from different areas. In the restaurant industry the server position includes activities which haven't been present yet before the year 2010, such as handling a digital booking system that records customer behaviour and suggest dishes based on previous interest. Sales specialists are required to use more advanced computer programs and to prepare more insightful presentations than in the past. Marketing specialists are heading the era when the ability to create automated workflows by code become a minimum requirement. The interview partner sympathises with the technological development by the reason of improvement of average knowledge of employees. On the other hand, the candidates and employees are stressed to continuously seek new information and educate themselves on multiple different fields. This shift may decrease the possibility in long-term to become an expert of one profession, as the attention need to be spread between different fields. In alignment with the attitudinal transition the time period that is planned ahead to spend with the same employer has changed. According to the interviewee's experiences the youngest segment of the available human capital commonly thinks forward shorter than one year. It challenges HRM systems to keep the costs and employee turnover low under the given circumstances. In general recruiters are required to serve needs for faster interaction than ever before and improve efficiency according to the short-term plans of the future workforce.

The third interview partner has been General Manager (later Practitioner 3) of two restaurants in the past ten years, operating in Poland and in Finland. Beforehand, the interviewee worked in the cruise industry as Restaurant Manager. This thesis counts with the opinion of Practitioner 3 based on significant international experiences and the recognition of the need for constant learning. Both of the aforementioned environments required exceptional professional skills, such as food and beverage knowledge and management, and advanced personal traits, such as attentiveness and reliability, simultaneously. The specification of the cruise industry was that the skills and traits were needed equally, none of those were prioritized.

The interview partner explained the shift in competitive professional skills in hospitality through examples. Within the examined past time period restaurant personnel hasn't worked with the amount of digital solutions as today. The activities which are performed digitally nowadays affect the way of thinking or approaching an issue. The food order may be taken from the customer through a digital device, which technically might be able to track consumer behaviour. This significantly differs from the era when waiters mainly used paper and pen to record orders. The increasing use of bank cards are changing the circumstances of taking a payment. In the present the waiters have to handle approximately twenty-five percent of the transactions in cash. Regardless its convenience, this shift changes the ability to count without calculator. Referring to the platform, introduced by Practitioner 1, the ability to pay attention to details are also affected. Since the online platform tracks the customer behaviour, the restaurant personnel aren't forced to remember special customer requests. These types of transformation lead to the change of fundamentals in hospitality. According to Practitioner 3, multiple impacts are observable in connection with new solutions. One group of workers enjoy the benefit of disruptive technology and use it as standard procedure at work. In general, this group includes the youngest participants of the labour market. The other noticeable reaction is further interest in combination of fields. The group, which takes extra effort to exploit the opportunities of disruptive technology consist those employees who started their careers before the technology has made an impact on the circumstances, but not yet belong to Generation X. Even there are exceptions in both categories, the interviewee agreed the attitudinal contrast between the digital natives and the older employees. Hospitality is challenged to provide the opportunities, which are in demand from the upcoming generation and compete with the evolving professions, which allow the individuals to work in less standardized environment. Therefore, candidates in the present plan to spend less time in hospitality than ten years ago. The interview partner underlined the issue resulted by the combination of the education, accelerating changes and diversity in attitude. Specifically, it will be even more challenging to find the appropriate future talents who will be capable to serve different needs of certain generations in hospitality industry, which is not able to adjust as fast as the business environment is stressed. According to Practitioner 3, despite the level of automation in hospitality the advanced personal traits will support competitiveness in the future. However, the understanding of new technologies is becoming a minimum requirement.

4   Results

This section includes the outcome of the interviews and one specific search in connection with automation and two scenarios. The scenarios are the results of the projection method, in which past, current and future trends are visualized and described. Projection 1 indicates the planning process according to strategic planning. It means that short term assumptions have been illustrated based on the current situation and past events. Its title is Humans are still needed. Projection 2 is the presentation of the future by the principles of scenario planning,

such as complex understanding, envisioning possibilities and realistic interpretation of trends based on perception. This scenario is named as Hospitality is hundred percent vulnerable to automation. Figure 7 shows the design of the projection method. The conclusion is introduced in the form of raw scenarios. The desired final products, the job advertisements, are imagined and written in line with the circumstances of each visions.

	Popularity of hospitality related studies in Finland	The meaning of work	Condition of work environment	Application of Artificial Intelligence	Level of automation in hospitlality	FUTURE SCENARIOS
Projection 1	Decrease, less student chose this industry	Employees need more, but no major change at work	Most of the employers are not ready to change or invest in it	Low level of adoption, as companies and education cannot adjust	Low scale implementation, users are scared of new technology	Humans are still needed in service
Projection 2	Growing interest, competitive professions are combined	Becomes a key driver when employers offer open positions	Employers recognise the importance and it becomes a differentiator between companies	Available and beneficial to everybody, education is the driver of change	Based on the educational changes and cost efficiency, companies invest	Hospitality is vulnerable to automation

Figure 7. Projection method. Production of future scenarios.

4.1   The hospitality related education in Finland

This study follows a qualitative research design. Therefore, the focus has been on the content provided by the interviewees. Three teachers were asked about the past, current and future aspects of hospitality related education in Finland. In order to build realistic future scenarios, which support the creation of the final product of this thesis, the actual situation of the future workforce has been analysed. This study tends to utilize the outcome of the interviews as the starting point of the visioning process by learning the trends in education and interest in the industry from the students' perspective. The timeframe of the research was set from 2008 to 2030. This approach enables this study to gain information about the education in the past ten years and reflect it to the forthcoming tendencies based on the trends. The popularity, practicability and applicability of the hospitality education were reviewed. In the popularity a straight decrease has been identified. The reason is mainly the technological development and the evolution of work. The increasing use of AI, computerisation and digitalization create new types of jobs and work environment. As new positions evolve, the work style changes, too. The traditional, standardized hospitality work, which requires physical presence and have to be performed in a pre-defined time period, recently lost from its reputation against the new professions. The developing technologies allow the employees to perform their duties in a flexible schedule, even from outside the physical workplace. The interview partners share the same idea in order to motivate the students and increase their number in hospitality learning programs. The common viewpoint is the combination of professions, specifically the merge of hospitality studies with new, evolving work opportunities. The ability of education to adapt fast enough has been underlined as a potential issue. The practicability of the knowledge gained in school shows a forward-looking trend by shifting from a theory-

centred era to the emphasis of practical knowledge. The demand for increasing level of practical skills has been aligned with the technological development as well. The need for fast information flow and the opportunity to have it through the mobile devices and growing availability of Internet put pressure on the industry as a whole. Hospitality is expected to provide new and unique experiences continuously, which is challenging to maintain. Therefore, the theory itself is not sufficient, it needs to be practiced. The project-based learning, generally applied in Finland, supports the improvement of practical skills. The collected information is usually expected to be presented through a case or case company. The students may benefit of the setup of an individual study path in the future as well as the project-based study units. The theory-centred period involved a certificate-centred work culture in the past. The fact that, previously, the level of education was the main influencer on the labour market has changed. The study-paths include work placement courses, which may be chosen by the student and completed abroad. It helps the future workforce to develop an open mindset in the present and put skills into practice, which have been gained in a real workplace according to educational criteria. The current situation of the future workforce was found challenging and partially inconvenient in hospitality related education in terms of the differences between the opportunities, requirements and trends. In general, the gap between the available study material of the schools and the duties expected to be performed in reality is growing. In order to avoid the potential job loss resulted by the reason of increasing utilization of computerisation and to maintain the competitiveness of the future workforce education is suggested to provide more information about the evolving jobs and possible combinations of professions.

	Popularity	Practicability	Applicability
2008 - 2018	Decreased	Theory-centred	Certificate-centred
Present	Computer related studies become more popular	Practical aspect is becoming more important	Internships completed abroad support higher level applicability.
2018 - 2030	May increase, if combined with other profession	Individual study path, change of teacher's role support practical knowledge	Positive impact: project-based learning

Table 3. Interview results. Situation of education.

4.2 The impact of technological development in hospitality

This section introduces the result of the research in connection with the changes, which are mainly driven by the developing computerised solutions, the increasing use of Internet and the evolving professions. The qualitative interviews cover areas of expertise, which are relevant to this thesis. Practitioners have been asked on the restaurant field, in HRM and in a developing area about professional experiences and possible future events in hospitality. The

Practitioners have been chosen based on their competences and common issues to solve such as adjusting to fast changing business environment, generational diversity at the workplaces and serving the more educated customers' needs. In general, the growing personal and professional utilization of Internet definitely changes the characteristics of the workforce. Online platforms have been built to rate hospitality units, employers and eventually customers. This type of public data supports every participant of the hospitality business shaping the way of thinking and to be able to compare level of service or condition of work environment instantly. In alignment with the development of this transition the attitude of the human capital has changed as well. The interviewed Practitioners share the opinion that technological development is responsible for accelerating changes in the lives of individuals as well as in business operations. Therefore, in the past decade hospitality workers usually practiced loyalty and patience to build their careers on a higher level. The number of educated candidates who applied for a waiter or bartender position was higher and the competition was set between the applicants. At the present the trends show a shift to employee branding and the competition is set between the companies to win the appropriate future employees. The widening opportunities to build online profiles based on different perspectives and gain new skills fast through online courses will possibly practice more pressure on the companies in the future to provide the conditions which are demanded from the candidates. The upcoming digital tools put a certain segment of the workforce as well under stress. The elderly employees may face challenges when need to learn new skills, such as programming or other Information Technology related knowledge. Despite the potential job loss that computerisation threating with or the challenges of existing workers to acquire fresh skills, the average minimum knowledge consists the understanding of different fields. When this specific group of workers started on their career path, generally, expertise was suggested to be gained in one profession. The future plans were set accordingly, and the employees were prepared to spend longer period in hospitality than the present situation. This comparison introduces the conflict between demand and supply of the human capital within hospitality. The interviewees agree that the developing technology drives a change, which will challenge the companies to engage the candidates and keep the employees longer than one year.

	Personality	Professionalism	Future plans
2008 - 2018	Employees were more loyal and patient	Expertise on one field were sufficient	Workers planned longer with hospitality than today
Present	The meaning of work becomes the priority	Customers became more educated. Quality of Finnish hospitality improved	The educated employees are more committed
2018 - 2030	Employer branding turns to employee branding	Will need a combination of different skills in hospitality than in the past	It will depend on the employer – additional knowledge provided

Table 4. Interview results. Impact of technological development.

4.3 Will robots take my job?

Online application has been built based on the report written by Carl Benedict Frey and Michael A. Osborne. The report is titled as The Future of Employment: How susceptible are jobs to computerisation. It specifically examines the labour market of United States of America in connection with the impact of automation. According to the estimation forty-seven percent of the available jobs are vulnerable to automation in the U.S.A., which means 702 occupations. The specification of the market may be a solid ground for global interpretation of the impact of computerisation. In alignment, Rouhiainen (2018) introduces sixty-four positions, which may disappear solely because of the development of self-driving cars. Therefore, this study conducts a brief search through the website (willrobotstakemyjob.com) suggested by Rouhiainen (2018) in order to learn about the chance of automation in the position of waiter. The website operates as a tool to extract the theoretical background of the report written by Frey and Osborne. The search has been conducted by the word waiter and specified as dining room and cafeteria attendants and bartender helpers. This subcategory was given by the application and found the most appropriate from the perspective of this thesis. The description of the subcategory includes activities in line with the ones that need to be performed within the operations of Company X. The risk level showed ninety-one percent probability of automation with six percent projected growth by 2024. It includes 423080 employees in the U.S.A. The significant percentage supports the production of Projection 2 and the description of the future, in which hospitality is one hundred percent vulnerable to automation.

4.4 Humans are still needed

It's 2030. The hospitality industry has changed a lot in Finland. The general safety and the incredibly fast global transportation network have increased the inbound tourism. Finland is more international than ever before, and hospitality is challenged to serve the endless list of needs of the global visitors. People use more electronic devices in their everyday lives and will to arrange as many tasks, activities and work as possible through them. In general, customers continuously expect fast and personalized services. There is a mixed interest for technology and human contact in customer service, not everybody enjoys the new options. By this reason and the arguable benefits of AI solutions the majority of the catering units haven't invested in computerisation. Nonetheless, the new way of communication unquestionably reduced the human interaction, which is fundamental on the hotel and restaurant field. Even the implementation of automation hasn't become a key driver in hospitality the forthcoming technological development and evolving AI jobs had an impact on education and the future workforce. This occurrence could have been seen already back in 2018 when the popularity of the hospitality related studies decreased against the ones, which provide knowledge to un-

derstand the approaching trends. The globally recognised Finnish education system hasn't emphasised the redesign of the hotel and restaurant programs, therefore, it continuously had been losing from the quality and commitment of the candidates. Most of the students choose Information Technology, Experience Designer or similar new wave study programs and moved along with the future trends. This type of work seemed to be more attractive and allowed the individuals to build their future career around their hobbies and personality through technology and creativity. Today, in 2030, the average number of applicants dropped dramatically, and hospitality is struggling to find the right employees. Employee branding is driving the recruiting industry and the companies are competing for the appropriate candidates. However, hospitality follows the traditional way of employer branding and expect the top candidates to walk in based on attractive job advertisements. The fixed working schedule and the highly standardized environment is inconvenient for today's workforce. The education is not able to prepare the students for the real work life. This is why expectations and the reality are constantly getting further and creating stressful workplaces. The cooperation with the available professionals point towards further uncertainty, as the students don't gain the knowledge that would allow them to satisfy the well-informed and critical customers. The skills and traits, which were advantageous in the past, shifted to a basic requirement. The issues in hospitality related education, the accelerating customer expectation and the low-scale adjustment in hospitality might risk the volume of future tourism by the average quality of the available service. However, humans are still needed.

4.5 Hospitality is 100% vulnerable to automation

It's 2030. The hospitality industry has changed a lot in Finland. The general safety and the incredibly fast global transportation network have increased the inbound tourism. As a result of the astonishing technological achievements, besides the traditionally understood tourism, virtual tourism evolved and became a popular way to reduce stress and relax. The virtual tourists have the opportunity to jump to different countries and visit around with internet connection through their smart glasses even during their lunch breaks. The tour may be completed with a human guide or a virtual attendant, in real time. The software, which is utilized to travel online, includes personalized digital marketing tools and records customer behaviour in order to sell the physical travelling to the customers. This system is able to replace humans as it analyses the data and build the sales strategies accordingly. It also challenges the labour market and threat with potential job loss on lower employment level as AI is capable to teach machines nowadays. This is how far Augmented Reality has come. It's now a significant part of the hospitality concept, available for hotels, restaurants and all kind of catering units. This transformation has been driven by educational initiatives. The improvement of hospitality related studies, indicated approximately from 2018, opened doors for new ideas. The study programs shifted the focus to the practical knowledge in general and provided the students with the opportunity to combine their hospitality studies with newcomer AI study units. The

point has become clear: schools need to teach the future workforce creating products and services for humans through technology and inspire them to master skills to serve the fundamentals of hospitality in an ever-changing business environment. This smart movement back in time supported the development of the whole industry. The hospitality graduates today are one of the most valuable future talents regardless the high level of cheaper and more efficient automation. Students have gained the sufficient Information Technology skills to be desired on other fields and strong personal traits to serve customers in person or through a digital solution. The downside of this process is that the aforementioned segment became a niche product and the masses are not able to exploit the benefit of education because of its complexity. By the reason of the decreasing level of human interaction, social and emotional intelligence has become basic requirements when applying for a job. Despite the different forms and styles of communication, the hospitality workers have to be able to represent their brand successfully. In the past decade numerous invention showed the potential to perform on a more efficient way than humans. With the help of a chatbot customers' orders may be arranged online. The utilization of robots allows to replace human workers in restaurants. Smart glasses need to be worn in order to help employees to distinguish between real and virtual customers in the hotels and restaurants. Apart from the benefits of AI solutions and the sympathy of the demand or the supply, hospitality is one hundred percent vulnerable to automation.

5   Conclusion

This paper aims to carry out two job advertisements in alignment with the specifically set future scenarios and one recommended recruiting method for the favour of Company X in order to maintain its competitiveness under the future market settings through the appropriate employees. This process has been inspired by global issues, significant influences on business environment and uncertainty regarding the increasing utilization of computerised systems, which are able to perform tasks that normally require human intelligence. Circumspect research has been completed about the unique attributes of approaching trends in network of teams, the method to link measurement to performance, the principles of human resource management and realistically needed future skills. Qualitative data collection method has been chosen to support the knowledge gained from the literature review. The review of the hospitality related education in Finland has been discussed separately from the common views of practitioners in order to define the relevance of the available study material from the perspective of the real requirements of the industry. Description has been prepared to introduce the conditions that Company X, one unit of a globally recognised restaurant chain, is capable to provide compared to the fast-changing expectations of the available workforce. The application of strategic planning and scenario-based planning led this thesis to produce two different and realistic visions of future circumstances in the year 2030. The forward-looking versions of hospitality are the bases of the desired outcome of this paper. Job adver-

tisements have been built accordingly, which serve as strategy to select the most valuable candidates of the total human capital. The final recommendation lists the future skills and personal traits that Company X is suggested to consider during the recruitment process in 2030 in alignment with the increasing implementation of artificial intelligence.

5.1   Job Advertisement 1

Job Advertisement 1 has been created according to Projection 1. It aims to reflect on the confusion that might realistically happen in case the hospitality related education will keep the same standards and the hospitality industry will prioritize employer branding, while the needs of the future workforce and the developing technologies undeniably create demand for shift in approach. The first part of the announcement describes the company, which tends to engage the future talents based on reputation, global operations and forward-looking opportunities within the organization. The interview that has been conducted with Practitioner 2 supports the statement that the aforementioned way of recruiting is against the current trends in certain industries. Based on the author's relevant professional experiences the hospitality industry in Finland doesn't follow the new way of recruiting. The second part of the job advertisement introduces the required professional skills in order to fulfil the waiter position. According to the knowledge gained in the literature review, strong personal traits may be needed in the future, even in case of high level of automation. Even the tendency shows a growing need for emotional and social intelligence over the traditional professional skills, the first job advertisement emphasises the hospitality related competences of the past and the need for strong Information Technology qualifications. The third part of announcement presents what the company provides in order to attract the educated applicants. The creation of this element aims to support the current issue in connection with the increasing gap between the offered opportunities and the reality that employees may face at the workplace in the future. The aforementioned components of Job advertisement 1 were found important to be introduced in order to describe inconvenient future events, which are recommended to outpace by continuous research and education.

Job Advertisement 1

The high-class restaurant in the heart of Helsinki is looking for its newest future talent - waiter. As a global chain we are leading the market for thirty years with growing number of units. We are operating in every capital cities around the world, where our customers are served by professionals with passion. We are proud to say that thousands of employees gained the skills they needed to get promoted and follow their dreams. If you work well under pres-sure, enjoy fast paced workstyle and would like to be part of a global team then read the requirements!

Our company provides free healthcare services and supportive work environment. There is always time to listen to our employees and help to make their work fun. Continuous trainings make learning the latest trends possible and stay competitive. Getting promoted is just up to your attitude! If you think you would fit our team, send you CV to our Operations Manager.

Requirements
• Minimum 5-year experience working in restaurant
• Strong Finnish, English and Swedish language skills
• Relevant Bachelor's degree
• Food and Beverage knowledge - latest Finnish food hygiene regulations
• Digital Marketing knowledge is a must
• Good command of Information Technology – at least one coding language certificate is advantage
• Be communicative
• Good customer service skills

Figure 8. Future Job Advertisement 1.

5.2 Job Advertisement 2

Job Advertisement 2 has been created according to Projection 2. The future circumstances, which are introduced by the result of scenario-based planning method, take forthcoming trends and key influencing factors into account. It looks into the possibility of running a fully automated hospitality industry. Based on the current movements in computerisation the technological background may allow to replace human workers by software or robots in the majority of the available positions. The second announcement is structured to emphasise the demand for evolving professions and relevant skill. Simultaneously, competitive personal traits are required to have in order to be able to distinguish between real and virtual situations and to serve customers with the fastest lifestyle even seen. Efficiency, organised workstyle and performance analysis are crucial. As digital solutions may allow, the candidates' information is automatically updated during their career in the global HRM system, which is the network of all the agencies around the world. The companies set their needs for new tasks to be completed in the database, where information of the total available human capital is stored. The algorithm takes care of the process and suggests the right employee to each task. Therefore, the candidates only see a notification of an available new position and avoid the scanning of misleading job advertisements. The standardized system supports the efficient categorization of human capital by competences, non-negotiable expectations and flexibility on certain conditions. This attribute tends to stabilize the process of recruitment by including only keywords in connection with skills and traits. The second product of this thesis serve as strategy to engage human workers in a nearly totally automated hospitality industry.
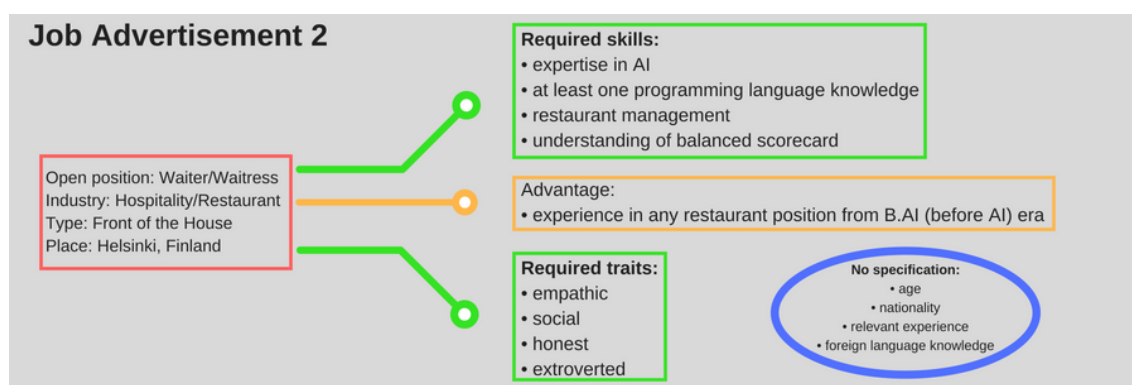

Figure 9. Future Job Advertisement 2.

5.3 Recruitment at Company X in 2030

The desired final product of this thesis is the recommendation that Company X is suggested to follow in the recruitment process in the year 2030, when the machine learning may threat with large-scale job loss globally. The conclusion has been set as the result of an extensive qualitative research supported by representatives of higher education and managerial level practitioners of existing businesses. Besides the development of future hiring method, consid-

erable key influencing factors have been gathered that may significantly affect business operations and cause unexpected events. In order to maintain the competitiveness of the case company and to reduce the risk of getting under unforeseen changes scenario-based planning is strongly suggested to apply, when building business strategy. Through this method different versions of the future may be visualized, and adjustments may be prepared to each possibility separately. In case of Company X recruitment is the focus point, which is recommended to redesign based on the accelerating changes in connection with technology, expectations and attitude of the different generations, including employees and customers. In the current situation, during the recruitment process, the case company prioritizes the professional skills over the personal traits. The emphasized skills are related to obsolete work conditions and outdated knowledge. According to the result of the research the future operations may largely require strong personal traits and different type of problem solving skills than in the previous years. The updated recruiting method has been created based on the real and unique specifications of the operations and targeted the production of the most realistic solution. No additional department need to be created or additional staff members have to be hired in order to execute the recommendation of this paper.

Company X is advised to analyse the offered and available opportunities which are included in the current communication to reduce the gap between the expectations and the reality. Furthermore, be involved in the globally recognized Finnish education in order to support the future workforce with real information. Also, implement computerized solutions that cover the less meaningful duties to help employees focusing on the most important part of the business, to fulfil the customer's expectation and to have time for self-development. Company X is suggested to consider the new trends in recruiting and recognize the opportunity to hire certain candidate, who may give additional value through his or her brand, even there is no open position at that time. Proactive way of thinking has become essential in business operations, specifically in the selection of the human capital. Company X might hire in 2030 as follows.

Keywords: hospitality, human values, AI solutions, education, social intelligence, self-development.

Let us know if you like the keywords and you can get access to our brief description.

We are hiring throughout the year! We, at Company X, have never enough of future talents who are keen on giving unforgettable customer service in reality as well as in our virtual online shop. Education has always been our key to success. Our waiters can master their communication skills in real work environment and be recognized in today's digitalized world. We need you to show expertise at least on one additional field. Are you a digital market specialist, data scientist or content writer? We definitely count on your knowledge, but don't forget you will still serve humans! We hope you are able to make positive first impression in a blink of an eye and read our guests' needs as well. If you can prove to us why we should hire you in flexible schedule, tell your story in a 10-second video, which introduces you honestly!

If you are at the beginning of your career path, don't worry, we will teach you the fundamentals of the restaurant industry and the latest digital solutions at work. Read our employees' reviews about us or get more information at the Future University of Applied Sciences in Helsinki by pointing to the link with your eyes. Technology is our tool to give exceptional human to human service.

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Figures

Tables

Appendices

Appendix 1. Interview. Teacher 1.

	Popularity	Practicability	Applicability
2008 - 2018	100 students/year in Leppävaara - Restaurant Entrepreneurship Program	Study material hasn't kept up with changes 100%, still remained relevant	Certificate centric. Not necessarily the knowledge was the point, but the certificate.
Present	Less popular, less students in the past two years.	Technological development helps students to know about latest knowledge before the teacher. In the present, the combination of technological development, the generational differences and relatively slow adjustment in education is creating a gap between available knowledge from education and real work requirements.	Middle of changes currently. Connections are becoming more and more important.
2018 - 2030	According to the trends in education the number of students and interest may increase. NEEDED: Motivation! To emphasize traveling, guest interaction, opportunities to grow personally and professionally -> personal aspects of the job -> marketing!	Involve organisations in further development of study materials to lower the gap.	Certificate will be less important. Teachers' role is changing to mentorship Workplaces will become the actual schools. For Example: Tiimi Akatemia, Mercuria Vantaa STUDENT DRIVEN Change! – information is needed instantly. Generations speak "different language"

Appendix 2. Interview. Teacher 2.

	Popularity	Practicability	Applicability
2008 - 2018	Decreased. Program isn't attractive enough. The responsibility was on the students' shoulder.	Theory only + internships. Getting more practical towards the present.	Less applicable in higher positions, as referring on the PRACTICABILITY.
Present	20% less approx. Quality of students declined.	Role of teacher is changing. Tailor made studies. Project work is becoming more important. It gives students confidence, theory is applicable. They really learn from this.	Depend on the previous work experience! Most of the students are aware that they need to make their way up.
2018 - 2030	Further decline in trends in the next 5 years. NEEDED: Should emphasize the different opportunities within the industry, e.g. real estate management, IT, digital marketing.	Suggested to keep it on the same level at least, trends show that it will remain the same.	Referring to the PROJECT BASED STUDIES, it will become more applicable.

Appendix 3. Interview. Teacher 3.

	Popularity	Practicability	Applicability
2008 - 2018	Past 3-5 years the number of candidates declined in whole Finland. 380 candidates - 180 graduates/year	More theory – theory practiced in work-place later.	Always depended on attitude! From Perho students have always been desired work-force.
Present	500 students in total – 210 graduates. Students are more interested in sustainability than in the past. People chose this trade who want to be part of a team.	Practicability is becoming more important -> Restaurant Perho, practice the knowledge simultaneously.	About 70 students/year goes abroad for internship. Therefore, applicability is increasing /Italy, Spain, France, Sweden, Denmark/
2018 - 2030	Market the profession! Existing Combination of tourism/business modules and restaurant. -> own field in Malmi Perho Green City Farm -> FARMING. Market the "international opportunities". The emphasis of personal aspect can help in the future the engage candidates.	It will continue growing – practicability will be the priority against the theory. Individual study path is taken into account, it increases practicability.	Since individual guiding, and the available knowledge is increasing, it will sustain applicability in the future. MUST take care of self-confidence of students! -> teamwork provides common goals that helps to solve personal problems.

Appendix 4. Interview. Practitioner 1.

	Personality	Professionalism	Future plans
2008 - 2018	Personality and great customer service are different in her opinion. Customer service skills may help to hide personality.	She didn't have hospitality related education, therefore based on her example it wasn't emphasised much in the past. Professional experience was more important than related previous studies.	Easy to stick to hospitality - minimum educational requirements. In general, young professionals didn't have high expectations to stay in hospitality for long term (3 years<), in general.
Present	In general people are "scared" of technology.	There was a shift in the average quality in restaurant industry in Finland. Therefore, educational background is becoming more important. Customers become more educated, therefore they are more demanding.	Restaurant workers became more committed to the industry; referring to the shift in quality of industry in Finland. Customers are changing and value waiters.
2018 - 2030	Requirements won't change much. "regardless the technological development, order or payment method, never will change". Need for ability to read the guest will increase. If the customer service taken away because of the technology, then only the personality left, therefore it becomes more important.	It will show an increasing trend in required professional skills. Automation may provide lots of information, but a personal touch will provide competitive advantage. Combination of industries may become more and more important – not necessarily basic requirement by 2030, for example referring to the handling of new devices, systems, such as the booking system.	Future plans of candidates depend on the level of the hospitality unit. In general, the highly educated workers may practice a higher level of commitment and value their time invested in studies, so they will plan long term.

Appendix 5. Interview. Practitioner 2.

	Personality	Professionalism	Future plans
2008 - 2018	Technology has a huge impact on personality. In the past the access to information was much more limited than today.	In general, depending on the work, people aimed to become experts of one profession. The growing availability of Internet provides the opportunity to widen knowledge faster than in the past.	In alignment with the attitude-related observation. Employees practiced patience and loyalty towards the employer on a higher level than today.
Present	Social media and the increasing time spent online provides fast information flow. Especially, regarding Generation Z it's very important. Within the personality, the attitude is affected the most. The candidates/employees are less patient, in general, to get feedback or promotion.	Tendency: to stand on more feet and to have multiple jobs or at least interest in more professions – taking into account an increasing level of uncertainty. The minimum level of competitive knowledge has increased in the past 10 years. More areas of knowledge need to be covered than before. It might damage the quality of expertise of one specific area.	The question during an interview "how you imagine yourself in one year from now on?" is becoming irrelevant.
2018 - 2030	New era: employer branding - to employee branding will show increasing trends. The candidates/employees drive this change, while emphasizing the meaning of work, importance and speed of having feedback on performance.	There is a pressure on candidates and employees to continuously learn and improve in order stay competitive on the job market. This situation also stresses the input of HR departments to reduce employee turnover and maintain efficiency.	In alignment with the attitude-related shifts, employees will change jobs faster than ever before, regardless the uncertainty.

Appendix 6. Interview. Practitioner 3.

	Personality	Professionalism	Future plans
2008 - 2018	More assiduous employees in general. New jobs and technological development slowly change the employees' attitude.	Different type of problem solving skills were common. It was sufficient to become expert on one field	More workers imagined themselves in hospitality for lifetime career.
Present	The workers have instant information about other workplaces, innovation which drives their demand. Meaning of work becomes more important than the job needs to be done. The employees who constantly educate themselves change jobs easily.	The knowledge of different fields creates a competition between the workers: waiter – graphic designer skills/ journalist studies/ web developer. It's great but it doesn't support one to become expert of one field.	Education needs to change to make people committed to hospitality. Confusion in opportunities and reality.
2018 - 2030	Management is suggested to change to leadership in order to engage future talents for "long-term". Current management need to spend more time to study the demand from the candidate-side, and not only the customer-side.	Restaurants in the future need to consider working with people who have less relevant skills, but more experience or studies in different areas might mean advantage in certain topics.	The only way to keep employees with the company longer than 1 year will be the constant education and helping to think out of the box. Focusing on hospitality related knowledge only won't support employees to think long-term.