

The case of tourism and hospitality in the Arctic region

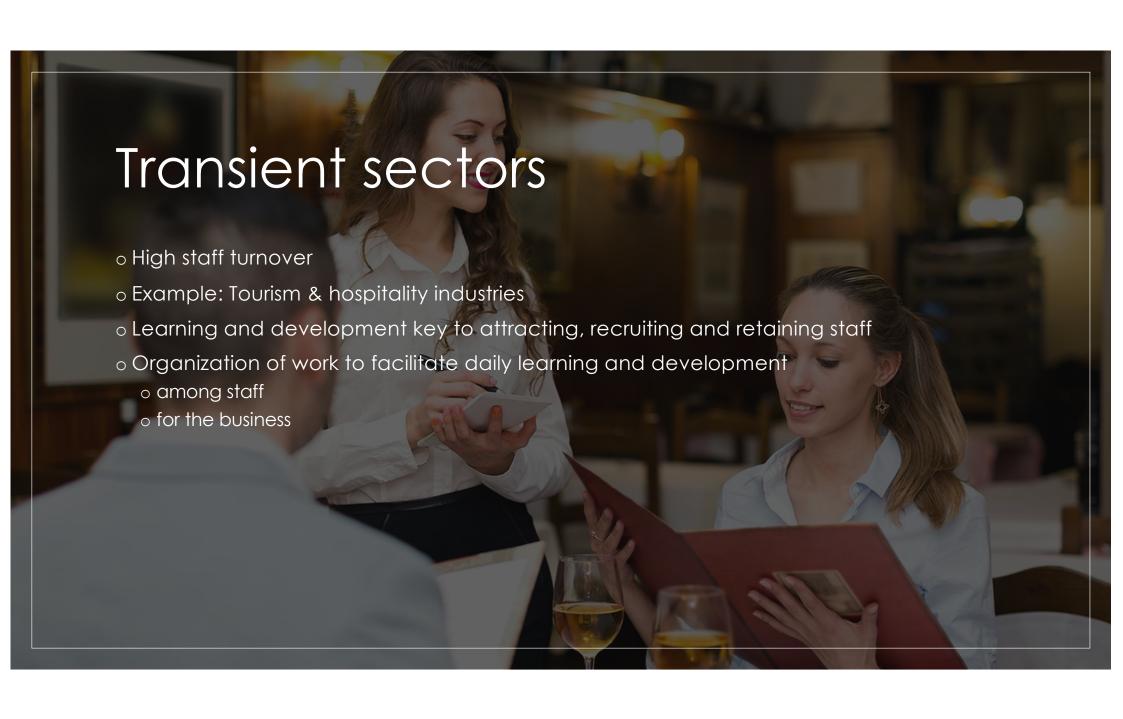
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Why is learning & development essential?

- Helps create good work environment
- ➤ Higher employee satisfaction
- Lower intentions to leave, and higher intentions to stay
- ➤ Potential momentum for business development, including profitability



"One has to work with development and learning because if [the employees] develop, there are better chances they stay."

"It is a pass-through industry. At the same time as the demands from guests are increasing all the time, the competence is incredibly difficult to fulfill."

"We are positive towards everyone learning and developing. It is a way of retaining staff too, to stimulate them to perform and do a good job."

"[The industry] is too transient to have routines for learning and development."



Workplace learning (WPL) is viewed as important for staff retention...



... but difficult conditions to make it happen



Employers see WPL as a strategy for business development \rightarrow profit...

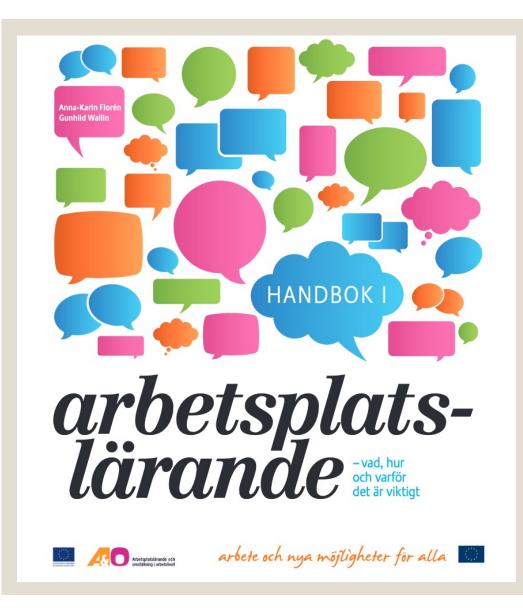


... but high staff turnover makes it challenging to invest in and organize for WPL, especially formal learning



Checklist

- Inventory needs for business development and individual development
- 2. Ensure business development and individual development go hand in hand
- 3. Plan, carry out, and follow up
- 4. Create joint commitment



Checklist

- 5. Management's active involvement
- 6. Consider collaborating with other businesses
- 7. Investment or cost?

Handbook in workplace learning - what, how and why it is important https://www.esf.se/app/uploads/20
21/01/Handbok_i_arbetsplatsl%C3%
A4rande.pdf



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