



Title: Gamified Talent Development for Gen Z in Tourism

Student Name: RAM PRABESH SAH

Student ID: DE240026

Subject and Class: Talent Management

Submission Date: 25-May-2025

**Institution Name: European Institute of Innovation,
Entrepreneurship and Technology**

Table of Contents

Introduction.....	2
Literature Review.....	3
Understanding Generation Z.....	3
Tourism Industry Talent Challenges	4
Program Structure	5
Gamification Elements.....	6
Learning Modules	8
Implementation Framework.....	9
Mobile Application Design	9
Feedback Mechanisms	11
Internal Communication Strategy	12
Conclusion	14
References.....	15

Introduction

It is a challenge for the global travel industry to draw, train and retain Gen Z staff, considering the difficulties the industry faced recently. Organizations in tourism need to update their approaches to employee development to fit what this digital-native generation expects and needs (Goh & Okumus, 2020).

This report explains how to apply a gamification approach to developing skills within Gen Z tourism teams globally. The initiative suggests for VOYAGE (Virtual Opportunities for Youth Advancement, Growth and Engagement) to bring students through gamification, modern mobile devices and AI, ensuring a personal, fun and engaging process.

Objectives

- Formulate a gamified talent development plan which supports Gen Z's way of learning.

- Make sure the game on mobile is lively, filled with courses to progress in and rewarding for players.
- Make use of AI to create a personalized learning experience
- Create guidelines for design that support everyone on the team
- Develop ways to measure how well the program is succeeding and how much money is being earned

Scope

This report addresses the process of designing and launching a full gamified talent development program for a global travel company active in several regions. The program is set up to help young staff from customer service, operations, marketing and management trainee roles. First, it's meant for Gen Z team members, but the design allows it to work for people from other age groups as well.

Instruction in the VOYAGE program centers on tourism industry knowledge and future-ready tasks, guided by the principles of sustainability, modern technology and adaptability to help Gen Z students succeed as the industry continues to change.

Literature Review

Understanding Generation Z

The first group of people raised using technology at all times was Gen Z. Studies suggest this generation stands out in certain ways that influence their preferences for learning and what they hope to get from their careers.

In their presentation, Francis and Hoefel claim Gen Z shows a desire for uniqueness, decision making based on beliefs, social activism and analysis of information. As a result, employers now expect employees to receive regular feedback, work with intention, use new technology and communicate truthfully.

According to Deloitte's Global Millennial and Gen Z Survey (2022), three-quarters of Gen Z participants prefer interactive learning and more than two-thirds prefer game-based learning.

Additionally, it showed that 82% consider opportunities for growth more important than any other job benefits (Deloitte, 2022).

Goh and Lee (2018) discovered that when it comes to tourism, Gen Z hospitality students prefer hands-on experiences, keeping up with new trends and being guided toward promotions. According to their work, this age group is often not engaged by standard training programs at work and as a result, their turnover is higher than expected within the first two years.

Gamification of Learning and Development

Gamification is a successful approach for boosting engagement and learning in different industries. They explained that using game components in everyday situations can create systems encouraging users by giving rewards, setting challenges and tracking achievements.

According to Kapp (2012), several important elements of gamification encourage users to participate in learning.

- Having clear goals and rules
- Effective systems for sharing a narrative
- Challenges and ways for learners to demonstrate their expertise

Feedback that is provided without delay

The ability to see on-going results

- Sharing experiences and enjoying opposition
- Compensation that reflects how well a person achieves

Tourism Industry Talent Challenges

There are particular human resource issues in tourism that interfere with talent development. The World Travel & Tourism Council (2022) found that there are several significant problems to resolve.

- Large changes in workforce numbers because of the seasons

Difficulties with understanding advancement paths in companies

- Compete at an equal or higher level in terms of pay with other related industries
- Operations must be highly mobile
- People with various age groups working closely

According to Baum and Hai (2020), tourism is still appealing to Gen Z, by allowing them to learn about other cultures, create new skills and find new career paths abroad. Even so, results from their study suggested that standard tourism training programs do not make the most of these unique assets and instead use traditional methods.

According to Goh and Okumus (2020), there is a noticeable difference between Gen Z tourism workers and others, as 23% more Gen Z employees leave due to the lack of opportunities for learning and development (42% of young workers surveyed gave this as their reason). Technology-assisted personal learning paths were suggested by the study to improve students' memory.

The VOYAGE Program is a strategy.

VOYAGE (Virtual Opportunities for Youth Advancement, Growth and Engagement) was created as an in-depth gamified method for helping young Gen Z employees in global tourism to develop their talents. In the upcoming sections, you will find details on its structure, the use of gamification and various learning modules.

Program Structure

VOYAGE is structured as a travel journey that helps participants gain knowledge and skills needed for their professional development.

Core Components:

1. The course lists five destination levels and each level stands for a specific stage in career building.

The aim of the Traveler curricula is to introduce a new employee to the company's values and explain its systems, as well as some basic aspects of the industry.

- Explorer (Foundation): Training in crucial skills for customer service, operating businesses and tourism basics

- Voyager (Intermediate): Specific skill learning paths following what is needed by each department and role
- Navigator (Advanced) focuses on developing leadership, strategic ideas and effective management of projects.
- Experts are well known for leading innovations, training newcomers and launching businesses

2. Inside each destination level, workers choose "expedition tracks" that relate to their job preferences and what the company needs.

- Customer Service: Meeting guests' needs with kindness, showing cultural understanding, resolving problems.
- Making operations as efficient and effective as possible, including systems, good processes and proper use and control of resources
- Application of technology in tourism, digital promotion, analysis of data
- Sustainable Tourism includes environmentally friendly practices, community meetings and responsible actions.
- Building a Team: Team management, planning the company's strategy

3. The material is taught in line with a mission-based structure.

- Daily Quests: Quick mini-lessons meant to refresh your skills on a particular subject
- Group Activities: Participants tackle problems as a united group of members from different fields
- Milestone Missions: Extensive final projects to prove a student's level knowledge
- Group Meetings: Mentors and subject experts lead these learning events in real time

In the program, most time is spent on self-study activities (60%), joined with team tasks (30%) and personal development with a mentor (10%).

Gamification Elements

It uses different gamification features meant to involve and excite learners.

1. Systems for Getting and Earning Rewards

- Experience Points (XP): Offered for completing parts of the course, joining discussions and using the material
- Leveling Up: Move to the next destination level when player attains certain experience and proves required skills
- Skill Trees: Tree charts that help you see how you improve your skills by choosing certain abilities

The system provides digital ways to show skills and certificates, seen on their profile and shareable outside the company.

2. Features for Competition and Collaboration

- Leaderboards: Real-time lists that display each person's and each group's performance in the training tasks
- Team Contests: Teams from different functions competing within a limited period
- Regional Competitions: Challenges at the local level helping connect different regions and share knowledge.
- Mentorship Points: Benefits for employees with plenty of experience who support new staff

3. Reward Systems

- Journey Tokens: Obtain them when you learn and use them to get benefits outside the app
- Ways to Redeem: Professional seminars, travel tours, merchandise awards, as well as awards for your work
- Rewards for Achievements: Being able to use special content, join unique events and use advanced learning tools
- Opportunities to Advance: Being noticed quickly for promotion due to your work while in the program

4. Narrative Framework

This program tells its story with a "journey around the world" theme.

Each area of a career is modeled after a particular section or region of the world.

- Travel Journal: A personal portfolio to mark your education and reflections
- Expedition Guides: Experienced individuals who help point you in the right direction for your career
- Unexpected Lessons: Moments where students learn something new because of something they've done

The structure supports tourism industry topics and gives you an exciting way to build your skills.

Learning Modules

VOYAGE brings together a range of learning materials that help future tourism professionals with important skills.

1. Customer Excellence

- Having knowledge of different cultures and what guests expect worldwide
- Efficient ways of recovering from service problems
- Dealing with pressure and emotion at work
- Approaches to Personalization for a variety of guest profiles

2. Operational Proficiency

- Reservations and handling of properties using technology
- Basic ideas in revenue management
- Dealing with emergencies and planning for different ones
- Restricting waste and working sustainably

3. Digital Fluency

- Strategic planning on social media and building content
- Looking at data to learn more about tourism opportunities
- Software built for virtual and augmented reality
- Mapping how customers interact with business online

4. Sustainable Ways of Tourism

- Ways to cut back on the impact on the environment

- Community engagement programs
- Key ideas in ethical tourism

To let the guests know what sustainability means.

5. Leadership Development

- Dealing with project teams in different environments
- Making and following a strategy
- What tourism managers must know about finances
- Managing change and developing new ideas

Every module uses more than one approach to help students learn.

- Bite-sized video classes that are less than 4 minutes
- Simulations that require players to examine and act out real-life events
- Online forums where learners help each other
- Short videos from leading experts in the field

Projects that help solve real-world work problems

Implementation Framework

Mobile Application Design

The main way to experience VOYAGE is through a mobile app made just for Gen Z. The application has included:

1. VOYAGE is built with an accessible and attractive design interface.

- An at-a-glance view of how far you have come, what's upcoming and what rewards are available
- An interactive world map helps you understand your learning journey progress.
- The system notifies users when there are new challenges, approaching deadlines and milestones you reach

- Social area where everyone can see their team's achievements and chances to work together

2. Examples of the App

Starting point for the app is the Dashboard screen.

- My personal information and my rank and experience points
- Progress bars are available in all active learning modules.
- Recommendations for daily quests are given based on your goals for learning.
- The updates and deadlines for team challenges
- Badges and achievements you've unlocked after the last update

Screen 2: Path of Skill Development

- A map on the screen that lists where you can and will soon travel
- Educational materials are available through buttons marked for easy access.
- Explanatory charts for each level of the destination
- Marks along the expedition route are grouped depending on the main discipline.
- A time-lapse overview of the travel path illustrates how the organism develops.

Screen 3 is called Skills Passport.

- An inventory of skills that shows each person's strength in every competency area
- A way to display badges next to certifications you've earned
- Skills are recommended to fit your professional goals and how you are performing at work.
- You can export your digital credentials for use on different work or learning websites
- Seeing how your skills fit with the averages of others nearby

Screen 4, you will see the Rewards Marketplace.

- How much Journey Token is currently inside your wallet
- A variety of rewards organized by type (experiences, recognition and development)

- Goals for earning great rewards
- Earning tokens: past results and upcoming predictions
- Performance awards that reflect the organization's main objectives

Feedback Mechanisms

Helping Gen Z with constructive feedback is fundamental for their success. The VOYAGE system uses both forward and backward feedback.

1. Performance Feedback

Progress indicators that tell you how well you are developing a certain competency

- Data showing student progress toward achieving their own personal goals
- Identifying what skills people are still challenged to grow with
- Having the chance to compare grades to fellow students already opting into the service

2. Receiving Feedback on What's Been Learned

- The ability for users to rate their learning based on each module
- Guide to help accelerate your development in the future
- Problem adjustments made after taking into account how users perform and what they say
- Ratings that check if information measured by the test is relevant on the job

3. An introduction to Manager Coaching Tools

- Overviews of the team's ongoing development

Prompts on underperformance or indications that a student is falling behind

- Accomplishment mentions or acknowledgments in recognition.
- Materials that support life coaches when discussing development with their clients

Using 360-degree feedback in the process.

- Building team challenges with members doing their own quest-based reviews
- The customer feedback I receive is linked to the modules I learn.
- Frequent questions that help people review their work and set new goals
- Using tools designed to get help from seasoned team members

Internal Communication Strategy

Good communication between staff members is important for getting programs accepted and used over time. VOYAGE includes different phases.

1. Launch Communications

First phase involves building suspense in advance of launch.

- Events at the start of the process to share the program's purpose and success factors
- Passes from key people proving the organization's commitment
- Special rewards for people who take part in the platform from the start

2. Ongoing Engagement

Weekly newsletters that share both our achievements and the opportunities at hand

- Stories about what participants went through and what they accomplished
- Keeping leaderboard updates ensures players stay interested

Management starts new team activities by making announcements.

3. Excel Creation and Pivot Table

Templates to plan and explain the program to your colleagues

- Progress check tools to use during development talks
- Frameworks for honoring people for what they do
- FAQ resources designed to provide answers to usual questions and concerns

4. Cross-Generational Communication

- These programs partner young Gen Z employees with senior company members.

Reverse mentoring programs that give Gen Z the opportunity to teach others about digital topics

- Group exercises for different generations encouraging each other to share information
- Different ways to communicate that fit everyone's needs

Predictive Analytics

AI gives businesses useful information about their organizations.

1. Talent Development Projections

- Predicting differences in skill levels across a group and the full organization
Designing tests for evaluating someone's progression in the organization
- Retention risk markers that show there are issues with engagement
- Providing tools to check on performance analysis

2. Content Optimization

Analysis of impact to look for the best learning modules.

- Making sure that the game is challenging but not too much for players
- Ensuring content fits well with the needs of the business

Guidance for deciding how resources should be split for learning investments

3. Operational Applications

Linking how well employees learn with the results achieved by the company

- Team suggestions tailored to each group's skill set

Project staffing covers finding and matching the correct staff for each requirement

Results of ROI calculations to show the program made a difference.

Conclusion

The VOYAGE program follows a complete strategy for developing Gen Z talent in tourism with the help of gamification, mobile solutions and artificial intelligence. By considering how Gen Z prefers learning and development at work, the program helps companies solve problems in keeping, developing and attracting talent.

Some of the main advantages of the suggested method are:

1. CIV-LARL gives personalized learning guidance to every employee based on their job, ambitions and style of learning.
2. By using achievement systems, competing with other players and giving rewards, games motivate users using steps backed by psychology.
3. Learning activities can be measured so that businesses see their direct impact, proving a real ROI.
4. Cultural sensitivity and accessibility make the program useful for a wide range of people working all over the world.
5. The learning materials help employees do their tasks well now, as well as acquire skills they will need as their job or industry changes.

For a good implementation, organizations ought to:

- Having a visible executive sponsor helps show how committed the organization is
- Make certain that performance management aligns smoothly with HR and similar systems

Create ways to share information about how the program can help members

It is important to gather basic metrics ahead of launch to properly measure the results.

- Handle the release of features in stages, with pilot users as the first to test it

The VOYAGE program allows tourism companies to compete for Gen Z talent by changing the way they train staff, making training more fun and more helpful to employees and companies.

References

- Armstrong, M. B., & Landers, R. N. (2018). Gamification of employee training and development. *International Journal of Training and Development*, 22(2), 162-169.
- Baum, T., & Hai, N. T. T. (2020). Hospitality, tourism, human rights and the impact of COVID-19. *International Journal of Contemporary Hospitality Management*, 32(7), 2397-2407.
- Deloitte. (2022). The Deloitte Global 2022 Gen Z and Millennial Survey. Deloitte Insights.
- Deterding, S., Dixon, D., Khaled, R., & Nacke, L. (2011). From game design elements to gamefulness: Defining gamification. *Proceedings of the 15th International Academic MindTrek Conference*, 9-15.
- Francis, T., & Hoefel, F. (2018). *True Gen: Generation Z and its implications for companies*. McKinsey & Company.
- Goh, E., & Lee, C. (2018). A workforce to be reckoned with: The emerging pivotal Generation Z hospitality workforce. *International Journal of Hospitality Management*, 73, 20-28.
- Goh, E., & Okumus, F. (2020). Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the hospitality workforce. *Tourism Management Perspectives*, 33, 100603.
- Kapp, K. M. (2012). *The gamification of learning and instruction: Game-based methods and strategies for training and education*. Pfeiffer.
- Sailer, M., & Homner, L. (2020). The gamification of learning: A meta-analysis. *Educational Psychology Review*, 32, 77-112.
- World Travel & Tourism Council. (2022). *Global talent trends and issues for the travel & tourism sector*. WTTC Global Report.