



**Opportunities for Arab youth employment in  
the hospitality, technology and media  
industries in the MENA region**

February, 2017

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# Executive summary

# Overview of youth employment opportunities in the MENA Region

Arab youth should consider working in the hospitality, technology and media industries to capitalize on favorable industry trends and skill requirements.

Hospitality	Technology	Media
<ul style="list-style-type: none"><li>• <b>Key hospitality trends and opportunities:</b><ul style="list-style-type: none"><li>– The hospitality industry in the MENA region is expected to grow by an average of 4.2% annually.</li><li>– Several major events will be organized in the GCC including Expo 2020 and Qatar World Cup 2022, thus, increasing hospitality job opportunities for Arab youth.</li><li>– The hospitality industry in some North Africa and Levant countries is slowly picking up, after navigating the Arab Spring and other political instabilities.</li></ul></li><li>• <b>Key required skills:</b><ul style="list-style-type: none"><li>– Technical skills: hotel operations management, Financial management, guest relations, event management, and catering management.</li><li>– Soft skills: communication, languages, positive attitude, interpersonal and leadership skills.</li></ul></li><li>• <b>Entry-level opportunities:</b><ul style="list-style-type: none"><li>– Intern or member of a graduate program</li><li>– Event Coordinator / Supervisor</li><li>– Customer Services Representative</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Key technology trends and opportunities:</b><ul style="list-style-type: none"><li>– The technology services market in the MENA region is expected to grow by 8.6% annually.</li><li>– Emerging technology trends such as IoT, Big Data, e-commerce and cloud has both increased and altered the nature of jobs in technology</li><li>– There is an increased interest in tech businesses and start-ups, increasing demand for key technology and engineering skills.</li></ul></li><li>• <b>Key required skills:</b><ul style="list-style-type: none"><li>– Technical skills: knowledge of programming languages, cloud computing, application/software development, statistical analysis and data mining, network management and security, and interface design.</li><li>– Soft skills: communication, problem solving and analytical skills.</li></ul></li><li>• <b>Entry-level opportunities:</b><ul style="list-style-type: none"><li>– Traditional jobs: software/hardware engineers, business analyst, database administrator, and network/security engineers.</li><li>– Emerging jobs: user experience designer, mobile developers, ethical hackers and data engineers.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Key media trends and opportunities:</b><ul style="list-style-type: none"><li>– The media market in the MENA region grew by around 7% annually over the past few years.</li><li>– The traditional media industry is in a transition phase to compete with online media providers.</li><li>– Social media and online media platforms are vying to dominate online content/news.</li><li>– Organizations are understanding the power of social media to communicate and build relationships with their customers.</li></ul></li><li>• <b>Key required skills:</b><ul style="list-style-type: none"><li>– Technical skills: SEO/SEM marketing, social media management, editing, internet publishing.</li><li>– Soft skills: creativity, analytical and interpersonal skills.</li></ul></li><li>• <b>Entry-level opportunities:</b><ul style="list-style-type: none"><li>– Digital Marketing Executive</li><li>– Internet Publishers and Editors</li><li>– Social Media and Marketing Specialists</li></ul></li></ul>

# Overview of youth industry challenges in the MENA Region

Arab youth should address common and specific challenges to gain employment in the hospitality, technology and media industries.

## Common Youth Employment Challenges Across Industries

- Political and economic instability negatively affects job openings for Arab youth
- University curricula are not fully aligned to industry requirements, creating a mismatch of skills
- 56% of Arab fresh graduates perceive themselves to be unprepared to join the workforce
- Arab youth prefer to work in traditional industries due to prestige, work-life balance and compensation
- Arab youth lack critical information about the range of opportunities available to them in high-growth industries
- Increased competition from more qualified expatriates

### Hospitality Employment Challenges

- Lack of vocational training opportunities to prepare Arab youth for a hospitality job
- Demand for talent is not fulfilled due to skill shortages
- Lack of fluency in languages other than Arabic, particularly in GCC
- Resistance to work overnight shifts
- Perception that hospitality jobs are more suitable for women
- Overall perception that hospitality jobs do not provide significant career advancement
- Payment scales are comparably lower in hospitality, except for senior positions, which make sit demotivating for young people to join the industry.

### Technology Employment Challenges

- Lack of hands-on experience
- Decrease in the number of STEM students
- Skill shortages for IT Security Professionals, Network Architects, Software/Application Engineers, and Hardware Engineers
- Demand for middle to senior IT roles in niche and high-tech sectors is not fulfilled
- Perception that technology jobs are more suitable for men
- Requires constant learning to adapt to new technologies
- Relevance of today's educational curricula to emerging technologies.

### Media Employment Challenges

- Lack of fluency in languages other than Arabic, particularly in GCC
- Cultural reservations regarding women working in media, censorship, and levels of free speech
- Demand for Internet Content Creators, Editors and Social Media Specialists is not fulfilled
- Relatively low employment opportunities in traditional media organizations

# Addressing Arab youth employment challenges

Addressing Arab youth employment challenges and opportunities require a joint effort across key stakeholders.

## 3 Civil Society and Media

- Encourage and emphasize the role of entrepreneurship to create employment opportunities.
- Spread awareness about the high unemployment rates in MENA region and their severity on the economy.
- Host joined initiatives between different stakeholders.

## 2 Governments

- Lead the development and oversee the implementation of a national skills/education strategy.
- Enhance accreditation requirements and education quality standards.
- Where possible, provide incentives to redirect youth to high-growth and non-traditional industries.



## 1 Education Institutions

- Revise program curricula and teaching methods in line with industry skill requirements.
- Incorporate international business practices and ensure international exposure opportunities.
- Promote vocational training, technical training and experiential learning opportunities as a means to gain practical and industry-specific trainings.
- Support students during the job search process, including career coaching and job fairs.

## 4 Industry Organizations

- Partner with education providers to align curricula to industry requirements.
- Promote non-traditional job opportunities and required skills clearly.
- Tackle youth misperceptions regarding working in non-traditional industries.

## 5 Arab Youth

- Develop and implement a plan to work in a desired industry.
- Be flexible to trying new things, particularly in high-growth and non-traditional industries.
- Pursue internships to apply concepts taught in class to real-world situations.

# Introduction

# Overview of INJAZ Al Arab (INJAZ)

INJAZ is a non-profit organization that aims to promote youth education and training in the MENA region.



## Establishment

INJAZ was established in 1999 as a non-profit organization that aims to promote youth education and training in the Arab World under three pillars: workforce readiness, financial literacy and entrepreneurship.



## Purpose

INJAZ is focused on developing young people's ability to contribute to their nation's economic development.



## Achievements

- INJAZ is the only non-profit organization in the region that harnesses the mentorship of business leaders to inspire cultural entrepreneurship and business innovation among Arab youth.
- INJAZ was named one of the top 100 NGO's in the world by Global Journal for two consecutive years, 2012 and 2013.

- INJAZ has helped over 2 million students through entrepreneurship training opportunities.
- INJAZ is a member of Junior Achievement, the world's largest and fastest growing youth business organization.



## INJAZ Key Activities

- Form partnerships with organizations to provide mentorship opportunities to Arab youth.
- Host training programs to develop the required skills of Arab youth, enabling a smoother transition to their job after graduation.
- Provide entrepreneurship training programs for Arab youth to help them develop their business skills and to contribute to society.
- Support Arab youth in launching their startups by providing training, funding and incubation.
- Conduct research to implement programs and initiatives that support youth employment.



# Overview of Expand Your Horizon (EYH)

EYH is a joint initiative by INJAZ and its partners to encourage Arab youth to realize their potential by a career in the private sector.

## **EYH Purpose**

EYH aims to boost employment rates by educating youth on the benefits of jobs in the private sector and entrepreneurship opportunities in the Middle East and North Africa.

## **EYH Objectives**

- Encourage Arab youth to consider different career paths and focus on developing the skills needed in trending industries.
- Provide enough information for students, youth and families to make well informed career decisions.
- Facilitate collaboration between the media, private sector, NGOs and students to boost presence and awareness of INJAZ and its industry partners.

## **Role of INJAZ in EYH**

INJAZ supports Arab youth's engagement in the private sector through EYH. EYH is an initiative that targets the deficiencies of the education system, and empowers youth to solve unemployment by creating a greater understanding of the opportunities available to them.

## **Role of Partners**

Partners commit their time and resources to provide valuable hands-on work experience to Arab youth.

Partners also launch media campaigns to educate youth about trending industries and possible opportunities. Some participants offer internships in conjunction with their campaign.

# Objectives of this report

In line with INJAZ and EYH's objectives, Deloitte developed this report to highlight opportunities for Arab youth in the technology, media and hospitality industries.

## What to expect from this report?



An overview of Arab youth employment in the hospitality, technology and media industries in the MENA region.



An assessment of Arab youth employment in those industries and the identification of potential paths to employment by studying the requirements in each industry.



Potential steps to mend the skill gap and sustain the path of improvement.

Before going into the analysis, it is important to define the following terms:  
*(more information on the following slides)*

Arab

Talent

Youth

Millennials

# Defining Arabs

The MENA region hosts a rich blend of Arab nationals and expatriates; hence, defining “Arabs” cannot be limited to Arab passport-holders only.

## EYH Definition of Arabs

- EYH defines Arabs as individuals of any nationality who currently reside in an Arab country.
- Since EYH aims to enhance employment of Arab youth in the Middle East and North Africa (MENA) region, Arab passport-holders living outside an Arab country are not considered.

## Sample Arab countries included in this report

### Levant



Lebanon



Palestine



Jordan

### North Africa



Tunisia



Egypt



Morocco



Algeria

### GCC



Yemen



United Arab Emirates



Oman



Kuwait



Saudi Arabia








Bahrain



Qatar

# Defining talent

All individuals are talented; they just need to be engaged and trained in order to discover what their talent is.



Talent comes in many shapes and sizes!

### What is "Talent"?

- Talent is a natural aptitude or skill that an individual has to perform something relatively well compared to his/her peers.
- Contrary to popular belief, all individuals are talented; They just need to be engaged and trained in order to discover what their talent is.
- An individual may become aware of his/her talent through continuous experiences in areas that naturally attract him/her.
- Once discovered, talent should be continuously fostered and developed in order to deliver the required performance and results.

## Educated individuals:

- Currently attend or previously attended educational institutions.
- Have a formal certificate or degree in a specific field.
- Acquire learning in various disciplines on an ongoing basis.
- May have an area of expertise, but that does not necessarily mean that they are talented in that field.



**Educated  
individuals  
versus  
Talented  
individuals**



## Talented individuals:

- Have an innate ability to perform certain tasks better than their peers.
- Are aware of that ability and develop it over time through trainings and experiential learning opportunities.

# Defining youth

Various definitions for “youth” exist, but for the purpose of this report, youth is defined as individuals between the ages of 16 and 25.

Youth can be defined as the age span at which an individual can enter the labor market. Given that nowadays many individuals delay their entry to the labor market, the statistical definition no longer holds. – **International Labor Organization (ILO)**

Youth is a fluid category, often indicated as an age at which an individual may leave compulsory education to find his/her first job. For statistical purposes youth has been defined to be someone between the age of 15-24 years. – **United Nations (UN)**

**For the purpose of this research, we will use INJAZ’s definition of youth. Youth is defined as a high school and/or university graduate between the age of 16 and 25.**

# Defining Millennials

Millennials, born between 1980 and 2000, represent a large portion of Arab youth and have different work preferences than those of previous generations.

## EYH Definition of Millennials

- EYH defines millennials as individuals born between 1980 and 2000 and who reached adulthood in the year 2000.
- Millennials, also known as Generation Y, follow Generation X which includes individuals born between 1960 and 1980.
- The number of millennials is increasing in every industry in the Middle East and a growing number of them currently occupy middle to senior management positions.
- Since millennials represent an increasing share of the workforce, they are no longer seen as the leaders of tomorrow but increasingly as the leaders of today.

## Millennial Difference from Previous Generations

- Millennials are different from the previous generation, which grew up without social media, unified communications, smartphones or the internet.
- Millennials are motivated and increasingly engaged through continuous learning and development.
- Millennials require recognition that is not necessarily financial. Also, they look for more social and cultural activities.
- Millennials, in general, express little loyalty to their current employers due to the lack of development of leadership skills and feelings of being overlooked in their organizations.
- Millennials often put their personal values ahead of organizational goals and several have shunned assignments (and potential employers) that conflict with their beliefs.

Source: EYH, *The 2016 Deloitte Millennial Survey*

# Millennials' values impact the workplace

The personal values of millennials influence their career choice and impact their workplace.

## Millennials' Values

### Ethics

Millennials are very keen on transparency and integrity at work. They are open about their choices, why they make them, etc. At the same time, they expect the same from their employers.

### Freedom

Millennials truly cherish their freedom in various forms. They expect the organizations they work for to value their freedom and to allow them enough resources to express it.

### Priorities

Millennials inform their career choices by priorities. In fact, Millennials do truly care about the balance between their work and their personal life. Additionally, they put their life first as they seek fulfillment from their hobbies such as sports, music and other forms of social, cultural, and artistic activities.

## Values Impact on the Workplace

### Productivity

Millennials are immersed with personal values that shape their behaviors, and their performance thus the workplace. Accordingly, this is positively and tightly correlated to the productivity of organizations.

### Team Work

Millennials' personal values are positively impacting team work in the work place. Accordingly, organizations are witnessing better results and most importantly a better work environment where ideas are shared and the workload is shared in a positive and human fashion.

### Innovation and Creativity

Millennials' personal values, openness to others, and diversity nurtures a great amount of innovation and creativity. The workplace can benefit from the entrepreneurial attitude that is increasing as Millennials tend to treat the organization they work for as if they own it.

Source: The 2016 Deloitte Millennial Survey

# Factors that attract Millennials

Millennials are attracted and engaged by employers who create a culture suitable for their goals and aspirations.

## A sense of Purpose

Millennial employees are more driven by purpose than by profit. They want to work for organizations that focus on improving the skills, income, and satisfaction levels of employees; create jobs; and provide goods and services that have a positive impact on peoples' lives.

## Fast-Track Career Progression

Millennials are looking for employers that offer fairly fast track career progression with appealing job titles.

## Exposure

Millennials are searching for jobs at the key international employers, that are spearheading with key international events (e.g. WorldCup, Expo), in order to benefit from the exposure they get.

## Rewards & Recognition

Millennial employees are attracted by the competitive packages that employers offer. This is definitely further enhanced in the Arab region by the fact that GCC countries are so far free of taxation.

Source: The 2016 Deloitte Millennial Survey

## Diversity

Millennials are interested in taking part of the employers where different nationalities work in order to adapt to the different cultures, learn from various professional strategies and develop their communication skills.





# **Overview of Arab youth employment in the MENA Region**

# Defining employment and unemployment

Employment and unemployment rates vary according to a country's or region's demography and economic environment.

## Defining Employment

- For an individual to be counted as employed, he/she should:
  - Be above a specific age, in Arab region above the age of 16; and
  - Work for pay, profit or family gain for a specified period of time (differs by country).
- Employment in a country or region is measured through an employment rate.

## Defining Unemployment

- For an individual to be counted as unemployed, he/she should:
  - Be above a specific age, in Arab region above the age of 16.
  - Be without continuous paid or unpaid work for a specified period of time (differs by country).
  - Be actively seeking employment opportunities.
- Unemployment in a country or region is measured through an unemployment rate.

## Defining Youth Employment

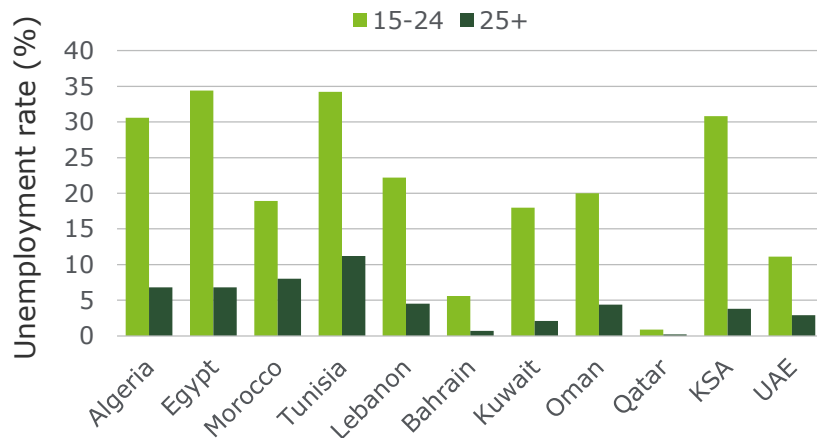
Youth employment specifies the number of youth (i.e. between the ages of 16 and 25) who work for pay, profit or family gain for a specified period of time.

Youth employment can be measured by youth employment-to-labor force ratio

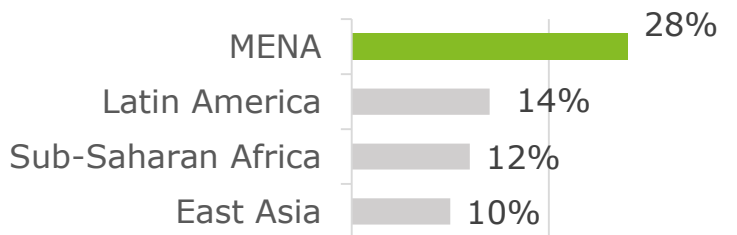
# Overview of youth unemployment in MENA Region

The average youth unemployment rate in the MENA region is 28%, which is considered among the highest in the world.

## Unemployment rate in the MENA region by age



## Comparison of Unemployment Rates by Region



## Key Findings

- The average youth unemployment rate in the MENA region is 28%, which is considered among the highest in the world.
- Women youth unemployment rates tend to be higher than the average youth unemployment rate in the MENA region. A Bayt.com survey found that 43% of women youth are unemployed.
- Youth unemployment rates are higher than adult unemployment rates in all MENA countries.
- Egypt has the highest youth unemployment rate; in contrast, Qatar has the lowest youth unemployment rate.
- North Africa and Levant countries have a higher average youth unemployment rate than GCC countries for the following reasons:
  - Economic and political instability
  - Low levels of private sector development
  - Limited employment opportunities

Source: The World Bank & OECD, *Opportunities and Challenges in the MENA Region*, Deloitte analysis

# Key reasons for high youth unemployment rates (1/2)

Key youth employment barriers contribute to the high youth unemployment rates across the MENA region.

## Key Youth Employment Barriers

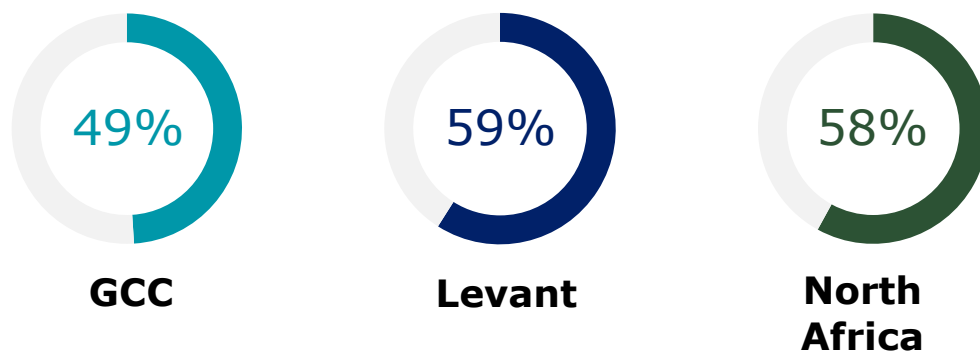
- 1 Mismatch of skills:** Graduates in the MENA region are not fully equipped with the proper soft and technical skills because the education systems are not completely in line with market requirements.
- 2 Political and economic instability:** The Arab spring, ongoing wars and political instabilities, and the drop of oil prices have negatively affected Arab youth employment.
- 3 Competition from more qualified expatriates:** Expatriates from more developed economies are usually preferred over nationals because they are perceived to be more qualified.
- 4 Unwillingness to work in the private sector:** Arab youth prefer to work in the public sector because of the short working hours and better salary packages.
- 5 Youth university major preferences:** Arab youth are more likely to consider majoring in business rather than majoring in Science, Technology, Engineering and Math, which are necessary nowadays
- 6 Limited employment opportunities for women:** Women youth in the MENA region have the highest unemployment rates in the world due to limited employment opportunities and cultural reservations.
- 7 Inefficient use of e-recruitment channels:** Employers do not fully use the available online e-recruitment channels to target Arab youth.
- 8 Nationalization programs:** Arab youth wanting to work in the GCC may face visa difficulties and labor restrictions due to nationalization requirements.
- 9 Job security:** There is no employer-sponsored permanent residency in the GCC, making it difficult for Arab youth who want job security in the GCC.

Source: European Bank for Reconstruction and Development, the European Investment Bank, The World Bank: *What's Holding Back The Private Sector In MENA?*

## Key reasons for high youth unemployment rates (2/2)

56% of Arab youth perceive themselves to be unprepared to join the workforce, decreasing their chances of finding a job.

**% of Arab youth unprepared to enter the workforce**



- On average, 56% of Arab youth perceive themselves to be unprepared to join their industry of choice.
- Youth in the Levant and North Africa tend to be the most unprepared in the MENA region.
- Reasons for lack of readiness to join the workforce include:
  - Inadequate education system
  - Lack of experiential learning opportunities

Source: Bayt.com: Fresh Graduates in the Middle East and North Africa, World Bank, Deloitte analysis

# **Overview of the hospitality, technology and media industries in the MENA region**

# Defining hospitality, technology and media industries

The hospitality, technology and media industries are increasingly becoming target markets for youth employment in the MENA region.

## EYH Definition of Industry

- An industry can be defined as the aggregate of technically-aligned activities/organizations who produce similar goods and services.
- Examples of industries include the manufacturing industry, oil and gas industry, transportation industry, etc.
- This report focuses on Arab youth employment opportunities in the hospitality, technology and media industries.



### Hospitality

- The hospitality industry is mainly composed of Hotels, restaurants, event planners and tourism agencies.
- Hotels and restaurants constitute the largest segments of the hospitality industry.
- Activities in hospitality industry involve heavy customer service and interactions for the provision of services.
- Key hospitality organizations in the Arab world include Marriott Hotels & Resorts, Starwood, Intercontinental, Rotana etc.



### Technology

- The technology industry is mainly composed of technology services companies, software and infrastructure manufacturers and resellers and IT functions within organizations.
- The technology industry is growing exponentially due to the spread of internet access and the advancements in computer processing power, data storage and chip design.
- Key technology organizations in the Arab world include General Electric, Apple, Oracle, etc.



### Media

- The media industry is mainly composed of TV channels, newspapers, publishers, and social media providers.
- A major technological shift is currently happening in the media industry whereby news and media content is being provided online rather than on traditional media (e.g. paper newspapers versus online content).
- Key media organizations in the Arab world include MBC, Ooredoo, Facebook, Twitter, etc.

# Overview of drivers affecting Arab youth employment

Several changes are positively and negatively affecting Arab youth employment in the hospitality, technology and media industries.

Hospitality	Technology	Media
<ul style="list-style-type: none"><li>• Currently, around 14% of fresh graduates in the MENA region choose a career in the hospitality industry.</li><li>• Factors negatively impacting Arab youth employment in the hospitality industry:<ul style="list-style-type: none"><li>– <b>Slowing tourism sector:</b> the relatively weak economic and political situation in most MENA countries has decreased the number of international tourists, negatively impacting the hospitality industry and available jobs.</li><li>– <b>Industry disruptors:</b> innovative organizations such as Airbnb are competing with traditional hotels to attract business and tourist travelers.</li><li>– <b>Digital:</b> digital booking is changing the way consumers manage their travels, accommodation and flights; requiring less human interactions.</li></ul></li><li>• Factors positively impacting Arab youth employment in the hospitality industry:<ul style="list-style-type: none"><li>– <b>Major events:</b> several major events will be organized in the GCC including Expo Dubai 2020 and Qatar World Cup 2022, thus, increasing job opportunities for fresh graduates.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Currently, around 19% of fresh graduates in the MENA region choose a career in the technology industry.</li><li>• Factors negatively impacting Arab youth employment in the technology industry:<ul style="list-style-type: none"><li>– <b>Skills competition:</b> Arab youth face stiff competition for technology jobs from more educated and specialized foreigners.</li><li>– <b>Education:</b> there is a mismatch between the skills required by the industry and the education provided by universities.</li></ul></li><li>• Factors positively impacting Arab youth employment in the technology industry:<ul style="list-style-type: none"><li>– <b>Entrepreneurship:</b> there is an increased drive for entrepreneurship. Several business incubators in the MENA region are providing funding and support for start ups.</li><li>– <b>Technology demand:</b> there is a demand for technology skills to cater to the 'App Economy'.</li><li>– <b>Replacing older workforce:</b> organizations are replacing non-skilled workers with technology literate candidates.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Currently, around 14% of fresh graduates in the MENA region choose a career in the media industry.</li><li>• Factors negatively impacting Arab youth employment in the media industry:<ul style="list-style-type: none"><li>– <b>Decline of traditional media:</b> organizations that focus on print and other traditional forms of media are either having to reinvent themselves or go out of business. They face fierce competition from free online news sources, alternative channels (e.g. Netflix, legal and illegal streaming, etc.)</li></ul></li><li>• Factors positively impacting Arab youth employment in the media industry:<ul style="list-style-type: none"><li>– <b>Growth of e-media:</b> online publishing, content management and disruptors to traditional media are growing.</li><li>– <b>Emphasis on social media:</b> organizations are understanding the power of social media to communicate and build relationships with their customers.</li></ul></li></ul>



# Arab youth perceptions

Arab youth have varying perceptions regarding choosing a career in the hospitality, technology and media industries.



## General Perceptions

- Desire to work in a field they are passionate about.
- Attracted to competitive compensation and benefits packages.
- Require work-life balance.
- Attracted to jobs that are impactful and provide them autonomy.
- Think that traditional industries provide the best employment prospects.
- Have insufficient knowledge of “non-traditional” industries.



## Hospitality Industry

- Not seen as prestigious as other industries.
- Low Payment for non senior positions.
- Perception that no vocational education or special skills are required.
- Potentially difficult work-life balance, particularly during overnight shifts.
- Seems to be more suitable for women.
- Nationals typically do not consider working in this industry, particularly in the GCC.



## Technology Industry

- Provides entrepreneurship and innovation opportunities.
- Fierce competition from highly-technical expatriates.
- Very technical.
- Requires constant learning and training to adapt to new technologies.
- Fast-paced.
- Seems to be more suitable for men.
- Relevance of today’s educational curricula to emerging technologies.

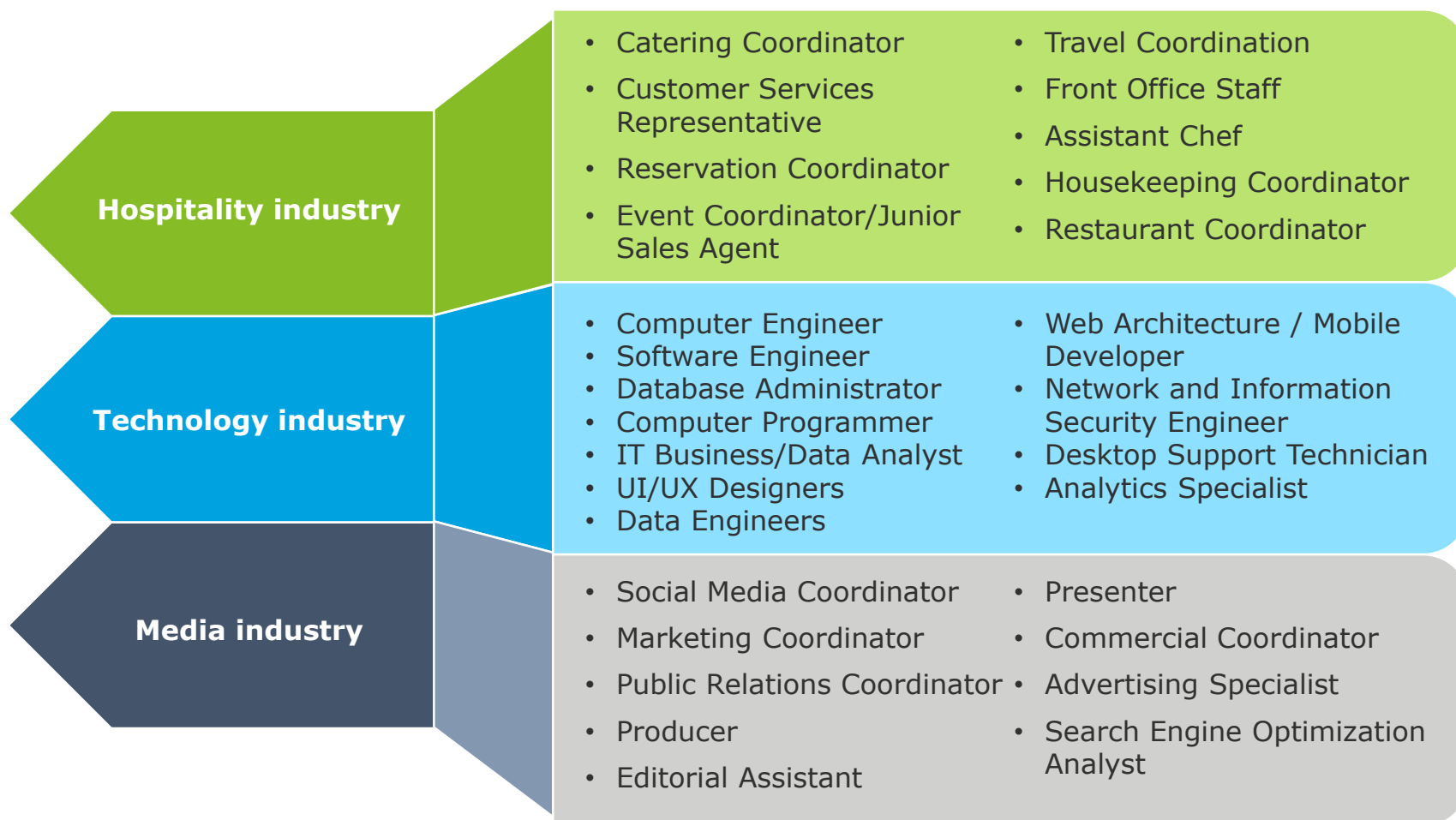


## Media Industry

- Declining interest in traditional media.
- Increases awareness and interest in social media and internet content creation/publishing.
- Restrictions on what can be published.
- Requires late night shifts since the news is ongoing 24/7.

# Sample jobs in the hospitality, technology and media industries

After graduating from university, Arab youth typically occupy the following entry-level positions in the hospitality, technology and media industries.



Source: Bayt.com

# Key positions in the hospitality industry

Several jobs in the hospitality industry tend to be well-known to Arab youth, however others require further promotion.

## Key positions and qualifications in the Hospitality Industry

	Key Positions	Required Qualifications
Popular positions	Restaurant Coordinator	<ul style="list-style-type: none"> <li>Bachelors degree (Business/Management/Hospitality/Catering) or Diploma</li> <li>School leavers with apprenticeship programs</li> </ul>
	Customer Service Representative	<ul style="list-style-type: none"> <li>Bachelors degree (Business/Marketing)</li> <li>High school diploma</li> <li>Minimum of 1 year experience</li> </ul>
	Event Coordinator/ Junior Sales Agent	<ul style="list-style-type: none"> <li>Bachelors degree (Marketing/Administration/Communication)</li> <li>2-4 Years of experience</li> </ul>
Less known positions	Hotel/Operations Management	<ul style="list-style-type: none"> <li>Bachelor degree (hotel management) or Diploma</li> <li>Minimum of 2 years experience</li> </ul>
	Reservation Coordinator	<ul style="list-style-type: none"> <li>Bachelor degree (Marketing/Business/Hospitality) or Diploma</li> <li>Minimum of 2 years experience</li> </ul>
	Catering Coordinator	<ul style="list-style-type: none"> <li>Bachelors degree (Business/Management/Hospitality/Catering) or Diploma</li> <li>School leavers with apprenticeship programs</li> </ul>

**Employers usually prefer candidates with relevant work experience (full-time job, internships or other experiential learning opportunities)**

# Key positions in the technology industry

Several jobs in the technology industry tend to be well-known to Arab youth, however others require further promotion.

## Key positions and qualifications in the Technology Industry

	Key Positions	Required Qualifications
Popular positions	IT Business/Data Analyst	<ul style="list-style-type: none"> <li>Bachelors degree (Computer science/ Information system)</li> </ul>
	Web Architecture / Mobile Developer	<ul style="list-style-type: none"> <li>Bachelors degree (IT/Computer science/ Software development)</li> <li>Minimum of 2 years experience</li> </ul>
	Database Administrator	<ul style="list-style-type: none"> <li>Bachelors degree (IT/Computer science)</li> <li>National diploma</li> <li>Minimum of 3-5 years of experience</li> </ul>
Less known positions	Data Engineer	<ul style="list-style-type: none"> <li>Bachelors degree (IT/Computer Science)</li> <li>Minimum of 2 years experience</li> </ul>
	Network and Information Security Engineer	<ul style="list-style-type: none"> <li>Bachelors degree (Computer Science)</li> <li>Minimum of 1-2 years of experience</li> </ul>
	UI/ UX designers	<ul style="list-style-type: none"> <li>Bachelors degree (Computer Science)</li> <li>Availability of a portfolio (Class projects)</li> </ul>

**Employers usually prefer candidates with relevant work experience (full-time job, internships or other experiential learning opportunities)**

# Key positions in the media industry

Several jobs in the media industry tend to be well-known to Arab youth, however others require further promotion.

## Key positions and qualifications in the Media Industry

	Key Positions	Required Qualifications
Popular positions	Presenter	<ul style="list-style-type: none"> <li>Bachelors degree (Broadcasting/Communication/Performing Arts/Journalism)</li> </ul>
	Anchor	<ul style="list-style-type: none"> <li>Bachelors degree (Communication/Journalism)</li> <li>National Diploma</li> <li>Availability of a portfolio (Class projects)</li> </ul>
	Editorial Assistant	<ul style="list-style-type: none"> <li>Bachelors degree (English/Communication/Journalism)</li> <li>Availability of a portfolio (Class projects)</li> </ul>
Less known positions	Producer	<ul style="list-style-type: none"> <li>Bachelors degree (Theater/Film/Cinematography/Communications/Journalism)</li> <li>Minimum of 1-2 years experience</li> </ul>
	Public Relations Coordinator	<ul style="list-style-type: none"> <li>Bachelors degree (Communication)</li> <li>National Diploma</li> <li>Minimum of 2 years experience</li> </ul>
	Marketing Coordinator	<ul style="list-style-type: none"> <li>Bachelors degree (Business/Management/Communication)</li> <li>National Diploma</li> <li>Minimum of 2-3 years experience</li> </ul>

**Employers usually prefer candidates with relevant work experience (full-time job, internships or other experiential learning opportunities)**

# Typical career paths in the hospitality industry

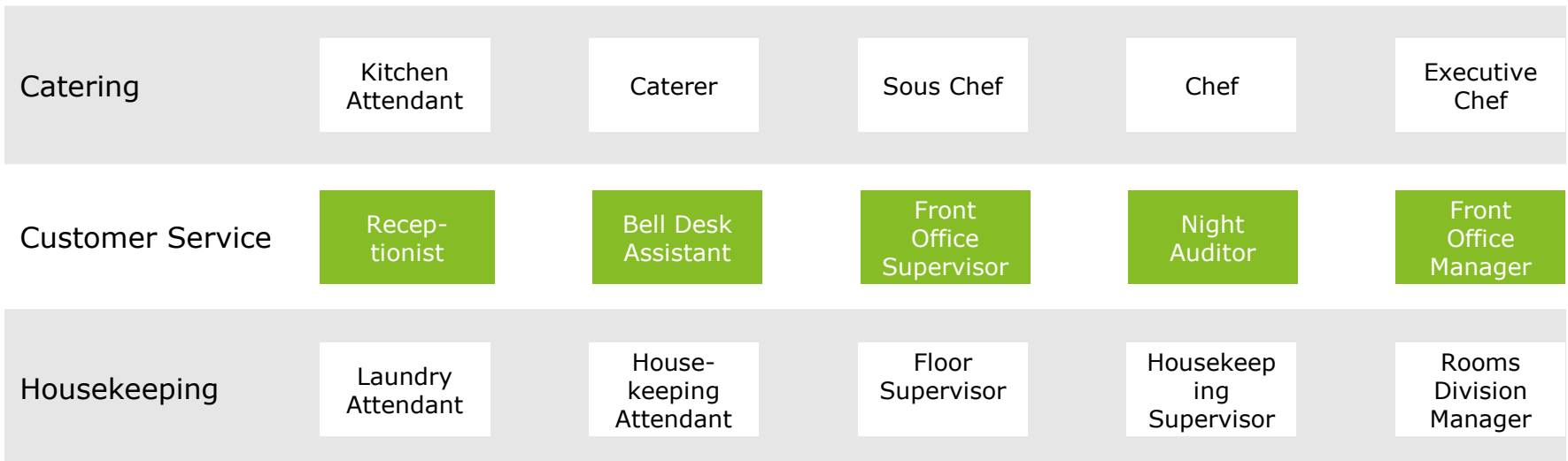
Career paths in the hospitality industry can be either vertical or horizontal due to the large number of relatively junior positions that require similar skills.

## Overview of a typical hospitality career path

Hospitality is a unique and characterized by:

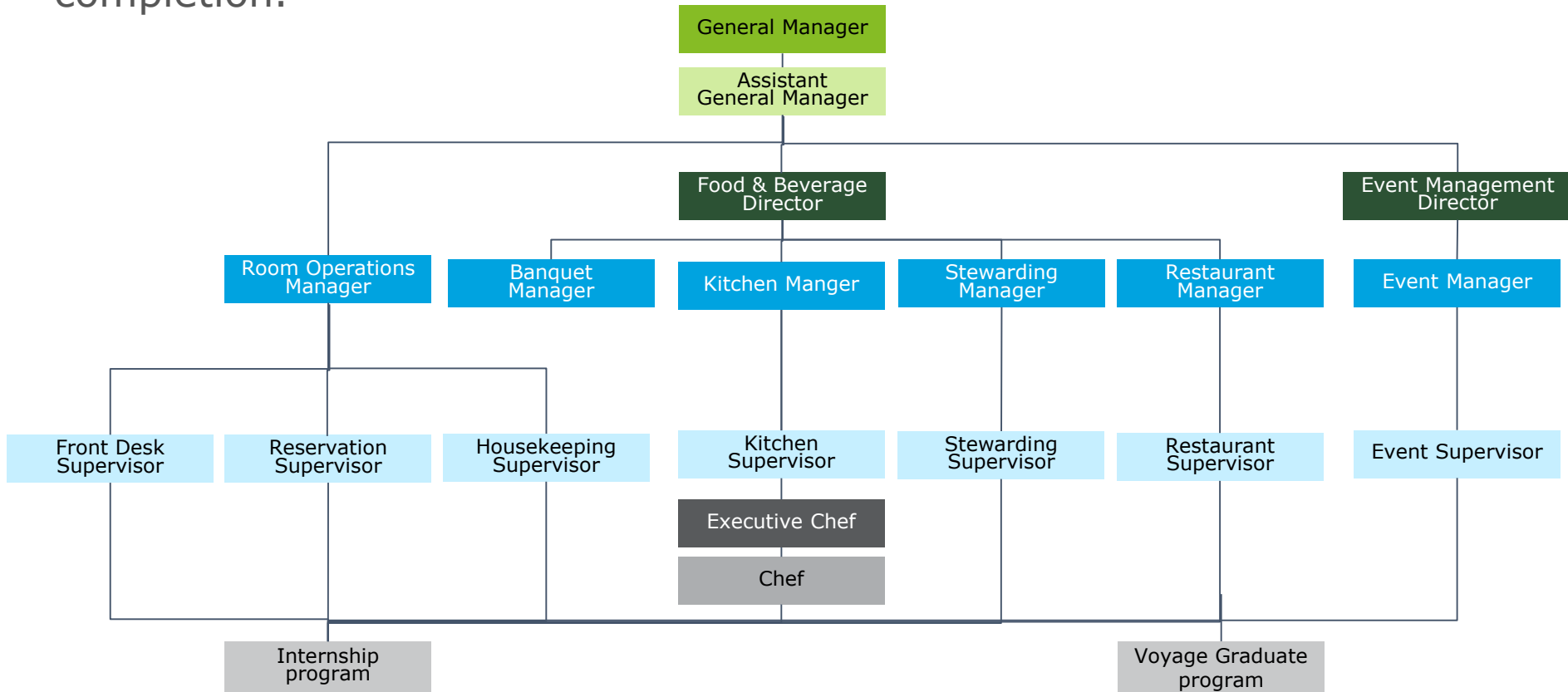
- Network structure: provides a large number of entry level position.
- Career movement: allows vertical or horizontal progress.
- Wide availability of training programs and apprenticeships.

Nonetheless, graduates holding a hotel management degree follow a hierarchal structure that starts right after the management training program. According to the hotel policy and the management training program graduates will be admitted departmental assistant manager or departmental manager, hotel manager, general manager and lastly cluster or regional manager.



# Career path in Marriott Hotel

Marriott Hotels offer Internships and Graduate Programs to enable youth to occupy early supervisory and managerial positions after program completion.



Senior Levels



Middle Levels



Entry Levels

Source: Deloitte Knowledge Database

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# Sample skills required in the hospitality industry

The following describes sample job families in the hospitality industry and their related entry-level skills.



Source: Deloitte analysis



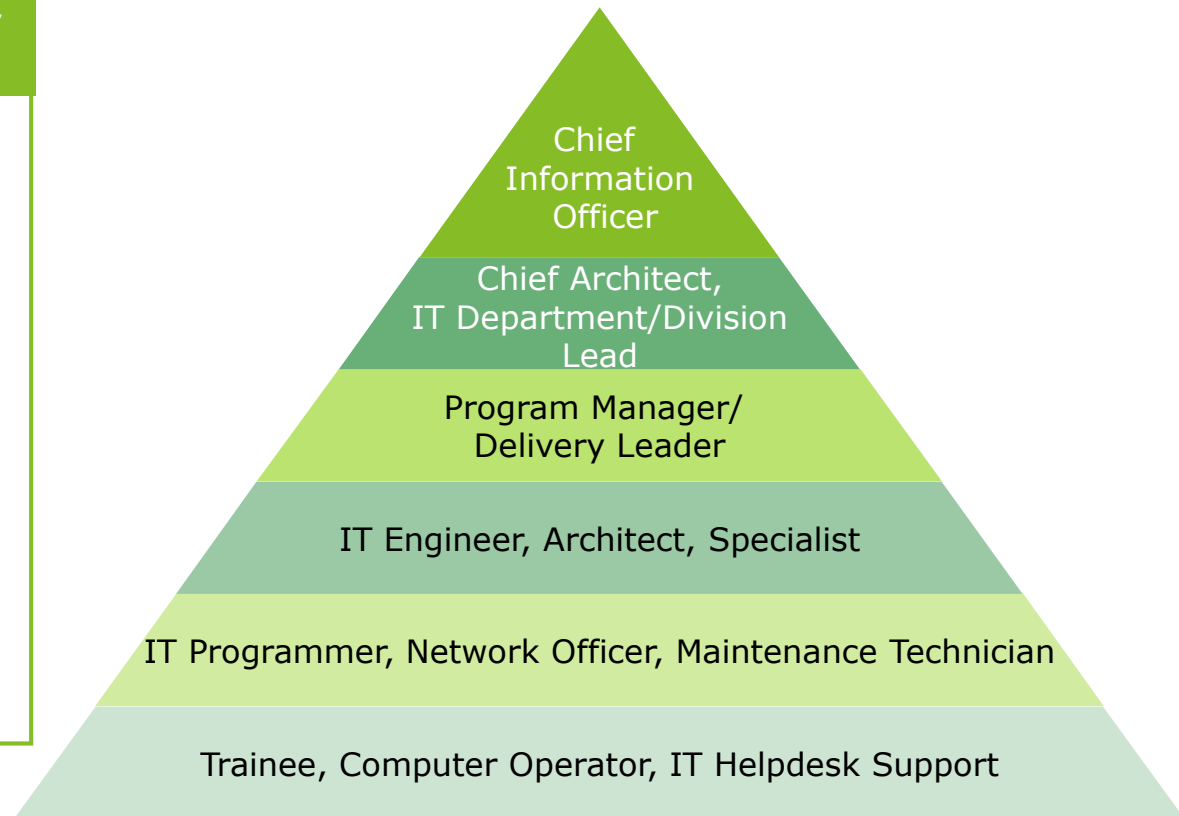
# Typical career paths in the technology industry

Career paths in the technology industry are hierarchical as they require specialized skills in order to progress in the desired job family.

## Overview of a typical technology career path

The technology industry can be characterized by:

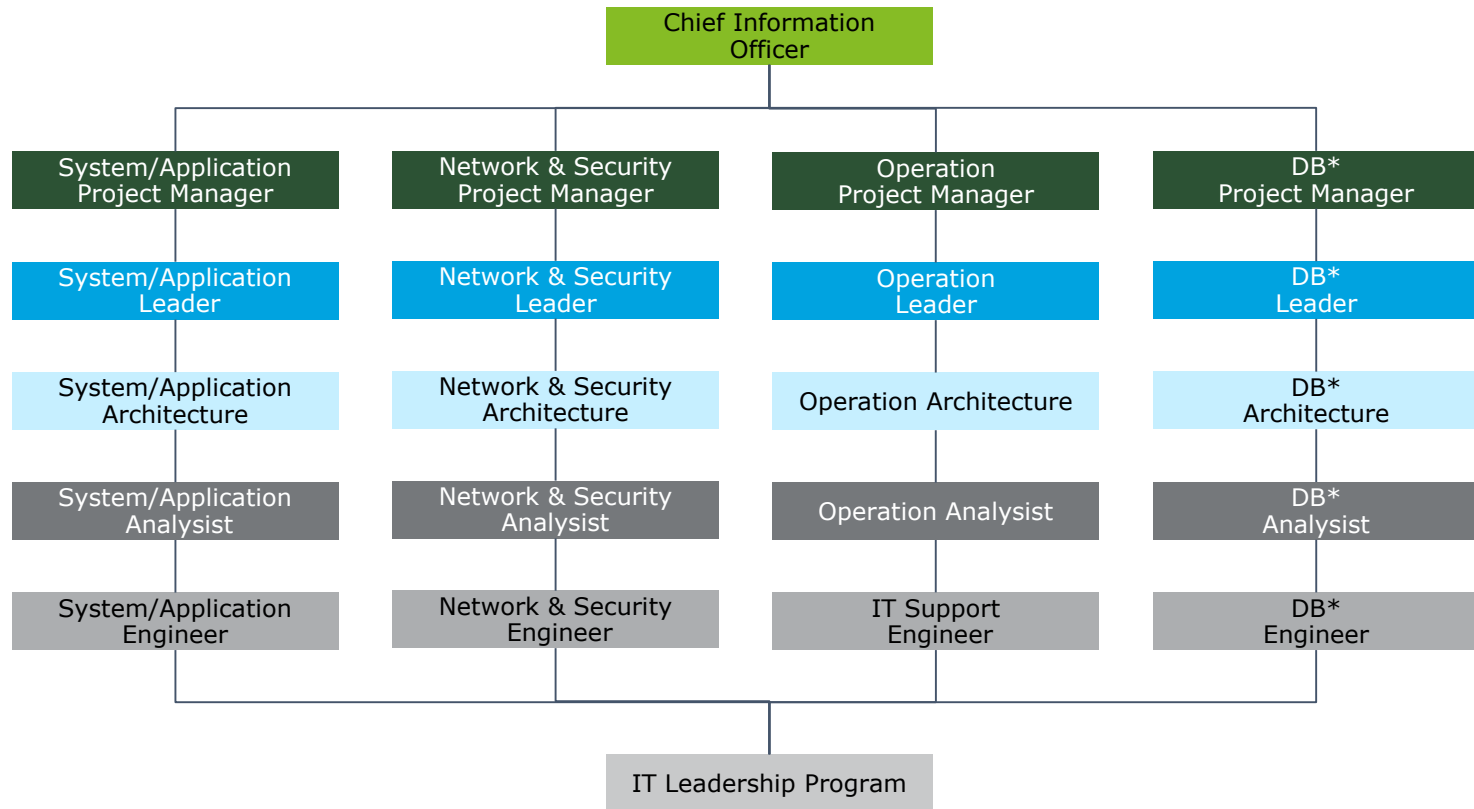
- Hierarchical career path.
- Continuous practice and hands-on training.
- High adaptability and skill development:
  - Early stages: skills, values and expertise.
  - Mid/senior positions: people management, decision making, strategy and vision.



Source: Chartered Technofunctional Institute website, 2016

# Career path in General Electric (GE)

IT professionals at GE typically specialize in one of four main IT functions after completing the IT Leadership Program.



Senior Levels



Middle Levels



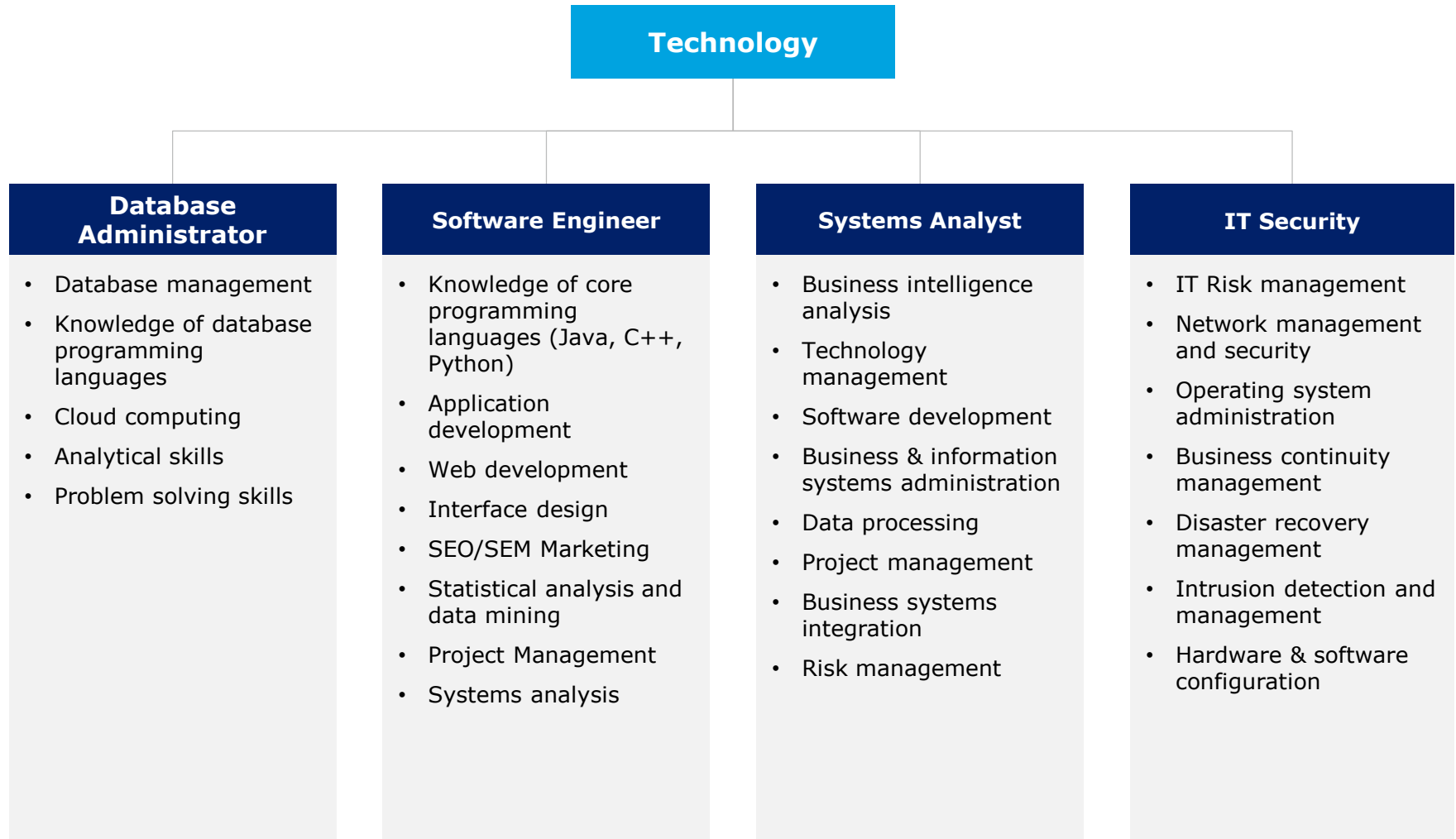
Entry Levels

Source: Deloitte Knowledge Database

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# Sample skills required in the technology industry

The following describes sample job families in the technology industry and their related entry-level skills.



Source: Deloitte analysis

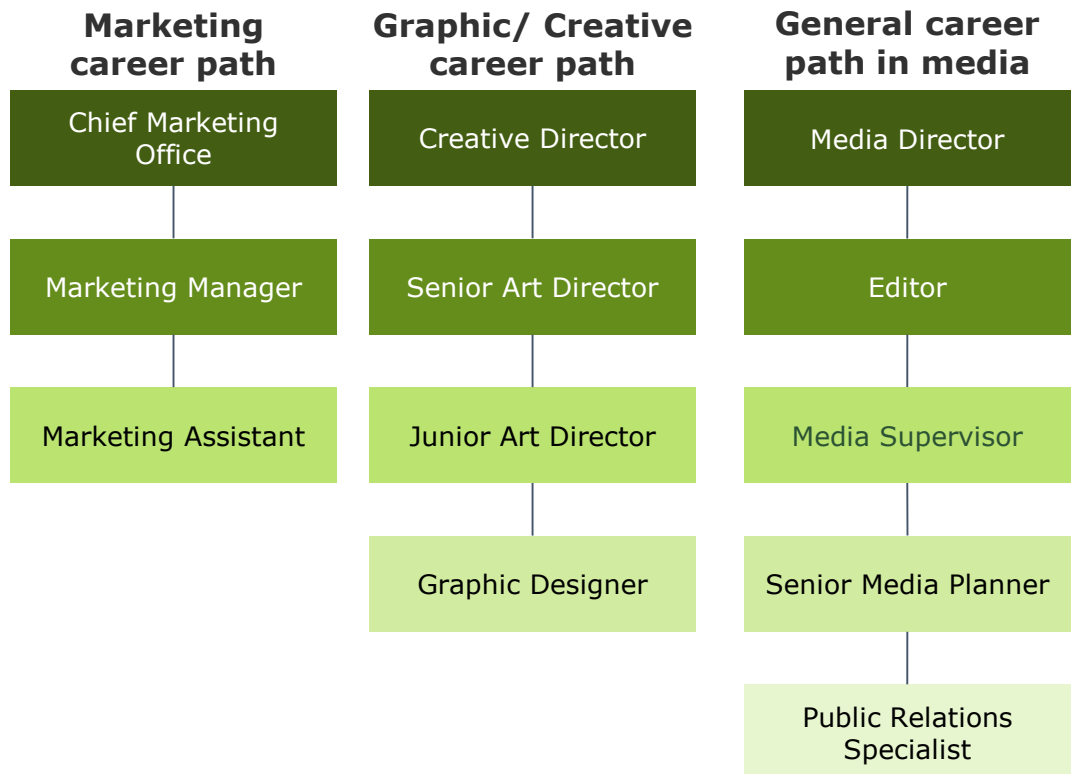
# Typical career paths in the media industry

Entry levels and career progression in media industry.

**Overview of a typical media career path**

Media is more of a specialized industry and can be characterized by:

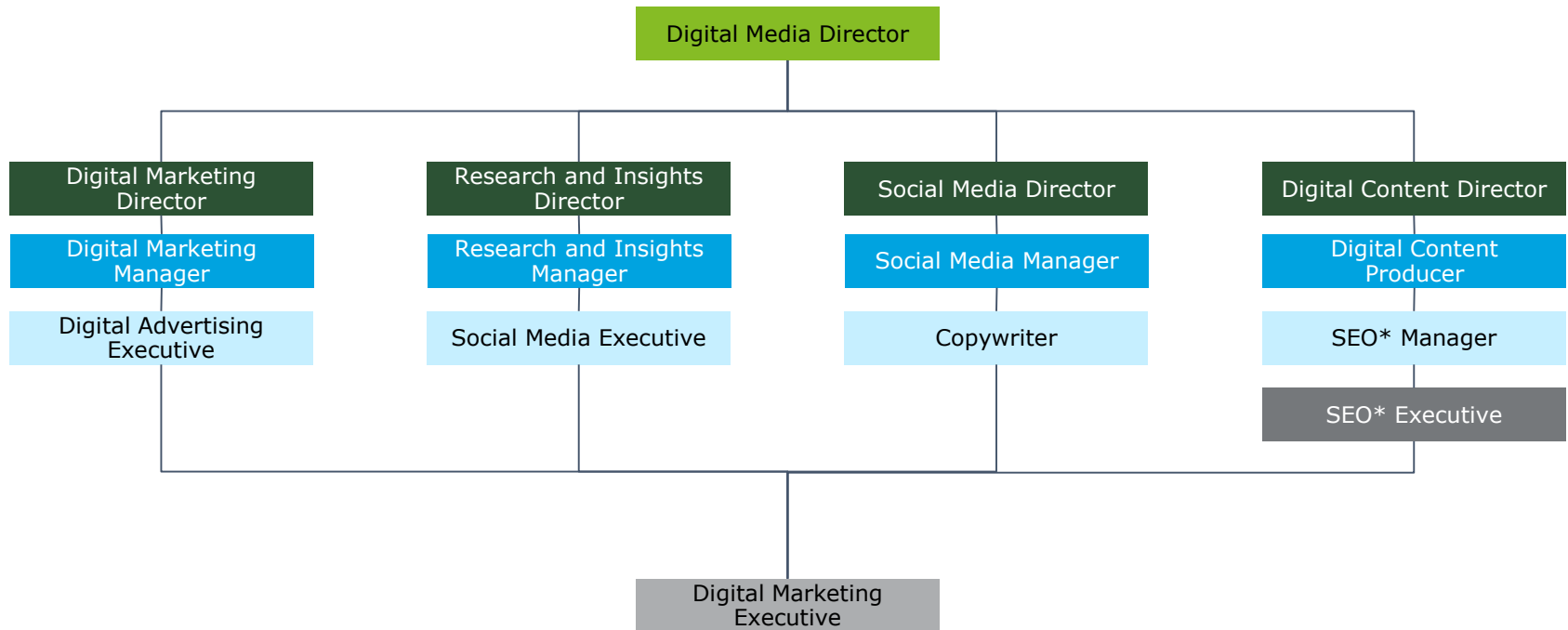
- Critical balance between technical knowledge and soft skills.
- Very defined and functional structure, but the levels and time between transition in which you pass through may differ from one job family to the other.
- Media has a limited number of entry points; hence, it's the most competitive market out of all three industries.



Source: Career Education.Columbia website, 2016

# Career path in MBC (Digital Media)

Youth working in MBC's Digital Media department typically start as a Digital Marketing Executive before specializing in a digital media function.



Senior Levels



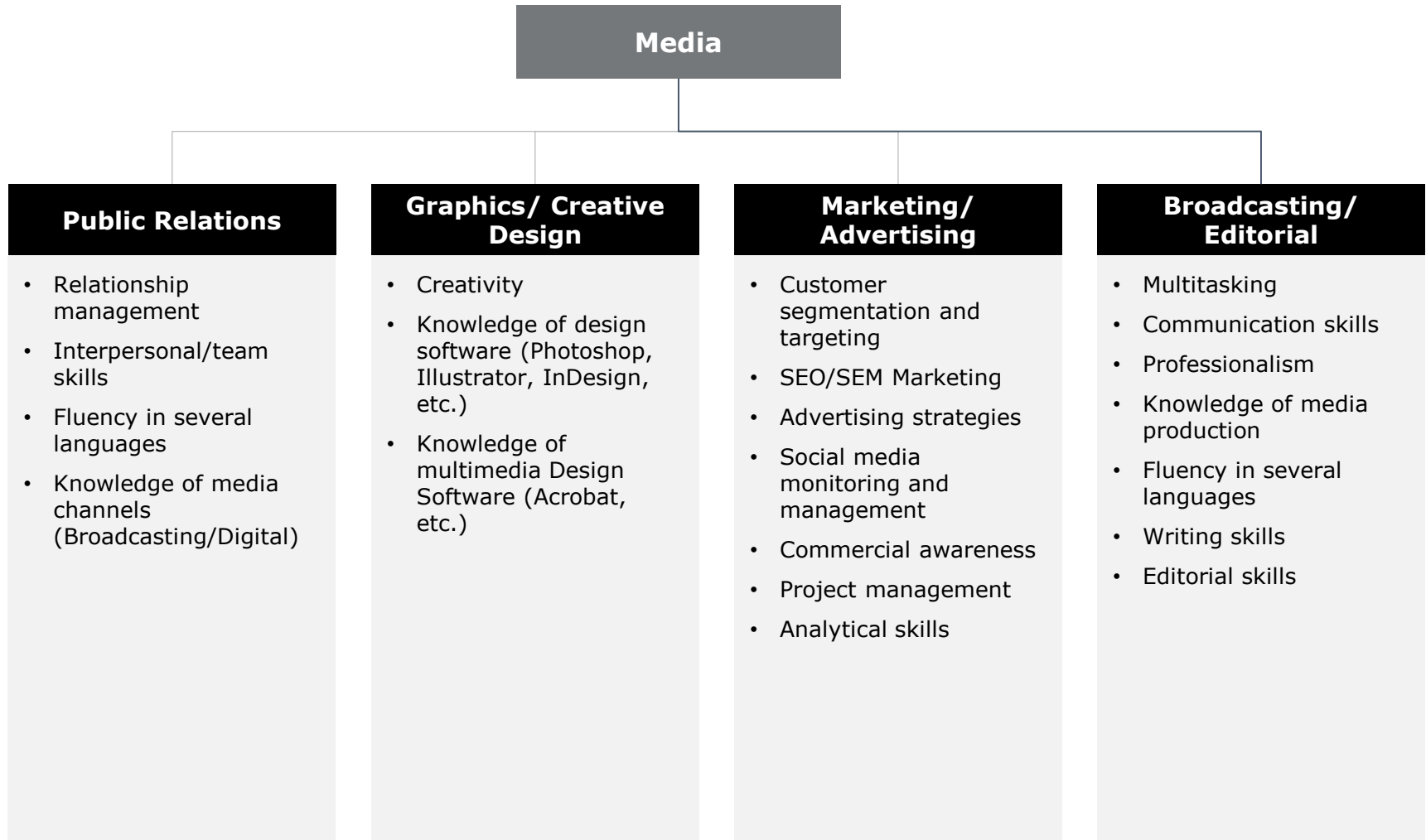
Middle Levels



Entry Level

# Sample skills required in the media industry

The following describes sample job families in the media industry and their related entry-level skills.



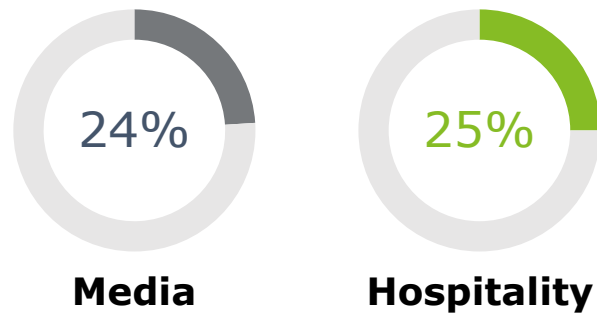
Source: Deloitte analysis

# **Assessment of youth employment in the hospitality, technology and media industries**

# Lack of awareness in high-growth industries

Arab youth are unaware of employment opportunities in fast growing, “non-traditional” industries such as hospitality, technology and media.

## % of Arab youth aware of job opportunities in non-traditional industries



- Arab youth are largely focused on traditional industries and rarely consider job opportunities in the non-traditional industries.
- Only 24% of Arab youth are aware of job opportunities in the media industry
- Only 25% of Arab youth are aware of the job opportunities in the hospitality industry.
- Technology is an industry that is closely associated with engineering, a traditionally favored field of specialization in MENA region

## Annual Growth Rates of Key Industries by Country

	Hospitality	Technology	Media
<b>UAE</b>	8.5% <sup>A</sup>	14% <sup>B</sup>	7% <sup>L</sup> (not available by country)
<b>KSA</b>	18% <sup>C</sup>	8.9% <sup>D</sup>	
<b>Egypt</b>	1.7% <sup>E</sup>	15% <sup>F</sup>	
<b>Morocco</b>	4.9% <sup>G</sup>	11.7% <sup>H</sup>	
<b>Lebanon</b>	3.2% <sup>I</sup>	9.7% <sup>J</sup>	
<b>Jordan</b>	5.6% <sup>K</sup>	Not available	

- Hospitality is expected to grow mostly in KSA, UAE and Jordan.
- Technology is expected to grow mostly in Egypt, UAE and Morocco.

<sup>A</sup> Annual growth rate in market value, 2013-2014, Dubai Chambers of Commerce

<sup>B</sup> Annual growth rate in market value, 2012-2013, Alpen Capital

<sup>C</sup> Annual growth rate in total international sales receipts, 2013-2014, BMI

<sup>D</sup> Annual growth rate in total IT spending, 2012-2013, International Data Corporation

<sup>E</sup> Annual growth rate in Hotel and restaurant industry value 2013-2014, BMI

<sup>F</sup> Annual growth rate IT sales (EGP), 2016-2017, BMI

<sup>G</sup> Annual growth rate in Hotel and restaurant industry value (USD), 2013-2014, BMI

<sup>H</sup> Annual growth rate in total IT spending, 2013-2014, IDC

<sup>I</sup> Annual growth rate in market value, 2012-2013, World Travel and Tourism Council (WTTC)

<sup>J</sup> Annual growth rate in total IT spending, 2013-2014, BMI

<sup>K</sup> Annual growth rate in total contribution of Travel & Tourism to GDP, 2015-2016, WTTC

<sup>L</sup> Annual growth rate in total spending, 2014-2019, Diplomatic Courier



# Forecasted growth in key industries

The hospitality and technology industries in the MENA region show steady growth rates in the short- to medium-term.

	Hospitality			Technology
	2016	2017	2018	2016 – 2020
<b>UAE</b>	6.1%	5.7%	5.3%	5.4%
<b>KSA</b>	13.5%	3.5%	5.4%	3.7%
<b>Egypt</b>	-10.7%	-8.0%	-3.9%	15.0%
<b>Morocco</b>	4.6%	13.0%	12.0%	11.7%
<b>Lebanon</b>		5.7%		7.6%
<b>Jordan</b>		5.6%		NA

## Arab youth who find a job in:

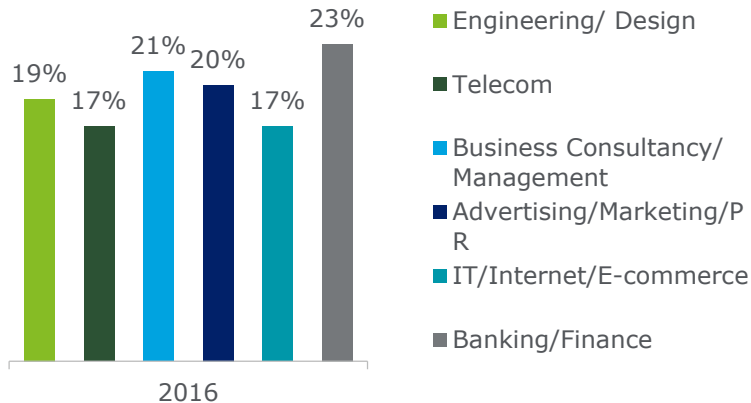
- North Africa: have equal chances of employment in hospitality as well as technology upon their graduation.
  - Technology industry will continue to grow significantly in North Africa due to the large number of governmental initiatives targeting technological improvements.
  - Hospitality industry is expected to have a positive growth as a result of economic and political recovery.
- GCC: have higher chances of employment in hospitality industry than in technology industry
  - Currently GCC has the largest technology market in MENA region. As a result, growth in the technology industry will continue to grow in GCC but not as much as the next two to three years.
  - On the other hand, hospitality/tourism is a growing industry that GCC countries are heavily investing in as they seek to diversify their revenue streams.
- Levant: Have higher chances of employment in technology industry than in hospitality industry
  - Technology industry is expected to grow faster than hospitality to support the economical development in Levant.
  - While Hospitality industry is staggered because of the political and economic unrest.

Source: Business Monitor International (BMI), World Travel & Tourism Council (WTTC) & International Data Corporation (IDC)

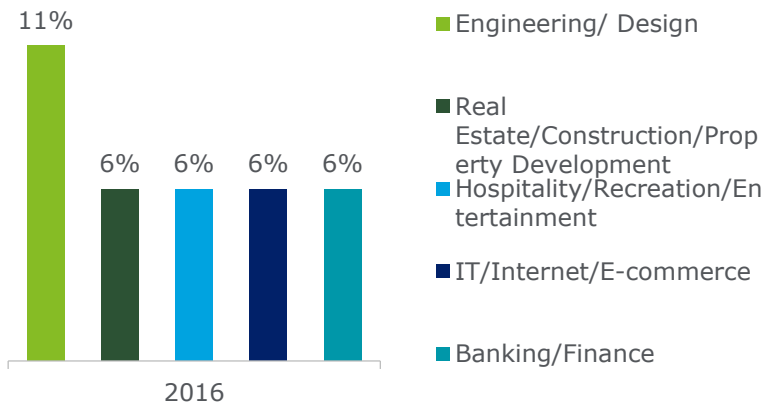
# Employment market mismatch

There is a gap between the industries targeted by Arab youth and those that are consistently hiring.

## Arab youth's target industries



## Industries willing to hire



## Key Findings

- A Bayt.com survey found that there is a gap between industries targeted by Arab youth and those that are consistently hiring.
- For example, 23% of Arab youth are planning a career in banking and finance while only 6% of banking and finance employers are looking to hire Arab youth.
- The talent pool is currently saturated with talents looking for:
  - Banking/Finance
  - Business Consultancy/ Management
  - Advertising/Marketing/PR
- Meanwhile employers are attentively hiring talents for:
  - Engineering/Design
  - Hospitality
  - IT/Internet/E-commerce

Source: Bayt.com, *The Skills Gap in the Middle East and North Africa, 2016*





# Factors influencing Arab youth career choices

In order to build awareness of fast-growing, “non-traditional” industries, organizations should first understand the factors that influence Arab youth when choosing a career or major.

In the last year of high school Arab youth are faced by the ultimate question: What major shall I choose?

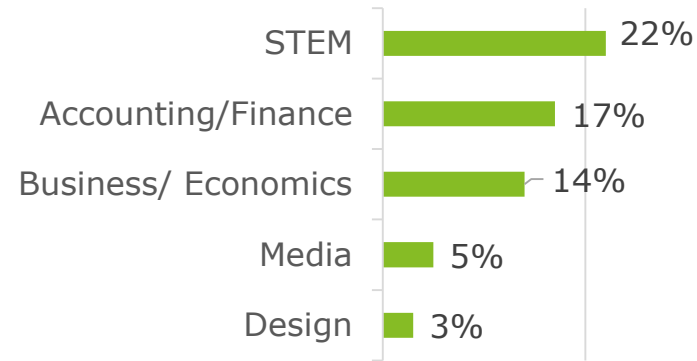
## Top Factors Influencing Career Choices:

According to a Bayt.com study, the top factors influencing Arab youth career choices are:

-  Doing a job they feel passionate about (79%)
-  Earning competitive compensation and benefits package (61%)
-  Opportunities for fast and stable career progression (60%)
-  Training and development programs (58%)

## Top Majors:

Arab youth tend to choose the following majors:



- It is important to note that family pressure in the MENA region is an important factor when considering university majors.
- In fact, around 20% of Arab families wish that their children choose the below “prestigious” and employable majors:
  - Business
  - Engineering
  - Medicine
  - Architecture

# Factors influencing career choices by geography

In order to attract Arab youth, employers in the hospitality, technology and media industries should tailor and communicate their employee value proposition according to youth priorities.

## **Factors Influencing Career Choices**

**1<sup>st</sup>** Doing a job I feel passionate about

### **GCC**

**2<sup>nd</sup>** Earning competitive compensation and benefits package.

**3<sup>rd</sup>** Working at a well-known organization.

**4<sup>th</sup>** Opportunities for fast and stable career progression.

### **Levant**

**2<sup>nd</sup>** International career Opportunities and global assignments.

**3<sup>rd</sup>** Working at a well-known organization.

**4<sup>th</sup>** Opportunities for fast and stable career Progression.

### **North Africa**

**2<sup>nd</sup>** International career opportunities and global assignments.

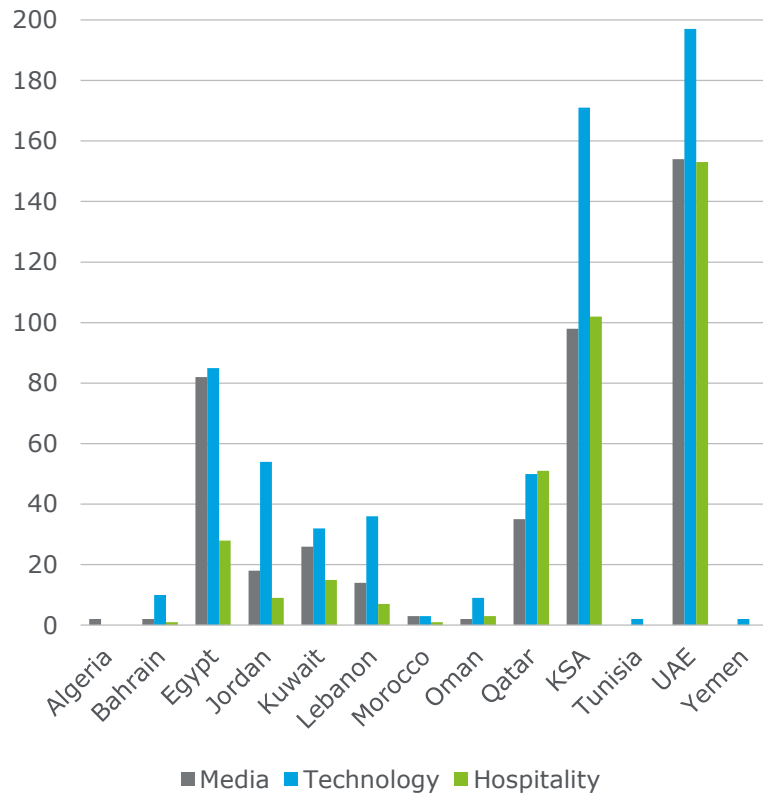
**3<sup>rd</sup>** Good reputation for ethical practices.

**4<sup>th</sup>** Earning competitive compensation and benefits package.

# Use of e-recruitment channels

e-Recruitment channels are barely used; Only 0.6% of job vacancies on Bayt.com target youth in the hospitality industry, 0.5% in the technology industry and 1.1% in the media industry.

**Number of vacancies (youth + others) in each industry by country**



## Key Findings

- Around 9,000 job vacancies were posted on Bayt.com during the time that this research was conducted. Vacancies are split as such:
- 4% in the **Hospitality** industry:
  - Most hospitality vacancies were found in UAE, KSA and Qatar.
  - Out of the total number of available hospitality vacancies, vacancies for youth comprise **15%**.
- 5% in the **Technology** industry:
  - Most technology vacancies are found in UAE, KSA and Egypt.
  - Out of the total number of available technology vacancies, vacancies for youth comprise **10%**.
- 7% were **Media**
  - Most media vacancies are found in UAE, KSA and Egypt.
  - Out of the total number of available media vacancies, vacancies for youth comprise **16%**.
- In order to attract youth, organizations should consider using online channels to post vacancies such as Bayt.com and Glassdoor.

Source: Bayt.com

# SWOT analysis for hiring Arab youth in the hospitality industry

Arab youth should leverage their strengths and address their weaknesses to cope with opportunities and threats in the hospitality industry.

## Strengths

- Citizens of the MENA region have a reputation of being hospitable and welcoming to tourists and travelers.
- There is an increased interest and drive for hospitality entrepreneurship among Arab youth by providing alternatives to expensive hotels and unhealthy food.

## Weaknesses

- Arab youth, particularly in the GCC, lack fluency in languages other than Arabic and perceive a job in the hospitality industry as not prestigious.
- Qualified Arab youth value work-life balance and do not want to work overnight shifts.
- The hospitality industry typically offers lower starting salary than other industries, particularly public sector, technology and oil and gas.
- Arab youth lack vocational training opportunities to effectively prepare for a job in the hospitality industry.
- Youth are unaware of job opportunities.

## Opportunities

- The hospitality industry is expected to grow by an average of 4.2% annually in the MENA region.
- Several major events will be organized in the GCC including Expo 2020 and Qatar World Cup 2022, thus, increasing hospitality job opportunities for Arab youth.
- GCC countries, particularly the UAE and Qatar, are putting an increased focus on attracting tourists, increasing the need for hospitality talent.
- The hospitality industry in some North Africa and Levant countries is slowly picking up, after navigating the Arab Spring and other political instabilities.








## Threats




- The relatively weak economic and political situation and ongoing wars have decreased the number of international tourists to the MENA region, negatively impacting the hospitality industry and available jobs.
- Innovative hospitality organizations such as Airbnb are competing with traditional hotels to attract travelers.
- Digital booking is changing the way consumers manage their travels, accommodation and flights; requiring less human interactions.
- Perception among Arab youth that hospitality jobs are more suitable for women.

Source: bayt.com: The Skills Gap in the Middle East and North Africa, Robert Half Hiring Index, Deloitte analysis

# University offerings | hospitality

Universities in the MENA region should align their training curricula to develop the hospitality skills required by the industry.

Hospitality Bachelor Degrees	Typical Duration	Availability
Tourism and Hotel Management	2-4 years	
Hospitality Management	3-4 Years	
Tourism, Leisure and Travel Management	3 years	
Hotel Management	3-4 Years	
International Food and Business	4 years	
Culinary Arts and Science Management	3-4 years	
Tourism Retail	4 Years	

 Commonly available majors       Rare majors/Available as a specialization not a major       Demanded majors that are not offered

# SWOT analysis for hiring Arab youth in the technology industry

Arab youth should leverage their strengths and address their weaknesses to cope with opportunities and threats in the technology industry.

## Strengths

- Arab youth represent more than 50% of the population in the MENA region (World Economic Forum), creating a young population that is tech-savvy.
- There is an increased interest and drive for technology entrepreneurship among Arab youth.

## Weaknesses

- Relatively low number of Arab youth majoring in science, technology, engineering and mathematics (STEM). On average 22% of Arab youth major in STEM subjects compared to 31% in Asia.
- Growth in projects related to smart cities, start-ups, e-commerce, and cloud computing has led to skills shortages (*see opportunities*).
- High demand and a lack of supply of qualified Arab youth to fill middle to senior IT roles in niche and high-tech sectors.
- Arab youth lack hands-on technology experience.

## Opportunities

- The technology services market is expected to grow by 8.6% annually in the MENA region. Several business incubators in the MENA region are providing funding and support for start-ups.
- Growth in the use of e-commerce and cloud has increased demand for Security Professionals, Network Architects and Software Engineers.
- Growth in tech businesses and start-ups has increased demand for Software Engineers, Hardware Engineers and Security Professionals.

## Threats

- Arab youth face strong competition for technical IT positions from Indian, US and UK nationals.
- High salaries are required to attract quality candidates.
- Perception among Arab youth that technology jobs are more suitable for men.
- Technology education should be hands-on. Currently, most universities in the MENA region do not provide suitable experiential learning opportunities to their students.
- There is a mismatch between the skills required by the industry and the education provided by universities.









Source: bayt.com: The Skills Gap in the Middle East and North Africa, Robert Half Hiring Index, International Data Corporation, INSEAD Competitive Index, Deloitte analysis




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# University offerings | technology

Universities in the MENA region should align their training curricula to develop the technology skills required by the industry.

Technology Bachelor Degrees	Typical Duration	Availability
Computer Engineering	4-5 years	
Electrical Engineering	4-5 years	
Computer Science	4-5 Years	
Computer Networks	3-4 Years	
Information Security	4 years	
Information systems	3-4 Years	
Software Engineering	4-5 Years	
Business Intelligence / Analytics	4 Years	

 Commonly available majors       Rare majors/Available as a specialization not a major       Demanded majors that are not offered

# SWOT analysis for hiring Arab youth in the media industry

Arab youth should leverage their strengths and address their weaknesses to cope with opportunities and threats in the media industry.

## Strengths

- Arab youth are highly proficient in the use of social media platforms.
- Social media penetration among Arab youth is high. According to a 2016 survey, around 62% of Arab youth use Whatsapp on a daily basis, 55% use Facebook, 33% use Youtube, and 28% use Twitter and Instagram.
- Arab youth use social media channels to portray their opinions and influence others. There are several highly-rated blogs and influencers in the MENA region.

## Weaknesses

- Arab youth, particularly in the GCC, lack fluency in languages other than Arabic.
- There are cultural reservations regarding women working in media, censorship, and levels of free speech. Those potentially discourage Arab youth to work in traditional media.

## Opportunities

- Social media and online media platforms are vying to dominate online content/news. This increases the demand for Internet Publishers and Editors.
- Organizations are understanding the power of social media to communicate and build relationships with their customers. This has increased demand for Social Media and Marketing Specialists.






## Threats

- The media industry is in a transition phase where it is trying to compete with online media providers. This negatively affects Arab youth employment chances in traditional media organizations.
- There is a widespread decrease in the interest for traditional media channels. A 2016 survey found that 32% of Arab youth get their daily news online, 29% from TV and 7% from newspapers.




Source: bayt.com: The Skills Gap in the Middle East and North Africa, Arab Youth Survey, Deloitte analysis

# University offerings | Media

Universities in the MENA region should align their training curricula to develop the media skills required by the industry.

Media Bachelor Degrees	Typical Duration	Availability
Marketing	3-4 years	
Communication and Public Relations	3-4 years	
Multimedia/ Graphic Design	4 years	
Digital Marketing	3-4 years	
Digital Media	3-4 years	

 Commonly available majors	 Rare majors/Available as a specialization not a major	 Demanded majors that are not offered
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# Bridging the gap

# Summary of industry challenges in the MENA Region

Our findings show that certain youth employment challenges are common across industries, while others are limited to the hospitality, technology and media industries.

## Common Youth Employment Challenges Across Industries

- Political and economic instability negatively affects job openings for Arab youth
- University curricula are not fully aligned to industry requirements, creating a mismatch of soft and technical skills
- 56% of Arab fresh graduates perceive themselves to be unprepared to join the workforce
- Arab youth prefer to work in traditional industries due to prestige, work-life balance and compensation
- Arab youth lack critical information about the range of opportunities available to them in high-growth industries
- Increased competition from more qualified expatriates

### Hospitality Employment Challenges

- Lack of vocational training opportunities to prepare Arab youth for a hospitality job
- Demand for talent is not fulfilled due to skill shortages
- Lack of fluency in languages other than Arabic, particularly in GCC
- Resistance to work overnight shifts
- Perception that hospitality jobs are more suitable for women

### Technology Employment Challenges

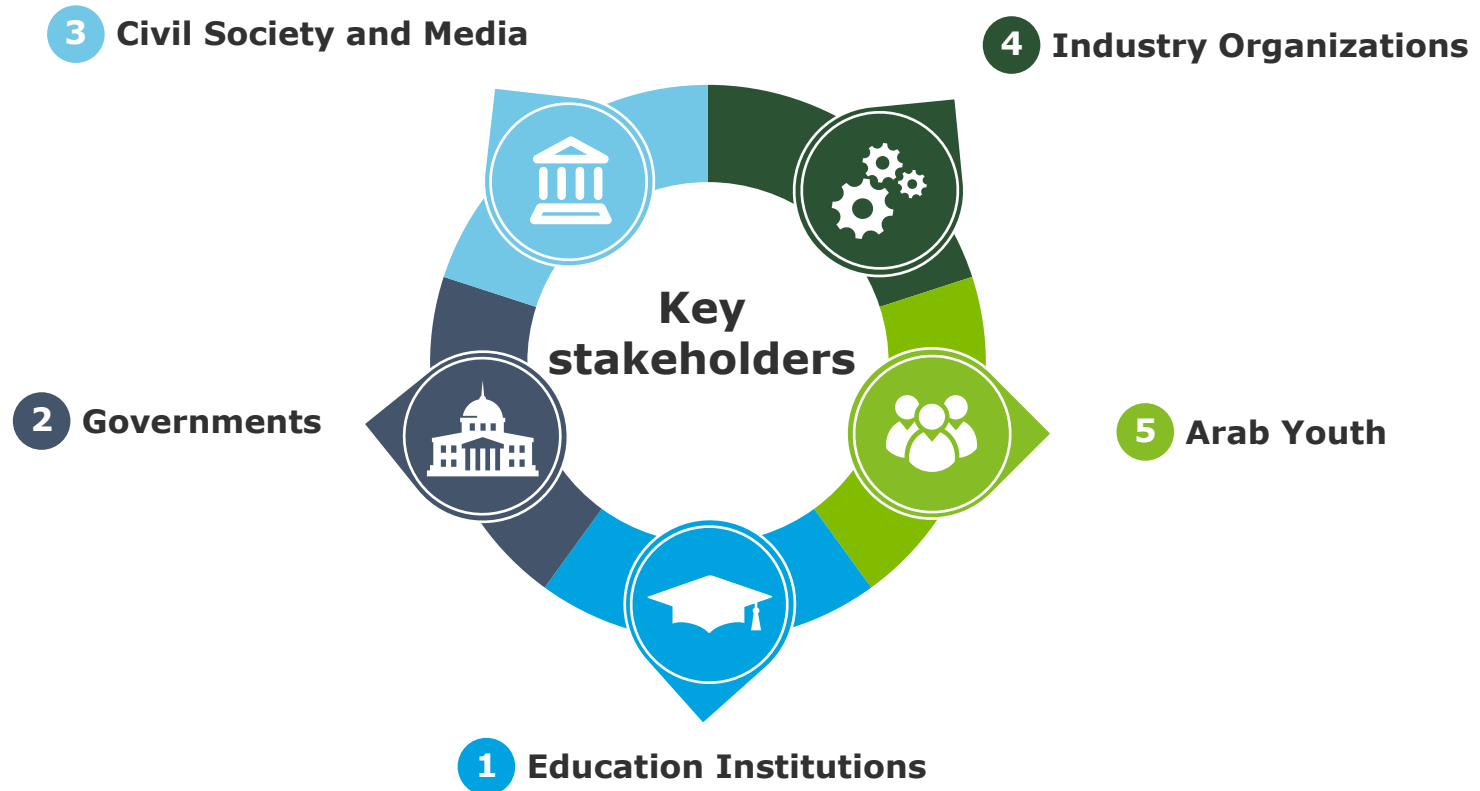
- Lack of hands-on experience
- Decrease in the number of STEM students
- Skill shortages for IT Security Professionals, Network Architects, Software/Application Engineers, and Hardware Engineers
- Demand for middle to senior IT roles in niche and high-tech sectors is not fulfilled
- Perception that technology jobs are more suitable for men
- Requires constant learning to adapt to new technologies

### Media Employment Challenges

- Lack of fluency in languages other than Arabic, particularly in GCC
- Cultural reservations regarding women working in media, censorship, and levels of free speech
- Demand for Internet Content Creators, Editors and Social Media Specialists is not fulfilled
- Relatively low employment opportunities in traditional media organizations

# Addressing Arab youth employment challenges

Addressing Arab youth employment challenges and bridging the skill gap require a joint effort across key stakeholders.



Recommendations (detailed in the next slides) are based on 1) the assessment of the current state of youth employment, 2) Deloitte's experience working with the different key stakeholders, and 3) best practices from successful references.

# Role of education institutions in bridging the gap

Education institutions should be responsive to government and industry requirements, and continue enhancing teaching methods and curricula to satisfy job market requirements.

## Role of education institutions in bridging the gap



1. Assist governments in developing and implementing a national skills/education strategy.
2. Collaborate with industry organizations to identify the skills required for different job families, and develop a skill-based framework to drive educational reform.
3. Develop strong relations and development programs with international educational institutions.
4. Continue efforts to revise program curricula and teaching methods in line with industry skill requirements.
5. Provide awareness sessions to current and potential students on high-growth industries and available job opportunities/career paths in each.
6. Encourage students to major in STEM subjects to address skill shortages in the technology industry.
7. Promote vocational training as a means to gain practical and industry-specific trainings, particularly for jobs in technology and hospitality.
8. Partner with industry organizations to provide experiential learning opportunities to students such as internships, company visits and job shadowing.
9. Support students during the job search process, including career coaching and job fairs.
10. Provide lifelong learning and re-skilling programs to address changing business dynamics.

## Successful references



The following universities ranked among the best in the Global University Employability Survey conducted in 2015:

### National University of Singapore (NUS):

- Employers rated NUS's graduates the 17th most employable in the world, up from 39th place, in 2014. This notable change was a result of:
  - Entrepreneurship training program: A 6 months to 1 year training program that involves working with startup companies by day and attending technology entrepreneurship classes in the evening.

### Mines ParisTech:

- Mines specializes in STEM programs and provides their student with strong ties to the industry. They connect their students to businesses through:
  - Internships: Students have to spend at least a total 560 hours during their three years of study.
  - Career guidance: Students receive individual coaching to help them to decide which jobs to pursue, make applications and prepare for interviews.

### University of Toronto (UofT):

- 70% of UofT's engineering students guarantee employment because of:
  - Traditional Sandwich courses: those are college courses of periods of study with periods of work between them so students get technical experience.

Source: *Times Higher Education, Employability: which university is doing the best by its students?, 2015*

# Role of governments in bridging the gap

Governments should provide the overall education strategy and quality standards to ensure that Arab youth are equipped with the required skills.

## **Role of governments in bridging the gap**



1. Lead the development and oversee the implementation of a national skills/education strategy.
2. Toughen accreditation requirements and quality standards to ensure that education institutions provide the required level of education.
3. Develop and implement a quality assurance mechanism to monitor adherence to set standards.
4. Promote flexible approaches to education (e.g. blend of classroom teaching and experiential learning opportunities).
5. Promote vocational education.
6. Promote high-growth and innovative industries to increase youth employment and achieve desired economic impact.
7. Develop a value proposition to retain/regain national talent and prevent “brain drain”.
8. Where possible, provide incentives to attract youth to high-growth and non-traditional industries such as technology and hospitality.
9. Collect and publish open data regarding education statistics and industry growth rates and recruitment. This will provide useful information for education institutions to revise their curricula.

## **Successful references**



### Finland’s Education System:

- Students in Finland rank among the top worldwide in math, science and reading.
- Finland’s success is mainly because of the following:
  - Flexible options: students can decide what to learn be it at school or in quality vocational programs.
  - Teachers: all teachers should have a Master’s degree in education. Additionally, only 10% of candidates are awarded teaching jobs.
  - Time to develop soft and hands-on experience: class participation and experiential learning opportunities are highly promoted.

### Bahrain Education Strategy:

- The goal of the strategy is to improve youth education in light of the skills required in the 21<sup>st</sup> century.
- The strategy’s key themes include:
  - Quality for impact: by focusing on student engagement and performance, and quality standards for academics and teaching.
  - Skills for the future: by aligning the higher education sector to industry priorities through industry engagement, curricula and teaching reform and career guidance.

Source: Bahrain Higher Education Council, Finland Ministry of Education and Culture, Deloitte analysis



# Role of civil society and media in bridging the gap

Civil Society and media should provide the required support to Arab youth to sustain changes.

## Role of civil society and media in bridging the gap



1. Emphasize the severity of the unemployment issue in MENA region. Both industries and educational institutes need to cooperate through joined initiatives and develop the available talent to fit the industry requirements.
2. Act as a mediator to connect job seekers to the employment market and understand the industrial market trends. Media organizations and employers should ensure that availability of jobs and recruitment process should reach as many job seekers as possible.
3. Create attractive motivators for employers to seek out teachable talents.
4. Host discussion panels and public events to alter the long believed concept of perceived "prestigious" majors.
5. Encourage entrepreneurship and develop skills needed to grow and nurture SME's.
6. Promote community work and in the form of peer to peer advising, group teaching and development training programs.

*Source: Gulf News, New facility to groom young entrepreneurs, 2016 & AUC website, ECDC, Supported by AUC, Organizes First Employment Fair, 2015*

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## Successful references



### Sharjah's Entrepreneurship Centre (Sheraa)

- Sheraa offers students a distinct advantage to develop their ideas to tangible business opportunities.
- They aim to influence youth's minds by creating an open and energetic atmosphere that welcomes both participants and students. Some of the activities they hold:
  - A three months training program that is supported by hands on mentorship to develop initial ideas to a start-up journey.
  - Sheraa provides business connections, office space, free trade license and access to investors.
  - Workshops to teach and develop hard skills.

### Employability and Career Development Center (ECDC)

- ECDC, was original established in the American University in Cairo (AUC). Recently they extended their services to three public sector universities, in Egypt, to guide their graduates and insure their employability.
- Public universities in Egypt supply a large number of graduates. As a result, it's important to ensure that they possess the right skills for today's job market through providing the following services:
  - Career planning process
  - Internship and job posting
  - English courses
  - Job-search guidance

# Role of industry organizations in bridging the gap

Industry organizations in the hospitality, technology and media industries should be proactive in promoting careers and required skills to Arab youth.

## Role of industry organizations in bridging the gap



1. Formalize job families and identify the required skills for each.
2. Collaborate with education institutions to ensure that skill requirements are addressed in the different program curricula.
3. Partner with non-government organizations (NGOs) and education institutions to implement initiatives aimed at increasing awareness of job opportunities and required skills, particularly in new and high-growth industries.
4. Partner with education institutions and vocational training organizations to provide internships and apprenticeship programs to their students.
5. Use appropriate recruitment channels to attract and recruit youth.
6. Implement organization-based training programs to further up-skill new recruits.
7. Tackle youth misperceptions that Arab youth have regarding the hospitality, technology and media industries. For example, hospitality companies can provide more international opportunities or exposure to the local youth

## Successful references



### Marriott:

- Marriott is involved in youth-focused programs and initiatives to up-skill and attract youth to the hospitality industry. These include:
  - Voyage Graduate program: paid leadership development program and hands-on discipline-specific trainings.
  - Marriott Internship programs.
  - Involvement with Expand Your Horizon.

### General Electric (GE):

- In addition to providing internships and graduate programs, GE also partners with universities:
  - GE partnered with the American University in Cairo to sponsor the University's Incubator. GE will provide funding, workshops and trainings to commercialize technologies and innovations.
  - GE partnered with universities in Ghana for skill development initiatives.

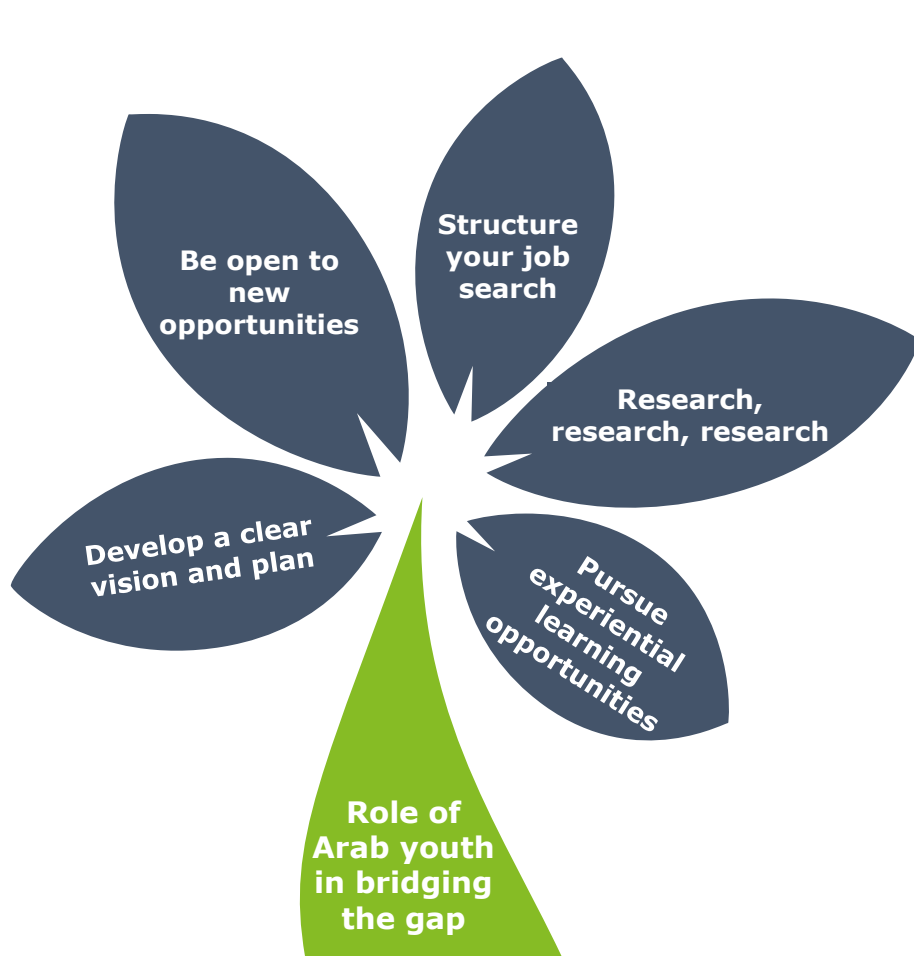
### MBC Group (MBC):

- As part of MBC Hope, MBC has implemented several corporate social responsibility initiatives targeting youth unemployment and giving back to society.

Source: Marriott website, General Electric website, MBC Group website, news clippings, Deloitte analysis

# Role of Arab youth in bridging the gap

Arab youth should be proactive in developing their skills to match those of their desired career path, increasing their employment chances.



## **Develop a clear vision and plan**

- Be specific and realistic in the choice of career, and develop a plan accordingly.
- Ensure that education choices (e.g. selected university, major, internship) are in line with the plan.

## **Be open to new opportunities**

- Do not resist the chance to pursue opportunities in high-growth and non-traditional industries even if doing so is not part of the original plan.
- Research the different industries to avoid having misplaced perceptions of them.

## **Structure your job search**

- Leverage university career coaching and job fairs.
- Use appropriate recruitment channels and networks to apply to jobs.

## **Research, research, research**

- Research all industries, identify the preferred one, determine industries skill requirements, and identify ways to build those skills.
- Research job opportunities that are in line with profile and experiences.
- Research desired employers in order to submit a compelling CV and job applications.

## **Pursue experiential learning opportunities**

- Pursue internships and apprenticeships to apply concepts taught in class to real-world situations.
- Consider pursuing vocational education when relevant to career choice.

# **Appendix A: Impact of education in the Social Progress Index**

# Overview of the Social Progress Index (SPI)

The SPI measures social and environmental performance of 130 countries based on several indicators, including education.

Arab countries rank between 39 and 127 in the Social Progress Index. Focusing on youth education will boost Arab countries SPI results.

## SPI Performance metrics

### Basic Human Needs

- ✓ Nutrition & Basic Medical Care
- ✓ Water and Sanitation
- ✓ Shelter
- ✓ Personal Safety

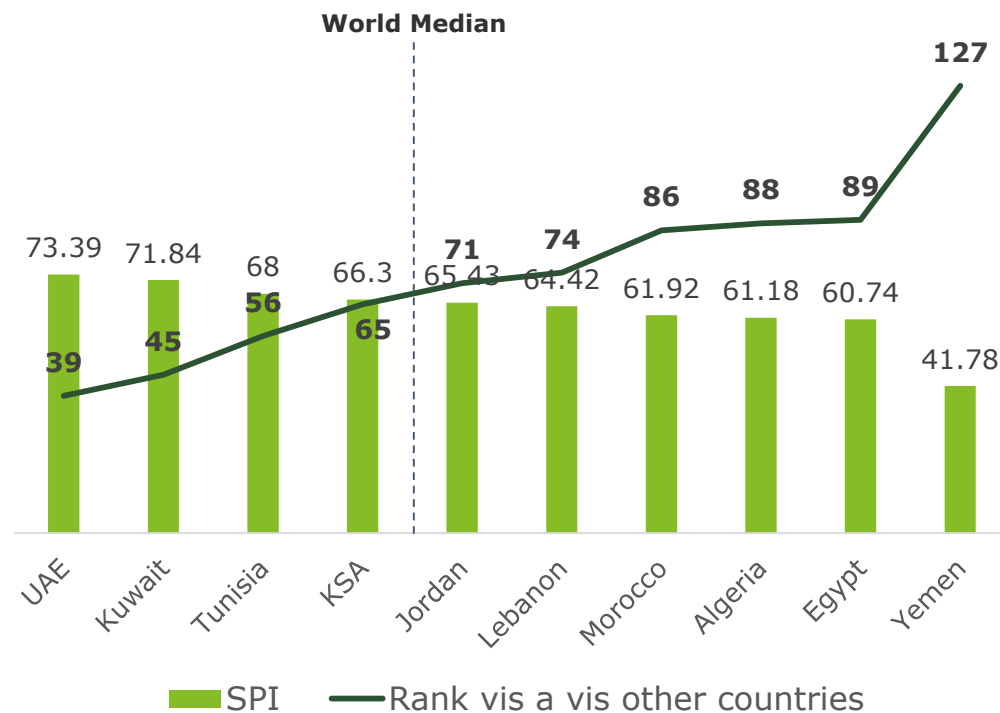
### Foundations of Well being

- ✓ Access to Basic Knowledge
- ✓ Access to Info and Communications
- ✓ Health and Wellness
- ✓ Ecosystem Sustainability

### Opportunity

- ✓ Personal Rights
- ✓ Personal Freedom & Choice
- ✓ Tolerance & Inclusion
- ✓ Access to Advanced Education

## SPI results in Arab Countries



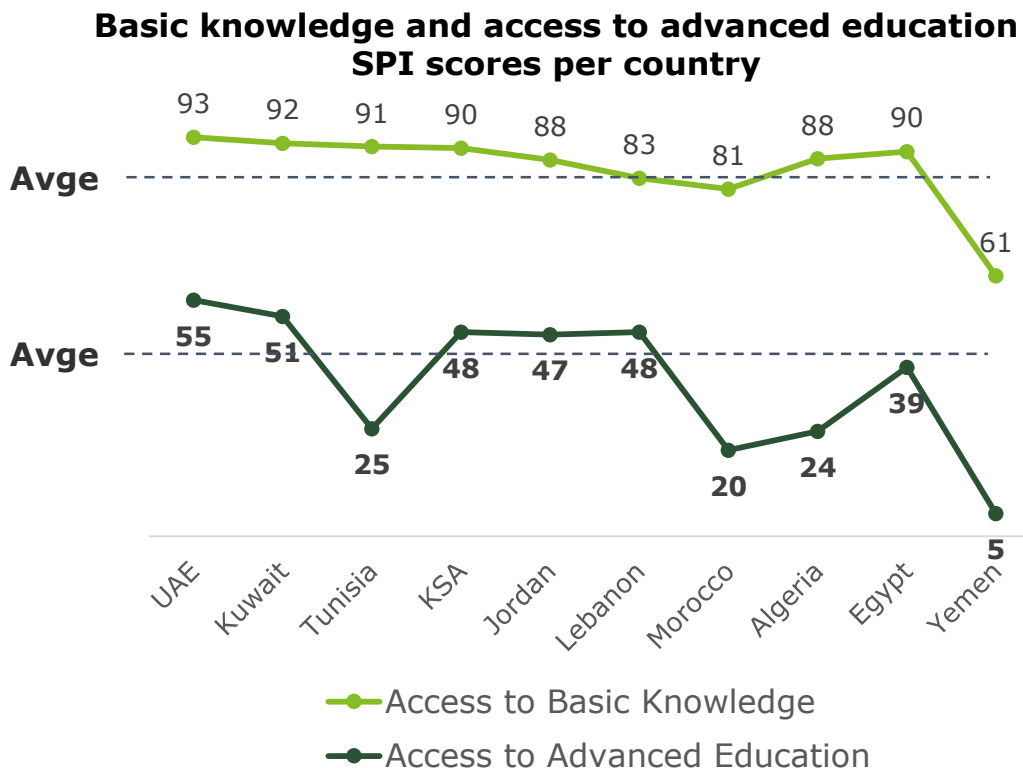
Source: Social Progress Index

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# SPI | focusing on youth education

To enhance their SPI score, Arab countries should improve access to basic knowledge and advanced education, among others.

- Most Arab countries scored above the international average (83.26 points) in basic knowledge with the exception of Morocco and Yemen.
- Arab countries should focus more on advanced education as they lag international peers. Five Arab countries scored below the international average.



Focusing on advanced education in general and in the hospitality, technology and media will:

1. Bridge competency gaps between Arab youth and job market requirements
2. Allow Arab youth to develop competencies that are transferable and adaptable depending on market dynamics
3. Create advancement opportunities in Arab communities whether formally or informally



# SPI | education case study

Canada achieved the highest results in SPI’s education factors due to its clear education governance and quality assurance frameworks and its educational brand.

## Governance

Canada has no ministry or department of education at the federal level. However, the federal government has delegated this responsibility to the territorial governments, which, in turn, cooperate with the provinces to deliver postsecondary programs.

## Quality assurance in postsecondary education in Canada



### Private universities and out-of-

province institutions are permitted to offer degrees only after their applications have undergone a quality-assessment process undertaken by provincial government authorities, and approved degrees may continue to be monitored.



### Public universities

In most

provinces, provincial legislation has established the authority of universities to grant degrees and other credentials, to call themselves “universities,” and to govern themselves through a board of governors and, most often, a senate.



### Private colleges and institutes,

are registered or licensed in most jurisdictions. Depending on the jurisdiction, this may imply consumer protection for students, monitoring of the provision of programs, limits on advertising claims, or the imposition of standards for curriculum and instructor qualifications.



### Apprenticeship training

combines

workplace training and class instruction. Provincial and territorial legislation governing apprenticeship training may assign the responsibility for quality assurance to a government department, an industry-led agency, and/or trade-specific advisory committees.

## EDUCanada Brand

The EduCanada brand signals that its holder consistently:

1. Provides high-quality education programs;
2. Deals with international students in accordance with recognized codes of practice;
3. Is subject to quality assurance mechanisms that monitor adherence to set standards.

Source: Canadian Information Centre for International Credentials

# **Appendix C: Glossary of key terms**



# Glossary of key terms

<b>Arab</b>	EYH defines Arabs as individuals of any nationality who currently reside in an Arab country
<b>Employed individual</b>	Individual who is above a specific age and works for pay
<b>Millennials</b>	Individuals born between 1980 and 2000
<b>Skills</b>	Ability to perform a job or activity well
<b>Social progress index</b>	Measures of social and environmental performance of a country
<b>SWOT analysis</b>	Defines internal strengths and weaknesses and external opportunities and threats
<b>Talent</b>	Natural aptitude that an individual has to perform something relatively well compared to his/her peers
<b>Unemployment individual</b>	Individual who is above a certain age and actively looking for a job, but cannot find one
<b>Unemployment rate</b>	Percentage of unemployment individuals out of the labor force of a country
<b>Youth</b>	Individual aged between 16 and 25

# Appendix D: References

# List of used references

The below consists of key references used across this document.

Sources	Country/Region	Date
Arab youth Employment, The youth challenge	MENA	2015
AUC website: ECDC, Supported by AUC, Organizes First Employment Fair	Egypt	2016
BachelorStudies, University offerings	MENA	2016
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Bayt.com, job vacancies	MENA	2016
Business Monitor International (BMI), growth rates for hospitality and technology	North Africa and Middle East	2013-2020
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Injaz, Overview of Injaz Al Arab	MENA	2016
International Data Corporation	Morocco	2013-2018
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Shannon College of hotel management, Typical career paths in the hospitality industry	Global	2016
Times Higher Education: Employability: which university is doing the best by its students?	Global	2015
United Nations, Definition of youth	Global	
World Travel & Tourism Council (WTTC), growth rates for hospitality	Levant	2015-2025
Youth Policy, Middle East and North Africa youth facts	MENA	2016



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