



How does Amadeus contribute to the digital upskilling of travel and tourism professionals?

Key results of the first social impact measurement exercise

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In 2024, the company processed around →

Partnered with →
(among others²)

The travel and tourism industry is undergoing a rapid digital transformation, **making digital competencies a fundamental requirement for professionals** to deliver seamless travel experiences.

As a global travel technology provider, Amadeus powers the global travel and tourism industry, serving customers from airlines and airports to travel agencies and hotels, across 190 countries.

3 billion
flight search requests per day¹

400 airlines

203 airports operators

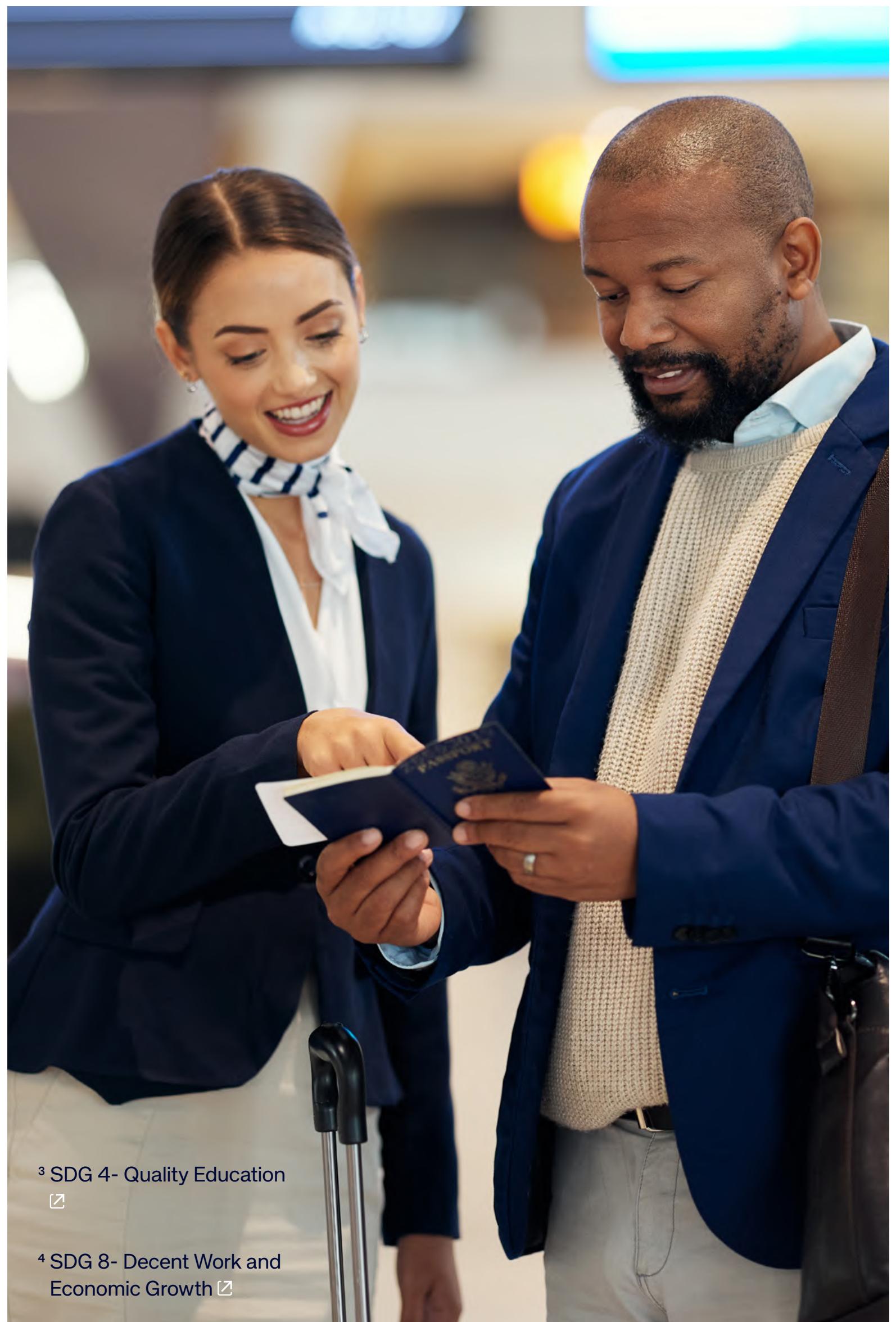
3,500 corporate customers

2+ million hotel properties

100K+ of travel sellers

¹ [https://amadeus.com/en/
blog/](https://amadeus.com/en/blog/)

² <https://amadeus.com/en/>



³ SDG 4- Quality Education

⁴ SDG 8- Decent Work and Economic Growth

That's why, as a key business service, Amadeus is committed to **support industry professionals in the development of digital skills**, helping them acquire expertise in its solutions through a large range of learning services and knowledge resources.

Ultimately, Amadeus aims to contribute to the development of a digitally proficient travel and tourism workforce, in line with two specific **Sustainable Development Goals (SDGs)** applied to tourism:



SDG 4:

Quality Education³, which focuses on education as key for tourism businesses and their workers to increase opportunities for career growth, and to provide the knowledge and skills necessary to succeed in the field.



SDG 8:

Decent Work and Economic Growth⁴, which aims to promote sustained, inclusive and sustainable economic growth. Tourism plays a crucial role in ensuring the welfare of the myriads of different groups working in the tourism sector is taken care of.

This report presents the outcomes of Amadeus' first social impact measurement exercise aimed at mapping and quantifying how Amadeus is contributing to the digital upskilling of industry professionals through its learning and knowledge management services.

“Measuring how we empower industry professionals through digital upskilling helps us understand the broader social value our business creates. By sharing our insights and best practices, we aim to inspire others across the travel sector and contribute to its transformation into a more inclusive and sustainable industry”

↑

Esther Villena

Global Head of Social Sustainability at Amadeus





1

Driving social impact on industry professionals

1.1

Fostering an inclusive travel ecosystem

Amadeus aims to make the experience of travel better for everyone and everywhere, by inspiring innovation, partnerships and responsibility to people, places and the planet. When talking about people, Amadeus aspires to transform the travel industry into a **catalyst for positive change**, fostering inclusion every step of the way so that no one gets left behind.

Looking at it from an industry perspective, **Amadeus aims to play a role in supporting industry professionals** to thrive in an increasingly digitalized world.

Amadeus aims to **equip travel and tourism industry professionals with the necessary knowledge and skills** needed to perform their roles effectively, increase business efficiency, and ultimately enhance their career prospects while strengthening the resilience of the overall industry.



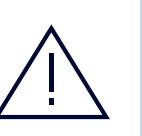
1.2

Empowering travel and tourism professionals through digital upskilling

As the travel and tourism industry evolves, **the rapid digitalization of the sector amplifies the digital divide**, with many professionals facing challenges in keeping pace with the technological advancements reshaping their roles. With the increasing adoption of advanced and diverse technologies across the industry, **the demand for digital competencies is growing**, placing greater pressure on professionals to enhance their digital skills. Recent studies⁵ reveal key findings:



A clear demand exists for self-learning capacities, digital fluency, and e-business skills to meet the needs of an increasingly digitalized industry. For example, New Distribution Capability (NDC) has emerged as the top priority technology among global leisure travel agencies⁶, as it introduces modern retailing capabilities to travel distribution, offering a more dynamic and personalized way to connect with travelers⁷.



A lack of digital proficiency can hinder innovation, limiting a company's ability to stay competitive in an increasingly technology-driven environment. According to the World Economic Forum, businesses cite skills gaps as the number one barrier to organizational and digital transformation, and therefore a risk to competitiveness, growth and technology investment⁸.

⁵ The digital skills divide, evidence from the European tourism industry [\[5\]](#)

⁶ Impact of technology on travel and tourism - statistics & facts, Statista [\[6\]](#)

⁷ The top 9 things corporations should know about NDC in 2023 [\[7\]](#)

⁸ Reskilling Revolution: Preparing 1 billion people for tomorrow's economy [\[8\]](#)

Given that Amadeus is at the heart of the travel and tourism ecosystem and accounts for nearly half of the Global Distribution Systems market revenues⁶, **proficiency in Amadeus' technology is a valuable asset for travel and tourism professionals** across all sectors in the travel and tourism industry.



2

Understanding Amadeus' impact on digital upskilling

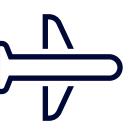
2.1

What are Amadeus Learning and Knowledge Management Services?

Amadeus Learning Services **offers learning, knowledge services and resources for customers staff**, as part of the Amadeus customer journey to learn how to use Amadeus solutions.

Recognizing the unique requirements of each sector and role, different dedicated teams within Amadeus are focused on **developing specialized training programs and support materials**.

Image 1: Learning and Knowledge offer

	Self-paced e-learning	Instructor-led training	Resources	Certificate
 Travel Sellers and Corporates	✓	✓	✓	✓
 Travel Sellers Learning Partners	✓	✓		✓ (for schools and universities)
 Hospitality	✓	✓	✓	✓
 Airlines	✓	✓	✓	✓
 Airlines Knowledge Management			✓	
 Airports	✓			

These Learning Services teams⁹ in Amadeus ensure that **all our customers have access to relevant, high-quality self-service training and resources for their staff at no additional cost**. On top, specific trainings are available upon request and additional fee to complement the acquisition of digital skills needed by their staff to perform in their current or upcoming roles. This strategic approach not only enhances the adoption of Amadeus' solutions but also **strengthens competencies of industry professionals**.

⁹ Please note that, while this impact measurement exercise included several key Learning Services, some units, such as Outpayce, were not part of the current scope.

Overall, the Amadeus Learning Services portfolio includes:



Flexible Learning Modalities

- ✓ Self-paced e-learning
- ✓ Instructor-led training
- ✓ Hybrid models to accommodate different learning preferences and needs



Product and Role-Specific Training

- ✓ Tailored programs focused on key products and roles within the industry



Customized Learning Paths

- ✓ Trainings designed to support various levels of expertise, from foundational to advanced knowledge.



Industry-Recognized Certificates

- ✓ Learning paths provide achievement and completion certificates that aim to enhance career growth of industry professionals

(Learning partners also offers a certification for school students for the future travel agents of the industry)



Knowledge Resources

- ✓ Knowledge and informative assets designed to support industry professionals in effectively using Amadeus solutions, such as user guides, online help, and how-to guides

2.2

Mapping and measuring impact on industry professionals

As part of its commitment, Amadeus conducted an **impact measurement exercise to map and quantify how the company is contributing to upskill industry professionals** through their learning and knowledge offer.

An impact measurement methodology was designed using industry standards and best practices from leaders in the technology and travel industries (**see Annex, 6.1 Methodology**).

As the foundational step, and drawing on the **Theory of Change** approach¹⁰, an impact map was developed to outline how Amadeus' Learning and Knowledge Management Services expect to drive change with the logic of a value chain. This map articulates how key activities and inputs from Amadeus generate measurable outputs for the industry, which lead to desired outcomes¹¹. These outcomes **contribute to meaningful impacts** on industry professionals, businesses, and the **travel ecosystem**.

On top of the benefits for customers to have their staff members trained in the use of Amadeus solutions, Amadeus teams **identified a set of social benefits for people who undertake Amadeus' training or use its knowledge resources**. These benefits are included in the impact map and are categorized into **current industry professionals** (people who are working in the industry) and **future industry professionals** (school students who will work in the industry supported by Learning Partners teams).



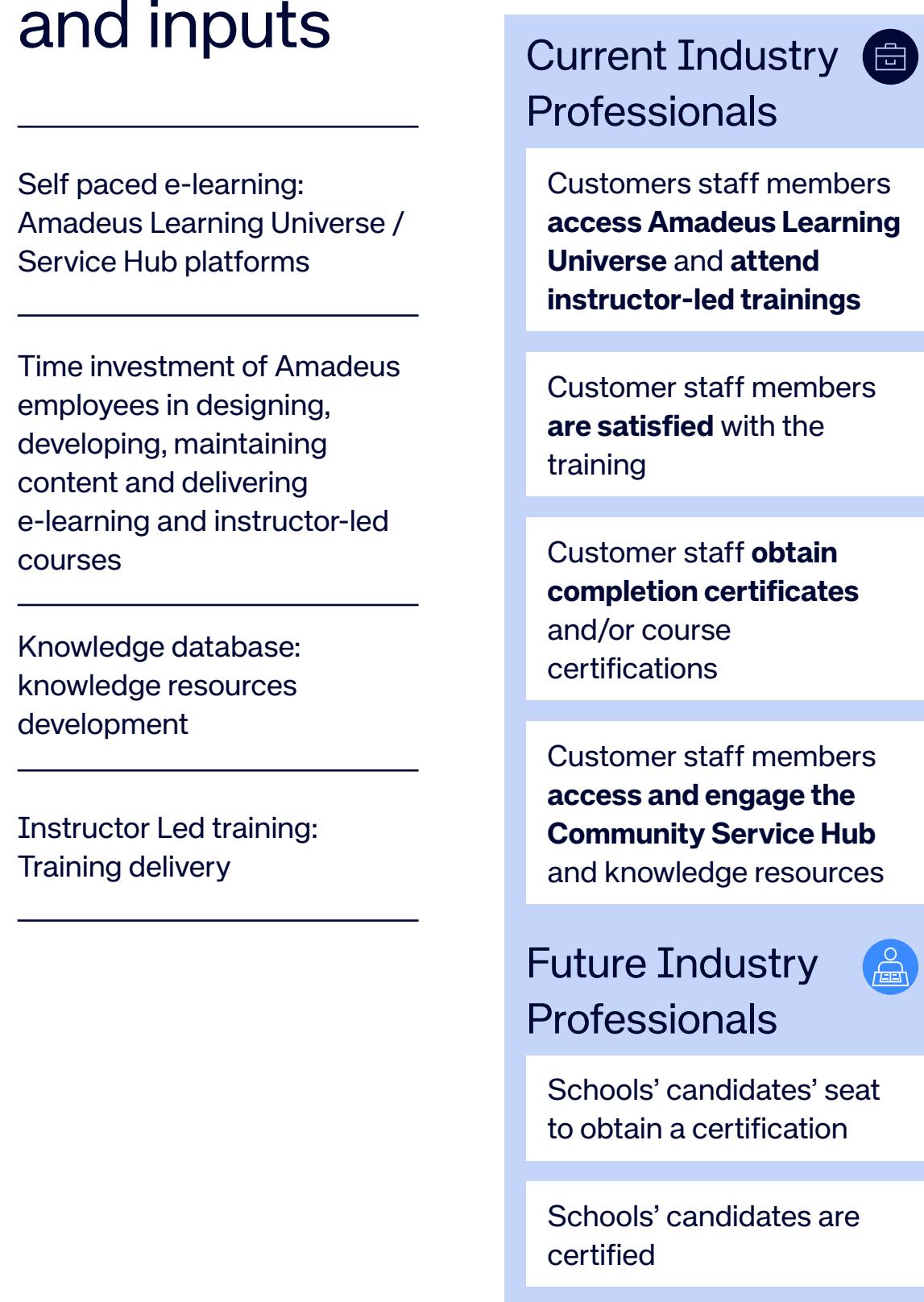
¹⁰ Theory of Change, United Nations Development Group [↗](#)

¹¹

- **Activities:** processes, tools, events, technology and actions that are delivered by the organization with the aim of generating benefits.
- **Inputs:** human, financial and organizational resources that a company deploys to carry out its activity.
- **Output:** direct tangible products of the activities that are carried out.
- **Outcomes:** Changes in habits, behaviors, skills sets or knowledge on the targeted beneficiaries/customers resulting from the activity.
- **Impact:** Changes, intended or unintended, occurring in the long-term organizations, communities, systems or environment experienced by people or planet.

Image 2: Industry Professionals Digital Upskilling Impact Map

Activities → Outputs → Outcomes → Impacts



Building upon the impact map, Amadeus developed a **robust Impact Measurement Framework** which integrates existing metrics tracked by each learning services team to quantify the impact on industry professionals.

A set of **Key Performance Indicators (KPIs)** and data collection **methods** were identified in alignment with the elements of the impact map, prioritizing 15 metrics for a 2024/2025 baseline. The methodology also integrates recognized best internal practices, including the application of the [Kirkpatrick Model](#), which is currently leveraged by the Airlines learning services team to assess training effectiveness (See point 4.1).





3

Digital upskilling baseline figures

Image 3: Amadeus digital upskilling baseline figures

Activities and inputs



Outputs



Outcomes

+170 Amadeus employees all over the world are dedicated to the design, development, and delivery of e-learning, instructor-led training, and knowledge resources

1,200 active learning paths (*) are available through the Amadeus Learning Universe and Service Hub and **+10,110 instructor-led training/events** were delivered in 2024

22,340 knowledge resources, including how-to documents and threads, are available to users

(*) Travel Sellers and HOS figure includes translations in English, Brazilian Portuguese, Mandarin, Chinese CN, Chinese TW, French, German, Italian, Japanese, Russian, Spanish, Greek, Polish, Turkish, Bahasa Indonesian.

Current Industry Professionals

+118,00 estimated hours spent by users on lessons available e-learning in 2024

97,300 industry professionals (unique users) **were trained** through Amadeus Learning Services provided by Amadeus in 2023 and 2024

+76,750 hours of instructor-led delivered in 2024, providing customers staff members with guided support from expert instructors who accompanied them throughout the learning process

9.3 points of average satisfaction score of instructor-led training and 8.7 average score of e-learning in Q1 2025, showcasing learning offer quality, relevance, and user-focused approach

Future Industry Professionals

17,600 of school candidates accessed Amadeus certification in 2023 and 2024 (out of total industry professionals trained)

Current Industry Professionals

104,200 members of Community Service Now (including HOS community) in 2024, providing a dynamic space for users to access knowledge resources, exchange information, and find support to their learning journey

960 certificates of learning paths were offered to users in 2024 to recognize their acquired skills

Airlines data: 79% of trainees surveyed rated **their application in their daily activities at 7 or above on a scale of 10**, indicating that a majority of trainees are able to put into practice what they learned

Airlines data (*): **86.7%** of participants rated **the usefulness of the e-learning 4 or above on a scale 5 for their current and future job**, indicating that the knowledge acquired in the training is beneficial for their career development

(*) Q1 2025 Data.

Airlines Learning Services Case Study

To measure the impact of the training offer, the Airlines Learning Services team applies the Kirkpatrick Model¹², a widely recognized framework for evaluating the effectiveness and impact of training programs. This model evaluates the digital competency levels of trainees before and after completing the instructor-led training programs. Two relevant metrics are displayed in Image N°3, and you can access the full [Airlines Learning Services' Case Study](#).

¹² Includes hours spent by Amadeus employees that accounts for 5% of the unique users.



4

Conclusions and future outlook



- 1 **Measuring the value chain to demonstrate impact:** The social impact measurement exercise presented demonstrates that Amadeus delivers a set of activities and inputs to ensure our customers and their staff have access to high quality learning and knowledge resources.
- 2 **An opportunity to consolidate impact measurement practices:** This exercise was an opportunity to strengthen alignment, consistency and accuracy in data collection and impact quantification across a wide range of teams operating with different sectors within the industry (Travel Sellers, Corporations, Hospitality, Airlines, Airports).
- 3 **In a digital rapid evolving world, learning to use a digital tool helps also to improve job performance and enhance career development:** The data shows how Amadeus is progressing towards social impacts generated by its operations as a technology company in the travel and tourism industry. Through its learning and knowledge services, Amadeus helps travel agents, airline staff, ground handlers, hotel sales managers, property managers, housekeepers, among other industry professionals, learn to use Amadeus solutions but also, **do their job efficiently and ultimately, support their professional development.**
- 4 **Evolving impact measurement to maximize positive impact on industry professionals:** While Amadeus has established a solid foundation for impact measurement to assess progress in upskilling industry professionals, **impact measurement is a journey.** Looking ahead, Amadeus will continue evolving its practices to better understand how to maximize its social impact. Planned actions include introducing new data collection methods to measure data against the outcomes in the impact map, revise impact targets, improve trainees' socio demographic data, and ultimately make data driven decisions to amplify Amadeus impact on industry professionals.

Through these efforts, Amadeus reaffirms its commitment to advancing on digitalizing travel and tourism workforce. This exercise seeks to inspire other industry players to measure the social impact of their operations to continue making a more inclusive and sustainable industry.

Annex: Methodology

PHASE 1

Understanding

The first step taken was understanding the current contribution of Amadeus' learning and knowledge services. Over 17 in-depth interviews were conducted with representatives across all Learning and Knowledge Services teams. Data was systematized and consolidated in a database which included detailed information about Learning and Knowledge Management Services characteristics and implementation, learning formats, measurements, social benefits and business outcomes.

Over 15 recognized impact measurement frameworks and methodologies were studied, such as the Social Value Principles, the Impact Management Platform, and *the Social & Human Capital Protocol*. In addition, more than 20 peer organizations (Salesforce, Microsoft, Google, Adobe, Marriot, Expedia, among others), both within and beyond the travel and tourism industry, were analyzed to identify relevant benchmarks and best practices.

PHASE 2

Mapping

With the inputs from the interviews an Impact Map was developed (inspired in the Theory of Change Methodology) to outline and visualize how Amadeus resources deliver a set of outputs, leading to generate outcomes and thrive impacts at different levels. These outcomes were assessed and prioritized for measurement.

PHASE 3

Impact Measurement Framework

The impact measurement framework was developed, and a set of KPIs were agreed and established against all the elements of the Impact Map. This framework leverages existing KPIs tracked by the various teams and integrates in-house data sources to measure Amadeus' contribution to digital upskilling. The framework was designed as a scalable and adaptable tool, supporting Amadeus' journey towards impact measurement through a phased implementation, with key milestones set to drive progress in the coming years.

PHASE 4

Data Collection and Report

Following the development of the impact measurement framework, efforts were focused on collecting and consolidating data. Data was gathered from internal platforms and reporting tools across the various learning and knowledge services. Information was processed, validated, and integrated to produce this impact measurement report, offering a comprehensive view of Amadeus' contribution to the digital upskilling of industry professionals. This phase also involved identifying challenges throughout the data collection process and setting a foundation for enhancing future measurement exercises.

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