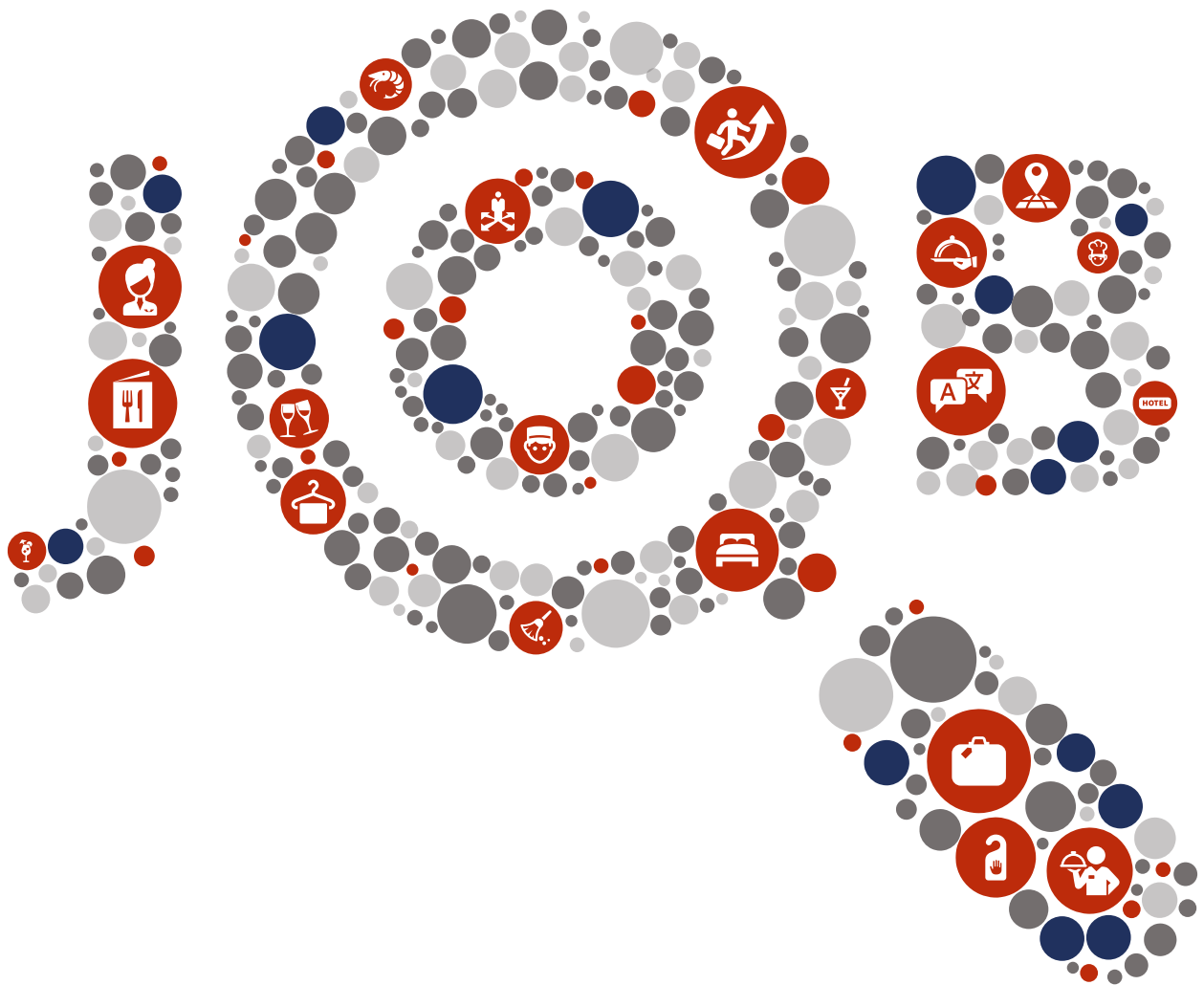


Global hospitality talents

Attract. Recruit. Retain.



HOTELCAREER recruiting insights:
how to attract, recruit and retain a global workforce

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About the study

The hospitality industry offers a wide range of work opportunities all over the world. What are the work motives and preferences of global hospitality? What do they consider important, what matters less? The hospitality job boards HOTELCAREER, Caterer.com, CatererGlobal and turijobs, each part of the StepStone Group, wanted to find out.

In order to collect both structurally and statistically based insights, they conducted a cross-national study from March to July 2018. More than 22,200 respondents participated in this pan-European wide branch survey. The results provide information about hospitality candidates' both actual and preferred job environments, reasons why they like working in the hospitality industry, their demands on their employers, their multicultural experiences and willingness to work abroad. While get-

ting to know this target group of employees, managers and job seekers within the multifaceted hospitality sector, a set of conclusions can be made: about how to best attract, recruit and retain a qualified workforce from an international catchment area. Poll results are mainly depicted in percentage shares. Since all figures are rounded, minor discrepancies may arise from the addition of the amounts in question.

YOURCAREERGROUP GmbH

Managing Directors: Pierre-Emmanuel Derriks, Dr. Sebastian Dettmers

Headquarter and court of registration: Düsseldorf HRB 72974

sales tax identification number: DE296128039

Address:

Völklinger Straße 1

D-40219 Düsseldorf

Telephone: +49 211 93 88 97 0

Telefax: +49 211 93 88 97 11

Email: info@hotelcareer.com

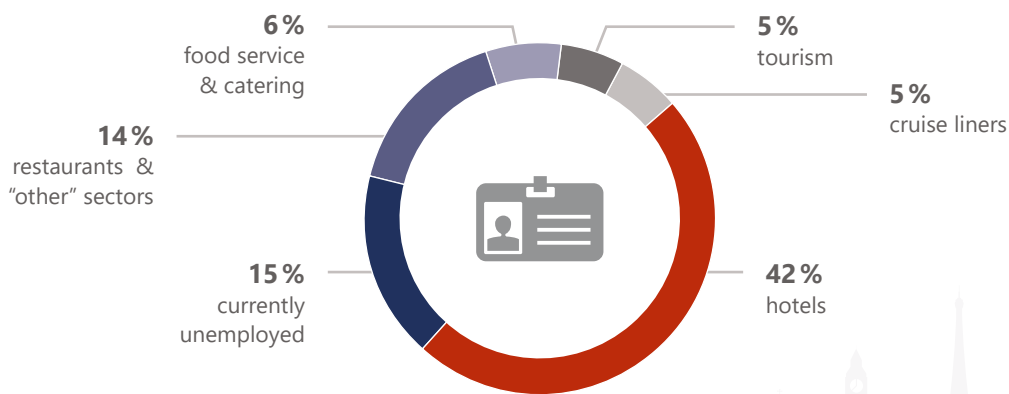
Homepage: www.hotelcareer.com

About the target group

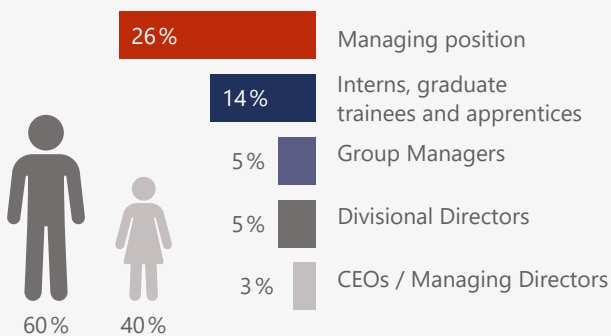
At the time of the survey, study participants – male, female and of different nationalities – split on six previously defined sectors within the hospitality industry: cruise liners, food service and catering, hotels, pubs and bars, restaurants, tourism. Another part of the interviewees was unemployed but classified as belonging to employees of the branch. The age ranges from 15 to 65 years plus.

Career levels range from Intern to Chief Executive Officer. As to work occupation, the talents' experience ranges from several months to more than ten years. Their workforce mostly consists of several ethnic groups, a great share is already experienced in working and living abroad.

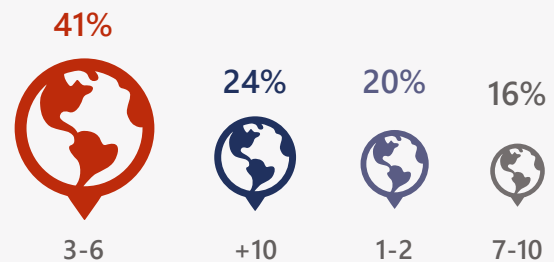
Assignment within hospitality industry



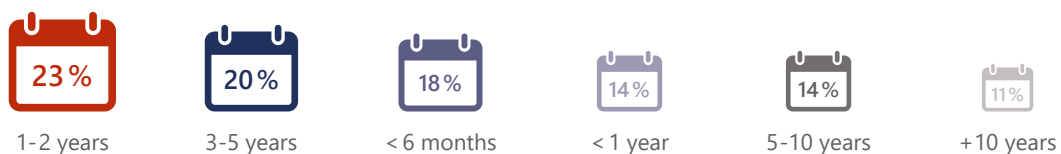
Career level



Number of nationalities in one workforce



Time at the current employer/company



A job to keep?

Obviously, a great number of hospitality employees all throughout Europe are still looking for their perfect employment. The present study reveals that a vast majority, almost two-thirds (65%) of all persons surveyed, intend to move job in the near future, merely within less than a year. In fact, 37% plan on moving within three months, 22% within three to six months. So, employers of this industry are facing a considerably high and quite sudden turnover of staff.

Apart from long-known sectoral challenges, first of which is a poor reputation based on unfavourable working conditions as to working hours, pay and benefits: What makes the hospitality industry workforce so instable? On the one hand, there is an internationally increasing business-to-business competition. There are a lot of new hotel and restaurant openings against the setting of improving tourism. Plus, customers are more and more willing to act out leisure time by treating themselves. This market state only goes to demand more qualified employees. On the other hand, talents seek the best working conditions and do not hesitate to quit. These days, due to increasing shortage of qualified personnel, employees are aware of their value as well as of their position. Since employers progressively need good staff, talents raise their expectations – and are less committed to their actual job, but highly willing to change their situation for the better.

At the same time, hospitality talents do not limit their options neither to their direct home region nor to their domestic country: Most of the interviewees are open to a new career option abroad. Only 15% find this not very or not at all likely. Multinationality, however, is a fundamental element of hospitality industry's workforce. Further survey results put emphasis on this fact, showing that the great majority of employees – 81% – works within teams of more than two and up to ten and more different nationalities.

The survey highlights some of the most characteristic facets of hospitality talents in Europe and the world.

Such as:

- › their actual working situation
- › reasons why they like working in the hospitality industry
- › aspects they value most about an attractive employer
- › their willingness to move job and to relocate for a new career option
- › their collected experience in working in foreign countries
- › their motives and expectations taking a job abroad
- › their preferences in job search and interview

These specific insights can help employers in the hospitality industry to better understand their staff as well as prospective employees – and, as a consequence, focus on aspects with which they can improve their measures to attract, recruit and retain top talents who are willing to stay.



Facts and figures about the hospitality talent market

Start-up, franchisee, old-established company: No matter how experienced employers are in their business, keeping up to date with recent market movements and their influence on their work needs to be a constant process. It includes being aware of the target groups, majorly consisting both of current and future employees. Recruiting as well as retaining the best talents is one of the biggest challenges in any sector.

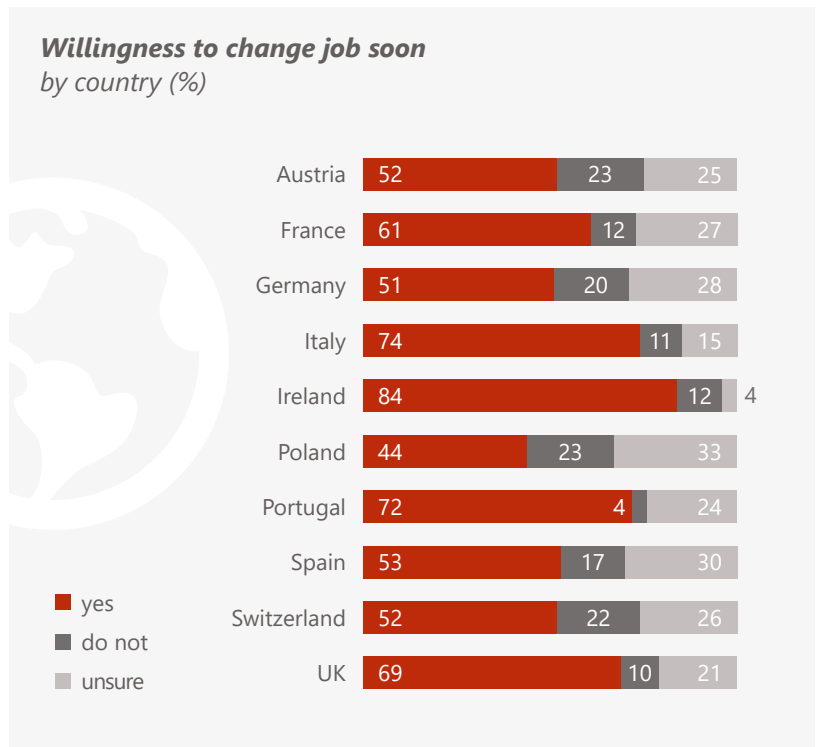
As a consequence, many companies try to increase their employer branding and staff retention rates. These measures need a firm basis. To begin with, employers need to get to know and to understand what most appeals to the candidates they plan to hire. Facts and figures of this survey help supporting this.

1 | Hospitality talents and their job commitment – an unstable relationship

Once hired, there is no guarantee for employers to retain their new staff members on a long-term basis, or even on a medium-term basis. Staff fluctuation in the hospitality industry is notoriously very high and a costly challenge for employers. The survey shows a great stimulus for talents to resign as fast as they have accepted a job offer. Thus, employees are marked by a significant openness to future opportunities – even as soon as they have accepted the offer of a new role.

Willingness to move job soon

Food service and catering, pubs and bars, restaurants: Employees who serve within these three sectors are predominantly very mobile candidates: 39% of them intend to move their jobs within the next three months. The number of talents willing to quit their current work for something new within three and six months is still remarkably high: 22%. Analysed per sector: Restaurant employees represent a proportion of 23%, food service and catering employees 22%, pub and bar employees 21%. Only one out of ten shows intention to last between three and five years in their current job. The average willingness of all examined sectors to stay in their job between one and five years is 25% (cruise liners 29%, food service and catering 23%, hotels 27%, pubs and bars 25%, restaurants 23%, tourism 23%).



Managers are open for change

Both candidates in non-managerial and in managerial positions want to move job at a high rate. According to an examination of overall sectors in German speaking countries, i. e. Germany, Austria and Switzerland, half of the talents indicated that plan. Approximately one third of employees within and well as beyond management level intend to cancel their job contracts – or at least change them within the next three months.

A closer look at Poland reveals: Half of those surveyed in non-managerial positions say they want to move job within the next three months. Amongst managerial positions, only 37% want to act that quickly. International overview: 65% of all respondents want to change their work situation by quitting their jobs.

Different areas, different tendencies

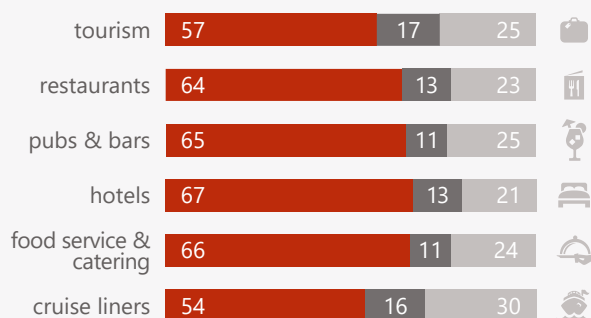
Regionally, the willingness to move job differs a bit but is generally at a high level. In general, 44% of talents currently working in Poland intend to move job. The share of hospitality employees from Ireland willing for job change adds up to 84%. Italy occupies range 2 (74%), Portugal range 3 (72%). In reverse order, only 4% of talents working in Portugal indicate to definitely stay in their current jobs. UK makes a share of 10%. Austria and Poland have the most loyal employees: 23% are positive about not wanting to move job. Regarding sectors,

results show that the most flexible candidates work in the hotel business: 67% picture a new job challenge. In the tourism sector as well as in pubs and bars, one out of four candidates is unsure about their next career step: to stay in the job or leave? In terms of age, too, there is a high willingness to quit: More than 60% throughout all age groups want to find a new career option. Exception: Within young professionals between the age of 15 and 17, only 49% want to move job. Between 18 and 20 years of age, the proportion is 56%.

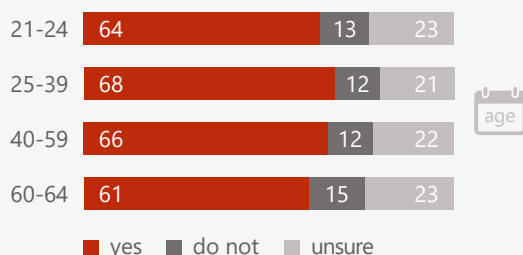
One third is uncertain about their job moving intentions

Furthermore, the results show a comparatively large degree of uncertainty as to whether or not to move job in the near future: On a global level, 22% of the interviewees indicate that they are not sure yet. Most wavering talents work in Poland: Counting 33%, one out of three employees might want to quit – or maybe not. Spain, with 30%, marks the second largest share of indecisive talents. Germany finishes third (28%). The least uncertain persons surveyed are currently employed in Ireland (4% unsure) and Italy (15% unsure).

Willingness to move job soon by sector (%)



by age (%)



2 | About the likelihood to work abroad

Opting a career abroad is, compared to the average, a popular attitude in the hospitality industry. When asked “How likely is it for you to consider working in another country?”, more than one out of two hospitality talents on the international level answers “very likely” (53%). 15% answer with “fairly likely”. Another 18% still regard the option to move abroad for work “likely”. International candidates say it is “not very likely” (10%) or even “completely unlikely” (5%) to take a job in a country in which they do not currently live. All in all, 86% of hospitality workers are willing to take a job abroad: 29% more than the actual

disposition of global and intersectoral workforce. This figure is an average value and was recently carried out by The Boston Consulting Group and published in the survey "BCG Decoding Global Talent 2018".

Employees from Italy are less attached to their roots

Based on a regional analysis, hospitality candidates currently working in Italy are the most willing to relocate abroad for work. Nearly all of them want a change: 63% describe their disposition as "very likely", further 15% as "fairly likely", another 20% as "likely". Most employees who claim it "very likely" to apply for a job abroad are currently working in Portugal (66%). Hospitality talents employed in Spain prove themselves as the most reluctant ones: Only 18% want to relocate for sure, whereas 30% regard the scenario as not very likely. 17% even find it not likely at all to take a job in another country.




Total share of candidates in Spain inclined to take a job abroad: 53%. As to sectors, the most open, by far, for a job abroad are employees of cruise liners (94%). Least likely are those working in food service and catering. But still, 80% of those talents indicate job relocation very likely, fairly likely or likely. Within the different age groups, 21- till 24-year-olds are most willing to change their country to work in (91%), followed by talents at the age of 65 and older.

3 | Experience in working abroad

The idea of working abroad does not just happen. Only less than one out of three average hospitality employees surveyed has never taken a job in a foreign country. 38% are experienced on a stable basis, having already lived and worked in a different country than their own. 4% went abroad only to do their businesses but commuted between labour and home. The same proportion of the

Willingness to relocate for job



	 consider / are willing to	 not very likely	 unlikely
by country (%)			
Austria	75	17	7
France	93	3	3
Germany	76	17	6
Ireland	81	15	4
Italy	98	1	1
Poland	93	3	3
Portugal	90	7	2
Switzerland	78	14	8
Spain	53	30	17
UK	72	16	12

by sector (%)

cruise liners	94	5	2
food service & catering	80	12	8
hotels	88	9	4
pubs & bars	82	11	6
restaurants	84	10	5
tourism	84	13	4
unemployed	82	10	8

by age (%)

15-17	67	24	10
18-20	87	9	4
21-24	91	7	2
25-39	88	9	4
40-59	80	11	8
60-64	81	9	10
65+	90	6	4

surveyed gained experience during studies. Two out of ten are currently living and working abroad. 3% got to know a new country by only living, but not working there. The Republic of Ireland shows the highest rate of talents with substantial experience both in working and living in a foreign country (65%). Italy has a proportion of 54% and Germany a proportion of 46% of talents who did a job abroad while living there at the same time. Employees from France, Spain and the UK represent the biggest parts with no international experience at all. Hotels, restaurants and tourism are the three sectors with the largest groups with working experience acquired in non-domestic countries. Employees in pubs and bars, in contrast, are most unlikely to work abroad – 42% have never done so. Only the rate of currently unemployed candidates is even 3% higher.

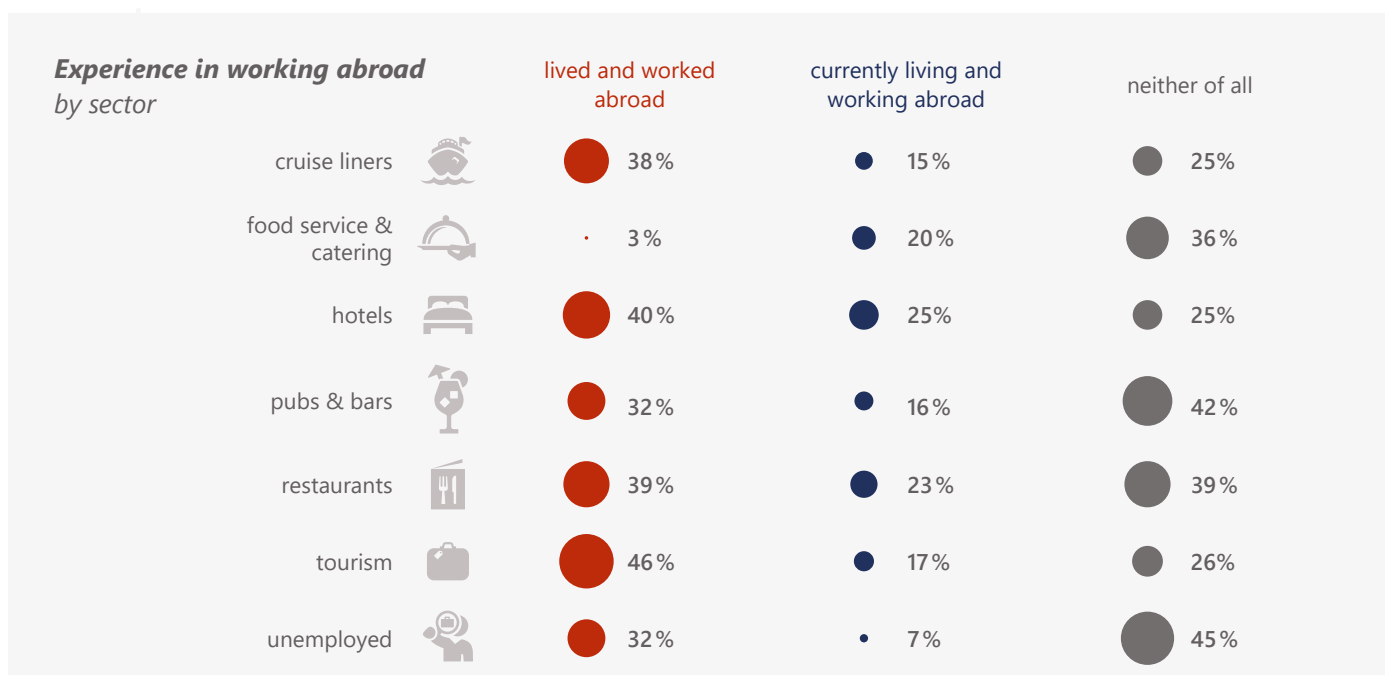
Diverse workforces are already familiar

Dealing with formerly unknown cultures, however, is not only a matter of countries beyond the border. Lots of companies already have a diverse workforce: Regardless of sector and region, 41% of the hospitality employees work alongside three to six different nationalities.

Two out of ten find themselves working amongst one or two different nationalities, 16% amongst seven till ten. 24% work in an environment with more than ten different nationalities. Accordingly, multiculturalism is one of the prevalent aspects which the respondents love about their work.

Take advantage of the opportunities

Knowing about all these preceding facts and talents' attitudes, employers find themselves in a strategically beneficial position. Once they are aware of the great number of hospitality industry candidates, still looking for the perfect match, recruiters can act and grip the best of them. The ultimate goal, of course, is not only to win candidates over for an application and afterwards have them sign a job contract. Employers want them to stay and to professionally and personally develop – in the long run. This is the best way of guaranteeing a company's success and making the employees an indispensable part of it. How to create such a long-term relation? Where to find willing candidates in the first place? How to address, to hire and bind them? The following pages may provide some answers.



Attracting the ones who are ready

4 | Prospects of transnational openness

A relocation abroad for job matters needs a lot of thought. Talents need to weigh up advantages and possible disadvantages of the job itself like working conditions, working environment and working hours, corporate culture and career options, tasks and payment. The company location, local and regional infrastructure and the country itself are at least just as important, therefore to be taken into consideration.

Where do the study participants see themselves living comfortably? Where do they feel welcomed? 38% have already moved to a new country for work in the past. Thus, they show a comparatively high level of openness to moving to a new country again. Condition, of course, is an attractive option. Employers who respond to such preferences multiply their chances to attract a large number of motivated candidates.

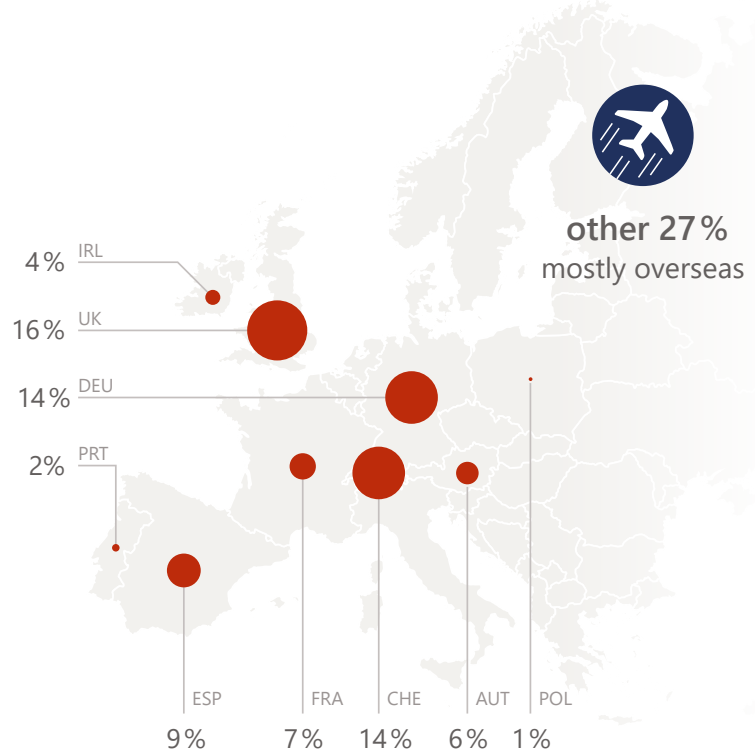
Popular countries to work in: UK is the most appealing

Number one in the ranking of the most attractive work countries for hospitality employees is the United Kingdom: 16% of all survey participants would most likely relocate there to start a new job. The result matches a finding, presented in the study "Decoding Global Talent 2018": Great Britain's capital, London, is the number one city where the G20 workforce would move for work. Evidently, even after Brexit, the country is still interesting for foreign talents. They regard it as an option for their career progression as it appears to offer good prospects. On the other hand, this survey spots a totality of 72% of talents currently working in the UK who can as well imagine themselves leaving the country, saying that it is certain or at least probable to take a job elsewhere. So even if more than half of the hospitality employees currently working in the UK would rather stay in the country, still, almost three quarters at least do not exclude the option.

Importance of countries overseas

Second place in the range of most attractive countries to be employed in goes to Germany and Switzerland: in equal shares of 14% each. 9% of the talents surveyed chose Spain

Most attractive countries in total



as their favourite country to work abroad. France gained 7% of the votes. A large share of respondents set an individual answer: 27% can best imagine themselves moving to "other countries", most of which are located overseas like Australia, USA, Canada and New Zealand.

Better stay put?

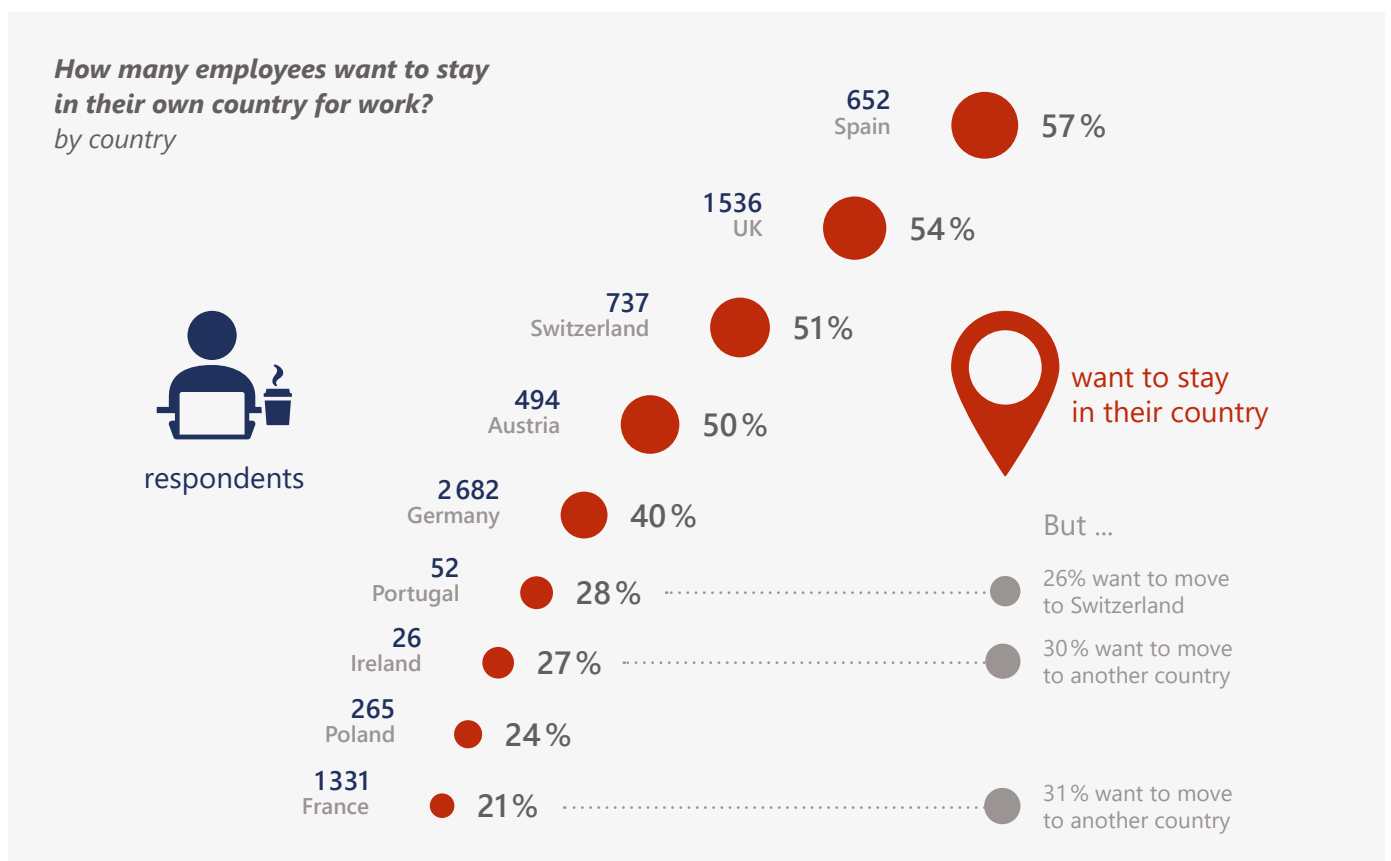
In only a few of the examined countries, candidates show clearer tendencies to stay in their home country for work. Spanish talents are topping the charts (57%), followed by respondents from UK (54%), Switzerland (51%) and Austria (50%). As to Portugal, in contrast, the survey shows that 28% of the talents want to stay there, whereas quite as many (26%) want to move to Switzerland. Portugal is a popular country to relocate to for Italians, though: 23% chose the country as their option, 30% would move elsewhere.

This strong willingness to work abroad is an invitation for employers to loosen possible restrictions and to take a look not only into their own country for future employees: Great opportunities are awaiting to attract and recruit a talented and motivated workforce from around the globe.

5 | Motives to work abroad

As a matter of fact, the decision to quit one's job and go working abroad takes careful consideration. Therefore, to attract good candidates, the more positive aspects employers highlight about a job role, the better. But which ones? The study results show: Career progression is a highly motivating factor for candidates to start a new job in a foreign country. They want to feel challenged and to improve their recent career options. And they want to rise their wages as well, which indicates they want to rise their living standard in general.

Almost as important as such career factors is personal development, though. Most important elements are getting to know, adapt to and actually live within new cultural structures and lifestyles, learning new languages and communication habits, make new experiences



Beyond its borders, great opportunities are awaiting to attract and recruit talented and motivated workforce.

Reasons to work abroad
in total



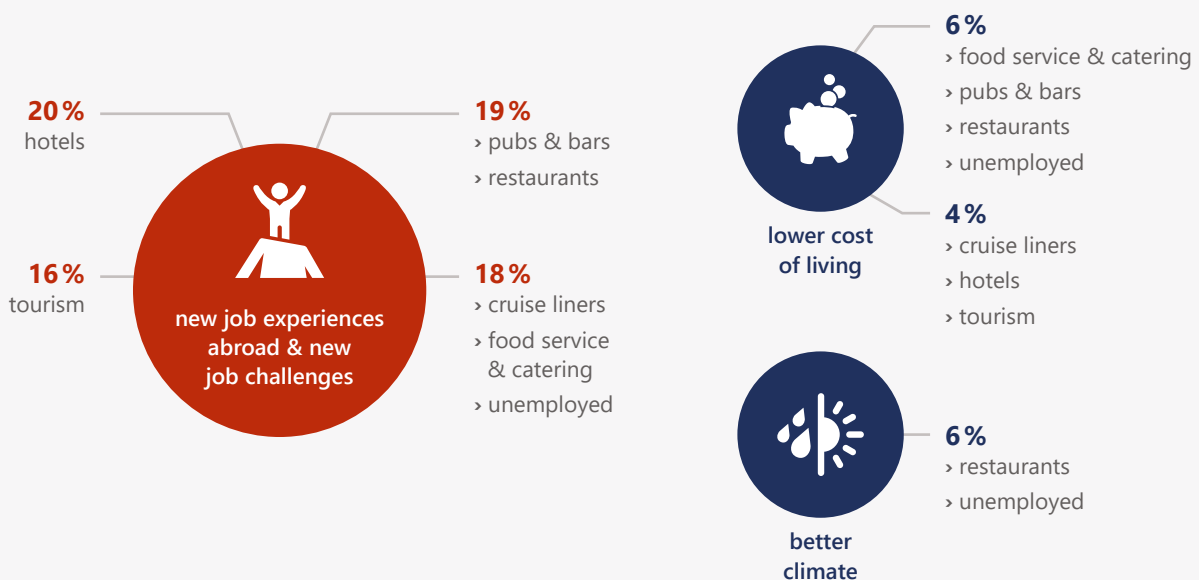
to broaden their individual horizons. All those aspects have great impact on the disposition to relocate for a new hospitality job challenge.

Professional and personal factors

The first movers for all sectors apply to professional growth: Talents wish for new possibilities to prove themselves within a job task and, thus, gain more knowledge in their specifications. And they are aligned on another factor as well: Lower living cost are the least important motive to move abroad for work.

Country-wise, trends differ a bit more, and so do they within the different age groups: Hospitality employees aged 15 to 24 years focus more on personal factors. For them, the second reason to take a job in a non-domestic country consists of personal growth and the resolution to be outward-looking. They feel willing to act beyond their familiar comfort zone. Talents of the age between 18 and 59 years also attach great importance to experiencing new cultures.

Reasons to work abroad | high- & lowlights
by sector



Reasons to work abroad | high- & lowlights
by age



6 | Required: well-directed messages

With the high level of openness of hospitality talents to new career opportunities abroad, the international recruiting market is buzzing. Motivated future employees can be found all over the world – and also placed in many countries. This fact is especially interesting for companies with several international sites. Of course, there is one condition for any talent to move job beyond borders. Employers need to follow the right path and take demands and requirements, motivations, tendencies and nature of available candidates into account. Once picturing to relocate for work, hospitality specialists are mostly well informed and already experienced up to a certain level as well. Furthermore, they are clearly conscious where they want to move, why and when. If measures match, employers have good prospects of attracting their specialists in demand.

Reasons to work abroad | high- & lowlights by country



It's all about development

Attracting promising talents means being appealing to the target group. Features that most encourage candidates to meet a new job challenge are career progression (16%), appropriate payment (14%), work-life-balance as well as job training and development options (both 13%). Especially comparatively young talents between the age of 21 and 39 years are willing to learn new job skills. Better payment is one of the second reasons to work abroad within the age group between 40 and 64 years. Employees aged between 40 and 59 years find new experiences and challenges most encouraging to take a job in a foreign country. In spite of their maturity and rich working know-how, they are still strongly willing and open to develop within a new working environment. A pleasant corporate culture and a harmonising team are two of the most appealing characteristics for more experienced candidates. 13% of the employees between 60 and 64 years of age regard this sort of smooth co-

operation within the company as most attractive about an employer. Regarding talents aged 65 and older, this preference applies to 19%.

More highlights mean more potential applicants

Location, however, is not a ruling criterion for hospitality talents (4%). This fact shows once more how flexible candidates are, not being attached to a certain spot, city or region. Benefits such as holiday, pension and bonuses are scarcely of any importance either. Only 6% of the people surveyed are in favour of these kinds of benefits. As we already know, talents consider personal development within new cultures important. Career matters have about the same value. What does that mean for employers? To provide all highlights as to the working environment, of course. Those who additionally accentuate further advantages beyond the working environment can increase their lead over their competitors even more.

Poland



higher salary



become more aware of & tolerant towards (of) other cultures

Spain



new job experiences abroad & new job challenges



lower cost of living

Portugal



new job experiences abroad & new job challenges



lower cost of living

Switzerland



new job experiences abroad & new job challenges



lower cost of living

UK



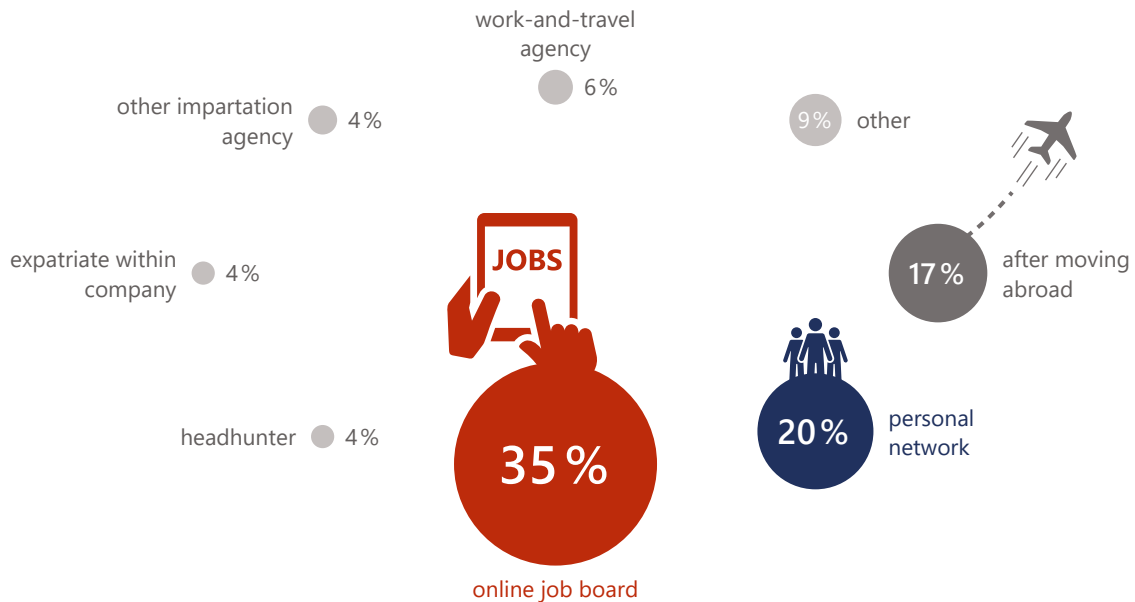
new job experiences abroad & new job challenges



become more aware of & tolerant towards (of) other cultures

Recruiting candidates from all over the world

Found job abroad via ... in total



7 | Presence, communication and targeted support

As the survey results show, the hospitality employees' market is promising. Employers have great opportunities to attract candidates on a broad scale, especially when they showcase the attractive benefits that most appeal. So where should they best communicate their job vacancies?

Online job boards are most popular

In transnational examination, 35% of all respondents have found their job abroad via online job boards. Especially talents from Austria profited much from looking up free positions via special websites. 42% found their job abroad this way, followed by candidates currently working in Switzerland (34%) and Germany (32%).

Employees working on cruise liners top the list by sector as 44% got their job via professional online ad. Hotel employees, as well, show a high using rate of online job boards: 41% state having spotted their new career opportunity via this source.

For employers, the results show several good clues as to how best recruit the most promising candidates.

A platform to showcase employers of choice

Online job boards, moreover, can be of great advantage for recruiters. On these platforms, employers have the possibility to present their benefits, philosophy, culture and unique selling points to the candidates. Again, aspects of personal development are highly mentionable, too. Employees do value private life quality as well as a professional one. Only personal involvement is roughly as efficient as



Found job abroad via ...

by sector (%)	online job board	headhunter	work-and-travel agency	other impartation agency	expatriate within company	personal network	after moving abroad	other
cruise liners	44	7	9	5	3	20	7	7
food service and catering	30	6	8	5	4	21	19	7
hotels	41	5	6	4	5	19	13	7
pubs and bars	32	1	6	4	1	19	28	10
restaurants	34	5	6	4	2	19	22	8
tourism	29	2	7	4	4	23	20	11

by position (%)	online job board	headhunter	work-and-travel agency	other impartation agency	expatriate within company	personal network	after moving abroad	other
managerial	29	8	5	4	6	23	18	7
non-managerial	34	2	8	5	3	19	19	10

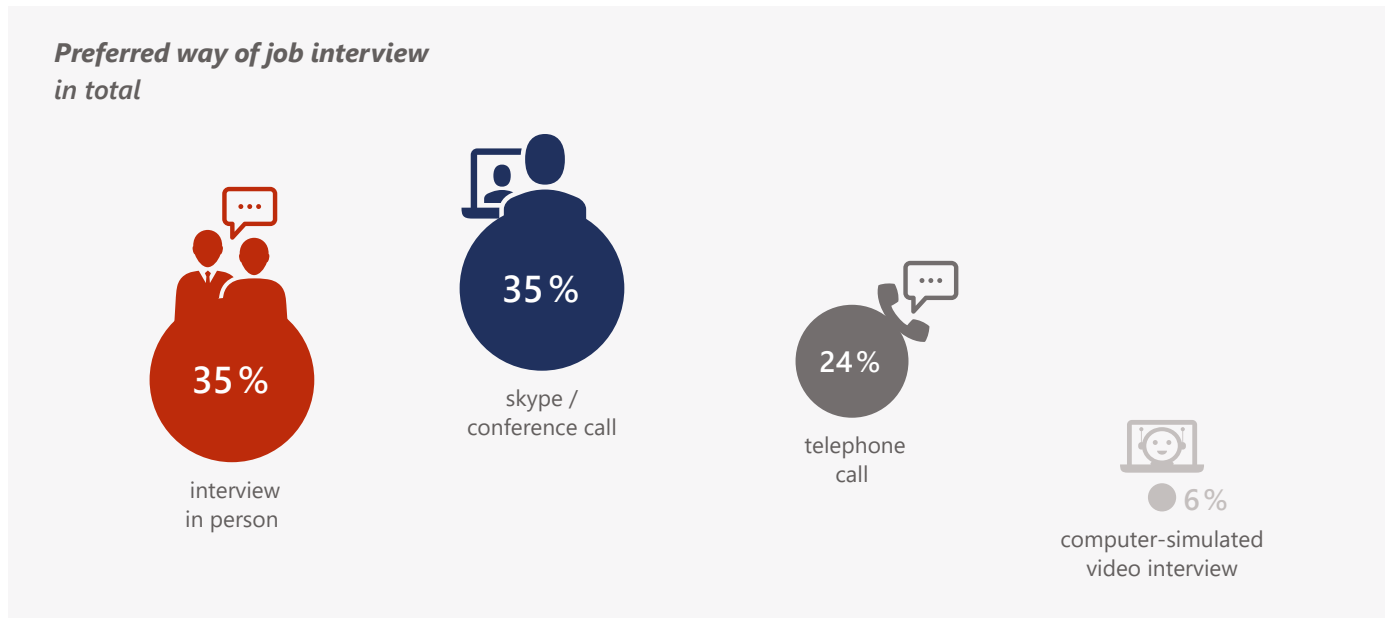
online job ads. 20% of the candidates found their new career option via their own network, 17% due to an actual move. So, a lot of talents first lived in the country and then found a job. Talents from Ireland mark the biggest share (39%). In UK and Spain, the significance of personal presence before finding a new employment is still remarkably high (33%, 29%). In Austria and Switzerland, relocation as a basis for moving job is least common. Talents currently working in Spain show the highest rate of using their personal network (26%).

Talents expect cooperation in moving

It is absolutely worthwhile for employers to provide promising candidates specific support in order to convince them to relocate. Talents want to feel well kept and their needs to be met, comprising their closest family members. The most important factor is, for all interviewees, personal and financial assurance. This is followed by assistance within the

flat-hunting process, for example in terms of a corporate flat. Paying for relocation costs, too, helps bringing about the decision of taking a new career opportunity abroad: 17% expect this facet of cooperation from their future employer. Examined by sector, age range and position as to managerial or non-managerial level, candidates' demands do scarcely differ. As a consequence, any way of moving assistance is a clear call-to-action for employers on a broad scale. Concretely offering as much support variety as possible generates impressive opportunities to attract and recruit motivated hospitality professionals with different backgrounds.

Once promised, employers are well-advised to keep their word. Otherwise, candidates are very likely to bail out as quickly as they went aboard. It is essential to present all aspects of the job offer and everything coming with it authentically and sincerely.



Personal contact is highly rated in job interviews

As to interviewing methods, the average hospitality employee prefers an on-site and face-to-face interview. When it comes to a new career move, more than three out of ten wish to meet their employer-to-be in person – selected by country, talents employed in Spain even build a share of 50% support. In contrast, only 9% mark a phone interview as a choice. The proportion of candidates currently working in other countries lies between 11% (Italy) and 25% (Poland). The overall results show as well that Skype interviews are an equal alternative to personal interviews. So, the focus lies on talking to a human individual whom candidates can see in real time.

Only 6% of all respondents prefer being interviewed by a robot. Employees from Ireland stand out here: 17% show high openness towards this kind of interview. The following groups prove most open for computer-simulated interviews: talents between 15 and 17 years, employees in pubs and bars, hospita-

lity managers from France (each 9%). Managers from Spain and Portugal, however, show literally zero tolerance for robots. All talents surveyed combined, skype conference calls are the most accepted way for job interviews (35%).

Especially employees of cruise liners (44%), hotels and tourism (both 40%) favour a skype conference over a personal on-site interview.

Preferred way of job interview

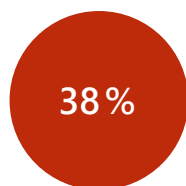


by country (%)	interview in person	skype / conference call	telephone call	computer-simulated video interview
Austria	42	33	19	6
France	34	36	22	8
Germany	44	35	16	5
Ireland	25	42	17	17
Italy	39	43	11	7
Land	45	27	24	4
Portugal	25	55	16	4
Switzerland	45	35	13	7
Spain	50	40	9	1
UK	47	30	19	4

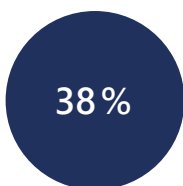
by sector (%)

cruise liners	27	44	21	8
food service & catering	41	30	22	7
hotels	32	40	23	5
pubs & bars	37	24	30	9
restaurants	40	30	24	6
tourism	38	40	18	4

by managerial position



interview in person



skype / conference call

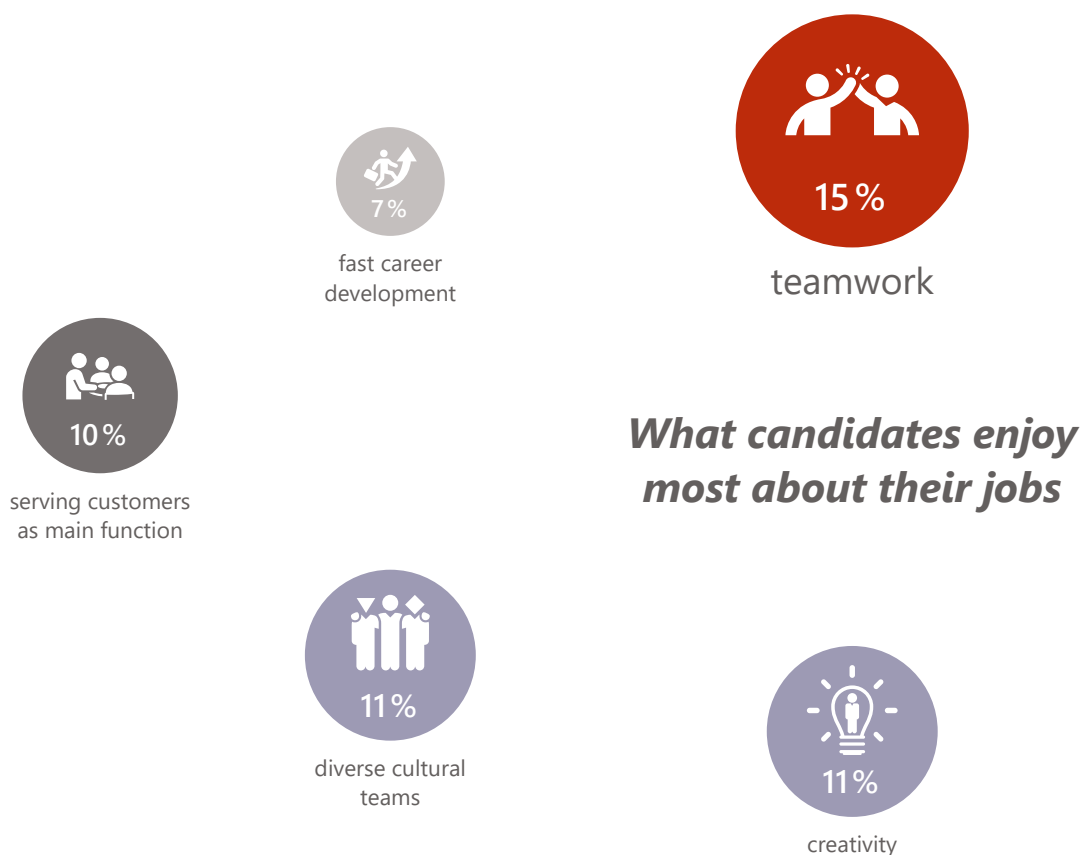


telephone call



computer-simulated video interview

Retaining international hospitality talents



8 | Welcome, please stay!

The survey results prove: The Hospitality industry is a fast moving one. Employers' biggest challenge is to manage a workforce that is more mobile, more volatile and therefore also less loyal than ever before. 65% of candidates say they were ready to move job, no matter of which sector, position or origin. Employers do not want to lose their staff right after onboarding – but statistics tell their own tale.

Actually, a large number of candidates intend to quit their current employer within only twelve months. On the other hand, 53% of all hospitality talents surveyed intend to work abroad as long as possible. So, they do not plan to change job as quickly as they actually do. Only 4% of the totality intend to stay in a non-domestic country for only one, two or three months of working time.

Employers need to invest in working quality

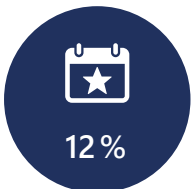
Sure enough, hospitality talents, most of all the younger ones, bring their own individual workplace expectations. The best way for employers to keep their staff loyal and motivated is, again, meeting their demands. They need to create or at least contribute to an environment in which talents enjoy working. They are well aware of their requirements on an ideal work situation. Teamwork, flexible working, tasks and work flows as well as interactivity in customer and people contact – hospitality



interactivity



global career opportunities



every day is different

employees value all those aspects most about their jobs. Global career opportunities and diverse and interculturality play an almost equal important role. Within all sectors, age ranges and countries, interviewees' answers turn out to be similar. Investing in ensuring as many of these elements as possible pays off, because loyal, productive employees keep being the most valuable asset of a company.

Impetus to be the best

Strictly speaking, the candidate market in the hospitality industry does not only provide one, but two groups of available talents. On the one hand, those who are willing to commit to a new career opportunity. On the other hand, those who are not sure yet whether to keep their current job or not. The latter ones are easy to influence if employers put the right methods into practice.

Both target groups together form a wide range of recruiting options. Seen from the candidates' perspective: Offering the best conditions possible, employers make a realistic alternative to their competitors.

The ambience needs to be positive – but genuinely so

It is essential to be aware of one's own employer advantages. These need to be appropriately adapted to what talents need, and recruiters need to communicate these competitive edges via proper channels. But retaining staff is impracticable as long as an attractive company culture is not lived by all its members, and as long as working conditions and bonuses only look good on paper but are not actually granted. So, any virtues and the whole company spirit should always be genuine. A good spirit shows best in the staff's attitudes and behaviours.

Happy employees are the best ambassadors. But the "good soul" of a company must also show to customers as well. They need to feel well treated and must not sense conflicts, discrepancies or discords. Precisely in the hospitality industry, satisfied guests spreading the word are a brand's best advocates. Plus, some of them may also turn out to be future candidates, willing to work in this specific ambience: After all, they already know it as pleasant. Therefore, the internal as well as the external brand experience must be markedly positive in any context. This fact creates both the required authenticity and important coverage to attract, recruit and retain top talents for one's business.



How to attract promising candidates



Define your target group. Who do you want to hire? Think about required skills as well as any other relevant factors. Rank their importance to sketch whom you are really looking for.



Get to know **what your target group expects** from an attractive employer in general.



Keep employees' demands in mind while checking all benefits of your company. Make a list. Do not hesitate to consider further opinions – for example of recent or even former employees.



Do your company **advantages correspond to the candidates' needs?** Make sure you are taking their perspective and not an employer's view.



If the current offering does not seem to match with talents' requirements, create at least some of the advantages you know they would like to see in your company. Think about benefits both work- and money-wise, but also of measures to **build a good team and company spirit. Support integration.**



Be transparent and accessible: Offer open days, internships and trial work, combined with the option to provide insights into inhouse-cooperation. Include all company sites, especially if there are any options for interesting experiences abroad.



Give people in your circle a reason to talk positively about the company: current employees, customers, business partners. They are your precious and efficient ambassadors to naturally campaign for you.



If using **social media** platforms or business networks which correspond to your company culture and if they are well (i. e. properly and regularly) maintained, include them in your employer branding plan. **Always keep the content fresh, interesting and genuine.**

How to recruit future staff



Expand your view. Talents are not only available in your direct environment. **Consider hiring on a broad scale**, have a look abroad to find your best matches. There are a lot of skilled candidates who are willing to relocate for a new job.



Make the best of your international options and take company sites abroad as working options into account.

Use online job boards to offer your free positions. **Take advantage of your options to present yourself as an attractive employer.**

Tips for elements:

- > detailed **job description**
- > detailed **description of working environment**
- > **career options** and options for professional/personal development
- > describe **support in case of relocation** (for example cover relocation costs, provide car/company flat/company house, provide help with apartment-hunting)
- > give an **authentic impression of the company's philosophy**, the team spirit, the goals. A pleasant text passage is good. Enriching it with, for example, videos and real statements from happy employees will make the presentation even more attractive.



Use career websites and online tools for the recruiting process.



Keep the application process simple and in permanent contact with your applicants, including individual feedback whenever they get in touch with you.



Candidates like to get to know their future employer personally. Face-to-face-interviews and skype interviews (in case the talent lives abroad) add to that.



Create an all-positive, sustainable and encouraging onboarding experience for your applicants. Meet them as individual persons and give them the feeling to be completely welcomed.



Since foreign candidates may not be familiar with your region or country at all, **find measures that help them settle in their new life** – which is not only work, but also private time. You may for example hint or even introduce your new company member to communities, leisure and sports establishments or areas with shops and grocery stores.

How to retain valuable talents



Make sure your advertised benefits are real and not just empty words. Talents merely define attraction of an employer by

- > possibilities of progressing within their career
- > a proper salary
- > getting trained as to gain new professional skills
- > a good balance between working and private life.



Talents consider **personal development within new cultures** important, so encourage this in ways that match with your role as employer.



Candidates like a **certain level of change** during their working days. If the job itself cannot be given any variety, flexibility has to apply, for example, for schedules, shifts or location.



Always be aware of how valuable your employees are and show them respect, for example by keeping permanently in touch, complimenting them for good work and giving constructive guidance to improve their work when it's below expectation. Lack of appreciation is one of the most demotivating factors for employees.



To be authentic is the only way to keep a long-term-relationship with your employees. **Try to create and keep up a high team spirit** – inside and outside your company walls.



Always make sure the working environment is pleasant. Adapt it as much as possible to the demands of your employees. Not because you are afraid to lose them and try desperately to make them stay. But because you value them and a good atmosphere.



Do not reduce your efforts to be the best employer. Remember: Competitors never rest.



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are the best ambassadors.***

***This fact creates both
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top talents for one's business.***

**About HOTELCAREER**

HOTELCAREER is a specialized job board for the hospitality industry, itself belonging to YOURCAREERGROUP and founded in 1999. YOURCAREERGROUP runs the sector-specific job boards HOTELCAREER, GASTROJOBS, TOURISTIKCAREER and AZUBICAREER, some of the best-known online job boards on the German-speaking market. Our 23 000 jobs are advertised in 5 countries: Germany, Austria, Switzerland, France and Poland. Our job board is well-known among candidates from hospitality industry: over 55 000 applicants browse our boards daily. With the recent acquisition of the specialized job board Turijobs, operating in Spain and Portugal, YOURCAREERGROUP expanded its European market. Our mission? We enable people to find the job they love while providing organizations with the right service-minded people.

About Caterer.com

Caterer.com is the UK's largest and most effective hospitality job board with over 2.5 million hospitality candidates in its database. On average the site carries around 25,000 jobs at all levels, from over 2,500 companies in every sector of the industry. Hospitality employers of all sizes and all regions of the UK work with Caterer.com to source the relevant candidates they need for their businesses to thrive.

About CatererGlobal

CatererGlobal is the leading hospitality job board in GCC countries, with over 1 million hospitality candidates in its database. On average the site carries 1500 jobs at all levels, from 250 companies in every sector of the industry. Hospitality employers of all sizes and all regions of the GCC and beyond work with Caterer.com to source the relevant candidates they need for their businesses to thrive.

About Turijobs

Turijobs is the leading talent development company in the tourism and hospitality sector. We have the largest base of professionals and companies in Spain and international presence in countries such as Portugal, Mexico and Brazil. We have been working for more than 16 years with an integrated vision of human resources, connecting professionals with leading companies in the industry.

About StepStone Group

People find their dream job with StepStone. More than 100,000 companies use the StepStone job boards successfully for the recruitment of qualified specialists and executive staff. StepStone is one of the most successful online job board businesses today. But StepStone is more than just a machine or a website. More than 3,000 enthusiastic people work very hard to deliver the best possible results for customers and jobseekers alike. The company was founded in 1996 and is an Axel Springer SE subsidiary.

YOURCAREERGROUP GmbH

Völklinger Straße 1 | D-40219 Düsseldorf

+49 211 93 88 97 0

www.hotelcareer.com