

YOUNG
HOTELIERS
SUMMIT

YHS SURVEY REPORT

Bridging the Expectation Gaps

MARCH 2022

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FOREWORD

Bridging the Expectation Gaps

Following some undoubtedly very tough times, the tides have turned for the hospitality industry. Consumer confidence has picked up, as has the desire to once again be ‘on the road’, to travel, to explore, and to experience. Hospitality organisations across the globe are consequently busy making sure to be able to meet and service this demand. The attraction, selection, and retention of ‘top talent’ is hereby an important factor.

Knowing what recent graduates and those who are open for a career change are looking for is valuable information for employers – to better position and promote their vacancies, to improve role-fit, and to fine-tune their internal development and/or training programs. On the flip side, for the potential employees, it is extremely beneficial to better understand what the employment market is actually looking for, what is being valued, and where the priorities of employers are.

However, let’s also keep in mind that this year’s YHS survey is being published at a time which is defined and shaped by inflationary pressure across many geographies and jurisdictions. This is further intensifying the already high need for hospitality organisations to operate efficiently, to lower costs, and to increase productivity. The cost of recruitment, or of a bad hire, as well as the that of a high employee turnover, can hereby leave a big hole in the pockets of the employers. The study should thus prove to be an insightful and valuable read for those wanting to enhance effectiveness in their recruitment, career development, and retention strategies.

Here are some interesting tidbits:

- As per the YHS study, the ‘direct route’ of hire, (often) handled digitally and without an intermediary involved, is the most prevalent one – perhaps not surprising considering most respondents still find themselves in the early stages of their career (i.e., graduates and line-level staff). The data indirectly highlights, though, a critical factor – the importance for employers to have a strong online presence and distinct employer brand. This becomes even more important for those employers who are not yet household names. Transparency and clarity in communication are hereby vital to attract and retain the brightest. This also extends to how, for example, a specific opening or vacancy is portrayed – often, employers can get distracted by using trendy terms or fancy but unclear position titles. Such ambiguity and lack of specificity about role responsibilities do not help and often confuse, even deter, prospective applicants.
- The survey reviews training and onboarding best practices – whilst there is still room for better preparing new-joiners (specifically as it relates to mere onboarding versus the provision of skill-based training), the surprising fact here is that old-school classroom style training appears to still be prevalent. This seems at odds with today’s digital world and business environments where there is a heightened demand for flexible and/or remote working.





FOREWORD

Bridging the Expectation Gaps

- Prospective employees, specifically the recent graduates who have not yet gained a lot of hands-on work experience, will be encouraged to note that employers rank an individual's passion as one of their top priorities when recruiting. Skills are viewed more or less as important as a candidate's ability to communicate effectively up and down the organisational chart. Critical and creative thinking are further traits that are rated highly but do not require a prior proven track record and/or work experience. Best then for job applicants to hone-in on examples which demonstrate those abilities!
- Prospective employers should take note of the level of empowerment that today's graduates and job applicants are looking for – it appears there is a sizeable expectation gap, with employees being somewhat dissatisfied with the level of autonomy they are given and the policies that define and shape the work environment. Perhaps most notably, employees also lament working conditions and safety and security measures – for employers to get these basics right should be a number one priority!
- Lastly, it is striking to observe how there is such a strong preference to join luxury and/or global players during the early stages of one's career. It appears graduates or young professionals are looking for the comfort of belonging to bigger brands. There are, of course, many benefits in joining multi-national players or organisations with a sophisticated brand and product offering. Yet, careers can sometimes be more 'siloed' in larger organisations – specifically compared to smaller firms or entrepreneurial set-ups which often offer broader exposure and steeper learning curves. And there are plenty of exciting opportunities with hybrid-concepts, budget players, or 'hotel alternative' companies in the student housing, co-living, or, for example, the serviced apartment space. Employees should not discard those too quickly – specifically not if they have a preference to set-up their own businesses at a later stage in their careers (as the study seems to indicate).

Thomas Mielke
Managing Director, AETHOS Consulting Group



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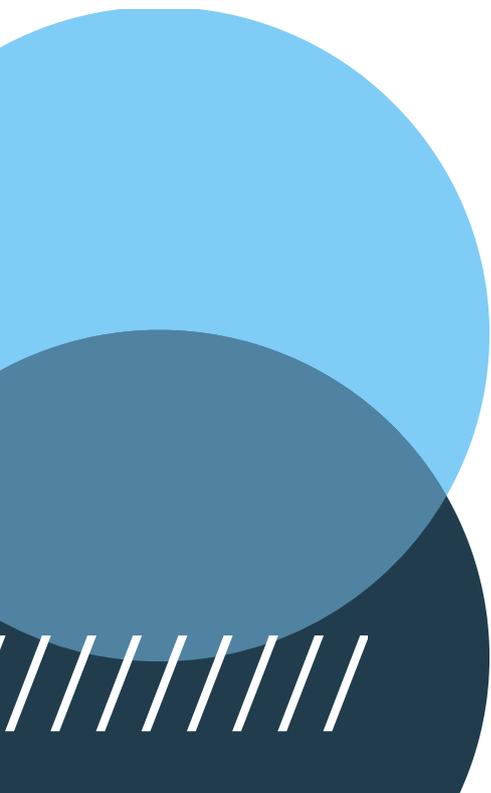
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1. INTRODUCTION:

THE YOUNG HOTELIERS SUMMIT:

Since its founding in 2010 by 5 passionate students of École Hôtelière de Lausanne, The Young Hoteliers Summit has been promoting the sharing of innovative and relevant ideas through insightful discussions among the leaders and students of the industry. As the largest student-run hospitality summit in the world, YHS has the pleasure of inviting approximately 40 speakers, delegates from over 30 of the world's largest hospitality institutions, as well as members of the media and external guests. With both technological developments and social change presented by the world in the recent decade, YHS has always been a platform for the sharing of solutions to keep up with these challenges.



1.1 THE YHS EMPLOYEE SURVEY

The annual YHS Employee Survey aims to improve opportunities for young talent in the industry by illustrating the gap between the expectations of employers and employees. This year, we have been able to collect 319 responses from students and alumni of 36 universities around the world, of 50 different nationalities. The findings are summarised in the employee survey, which provides insight and perspectives with regards to these specific topics: Factors influencing job search, channels in job searching, training and development, employee empowerment, employer perceptions and rankings (post graduation, mid career, end of career), and digital transformation of the industry due to the pandemic. By doing so, the report seeks to encourage companies to re-examine their position within the job market, and adapt their practices as needed.

1.1.1 METHODOLOGY

This year, we have covered a wide range of aspects that were covered in the previous editions, mainly career aspirations, the role factors play in job selection, employee empowerment. Also, similar to last year's report, we have evaluated the impacts of the pandemic on the industry, but in much more depth due to continuous observation of the ongoing of the pandemic over the past two years, making the effects such as digital transformation much more evident. Another area that we have put more focus on is training and development. This draws a link between the employer survey and this one. We evaluated whether companies providing quality training and development for their employees would strongly influence employees' opinion of the company. We utilised Qualtrics to design and collect responses for the survey. The survey was distributed by YHS delegate schools, STR share center, and the YHS marketing department on social media.



1.1 THE YHS EMPLOYEE SURVEY

1.1.2 LIMITATIONS

- Majority of the respondents were from Swiss universities, this makes it difficult to apply our conclusions and recommendations to all hoteliers around the world.
- As the number of responses we received were comparatively lower, the conclusions are applicable mostly nationally.
- Major changes were made to the questions asked, thus we found it slightly harder to draw parallels between results of previous years and present ones.

1.1.3 DEMOGRAPHICS



85% Students

15% Alumni



1.2 THE YHS EMPLOYER SURVEY

The third annual YHS Employer Expectations Survey focuses on the gap in expectations between employers and employees in correspondence with the Employer Rankings Survey. This year, we have been able to collect 41 responses from employers based in 10 countries. The findings are summarised in the employer survey, which further elaborates on and delves into the following topics: Employer expectations of employees, methods and channels of job marketing, provision of Training and development, Employer empowerment and similarly to the employee section, the effects of digital transformation to the industry as a result of the pandemic.

1.2.1 METHODOLOGY

We used elements from previous surveys, such as job marketing and employee empowerment, to develop this year's survey. We have also obtained more insight into how employers prioritise certain skills of employees versus others and factors that contribute to high employee retention. In particular, we put a stronger focus on training and development methods, as well as the continuous impact of the pandemic, which has led to the digitalisation of certain aspects in the industry.

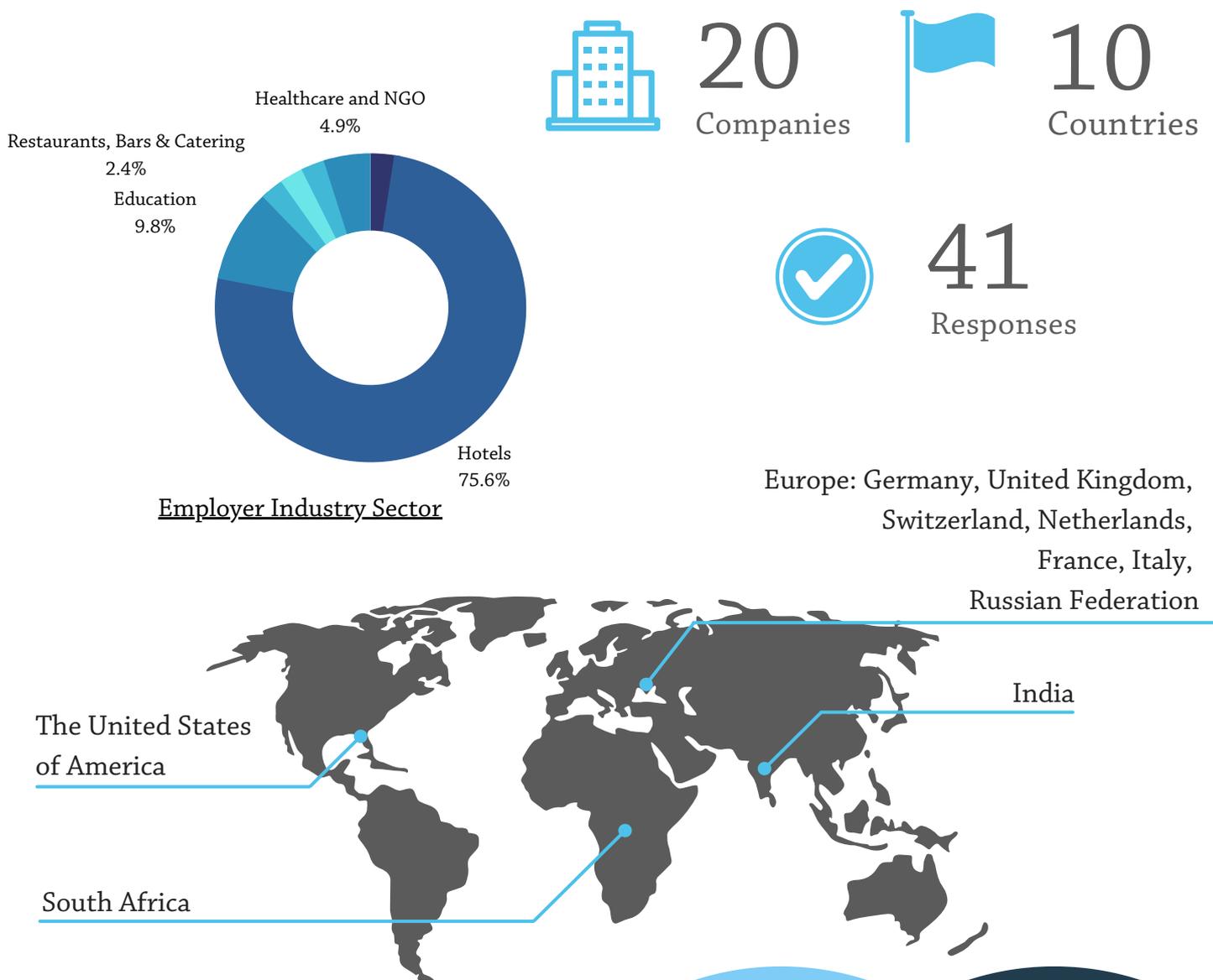


1.2 THE YHS EMPLOYER SURVEY

1.2.2 LIMITATIONS

- A limited number of responses were received, making it difficult to apply conclusion drawn from this survey to the industry as a whole.
- As we did not collect our answers based on department within the company, we are unable to draw in depth analysis to categorise the data based on the different department needs

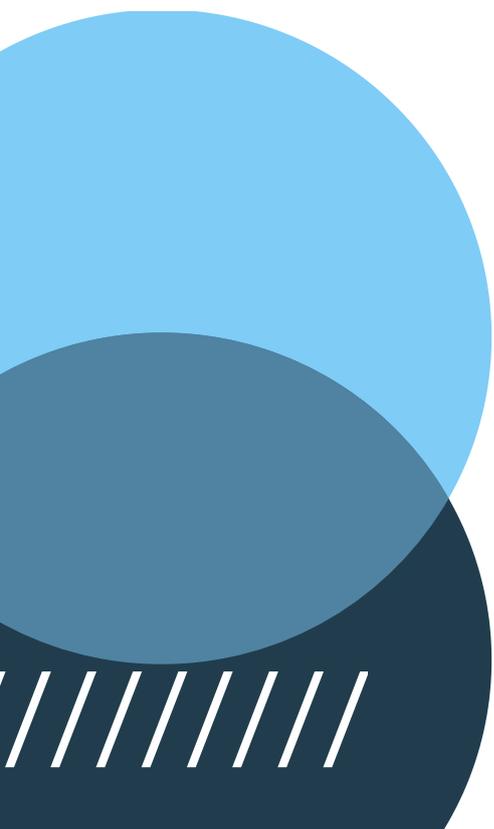
1.2.3 DEMOGRAPHICS





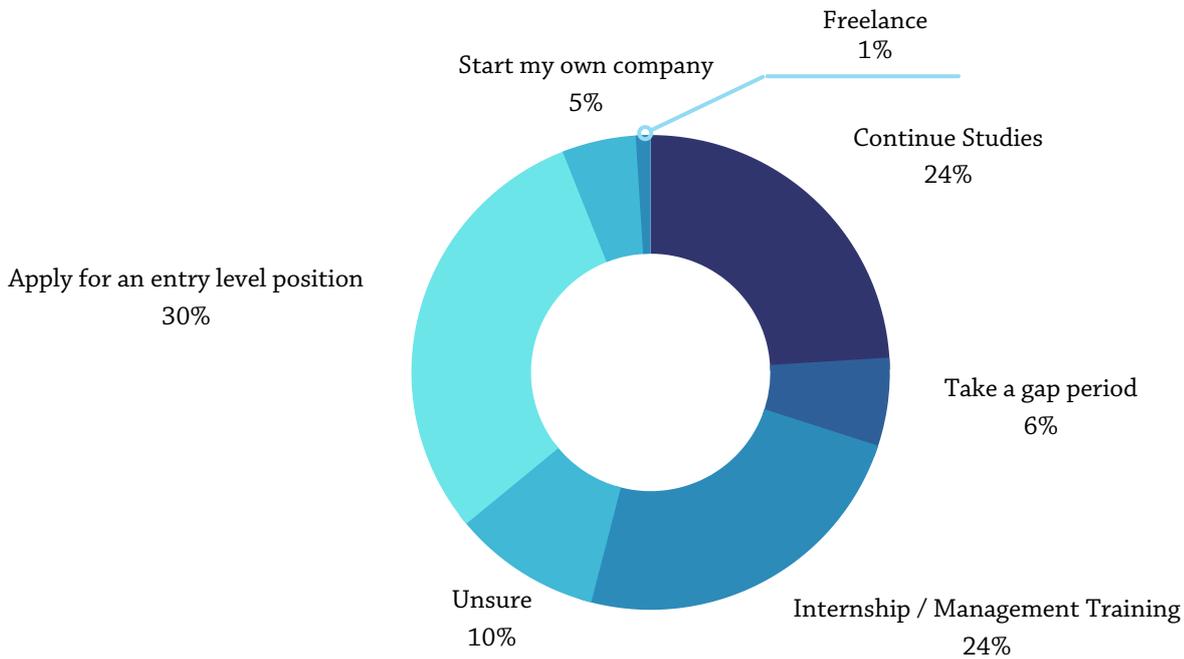
2. EMPLOYEE CAREER ASPIRATIONS

This section of employee career aspirations is aimed at focusing on preferences regarding post graduation plans, internship experiences and desired industry to work in. In this year's report, we have put emphasis on industry repartition during and after respondents' internships to explore push and pull factors affecting employees preference to stay or change industries after their internships.





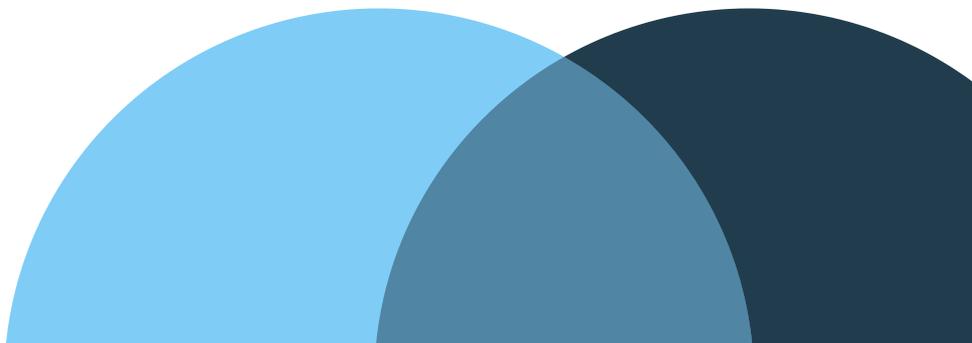
2.1 Post-Graduation Plans



Employee Post Graduation Plans

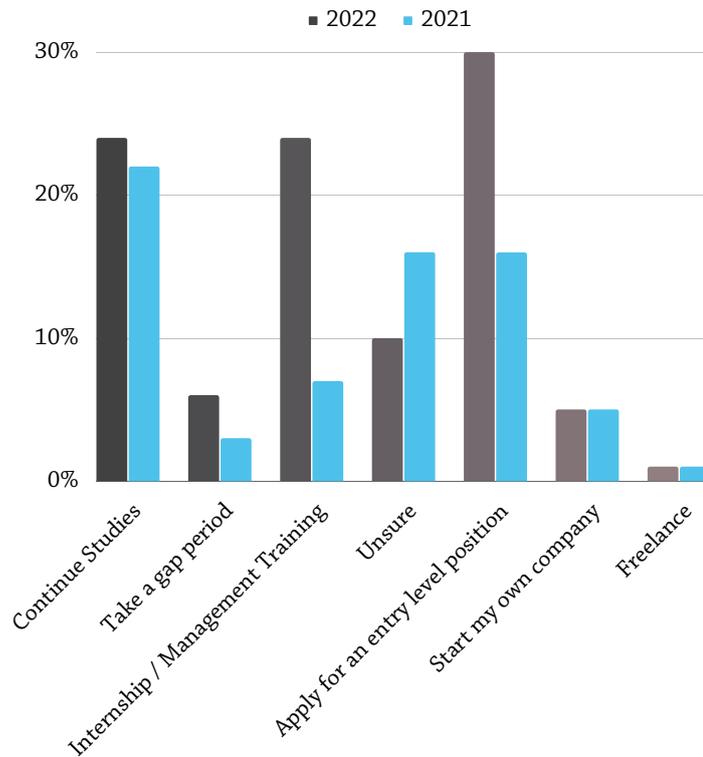
According to survey responses, the most popular career plan for 30% of upcoming graduates is to apply for an entry level position. With a year-on-year analysis, this percentage is the same as last year's survey, although the sample of respondents have changed. It appears so that starting with an entry level position is the most popular choice for fresh graduates.

We believe this is due to this option being the most default one for the low risk and steady development of a career path. Graduates hope to gain more practical work experience and exposure to the functioning of the company from a basic level and to advance their career path from there.





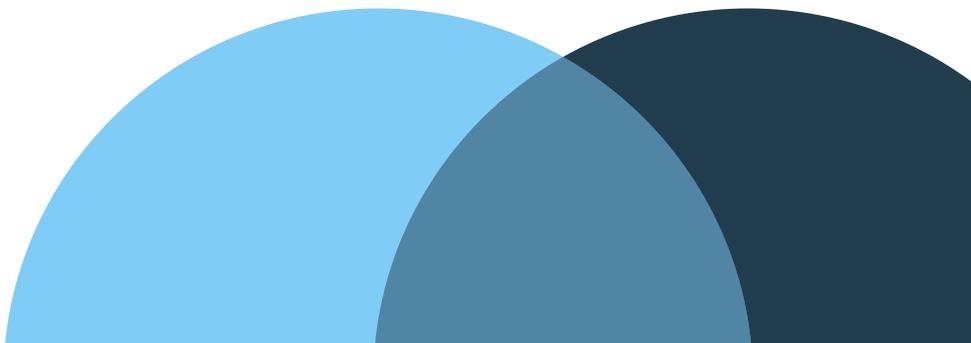
2.1 Post-Graduation Plans



Year-on-year comparison on Employee Post Graduation Plans

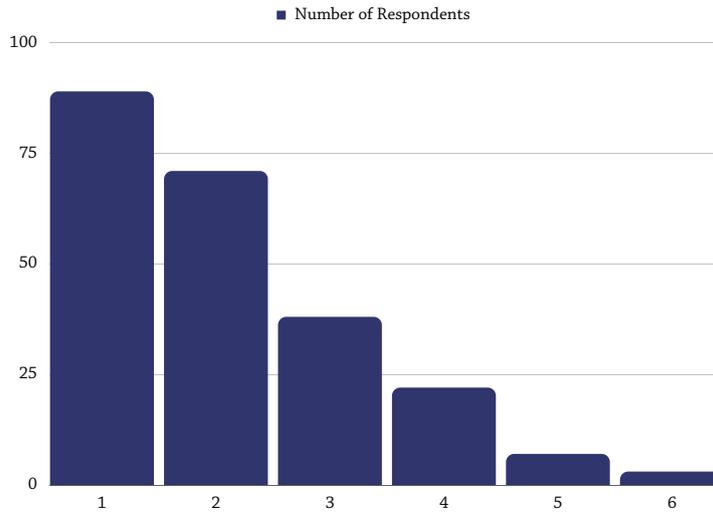
The equally most popular second options are continuing studies and internship or management training, both taking up 24%. Compared to last year’s survey results, both options have increased from 22% and 16% respectively to 24%.

At the same time, graduates also increasingly prefer entering the industry through the fast track of management training or internship, in order to familiarise themselves with the different departments of the company and be promoted easily to a higher position.





2.2 Internships Completed



Number of Internships/ Management Trainings Completed

Most respondents completed 1 or 2 internships, representing 70% of the respondents.

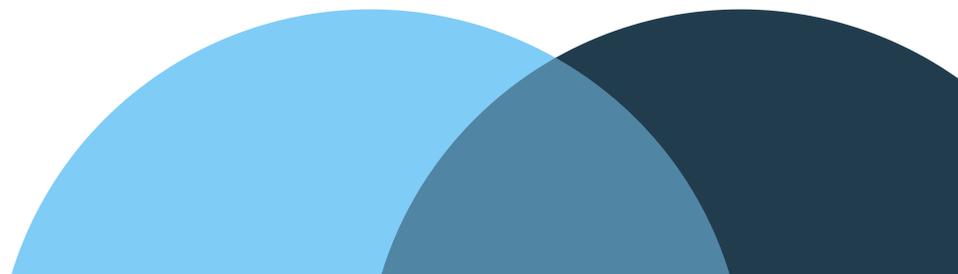
However, we cannot generalise that all respondents have had internship experience before graduating, as many of our respondents are either current students or alumni of EHL, which makes 2 internships mandatory for students to successfully complete their Bachelor Degree.

Many hospitality students are not given the opportunity to have an internship during their studies, thus their first real work experience only starts the moment they graduate.

Students **2.10** Alumni **2.18**

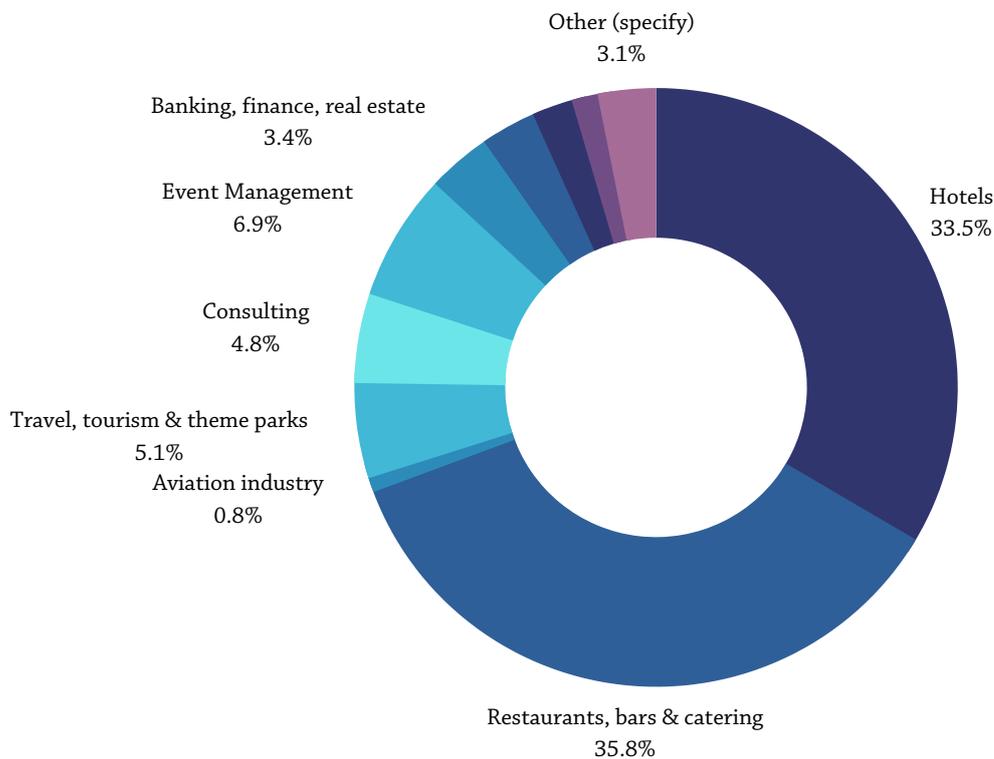
Average Number of Internships/ Management Trainings Completed

It is also interesting to note that the average number of internships completed between students and alumni is very similar. This might be an indication that employees on average only seek 2 internships in their career path.





2.3 Industry Repartition



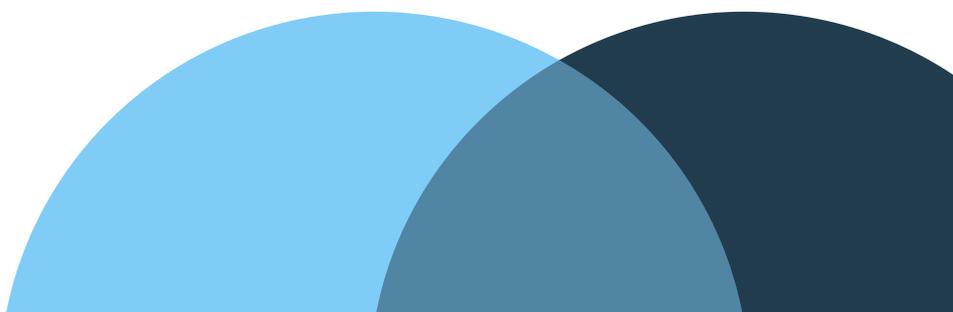
Industries Employees have Interned in

The chart above shows the ratio of respondents who have interned before or after their studies in each of the industries. From the pie chart, we can see that 70% of the respondents worked in either hotels or restaurants, bars or catering for their internships.

Interestingly, the third most popular industry is event management, which stands at 7%. Though not that high in numbers, we believe this is due to the skills required for event management are most similar to the skills acquired for hospitality management.

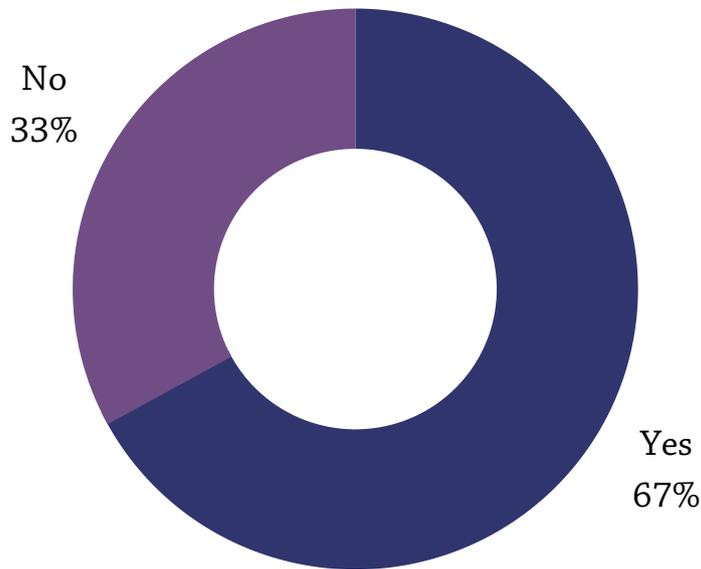
Skills such as organisation, teamwork, communication between different departments, staff management are required

Thus it is highly likely that event companies would be eager hire hospitality school students instead of other potential employees from other industries.





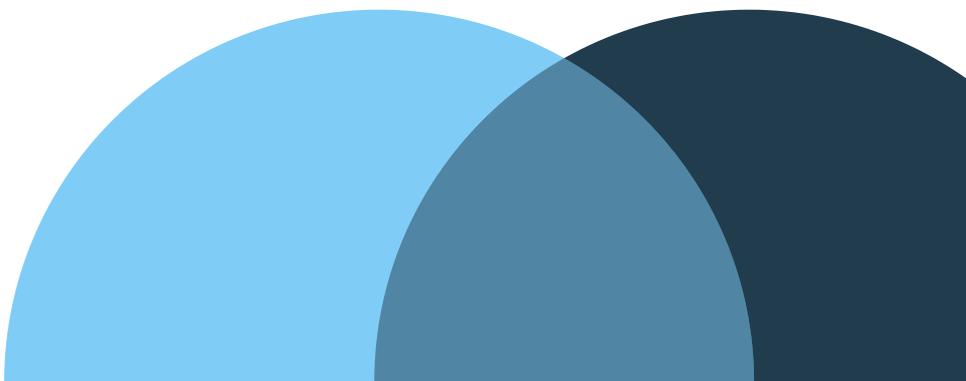
2.3 Industry Repartition



Do employees plan to continue working in the same industry as your most recent work experience?

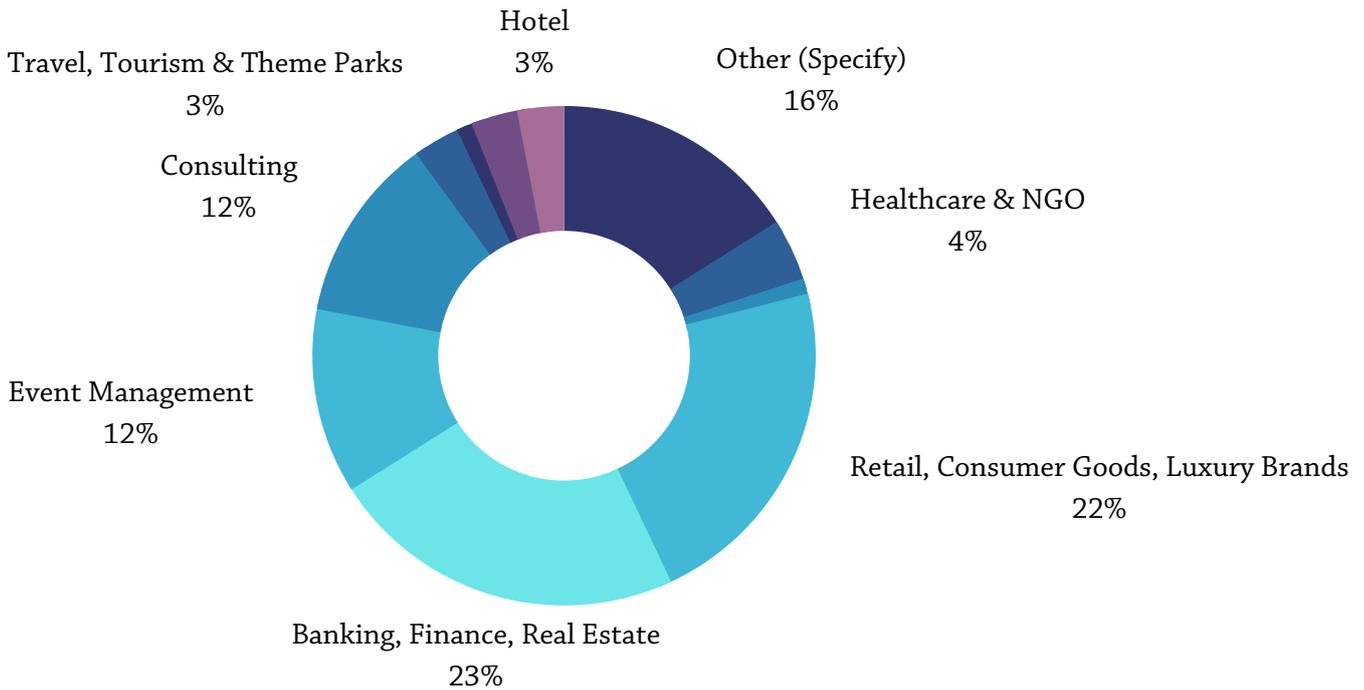
Although the results seem straightforward, they reflect that more than half of the respondents (67%) mostly knew what industry they wanted to work in when they were deciding on their internships during their studies as they plan to stay or stayed in the same industry as their work experience.

This also means that the industry they chose met their expectations in terms of different aspects, such as employee empowerment and training and development. Respondents found certain factors of the industry attractive to their personal benefit or development, thus they decided to stay.





2.4 Desired Industry Choice



Which industries do you plan to work in if you do not intend to stay in the same industry as your recent work experience?

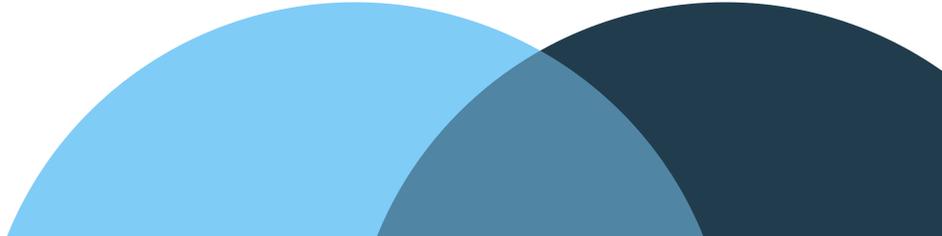
Top two industries preferred by respondents to work in besides the current ones they are working: banking, finance, real estate and retail, consumer goods, luxury brands.

With banking, finance and real estate at 23%, we believe that the industry is the most attractive due to its well-known reputation of high earnings, starting from an entry level.

However, we believe that respondents have not considered the drawbacks of working in the industry, such as long working hours, stressful working atmosphere and extremely competitive colleagues.

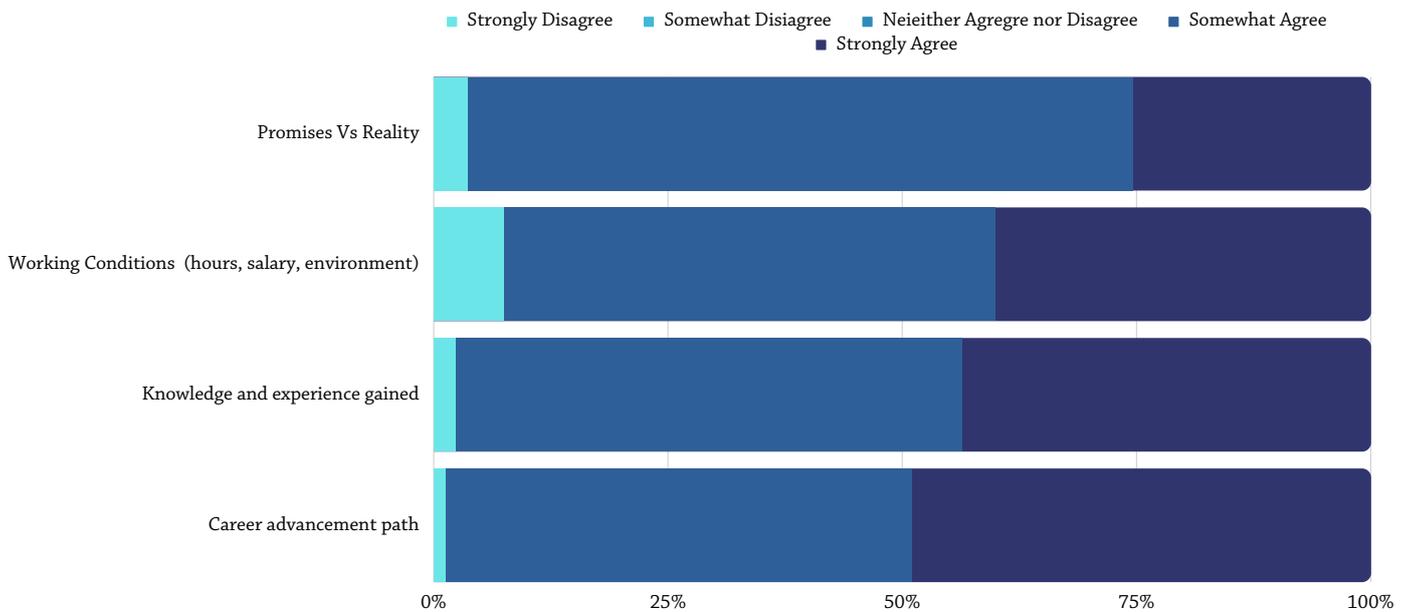
On the other hand, many respondents may be interested in working retail, consumer goods and luxury brands sector, as they believe they will be able to contribute to the brand with the skills acquired while studying hospitality management.

Attention to detail, a dynamic personality, a strong understanding and interest in recent trends of the industry – these are the talents that a hospitality management major would most possibly possess and will be able to apply to their work in the luxury brand.





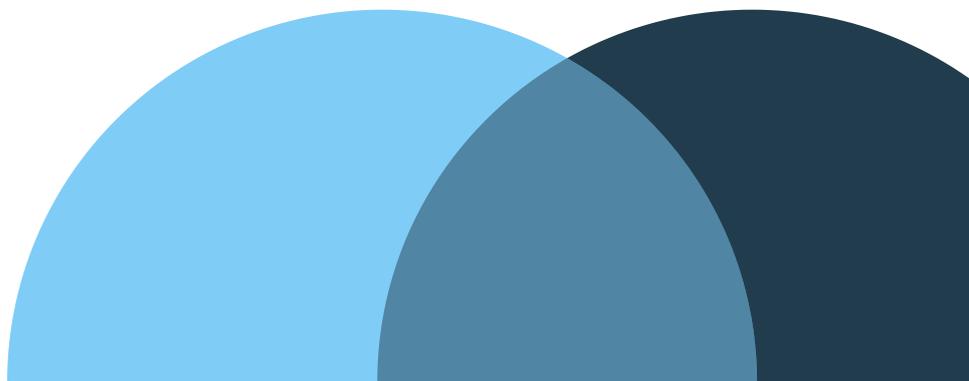
2.5 Factors that impact decision to continue working in the same industry



Factors that impact employee decision to continue working in the same industry.

Factors that attract employees to continue working in the same sector is the career advancement opportunities available, followed by knowledge and experiences gained.

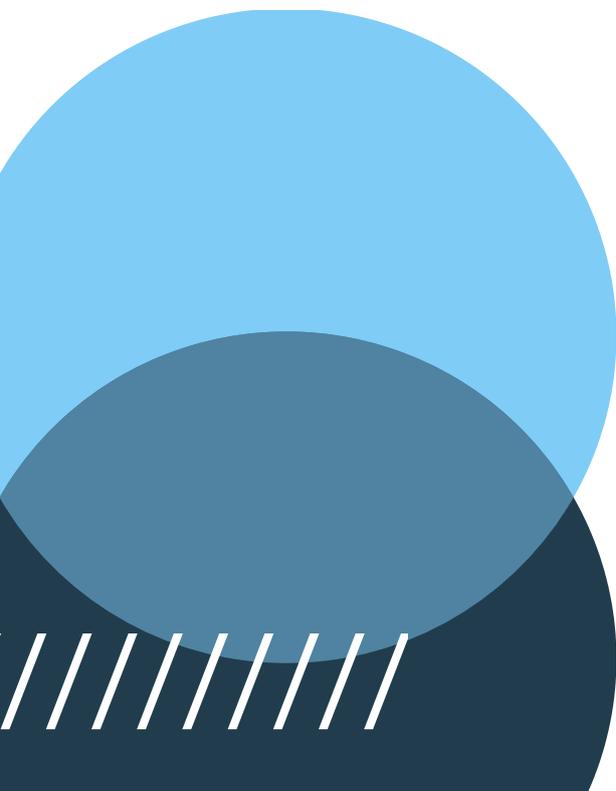
The factor where expectations, promises made, matches with reality seems to be a relatively significant factor as well but it is not a priority with 71% of the respondents believing it to be only somewhat impactful. This could be because employees usually enter a new company or start a job with high hopes and expectations, which usually is then calibrated by reality.





3. RECRUITMENT

This section of recruitment is aimed at focusing on understanding the platforms used by both employees and employers in their respective job seeking and recruitment process. At the same time, highlighting the factors that employees considers when finding a job and the qualities that employers look for in applicants.

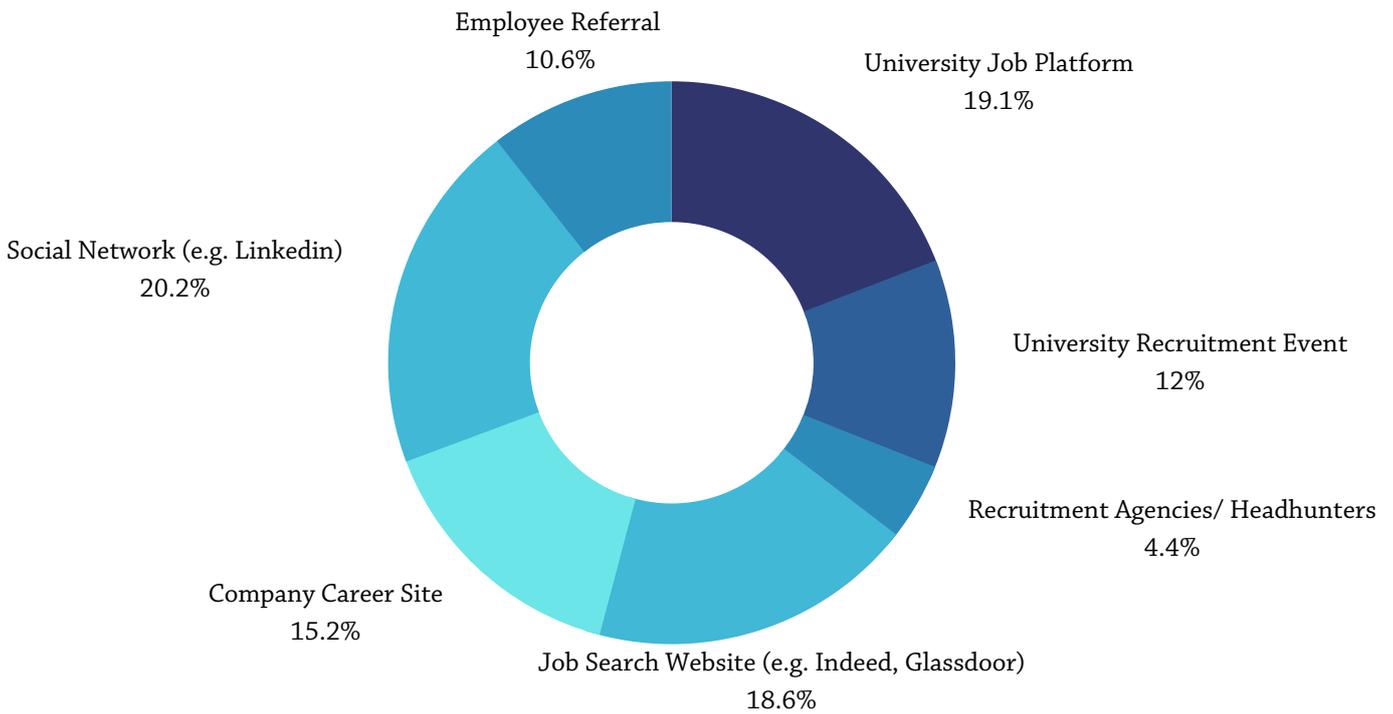


3.1 TOP RECRUITMENT CHANNELS

3.1.1 TOP EMPLOYEE APPLICATION CHANNELS

According to 20.15% of our respondents, the most common channel to apply for their jobs and internships was directly through social networking platforms such as LinkedIn, with University Job platforms being the second most used, which was more or less in sync with Employers’ outlook of both platforms. The active use of LinkedIn could be due to its user-friendly navigational journey that allows students to rapidly apply to several applications with a simple click rather than recreating one from scratch. Additionally, respondents claim to have received the most responses through their University Job Platforms.

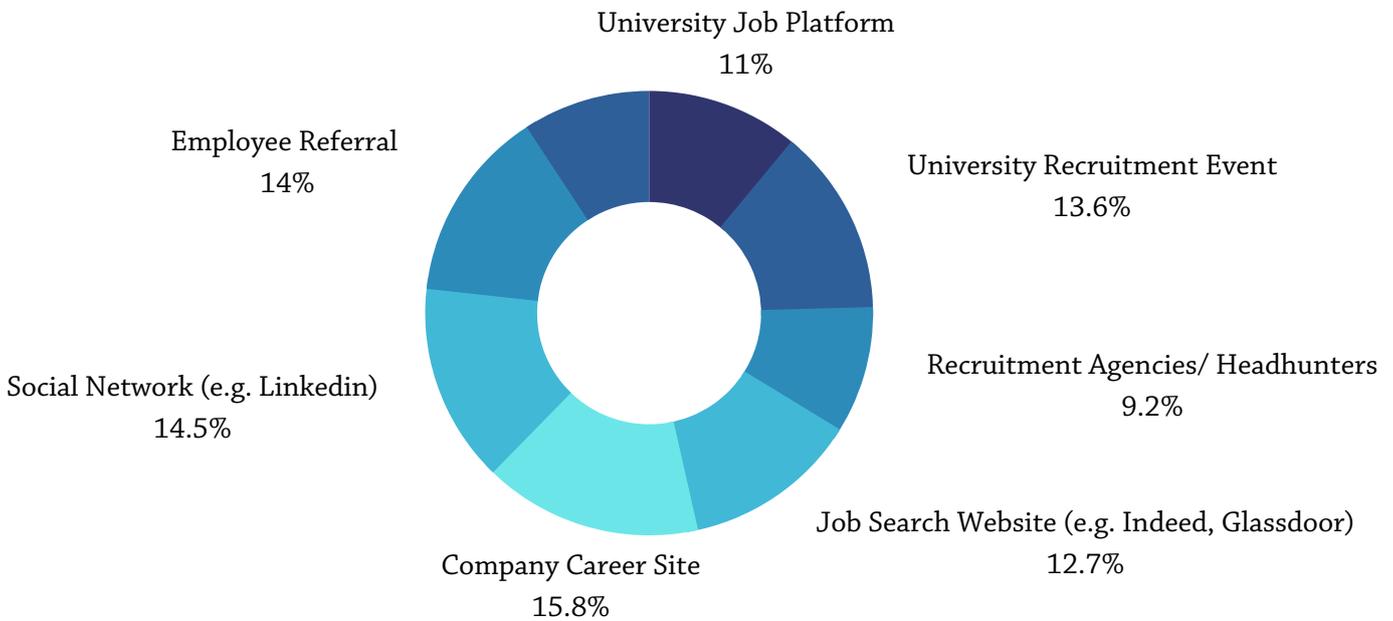
Only 4.42% have utilised Recruitment agencies and headhunters.



Employee Application Channels

3.1 TOP RECRUITMENT CHANNELS

3.1.2 TOP EMPLOYER RECRUITMENT CHANNELS



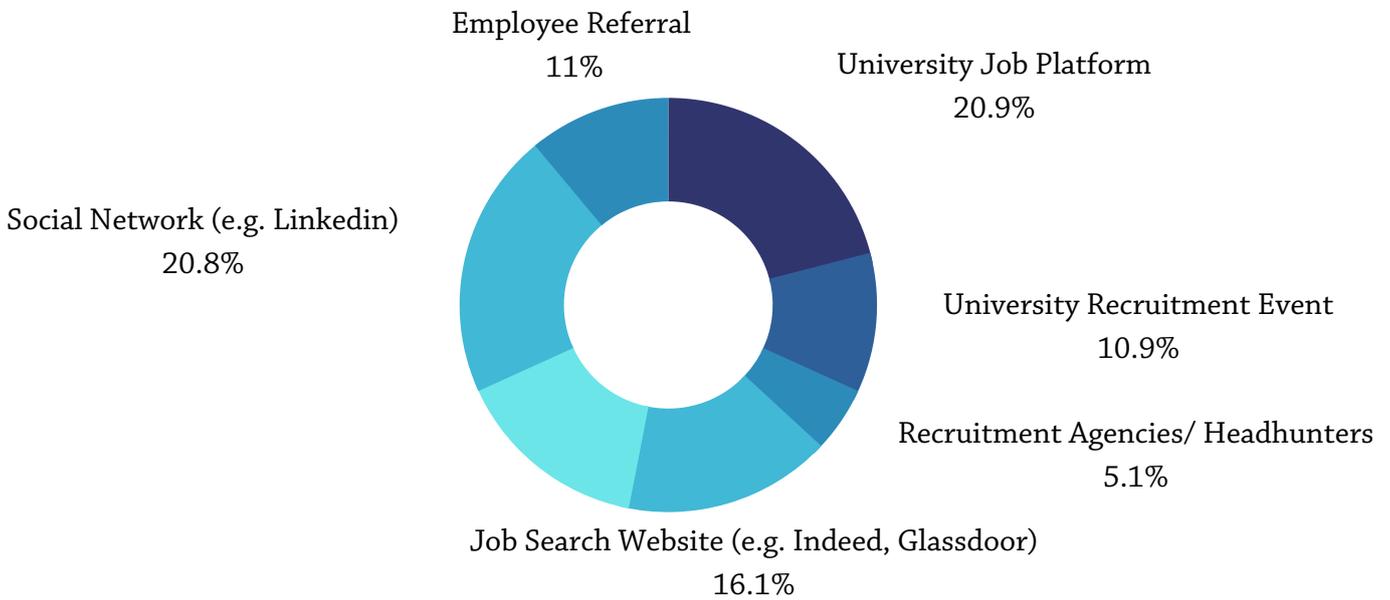
Employer Recruitment Channels

The most common platform implemented by organisations when it comes to advertising company positions and offers is directly through the company career site according to 15.79% of the respondents where social networking platforms such as LinkedIn and Facebook are second most popular according to 14.47% of respondents. This could be since companies regard the company website as the first point of contact between them and future candidates especially since their website is the first result on a google search whereas LinkedIn and other social media platforms are the most easily accessible with user-friendly features such as the easy apply.

Recruitment agencies and industry-related platforms have been shown as the least used by our respondents. This could be due to the low accessibility of recruitment agencies, as respondents are unsure of methods to reach out to them in order to express their interest in working in their desired industry.

3.2 RECRUITMENT CHANNELS WITH HIGHEST RESPONSES

3.2.1 HIGHEST EMPLOYEE RESPONSE CHANNELS



Channels employees get responses from

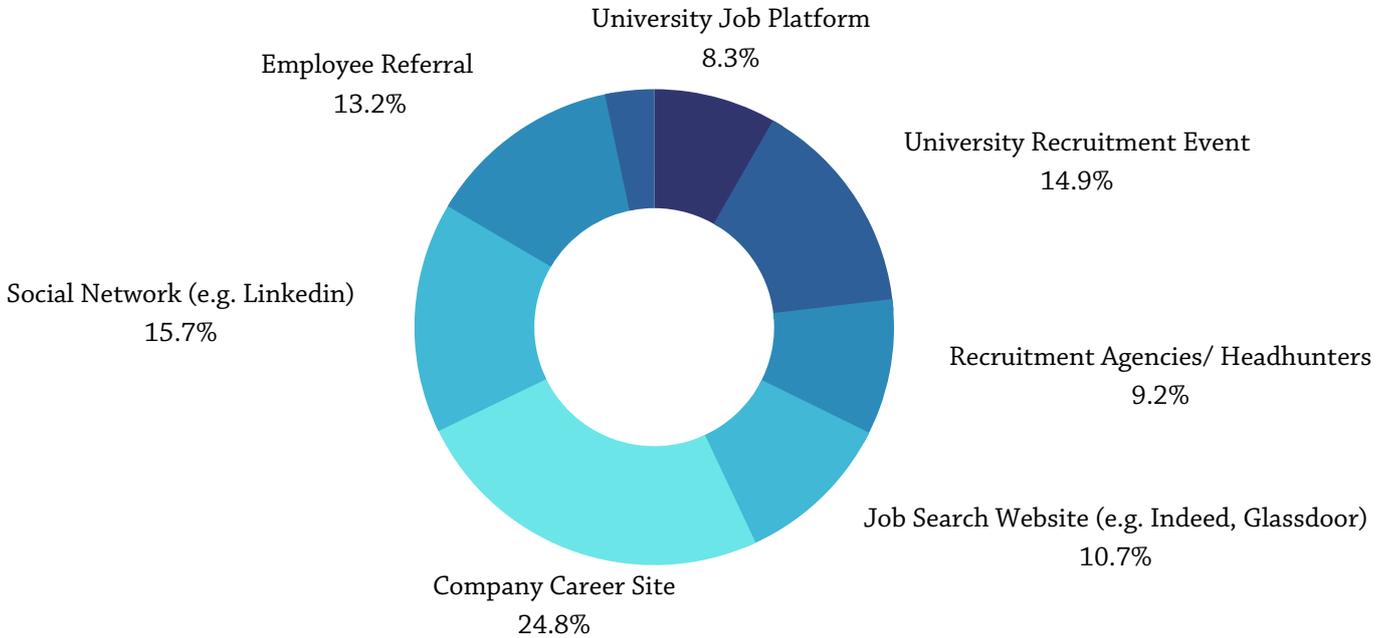
As per the results, our respondents have stated that they receive the most responses from their Employers through University Job platforms. Although Employers do not have University platforms as their most preferred platform for recruitment, students may receive more responses as companies who collaborate with universities have a more followed through agreement to be able to provide support to their students and to be able to provide a response within a reasonable timeframe.

Second most common channel to gain responses from employers were through social network platforms, according to 20.80% of respondents.

Finally, Recruitment agencies and headhunters were deemed to be the channel that gained the least responses from employers. This could be due to several factors such as the fact that these channels are not as widely used and user friendly as popular platforms such as LinkedIn.

3.2 RECRUITMENT CHANNELS WITH HIGHEST RESPONSES

3.2.2 HIGHEST EMPLOYER RESPONSE CHANNELS



Channels employers get responses from

Results show that 24.79% of their employees come in directly through the company’s career site, while social network platforms such as LinkedIn being the second most popular platform where their employees come in from, leaving Industry-related platforms such as Hosco as the least popular.

Employees who apply through the company’s career website are only those who have confirmed their interests in the company. Therefore unlike looking for the company through job platforms such as LinkedIn, where they are uncertain about the level of their interest towards the company, they are officially applying to become an employee directly through the company’s website. Thus if accepted, they will most likely join the company.

Social network platforms such as LinkedIn is the second highest option where employees enter the company. If the company has a very positive reputation in the industry, potential employees will find out about the company through social network platforms through company reviews of current employees.

Hence, it is regarded as appropriate to continue advertisements through the career site and social media platforms.

3.3 EMPLOYEE TOP JOB SELECTION FACTORS

- 1 CAREER PATH ADVANCEMENT**
- 2 SALARY AND WORK BENEFITS**
- 3 EMPOWERMENT AND RESPONSIBILITY**
- 4. WORK LIFE BALANCE**
- 5. COMPANY CULTURE AND BRAND IMAGE**
- 6. CHALLENGING WORK**
- 7. JOB LOCATION**

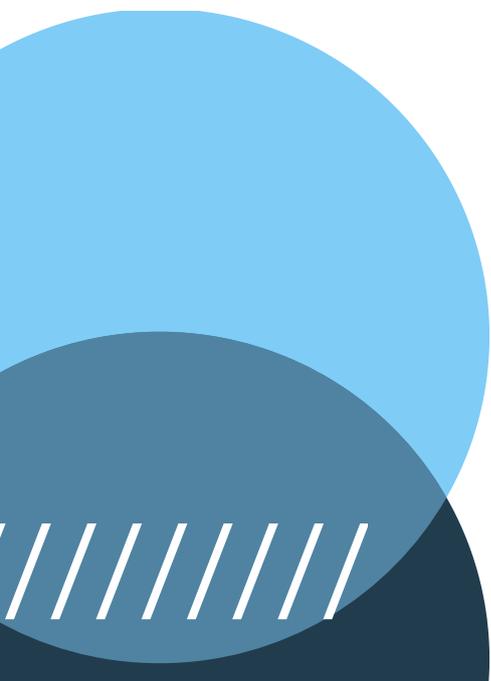
34% of our respondents have stated that Career path advancement was the most important job characteristic when choosing a future job which could be suggested by the younger generation's passion and drive to grow and establish themselves within the industry.

The second most valued job factor stated was the level of challenge faced in the job and daily tasks which could also add to the drive to evolve and further in skills and competencies. As most of our respondents are quite young, mostly in their 20s to 30s, they mostly prefer challenge over stability, unlike workers who have families and need job stability to ensure that they can support their family members.

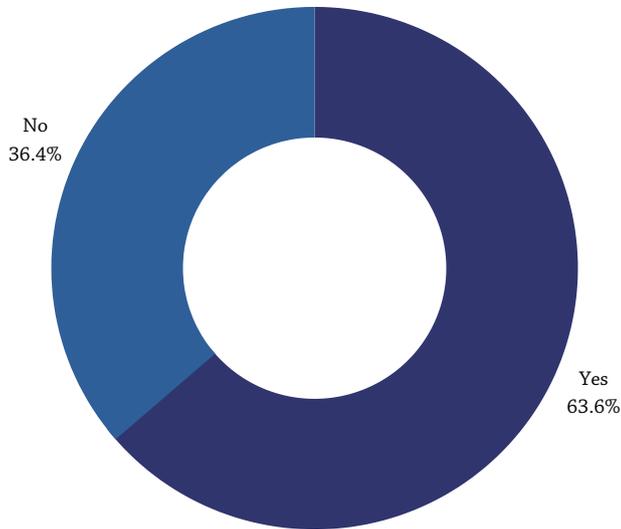


4. TRAINING & DEVELOPMENT

The following section will focus on various methods of Training & Development that is offered by organisations and received by employees. Key findings include types of programs used, the methods to implement them and the number of hours dedicated. This section shall highlight the perceived effectiveness of training received through the employees and the perception gap in the importance of training & development methods between employers and employees.

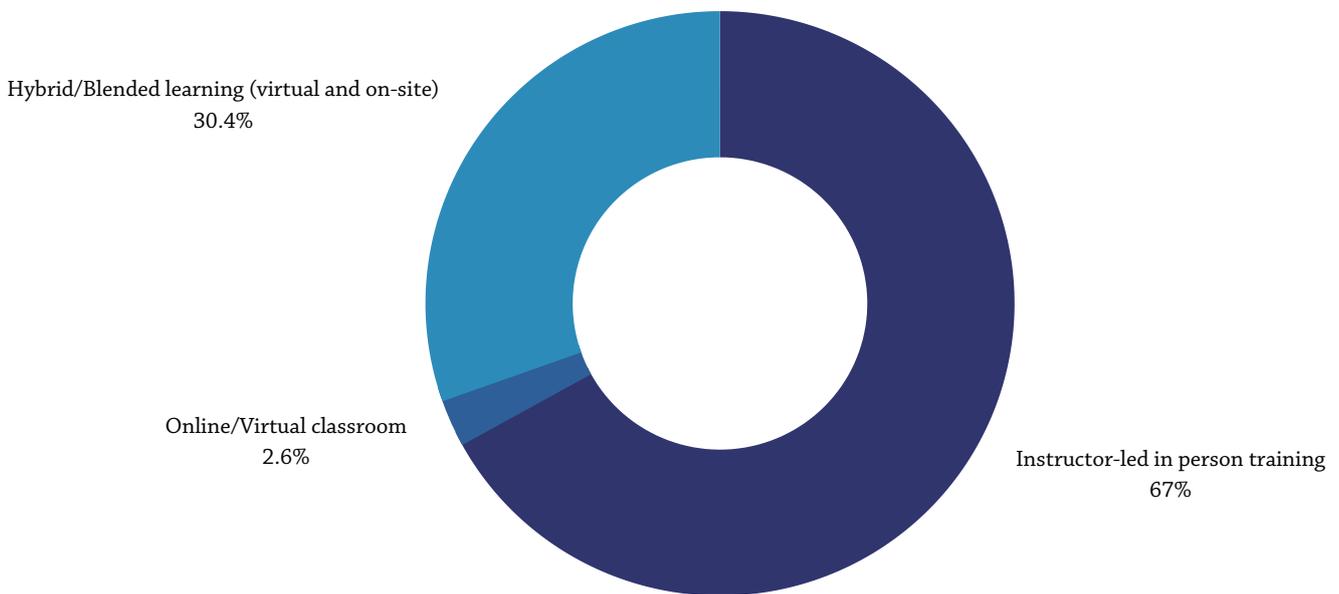


4.1 TRAINING & DEVELOPMENT EMPLOYEES RECEIVED



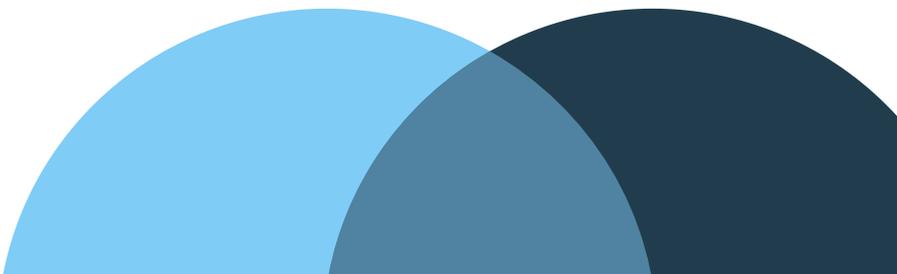
83.6% of our employee respondents stated that they have received training from their most recent work experience.

Number of employees that have received training from most recent work experience



Employee most preferred mode of training & development

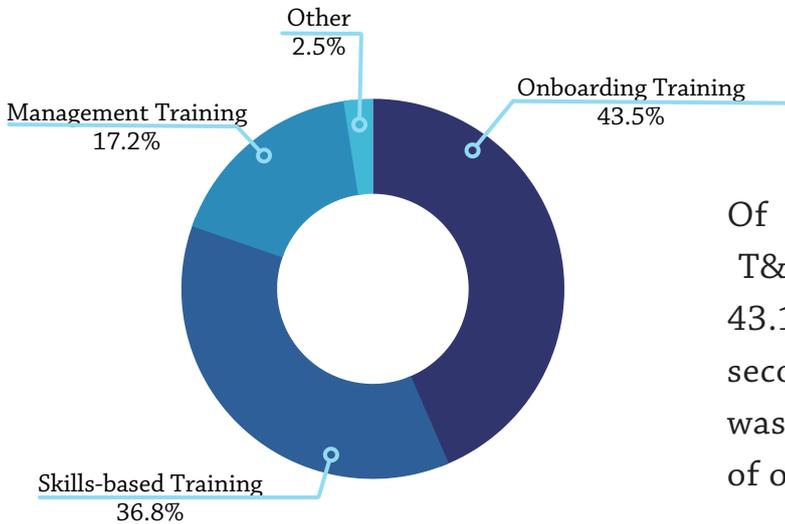
In general, regardless of whether training & development has been provided, 66.96% of employees prefer instructor-led in person trainings with 30.4% inclining to a hybrid learning method.



4.1 TRAINING & DEVELOPMENT

EMPLOYEES RECEIVED

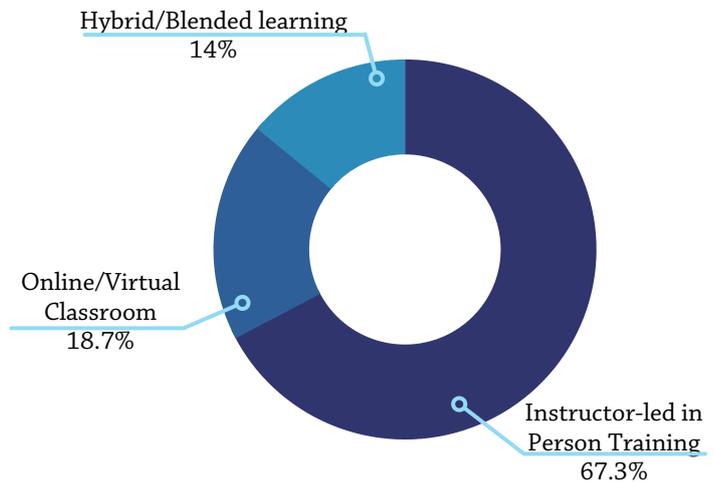
EMPLOYEES WHO RECEIVED TRAINING



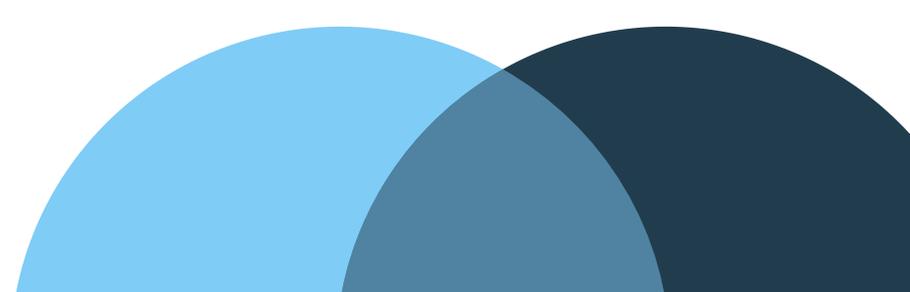
Type of training received by employees

Of the employees that have received T&D, the most popular category, with 43.1%, was onboarding training. The second most utilised form of training was skills-based, according to 36.84% of our employee respondents.

In terms of the format companies approached T&D, more than half (67.3%) of employees stated that companies delivered T&D through instructor led in person training. The other two types that were equally less popular were hybrid/blended learning and online/virtual classroom, at 14% and 18.7% respectively.



Mode of training received by employees

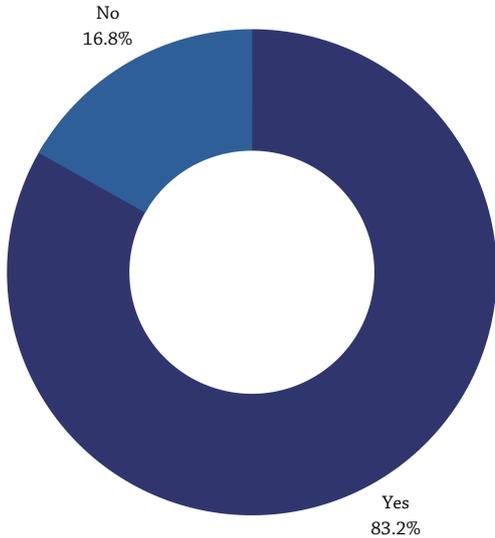


4.1 TRAINING & DEVELOPMENT

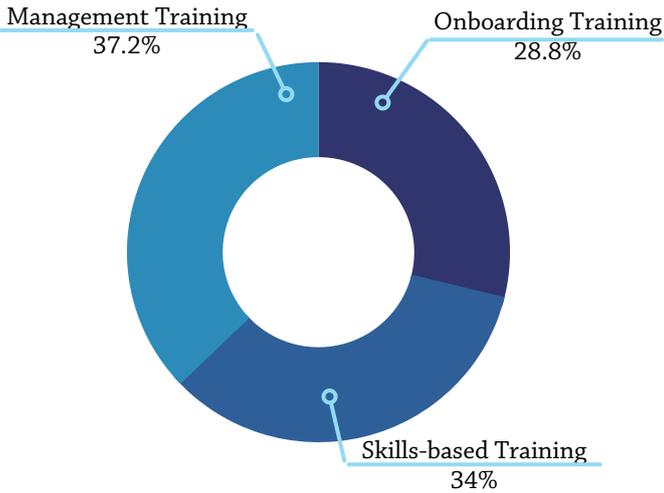
EMPLOYEES WHO DID NOT RECEIVE TRAINING

EMPLOYEES WHO DID NOT RECEIVE TRAINING

36.4% of our respondents stated that they have not received T&D from their most recent work experience employers. Of these employees, 83.2% indicated that they wished they were provided training going into their role. Surprisingly, 16.8% of our answers were against the idea of receiving T&D. We presume this is due to the belief that T&D is not effective in enhancing their work efficiency or improving the quality of work they produced.

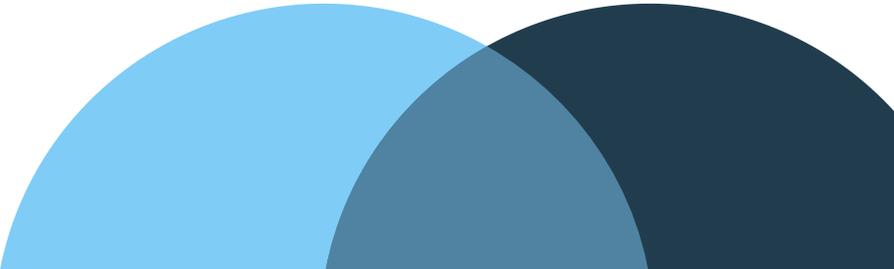


Employees who did not receive training but wish they were provided



Preferred type of training employees who did not receive training wish to receive

Within the respondents that have not received T&D, they have expressed that if given the opportunity, they would have chosen Management training. The comparatively higher percentage of employees choosing management training over other types of T&D reflects that they value and strive for opportunities to evolve and grow within their respective industries. Their final goal is to be promoted to a management or even higher position instead of remaining as entry level employee.

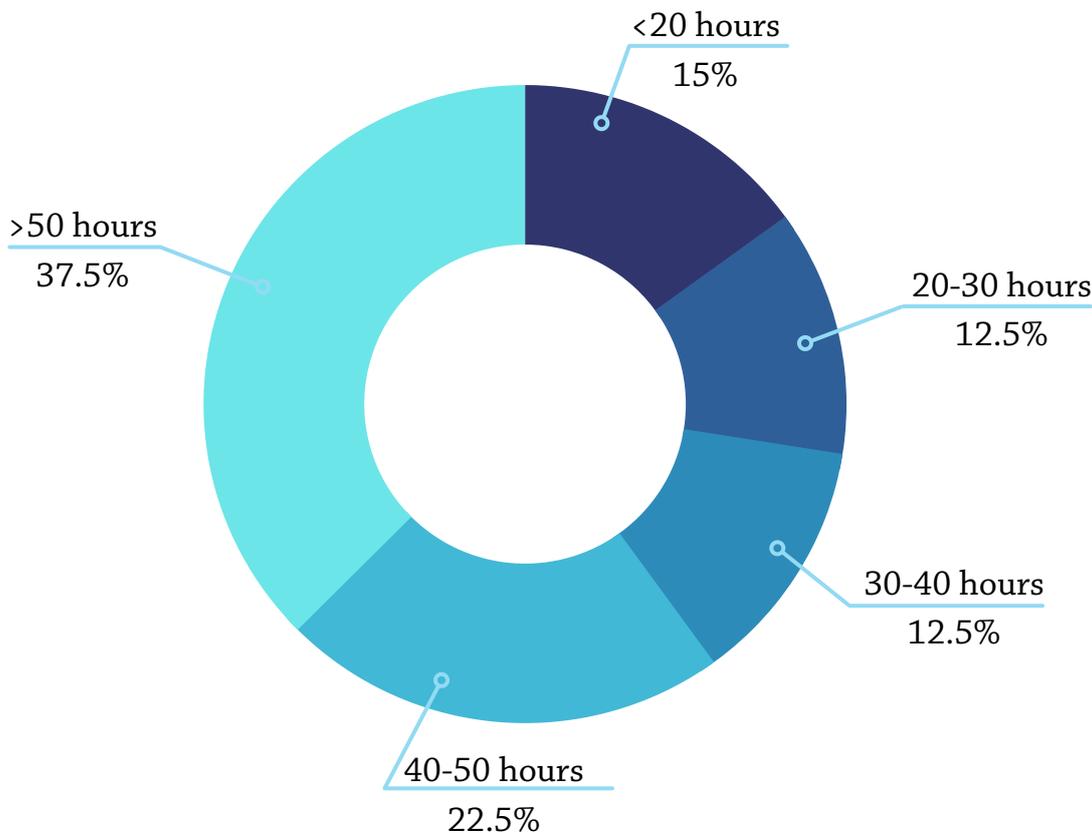


4.2 TRAINING & DEVELOPMENT EMPLOYERS PROVIDED

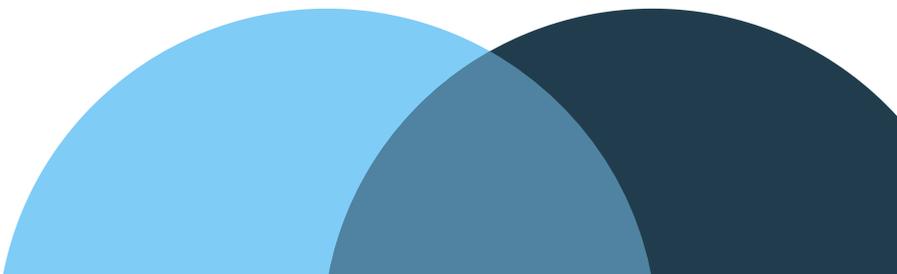
97.56% of our employer respondents offer Training and Development to current employees and interns while only 2.44% mentioned that they are still in the process of developing an efficient program.

37.50% employers currently offer more than 50 hours of training on average with 22.5% offering between 40-50 hours and 15% offering less than 20 hours.

In comparison to 2021, companies have shown a decline in the number of hours offered for T&D. This could be due to the long term impact of the pandemic, decreasing the opportunities for company-employee interaction with the shift of work online. Therefore employers do not perceive T&D as a priority as their budget is mostly spent on maintaining the efficiency and quality of work produced by their employees despite going virtual.

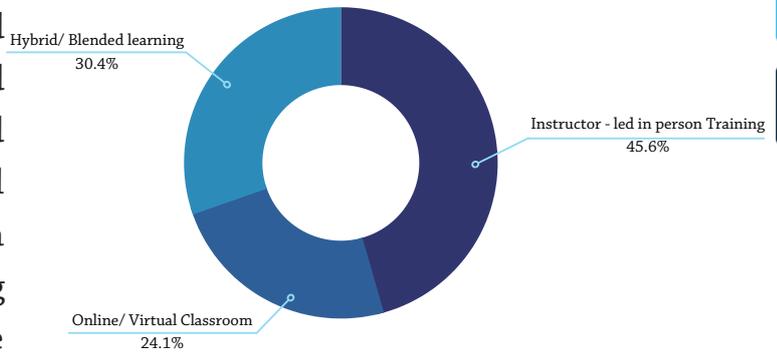


Number of training & development hours provided by employers



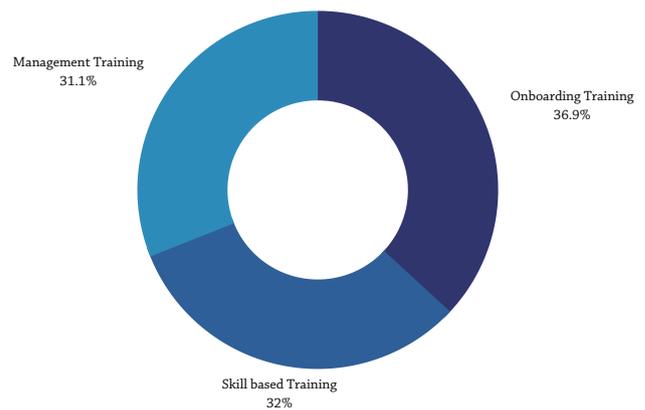
4.2 TRAINING & DEVELOPMENT EMPLOYERS PROVIDED

45.57% of our employers have stated that they provided an instructor led classroom form of training over hybrid (both in person and online) and virtual formats. 30.38% utilise a hybrid/blended form of learning whereas 24.05% implement fully online virtual classrooms such as webcasts or prerecorded prerequisites.



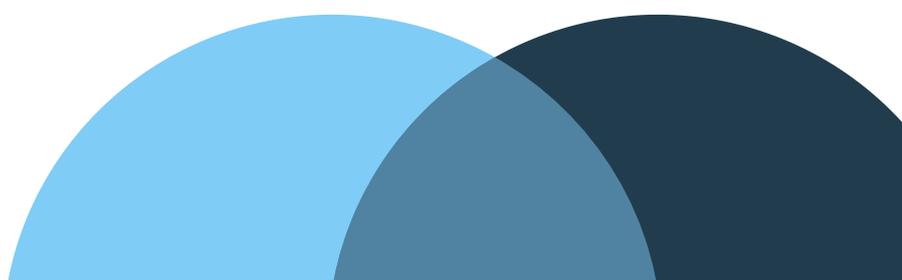
Mode of training provided by employers

Compared to our results from 2021, training methods are slowly beginning to shift towards physical learning spaces. This could be due to respondents’ desires for more face to face contact after the continuation of the pandemic, which has led to a shift towards virtual channels of work and less effective communication between employees.

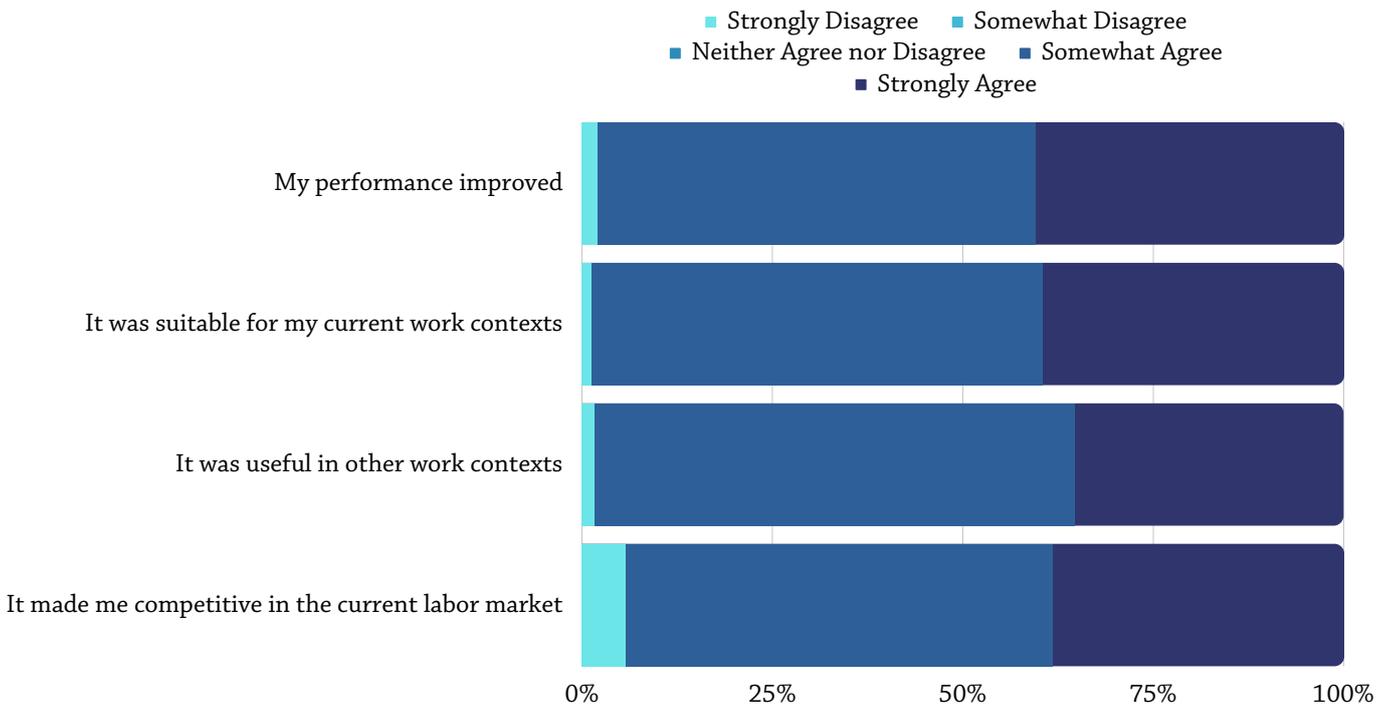


Type of training provided by employers

36.89% of employers have mentioned that they implement onboarding training whereas 32.04% execute skills-based training. The remaining 31.07% chose a Management based Training program. From the distribution of the pie chart, we can see that employers provide a similar level of each type of training for their employees. However, from the perspective of employees, 43.5% received onboarding training when they would have preferred to receive management training instead. This shows that despite efforts made by employers to provide equivalent training in the three areas, employers need to attempt to integrate more management and skill based training into the workplace



4.3 EMPLOYEE PERCEIVED EFFECTIVENESS OF TRAINING RECEIVED



Perceived effectiveness of training received by employees

From employees' perspective, it appears that 98% of employees agree that training & development they have received has improved their performance and it was suitable for their given job context.

There seems to be very extreme opinions as it if training & development provided was effective or not given that there were no selection of the option " Somewhat Disagree" and " Neither agree nor disagree".



4.4 PERCEPTION GAP IN IMPORTANCE OF TRAINING & DEVELOPMENT METHODS

EMPLOYEE RANKINGS

- 1 USE OF TECHNOLOGY FOR GREATER LEARNING FLEXIBILITY**
- 2 ENCOURAGE CROSS-DEPARTMENTAL TRAINING**
- 3 REWARD AND RECOGNISE TRAINING ACHIEVEMENTS**
4. Employ/ assign a specialist/ coach who has the required expertise
5. Create a learning path

EMPLOYER RANKINGS

- 1 ENCOURAGE CROSS-DEPARTMENTAL TRAINING**
- 2 CREATE A LEARNING PATH**
- 3 REWARD AND RECOGNISE TRAINING ACHIEVEMENTS**
4. Employ/ assign a specialist/ coach who has the required expertise
5. Use of technology for greater learning flexibility

Employees ranked the use of technology for greater learning flexibility as the most important method followed by increasing cross-departmental training. While on another hand, employers believe that that most important method for training and development is to encourage cross-departmental training and to create a learning path for the employees. It can be concluded that from both perspectives, cross-departmental training and reward and recognise training achievements are both perceived as important and employers should be aware that employees might prefer to incorporate more technology into their learning journeys.

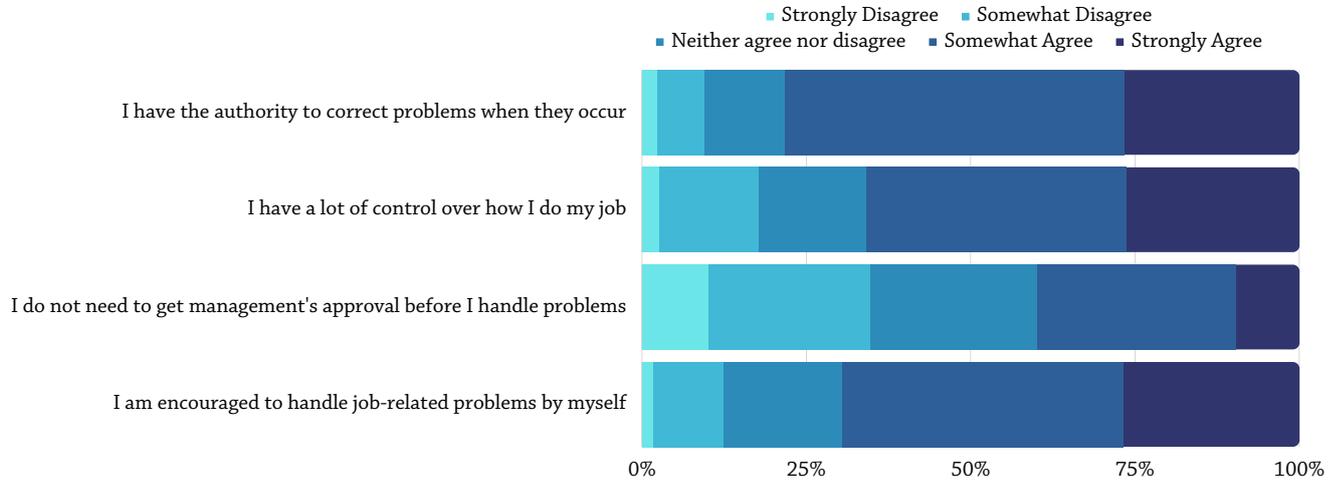


5. EMPLOYEE EMPOWERMENT

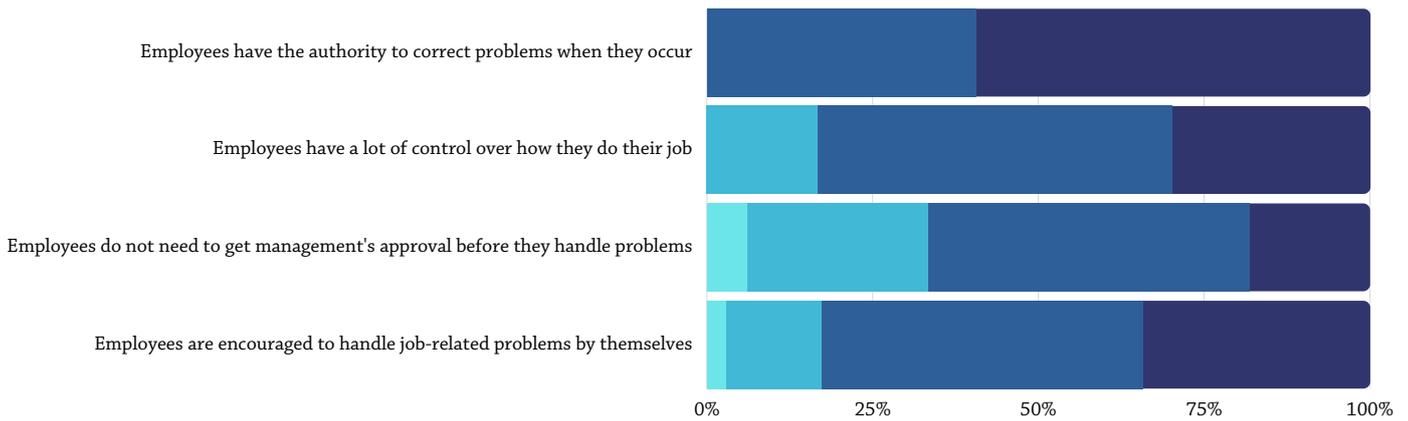
The following section will focus on employee empowerment, highlighting the gaps between the perceived empowerment provided by employers and the perceived empowerment employees feel they are given.



5.1 PERCEPTION GAP IN TREATMENT OF EMPLOYEES



Employee perception of their treatment at work



Employer perception of employee treatment at work

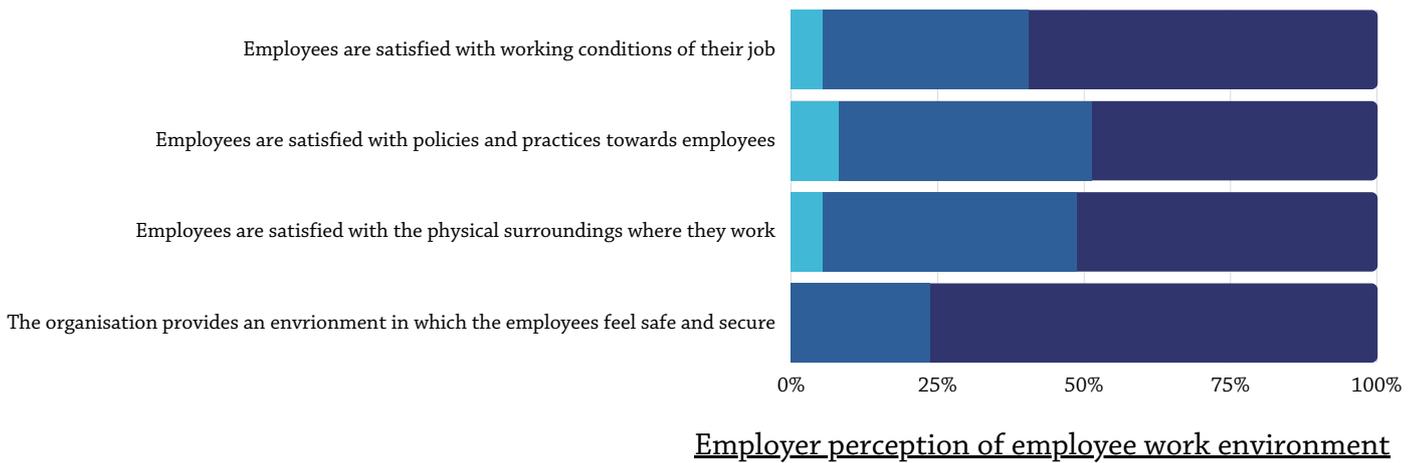
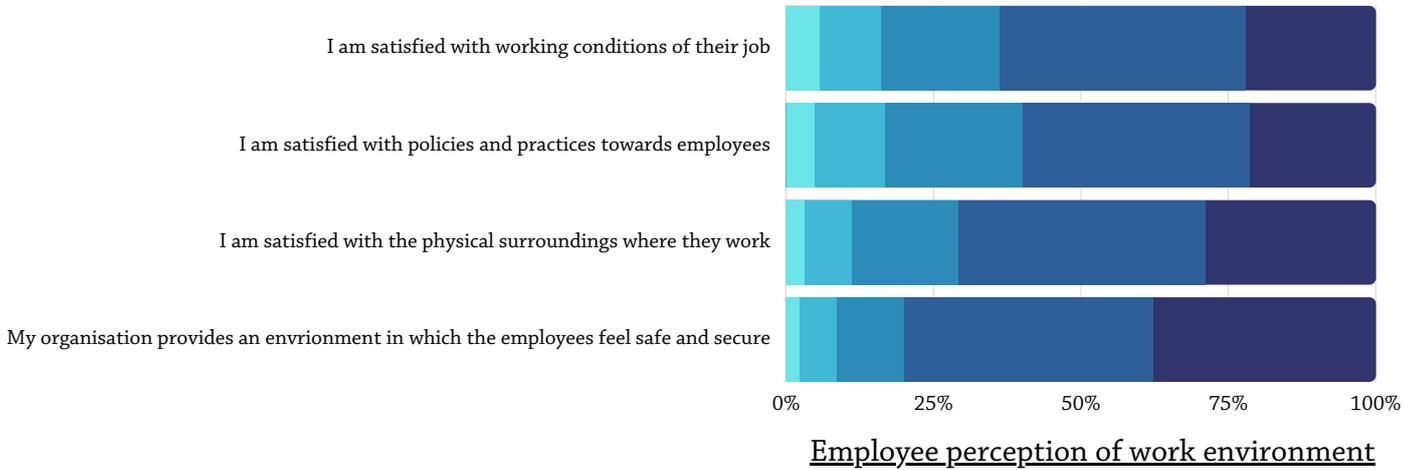
The graph above shows both employer and employee responses with regards to the aspect of examining the treatment of employees. The main aspect in which there was a large perception gap of the treatment of employees was the authority of employees to correct problems when they occur. There is a big difference of 25% in perception, with more than 50% employers thinking that employees had the authority to correct problems when they occurred. Despite strong employer perception of employee authority to correct problems that occur, only 27% of employees agree with the statement.

5.1 PERCEPTION GAP IN TREATMENT OF EMPLOYEES

We believe employers should work on giving employees more authority to correct problems instead of helping them resolve the issue. Otherwise, we believe that employees will never gain experience in using critical thinking to resolve challenges they face and manage employees that work under them

On the other hand, employee-employer perception was very similar with regards to control over job, no need to get management's approval before handling problems and encouragement to individually handle problems. All three of them had less than or equal to a difference of 5%, with employees believing that they had high autonomy over their job more than employers thought they had. This is positive as employees feel that they have the independence to determine what tasks are given to them at work, and are given a lot of say if they have opinions about the parameters of their job. However, employees maintained that there were more circumstances in which they felt that taking the initiative to handle the problem was frowned upon, or discouraged. We believe that this is unhealthy for the development of the company. If employees are discouraged from taking the initiative and risk of making decisions for the company, the company will always be bound to the same protocol when solving problems. This will suppress the introduction of new ideas, hindering the progress of the company in contributing to society with its innovative solutions

5.2 PERCEPTION GAP IN WORK ENVIRONMENT



The graph above shows employer and employee responses with regards to the aspect examining the working conditions of employees. In all four aspects, there is a very visible difference between employee and employer perception of empowerment in terms of working environment. There are least 15% fewer employees that strongly agree with the four statements that describe their working environment in the graph above. This shows that there is a strong discrepancy between how employers and employees themselves view the quality of their working environment.

5.2 PERCEPTION GAP IN WORK ENVIRONMENT

The biggest difference of 31% is seen in the fourth factor of work environment safety. While 69% of employers strongly believe that they provide a secure work environment, only 38% of employees feel they are protected from danger at work. We believe that the term “safety and security” is broad, most employers would refer to the physical safety of companies in protecting employees from injuries, diseases or crime. However, we think companies have excluded the wellbeing of their employees, such as prevention against sexual harassment and mental wellbeing.

In the first two factors, satisfaction with working conditions and policies of the company, there is a 21 and 22% gap between employer and employee perception. More than 40% of employers perceive that employees are satisfied with these two factors, however only an average of 21.5% of employees are satisfied with their general working conditions and policies and practices of the company. This means that employers have not put in enough effort to understand employee's opinions about their satisfaction towards different factors of their working environment. There might be certain policies set by the company, such as working hours, pay, bonuses and medical circumstances (subsidy/ checkups) that employees are dissatisfied with. Therefore, employers should use multiple channels, such as surveys and one-on-one interviews, to obtain suggestions for the improvement of the work environment. By improving employee work environment based on their suggestions, the company will be able to retain a large proportion of their employees in the long run, as they are highly satisfied with their working environment.



6. EMPLOYEE PERCEPTION OF COMPANIES

The following section will focus on understanding the respondent's desired companies to work for at different stages of their career (post-graduation, mid-career, and end-of-career), and what traits they associate with those companies. The purpose of this was to uncover any patterns in the types of company's respondents want to work for, as well as the relevant characteristics that respondents value throughout their careers.

The methodology used to uncover this was text mining using word clouds.



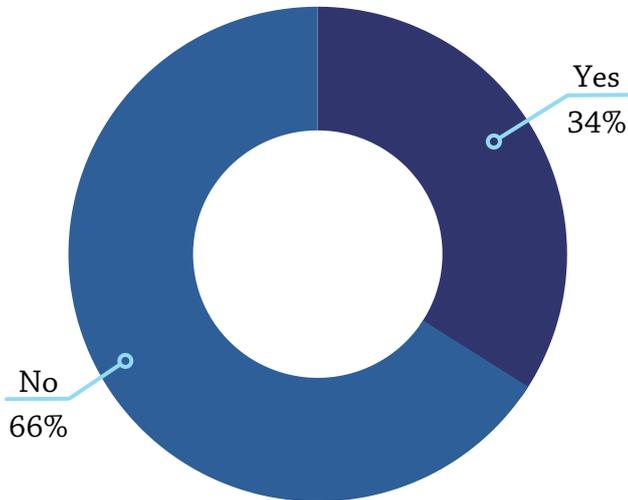


7. DIGITAL TRANSFORMATION

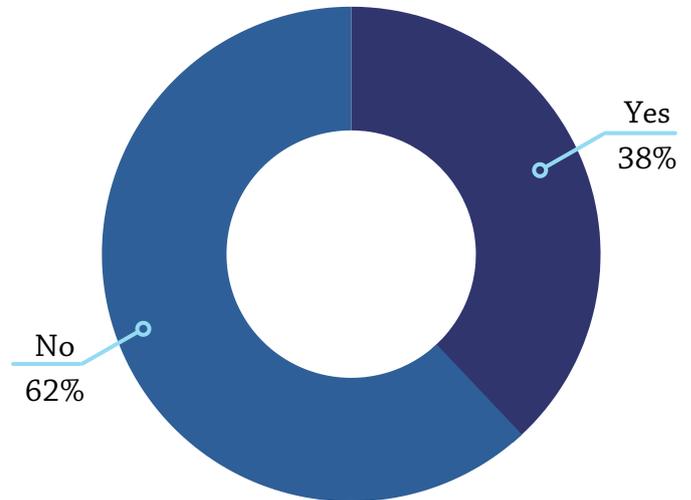
This following section aims to identify the workforce model balance from both the employer and employee perspective, highlighting the balance preference gap of the two groups and the different factors influencing the choice of work model



7. DIGITAL TRANSFORMATION



Employee: Has your organisation undergone a digital transformation (work from home, remote service offerings, etc.)?

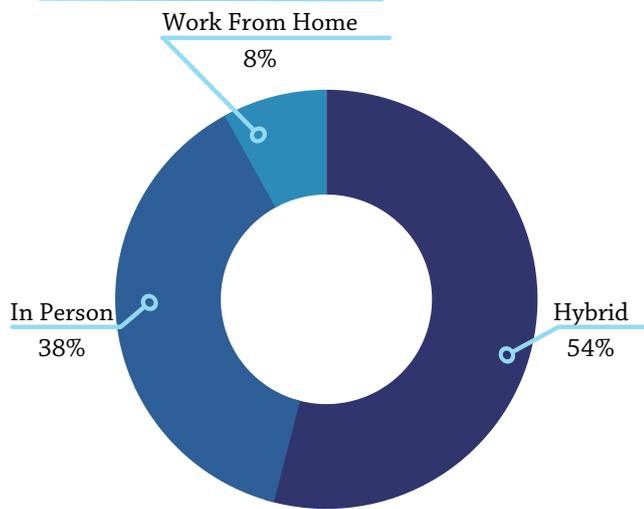


Employer: Has your organisation undergone a digital transformation (work from home, remote service offerings, etc.)?

KEY FINDINGS:

- 62% of the employee respondents have indicated that their workplace has undergone some form of digital transformation.
- 66% of the employer respondents have indicated that their workplace has undergone some form of digital transformation. There has been a decrease of 22% comparing the data from last year's survey, where 88% of employers indicated that there has been some form of digital transformation such as remote working.

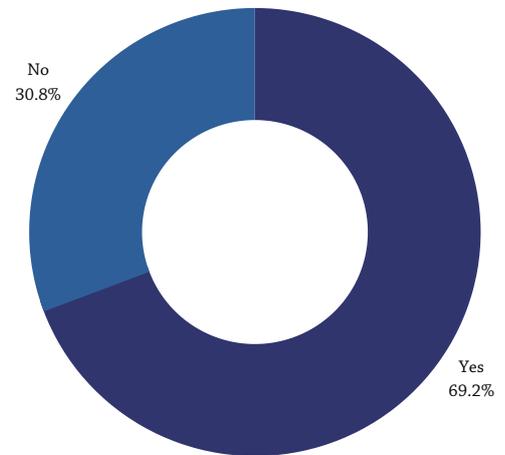
7.1 WORKFORCE MODEL BALANCE



Employee preferred work model upon graduation

54% of employees prefer a hybrid work model upon graduation. This could be largely due to the new norm and influence from the pandemic.

Employer: Would consider work from home for administrative and management roles as a viable/ permanent solution

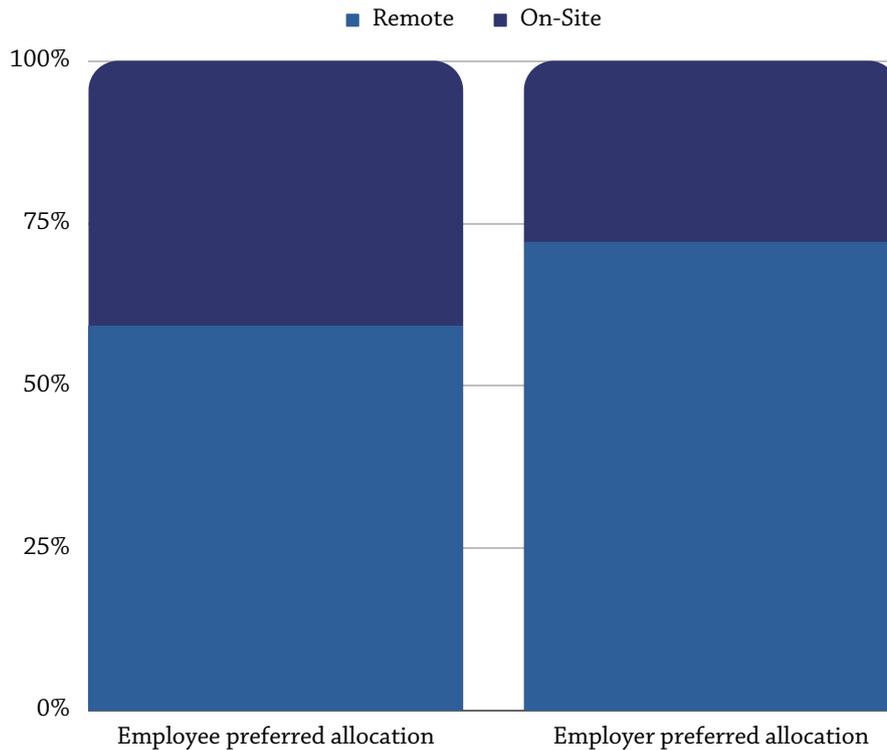


Additionally, 69.2% of employer respondents believe that home office for administrative positions would be deemed as a viable and potentially a more permanent solution.

- Under COVID, 69.2% of employers believe that home office for administrative positions would be deemed as a viable and potentially a more permanent solution.
- It is believed that since of the start of COVID, companies have already established an efficient system to deal with technical and communication difficulties
- In the past, there was no crisis which pushed for the need to work from home
- But at present, we have been able to effectively carry out work from home, while increasing work productivity and employee satisfaction with their jobs
- Therefore, it is justified that work from home can be sustained in the long term

7.2 PREFERENCE GAP IN WORKFORCE MODEL BALANCE

ALLOCATION WITHIN HYBRID WORK MODEL

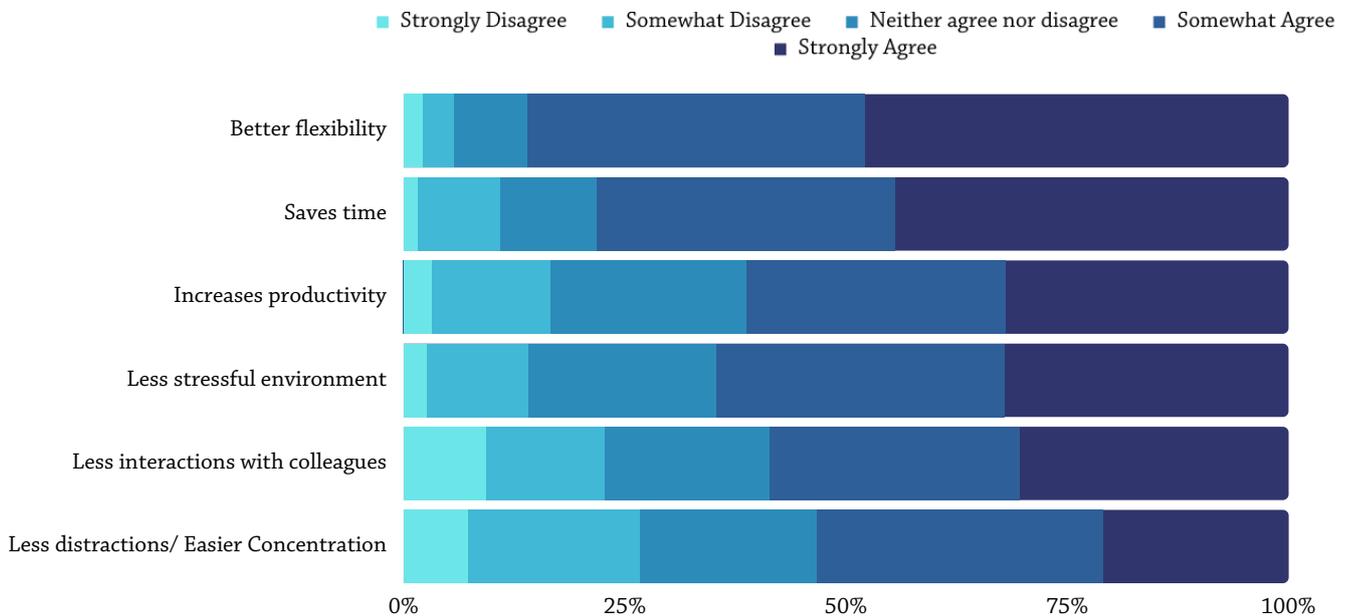


Employee-Employer Hybrid model allocation preference

- Employees on average prefer 59% remote and 41% in person.
- On another hand, Employers seems to prefer 72% of remote working and 28% of on-site, more than employees. This result is drastically different compared to that from last year's survey where employers preferred 66% of working on-site.

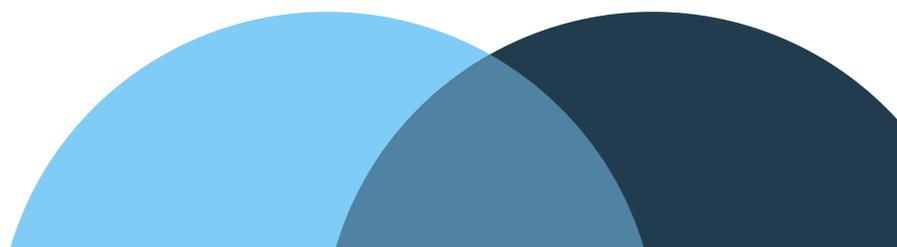
7.3 FACTORS INFLUENCING CHOICE OF WORK MODEL

EMPLOYEE



Factors influencing Employees' choice of work model

- In a hybrid work setting, there are multiple factors that influence employees' decisions between working onsite and from home.
- The most significant factor affecting their choice is the flexibility that is given to employees.
- This could be due to workers being given the option of working from home instead of being forced to go to work in person despite personal inconveniences
- Other factors include a less stressful environment and increases productivity, which are both positive as work from home allows workers to feel more at ease, and in return have a higher level of efficiency in completing tasks set for them
- Less stress usually also means that employees will be more creative in producing ideas, as their right brain is more active under stress-free conditions



8. CONCLUSION



EMPLOYEE CAREER ASPIRATIONS

- Unlike last year, restaurants, bars and catering has become the most popular industry for hoteliers (36%), while hotels have fallen to second place (34%)
- 45% of hoteliers desire to work in the finance or retail sector if they had to switch from their current job
- Maintaining its top and equally popular position (same as last year) of 30%, hoteliers' most common post graduate decision is to apply for an entry level position

RECRUITMENT

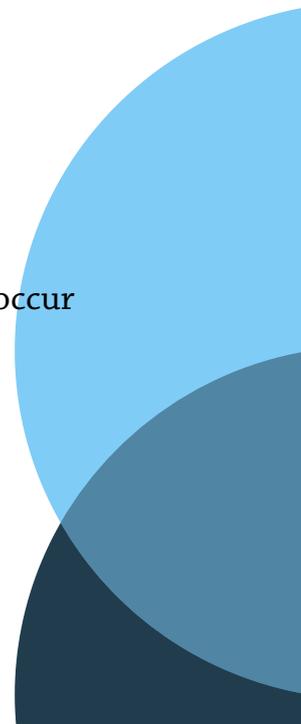
- 20.15% of employees chose social networking platforms such as LinkedIn as their most often used channel to search and apply for their jobs
- 34% of employees chose career advancement as their most important criteria in deciding on their job
- 15.79% of employers state the most used platform used to advertise company positions is directly through the company career site
- Employers reveal that 24.79% of their employees come in directly through the company's career site

TRAINING & DEVELOPMENT

- 43.51% employee respondents received onboarding form of training from their employers
- Employees expressed the desire to receive management training over onboard training

EMPLOYEE EMPOWERMENT

- Most prominent employee- employer perception gaps:
- 25% difference with regards to authority to correct problems when they occur
- 31% difference in work environment safety and security





8. CONCLUSION

EMPLOYEE PERCEPTION OF COMPANIES

- Upon post-graduation, employees usually prefer to work in well-known brands
- But from mid to end-career, there is a shift from industry leaders to their own company
- The word "luxury" is consistently used throughout the career to describe the most important feature of their ideal company

DIGITAL TRANSFORMATION

- Employees on average prefer 59% remote and 41% in person.
- Employers prefer 72% of remote working and 28% of on-site, more than employees.
- Drastically different result compared to that from last year's survey where employers preferred 66% of working on-site.





9. RECOMMENDATIONS

EMPLOYEE CAREER ASPIRATIONS

- More courses to assist hoteliers in preparing to work in banking/ luxury sector
- With the long term impacts of the pandemic, employers have to find new ways to re-attract lost talent back to the hotel industry

RECRUITMENT

- Recruiters & jobhunters should find ways to make themselves more accessible to applicants who are interested in their company
- To attract more talent in this time of shortage in the supply of employees, employers should provide clear career path planning and monetary and non-monetary incentives

TRAINING & DEVELOPMENT

- Placing a stronger emphasis on management training for employees
- When given the opportunity, shift to in-person instructor led form of training instead of virtual, as employees find it more effective

EMPLOYEE EMPOWERMENT

- Employers should place more trust in their employees and give them the autonomy of making decisions for the company
- There should be more efforts to improve the mental wellbeing of employees through collection of opinions with surveys and one-to-one interviews

EMPLOYEE PERCEPTION OF COMPANIES

- As it can be observed that in the usual career planning of a graduate, they would want to work on their own company
- Industry leaders should dedicate resources to investigate methods to ensure talent retention in order to maximise investment in training of talent within the company





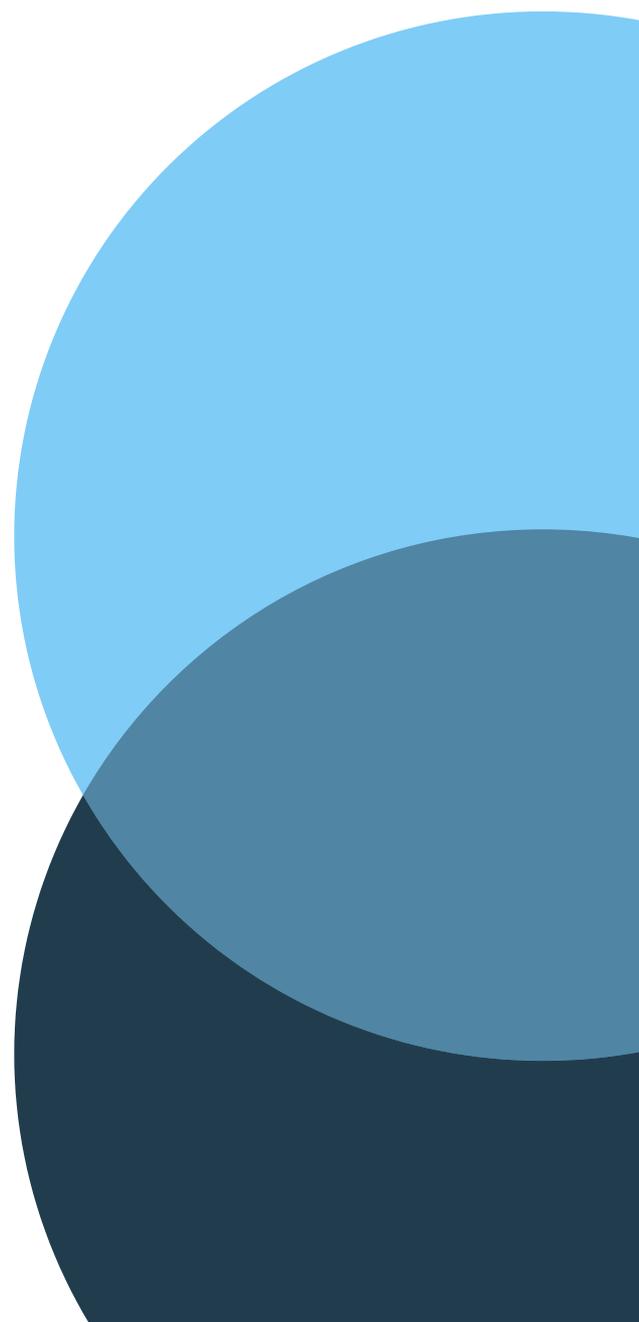
9. RECOMMENDATIONS

DIGITAL TRANSFORMATION

- Dependent on the nature of work of employees, employers should analyse the benefits and drawbacks of remote and in person working
- They should then determine the need for workers to come to the company in person or continue with their work virtually

FURTHER RESEARCH

- Responses from employers can be separated and analysed based on different departments in a company. This is because different departments have differing work natures and a deeper analysis into the needs and expectations can be done.



10. ACKNOWLEDGEMENTS



AETHOS

CONSULTING GROUP

AETHOS Consulting Group™ is our report consulting partners for the YHS Survey Report 2022. The YHS External Relations team will like to extend our thanks to Thomas Mielke, Managing Director, for his foreword, mentoring, and support.

AETHOS is a global hospitality advisory firm serving people-driven businesses (including the hotel, restaurant, casino, cruise line, club and travel sectors). They enhance value for their partner organisations via access, know-how and fresh thinking. Core competencies include executive search, compensation consulting, organisational development and psychometric assessments. Designed as a single partnership, AETHOS maintains presence in numerous national and international locations, serving clients across the globe. Their mission: To serve, solve and succeed on behalf of their clients and on behalf of their stakeholders.

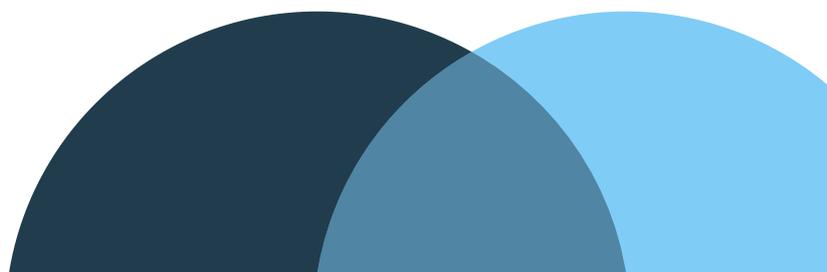


SHARE
c e n t e r

We are delighted to have STR to provide voucher incentives for all participants who took part in the employee survey. The YHS External Relations team would like to thank

Steve Hood, Senior Vice President of Research at STR and Founding Director of the SHARE Centre, for his continuous mentoring and support in our annual reports.

Founded in 1985, STR provides premium data benchmarking, analytics and marketplace insights for the global hospitality industry. STR was acquired in October 2019 as a division of CoStar Group, Inc. STR delivers data that is confidential, accurate and actionable, and provides solutions that empower clients to strategize and compete within their markets. STR has a vision to be a trusted advisor, partner and innovator for any global industry that relies on data. STR helps companies define how businesses measure performance, expand benchmarking possibilities, drive industry standards, and encourage evolved thinking about data.



10. ACKNOWLEDGEMENTS

)(*Dorchester Collection*

Dorchester Collection is a portfolio of the world's foremost luxury hotels in Europe and the USA, each of which reflects the distinctive culture of its destination. By applying its unrivalled experience and capability in owning and operating some of the greatest individual hotels, the company's mission is to develop an impeccable group of the finest landmark hotels through acquisition as well as management of wholly-owned and part-owned hotels, and to enter into management agreements.

We are delighted to have Dorchester Collection provide the winning prize in our survey referral program.



We are delighted to have Swiss International Air Lines provide us with prize incentive for our 2022 YHS Survey referral program through the EHL Alliance program. We would like to thank Laura Bagady, Global Alliance & Partnership Account Manager, for her support.



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