

YOUNG
HOTELIERS
SUMMIT

MARCH 2021

YHS EMPLOYER RANKINGS REPORT

Exploring the Impacts of the Pandemic

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Executive Summary



The YHS Employer Rankings Report is an integral part of the Young Hoteliers Summit held at École hôtelière de Lausanne (EHL) every year. In order to give today's hoteliers a voice, the committee has created the YHS Employer Rankings Survey 2021. This survey collects the opinions of young talent within the industry, especially regarding how organizations handled COVID-19 and the associated working conditions.

As in previous years, the report begins by focusing on career aspirations, motivations to work for the industry, and the annual employer perception and ranking. Additionally, the challenges posed by the pandemic cannot be ignored, and so the paper discusses its impact on organizational and employment issues. Finally, the remote working experience is taken into consideration.

The report concludes with a number of key takeaways that suggest that hospitality organizations should offer tailored management training programs that best meet the practical ambitions proposed by young hoteliers. In addition to this, there is an overwhelming desire for opportunities that allow them to share their ideas. These two factors would best encourage fresh-graduates to enter the hospitality job market. Following the key findings in relation to the pandemic, companies must tackle the issues related to remote working to allow for a productive and satisfactory work environment where employees feel included.

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YOUNG
HOTELIERS
Introduction
SUMMIT



Introduction

The Young Hotelier Summit:

In 2010, five students from the École hôtelière de Lausanne founded a small committee with a great purpose: to bring together established professionals and aspiring leaders of the hospitality industry to share ideas and knowledge which would accelerate progress in the industry. Since then, YHS has established itself as the largest student-run hospitality summit in the world. This year, YHS welcomes approximately 40 speakers, student delegates from over 30 of the world's largest hospitality institutions, as well as members of the media, and other external guests at the summit. Building on a different theme each year, YHS serves as a platform for insightful and engaging debates and discussions on the industry's hottest topics.

YHS Employer Rankings Survey:

The annual YHS Employer Rankings 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 428 responses from students and alumni of over 93 universities around the world, of 57 different nationalities. The findings are summarized in the rankings report, which further elaborates on and delves into the following topics: Career Aspirations, Motivations to Work in the Hospitality Industry, Employer Perceptions & Ranking, Impact of COVID-19, as well as the effect of COVID-19 on Organization & Employment and Remote Working Experience. By doing so, the report seeks to encourage companies to re-examine their position within the job market, and adapt their practices as needed.

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Introduction

Methodology:

In previous reports, general industry trends and annual responses have been used to adapt the new survey. This year, however, the impact of COVID-19 on the industry cannot be ignored and will set the tone for the hospitality industry for the next few years, and thus processes and actions stemming from the pandemic cannot merely be classified as trends. The 2021 Survey has been adapted by updating and improving on the YHS Rankings Survey 2020, with an added focus on the impacts of the pandemic on general practices and expectations, organization & employment, and the remote working experience. The survey was distributed by YHS delegate schools and the YHS Marketing department on social media.

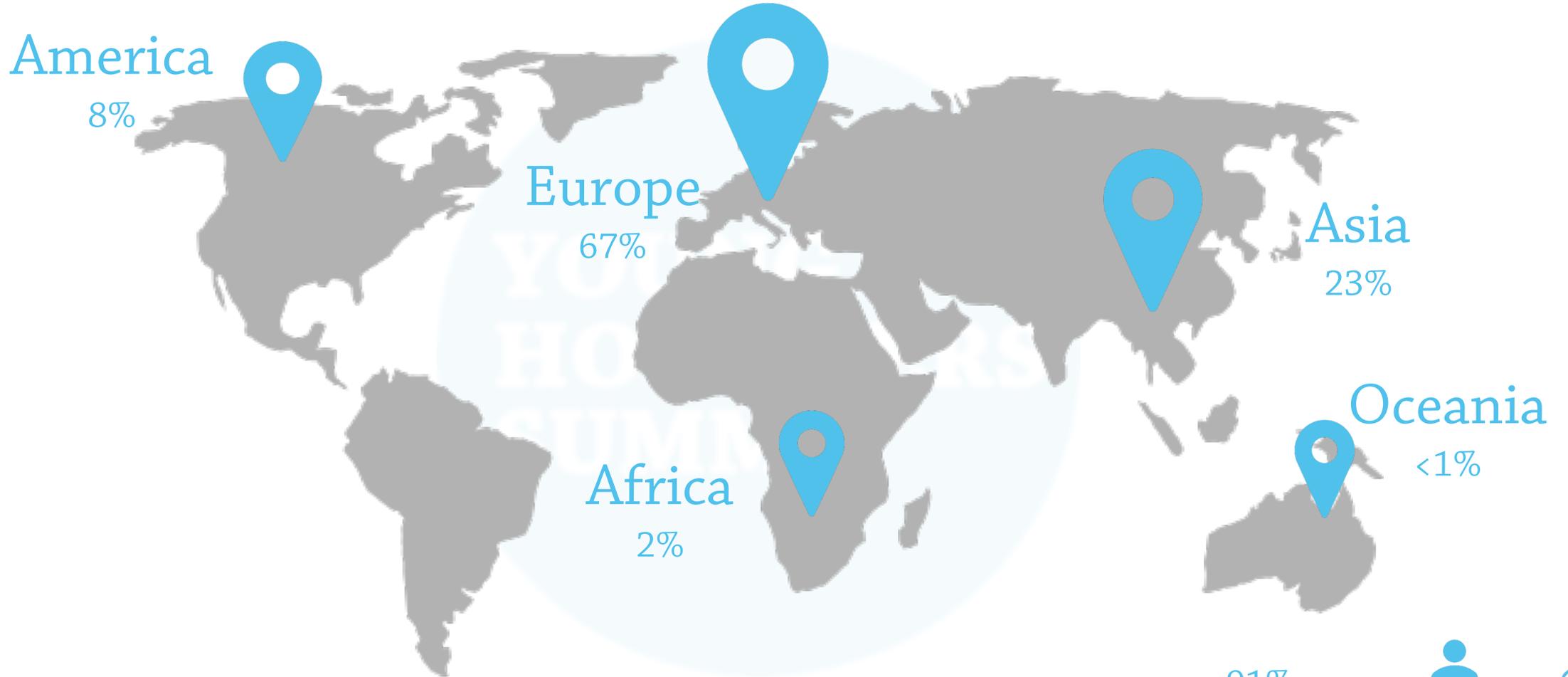
Limitations:

The report presented several limitations which include:

- Majority of the respondents were from Swiss universities, which makes it difficult to apply our conclusions and recommendations to all hoteliers.
- Significantly fewer respondents (one third of last year's), causing conclusions drawn to be less applicable.
- Only 158 respondents were employed during the pandemic. Thus, the data retrieved may not accurately represent the entire population.
- The group of respondents who had worked from home were reduced to 62, and thus the section regarding the remote working experience is even less indicative of the trends in a larger sense.
- Changes were made to this year's report to obtain higher quality and range of data, causing there to be fewer opportunities for trend analyses.

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Demographics



428
Responses



57
Nationalities



93
Schools



22
Average Age

91%
Bachelor students
9%
Alumni



31%



69%

Career Aspirations & Motivations

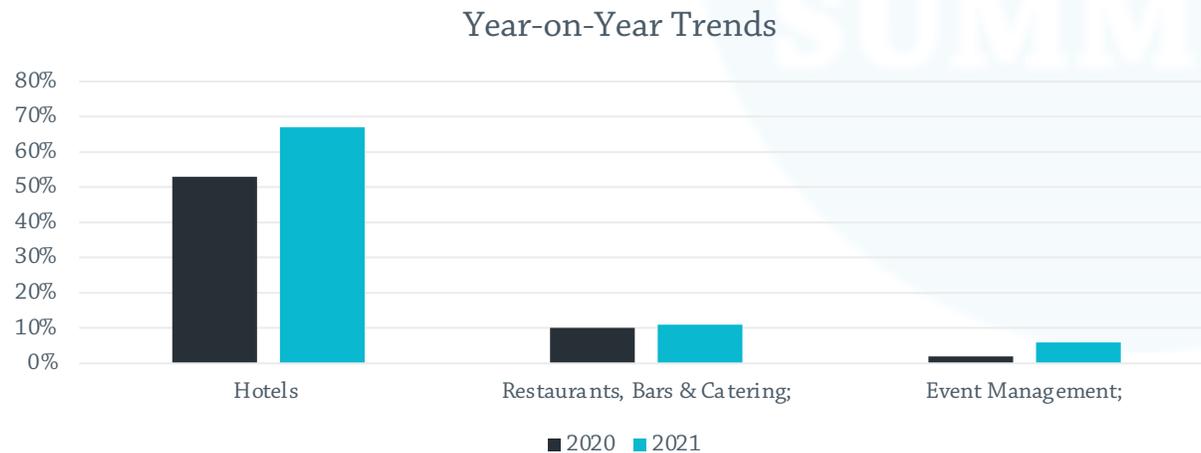
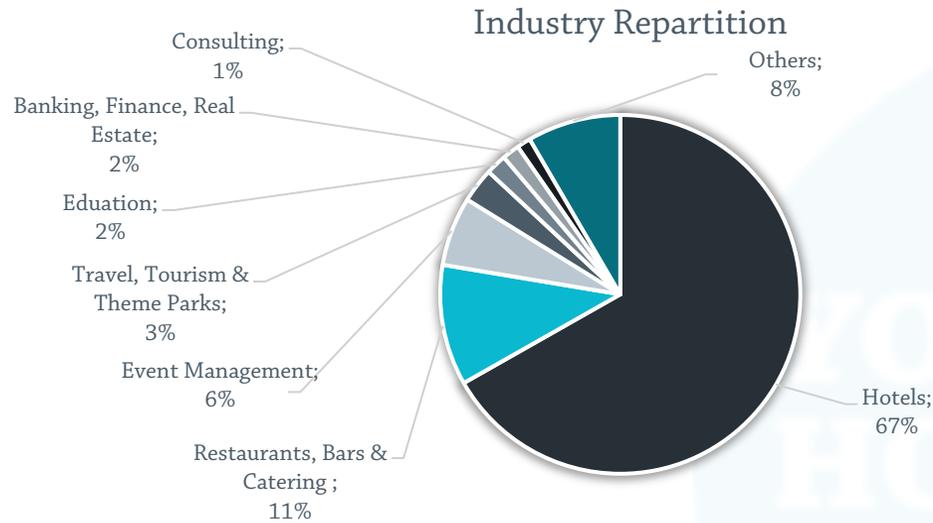
The primary focus of this section is to shed light on the career aspirations of students and alumni, by focusing on preferences regarding desired industry to work in, job takeaways, and students' post-graduation plans.

This year, we pay closer attention to the desire for management trainings in order to allow employers to tailor their training offerings.

Desired sector and department are then analyzed, as well as the importance of various factors when selecting a job.



Influence of Internship on Future Career



Key Findings:

- Most students and young hoteliers completed their internships in Hotels (67%), while 11% worked in the Restaurants, Bars & Catering industry.
- Looking at the year-on-year trends, the top two industries that students completed their internships in remained the same, with the Event Management industry moving up two positions to occupy the 3rd place this year.
- When asked about their decision to stay in the same industry or not, 44% remained unsure while 17% showed no interest in remaining in the same industry.

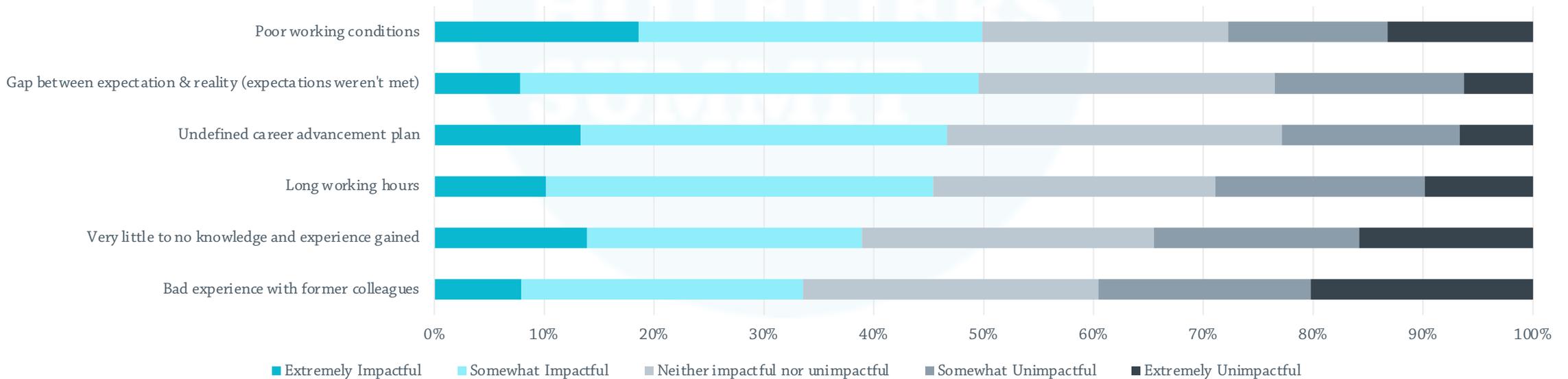
Partnered with:

Influence of Internship on Future Career

Key Findings:

- Poor working conditions, gap between expectations and reality, undefined career advancement plans, and long working hours are the most impactful factors for young hoteliers when deciding whether to stay in the same sector or not.

Factors impacting respondents' decision to work in the same industry

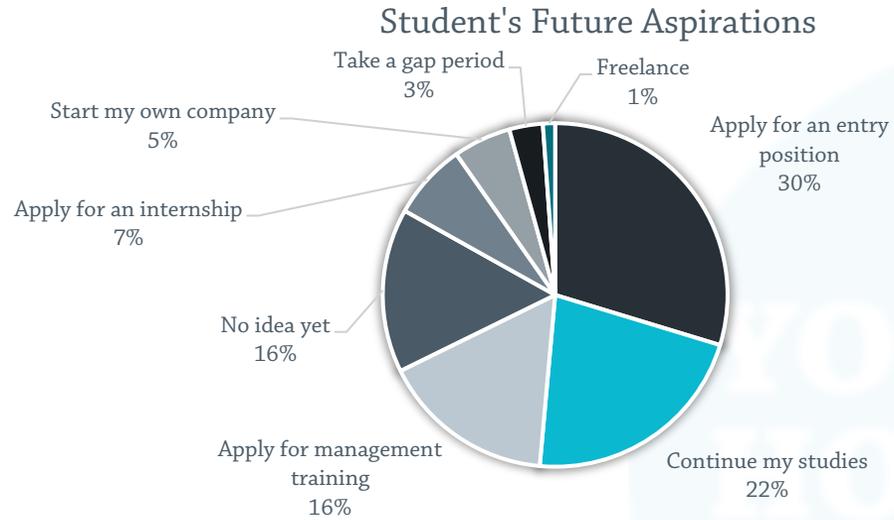


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Post-Graduation Plans



Key Findings:

- Of all the respondents, 30% wish to apply for an entry position, while 22% wish to continue studies, and 16% wish to complete a management training.
- Although freelance was not an option in previous reports, 1% of young hoteliers showed interest in this career path post-graduation.
- Compared to 2017, the proportion of young hoteliers wishing to continue their studies has almost doubled.
- The trend of interests in pursuing entry and management training positions potentially show that, despite the COVID-19 pandemic, young hoteliers remain engaged and interested in the hospitality industry.

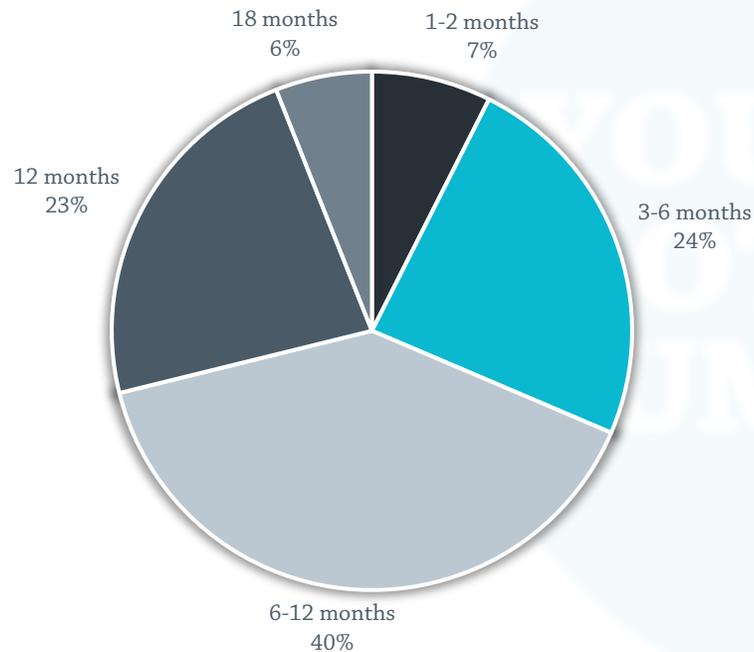
Year-on-Year Trends



Partnered with:

Management Training

Ideal time for management training preferred by students



Key Findings:

- Overall, more than 70% of students prefer a management training program of less than one year.
- While less than 30% of students prefer a management training program of 12 months or more.

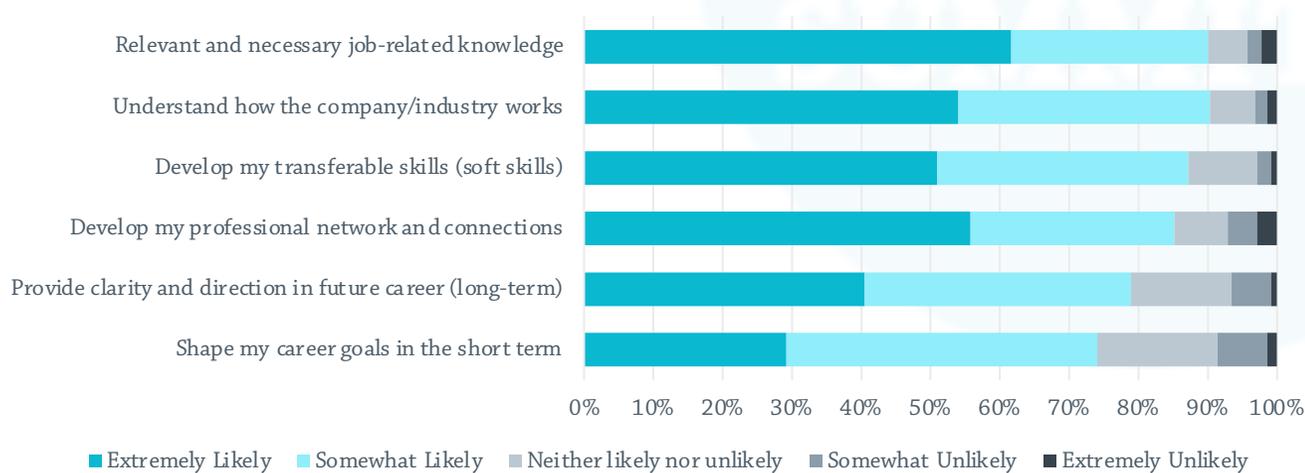
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Desired Job Takeaways

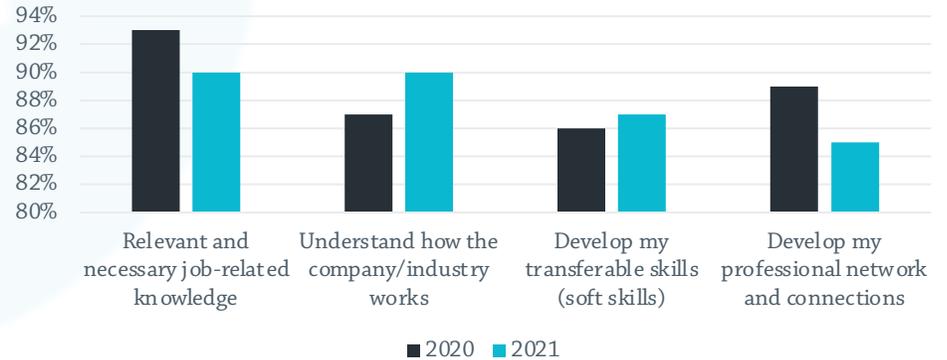
Key Findings:

- Acquiring relevant and necessary job-related knowledge, understanding how the company/industry works, and developing transferable skills are among the top three takeaways young hoteliers hope to learn from their first job experience.
- When analyzing the year-on-year trends, the percentage of respondents who agree with the top job takeaway “Relevant and necessary job-related knowledge” has decreased.

Key take aways from first job/internship experience



Year-on-Year Trends



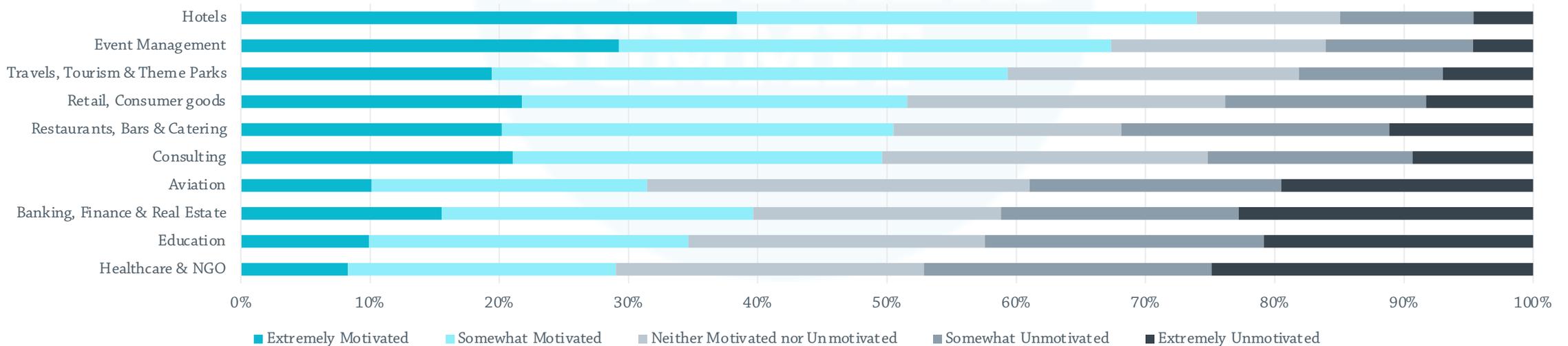
Partnered with:

Sector

Key Findings:

- The top four sectors that students are extremely motivated to work in are Hotels, Event Management, Travel, Tourism & Theme Parks, and Retail, Consumer Goods.
- The three most undesirable sectors that students want to work in are Healthcare & NGO (47% Unmotivated), Education (43% Unmotivated), and Banking, Finance & Real Estate (41% Unmotivated)
- Therefore, majority of our respondents would like to stick to the traditional hospitality sectors.

Motivation to work in the following sectors

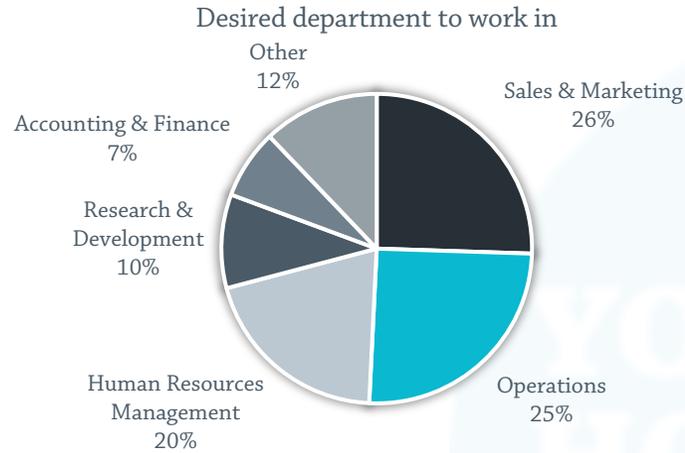


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Department



Key Findings:

- The top departments to work for by students are Sales & Marketing (26%), Operations (25%) and Human Resources Management (20%).
- The year-on-year trends were similar up until now, with Operations being the top desired department to work in. However, Sales and Marketing department has taken the top position this year.
- Interestingly, Research and Development has made its way to the 4th most desired department to work in, higher than the traditional Finance department in hospitality

Year-on-Year Trends



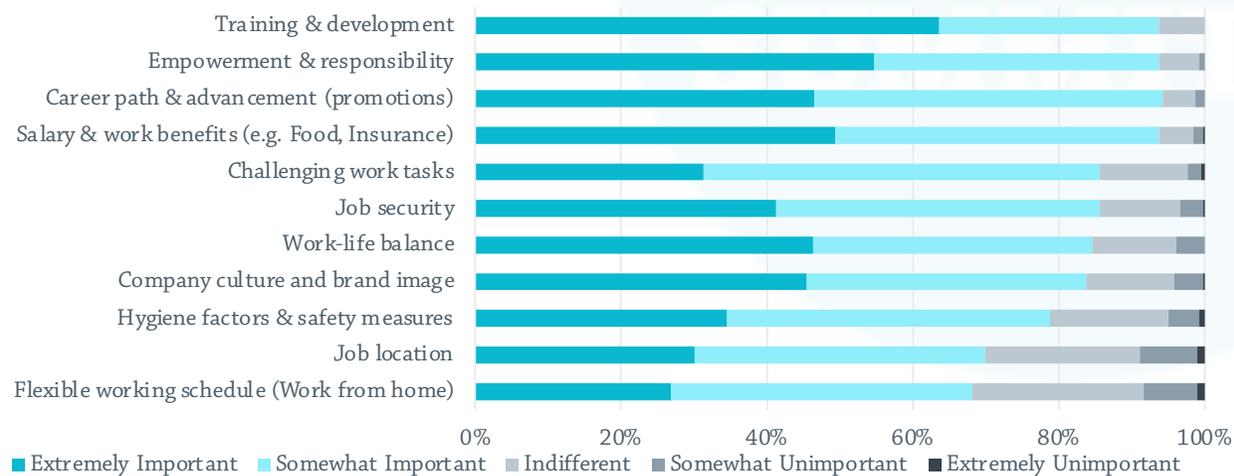
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Job Selection Factors

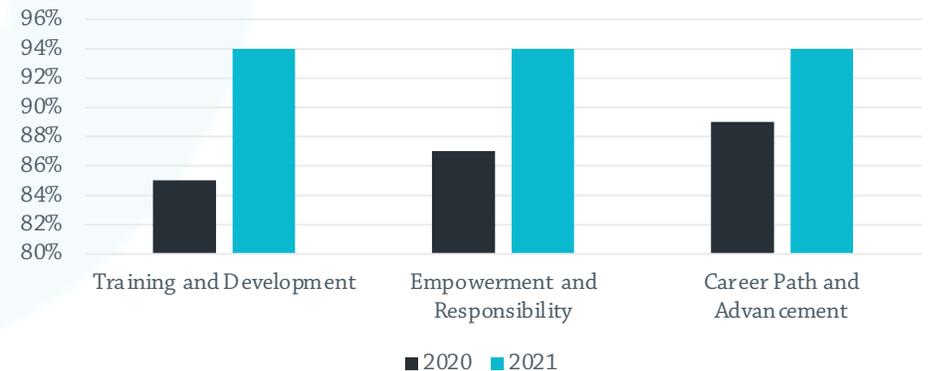
Key Findings:

- Respondents deemed Training & Development, Empowerment & Responsibility, and Career Path and Advancement (Promotions) to be the top three extremely important factors in job selection.
- When looking at the year-on-year trends, the importance of the top three factors “Training and Development”, “Empowerment and Responsibility” and “Career Path and Advancement” have only increased.
- 35% of students found Hygiene and Safety to be an extremely important factor in job selection, while 44% found it somewhat important, whereby this factor was not even considered in the previous reports.

Deciding factors when choosing future job



Year-on-Year Trends



Partnered with:

Covid-19 Impact

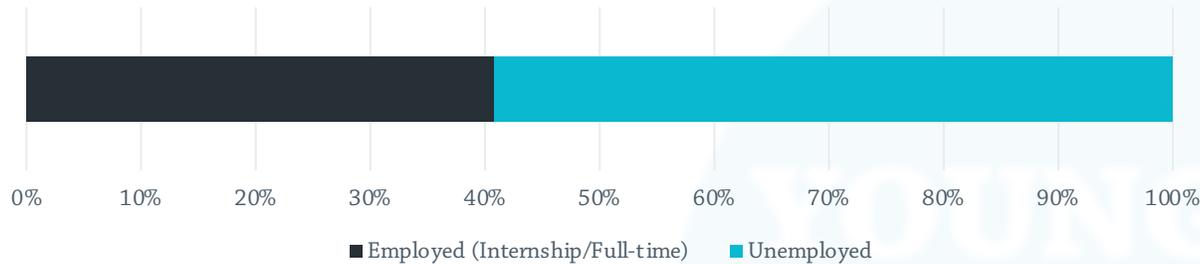
This year, the opportunity to analyze the industry in response to a global crisis arose. The pandemic that began at the end of 2019 started to slowly impact the travel and tourism industry at the beginning of 2020. Although this unique situation was unpredictable and caused chaos and change across many industries, it has allowed for further research, development of the industry, and even some necessary innovation.

This section will be based on the opinions of respondents who were working at the start of the Covid-19 pandemic. The pandemic's general impact, organizational impact and the remote working model will be discussed in the following slides.

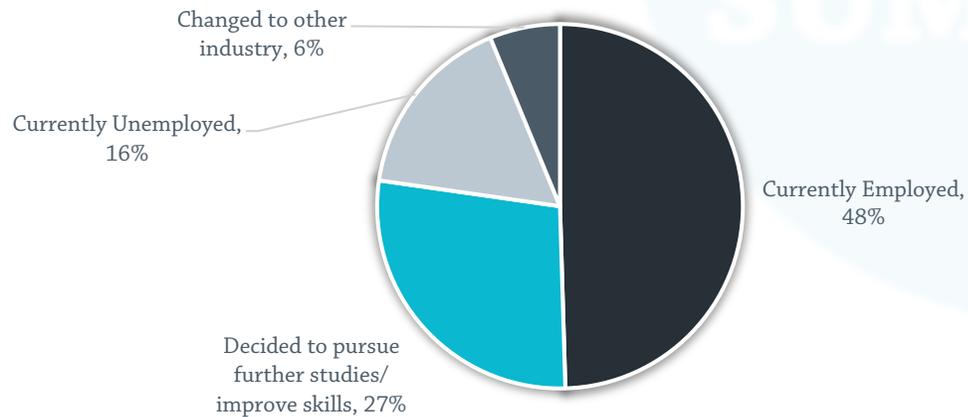


General

Employment status of respondents at the peak of the pandemic
(March, 2020)



Status of respondents after the peak month of the pandemic



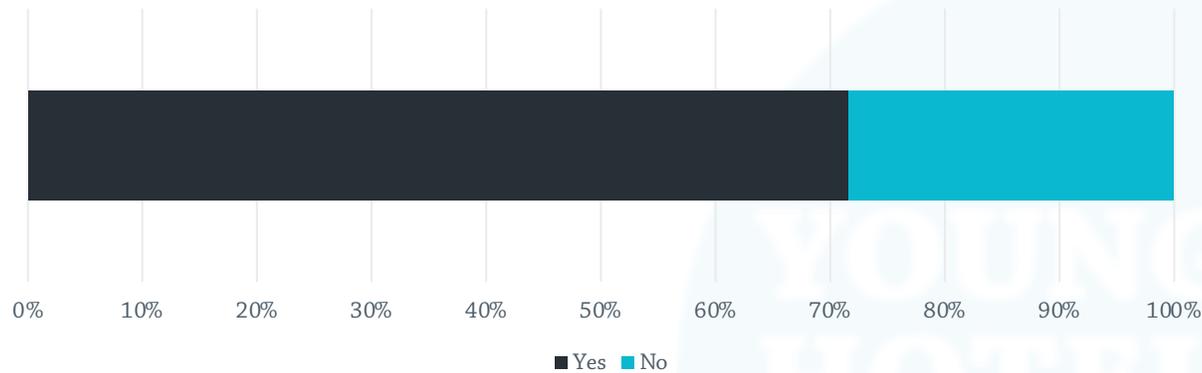
Key Findings:

- Around 41% of respondents were employed at the peak month of the pandemic (March 2020)
- Of those 41% employed, only 48% are currently employed and still working for the hospitality industry, while 16% are currently unemployed.
- 27% of those respondents have decided to withdraw from work and pursue further studies or improve their skills, while 6% decided to change to a different industry entirely.

Partnered with:

General

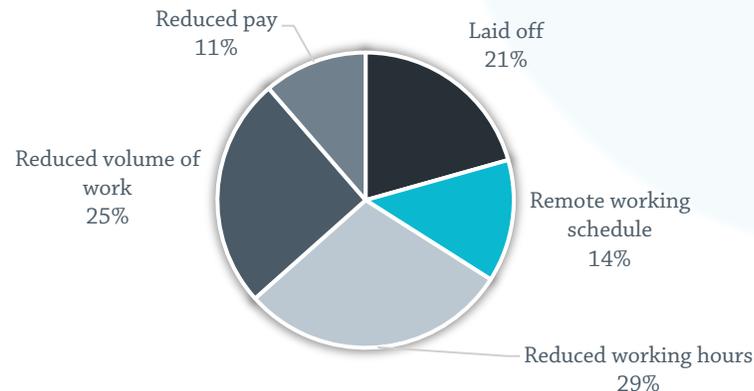
Experienced difficulties during the course of the pandemic



Key Findings:

- Of the respondents who were employed at the peak of the pandemic, a major part of them (72%) experienced layoffs, furloughs, or other kinds of difficulties.
- Among those, 29% experienced reduced working hours, 25% experienced reduced volume of work, and 21% lost their jobs.
- 14% of those who experienced difficulties, mentioned that a remote working schedule was a hindrance rather than just a different working model.

Difficulties experienced by respondents who were employed since March 2020



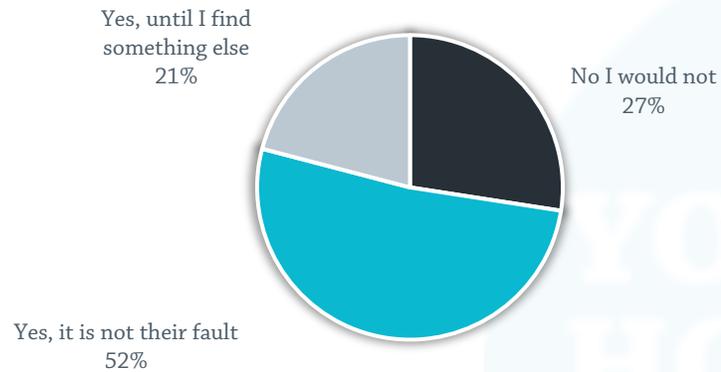
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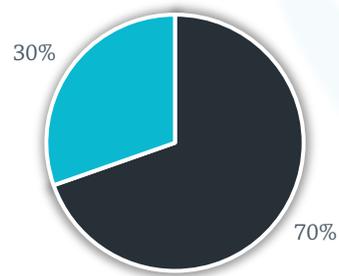


General

Will you return to work for your employer in the coming months?



Decision to stay in the hospitality industry changed?



- No, I will continue to advance my career in the hospitality and tourism industry as I had previously decided
- Yes, I will switch my career outside of the hospitality and tourism industry

Key Findings:

- For those who experienced layoffs or furloughs, 27% of them stated that they would not return to work for their employer that fired or furloughed them, while 52% would, with the reasoning that the company was not at fault for that situation.
- The pandemic has impacted 30% of respondents into deciding to switch career paths outside of the hospitality industry.

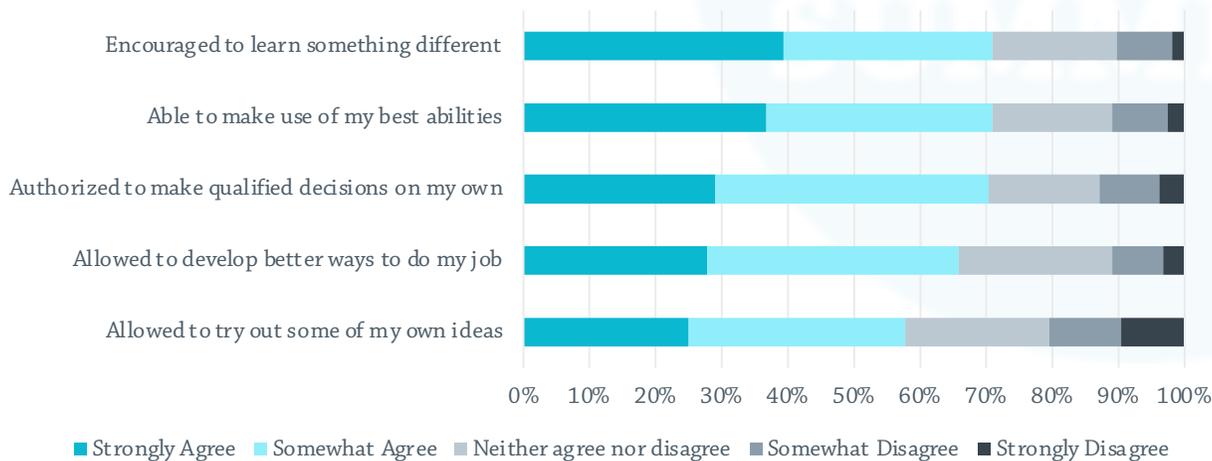
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Organization and Employment

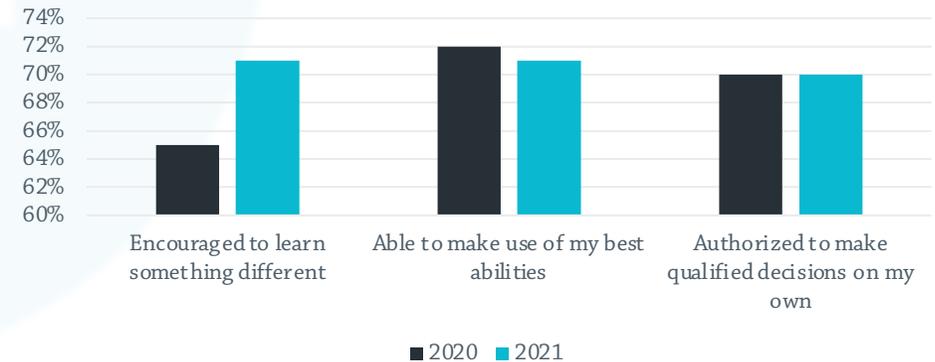
Key Findings:

- Among those working during the pandemic, most agreed that their organization encouraged them to learn something different and allowed them to make use of their best abilities.
- However, 21% pointed out that their organization does not allow them to try out their own ideas.
- Looking at the yearly trends, there has been a 6-percentage point increase in respondents who agree that their organization encourages them to learn something different while working.

Employee Empowerment



Before and during Covid-19



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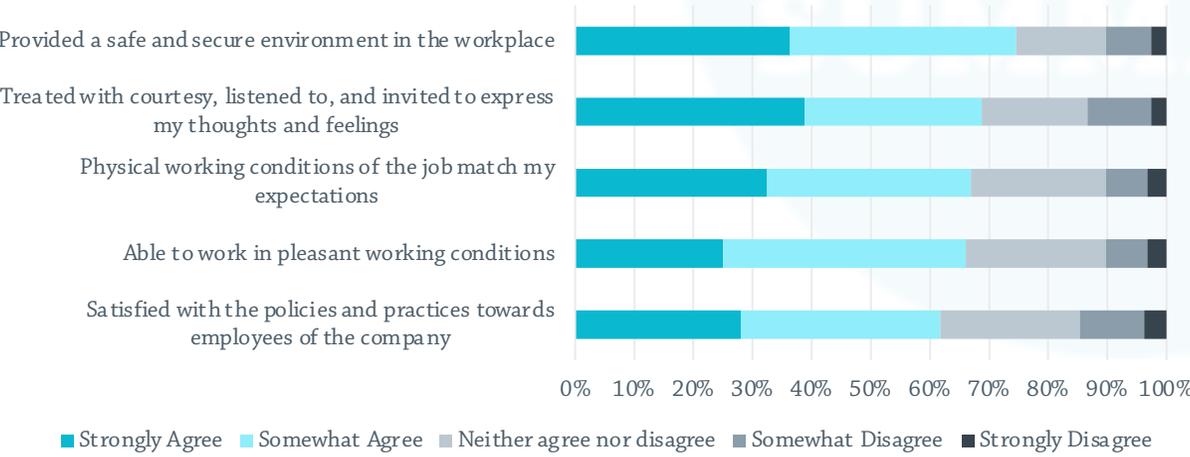


Organization and Employment

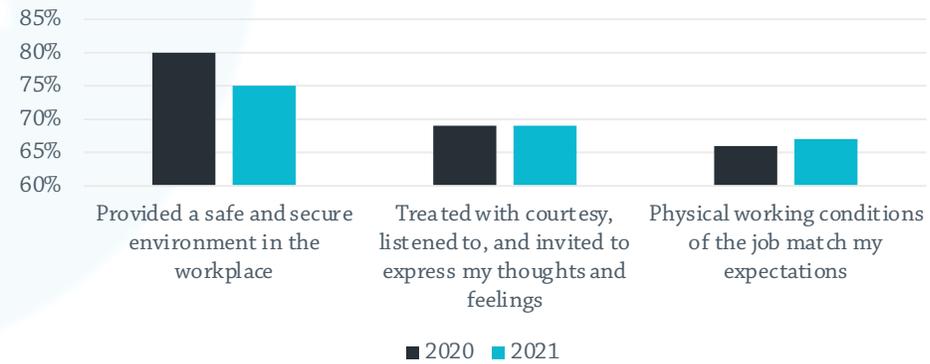
Key Findings:

- Almost 70% agreed that they were treated with courtesy and invited to express their thoughts and feelings frequently.
- However, more than 14% did not agree that they were satisfied with the policies and practices towards employees of the company.
- Fewer respondents agree that they have a safe and secure environment in their workplace as compared to before the pandemic.

Work environment



Before and during Covid-19



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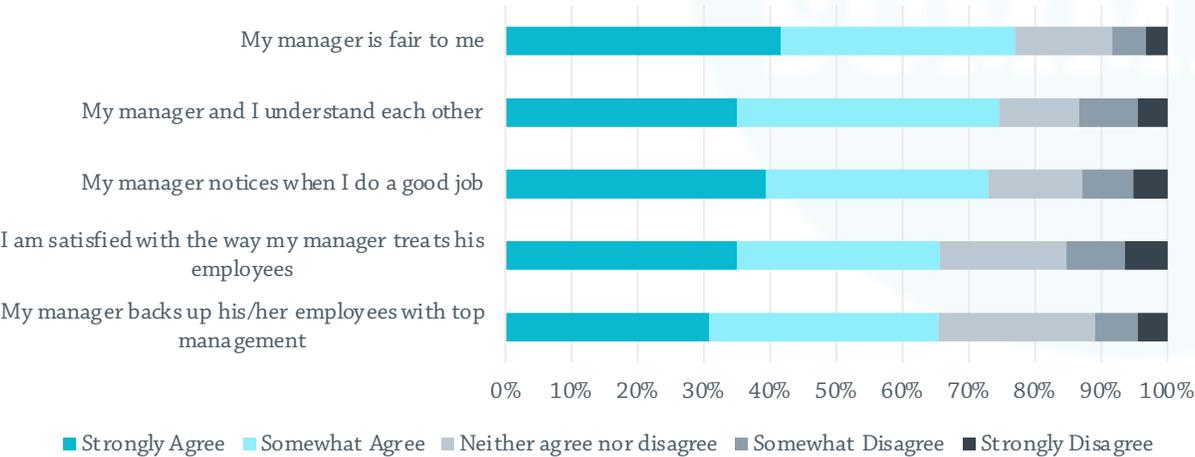


Organization and Employment

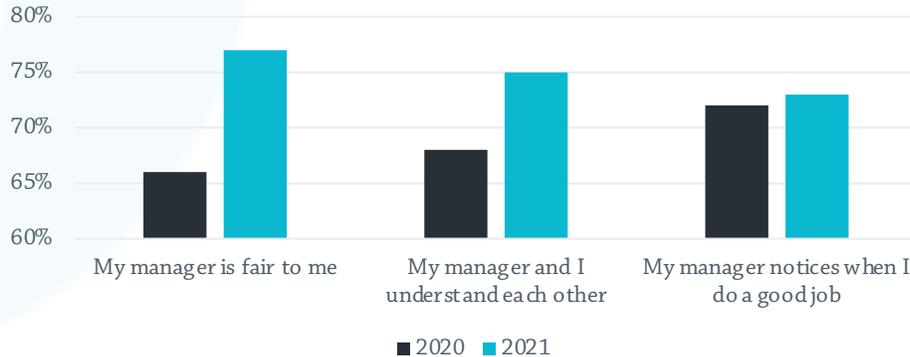
Key Findings:

- More than 77% of the respondents agreed that their manager is fair to them, and 74% agree that they have a mutual understanding with their manager.
- 15% of respondents are unsatisfied with their manager’s treatment of employees, and 11% believe that their manager would not back up his or her employees with top management.
- The percentage of respondents who agree with the top three statements has only increased since the onset of the pandemic.

Relationship with Managers



Before and during Covid-19



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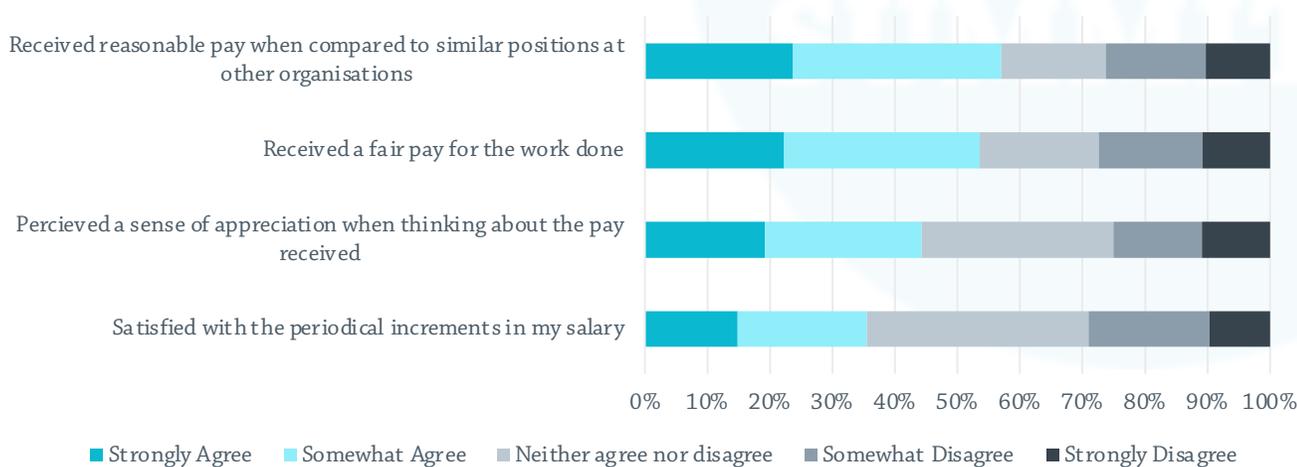


Organization and Employment

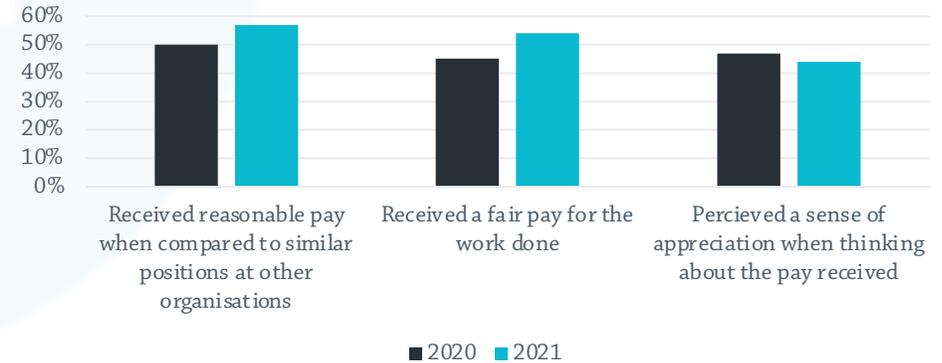
Key Findings:

- With regards to salary, 29% were unsatisfied with the periodical increments in their salary, while 53% agreed that they are paid reasonably for the work they perform.
- More than half of the respondents agree that they received reasonable pay when compared to similar positions at other organizations.
- In 2020, fewer respondents felt they received fair pay for the work done than in 2021.

Employee Salary and Remuneration



Before and during Covid-19



Partnered with:

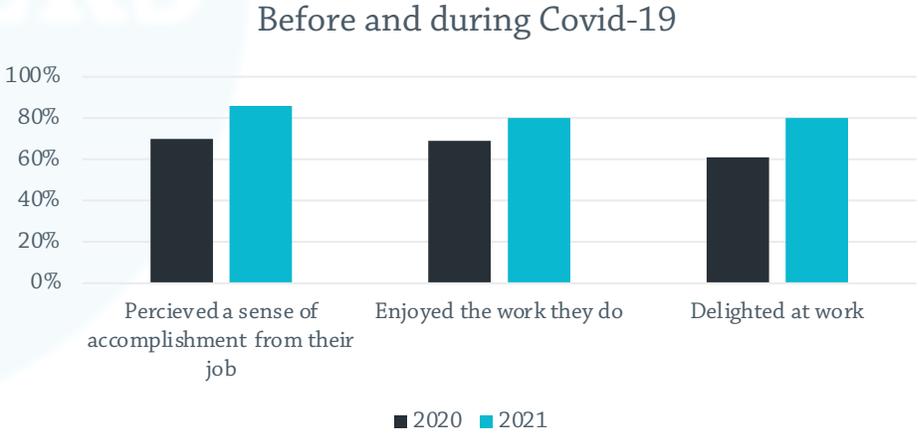
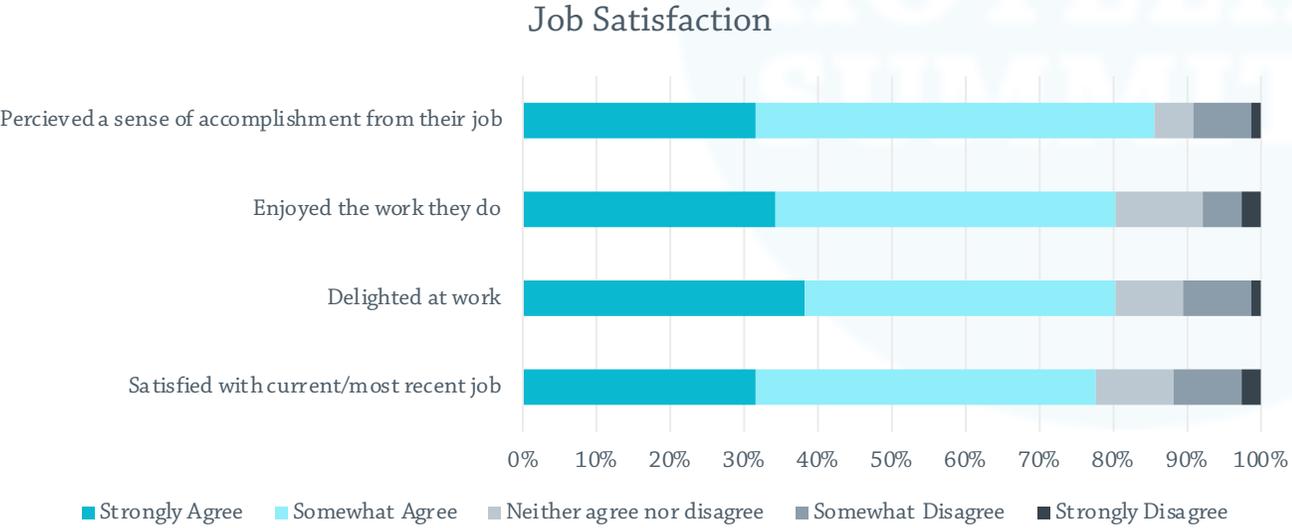
Dorchester Collection



Organization and Employment

Key Findings:

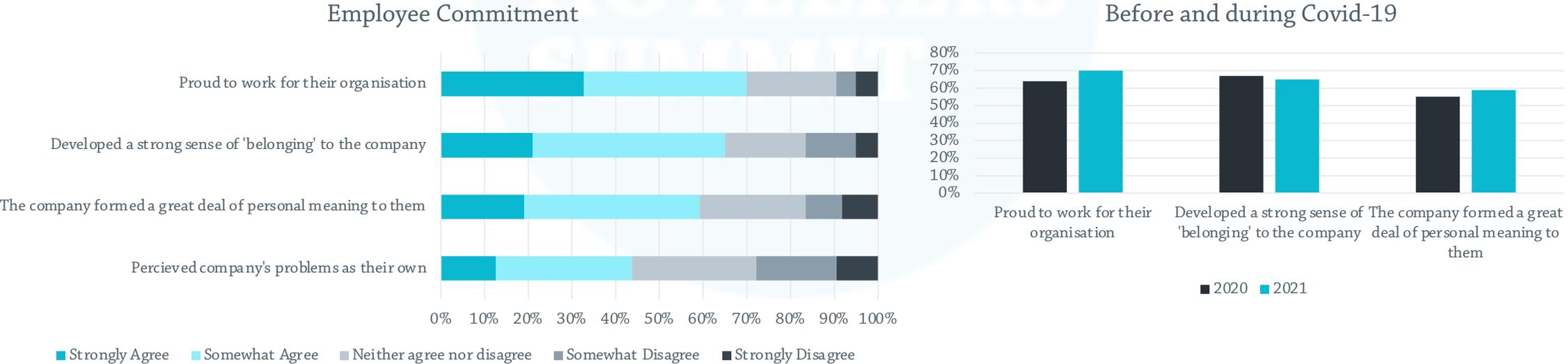
- 87% of respondents felt a sense of accomplishment from their current job, while around 80% enjoyed their work and were content in their jobs.
- The top three job satisfaction factors have all increased in their positive responsiveness since the past year.



Organization and Employment

Key Findings:

- Although 70% of respondents are proud to work for their organization, almost 30% disagree with the statement that they perceive their organization's problems as their own.
- 65% of respondents feel a sense of belonging to their company, while 59% view their company as having personal meaning to them.



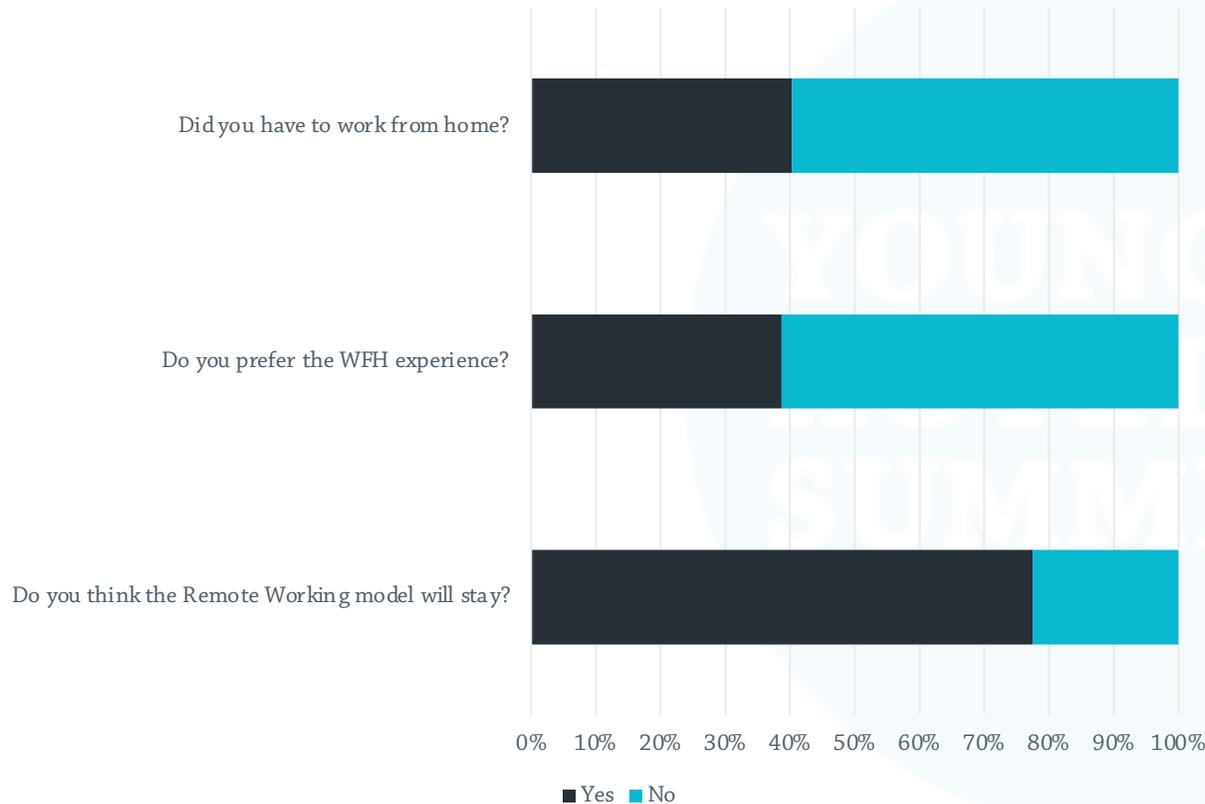
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Remote Working Experience

Remote Working Experience



Key Findings:

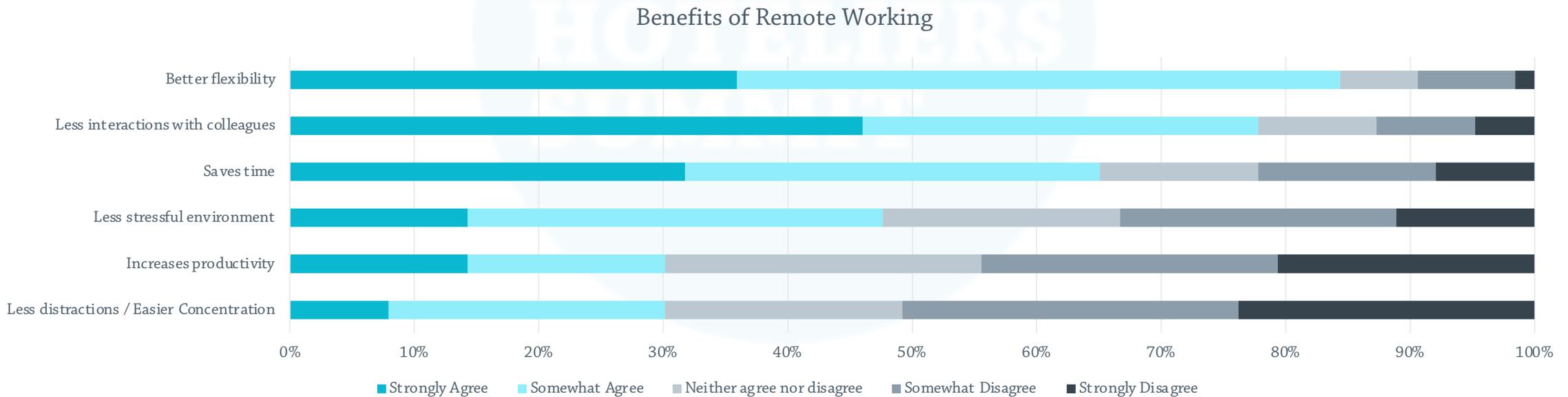
- Of the 40% who experienced working from home, 61% did not prefer it over the traditional working context.
- 77% of respondents believe that working from home models will remain even after things go back to normal.

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Remote Working Experience

Key Findings:

- Although most respondents did not prefer working from home, 84% agree that it allows for more flexibility, and 65% agree that it saves time.
- However, 78% noted that there are less interactions with colleagues, which may hinder the working process.
- Furthermore, respondents were less in agreement with the benefits “Less stressful environment”, “Increases productivity” and “Less distractions”.



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Employer Perception and Rankings

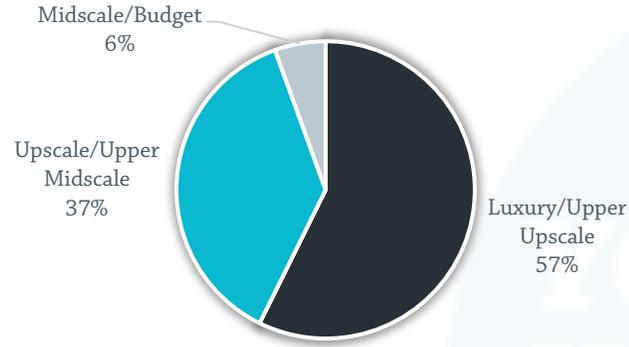
In this section, students' and alumni's most desired hotel segments to work for will be identified. The hotel segments are Luxury/Upper Upscale, Upscale/Upper Midscale, Midscale/Budget, and are categorized by Average Daily Rate (ADR).

Respondents were given lists of each segment in order to select their preferred brands and rank them.

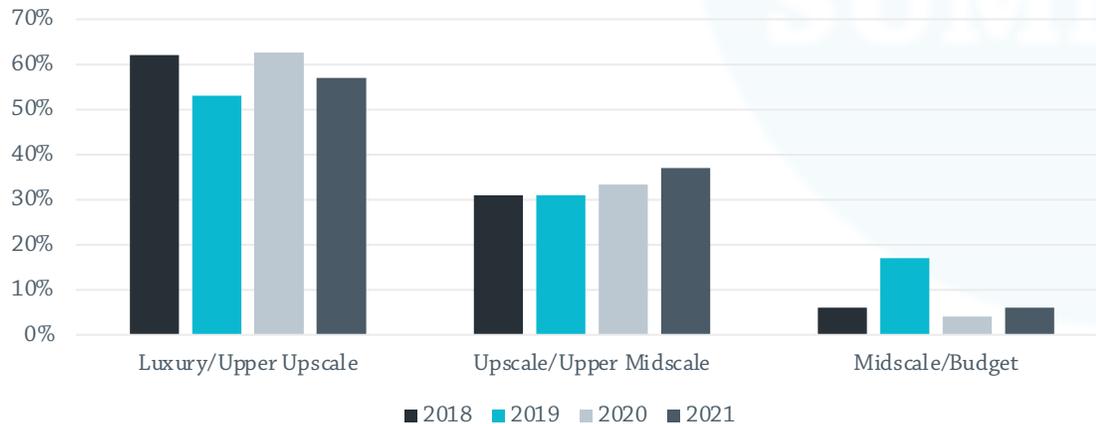


Employer Perception

Desired Segments



Year-on-Year Trends



Key Findings:

- 57% of respondents prefer to work in Luxury/Upper Upscale segments.
- Only 6% would prefer to work in Midscale/Budget segments.
- The year-on-year trends indicate that the Luxury/Upper Upscale segments has consecutively been the top preferred segment to work in, while the Midscale/Budget segments has been the least preferred.
- The Upscale/Upper Midscale segments has recently started to gain more preference.

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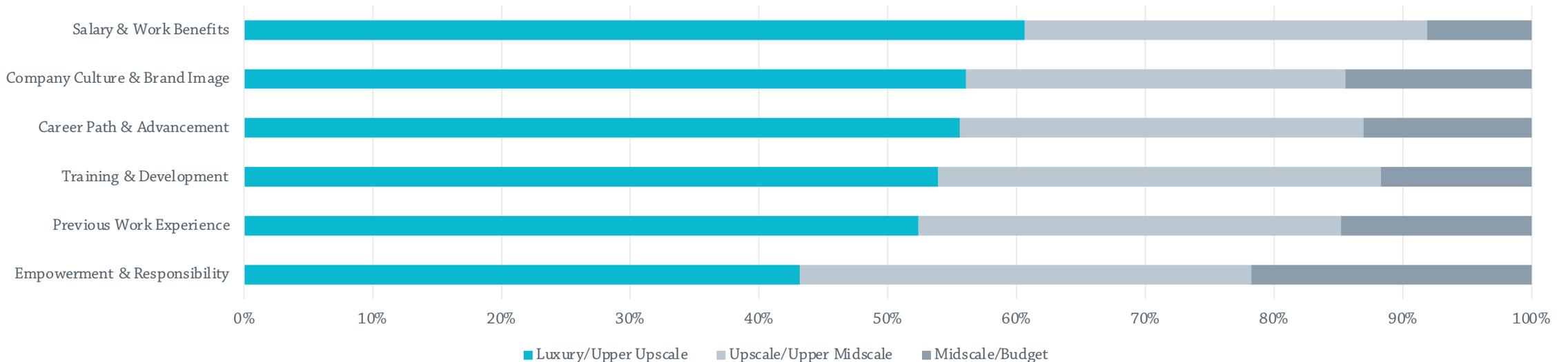


Employer Perception

Key Findings:

- 61% of respondents shared that their selection of the top Luxury/Upper Upscale hotel was based on Salary & Work Benefits, followed by Company Culture & Brand Image (56%) and Career Path & Advancement (56%).
- The least important factor when selecting a Luxury/Upper Upscale company is Empowerment & Responsibility, although it is the most important when selecting the top Midscale/Budget hotel.

Reasons for providing a higher rank to preferred segment



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Employer Ranking



FOUR SEASONS



THE RITZ-CARLTON®

Luxury/Upper Upscale

Key Findings:

- Four Seasons ranks first for the third consecutive year.
- The top three in this segment have not changed since 2020.
- Two of the top three brands are under the umbrella company of Marriott International (Marriott & Ritz-Carlton).

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Employer Ranking



Upscale/Upper Midscale

Key Findings:

- The top three in this segment are completely different from 2020's top three.
- Ranked in first place, Moxy is a hotel by Marriott and is placed in Marriott's "Distinctive Select" category.
- In second place is Holiday Inn, owned by IHG, while in third place is Hampton, an upper midscale chain by Hilton.



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Employer Ranking



Midscale/Budget

Key Findings:

- The top three hotels in Midscale and Budget segments, **in no particular order**, are B&B Hotels, Ibis Budget and Tru by Hilton (alphabetical order).
- The absence of a specific rank to the top three this year is due to the equal rankings received.
- B&B Hotels made its way up, from fourth runner up in 2020, to the top three in 2021.
- Surprisingly, Tru by Hilton makes its first appearance amongst the top three this year, as it was not listed in the top ten in the previous year.

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Conclusion

Key Takeaways:

- Hotels remain as the most popular option for hoteliers to be motivated to work in.
- Companies must revise their traditional management training period of 12 months or more, as more than 70% of our respondents prefer a management training period of less than a year.
- An organization's approach to employees during crisis periods has a long-lasting effect. 27% of respondents would not return to work for their employer that fired or furloughed them during the pandemic, and 21% mentioned that they would only return to work for their employer until they find something new.
- Surprisingly, this year's respondents are generally more satisfied than last year's respondents in terms of Employee Commitment, Job Satisfaction, and Employee Salary and Remuneration.
- The pandemic has impacted the decisions of 30% of respondents who were working at the peak of the pandemic, to change to a sector other than hospitality. However, the post-graduation plans of students showed that 54% plan to apply for an entry position, management training, or internship.
- Three-fourths of respondents believe that working remotely will not end post-pandemic. This poses an issue as 61% of those who experienced working from home found it less desirable than being physically at the workplace. Furthermore, 78% of the respondents experienced less interactions with colleagues, while 51% of the respondents experienced increased distractions and difficulty concentrating.

Partnered with:

Conclusion

Recommendations:

Tailor management training programs to suit the needs of young hoteliers

- With a rising number of students wishing to continue their studies, it is crucial that companies offer management training programs with the desired duration of less than a year. This way, companies will be able to attract talent the right way.

Develop effective crisis management contingencies

- Employees are the most vulnerable during crisis periods. Through this report, we observed that almost half of the hospitality workforce have decided to change industries now or soon, when the possibility opens-up. The implementation of a crisis management contingency could have reduced the effect on frontline employees.

Create opportunities for employees to share their ideas

- With an ever-changing industry, organizations need to improve creativity and produce innovative ideas. Utilizing ideas from fresh talent not only tackles the issue of developing innovative solutions to new problems, but also keeps young hoteliers happy in the workplace and satisfied with their organization. This can be done through open brainstorming sessions, idea suggestion boxes, or incentivizing quality ideas.

Develop efficient remote working environments

- As many hoteliers believe that remote working environments will not end anytime soon, organizations need to tackle issues such as lack of interaction, as well as distractions at home. For one, companies could create online work groups so that employees don't have to work individually. In addition, companies can form partnerships with organizations that offer safe workspaces, as well as hotels that provide work-from-home packages.

Partnered with:

Acknowledgements



STR delivers data that is confidential, accurate and actionable, and their comprehensive solutions empowers their clients to strategize and compete within their markets. Founded in 1985, STR provides premium data benchmarking, analytics and marketplace insights for global hospitality sectors. STR was acquired in October 2019 as a division of CoStar Group, Inc. (NASDAQ: CSGP), the leading provider of commercial real estate information, analytics and online marketplaces. The YHS Rankings team would like to extend our thanks to Steve Hood for his mentoring and support.

)(*Dorchester Collection*

We are delighted to have Dorchester Collection to provide the winning prizes for the 2021 YHS Employer Rankings Survey. Dorchester Collection is a portfolio of the world's foremost luxury hotels in Europe and the USA. At Dorchester Collection, people are believed to be their most important asset. It is, after all, people that create unique guest experiences every day. They work with some of the most talented individuals in the business, who help them sustain their extraordinary track record of excellence. Their vision is to be treasured by guests, cherished by employees, and celebrated worldwide.

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