10th edition

YOUNG HOTELIERS SUMMIT

The Young Hoteliers Summit Presents

YHS EMPLOYER RANKINGS 2019

Discovering the mindset of future leaders in the hospitality talent market

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March 2019

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Executive Summary

This report aims to provide an analysis of hospitality students' and alumni's mindset of the hospitality talent market and is an integral part of the annual Young Hoteliers Summit held at Ecole hôtelière de Lausanne. This report addresses areas in which employers can improve their employer branding, recruitment, and employment methods. Furthermore, it encourages companies to rethink their position within the business market.

Firstly, the method of analysis includes a survey which was distributed through the software Qualtrics to hospitality students and recent alumni worldwide. Questions explore prospective career paths, different methods of job search, employee retention, and workplace characteristics which young professionals deem important. In the final section of the survey, the respondents are asked to vote for the most desirable hotel employers.

Secondly, the survey answers are collected and analyzed with Qualtrics and Microsoft Office. Year-on-year comparisons with previous reports are made to demonstrate trends over time.

The report draws attention to the fact that young hospitality professionals continue to be most motivated to work in traditional hospitality which gives the industry a positive outlook for recruitment in 2019. The most desired hotel employers are predominantly from multi-brand companies, with the exception of several iconic brands in the Luxury & Upper Upscale segment.

Further analysis reveals the gap between hospitality students' expected time with their first employer and the reality of alumni turnover. While only 4% of students expect to leave in under one year of employment, 25% of alumni reported leaving in that timeframe.

The research additionally highlights that students principally cite intrinsic motivators when choosing future employment possibilities and continue to use face-to-face contact opportunities to look for a new position.

According to the findings of this report, it is recommended that:

- Companies should use multiple offline and online channels for their employer branding, as mentioned in this document;

- Employers should focus on intrinsic motivators to better attract and retain talent, as explained in this report;

- Hospitality companies should implement the talent retention best practices outlined in this report.

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Introduction

The Young Hoteliers Summit

In 2010, five students from the Ecole hôtelière de Lausanne founded a small committee with a big purpose: to bring together established professionals and aspiring leaders of the hospitality industry to share ideas and knowledge, and accelerate progress in the industry. Since then, the Young Hoteliers Summit (YHS) welcomes approximately 30 speakers, student delegates from over 40 of the world's leading hospitality institutions, as well as members of the media and other external guests at the summit every year. Building on a different theme each year, YHS serves as a platform for thought-provoking and insightful debates and discussions on the industry's hottest topics.

YHS Employer Rankings Survey

The YHS Employer Rankings Survey aims to bring perspectives and expectations of hospitality students and alumni to light and help identify where companies can improve their employer branding, recruitment, and employment methods. The survey explores more in detail prospective career paths, different methods of job search, employee retention, and workplace motivators which young professionals deem important. In the final section, the most desirable employers are ranked according to the young hospitality students' votes. The survey results are analyzed in this report and encourage hospitality companies, especially recruiters, worldwide to rethink their position within the business market. In 2019, the YHS Employer Rankings Survey was completed by 1,219 participants from 100 nationalities across 285 schools.

Introduction

Methodology

Similar to the previous three years, we have used the Qualtrics framework to formulate the survey and collect responses from young hospitality talents worldwide. The Qualtrics platform is a data collection and analysis platform which ranked 7th in the Forbes Cloud 100 (2018). This year, several questions have been reformulated to further their comprehensibility. Nevertheless, measures were taken to ensure the year-on-year trends' compatibility. Furthermore, new questions about the job search process of hospitality candidates were introduced.

Smith Travel Research (STR) provided the STR chain scale data which has been used to select and categorize the hotel brands featured in this study. The segmentation of the chain scale has been done by the application of the Average Daily Rate (ADR) classification model. An independent hotel, regardless of average room rate, is included as a separate Chain Scale category, which is not in the scope of this report. The Chain Scale segments are: Luxury, Upper Upscale, Upscale, Upper Midscale, Midscale, Economy and Independent.

For the purpose of comprehensibility, this report uses the following collapsed classes:

- Luxury and Upper Upscale

- Upscale and Upper Midscale

- Midscale and Economy

The survey was distributed to the appropriate target groups through the networks of Hosco, SHARE Center, and YHS delegate schools. The survey was further promoted through YHS social networks.

To analyze the survey and synthesize the report, Qualtrics and Microsoft Office were used.

Demographics

Number of respondents
1,219

Participating schools
285

Nationalities involved in study
100

Student & alumni distribution
81% vs. 19%

Female & male distribution
61% vs. 39%

Average respondent age
22 years old
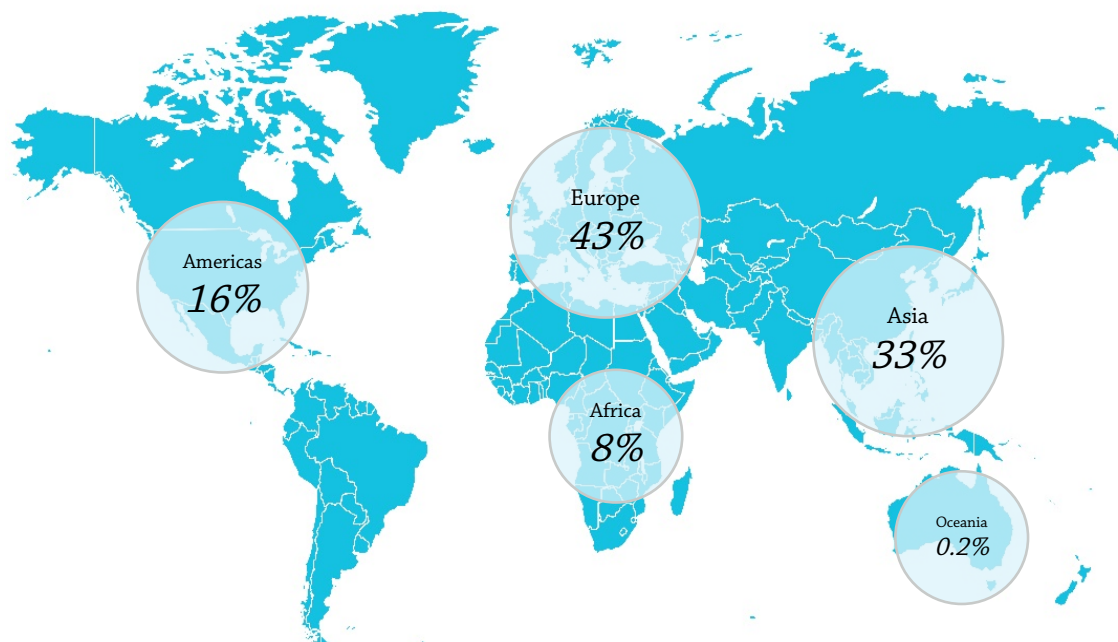
Americas
16%

Europe
43%

Asia
33%

Africa
8%

Oceania
0.2%

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Hospitality Sectors Motivation

For the first section, respondents were asked to rank their motivation for various hospitality related sectors, such as traditional hospitality, hospitality consulting, online travel agencies (OTA), hospitality startups, and other sectors that fall outside hospitality. Students and alumni were asked to evaluate their motivation to work for these sectors on a five-point scale, ranging from extremely unmotivated to extremely motivated. Extremely motivated is given a weight of 5 while extremely unmotivated is given a weight of 1 in calculating the weighted average respondents' motivation towards working for the aforementioned sectors. Alumni respondents were asked to answer the question from the point of view when they were still students.

For the purpose of this report, traditional hospitality includes hotels, restaurants, event management, cruise lines, theme parks and transportation.

Employment Prospects

Overview

Key Findings

- In 2019, the overall ranking withstands, students continue to be most motivated to work in traditional hospitality, with a weighted average motivation of 3.96. Hospitality consulting and hospitality start-up have a weighted average motivation of 3.73 and 3.71 respectively.

- In 2019, all sectors experienced a decrease in level of motivation compared to 2018, with traditional hospitality decreasing at the highest rate of -4.66%.

Sectors Motivation Overview
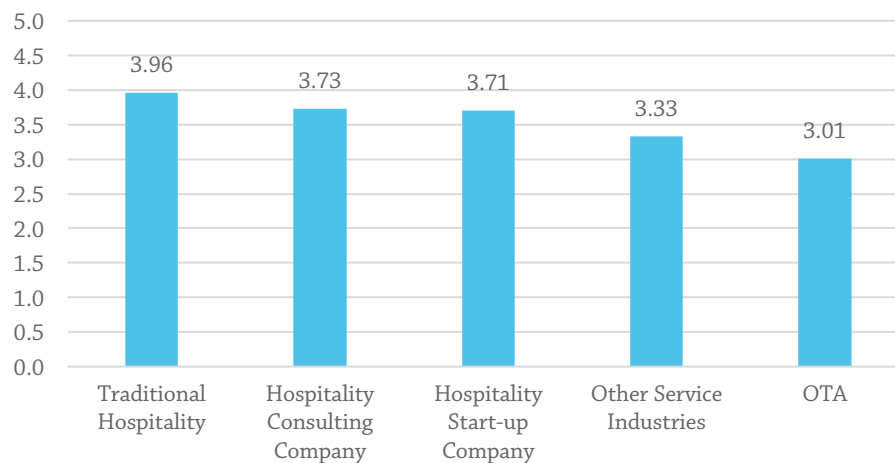
Sector	Motivation
Traditional Hospitality	3.96
Hospitality Consulting Company	3.73
Hospitality Start-up Company	3.71
Other Service Industries	3.33
OTA	3.01

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Motivation to Work in Traditional Hospitality

Key Findings

- In 2019, 42% of respondents are extremely motivated to work in traditional hospitality, with 32% somewhat motivated to work in traditional hospitality.

- While the percentage of extremely motivated respondents exhibited an upward trend from 2017 to 2018, in 2019, the percentage of extremely motivated respondents dropped by 6.2 points compared to the previous year, demonstrating an inflection.

- The large difference between positive and negative responses previously observed has remained stable over the years, with extremely motivated and somewhat motivated representing over 70% of the respondents.

Traditional Hospitality

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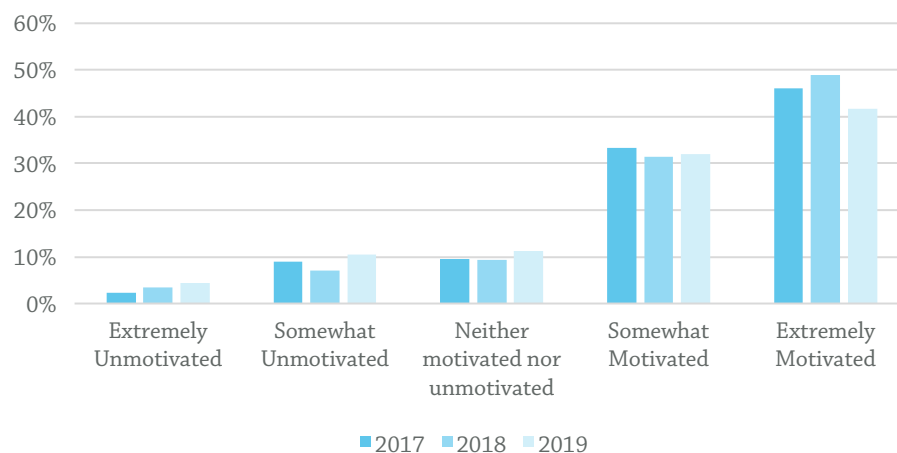
Motivation to Work in Hospitality Consulting

Key Findings

- In 2019, 27% of participants are extremely motivated to work in hospitality consulting, while 40% participants are somewhat motivated to work in hospitality consulting.

- Compared to 2018, extremely motivated increased marginally by 0.28%, while somewhat motivated decreased by -3.25%, leading to the percentage of participants answering somewhat motivated to drop below 40% for the first time between the period of 2017 to 2019.

- While positive responses have remained rather stable in the past three years, negative responses are increasing year by year. In 2019, somewhat unmotivated and extremely unmotivated represent 11.0% and 4.5% respectively, exhibiting an upward trend.

Hospitality Consulting

Bar chart showing percentages for 2017, 2018, and 2019 across categories: Extremely Unmotivated, Somewhat Unmotivated, Neither motivated nor unmotivated, Somewhat Motivated, Extremely Motivated.

Legend: ■2017 ■2018 ■2019

Motivation to Work for OTA

Key Findings

- Overall, the percentage of respondents answered extremely motivated to work for online travel agencies (OTA) is remaining stable since 2017, reaching 12% in 2019. Somewhat motivated respondents reached 28%.

- From 2017 to 2018, most respondents were neither motivated nor unmotivated when asked about their desire to work for online travel agencies. On the contrary, in 2019, the majority shifted towards somewhat motivated, increasing by 2.3% from 2018.

- The percentage of respondents that answered extremely unmotivated is the highest in comparison to other hospitality related sectors mentioned in the questionnaire, reaching 14% in 2019. Moreover, the percentage of extremely unmotivated respondents increased by 19.0% year-on-year (YOY), reflecting the fast growing number of participants rather uninterested in working for OTA.

OTA

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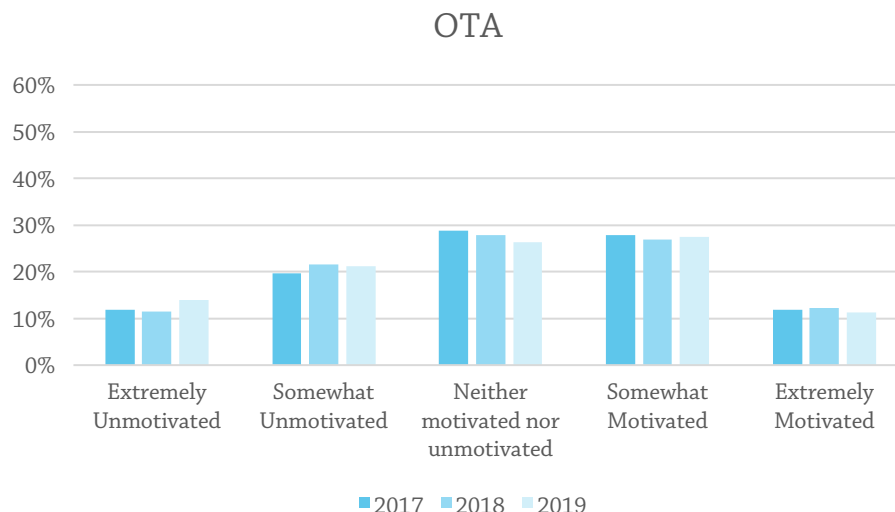
Employment Prospects

Motivation to Work for a Hospitality Start-up

Key Findings

- Overall, the motivation to work for a hospitality start-up is high in 2019, with 38% respondents answering somewhat motivated and 28% answering extremely motivated.

- The percentage of somewhat motivated respondents remained stable over the past three years, while from 2017 to 2019, the percentage of extremely unmotivated respondents increased from 1.8% to 5.4%. Meanwhile, the percentage of somewhat unmotivated also gradually increased.

- Despite the motivation to work for a hospitality start-up is positive in 2019, the overall motivation to work in this sector has decreased since 2017.

Hospitality Start-up

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Motivation to Work for Other Industries

Key Findings

- To a large extent, most hospitality students are open to explore industries outside of the aforementioned sectors.

- 1 out of 4 students is indifferent between working in other industries and working in the hospitality industry. Furthermore, the growth rate of students neither motivated nor unmotivated is accelerating, increasing from an annual growth rate of 5.93% in 2018 to 14% in 2019, while the growth rate of extremely motivated and somewhat motivated is declining at an accelerating rate. This suggests that less respondents are motivated to explore other industries.

Other

Legend: ■2017 ■2018 ■2019
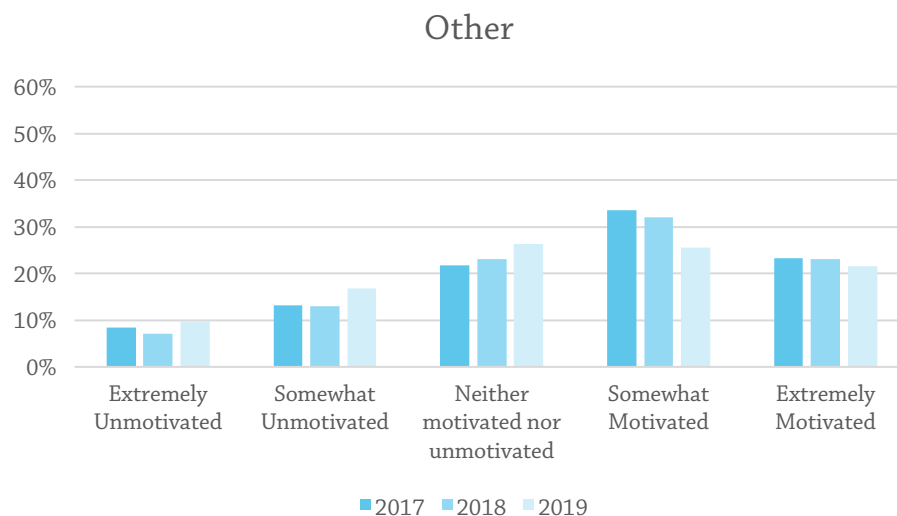
Other Industries

- Students expressing motivation to work for industries other than traditional hospitality, hospitality consulting, OTA, and hospitality start-ups were asked to state which industries they are keen to work in.

- The top three industries (based on frequency) are banking, luxury, and marketing in descending order, closely followed by finance and event management.

- In 2018, health was the fourth most-mentioned sector. However, in 2019, it has fallen to 11th place.

- It is important to note that event management is considered to be part of traditional hospitality which was stated as such in the survey, however, many participants were unclear about this segmentation.

Other Industries by Count

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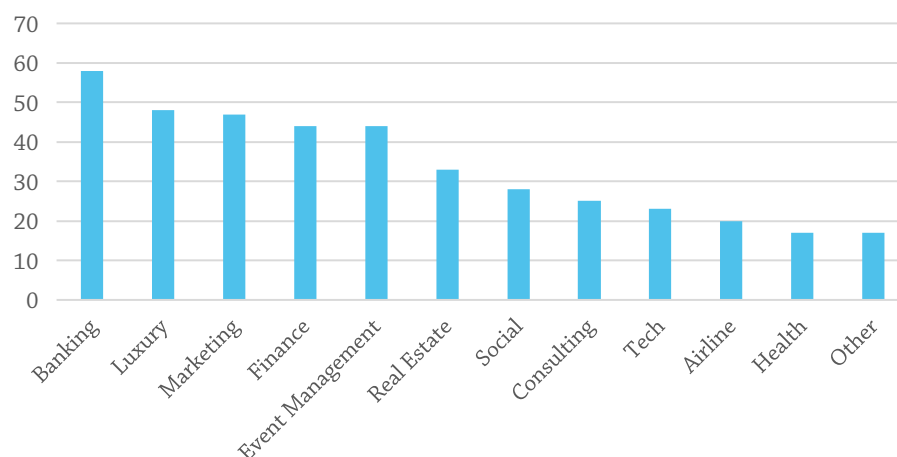
Employment Prospects

Sectors in which Alumni are Active in

Key Findings

- In 2019, traditional hospitality has the highest success rate, meaning traditional hospitality has the highest percentage of alumni working in the same sector that they were interested in as a student.

- Of the alumni participants that were extremely or somewhat motivated in working in traditional hospitality as a student, 74% currently work in the same sector. While of the alumni participants that were extremely or somewhat motivated in working in hospitality consulting, OTA, and start-up only 7.6%, 4.7%, and 5.1% currently work in the respective sector.

- It is interesting to note that of the alumni that were extremely or somewhat motivated in working for other sectors when they were students, only 22% of them currently work in other sectors. This demonstrates that despite being motivated to work in other sectors, the majority stays within traditional hospitality, hospitality consulting, OTA, or hospitality start-ups.

Alumni Active Sectors

- Traditional Hospitality
- Hospitality Consulting
- Hospitality Start-up
- Online Travel Agency
- Other

2.2%
18.8%
5.8%
8.0%
65.2%

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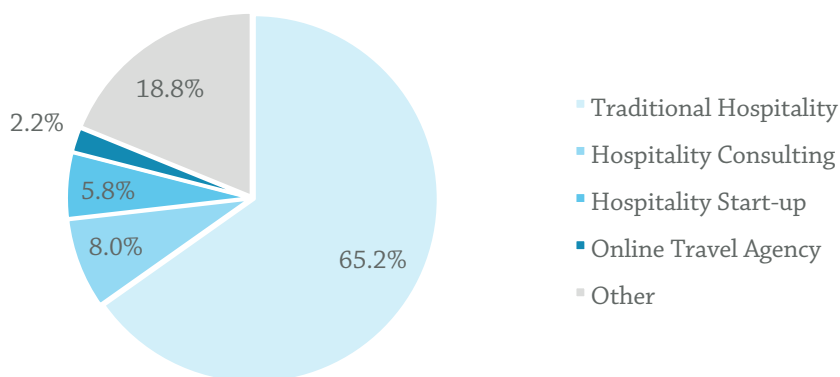
Drivers and Aspirations

Students' Motivational Factors

Respondents were asked to rank the following motivational factors on a five-point scale. Very important is given a weight of 5, while not important is given a weight of 1 in calculating the importance of each motivator.

Overview

Key Findings

- Overall, career path and advancement is the most important motivator when choosing future employment possibilities for young graduates and alumni in 2019, with a weighted average of 4.57. Training and development as well as empowerment and responsibility closely follow with a weighted average of 4.51 and 4.49 respectively.

Motivational Factors

Factor	Moderately Important	Important	Very Important
Career Path and Advancement	5%	28%	66%
Training and Development	6%	30%	62%
Empowerment and Responsibility	6%	34%	58%
Company Culture	9%	34%	54%
Work-Life Balance	12%	35%	49%
Salary	12%	46%	40%
Challenging Work Tasks	14%	44%	40%
Job Security	14%	40%	42%
Company Brand Image	15%	41%	39%
Work Benefits	19%	40%	33%
Job Location	20%	39%	32%
Direct Customer Contact	22%	32%	36%
Travel Opportunities	21%	37%	32%
Corporate Social Responsibility	23%	38%	29%

Legend: Not Important · Slightly Important · Moderately Important · Important · Very Important

Students' Motivational Factors

Well-established research conducted in the organizational behavior and human resource fields usually categorize the motivational factors into intrinsic and extrinsic ones, as follows:

> <u>Intrinsic Motivators:</u> career path and advancement, training and development, empowerment and responsibilities, company culture, work-life balance, challenging work tasks

> <u>Extrinsic Motivators:</u> salary, job security, company brand image, travel opportunities, job location, work benefits, direct customer/guest contact, and corporate social responsibility of company.

Based on research, extrinsic factors are usually considered as minimum requirements that employees would expect from their employer, taking them for granted in exchange of their work. Such extrinsic factors are generally seen as relating to a job, but not making the value of the job itself. From a researchers' perspective, intrinsic motivators are considered as main drivers of human behavior which result in action. Therefore, to attract students and push them to apply to their job openings, employers should use such intrinsic motivators in their offline and online communication. To make their employer branding consistent, companies should ensure that they actually match those intrinsic motivators with their talent management practices. If so, as research has demonstrated, students would apply, and newcomers would display organizational citizenship behavior, devoting themselves to their employer (Martin-Rios & Pougnet, 2015).

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Students' Motivational Factors

Key Findings

- In line with academic research results, it is interesting to note that students are more motivated by intrinsic motivators than extrinsic factors. Salary, as an extrinsic factor, is the only one that outranks an intrinsic motivator (challenging work tasks). However, research has shown that employers and students may not interpret some intrinsic motivators like career path and advancement the same way, which would result in a gap between employers' and future employees' expectations. While students may actually look for a stronger employability and a wide array of multiple opportunities to progress in their career amongst different business units, employers offer them a single-career path instead. For researchers, valid selection practices would ensure that both employers and employees clarify their mutual expectations to build a stronger psychological contract and a better employer-employee fit (Fernandez & Pougnet, 2018).

- An additional comment is that, against what some studies may state about the young generation of future employees, or Millennials assumedly considered as "job hoppers", motivators which imply long-term goals have been mentioned first. This result is consistent with another one regarding student's aspirations about tenure in their first job, as shown in this report.

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Drivers and Aspirations

Future Aspirations

For the following section, students were inquired about their plans post-graduation. Respondents were asked to rank different options such as apply for an entry position, do a management training, do an internship, continue studies, take a gap period, and start a company based on preferences from 1 to 7, with 1 being the most preferred and 7 being the least preferred.

The ranking format was implemented for the first time this year. Hence, year-on-year comparisons could not be made.

Post-Graduation Plans

Key Findings

- Overall, students aspire to start working for an established employer after their studies, with 30% mentioning this as their first choice.

- Other options mentioned include joining the family business, teaching, and travelling.

Ranking	Option
1)	Apply for an entry position
2)	Do a management training
3)	Do an internship
4)	Continue my studies
5)	Take a gap period
6)	Start my own company
7)	Other

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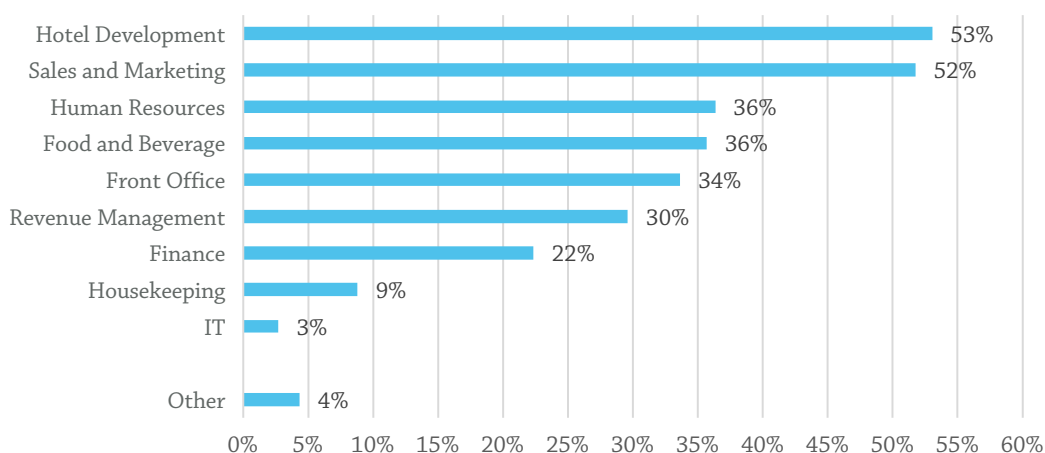
Drivers and Aspirations

Most Appealing Hotel Departments

For Young Graduates

In this section, students shared their preferred hotel departments and were asked to select all departments they can see themselves working in in the future.

Key Findings

- In 2019, Hotel Development is the most preferred department by hospitality students, followed closely by sales and marketing, and human resources. Sales and Marketing lost its 1st place as most appealing hotel department it held the past two years.

- Preferences for Front Office, Food and Beverage, and Human Resources have increased steadily over the last three years.

- Preference for Revenue Management has decreased, dropping from 4th place to 6th place in 2019.

- It is important to note that in 2018, Hotel Development was separated into three choices: Hotel Development, Strategy, and Feasibility. Hence, the drastic increase from 18% to 53% in 2019.

Appealing Hotel Departments

Department	Percentage
Hotel Development	53%
Sales and Marketing	52%
Human Resources	36%
Food and Beverage	36%
Front Office	34%
Revenue Management	30%
Finance	22%
Housekeeping	9%
IT	3%
Other	4%

Job Search Channels Employed by Young Graduates

To expand and improve this year's report, additional questions were asked to hospitality students and alumni about which offline and online channels they use to find new jobs. Respondents were asked to evaluate their likeliness to use various job search channels on a five-point scale, ranging from very unlikely to very likely. Very likely is given a weight of 5 while very unlikely is given a weight of 1 in calculating the weighted average.

With countless touchpoints available to recruiters to find new employees and a saturated job market, it is essential to focus resources on where it is most efficient.
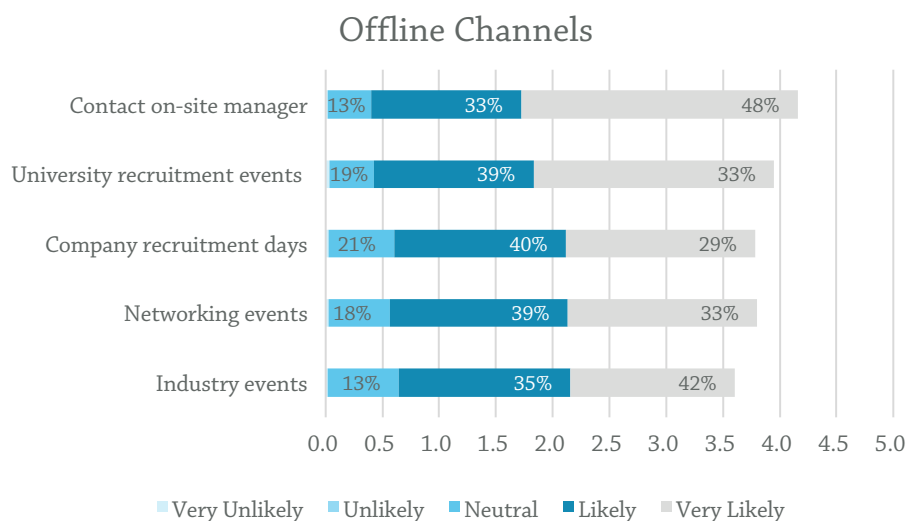
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Offline Search Process

Key Findings

- In 2019, the most preferred offline channel is reaching out in person to the manager on-site to make inquiries about a new job, reaching 49%.

- Nearly 70% of hospitality students and alumni responded that they are likely or very likely to use all below mentioned offline channels. This reflects that prospective employees are not giving up the traditional face-to-face contact opportunities.

Offline Channels

Channel	Likely	Very Likely
Contact on-site manager	13% / 33%	48%
University recruitment events	19% / 39%	33%
Company recruitment days	21% / 40%	29%
Networking events	18% / 39%	33%
Industry events	13% / 35%	42%

Very Unlikely ■ Unlikely ■ Neutral ■ Likely ■ Very Likely

Note: Examples of university recruitment events include career fair. Examples of networking events include alumni gathering. Examples of industry events include professional conferences. These examples were stated in the respective survey question.

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Job Search Process

Online Search Process

Key Findings

- In 2019, the most popular online channel is using the company career site when looking for a job, with 56%. It is important to note that this is also overall the most popular channel online or offline.

- Over 70% of participants answered that they are likely or very likely to use all mentioned online channels. This demonstrates the employee's willingness to use various tools during their online search.

Online Channels
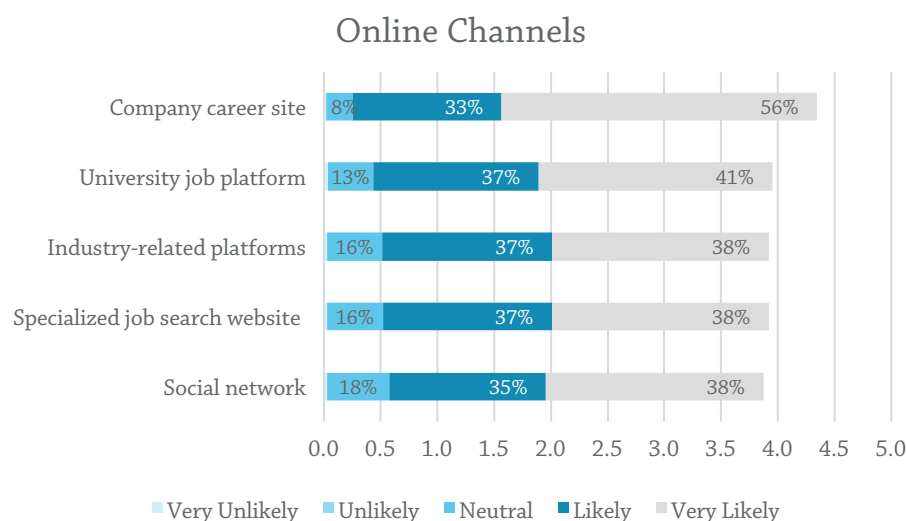
Note: Examples of specialized job search websites include Indeed, Glassdoor, and Jobs.com. Examples of industry-related platforms include hosco. Examples of social networks include Linkedin and Xing. These examples were stated in the respective survey question.

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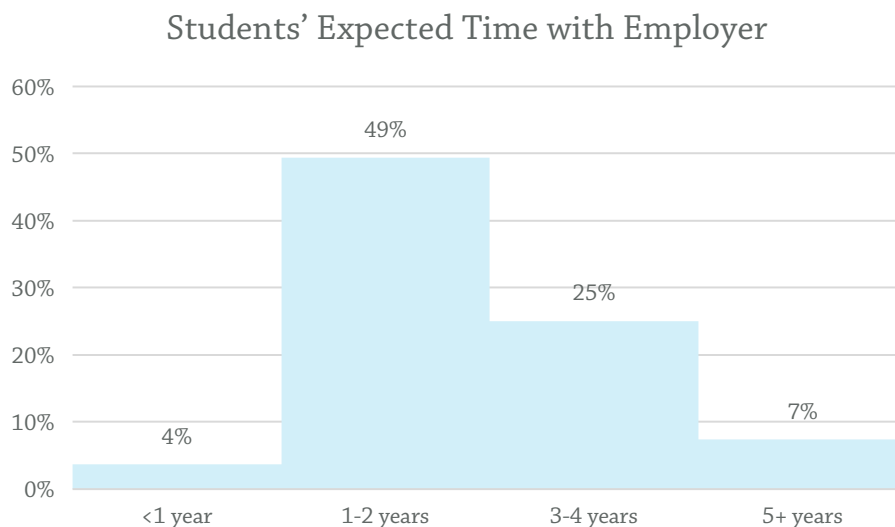Distributed by

Retaining Young Graduates

Retaining Young Graduates in Hospitality Companies

For the second time in the annual YHS Employer Rankings Report, respondents were asked to answer questions linked to turnover and retention patterns. Employee retention is a key topic in hospitality, as the industry is subject to a high turnover rate. Students were asked how long they expect to stay with their first employer, while alumni were asked how long they worked for their first company and what factors would encourage them to stay longer.

Projected Turnover of Young Graduates

Key Findings

- In 2019, only 4% of students expect to leave their first company within one year of employment.

- Almost 50% of student participants answered that they expect to leave their first employer after one to two years.
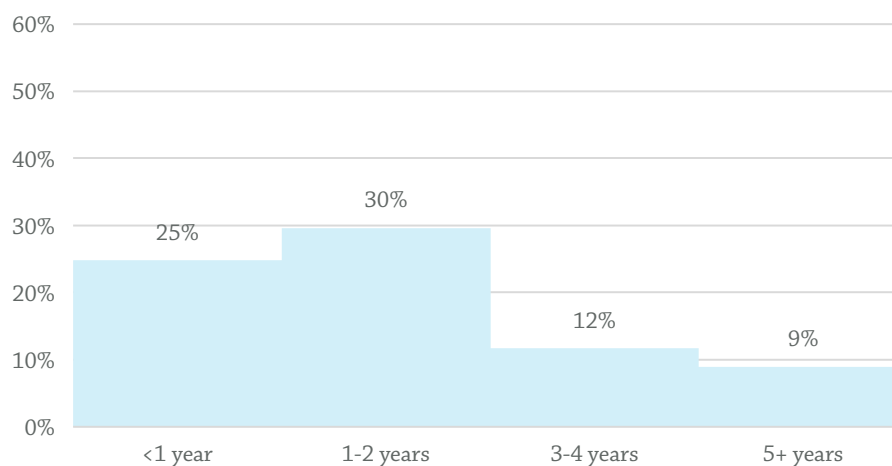
Students' Expected Time with Employer

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Retaining Young Graduates

Alumni Turnover

Key Findings

- Out of all alumni respondents, 5% directly pursued further education and 20% are still working for their first company.

- In 2019, from the hospitality alumni currently working for their first employer, 17% have been with the same organization for more than five years.

- Unlike the expectations of current hospitality students, 25% of alumni participants left their first job after less than one year. One explanation for the gap between aspirations of staying more than a year, and actions of leaving within the first year, might be a lack of realistic job preview provided during the recruitment process, or a rude awakening experienced by newcomers when they realize that what was promised through employer branding practices by the employer has eventually not been delivered (Raub & Streit, 2006; Martin-Rios & Pougnet, 2015).

- 75% of alumni no longer working for their first company left voluntarily.
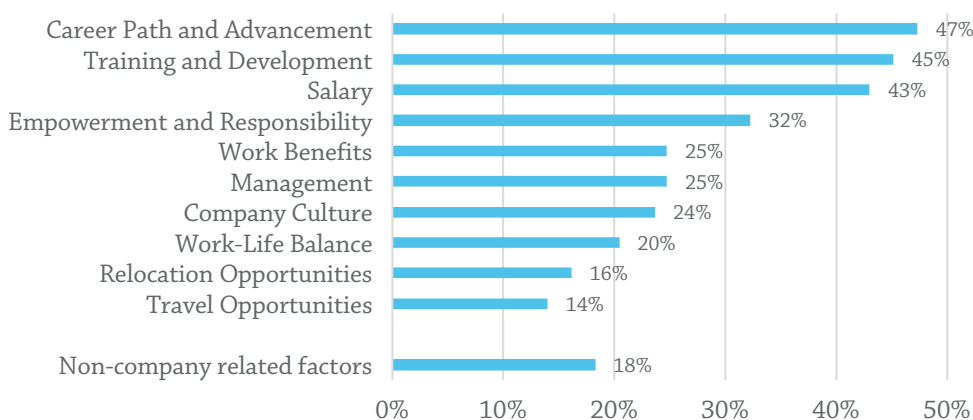
Alumni Time with First Employer

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Retention Best Practices for Hospitality Companies

Key Findings

- The top 3 factors that would have encouraged voluntary leavers to remain longer with their first organization were: Career Path and Advancement, Training and Development, and Salary.

- Employers should focus on Career Path and Advancement as it is not only a top attraction factor, but also a top retention factor. Better understanding what lies behind such a motivational driver may help employers better retain their top performers. This is how people data analytics comes into play, as demonstrated in academic research (Martin-Rios, Pougnet & Nogareda, 2017).

- Salary was stated a possible reason to leave more often by alumni still working at their first company compared to voluntary leavers, reaching 79% and 43% respectively.

- Above and beyond the study of attraction and retention factors, employers may also consider innovative and agile talent management practices that would foster their employees' dedication (Colakoglu, Erhardt, Pougnet & Martin-Rios, 2019).

Factors for Better Retention of Voluntary Leavers

Factor	Percentage
Career Path and Advancement	47%
Training and Development	45%
Salary	43%
Empowerment and Responsibility	32%
Work Benefits	25%
Management	25%
Company Culture	24%
Work-Life Balance	20%
Relocation Opportunities	16%
Travel Opportunities	14%
Non-company related factors	18%

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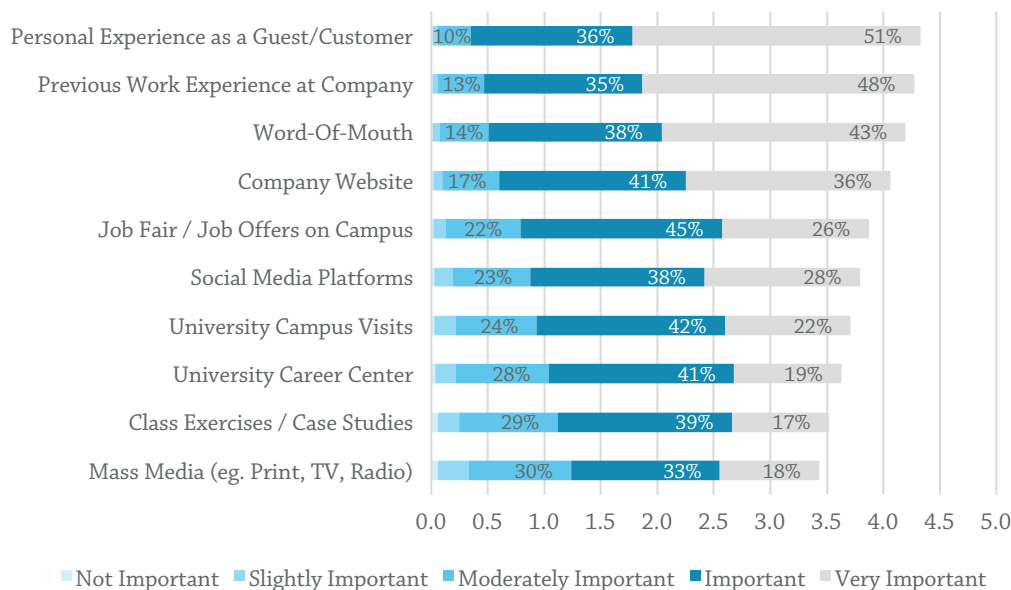Distributed by

Shapers of Hospitality Employer Perception

For the following section, respondents were asked to evaluate the importance of different factors in influencing and shaping their opinions of hospitality employers on a five-point scale. Very important is given a weight of 5, while not important is given a weight of 1.

Influential Factors

Key Findings

- Overall, all factors are ranked the same compared to 2018. Personal experience as a guest/customer is the most influential factor in shaping opinions regarding hospitality employers, closely followed by previous work experience at company and word-of-mouth.

- Respondents found company website more influential than social media platforms, with an average of 4.06 and 3.79 respectively.

- Job fair/job offers on campus has the highest percentage of important, reaching 44.5%.

Influential Factors

Factor	Important	Very Important
Personal Experience as a Guest/Customer	10% / 36%	51%
Previous Work Experience at Company	13% / 35%	48%
Word-Of-Mouth	14% / 38%	43%
Company Website	17% / 41%	36%
Job Fair / Job Offers on Campus	22% / 45%	26%
Social Media Platforms	23% / 38%	28%
University Campus Visits	24% / 42%	22%
University Career Center	28% / 41%	19%
Class Exercises / Case Studies	29% / 39%	17%
Mass Media (eg. Print, TV, Radio)	30% / 33%	18%

Legend: ■ Not Important ■ Slightly Important ■ Moderately Important ■ Important ■ Very Important

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Employer Brand Rankings
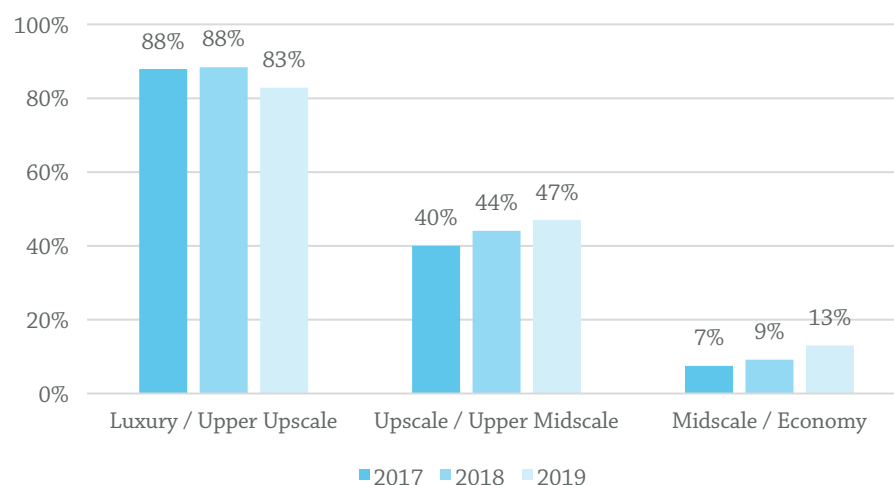
Employer Brand Rankings

The concluding questions of the survey were aimed to uncover the respondents' preferred hotel segments and brands to work.

Preferred Hotel Segment

Key Findings

- In 2019, Luxury & Upper Upscale hotels continue to have the most favorable image in terms of employee preference with 88% of the respondents wanting to work for this segment.

- Hotel brands in lower segments are increasingly gaining prominence among potential hires. In 2019, the Upscale & Upper Midscale segment increased by 6.0% YOY to 47% and the Midscale & Economy even surged by 41.0% YOY to 13%

Preferred Hotel Segment

Bar chart titled "Preferred Hotel Segment" showing:
- Luxury / Upper Upscale: 88% (2017), 88% (2018), 83% (2019)
- Upscale / Upper Midscale: 40% (2017), 44% (2018), 47% (2019)
- Midscale / Economy: 7% (2017), 9% (2018), 13% (2019)

Legend: ■2017 ■2018 ■2019

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Employer Brand Rankings

2019 Most Desired Hotel Brands to Work For

A notable modification in the 2019 survey was that the hotel brands were presented without their respective logos, as to mitigate the effect of brand recognition. Furthermore, participants were no longer required to choose four brands per segment, as not to distort the data. These changes were reflected in this year's results, as they were more skewed compared to past years. To make it more user-friendly, the order of brands was done alphabetically, and all brands were grouped per segment according to STR Chain Scale 2018 (Luxury & Upper Upscale; Upscale & Upper Midscale; Midscale & Economy). Due to these adaptations, the year-on-year changes are omitted in this report.

Per segment, the respondents were able to choose from the largest hotel chains worldwide (by room count) or add their individual choices. From the aggregated results, we were able to award the winners of the YHS Employer Rankings of 2019.

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Employer Brand Rankings

Brand Rankings by Segment

Luxury & Upper Upscale

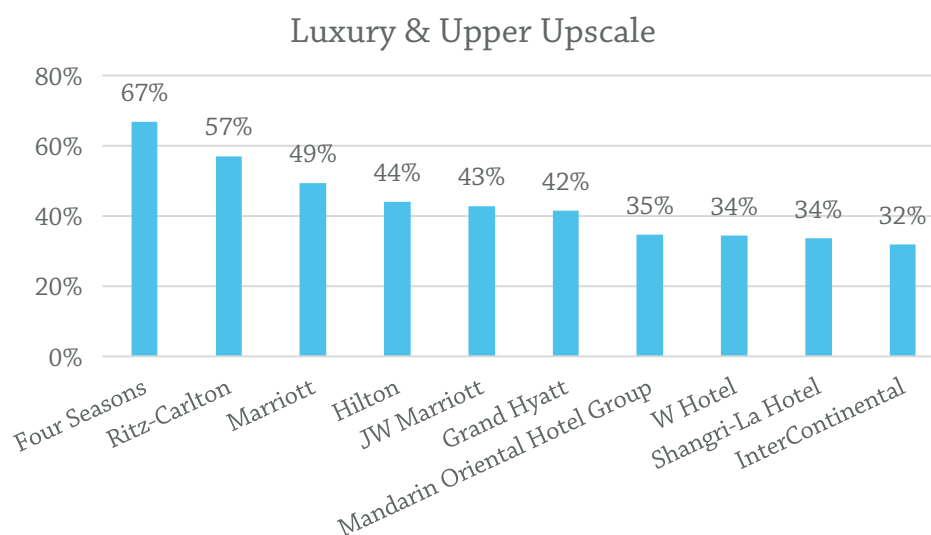| Ranking	Brands
1)	Four Seasons Hotels & Resorts
2)	The Ritz-Carlton
3)	Marriott Hotels & Resorts
4)	Hilton Hotels & Resorts
5)	JW Marriott
6)	Grand Hyatt
7)	Mandarin Oriental Hotel Group
8)	W Hotels Worldwide
9)	Shangri-La Hotels & Resorts
10)	InterContinental Hotels & Resorts

Brand Rankings by Segment

Luxury & Upper Upscale

Key Findings

- Four Seasons Hotels & Resorts, The Ritz-Carlton, and Marriott Hotels & Resorts continue to stand out in the Luxury & Upper Upscale segment as the top 3 most desired employers to work for.

- Marriott International dominates the ranking with four of its hotel brands and other multi-brand hotel companies, such as Hilton and Hyatt, influence the ranking.

- Nevertheless, iconic brands such as Four Seasons and Mandarin Oriental are also sought out by young hoteliers.

Luxury & Upper Upscale

Brand	Percentage
Four Seasons	67%
Ritz-Carlton	57%
Marriott	49%
Hilton	44%
JW Marriott	43%
Grand Hyatt	42%
Mandarin Oriental Hotel Group	35%
W Hotel	34%
Shangri-La Hotel	34%
InterContinental	32%

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Brand Rankings by Segment

Upscale & Upper Midscale

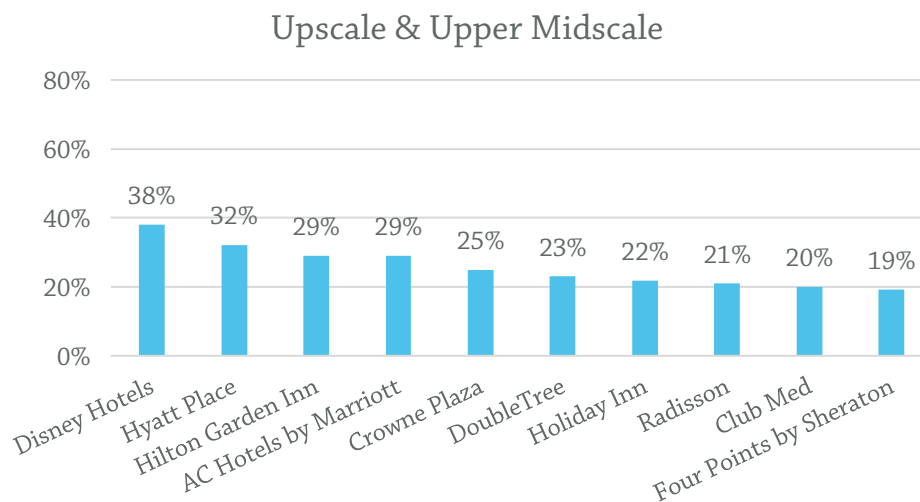| Ranking	Brands
1)	Disney Hotels
2)	Hyatt Place
3)	Hilton Garden Inn
4)	AC Hotels by Marriott
5)	Crowne Plaza Hotels & Resorts
6)	DoubleTree by Hilton
7)	Holiday Inn
8)	Radisson
9)	Club Med
10)	Four Points by Sheraton

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Employer Brand Rankings

Brand Rankings by Segment

Upscale & Upper Midscale

Key Findings

- Disney Hotels is the clear winner of the Upscale & Upper Midscale segment with 38% of respondents wanting to work for the brand.

- For this segment, the ranking is more dominated by multi-brand hotel companies, such as Hilton (2 hotels), Marriott (2 hotels), and InterContinental Hotels Group (2 hotels).

Upscale & Upper Midscale

Brand	Percentage
Disney Hotels	38%
Hyatt Place	32%
Hilton Garden Inn	29%
AC Hotels by Marriott	29%
Crowne Plaza	25%
DoubleTree	23%
Holiday Inn	22%
Radisson	21%
Club Med	20%
Four Points by Sheraton	19%

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Brand Rankings by Segment

Midscale & Economy

Ranking	Brands
1)	Best Western Hotels & Resorts
2)	ibis Hotels
3)	B&B Hotels
4)	ibis Styles Hotels
5)	ibis Budget Hotels
6)	Washington Hotels
7)	7 Days Inn
8)	Ramada by Wyndham
9)	Toyoko Inn
10)	Vienna Hotels

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Brand Rankings by Segment

Midscale & Economy

Key Findings

- In the Midscale & Economy segment, Best Western won the first place in a tight race with ibis Hotels. It is important to note that Best Western achieves its popularity with franchise-only business model, which enables it to be present in numerous markets, but also increases the difficulty of offering a consistent experience.

- Nevertheless, Accor is the most prominent in the landscape of the Midscale & Economy segment, with its three ibis brands.

Midscale & Economy

Brand	Percentage
Best Western	26%
ibis Hotel	26%
B&B Hotels	19%
ibis Styles	17%
ibis budget	10%
Washington Hotels	10%
7 Days Inn	9%
Ramada	9%
Toyoko Inn	9%
Vienna Hotel	8%

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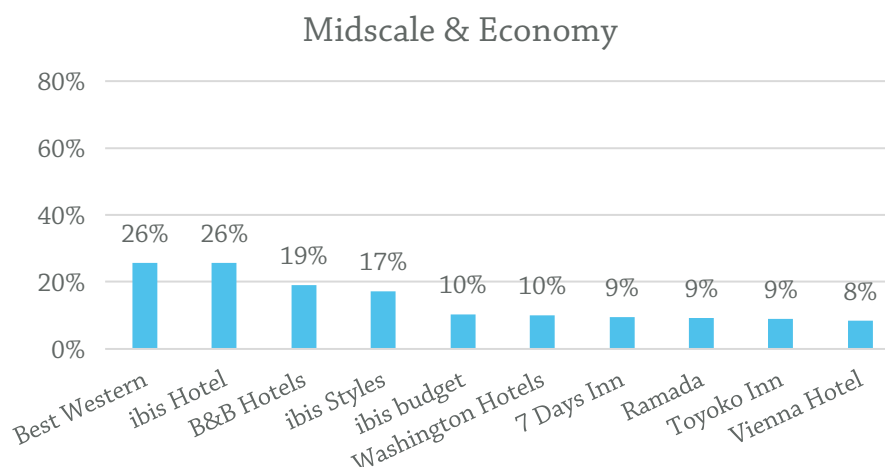
Brand Rankings by Country

The ranking results were further analyzed with the top 5 nationalities represented by the survey. These nationalities included in the following order Switzerland, USA, France, China, and India.

Top 5 Nationalities Represented & Preferred Brands					
	Country	# of Respondents	Luxury & Upper Upscale	Upscale & Upper Midscale	Midscale & Economy
🇨🇭	Switzerland	132	Four Seasons	Disney Hotels	B&B Hotels
🇺🇸	United States	112	The Ritz-Carlton	Disney Hotels	Best Western
🇫🇷	France	97	Four Seasons	Club Med	ibis Hotels
🇨🇳	China	87	Four Seasons	Disney Hotels	ibis Hotels / Best Western
🇮🇳	India	73	Hilton	Hyatt Place	ibis Hotels

- Over the past two years, Four Seasons Hotels & Resorts, The Ritz-Carlton, ibis Hotels, and ibis Styles were observed dominating the rankings of the preferred brands for the top 5 countries. However, in 2019 no clear winner can be observed.

- Four Seasons Hotels & Resorts remains the most desired brand to work for in the Luxury & Upper Upscale segments in Switzerland, France, and China. U.S. respondents rank The Ritz-Carlton as its top choice for the second time in a row, while Hilton Hotels & Resorts succeeded to take the lead in India for the first time.

- Regarding the Upscale & Upper Midscale segments, Disney Hotels achieves the highest ranking in Switzerland, USA, and China. Respondents from France share a higher preference for Club Med, a hotel brand originating in their home country.

- Unlike the past three years, LaQuinta Inns & Suites was not the preferred brand among U.S. participants in the Midscale & Economy segments in 2019. Best Western Hotels & Resorts is gaining momentum within the talent market in the USA and China, while ibis Hotels remains to be a desired employer in China, France, and India.

Conclusion

Key Insights

- In 2019, the preferred career path for students and alumni remains traditional hospitality with a weighted average motivation of 3.96. This result seems likely, as the respondents have previously chosen an education in the hospitality industry.

- This year's alumni success rate is highest in traditional hospitality, with currently 74% alumni working in the same sector that they were interested in as a student.

- Hospitality students' top motivational factors when choosing an employer are career path and advancement (66%) as well as training and development (62%) in 2019. Moreover, intrinsic motivators predominantly outrank extrinsic factors (such as salary or work benefits) which reflects the young graduates' eagerness to learn and that they are looking for a position which is personally rewarding.

- Regarding the different channels employed in the job search process, in 2019 nearly 70% of the respondents mentioned they are very likely or likely to employ both offline and online channels. This result indicates that prospective employees are not giving up the traditional face-to-face contact opportunities.

- There is a gap between hospitality students' expected time with their first employer and the reality of alumni turnover. While only 4% of students expect to leave before one year of employment, 25% of alumni reported leaving in that timeframe. Employers could mitigate turnover by implementing the retention best practices, such as improving career path and advancement, training and development, or salary.

- The 2019 Employer Brand Rankings top 3 most desired employers to work for are Four Seasons Hotels & Resorts, The Ritz-Carlton, and Marriott Hotels & Resorts. For all segments, however, multi-brand hotel companies govern the landscape, which may be explained by a large brand awareness and numerous career development opportunities which these companies can offer across their portfolios.

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Conclusion

Limitations

- The research may suffer from the quality of the composition of the sample. The sample predominantly consists of hospitality students, with only a small proportion of alumni. Due to the limited representation of alumni, it is difficult to draw definitive comparisons between the two groups. Furthermore, not all nationalities are represented proportionally in the sample which may produce skewed results.

- This year, several questions in the survey were altered to enhance the quality of the collected data. Additionally, new questions were added regarding the job search process. This resulted in an inability to draw year-on-year conclusions for certain topics.

- Despite defining the scope of "Traditional Hospitality" in the survey, some respondents remained confused by the scope and considered Event Management as "Other".

- For the section "Most Appealing Hotel Departments for Young Graduates", respondents were asked to select all departments they see themselves working in in the future. The purpose of this question was to gauge the different levels of interests for property-level departments. However, certain choices of departments are applicable at corporate-level. Thus, the results from this question were inconclusive as the purpose of the study was to identify the most appealing property-level hotel departments.

- The last section of the report focused on the most desired hotel brands to work for. In the survey, respondents were asked to select the brands that they are interested in working for in the future. However, the question did not acknowledge the possibility of different business models, such as ownership, operator, and franchise. The same brand may have different business model depending on location and, thus, the employment experience may vary. Further research into young hospitality talents' preferences on business model and the impact of different business model on brand preferences is warranted.

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Hosco

Hosco is the largest professional network specially designed for the hospitality industry. With a unique 3-sided concept, it has exclusive partnerships with top hospitality schools and universities worldwide providing an advanced career and alumni management platform. For employers, it offers an effective recruitment solution where they can attract and find the best qualified talent in one place. At the same time, Hosco supports hospitality students and professionals throughout their entire career with job opportunities, connections, industry insights, and expert advice.

For the past five years, Hosco has been a partner of YHS Rankings and has continuously assisted the YHS Employer Rankings Survey Distribution through their wide network of hospitality talents. For the second year in a row, Hosco is providing the winning companies of the YHS Employer Rankings Report with a visibility package on the Hosco platform.

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STR

Smith Travel Research is the leading source for hospitality related data, analytics and benchmarking. STR's STAR reports allows leading hotel companies worldwide to make better daily and long term strategic decisions. In addition, STR provides comprehensive data to students and professors through their SHARE Center, serving as support for research and learning.

For the second time, STR has supported the survey distribution by leveraging their worldwide SHARE Center network. Furthermore, STR has provided the YHS Rankings Department with key insight in the segmentation of hotel chains.

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Ecole hôtelière de Lausanne

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