

**Young Hoteliers Summit**

# ***Employer Rankings Survey 2017***



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[www.yhsglobal.com](http://www.yhsglobal.com)







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# Introduction

## *The Young Hoteliers Summit*



The Young Hoteliers Summit (YHS) has been hosted at Ecole hôtelière de Lausanne (EHL) every year since its introduction in 2010. YHS attracts students, the academic body and professionals, by taking advantage of its position as the most influential student-organized hospitality summit on a global scale. Through keynote speeches, workshops and the YHS Challenge, all participants are integrated to have a positive and meaningful experience from the three-day summit. Whether as a company receiving targeted analysis on a component of their business, a student generating a unique project in a resourceful learning environment, or a community building strong relationships for the future, YHS offers a win-win situation for everyone.

YHS is an independent event, organized by a team of selected students from EHL. It takes place over three days every year, welcoming delegates from 41 leading hospitality institutions along with some of the most influential operators in hospitality. The Young Hoteliers Summit has evolved as an institution by feeding on the growth of the hospitality industry. Currently, our communicative platform empowers international professionals and students to share ideas and knowledge, accelerating progression in our industry.

To stay in touch with YHS and keep up with the latest updates, please visit [www.yhsglobal.com!](http://www.yhsglobal.com!)



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# Introduction

## The Employer Rankings Survey



The YHS Employer Rankings is an integral component towards achieving the mission of YHS, to improve employment and networking opportunities for young talents by bringing together industry experts with tomorrow's leaders. By creating a dynamic industry environment and providing a platform for direct contact, YHS enables hospitality communities to connect.

Since 2010, hospitality students worldwide have been asked to give their perception and impressions of hotel companies in terms of their employment and recruitment practices. The collected responses have been analysed and compiled in this report, illustrating the preferences of respondents to the posed questions. For a more detailed overview of this year's survey questions, please follow this link: [www.yhsglobal.com/rankings/](http://www.yhsglobal.com/rankings/)

In 2017, these employer rankings of the top hotel companies were collected through a survey completed by over 1,640 participants from more than 156 different hospitality schools across 108 nationalities. The questions posed in this questionnaire focused on future employment preferences, previous hospitality work experiences as well as participants' career aspirations. The combination of these questions and key-decision makers enable employers to tailor their recruitment routines and narrow the gap between employer offerings and students' career expectations.



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# Introduction

## Methodology & Qualtrics



The Employer Rankings Survey 2017 used a similar approach as in previous years, allowing for possible trends to emerge and be analyzed. This year's survey was powered through Qualtrics, a sophisticated online questionnaire platform allowing its users to collect and compile large amounts of primary data. The analysis and interpretation of the collected results were done in partnership with Mydear Agency, a Swiss digital communications agency. The use of these two companies' input, like in previous years, ensures reliability and credibility of results.

In order to select and categorize the hotel brands to be featured in this study, Smith Travel Research's (STR) data has been used. Their Average Daily Rate (ADR) classification model has been applied in order to segment the selected hotel brands. This method of classification was used to categorize hotel brands by identifying their number of operating properties, number of hotel rooms and their level of international presence. As this is an international study with regards to the different brands around the world, the following hotel segments were defined:

*Luxury & Upper Upscale: Brand must be present in at least 3 countries.*

*Upscale & Upper Midscale: Brand must be present in at least 4 countries and must have at least 7 properties.*

*Midscale & Budget: Brand must satisfy a minimum amount of properties and rooms (238 properties and 17,898 rooms).*

Different criteria have been used for the different segments due to the specificity of each one of the markets. The luxury and upscale market are particularly dependent on their brand name, but in terms of size, some brands are smaller in number of properties and countries present.



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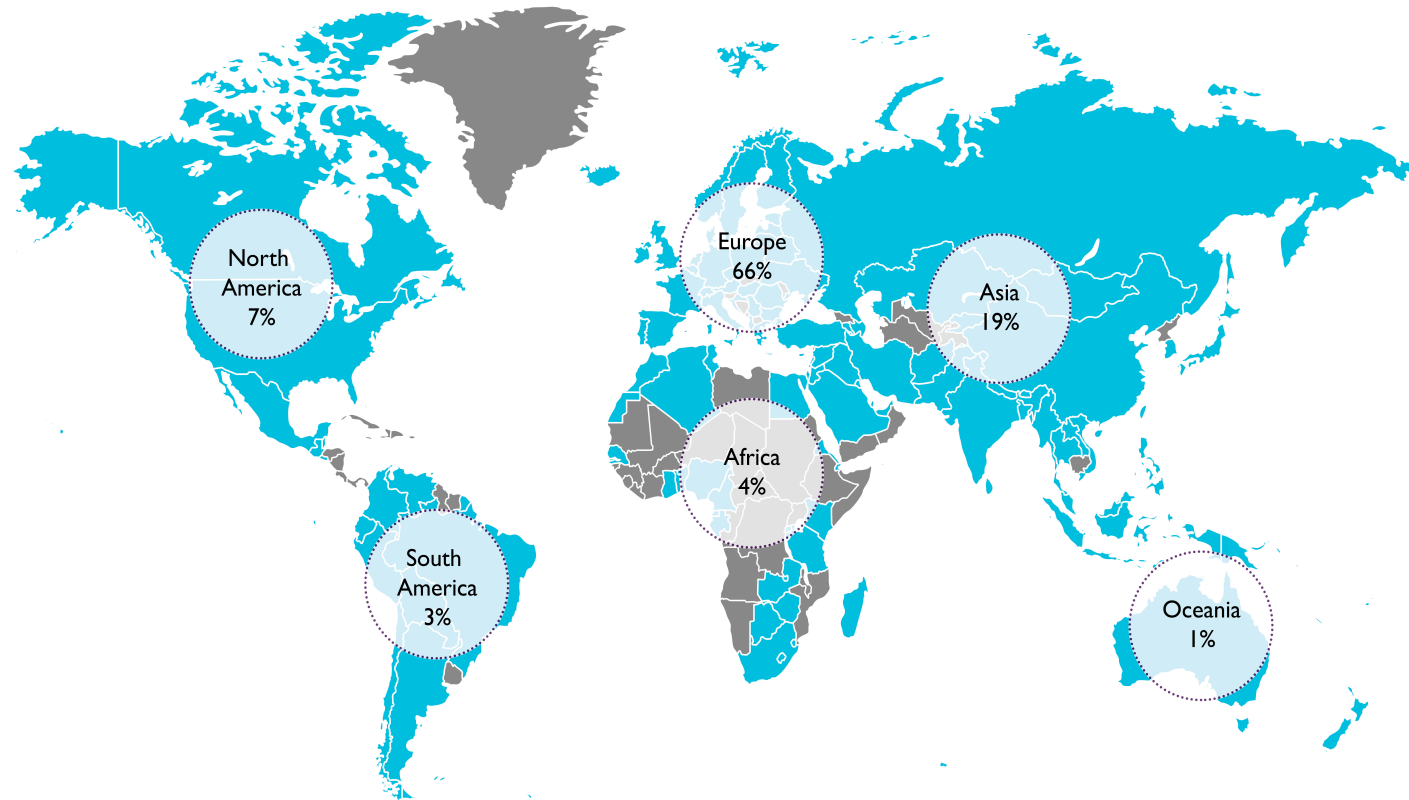
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# Part I: The Respondents' Profile

## The Survey Sample in Numbers – A Visualization



**1,640**  
Number of Responses

**156**  
Participating Schools

**61%**  
Completion Rate

**77%**  
Bachelor Students

**24**  
Average Respondent Age

**108**  
Nationalities Involved in Study



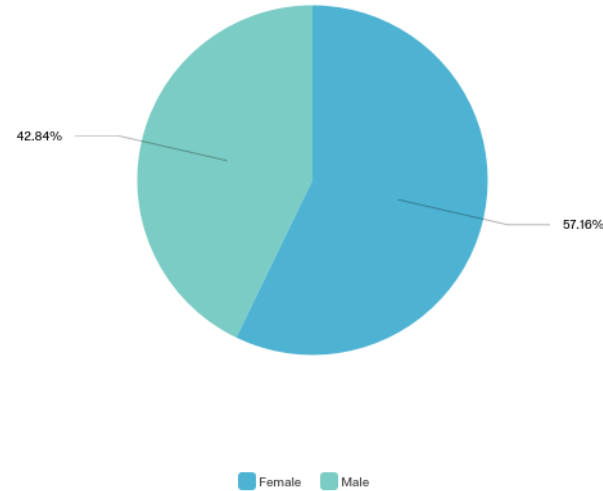
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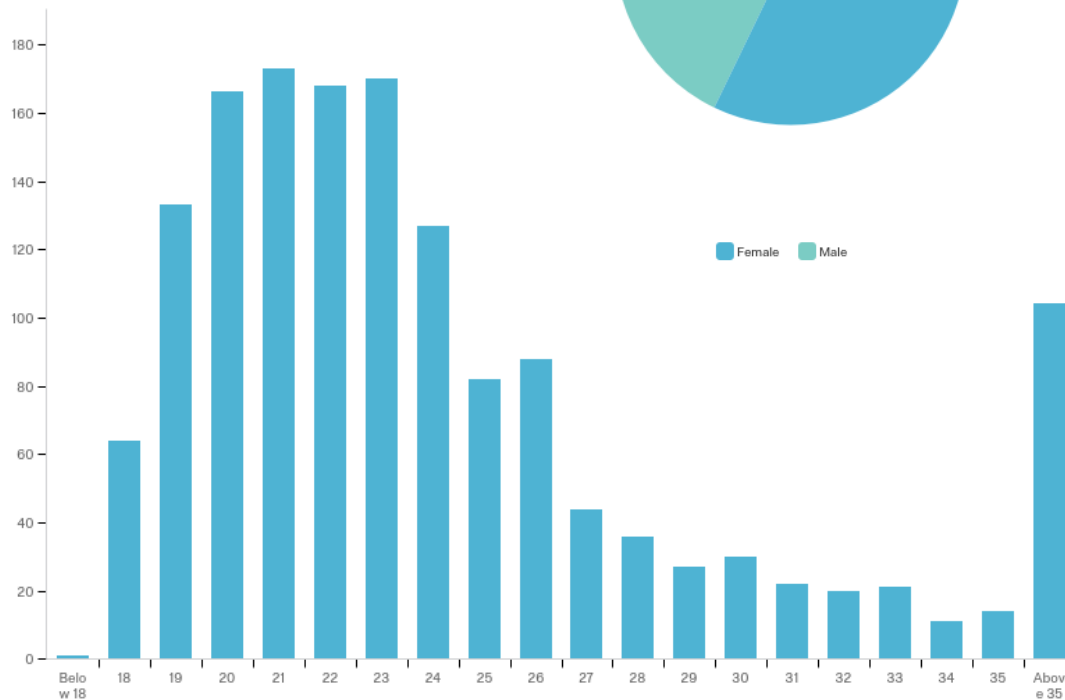
# Part I: The Respondents' Profile

## The Survey Sample in Numbers – A Detailed Overview

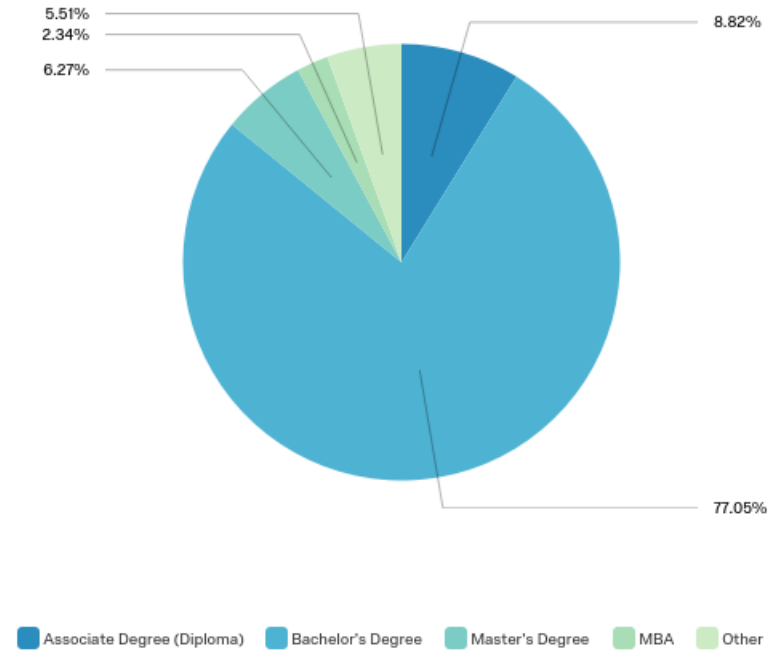
Gender of Participants



Participants' Age



Hospitality School Program



A majority of the "other" answers in the hospitality school program diagram could have originated from participants who have **already graduated and are currently working**. Although the largest part of respondents, as seen by the average age, are still students, around 25% of this year's respondents were over the age of 26, and therefore have potentially already graduated.

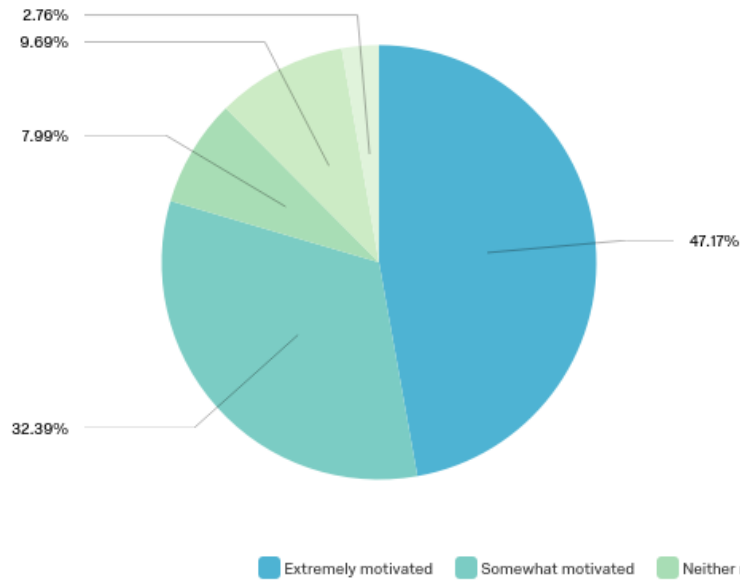


# Part II: The Respondents' Career Path Analysis

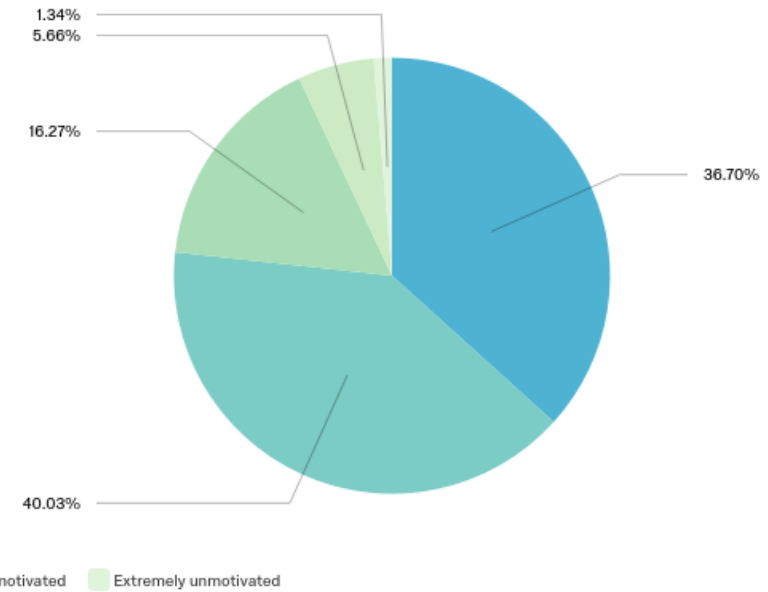
## The Respondents' Motivations



Motivation - Traditional Hospitality Industry Career



Motivation - Hospitality Consulting Career



**YHSCOMPARISON:** In 2016, approximately 41% of respondents were extremely motivated to pursue a career in the traditional hospitality industry, while this year, a 6% increase was discovered. In 2016, 38% of participants were somewhat motivated to start a career in the traditional hospitality industry, whereas in 2017, a decrease to 32% was observed.

**YHSCOMPARISON:** In 2016, around 32% of respondents were extremely motivated to pursue a career in the hospitality consulting industry, and in 2017 a slight increase up to 37% was noted. In the previous year, 45% of respondents were somewhat motivated to pursue a career in this area, while in 2017 a decrease to 40% was observed.

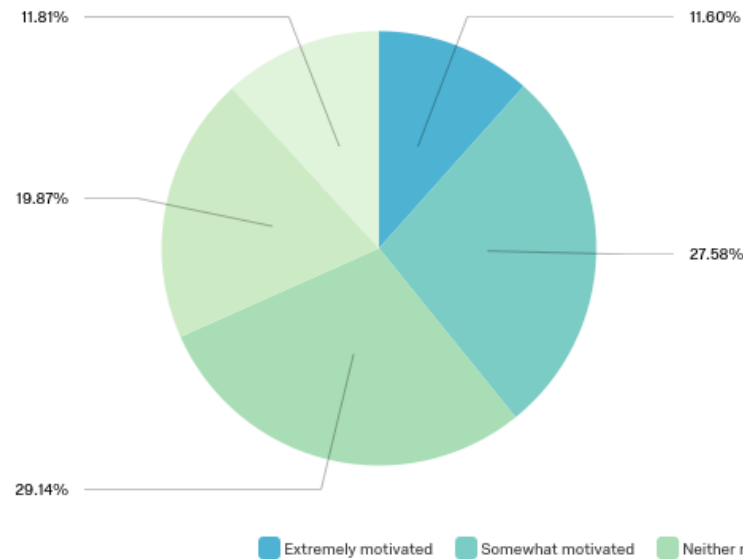


# Part II: The Respondents' Career Path Analysis

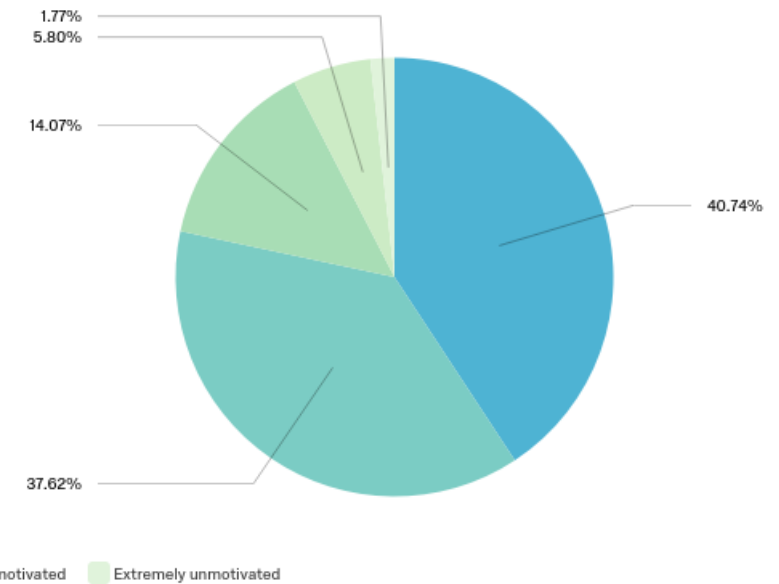
## The Respondents' Motivations



Motivation - Online Travel Agency Career



Motivation - Hospitality Start-Up Career



**YHSCOMPARISON:** In 2016, 11% of respondents were extremely motivated to pursue a career in an Online Travel Agency, a very similar trend being observed in 2017. 31% of participants were somewhat motivated to work for an OTA in 2016, while in the current year, a slight decrease to 28% was found.

**YHSCOMPARISON:** In 2016, 26% of respondents were extremely motivated to pursue a career in a hospitality start-up company, while one year later, this figure has increased to 41%. In the previous year, 43% of survey participants were somewhat motivated to work for a start-up firm, and in 2017 this figure reduced to 38%.



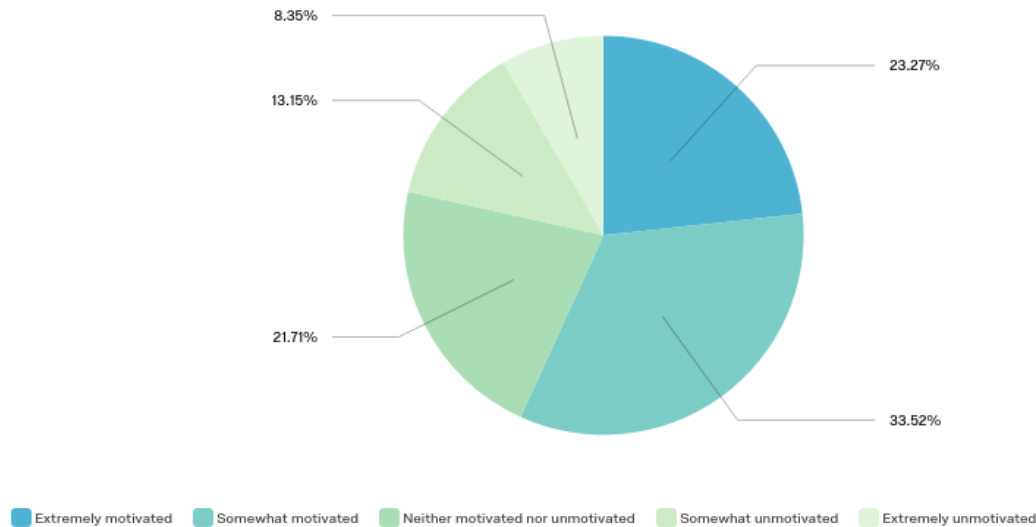


# Part II: The Respondents' Career Path Analysis

## The Respondents' Motivations



Motivation - Other Service Industry Career



The YHS Employer Rankings Survey 2017 was the first questionnaire in which participants were **asked to express their interest in working for other service industries** besides the hospitality industry. Examples of these industries include the transportation, financial and entertainment industries. Given the large interest expressed for these alternative service industries (57%), it is recommended that this question continues to be posed in future surveys in order to obtain information to establish a continuous trend.

The idea behind including a fifth question in the respondents' motivations section regarding their interest in potentially working in other service industries was to obtain insight into how many graduates are considering leaving the hospitality industry. As **approximately 23% of respondents stated that they would be interested in exploring careers in other service industries**, it is recommended to maintain this question for the coming years' surveys and to go a step further to ask students exactly what they wish to do upon graduation. This would, once again, help future employers to more specifically tailor their recruitment practices to students' aspirations and future career plans.

**YHSCOMPARISON:** In 2016, 21% of respondents did not show any motivation to continue their career in the traditional hospitality industry – this interest in alternative industries could be reflected in the results of this new question.



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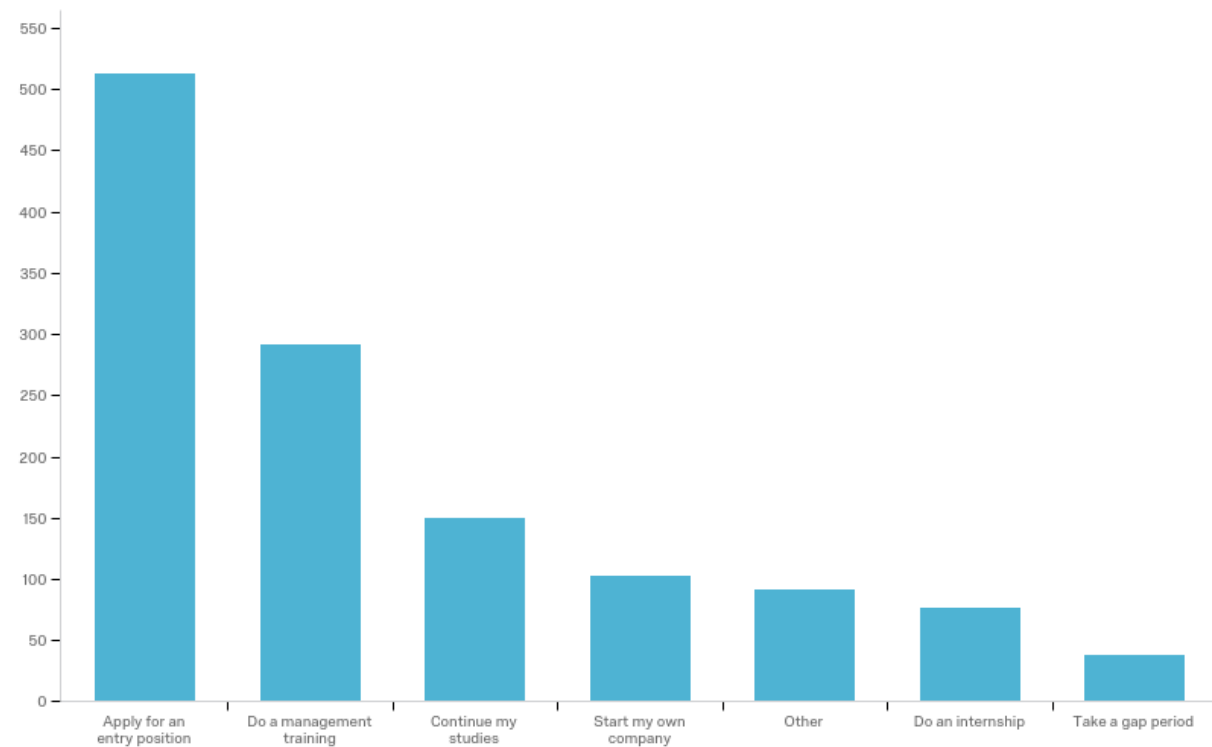
## Part II: The Respondents' Career Path Analysis

### The Respondents' Future Aspirations

In 2017, over 31% of respondents stated that they are interested in applying for an **entry-level position after graduation** from their hospitality management school. The results from the 2016 survey found that 42% of respondents were planning to apply for an entry-level position, demonstrating high consistency for this question. More surprisingly, however, is the result that this year, only approximately 18% of participants plan on working as a management trainee, whereas last year, 29% of participants were interested in doing so. Furthermore, **6% of students plan on starting their own business after graduating**, while in 2016, only roughly 2% of respondents showed interest and motivation for opening and managing their own business. This increase in motivation for starting one's own company could come from the hype and success stories that alumni from hospitality management schools have shared with their peers, thus potentially sparking inspiration for this career path.

Respondents also had the option to select "other" when completing the survey, giving them an opportunity to state their alternative plans. Examples of these answers include applying directly for a managerial position, doing social work, and/or focusing on improving other skills such as learning a new language and traveling as well as completing military service.

Respondents' Aspirations After Graduation



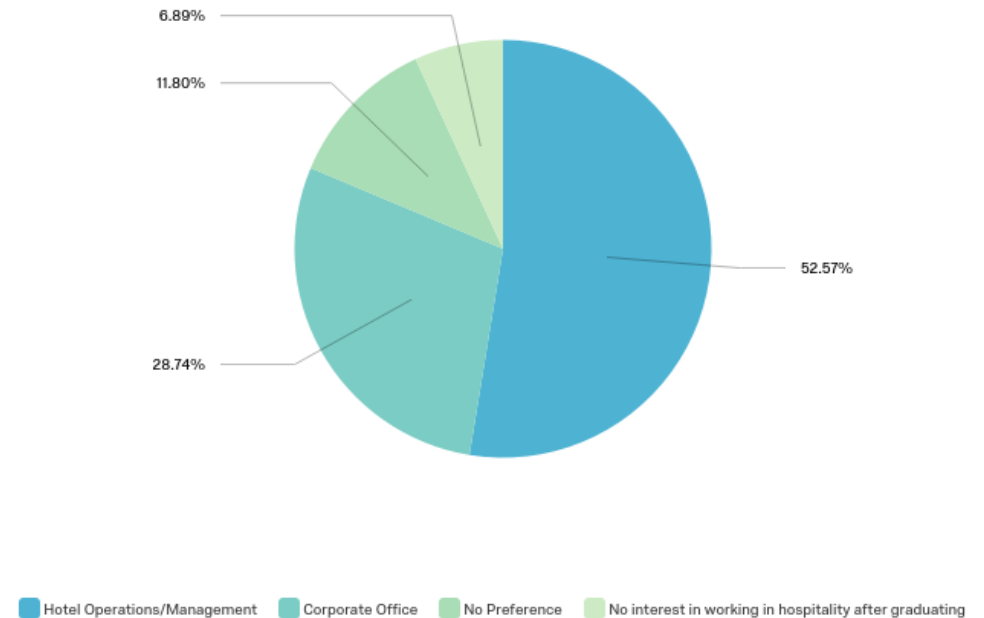


## Part II: The Respondents' Career Path Analysis

### The Respondents' Future Aspirations

Respondents were asked to give their opinions regarding which entry-level job positions within the hospitality industry they find most appealing. It was found that approximately **53% of participants plan on applying for positions within specific hotel properties, both at the operational as well as administrative level.** In 2016, only 50% of respondents were interested in pursuing such a career. Secondly, this year, roughly 29% of respondents expressed interest in working in a corporate hotel environment, whereas last year, this percentage was slightly higher. The largest change observed from this question is the fact that approximately 7% of respondents this year stated that they are **no longer interested in furthering their career in the hotel industry.** This option was added to the question this year, therefore, it cannot be stated how many respondents from previous years would have preferred to express a similar opinion. It is, however, believed that since 13% of last year's participants stated they do not have a preference for their entry-level job position, the respondents who expressed their disinterest for the industry this year could potentially reflect that same percentage.

Aspirations - Desirable Entry-Level Jobs

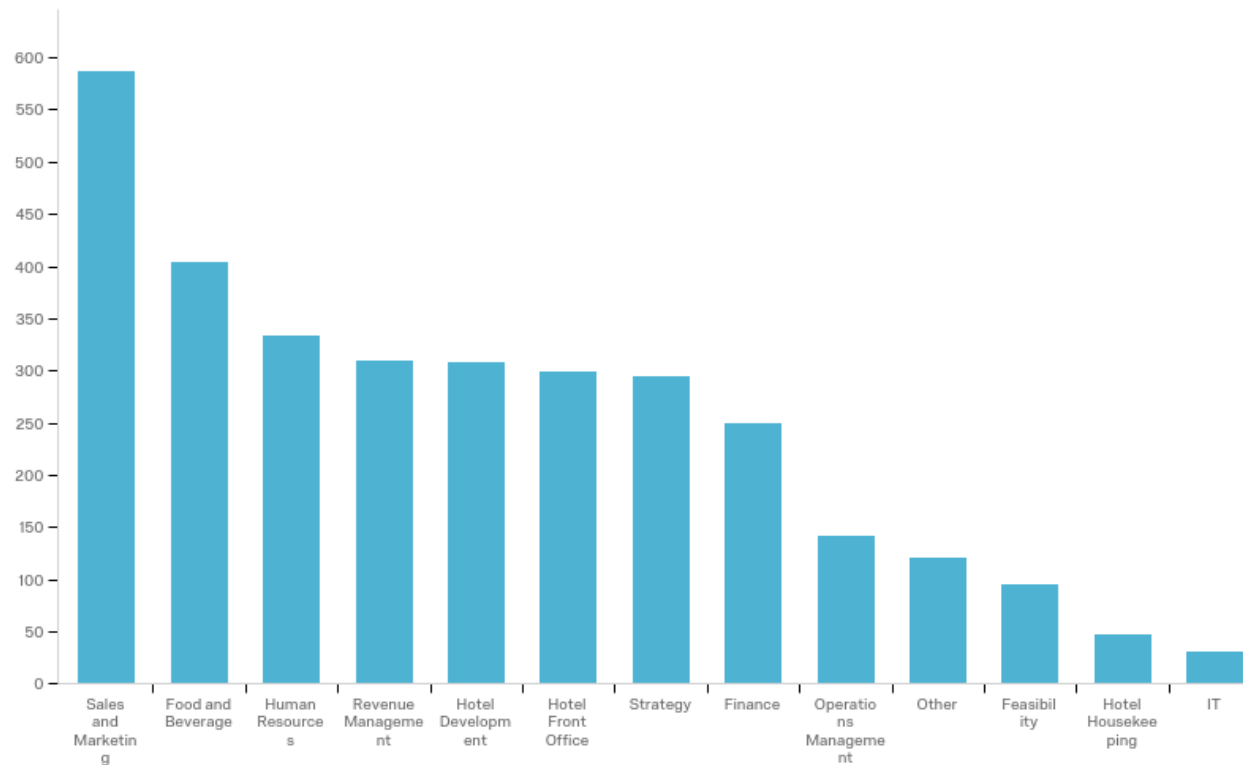


# Part II: The Respondents' Career Path Analysis

## The Respondents' Future Aspirations



Aspirations - Preferred Departments



As observed in the previous year, **Sales & Marketing positions** remain the most appealing to respondents of this hospitality survey. In 2016, 44% of respondents stated that this department was their first preference, whereas this year, in 2017, it was only 36% of participants. In addition, in 2016, 29% of respondents showed interest in a **Food & Beverage position**, while in 2017, it was only 25%. Last year, respondents answered that **Revenue Management positions** were their third most desired position on average, whereas this year, positions in **Human Resources takes third place**. Furthermore, this year, it was found that participants rated **Hotel Development positions** more favorably than in previous years. One reason believed to have contributed to this overall decrease in interest in the listed departments is due to the increase in selection for the option of “other”. After reviewing the responses, many participants expressed their interest in working in mergers & acquisitions, hotel engineering, customer relations, quality management, social media, events, public relations, and real estate departments.



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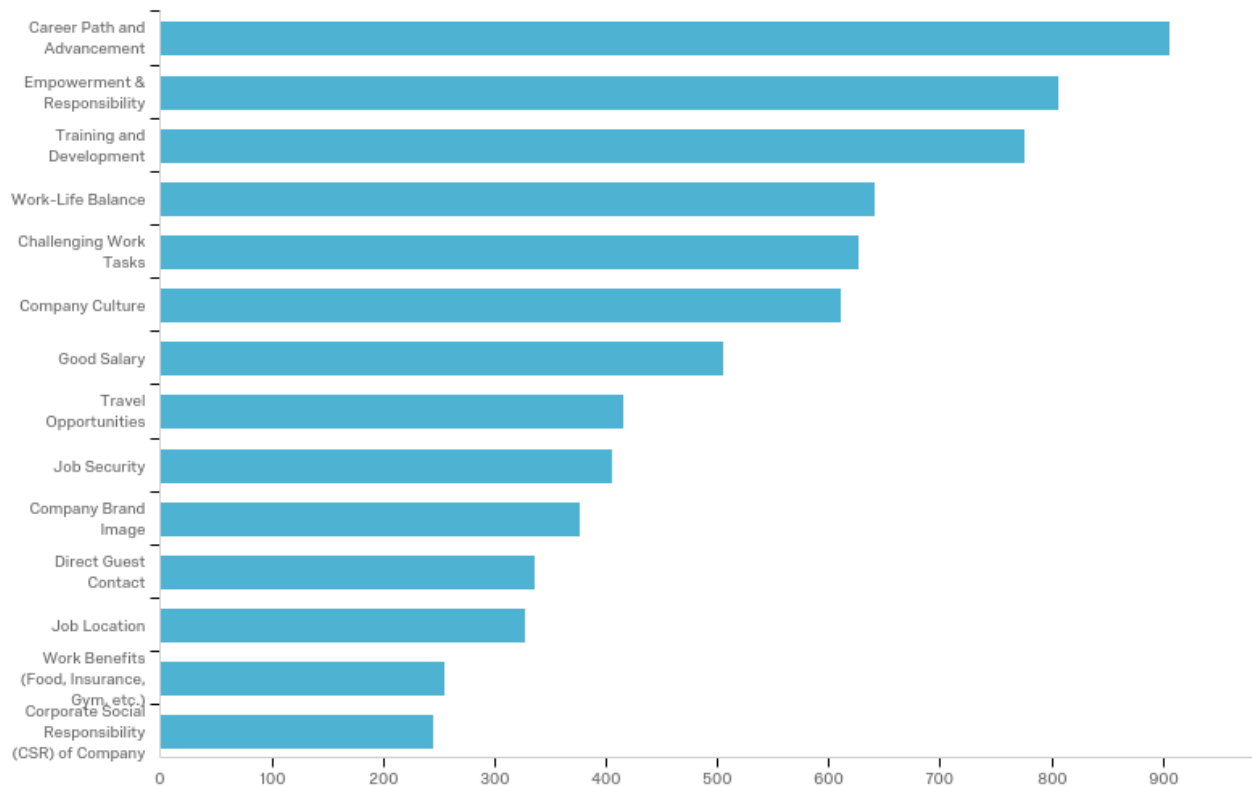


# Part II: The Respondents' Career Path Analysis

## The Respondents' Future Aspirations



Aspirations - Companies' Most Influential Job Characteristics



This question aims to measure the importance of extrinsic vs. intrinsic motivational factors. Participants were asked to categorize different motivational and impact factors when forming an opinion about their future career. Young hoteliers consider **career path advancement opportunities** to be the most important motivator when choosing a future career in 2017. This result is fascinating as **in 2016, good salary was ranked in first place. In the 2017 results, obtaining a good salary was only in 7<sup>th</sup> position when participants were asked to rank the most influential job characteristics.** Empowerment & responsibility and training & development come in at second and third place in the 2017 survey, while they were ranked lower in previous years. These results show a trend towards a **higher valuation for intrinsic motivational and professional advancement factors**, as the top-6 rated characteristics reflect the candidates' desire to advance professionally, have a steep learning curve, and become integrated well into the daily working environment of the company.



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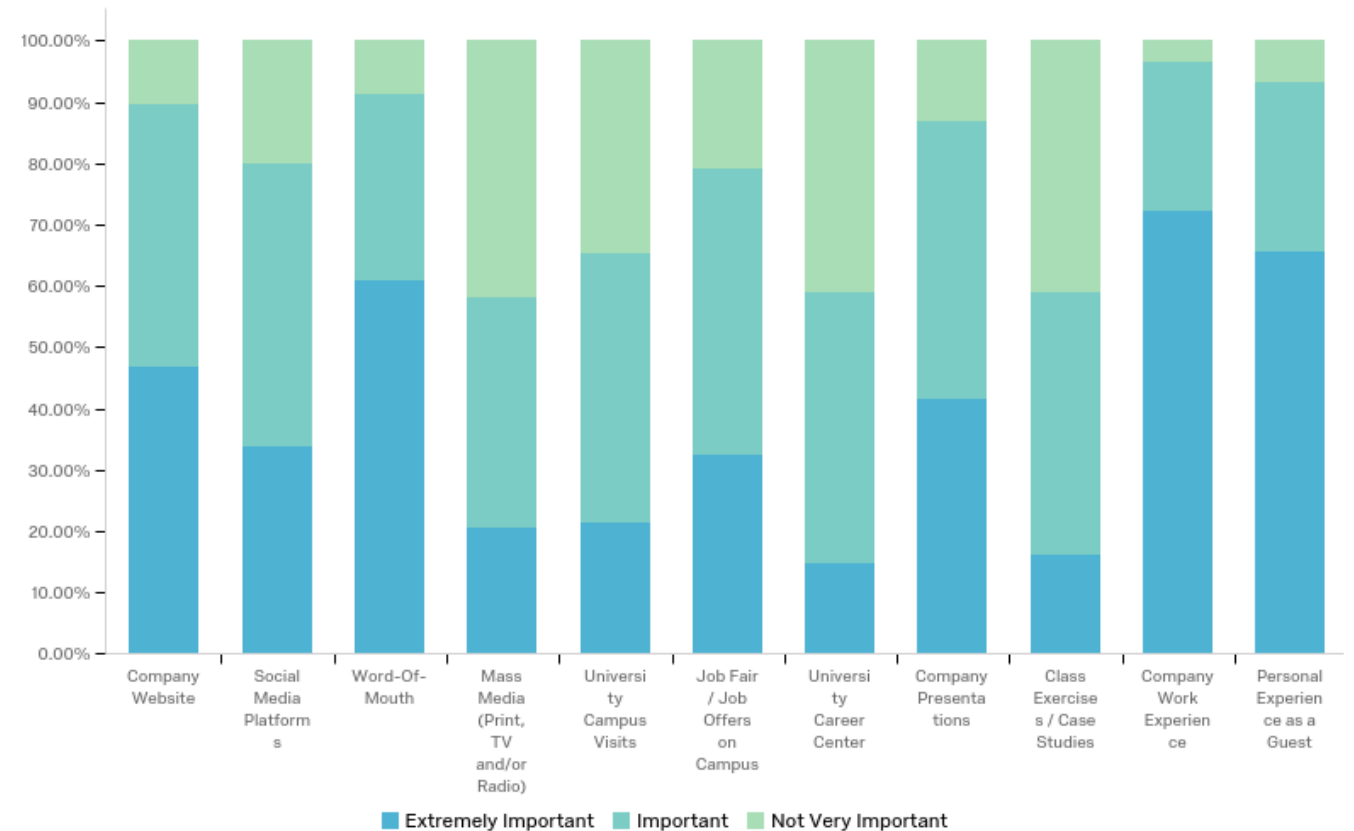
## Part II: The Respondents' Career Path Analysis

### The Respondents' Future Aspirations



Survey participants were asked to categorize several company exposure factors into three categories, ranking them from most important to least important. The findings of this question display that **respondents rated company work experience as the most influential factor** when deciding on the perception and employability of a company. In second place, respondents rated **personal experience as a guest**, followed by **word-of-mouth** information about the company. These findings are worth analyzing, as these same three factors were ranked at the top in the previous years. Hotel companies should therefore focus on increasing awareness and improving brand perception in these areas. One suggestion to do so would be to offer workshops and other insights into the functioning of the company, such as summer internships. Unexpectedly, online presence and social media interaction were ranked lower in importance when it comes to forming an opinion and getting an impression about the work environment of a hotel company.

Aspirations - Companies' Most Influential Factors



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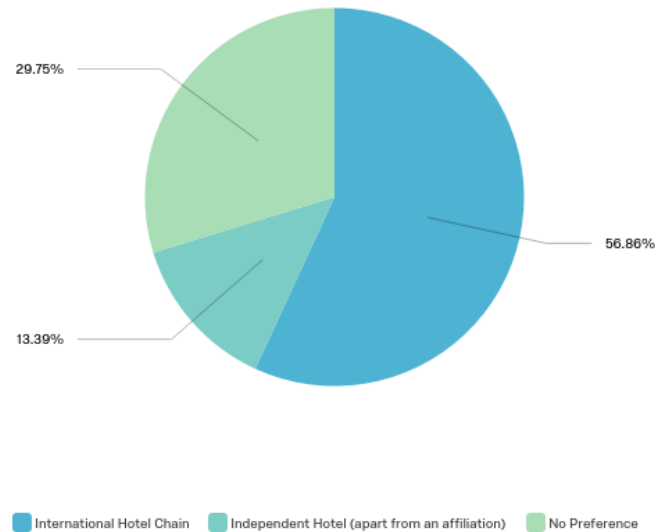


# Part III: The Most Desired Hotel Brands in 2017

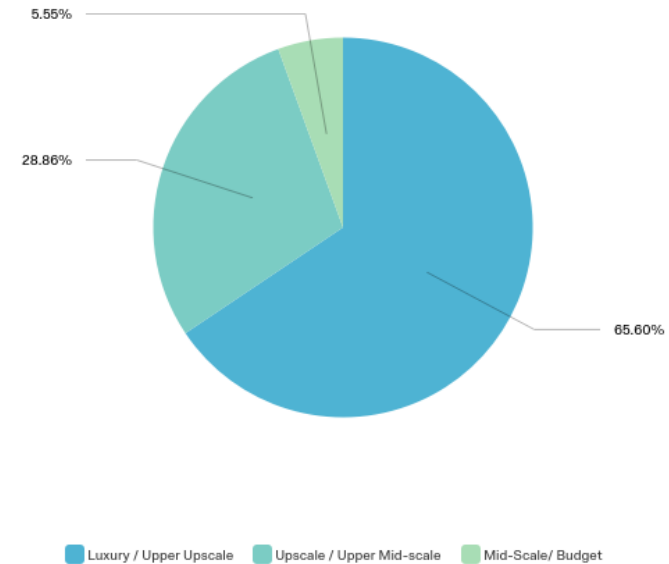
## The YHS Employer Rankings Survey 2017 – Hotel Brand Awareness



Employer Rankings - Preferred Hotel Type



Employer Rankings - Preferred Hotel Segment



At this part of the survey, participants were asked to list three hotel brands from the top of their mind. This ‘Top of Mind Awareness’ question, found that **Four Seasons Hotels & Resorts** was mentioned most frequently, followed by **Marriott** and **Hilton**. When analysing these responses and comparing them to previous years, it becomes clear that many participants listed large hotel groups from the top of their mind, rather than specific hotel brands (to clarify: Marriott International vs. a hotel brand of the hotel giant, such as The Ritz-Carlton). These findings may be due to confusion when it comes to differentiating hotel groups and hotel brands. It is therefore suggested to clarify this question in the coming years, as this survey’s overall aim is to discover the most preferred hotel brand.



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## Part III: The Most Desired Hotel Brands in 2017

The YHS Employer Rankings Survey 2017 – The Luxury & Upper Upscale Segment



### 1<sup>st</sup> place: Four Seasons Hotels & Resorts

With 75% of the most-desired hotel employer results, the YHS team is proud to congratulate Four Seasons Hotels & Resorts on their 1<sup>st</sup> place rank in the YHS Employer Rankings 2017 – Luxury & Upper Upscale Segment. Four Seasons Hotels & Resorts has been in 1<sup>st</sup> place since 2016 and rates as the most attractive brand for which young hoteliers want to work. Four Seasons Hotels & Resorts was founded in 1961 and it is one of the leaders in the luxury hospitality industry. The hotel chain provides exceptional quality experiences to every guest, by believing in their people and empowering them.

### 2<sup>nd</sup> place: The Ritz-Carlton Hotel Company

The YHS Employer Rankings department is proud to congratulate The Ritz-Carlton Hotel Company on their 2<sup>nd</sup> place rank in the YHS Employer Rankings 2017 – Luxury & Upper Upscale Segment. With 55% of the results, The Ritz-Carlton Hotel Company maintains the same position as last year. Seen as an elegant and refined hotel brand, the Ritz-Carlton was founded in 1983 and has established 81 hotels worldwide, several partner hotels and brand extensions, such as spa development, golf and destination club.

### 3<sup>rd</sup> place: Mandarin Oriental Hotel Group

Moving up from 4<sup>th</sup> place rank, the YHS team is proud to congratulate Mandarin Oriental Hotel Group on their 3<sup>rd</sup> place rank in the YHS Employer Rankings 2017 – Luxury & Upper Upscale Segment. With 40% of the responses, Mandarin Oriental Hotel Group is improving their attractiveness and awareness compared to previous years. Mandarin Oriental Hotel Group uses its distinctive design and strong sense of place to develop unique hotel concepts. The company is proud of their Asian heritage and their main mission, which is to delight and satisfy all guests.



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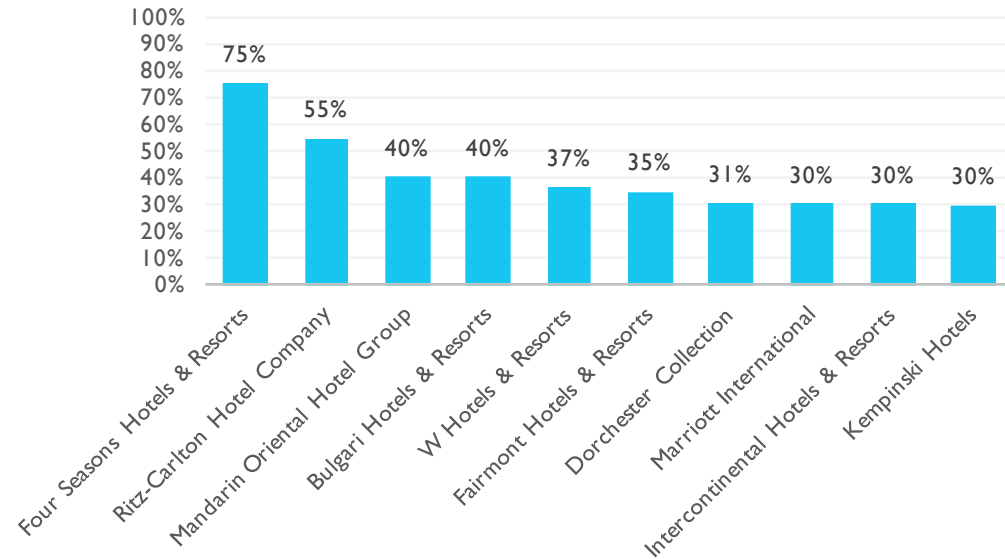




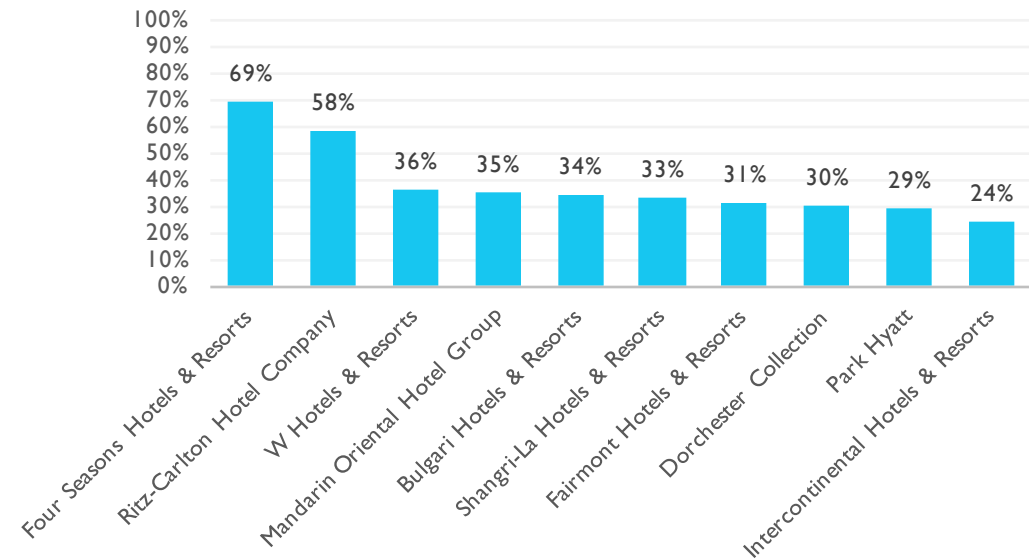
# Part III: The Most Desired Hotel Brands in 2017

## The YHS Employer Rankings Survey 2017 – The Luxury & Upper Upscale Segment

YHS Employer Rankings Survey **2017**



YHS Employer Rankings Survey **2016**



For the Luxury & Upper Upscale segment, it can be observed that there are some changes within the top 10-rated hotel brands as the most attractive for which hoteliers want to work. For the second year in a row, **Four Seasons Hotels & Resorts maintains its first place position**, but this year, with an even higher percentage of the responses. **The Ritz-Carlton Hotel Company also keeps its second place position**, however, with a slight decrease of the share compared to the 2016 results. **The Mandarin Oriental Hotel Group ranks in third place** this year, compared to W Hotels & Resorts in the previous year. Although W Hotels & Resorts ranks two places lower than in 2016, the company still remained approximately 37% of respondents' confirmation. Furthermore, it is important to note that **Bulgari Hotels & Resorts** was only mentioned nine times out of the 1640 responses during the Top of Mind Awareness question, yet the company still managed to achieve the **4<sup>th</sup> place for most attractive brand for young hoteliers**. Unfortunately, Shangri-La Hotels & Resorts and Park Hyatt lost their positions on the top 10 ranking in 2017, giving the opportunity for Fairmont Hotels & Resorts, Dorchester Collection, Intercontinental Hotels & Resorts and, Kempinski Hotels to increase their positions.

## Part III: The Most Desired Hotel Brands in 2017

The YHS Employer Rankings Survey 2017 – The Upscale & Upper Midscale Segment



### 1<sup>st</sup> place: Disneyland Hotel

The YHS team is proud to congratulate Disneyland Hotel on their 1<sup>st</sup> place rank in the YHS Employer Rankings 2017 – Upscale & Upper Midscale Segment. With 37% of the respondents choosing Disneyland Hotel as their most preferred employer in this segment, the company remains on the prestigious position of being the most attractive brand for which young hoteliers want to work in the future. Being part of an attraction park, Disneyland Hotel offers guests and their families a full experience of the spirit and wonder of Disneyland.

### 2<sup>nd</sup> place: DoubleTree by Hilton

With 33% of the responses, the YHS team is proud to congratulate DoubleTree by Hilton on their 2<sup>nd</sup> place rank in the YHS Rankings 2017 – Upscale & Upper Midscale Segment. Compared to last year's results, DoubleTree by Hilton improved their ranking by one position. DoubleTree by Hilton was founded in 1969 and operates more than 450 hotels worldwide. The brand is recognized for their welcoming and friendly service as well as their continuous post-stay guest follow up efforts.

### 3<sup>rd</sup> place: Crowne Plaza Hotels & Resorts

The YHS team is proud to congratulate Crowne Plaza hotels & Resorts on their 3<sup>rd</sup> place rank in the YHS Employer Rankings 2017 – Upscale & Upper Midscale Segment. Crowne Plaza Hotels & Resorts reached 28% of the responses for being the most desired employer in this hotel segment. Founded in 1983, the brand focuses mainly on today's modern business travellers and providing them with a well-balanced hotel experience.



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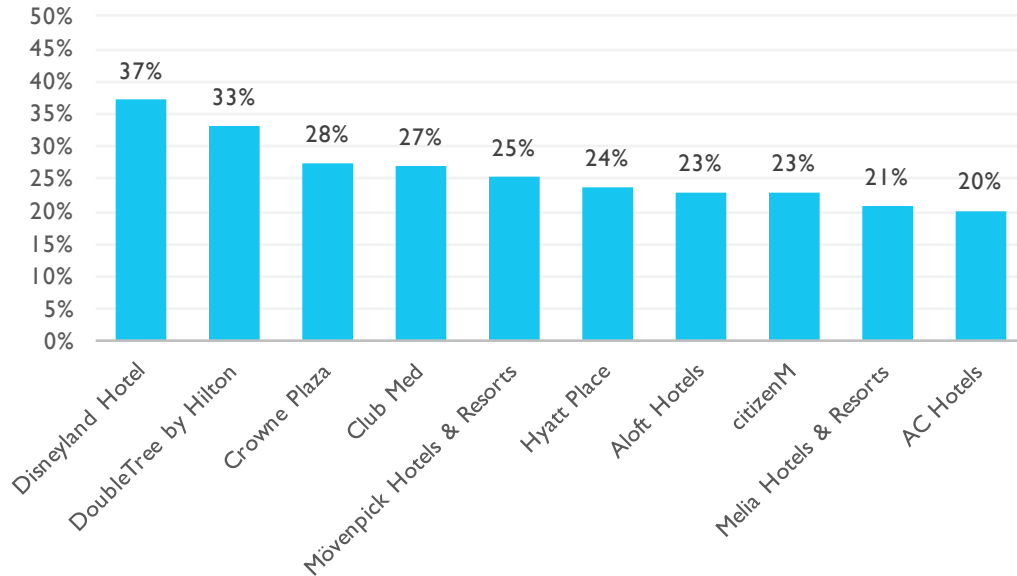


# Part III: The Most Desired Hotel Brands in 2017

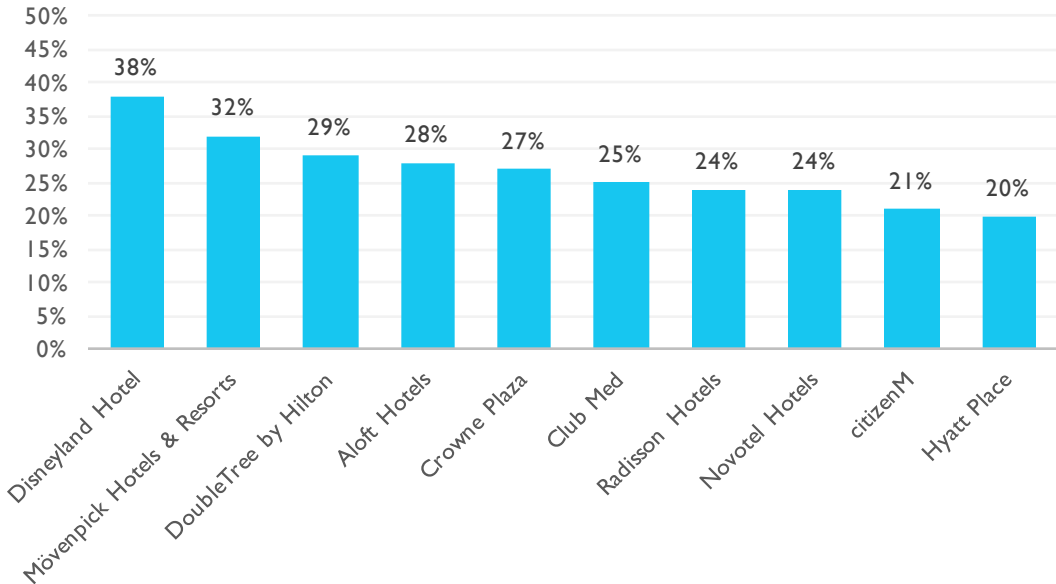
The YHS Employer Rankings Survey 2017 – The Upscale & Upper Midscale Segment



YHS Employer Rankings Survey 2017



YHS Employer Rankings Survey 2016



The Upscale & Upper Midscale segment presents somewhat similar results when comparing brand attractiveness and young hoteliers’ desire for employment to the 2016 results. Disneyland Hotel remains in the same rank, with a similar percentage of answers, as in 2016. Mövenpick Hotels & Resorts, however, lost its second place to DoubleTree by Hilton, achieving only 25% compared to 32% of answers from 2016. Similar to this, Aloft Hotels also decreased its awareness in young hoteliers’ minds. Contrary to brands such as Radisson, Novotel Hotels and Hyatt place, Aloft Hotels is still present in the top 10 ranking. Throughout the year, **brands such as Crowne Plaza, Club Med, citizenM, Melia Hotels & Resorts, Hyatt Place, and AC Hotels, were able to market themselves better onto young professionals and consequently increase their ranking.** Keeping this in mind, these brands are a good examples for the ones to follow. At this point, it is important to mention that the results for the Upscale & Upper Midscale Segments are more widely dispersed across different brands than in the other segments, indicating that respondents are less certain about the brands they may prefer or consider as futures employers.



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## Part III: The Most Desired Hotel Brands in 2017

The YHS Employer Rankings Survey 2017 – The Midscale & Budget Segment



### 1<sup>st</sup> place: ibis Hotels

The YHS team is proud to congratulate ibis Hotels on their 1<sup>st</sup> place rank in the YHS Employer Rankings 2017 – Midscale & Budget Segment. ibis Hotels remains in this position like in 2016, with 58% of respondents expressing their interest in the brand. With more than a thousand hotels present around the world, ibis Hotels offers quality experiences in this segment and emphasizes the feeling of well-being for its guests.

### 2<sup>nd</sup> place: Ramada Worldwide

Moving up from the 3<sup>rd</sup> place rank in 2016, the YHS team is proud to congratulate Ramada Worldwide on their 2<sup>nd</sup> place rank in the YHS Employer Rankings 2017 – Midscale & Budget Segment. With over 800 hotels across 63 countries, Ramada Worldwide is internationally recognized and focuses on providing ‘full service within reach’.

### 3<sup>rd</sup> place: Best Western Hotels & Resorts

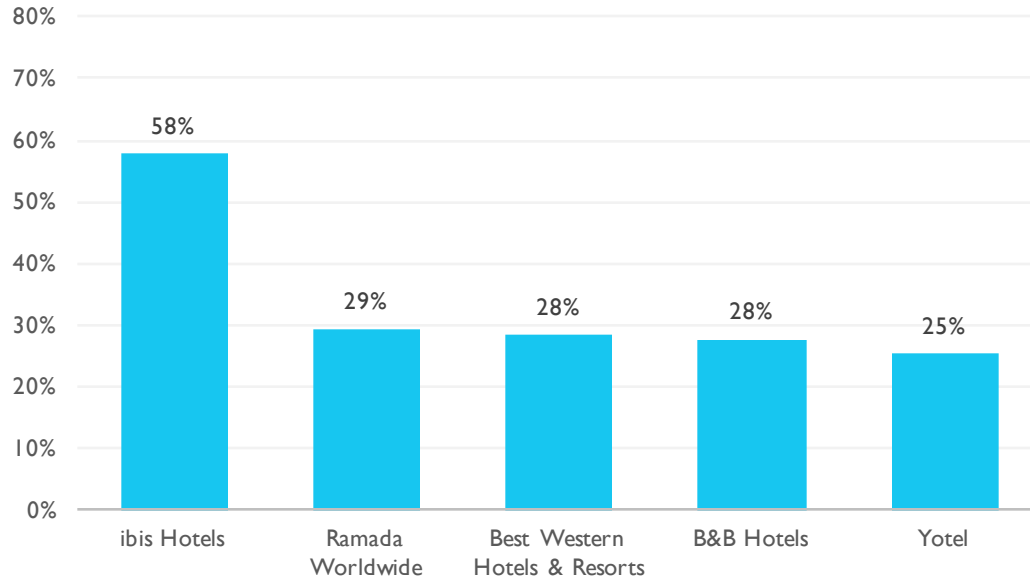
With 28% of the responses, YHS is proud to congratulate Best Western Hotels & Resorts on their 3<sup>rd</sup> rank in the YHS Employer Rankings 2017 – Midscale & Budget Segment. Best Western Hotels & Resorts operates over 4100 properties, with more than 70 years of hospitality market experience. Their independently owned and operated hotels continuously focus on delivering exceptional value to guests.



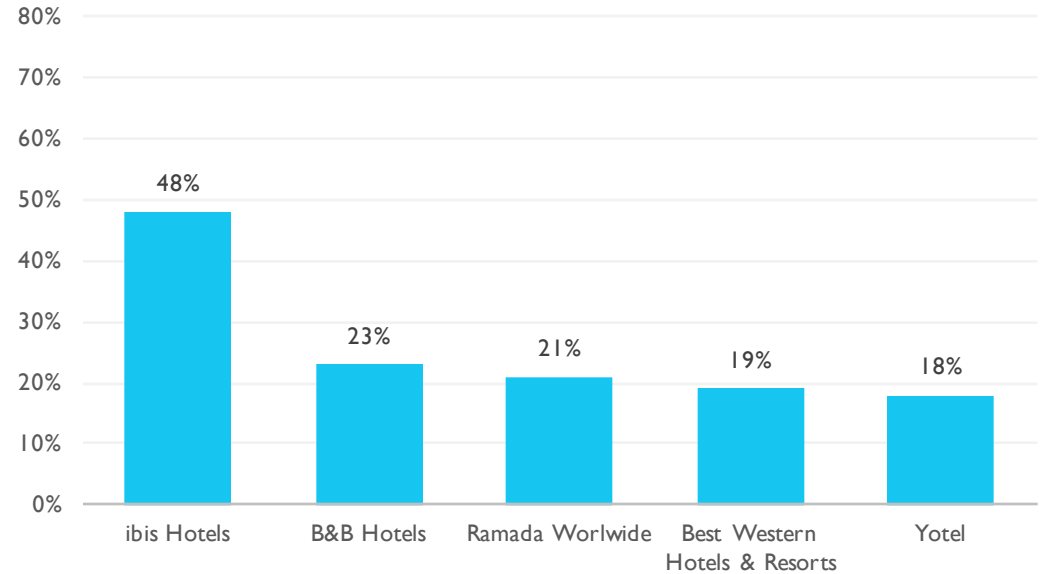
# Part III: The Most Desired Hotel Brands in 2017

## The YHS Employer Rankings Survey 2017 – The Midscale & Budget Segment

YHS Employer Rankings Survey **2017**



YHS Employer Rankings Survey **2016**



As approximately 6% of total respondents answered that working for the Midscale & Budget segment would be of interest to them, only the top 5 employer rankings, rather than the top 10, are shown for this segment. Likewise, **the first position remains with ibis Hotels, a strong and wide-spread player in the market of this segment. The other four brands reaching the top 5 places in 2017, remain the exact same as in the 2016 ranking results.** There are two significant changes worth noting, however: Firstly, B&B Hotels moved from obtaining the second place in 2016 to the fourth place in 2017. Secondly, all brands listed here in the top 5 employer category for the Midscale & Budget Segment were able to collect a higher share of responses than in 2016. For example, in 2016, ibis Hotels obtained 48% of the votes, while in 2017 it increased to 58%, and a similar trend is to be observed with the other four selected hotel brands.

## Part III: The Most Desired Hotel Brands in 2017

### The YHS Employer Rankings Survey 2017 – Most Desired Hotel Brands by Nationality

When aggregating and analysing the responses from the six countries with the most survey responses and highest level of participation, the following results were found. **Four Seasons Hotels & Resorts remains the most desired brand** for which to work in Switzerland, France, Portugal, Germany, USA, and Italy in the Luxury & Upper Upscale Segment. Although the top six countries in 2016 were somewhat different than this year, the same trend of Four Seasons Hotels & Resorts ranking at the top across all six nationalities remained the same.

Regarding the Upscale & Upper Midscale Segment, there is no direct pattern to be observed, however, **participants of the same nationality seem to share a higher preference for hotel brands originating from their home country.** Respondents from Switzerland, France, Germany, and the USA ranked their home brands the most attractive in terms of brand image and employment perception. Mövenpick Hotels, ClubMed Hotels, 25Hours Hotels and Disneyland Hotels, respectively, predominantly carry a strong brand presence in their home countries. Respondents from Portugal and Italy opted for Melia Hotels & Resorts as the top brand, this potentially being due to the company’s Mediterranean influence and brand image.

Lastly, in the Midscale & Budget Segment, most of the respondents ranked ibis Hotel in 1<sup>st</sup> position. The majority of American respondents stated that La Quinta Inns & Suites is the most attractive brand for them in this specific segment. This result was already found last year, demonstrating that La Quinta Inns & Suites has managed to maintain their strong brand awareness level in the USA. Once again, this observation could potentially be explained by the company’s strong brand presence and recognition in the country. Finally, many German respondents selected B&B Hotels, a French hotel firm, as their most desired company for which to work.

Country of Origin (Nationality)		Luxury & Upper Upscale Segment	Upscale & Upper Midscale Segment	Midscale & Budget Segment
	Switzerland	Four Seasons Hotels & Resorts	Mövenpick Hotels & Resorts	ibis Hotels
	France	Four Seasons Hotels & Resorts	ClubMed Hotels	ibis Hotels
	Portugal	Four Seasons Hotels & Resorts	Melia Hotels & Resorts	ibis Hotels
	Germany	Four Seasons Hotels & Resorts	25Hours Hotels	B&B Hotels
	USA	Four Seasons Hotels & Resorts	Disneyland Hotel	La Quinta Inns & Suites
	Italy	Four Seasons Hotels & Resorts	Melia Hotels & Resorts	ibis Hotels

## Part IV: Conclusions

### Key Report & Industry Takeaways

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- The survey respondents' profile of the 2017 YHS Employer Rankings Survey consisted of a total of 1640 responses from 156 participating schools originating from 108 different countries. The average respondent age was found to be 24, and 77% of participants are currently still undertaking their Bachelor studies.
- A key finding from the Respondents' Career Path Analysis section, demonstrated that 48% of participants wish to continue working in the traditional hospitality industry, and that 41% are extremely interested to work for and/or start their own hospitality start-up firm.
- The respondents' future career aspirations questions found that the majority of participants will apply for an entry-level position after graduation or hope to obtain a management-trainee position. 53% of respondents plan on applying for positions within specific hotel properties, both at the operational as well as administrative level.
- When analyzing the type of departments for which respondents want to work, it was found that Sales & Marketing positions were the most appealing, followed by Food & Beverage and HR positions.
- The most influential job characteristics perceived by respondents were found to be career path and advancement opportunities, empowerment and responsibility and training and development possibilities, respectively. Respondents believed factors such as company work experience, personal experience as a guest and word-of-mouth to be the most critical when forming an opinion about hotel companies.
- In the 2017 YHS Employer Rankings Survey, Four Seasons Hotels & Resorts ranked first place for the Luxury & Upper Upscale Segment. Second place was achieved by The Ritz-Carlton Hotel Company, followed by Mandarin Oriental Hotel Group.
- Regarding the Upscale & Upper Midscale Segment, Disneyland Hotel achieved the first place, followed by Double Tree by Hilton and Crowne Plaza Hotels & Resorts.
- In the Midscale & Budget Segment, the 2017 survey found that ibis Hotels reached the first place position, as ranked by today's young hoteliers. Ramada Worldwide ranked in second place, closely followed by BestWestern Hotels & Resorts.
- The final analysis of the survey results found that respondents from various nationalities and backgrounds rated Four Seasons Hotels & Resorts to be the most preferred employer within the Luxury & Upper Upscale Segment. In the Upscale & Upper Midscale Segment, respondents from the same country of origin tended to rate their home country hotel brands more favourably than others. For the Midscale & Budget Segment, ibis Hotels was found to be a widely agreed-upon and desired employer for young hoteliers.

## Part IV: Conclusions

### Survey & Report Limitations



- The majority of survey respondents were students of hospitality schools in Switzerland, rather than an equal distribution across different international schools.
- Due to limited access to hospitality universities, the final number of the hospitality respondents was lower and less diversified than expected. The students, as well as the professors and/or directors of these institutions were not available for participation and increasing exposure rates.
- ‘Top of Mind Awareness; is a valid and representative brand awareness indicator in the industry. However, in this study, this indicator may not have been the most precise indicator, as many hotel brands and their associated hotel groups easily trigger confusion, followed by misidentification. Therefore, it is not possible to draw an accurate conclusion from this particular question.
- Since one of the many methodological goals of this study was to establish a research trend in order to draw comparable results to previous years’ results, a majority of the of the survey questions remained the part of the questionnaire. The following questions, however, were excluded from the 2017 YHS survey as they did not contribute valuable answers in previous years: “When did you graduate?” & “Please list 3 names of hotel brands you know”.
- As only 6% of participants showed interest for working in the Midscale & Budget Segment, the accuracy and representativeness of these results may be impacted and thus no final conclusions can be drawn.
- Regarding the age of the respondents, although the majority of the respondents were young hoteliers, the survey was also distributed to various alumni groups, perhaps accounting for unrepresentative discrepancies.



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# Part IV: Conclusions

## Partners Introduction & Special Thanks



Local Measure sponsored the YHS Employer Rankings department for the first time this year. Their contribution to this department was very helpful, as it acted as a reinforcing incentive for hospitality students to participate in the survey. Being a targeted location-based social media monitoring and engagement tool, Local Measure allows businesses to listen to what customers are posting about them on various social media platforms.



The partnership between the YHS Employer Rankings and Mydear Agency was established in 2016. Since then, the communication and digital marketing expert is helping this department to further develop the survey design and overall methodology. Mydear Agency specializes in graphic design and visual communication and has worked with Michel Reybier Hospitality Collection, TISSOT Watches, and many other prestigious companies. The YHS community would like to express their special thanks to Dr. Samad Laaroussi, Managing Partner of Mydear Agency, for his mentoring and coaching throughout the building process of the survey and the report.



As of 2014, hosco has aided in the distribution and exposure of the YHS Employer Rankings survey through their extensive hospitality network. hosco brings together leading hospitality organizations and students from top-ranked hotel management schools, creating an innovative, real-time and user-friendly online community. The YHS team would also like to thank Lucia Garcia, Marketing Manager at hosco, for all their help in distributing the survey!



Special thanks also goes to Ecole hôtelière de Lausanne for encouraging and supporting the happening of the YHS event. In particular, Dr. Laura Zizka and Dr. Carlos Martin-Rios, professors at the Ecole hôtelière de Lausanne, are thanked for their professional input and support. Lastly, the guidance and continuous support from Nicola Hirzel, Rui Diogo, and Irvan Sutiono, students and alumni at EHL, and the rest of the YHS team will not be forgotten!

## Part IV: Conclusions

### About the Authors



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Louisa Schwarz is a final-year Bachelor student at Ecole hôtelière de Lausanne. Growing up in Germany and Canada, Louisa has been exposed to the international world of hospitality from an early age. Gaining operational experience and insight in the European and Asian hotel environment, as well as with her most recent internship at a hospitality consulting firm in Berlin, she is now ready to tackle the last year of her studies in Switzerland. After graduation, Louisa hopes to continue her hospitality career in Asia, with a focus on hotel development and strategy diversification management.

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Clara Pinto is a final-year student at Ecole hôtelière de Lausanne. Growing up in Porto, Portugal, she learned French as her second language and always had a special interest in hospitality. She has gained operational work experience in different departments of luxury hotel properties in Spain and Portugal. Recently she completed an internship in Finance department at The Bulgari Hotel in London, where she was a key element in supporting the rest of the team.

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# THE END & THANK YOU



*On behalf of the whole Young Hoteliers Summit 2017 team, we would like to thank everyone for their participation in this year's Employer Rankings Survey and interest in the findings of this report. Stay tuned for more hospitality updates, industry trends and much more by following us on social media!*

*We look forward to seeing you again at the 9<sup>th</sup> edition of the YHS conference in 2018!*



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