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# THE CHALLENGES OF HUMAN CAPITAL IN THE EUROPEAN HOSPITALITY SECTOR

# **EHMA VISION AND ASSUMPTIONS**

**LUXURY TOURISM AND  
HOSPITALITY IN EUROPE  
ARE GROWING**

**STRONG NEED FOR **YOUNG  
PROFESSIONALS** IN THE  
BUSINESS**

**HUMAN  
CAPITAL**

**WILL TO DELIVER A  
**SATISFYING SERVICE****

# REASON FOR RESEARCH

## WHAT IS THE CURRENT SITUATION ACCORDING TO HOTEL MANAGERS?

### HUMAN CAPITAL

Which personal characteristics do managers consider most important?

Are current staff requests changing?

What should be improved in the HR dept of European hotels?

Which roles are more difficult to find?

What are the main complexities hotel managers are facing?

Are people interested in training and self growth?

What channels do hotel managers use to find new talents?

What is the situation regarding mobility?

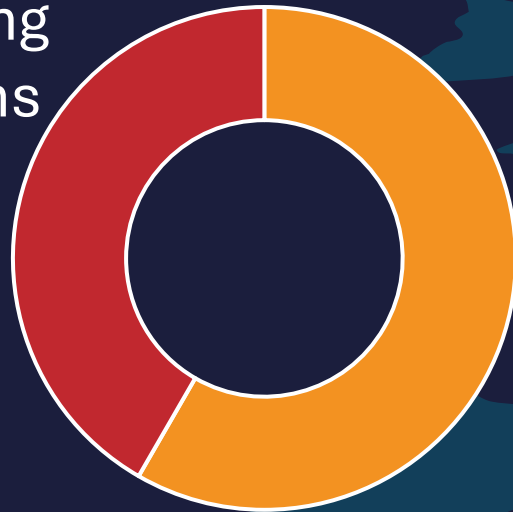
*RESEARCH SAMPLE 1/2*

**+120** EHMA HOTEL MANAGERS  
from **17** EUROPEAN  
COUNTRIES



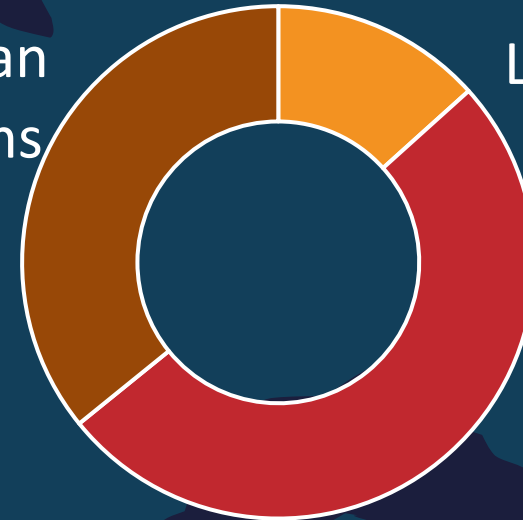
## RESEARCH SAMPLE 2/2

Hotels  
belonging  
to chains  
**42%**



Independent  
hotels  
**58%**

More than  
200 rooms  
**36%**



Less than 50 rooms  
**13%**

Between 50 and  
200 rooms  
**51%**

**ISSUES AND SELF-EVALUATION  
IN THE HUMAN RESOURCES AREAS**

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**TALENT ACQUISITION  
IS THE BIGGEST ISSUE FOR HOTELS  
AND  
THE FIRST AREA TO IMPROVE**

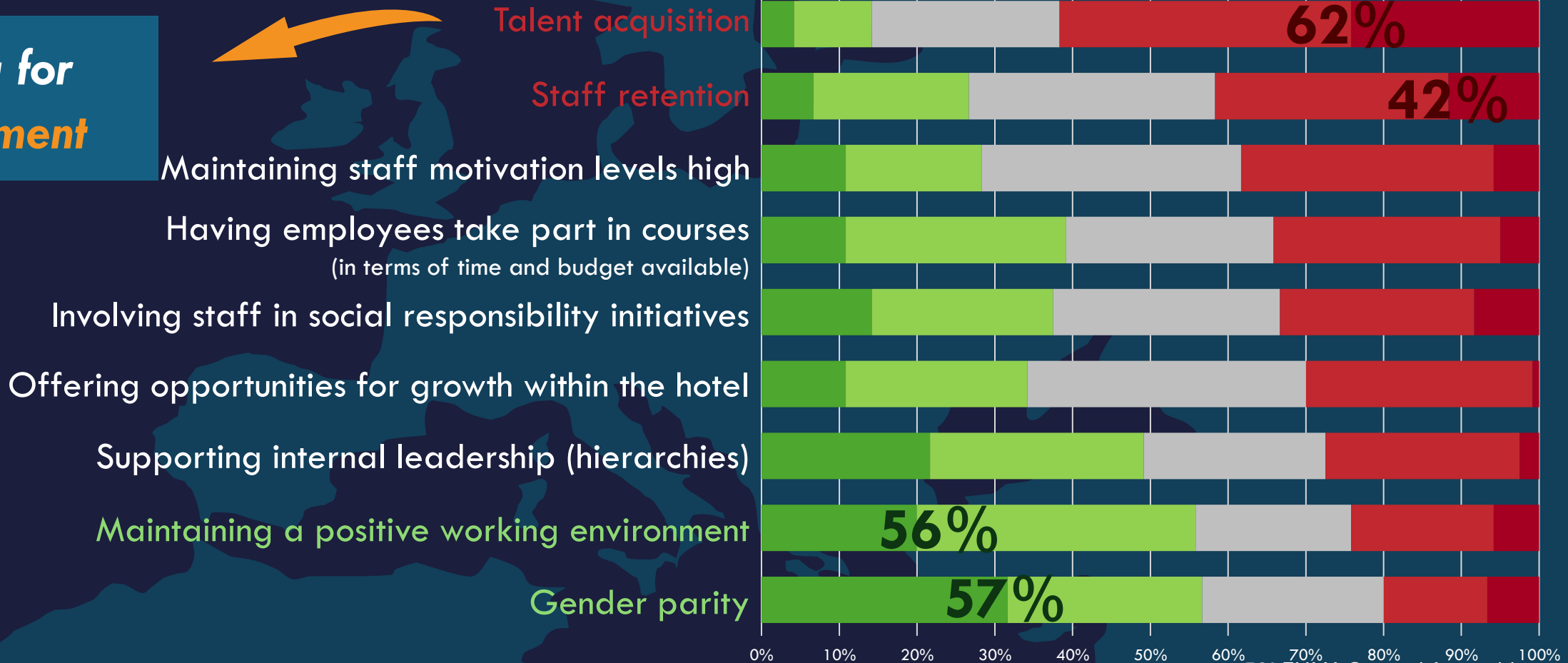
# ISSUES AND SELF-EVALUATION IN THE HUMAN RESOURCES AREAS 1/3

How complex is each of these areas in your hotel?

NOT DIFFICULT

EXTREMELY DIFFICULT

key area for  
improvement



# ISSUES AND SELF-EVALUATION IN THE HUMAN RESOURCES AREAS 2/3



THE SMALLER THE HOTEL



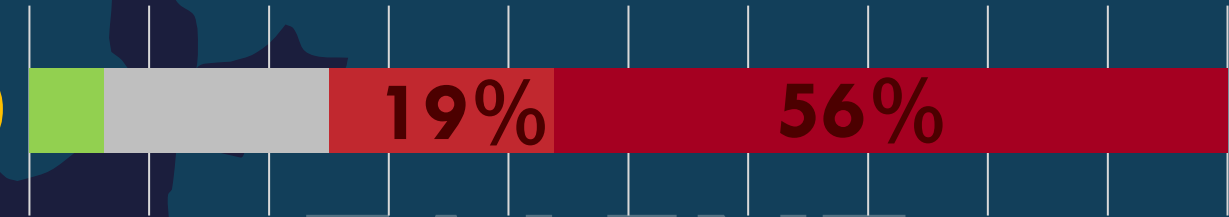
THE GREATER THE  
DIFFICULTY IN  
TALENT ACQUISITION

ROOMS

<50

DIFFICULT

EXTREMELY DIFFICULT



50-200



>200



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

TALENT  
ACQUISITION



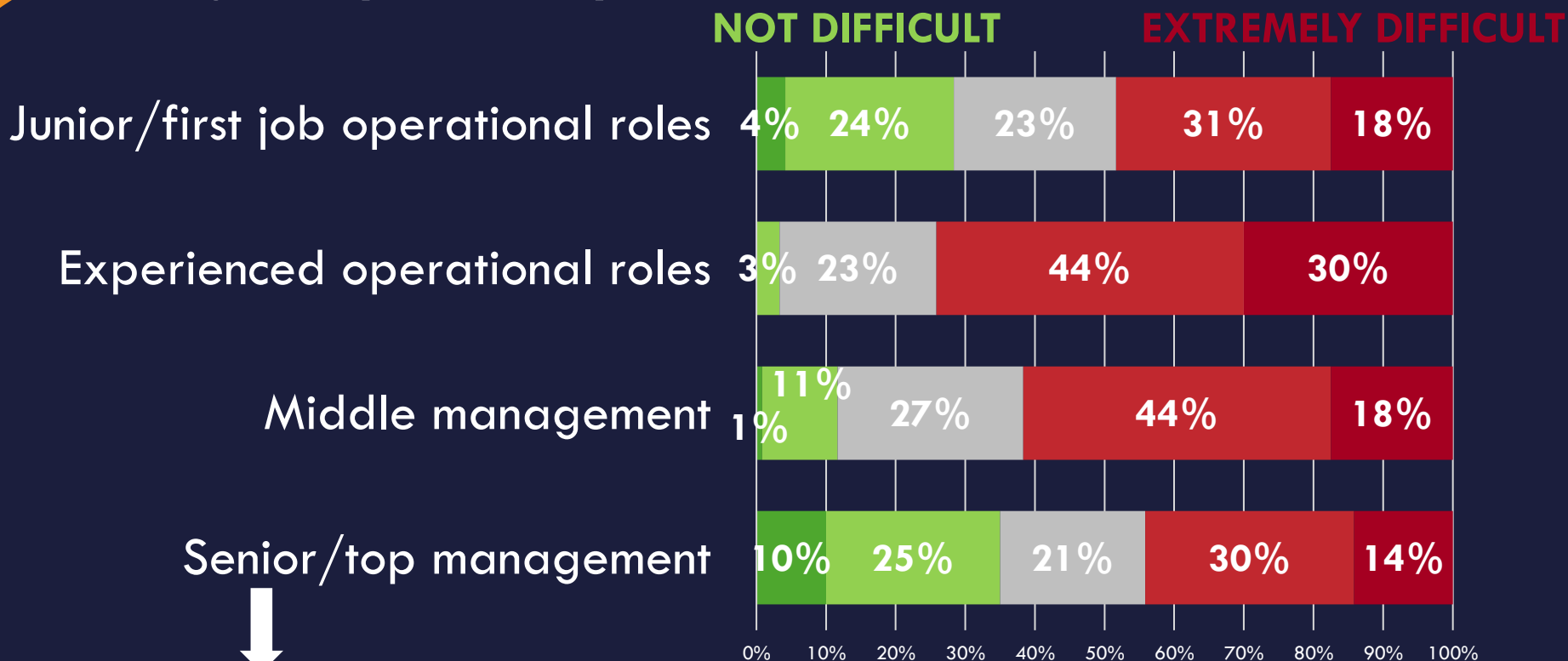
# *RECRUITING*

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## *ATTITUDE COUNTS FOR MORE THAN EXPERIENCE AMONG EMPLOYEES*

# RECRUITING 1/3

For which of the following roles do you have most difficulty finding the specialists you need?



Average time required to hire new employees



66%

1-3 months

Senior/top management



Easier In Northern than in Southern Europe

27%

vs

58%

## RECRUITING 2/3

*As a General Manager, which are the three most important characteristics you consider in the recruitment process?*

**ATTITUDE** 30%

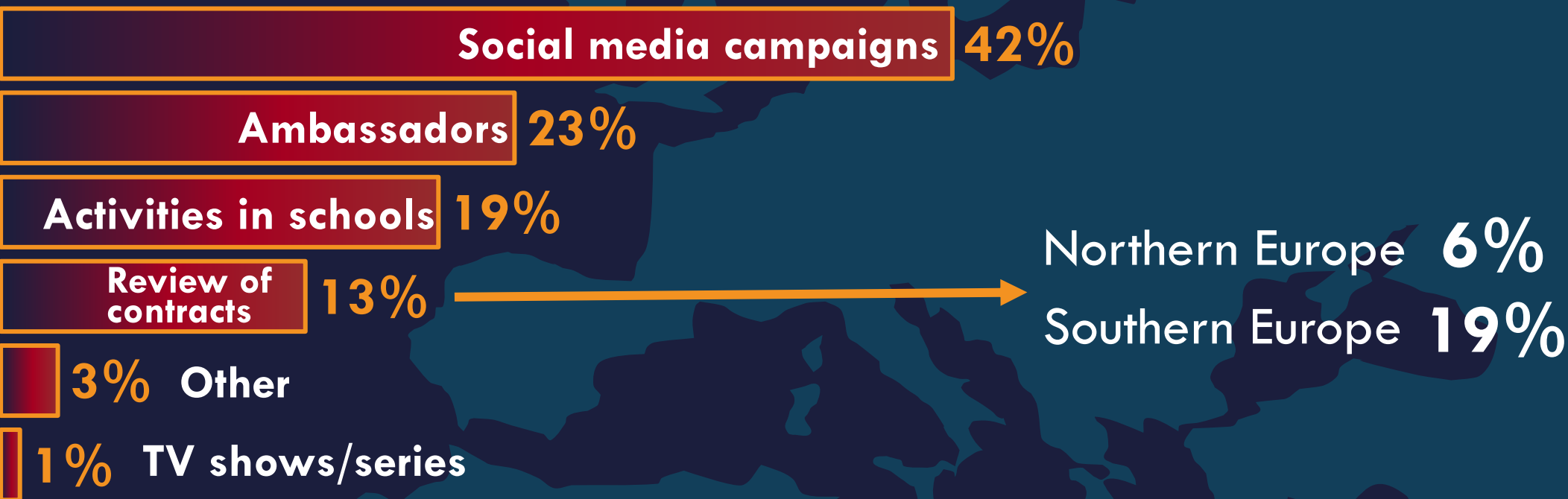
**EXPERIENCE** 25%

**PERSONAL  
VALUES** 20%

4% **ACADEMIC  
QUALIFICATIONS** 

## RECRUITING 3/3

*If you had to choose a single action or initiative to improve young people's awareness of the hospitality sector, and in general of the tourism sector, as potential fields of employment, what would you focus on?*



## ***TALENT RETENTION***

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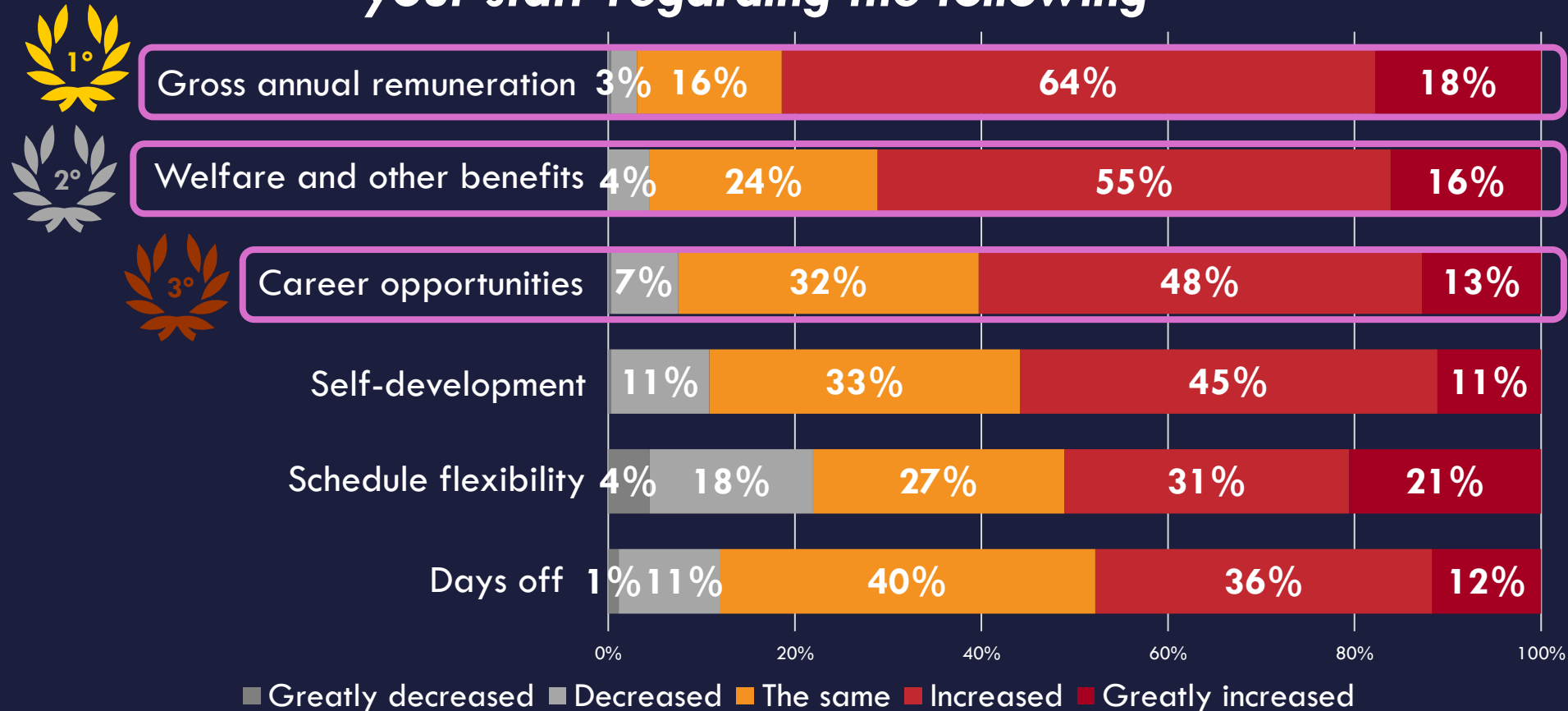
***GROSS ANNUAL REMUNERATION IS  
THE FIRST REQUEST FROM EMPLOYEES***

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***HIGH INTERNAL MOBILITY  
IN BOTH THE TOURISM AND HOSPITALITY SECTORS***

# TALENT RETENTION 1/4

In comparison to 10 years ago, indicate changes in requests from your staff regarding the following



# TALENT RETENTION 2/4

On average, how long do these figures remain in your hotel?



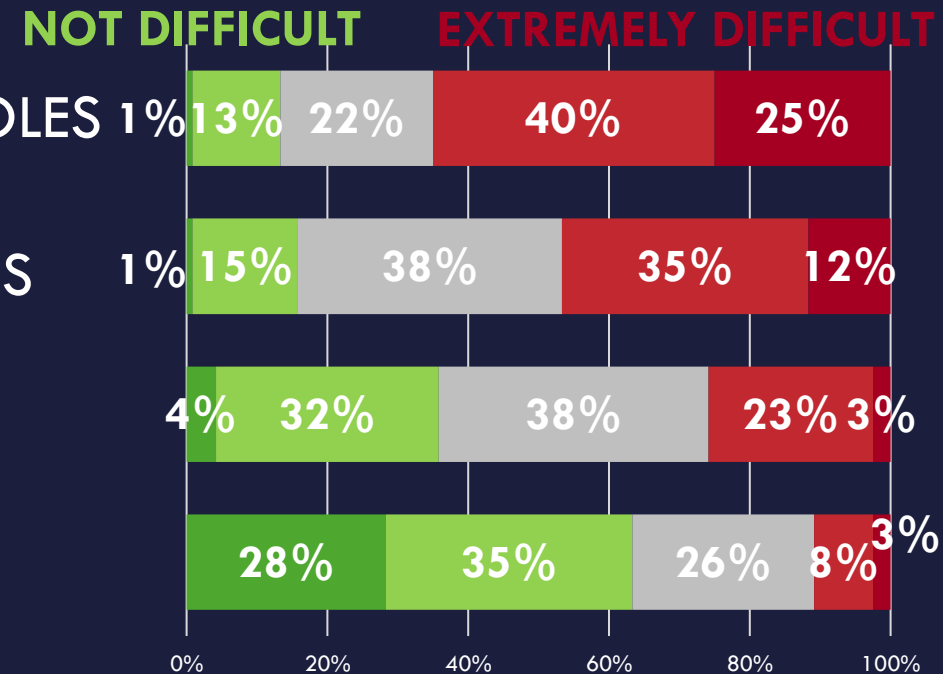
JUNIOR/FIRST JOB OPERATIONAL ROLES  
*easy to find, most difficult to keep*

EXPERIENCED OPERATIONAL ROLES

MIDDLE MANAGEMENT

SENIOR/TOP MANAGEMENT  
*easiest to find, easiest to keep*

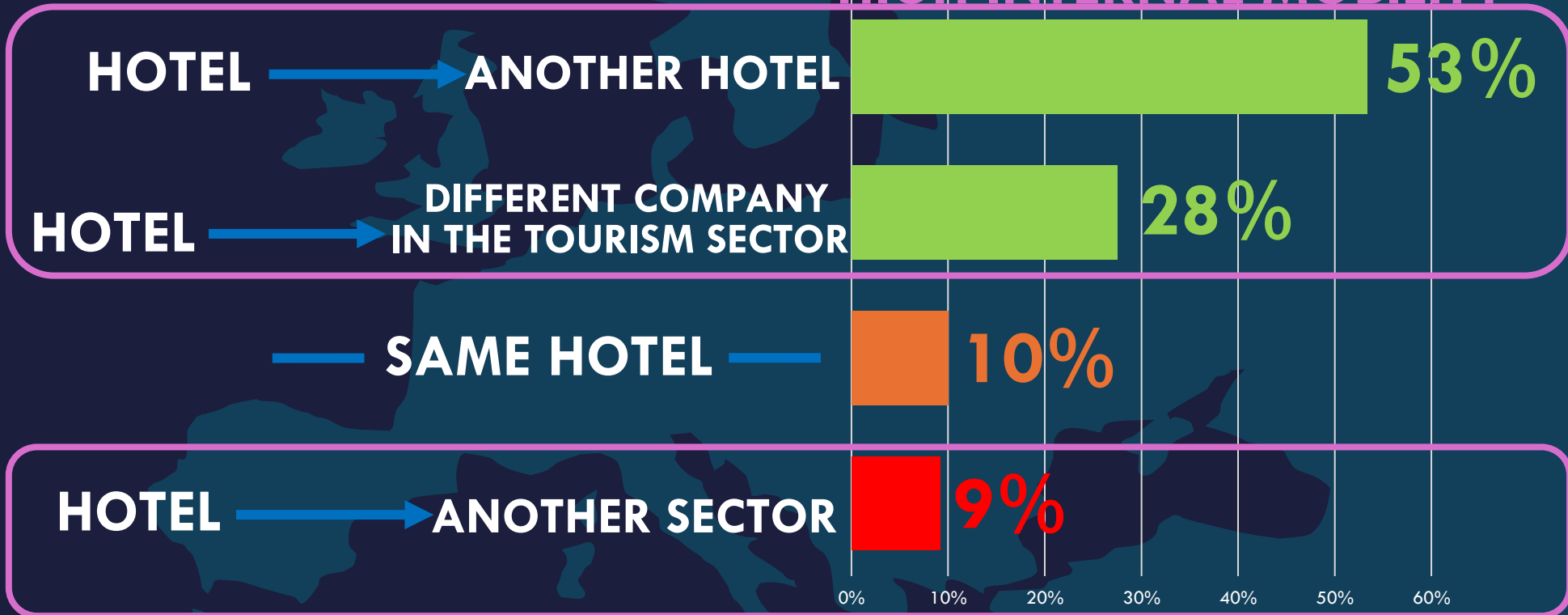
For which of these roles do you find it more difficult to keep professionals within the hotel you manage?



# TALENT RETENTION 3/4

How do you rate staff mobility in your sector?

HIGH INTERNAL MOBILITY

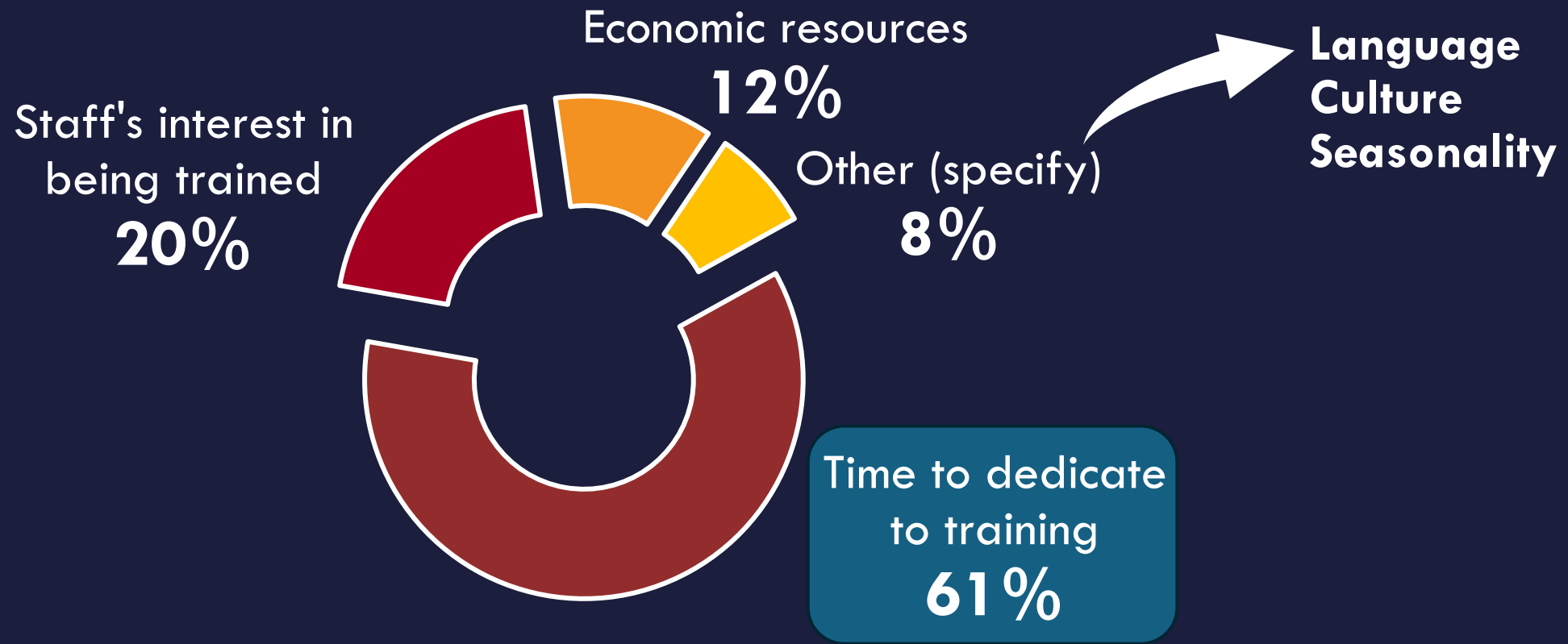


LOW MOBILITY TOWARDS OTHER SECTORS



## TALENT RETENTION 4/4

Which of the following aspects is the main obstacle to ongoing staff training?



## FINAL REMARKS

# RESEARCH FINDINGS

Talent acquisition is increasingly a central **issue**



**Material elements** appear to prevail over immaterial ones in motivating employees



**Mobility** within the sector is high, but retaining employees does not seem to be as complicated as selecting new ones



# EMERGING RECOMMENDATIONS

It is important to constantly **monitor any channels** useful for contacting professionals who could be brought into the organisation, without waiting for the moment in which the need arises

It is appropriate to measure the value produced in terms of efficiency by an increase in the **salary level**, but at the same time, it is essential to help generate attention and interest towards **other rewarding aspects** of the working relationship

It is essential to find the right **balance** between the **stability** of an organisational structure made up of professionals and the stimulation that is always provided by role **changes**, promotions, staff joining or leaving the organisation



# HUMAN CAPITAL AND THE PERSPECTIVE OF EHMA ASSOCIATES

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