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# *Millennials in the Hospitality, Aviation and Business Travel Industry*

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# *Key Findings*

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## *Key Findings*

- Graduates are more ambitious in their career aspirations than young professionals.
- Millennials are loyal to a job rather than to an employer.
- Survey respondents consider career growth and salary expectations as main factors for employer attractiveness.
- Survey respondents describe their perfect boss as caring, supportive and visionary.
- Millennials expect frequent feedback and also regard it as a way of recognition.

\* Millennials refers to both, graduates and young professionals.

# *Objectives*

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## *Objectives*

Purpose of this study is to analyse the Millennial Generation in the Hospitality, Aviation and Business Travel Industry, with a particular focus on their:

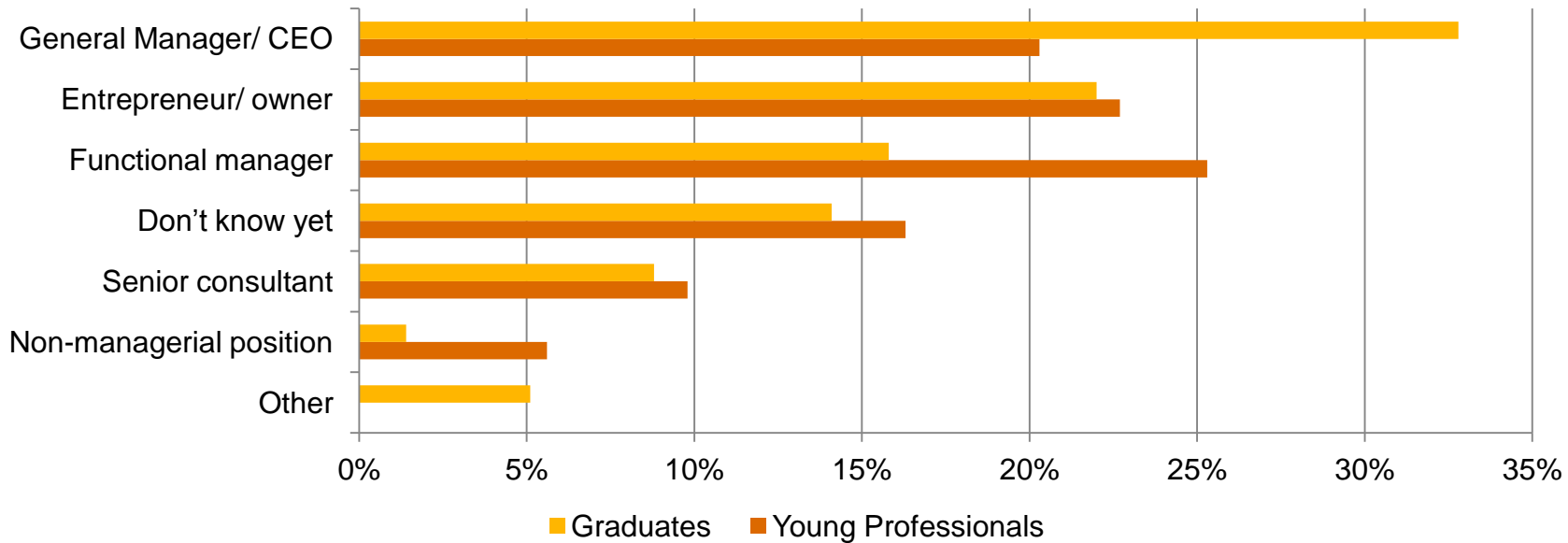
- Needs
- Working expectations
- Career aspirations
- Wishes

The results provide insights on how to improve **attraction** and **retention** of Generation Y.

# *Result Highlights*

# Career Aspiration

## What is your ultimate career aspiration?



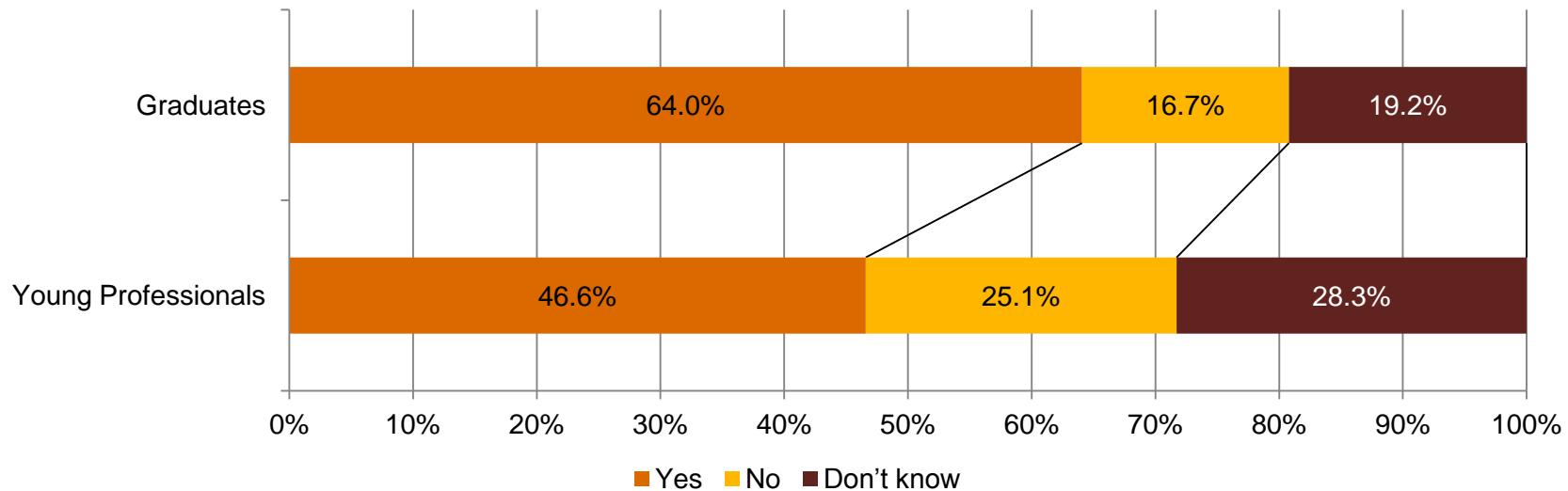
- The main career drivers differ between graduates and young professionals.
- Graduates have more ambitious (over-ambitious?) career aspirations (General Manager/CEO).
- Over 20% of young professionals do not know their career aspiration or do not want to achieve a managerial position.

n (Graduates) = 354; n (Young Professionals) = 640



# Potential to become a CEO/ General Manager

Do you think you have the potential to become CEO/ General Manager in a company?



- Graduates seem to be more self-assured or over-estimate their abilities regarding their career potential.

n (Graduates) = 317; n (Young Professionals) = 594

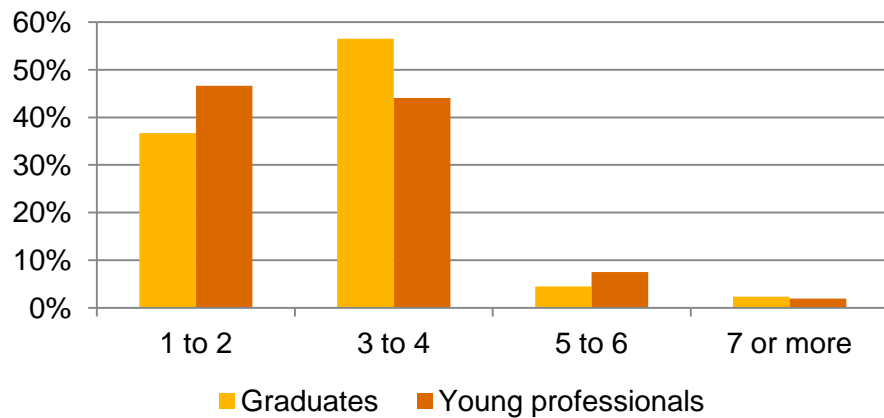
# Graduates and young professionals have similar professional goals

	Graduates	Young Professionals
Most important	<ol style="list-style-type: none"><li>1. Being in an environment that helps me to continuously develop and learn.</li><li>2. Being in a high-paying career or profession</li><li>3. Being able to ideally balance my work/life</li></ol>	<ol style="list-style-type: none"><li>3. Working with a great team and supportive leaders</li></ol>
Least important	<ol style="list-style-type: none"><li>1. Being responsible for a large number of employees</li><li>2. Working in a prestigious industry</li><li>3. Working for a company with a very high reputation</li></ol>	<ol style="list-style-type: none"><li>1. Pursuing an international career in a multicultural</li><li>2. Being responsible for a large number of employees</li><li>3. Working in a prestigious industry</li></ol>

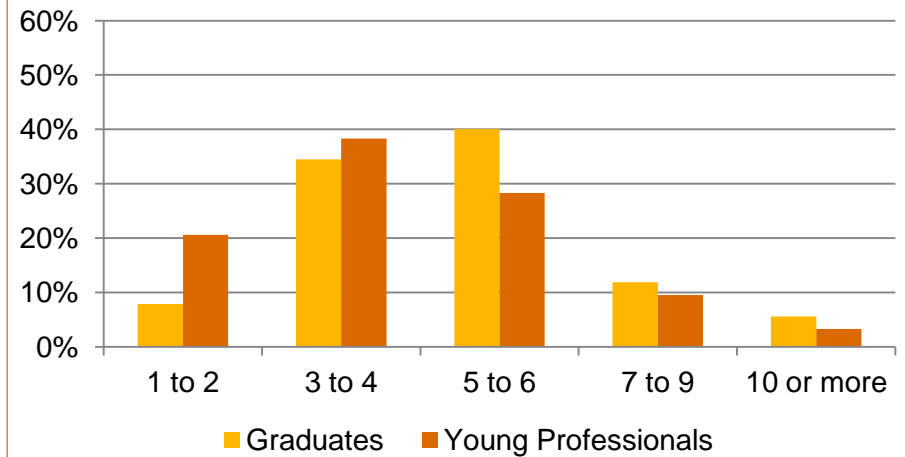
n (Graduates) = 354; n (Young Professionals) = 640

# Changing of employers (1/2)

For how many different employers/ companies do you expect/ have been working during the first 10 years after graduation?



For how many different employers/ companies do you expect to be working during your whole professional career?

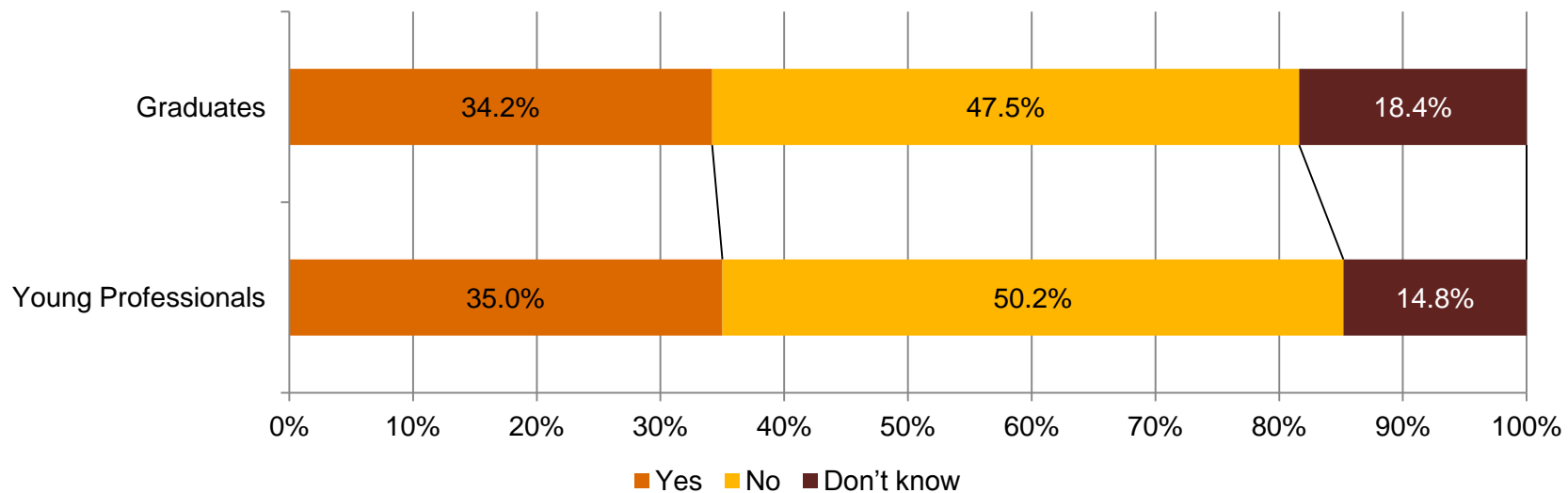


- Graduates expect to work for more employers than young professionals.
- On average 50% of young professionals expect to stay less than 2 years per employer for the first 10 years.
- 40% of young professionals expect to work for at least 5 employers during their professional career.

n (Graduates) = 354; n (Young Professionals) = 640

## Changing of employers (2/2)

Do you think switching employers every 18-24 months is disloyal to an employer?



- Frequent changes of employers are not regarded as disloyal.
- Employees are loyal to a job rather than to an employer.

n (Graduates) = 354; n (Young Professionals) = 640

# ***Graduates and young professionals agree on the three most important considerations regarding employer attractiveness***

**1**

Opportunities for career growth/ advancement

**2**

Salary

**3**

Extensive training/ development opportunities

**Note:** Participants could choose 5 career considerations (out of 18 ) that contribute to the attractiveness of an employer.

n (Graduates) = 326; n (Young Professionals) = 609

# *Graduates and young professionals agree on the top 3 characteristics of the perfect boss, but prioritize these differently*

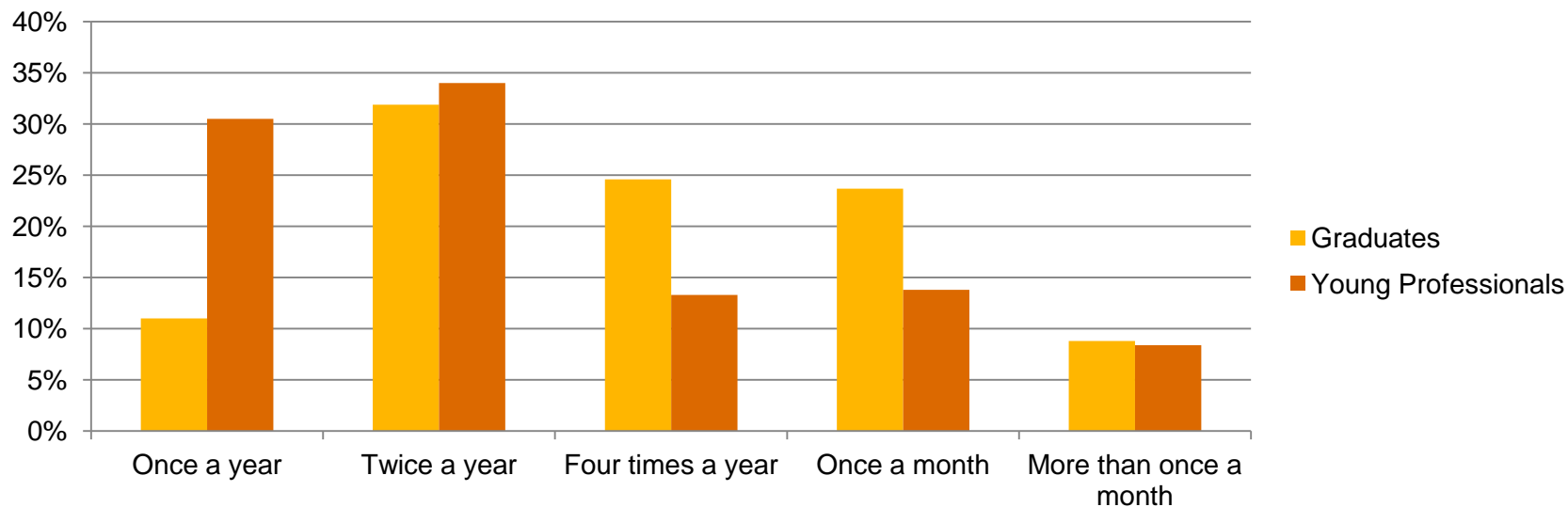
	Graduates	Young Professionals
<b>Most important</b>	1. Understanding and caring (i.e. respects/ values/ appreciates employees)	1. Supporting my professional growth/ development
	2. Supporting my professional growth/development	2. Having a clear vision and strategy
	3. Having a clear vision and strategy	3. Understanding and caring (i.e. respects/ values/ appreciates employees)

**Note:** Participants could rank 5 characteristics (out of 13 ) of their perfect boss.

n (Graduates) = 317; n (Young Professionals) = 594

# Feedback expectations

How often do you expect formal feedback (i.e. in writing, dedicated discussion) from your boss?



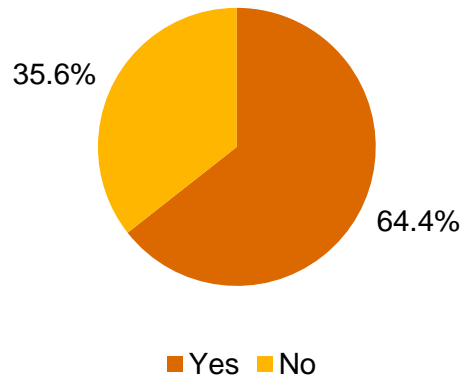
- Graduates expect much more frequent feedback than young professionals.
- Feedback is also regarded as a way of recognition.
- Formal feedback needs to be complemented by ad-hoc feedback.

n (Graduates) = 317; n (Young Professionals) = 594

# Work-Life Balance

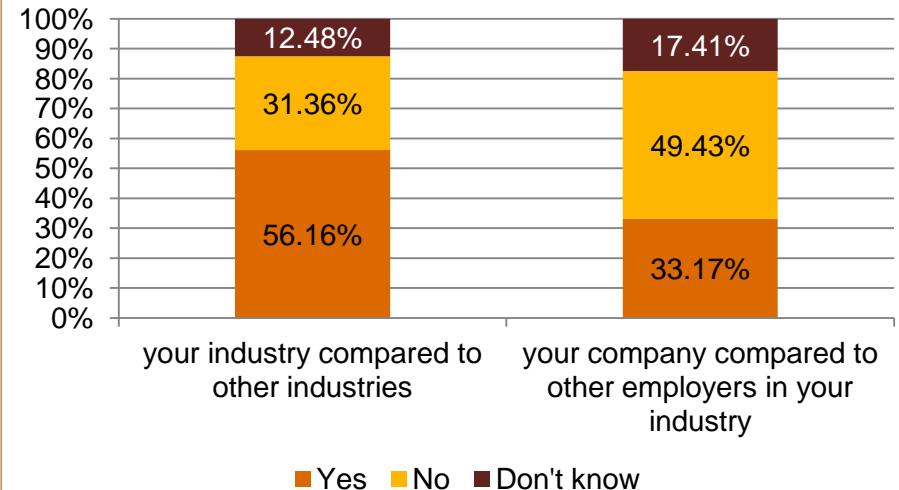
## Graduates

Do you think that balancing work and personal obligations is more difficult in your field of studies' industry than elsewhere?



## Young Professionals

Do you think that balancing work and personal obligations is more difficult in... ?



- The majority of survey participants regard work-life balance as difficult in their industry.
- Work-life balance in their own company is not regarded as more difficult than in other companies within the same industry.

n (Graduates) = 326; n (Young Professionals) = 609

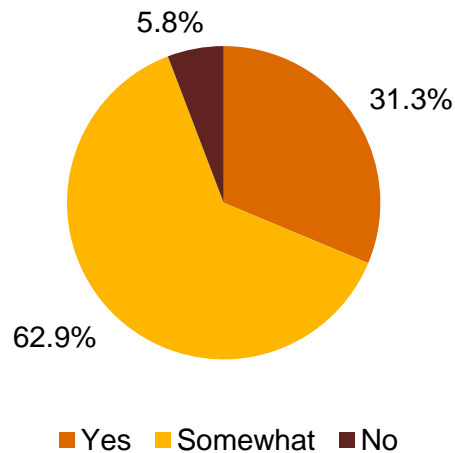


# Integration of young people (Millennials)

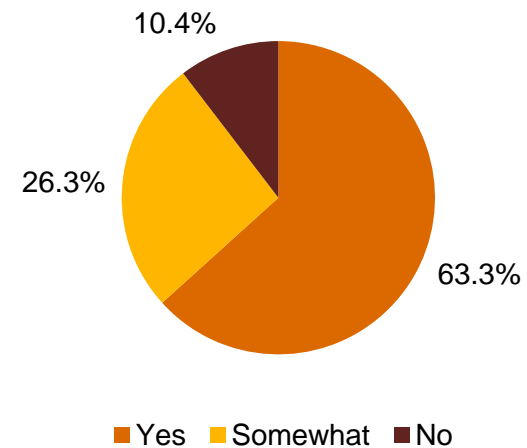
## Graduates

## Young Professionals

Do you think that employers in general do a good job in integrating young employees (Millennials)?



Do you think that your employer does a good job in integrating young employees (Millennials)?

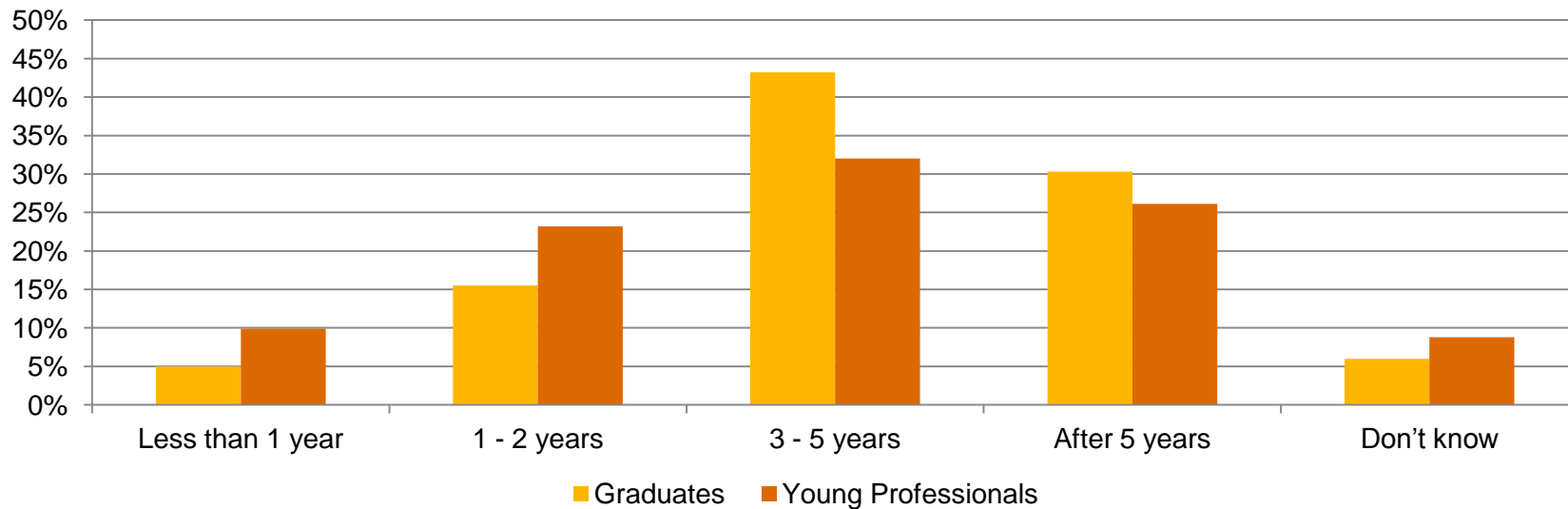


- Young professionals perceive integration by their employer as more successful than graduates.

n (Graduates) = 326; n (Young Professionals) = 608

# Attainment of a leadership position

How many years after graduating have you attained/ do you expect to attain a leadership position (i.e. leading more than 15 employees)?



- A large proportion of survey respondents expect to attain a leadership position between their first 3-5 years after graduation.
- Young professionals realize that leadership responsibilities can be faster achieved than expected.

n (Graduates) = 317; n (Young Professionals) = 594

# *Appendix*

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## ***Basic information***

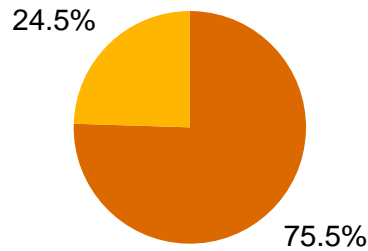
- Survey Development: PwC in cooperation with WTFL
- Target population: Millennials (age: 20 – 33) in the hospitality, aviation and business travel industries
  - **Graduates**: from participating educational institutions
  - **Young professionals**: from participating companies
- Data collection period: December 2012 – February 2013
- Participants:
  - **Graduates**: 482
  - **Young professionals**: 693

# Demographics (1/2)

## Graduates

## Young Professionals

### Gender

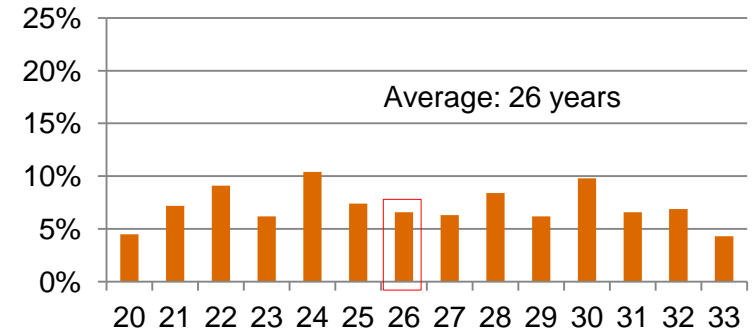
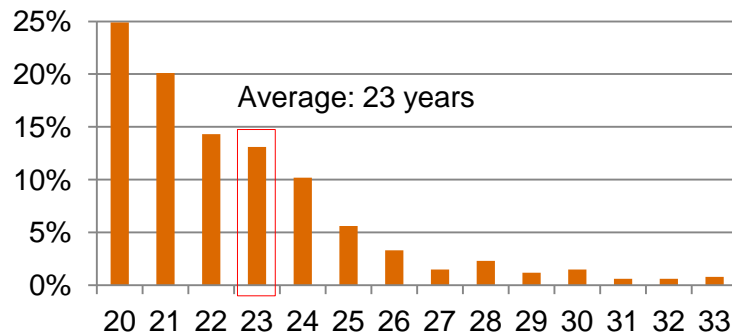


Female  
Male

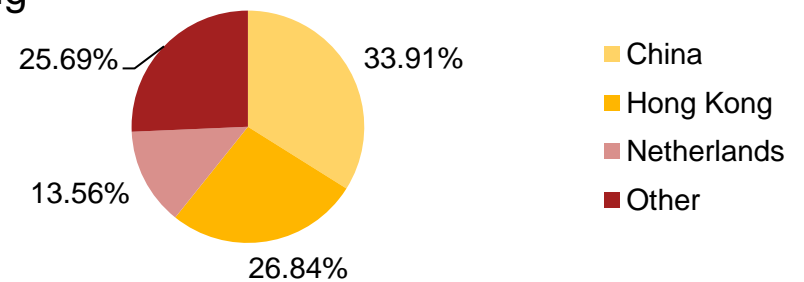
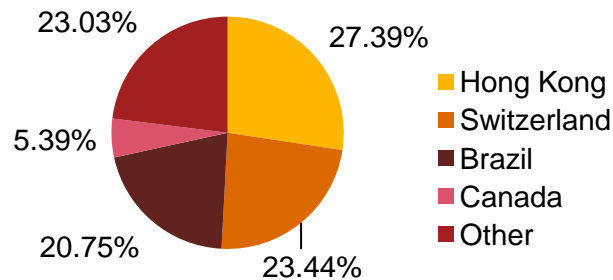


Female  
Male

### Age



### Country of living



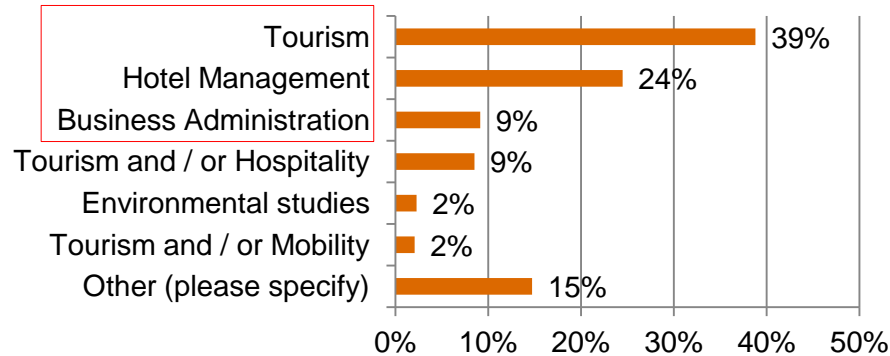
n (Graduates) = 482; n (Young Professionals) = 693

**Disclaimer:** Results may have been influenced due to the concentration of certain residence countries in the sample.

# Demographics (2/2)

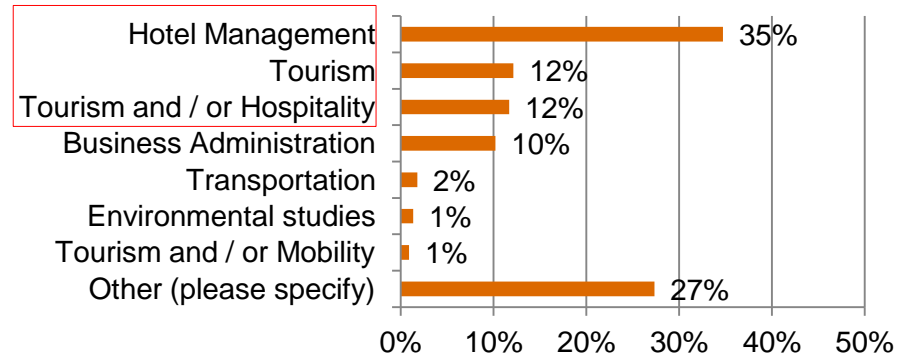
## Graduates

What is your main field of study?

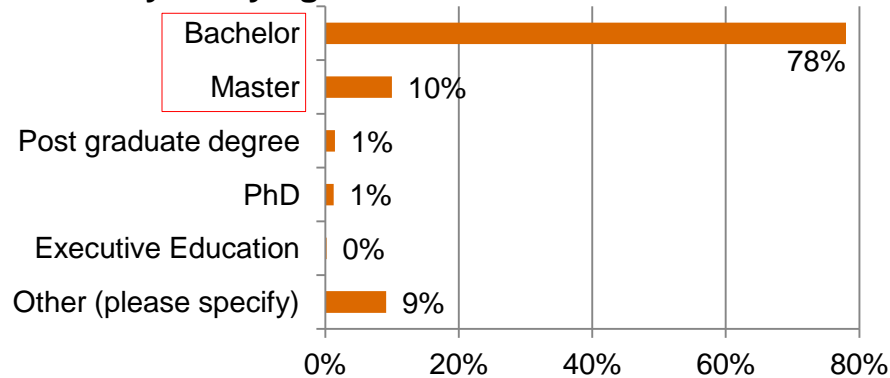


## Young Professionals

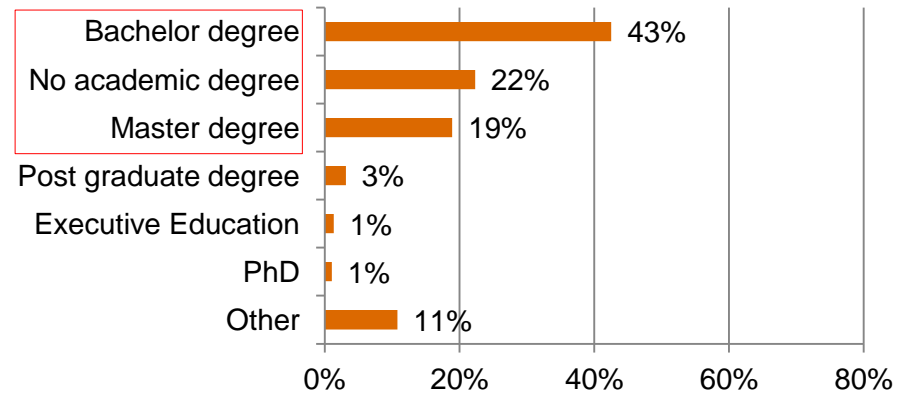
Which subject have you studied?



For which academic degree are you currently studying?



What is your highest academic degree?



n (Graduates) = 482; n (Young Professionals) = 677

**Disclaimer:** Results may have been influenced due to the concentration of certain residence countries in the sample.