The global tourism, travel & hospitality industry:
how well is it meeting millennials’ career expectations?

April 2015
We undertook a global survey, interviewing 1,036 people from 15 different industry organisations.

1,036 people

15

INDUSTRY ORGANISATIONS

Millennials were by far the biggest group.

Across all groups, the results showed some clear gaps between what people wanted... and what they felt they were getting.

But interestingly, there were no significant differences between genders.
Candidate behaviours

Millennials’ media consumption has changed drastically over the last 5 years

- **Social Media**
  Many graduates are actively engaging with businesses via their social channels.

- **Social Networking**
  90% of 16 to 24-year-olds use social channels to network with each other.

- **Mobile internet**
  89% of adults aged 16-24 use their mobile phone to access the internet (and 88% of them own a smartphone).

- **Mobile search**
  In 2015, mobile search will surpass desktop/laptop activity with the majority of spend, organic traffic and paid clicks coming from smartphones and tablets.

- **Personal engagement**
  Graduate recruiters are making more use of careers fairs, presentations, skills workshops, campus brand managers and social media during recruitment campaigns, and less of traditional channels such as local career guides.
What do we already know about millennials generally?

Of the global millennial participants, the majority prefer an organization that offers a **good work/life balance**. The least preferred attribute was **strategic agility**.

### Most important employer capabilities

1. Offers a good work/life balance
2. Encourages and supports employee development
3. Personally rewards me for my contribution
4. Allows me to demonstrate and develop my technical skills

### Least important employer capabilities

1. Is known for their strategic agility
2. Effectively makes complex decisions
3. Deals with Ambiguity

The least preferred attribute was **strategic agility**.
We asked participants in our global tourism, travel and hospitality industry survey the same question:

What capabilities do you prefer in an ideal employer? (They could choose five capabilities out of a possible 24.)

We also wanted to understand their perceptions of the capabilities offered by their current employer. So we asked:

How does your current employer deliver on the five capabilities you chose? (On a scale of 1 to 10.)

The results showed us the top choices out of the 24 possible capabilities, and those that were least preferred.
Organizational capabilities

There’s a noticeable difference between the capabilities most preferred by employees, and those that they perceive they are getting...

**Most preferred capabilities**

1. Offers a good work/life balance
2. Encourages and supports employee development
3. Personally rewards me for my contribution

**Lowest perception rankings**

24. Offers a good work/life balance
23. Provides a structured approach to managing up
22. Personally rewards me for my contribution
23. Personally rewards me for my contribution

**Industry comparison**

Customer focus ranked highly, and this was closely aligned with the actual capabilities - a 70.3 percentile norm is way above the average for other industries.

Work-life balance is in the 53rd percentile compared to other industries - this is average.
Organizational characteristics across all industries

Millennial participants prefer the following organizational characteristics:

- Entrepreneurial
- Slightly radical and daring
- Slightly unconventional
- Slightly agile and fast-paced
- Vast, multinational & high profile
We wanted to take a closer look at organizational characteristics preferences and perceptions for this specific industry. We asked:

What characteristics do you prefer in an ideal employer? (This was in terms of size, approach, structure, culture and pace.)

And we wanted to know...

What are your current employer’s characteristics? (Against the same criteria.)
Organizational characteristics in travel, tourism & hospitality

- **Structure**: Slightly structured
- **Approach**: Slightly radical and daring
- **Culture**: Slightly unconventional
- **Pace**: Slightly agile and fast-paced
- **Size**: Slightly vast and multinational

- **Perception**
  - Slightly structured
  - Slightly traditional
  - Slightly conservative
  - Neutral
  - Slightly vast and multinational
Finally, we looked at organizational personality. What traits were people in this industry looking for from their employer, and what did they feel they were getting?

We asked:

What personality do you prefer in an ideal employer?
(There were nine different personality types that participants could choose from.)

And again, we looked at perception:

What personality or personalities best describe your current employer?
(They had to choose from the same nine personality types.)
Organizational Personalities – the gaps between preference and perception

**Innovator** and **Champion** were the two clear preferences, but two of the areas where the gap between perception and preference were the largest.

With a reputation for innovation and the development of ground-breaking products and services, the people you attract are creative, energetic, and bursting with ideas. You are iconic and often the envy of other brands.

Supportive, collaborative, and exceptionally people focused, you attract talented individuals who want to learn, develop, and grow. By championing quality and rewarding success, you build exceptional customer relationships.

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So what can the tourism, travel & hospitality industry do to ensure its talent feels looked after and valued?

Be more radical

- Be less ‘this is how we’ve always done it’ and more ‘give us great ideas about how we can do it’
- Give people opportunities to move around into different roles, brands and locations
- Create more flexible career paths – if people show potential, make sure you’re not holding them back
- Highlight career opportunities in your more smaller, less conventional brands

How? A few talking points...
Summary

So what can the tourism, travel & hospitality industry do to ensure its talent feels looked after and valued?

How? A few talking points...

- Champion your own people - help them to find new opportunities to learn, grow and develop
- Create quality experiences for your people as well as your customers - they’ll become ambassadors of your brand too
- Continue to innovate - pioneering innovative new brands or services won’t just attract new customers, it will attract energetic, creative, ideas-led people
- The more innovative people you attract, the more fresh ideas you will generate - creating a cycle that will keep you ahead of the competition
Summary

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3

How? A few talking points...

- Empower your people to share their ideas, to learn, develop and go further for customers, and growth should follow anyway

- Millennials like being part of a big multinational but growth should be a natural consequence for a thriving business rather than the only focus
Summary

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How? A few talking points...

- Customer focus is highly valued by millennials - and is something that the industry handles exceptionally well.

- Could you reward customer-centric behaviours by ramping things up in areas that were perceived to be lacking?

- For example, could those that go above and beyond for customers be rewarded with a work-life balance focused reward? Or refresh your recognition program?
Summary

So what can the tourism, travel & hospitality industry do to ensure its talent feels looked after and valued?

1. Be more radical
2. Do more to live up to the Champion and Innovator personality traits
3. Grow responsibly
4. Incentivise customer focus