

Travel, Hospitality and Leisure

WINNING THE WAR FOR TALENT

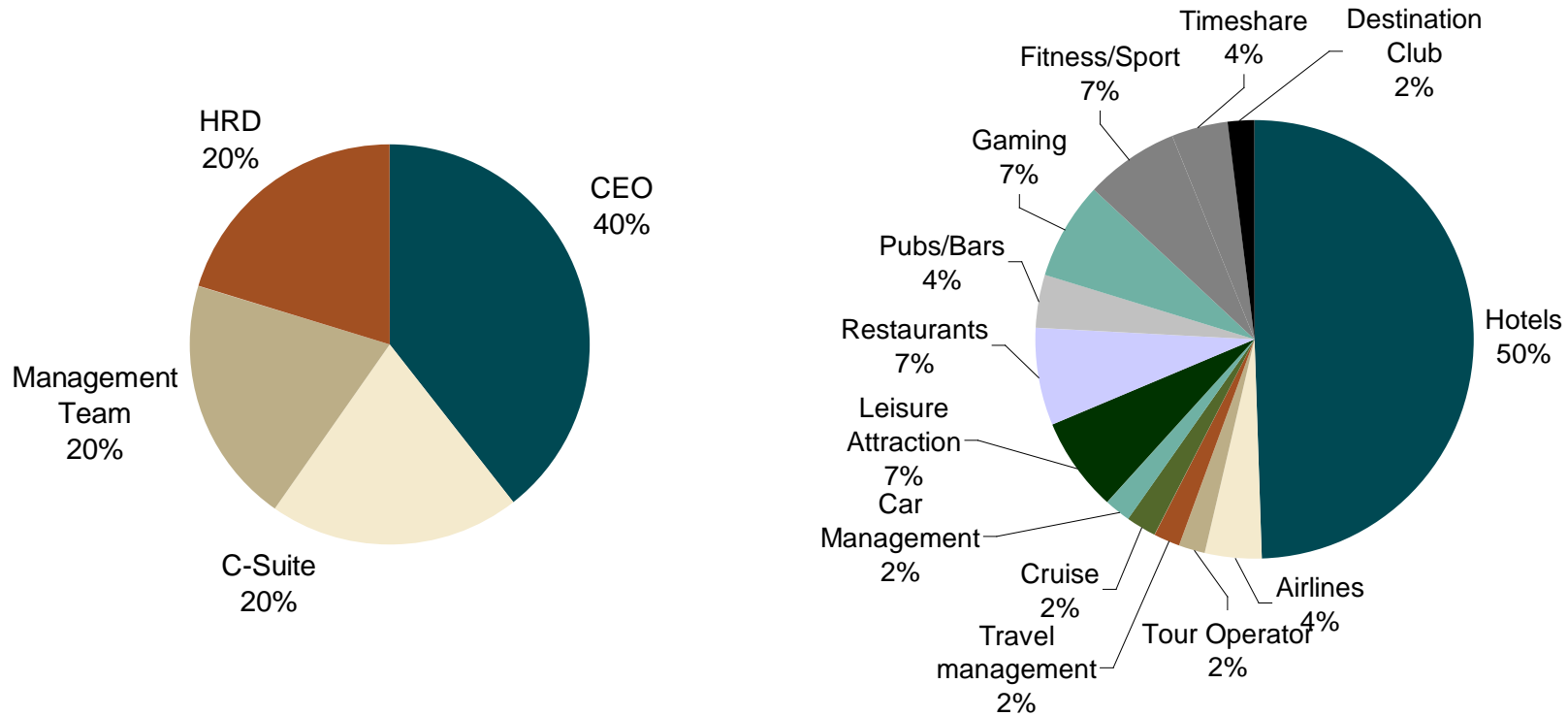
April, 2011

The big question

Are we attracting and retaining the best talent to our industry?

Korn/Ferry Research

WHO WE SPOKE TO



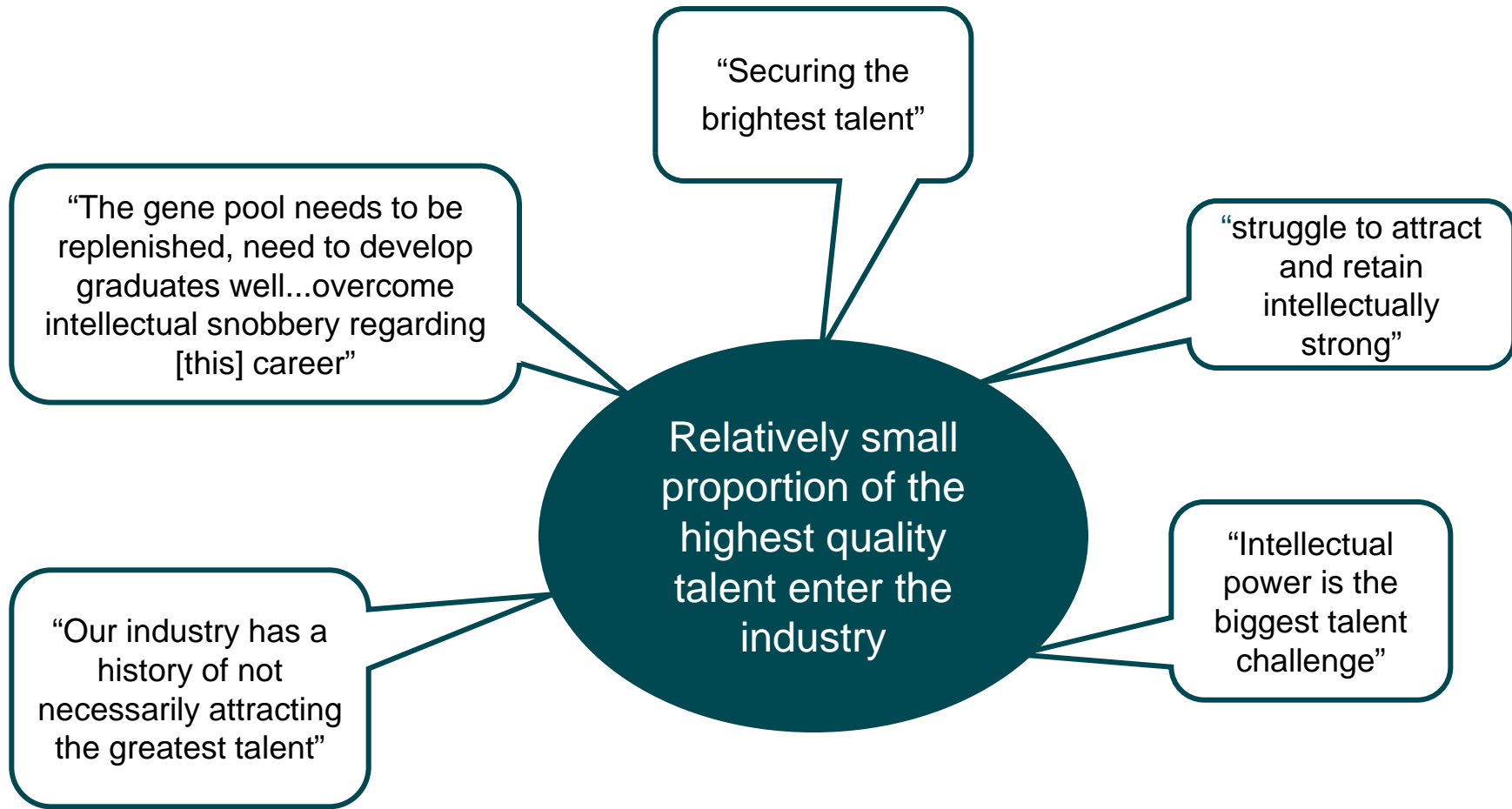
Korn/Ferry Research

COVERING MANY OF THE LEADING BRANDS IN THE INDUSTRY



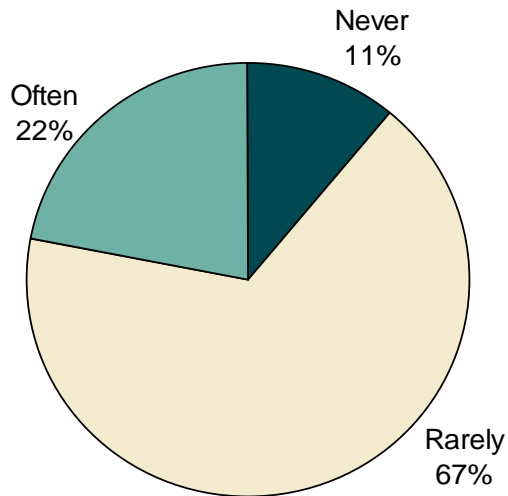
The Industry's biggest talent challenges

TALENT ENTERING THE INDUSTRY



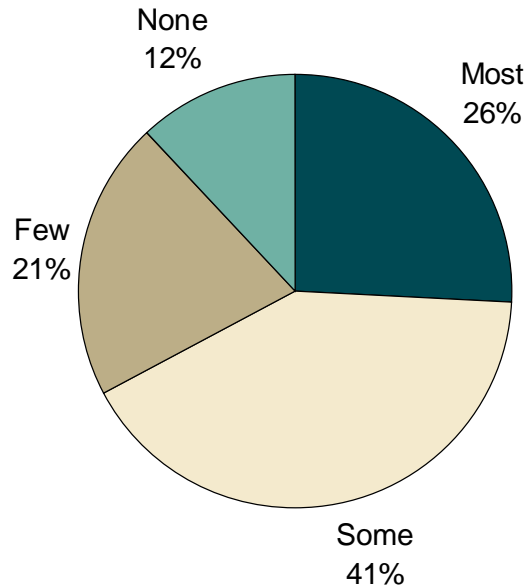
The Industry's biggest talent challenges

How frequently do leaders in your business move between functions?



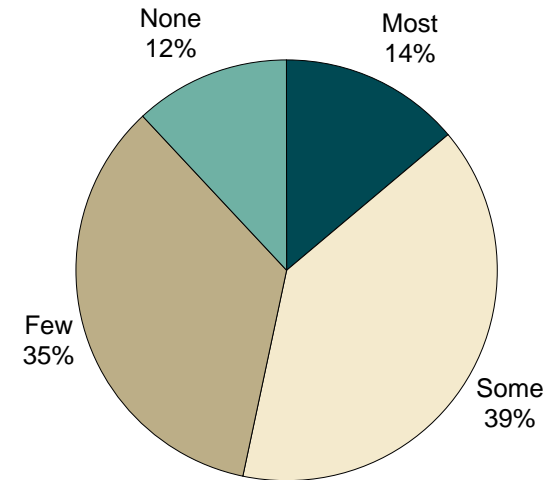
Only one fifth of leaders had worked in more than one function

What proportion of your leadership team have been based internationally



A third said “few” or “none” of their leadership team had been based internationally

What proportion of your leadership team has experience in other sectors?



Nearly a half said that “none” or “few” of their leadership team had experience in other sectors

How can the highest calibre graduates see intellectually stimulating and challenging careers in our industry?

The Industry's strengths

Passion for service and the customer

Genuine global opportunities

High growth in emerging markets

Real customer interaction

Well established brands

Key winning characteristics

Customer-focused
Service orientated
Passionate, enthusiastic and great attitude
Operationally focused
Hard working
Entrepreneurial
Interpersonal skills

Attraction strategies

Communicating with Generation Y

Importance of social networking to employer branding

Perception of the Industry

Forget the “job for life”

Remuneration & benefits for graduates

Retention strategies

Identify high-potentials

International opportunities

Clear and challenging career development plans

Strong and “real” interaction with customers

Remuneration

Solutions

Winning the war for talent

Winning the war for talent

Compete better with other sectors

Become a premier career destination

Create commitment to exemplary customer service

Provide international opportunities

Invest in your employer brand

Winning the war for talent

**Clear correlation between
motivated employees and
satisfied customers**

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