



# The attractiveness of the hotel, restaurant and customer experience professions

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26 avril 2024

# “ A survey design in three complementary parts

“Europe 5”  
geographical  
scope

France



Great Britain



Germany



Italy



Spain



... quantitative to measure and quantify...

## PART 1 QUANTITATIVE

300 HR Managers, HR Directors and Managers  
from the hotel, restaurant and high-end retail sectors, focusing on the customer experience

## PART 2 “MIRROR” QUANTITATIVE

1000 young professionals  
representative of the  
18-34 age bracket

## SECTION 3 QUALITATIVE

20 semi-structured interviews

- 15 hotel and restaurant experts
  - 3 tourism experts
- 2 high-end retail experts

... qualitative to explore  
and put into perspective



Quantitative questionnaires conducted online from 23 January to 9 February 2024; qualitative interviews from 29 January to 28 March 2024



OpinionWay conducted this survey in accordance with the procedures and rules of the ISO 20252 standard.



# A sector with high potential for attractiveness

*Among young professionals...*

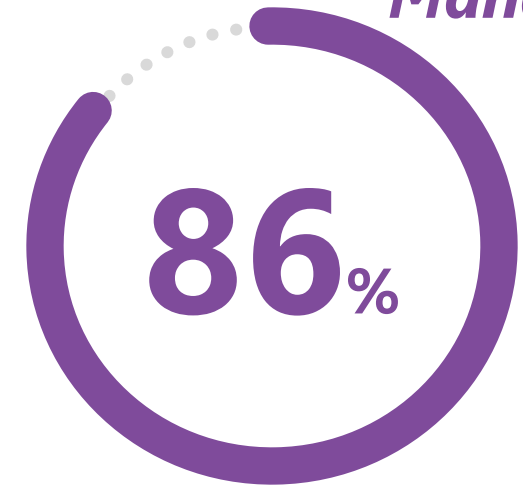


find the **hotel, restaurant and high-end retail**  
**sector attractive**

*"Passion"*

*"Sense of service"*

*... as well as HR executives and  
Managers*



*"Sharing"*

“ And yet ...



HR executives and Managers face **recruitment difficulties**



A major challenge for the sector:  
**getting the younger generation on board**



HR executives and Managers observe that the  
**younger generations pose** particular  
**challenges** in terms of recruitment,  
management and employee retention.



# The need to rethink the fundamental principles of the profession

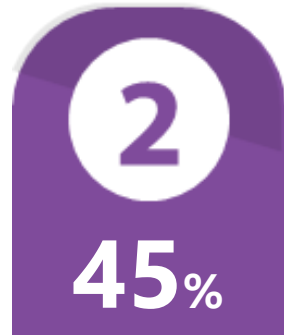
Q : What are the **main challenges** you face in **day-to-day management** and **developing employee loyalty** in your company?

Base : All – Multiple answers possible

HR and Managers



Managing Employees' Schedules and Workloads.



Employee Satisfaction and Well-being.

Q : Which of the following **aspects** of the hotel, restaurant and upmarket retail sector do you find **unpleasant**?

Base : believe that the hotel-restaurant and upmarket retail sectors are not attractive

Young Professionals



The very hierarchical, commanding atmosphere of the management team



Restrictive working hours



**Professionals committed to proactive attractiveness policies that capitalize on the sector's specific strengths ...**



## **HR component**

*Rotation*

*Mobility*

*Promotion*

*Benefits*

*Training*



## **Managerial component**

*Collaborative management*

*Middle Management*

*Cellular organization*



## **CSR component**

*Inclusion*

*Diversity*

*Local*

*Equality*

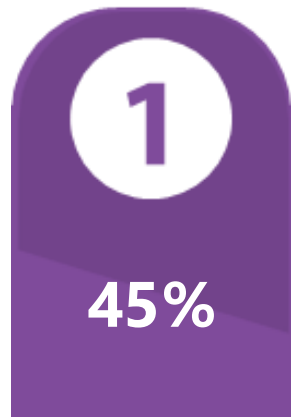


# ... and which lead to a recruitment approach based on personal qualities...

Q: What **specific features do you implement** in your **recruitment** policy to **find the right candidates for your challenges**?

Base: all respondents - **Open** question

HR executives and  
Managers



Personal qualities

*"Since Covid, we've realized that we need to focus more on soft skills than on hard skills."*

*(CEO-MD restaurant chain)*

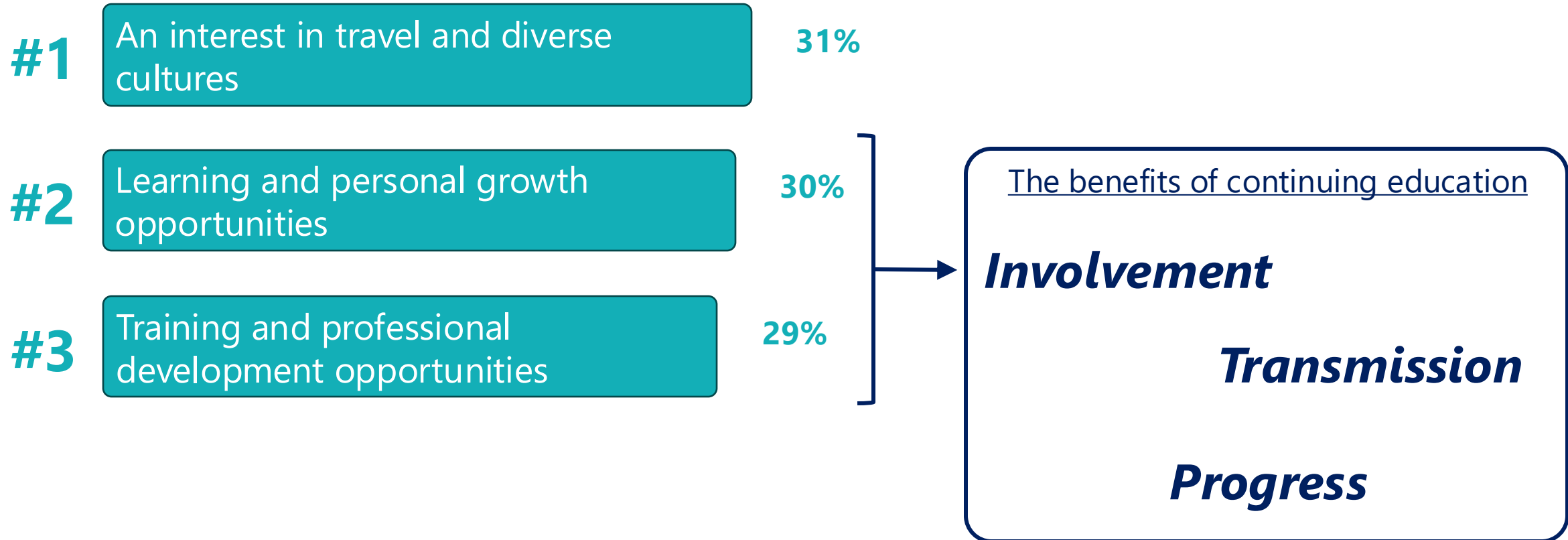


# ... while using continuing education as an attractiveness and employee retention lever

Q: What would make you **want to** / has made you want to **join the** hotel, restaurant or high-end retail **sector**?

Base: all respondents - Multiple answers possible

Young professionals







## By way of conclusion...

- ✓ Real challenges, **unique attractiveness**
- ✓ As a result, the up-and-coming **Generation Z** is eagerly awaited and poses major challenges.
- ✓ **Conscious** and **confident** HR executives and Managers!

*average confidence rating  
in **your company's ability to maintain  
employee commitment** at the level  
required for its development*

