



# 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.

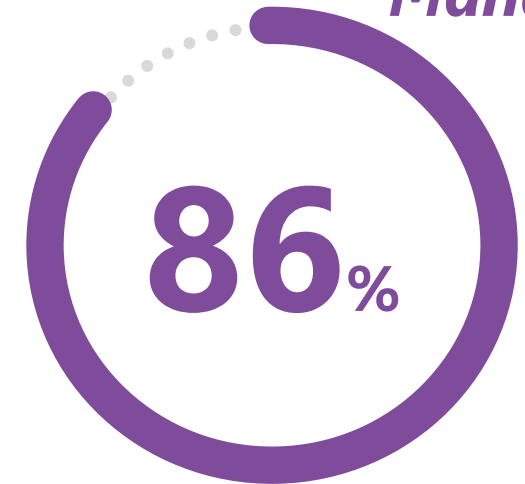
Quantitative results must be read in light of the uncertainty margins: 5.7 points at most for a sample of 300 respondents; and 3.1 points for a sample of 1,000 respondents.



“ A sector with high potential for attractiveness

Among young professionals...

... as well as HR executives and Managers



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

*"Passion*

*"Sharing"*

*"Sense of service*

“ 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.



# 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)*

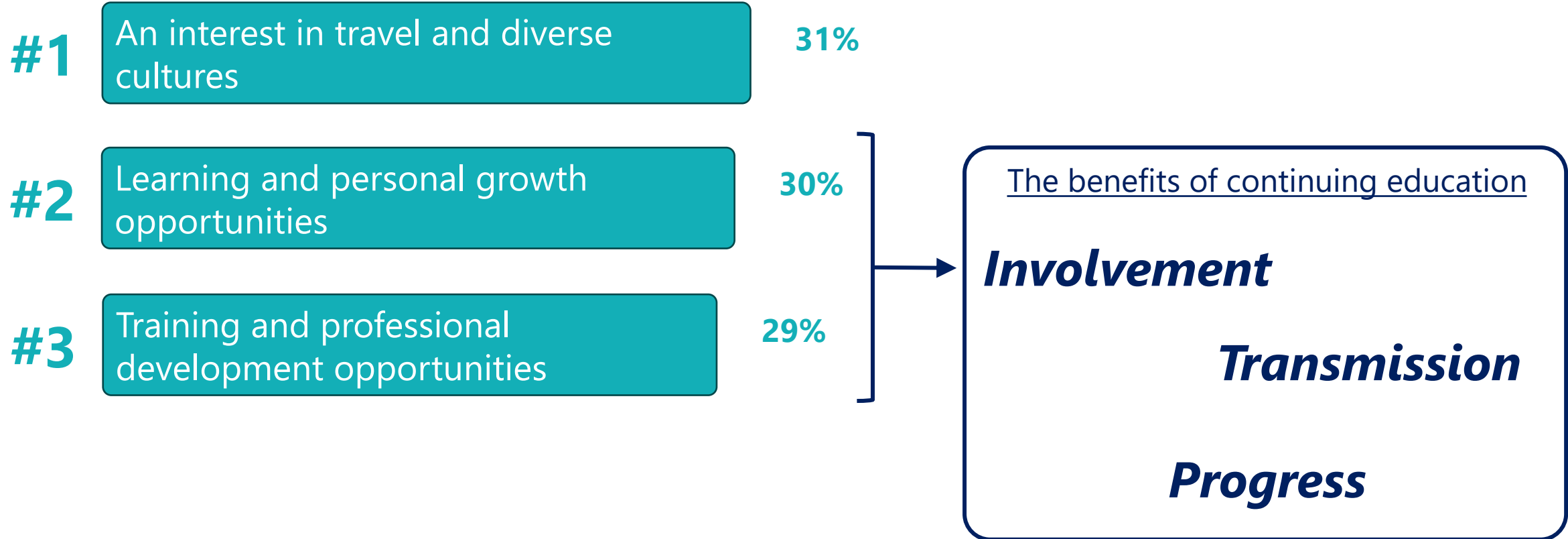


# ... while using continuing education as an attractiveness and employee retention lever

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*

