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HOTEL yearbook 2013

Scenarios for the year ahead

Puneet Chhatwal, Steigenberger's new CEO, shares his thoughts on the challenges in the year ahead

Dorchester Collection CEO Chris Cowdray on leadership

How will 2013 shape up for the key hotel markets worldwide?
30 exclusive country reports from Horwath HTL

Special section: "Spa 2020"
Leading experts explore the next decade in the spa industry

How is your company visualizing its future business landscape?
Woody Wade on scenario planning in the hotel industry

This excerpt from the Hotel Yearbook 2013 is brought to you by :

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WADE & COMPANY

Wade & Company is a Lausanne-based consultancy that helps senior managers in the hospitality industry better understand how their future “business landscape” could change, affecting their competitiveness and creating new opportunities and challenges. Its scenario planning workshops give management teams a creative yet structured approach for envisaging alternative ways their future operating environment could realistically unfold over the next few years, depending on how current uncertainties develop. With these eye-opening insights, Wade & Company’s clients can maximize the flexibility of their strategic plans and be better prepared for whatever future dies arise. More info is at www.11changes.com.

Horwath HTL Hotel, Tourism and Leisure

HORWATH HTL

Horwath Hotel, Tourism and Leisure consulting are the world’s number one hospitality consulting organisation, operating since 1915. Horwath HTL are the industry choice; a global network offering complete solutions in markets both local and international. Through involvement in thousands of projects over many years, Horwath HTL have amassed extensive, in-depth knowledge and understanding of the needs of hotel & real estate companies and financial institutions.

Horwath HTL are the world’s largest consulting organisation specialised in the hospitality industry, with 50 offices in 39 countries. They are recognised as the pre-eminent specialist in Hotels, Tourism and Leisure, providing solutions through a combination of international experience and expert local knowledge.

HSYNDICATE

HSYNDICATE

With an exclusive focus on global hospitality and tourism, Hsyndicate.org (the Hospitality Syndicate) provides electronic news publication, syndication and distribution on behalf of some 750 organizations in the hospitality vertical. Hsyndicate helps its members to reach highly targeted audience-segments in the exploding new-media landscape within hospitality. With the central idea ‘ONE Industry, ONE Network’, Hsyndicate merges historically fragmented industry intelligence into a single online information and knowledge resource serving the information-needs of targeted audience-groups throughout the hospitality, travel & tourism industries... serving professionals relying on Hsyndicate’s specific and context-relevant intelligence delivered to them when they need it and how they need it.

Engaging your employees in 2013

IN THE YEAR AHEAD, HOTEL EMPLOYEES WILL HAVE EVER GREATER ACCESS TO MORE AND DIFFERENT WAYS OF UNDERSTANDING THEIR COMPANY'S PERFORMANCE, CULTURE AND LEADERSHIP, WRITES **STEVE LAWLER**, MANAGING PARTNER OF ST. LOUIS-BASED **OPINIONS INCORPORATED**. NEW SOCIAL MEDIA TECHNOLOGIES WILL CATALYZE CHANGES IN THE RELATIONS NOT ONLY BETWEEN EMPLOYERS AND EMPLOYEES, BUT ALSO THOSE BETWEEN EMPLOYEES AND GUESTS. ENGAGING EMPLOYEES WILL THEREFORE BE A KEY OBJECTIVE FOR ENLIGHTENED MANAGERS.

Although the exact metrics of employee engagement are evolving, the general framework is already solid enough to justify the increased attention paid by leaders and managers in the hotel industry.

Engagement increases when employees understand their organization's strategy and direction, know how their role contributes to success, have the resources they need to be effective and are treated with dignity and respect. When these things are true, employees make greater contributions to financial goals and guest satisfaction. Employee activities become more aligned. There is an increase in employee engagement. Effectively leading and managing employees requires tracking those emerging developments that are having high impact on the relationship employees have with their employers. In our work, we see several such developments that can change the way employees engage with their work and their employers in the year ahead.

First, micro and macro shifts in the world of hospitality work require continuous adaptations to strategies and practices for

assessing and engaging employees. In the near term, we see no slowdown in this accelerated rate of change. Of significance are higher percentages of women students in hospitality schools and management training programs, more regionally born managers succeeding Europeans and Americans, especially in Asia, and the shifting career aspirations of younger hospitality moving more towards real estate, banking and finance, affecting recruitment for careers in operations, food and beverage, marketing and sales – to name a few.

Yet the most significant employee mind shift is towards higher levels of expectation and experience in both parts of the high tech/high touch equation. The right mix of high tech and high touch that is a challenging balance for achieving an exceptional guest experience is of growing significance in the realm of employee engagement and satisfaction. Customization, authenticity and transparency join high speed, rich data and robust metrics as essentials for successfully understanding associate engagement. Tracking these shifts involves developing a richer understanding of the employee experience, and this



Engaging your employees in 2013 cont.

requires greater use of customized employee research combining both qualitative and quantitative tools. Employees, like guests, expect a more personalized experience. There is great pressure for hospitality organizations to deliver new features and upgrades to the employee/employer relationship at every turn. First rate technology and superior internal customer service are necessary to effectively engage contemporary hospitality employees.

Second, the accelerated use of social media tools is having greater impact on the way employees understand their roles and frame their expectations within existing organizational structures. Worth noting here are changes in employee communications channels, the increase in more direct employee/guest social media connections, and greater employee access to strategic information, all of which are introducing both increased risks and greater opportunities. With new social media technologies, effective plans for employee communications are rapidly growing past voicemail, e-mail, and newsletters to texting, Facebook, Twitter, YouTube and Google+ with the future bound to include as yet undeveloped options.

With Web 3.0, unfolding information is free to show up in spaces and places not formally sanctioned, with users expecting customized content and delivery. As greater use of social media influences employee/guest relationships, we see direct connections supplanting some elements of a company's role as intermediary and owner of the relationship. It is not outlandish to imagine a guest having a lively and engaging conversation about a hotel with a new, tech savvy associate found through the guest's social media connections as a way to gathering information ahead of actually visiting a location's website. This dynamic context has a larger set of variables. The conversations organizations are having with their guests are growing on multiple levels and into new channels as well. Although still delivered through official channels, brand messaging and information flows more and more through relationship instead of roles.

Social media becomes a broader horizon for managing employee branding and feedback as well.

Employees have access to more and different ways of understanding a company's performance, culture and leadership. Potential employees look for innovative ways of recruiting, training and managing current employees, ways that express a relational, not functional, sense of work. Deepening

Social media becomes a broader horizon for managing employee branding and feedback as well

employee engagement involves being more connected, more of the time, and in ways that are increasingly collaborative. Social media connectivity and collaboration as a work-style are increasingly important essentials with younger employees. Such collaboration involves a great sense of the local and particular within the larger organizational whole. Shaping one's work and one's role are extensions of expressing one's particular identity. High potential employees want work that is a worthy expression of their unique giftedness.

Finally, we see sustainability motifs emerging as a key element in positive regard from younger employees for a location and a corporate brand. This is not in place of traditional elements like career potential, salary and benefits, working conditions and location. Yet along with these traditional expectations come additional ones. Organizations that have clearly articulated sustainability practices and that are making some specific contribution to sustainability in a broader context are held in higher regard with younger workers. Steps taken to practice sustainability both "inside and outside the walls" signal to these employees that the organization is moral and realistic both. Although it is not clear as of yet if there are preferences for certain types of external sustainability projects (water, reforestation, alternative energy sources, etc.), there are preferences for internal practices that use greener products and that practice the basic principles of reduce, reuse, recycle. ■

Which city in the world has the most hotel openings in 2013?

Answer: **Dubai**

Which city in the world has the highest density of 5 star hotels?

Answer: **Dubai**

Which city in the world should I choose to study Hotel Management?

Answer: **Dubai**



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