



THE BII PEOPLE AND TRAINING CONFERENCE

Millennial perceptions of working in the hospitality sector

Martin Dinkele - Savanta

The perceptions of
Millennials towards
working in the
hospitality sector –
what is attractive and
what needs to change?



It's a big issue



Pret A Manger says one in 50 applicants is British



London restaurant introduces £1k 'golden hello' to address 'toxic' chef shortage

EveningStandard.

Britain's coffee trade 'under threat by shortage of baristas'



Hospitality could face 1m staff shortfall post-Brexit

THE  TIMES

Restaurants crippled by staff shortage, warns chefs

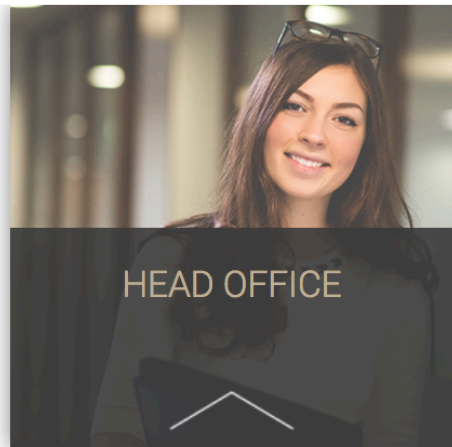
CAMBRIDGE
news

No-one wants jobs in Cambridge pubs leaving some landlords to make drastic decisions

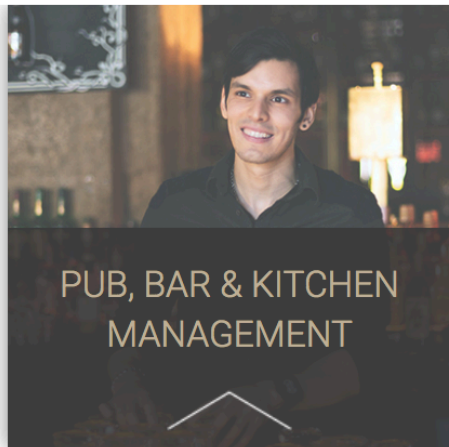
Pub Co's, restaurant groups, coffee shops,
fast food, hotels are responding

Ignite a career with Stonegate Pub
Company and embark on a fascinating
journey... we'll have fun along the way,
we'll meet exciting people and we'll
invest in your development.

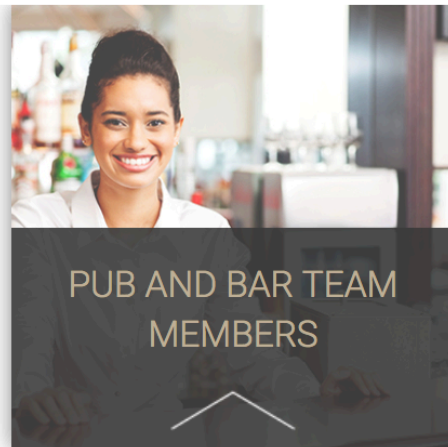
WELCOME
TO ALBERT'S
ACADEMY



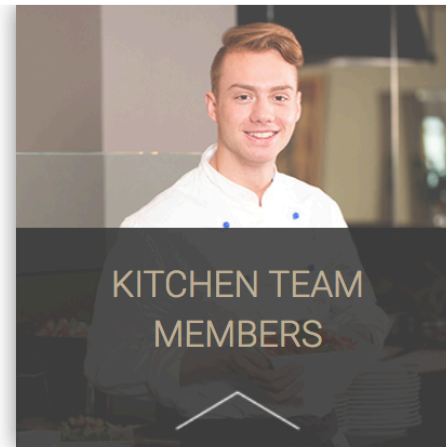
HEAD OFFICE



PUB, BAR & KITCHEN
MANAGEMENT



PUB AND BAR TEAM
MEMBERS



KITCHEN TEAM
MEMBERS



APPRENTICESHIPS

For our purposes, “Millennials” = 18-30

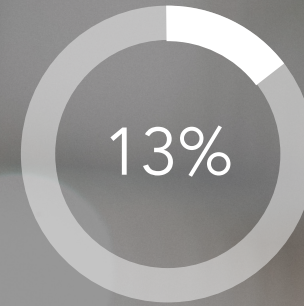


Survey with 1001 Millennials

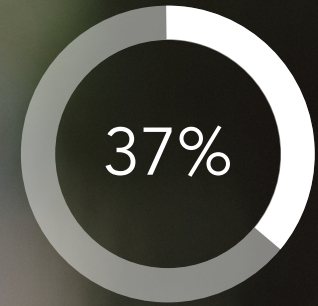
UK

Aged 18-30

Conducted in September 2017



Currently work
in the sector



Worked in the sector,
but not now

- Mix of pubs, bars, nightclubs, restaurants, coffee shops, cafes, fast food, hotels, members clubs
- 8% all/mostly front of house, 2% back of house, 3% both equally

What is a Millennial?

	Maturists (pre 1945)	Baby Boomer (1945-1960)	Generation X (1960-1980)	Generation Y (1981-1997)	Generation Z (born after 1997)
Formative experiences	Rationing Rock n Roll Nuclear families Defined gender roles (esp. for women)	Cold War Vietnam War Swinging 60's Moon landings Youth culture	Fall of the Berlin Wall Reagan/Gorbachev Live Aid Early mobiles Divorce rate rises	9/11 Terrorism attacks Invasion of Iraq Cool Britannia Reality TV Google Earth	Economic downturn Global Warming Mobile devices Cloud computing Wiki Leaks
Attitude towards career	Job for life	Organisational – careers defined by employer	Portfolio careers – loyal to profession rather than employer	Digital entrepreneurs – work “with” organisations	Multi-taskers - work with companies who share their values
Signature product	Car	Television	Personal computer	Tablet / smart phone	3D printing / driverless cars
Communication	Formal letter	Telephone	Mobile or text	E-mail	Smartphone
				The Millennial	

Obama's New Boss / Syria face-off / McCain vs. Brzezinski / **PLUS:** Summer's best movies & more

TIME

THE ME ME ME GENERATION

Millennials are lazy, entitled narcissists
who still live with their parents

Why they'll save us all

BY JOEL STEIN



NewStatesman

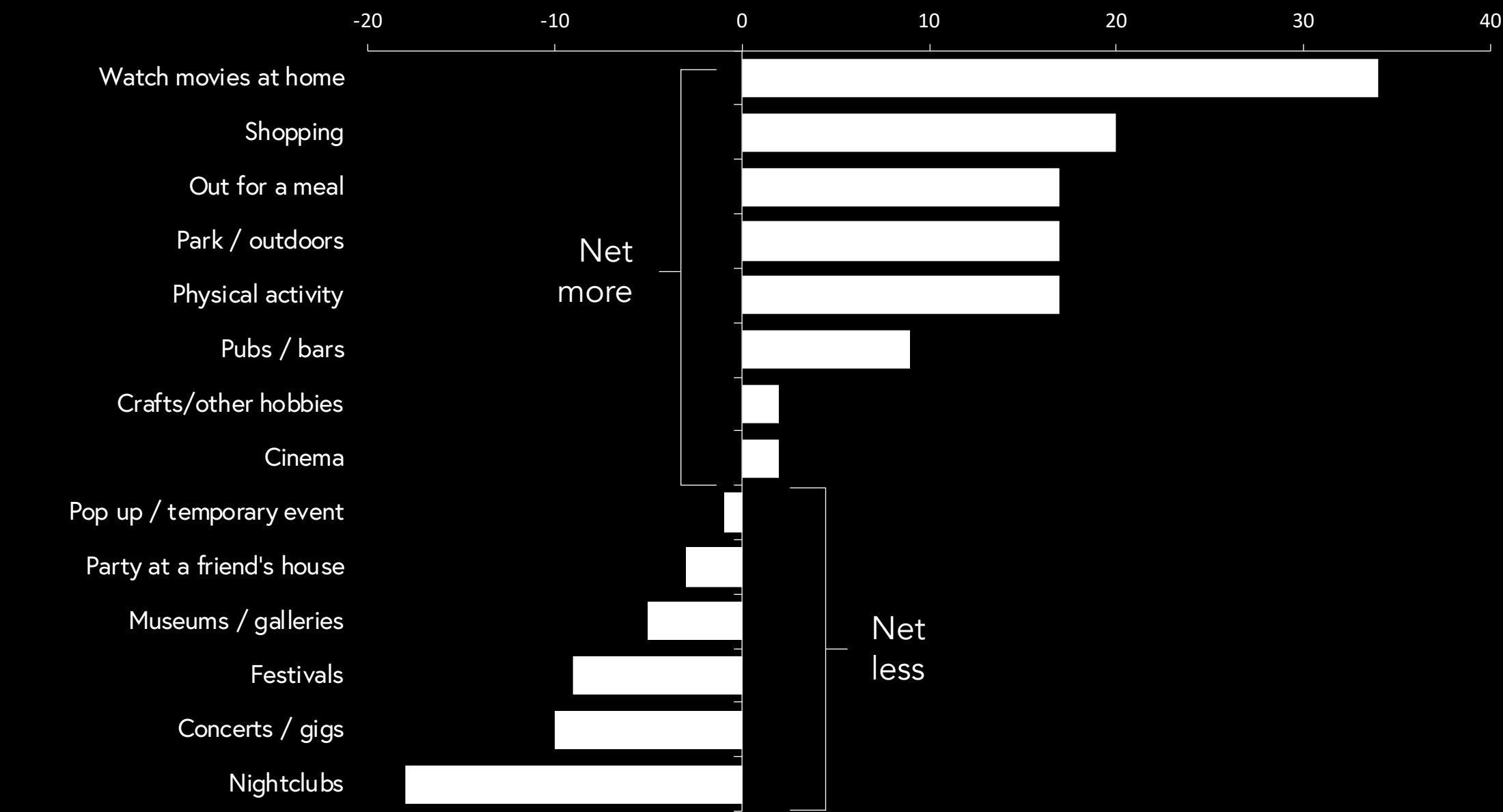
The strange death of boozy Britain:
why are young people drinking less?



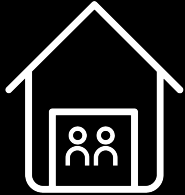
INDEPENDENT

Millennials 'earn a fifth less' than their
baby boomer parents did at their age

The Netflix effect | Compared to a year ago, which of these are you doing more / less often?



Not all Millennials are the same – e.g. leisure activity



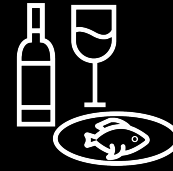
HOMIES
(40%)

"I work, I go home, I spend time with my husband ... sure I go to the pub sometimes but it's just not really my thing. I'm happy just doing what I do."



THRIFTIES
(27%)

I'd rather go to a pub and have a couple of pints than go clubbing. Going out is expensive – £20-30 a go – so I also don't mind staying at home watching a film."



COSMO'S
(14%)

"I've reached the age where I'd much rather enjoy 2 or 3 beers than neck 6 six and get hammered. I'm willing to pay a little more to have a nice environment, nice food and drink."



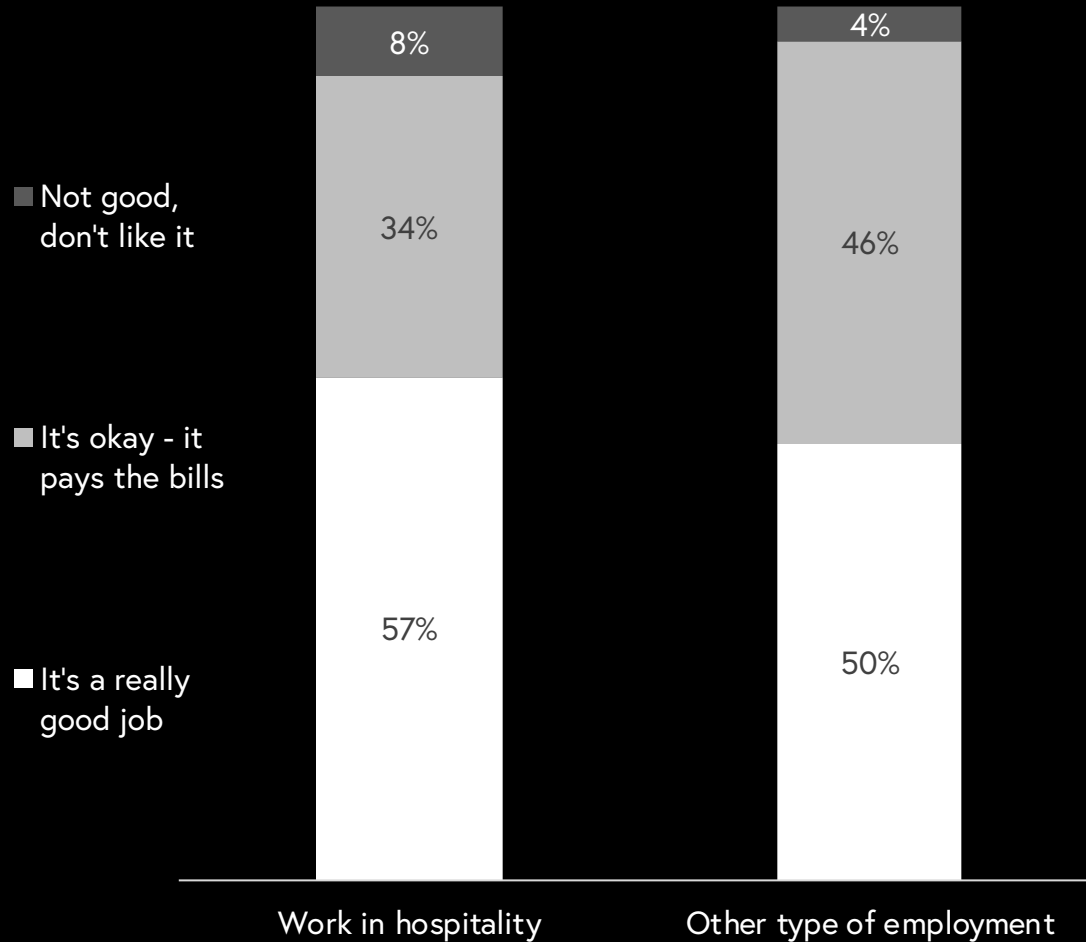
ADVENTURER
S
(20%)

"We're into trying new things. We went to an event the other week that had inflatables and a free donut if you liked their Facebook page. And we love doing bingo at Bierkeller."



Millennials and working in hospitality

Job satisfaction – similar pattern to non hospitality



- Those working “back of house” more likely to be dissatisfied than “front of house”
- Managers and supervisors happier than staff

Beware averages: variable employee satisfaction in the restaurant sector

Morar HPI conducted employee surveys for a number of restaurant chains – site staff and head office

las
IGUANAS

Frankie & Benny's

Bella Italia

YD!

Brunning & Price

HUXLEYS
RESTAURANT & BAR

COAST TO COAST
AMERICAN RESTAURANT & BAR

wagamama

La Tasca

BELGO
BAR & RESTAURANT

CDG
restaurant group

trg
concessions
a division of the restaurant group plc

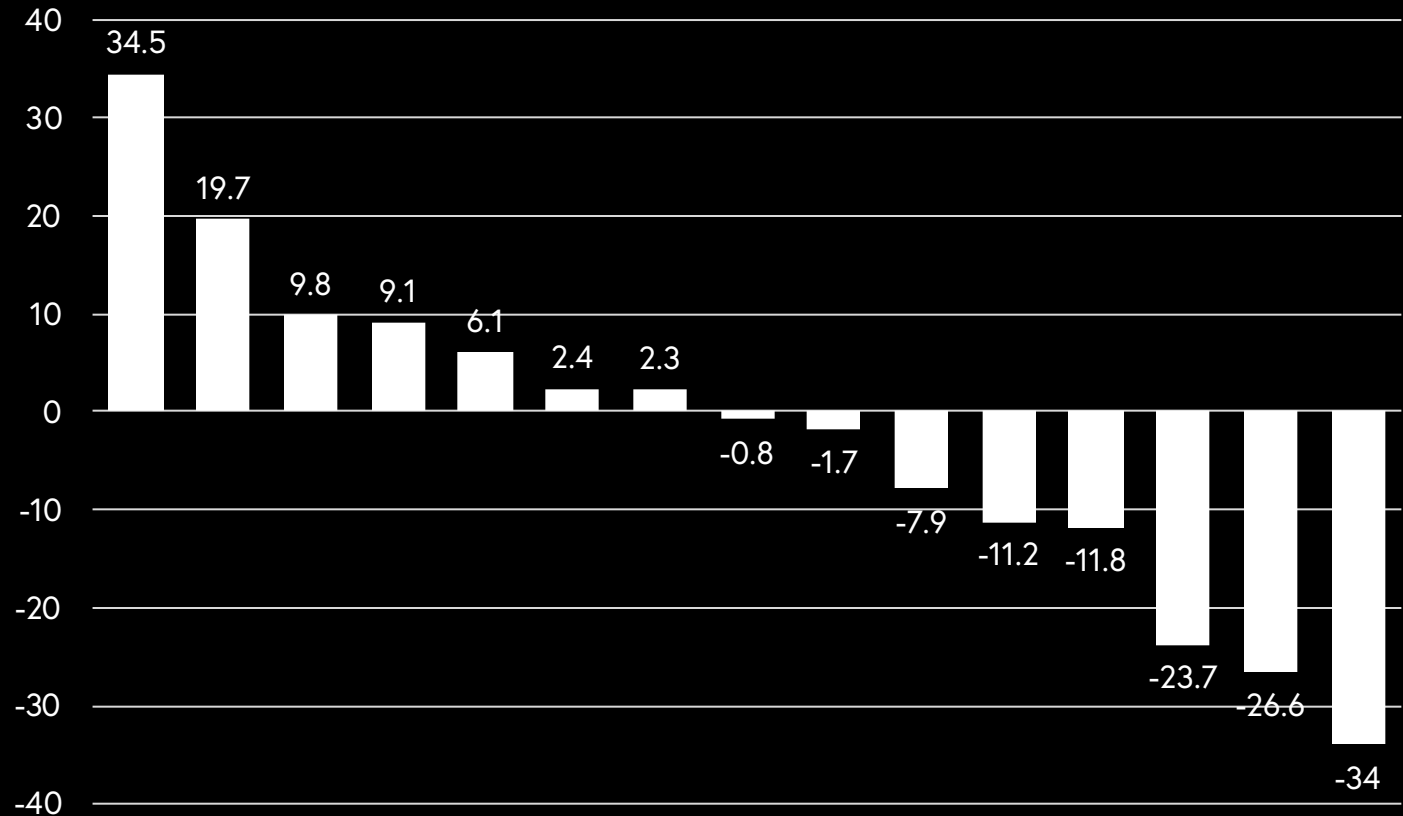
CHIQUITO

CAFÉ
ROUGE

The
Restaurant
Group plc

GARFUNKEL'S
RESTAURANT

On a scale of 1-10 how likely is that you would recommendas a place to work?
Figures show NPS scores



Guest satisfaction with the experience strongly aligned with staff work satisfaction

Morar HPI conducted employee surveys for a number of restaurant chains – site staff and head office

las
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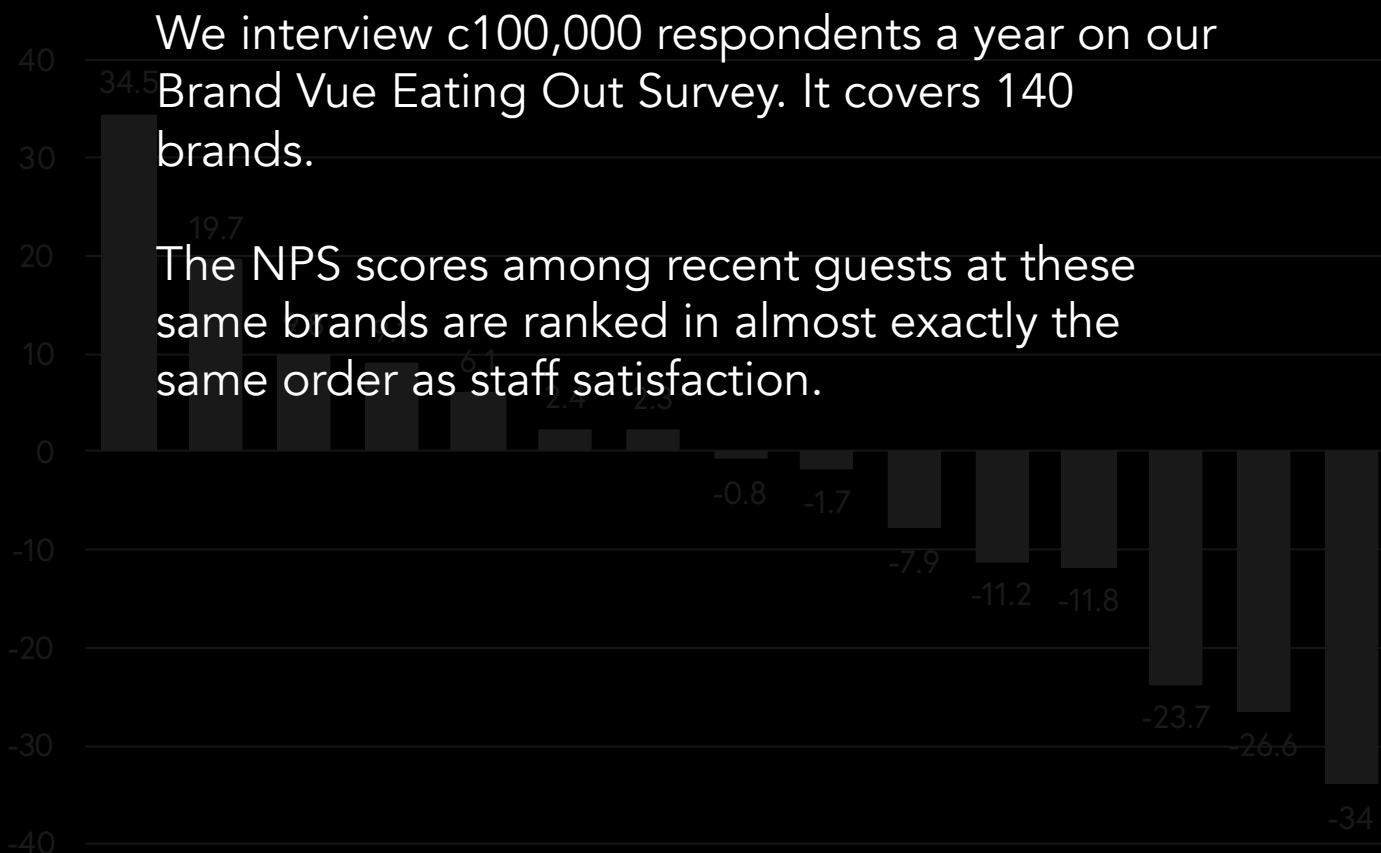
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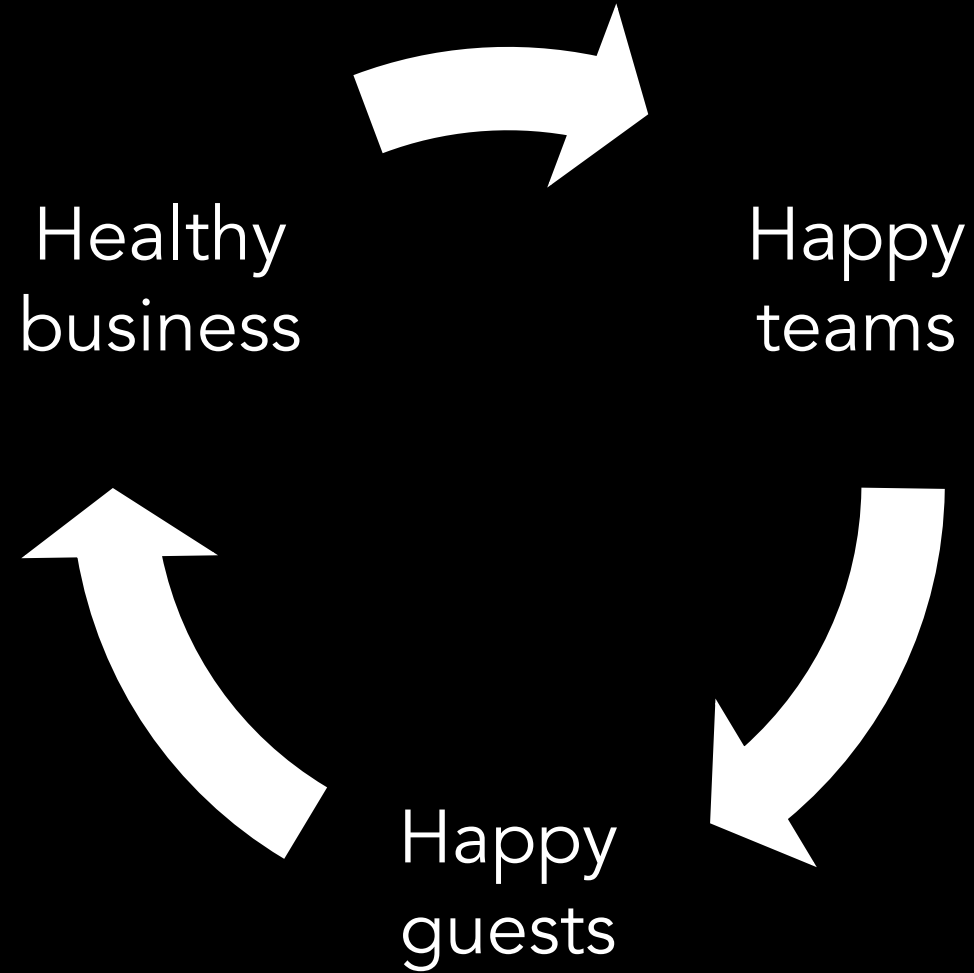
The
Restaurant
Group plc

GARFUNKEL'S
RESTAURANT

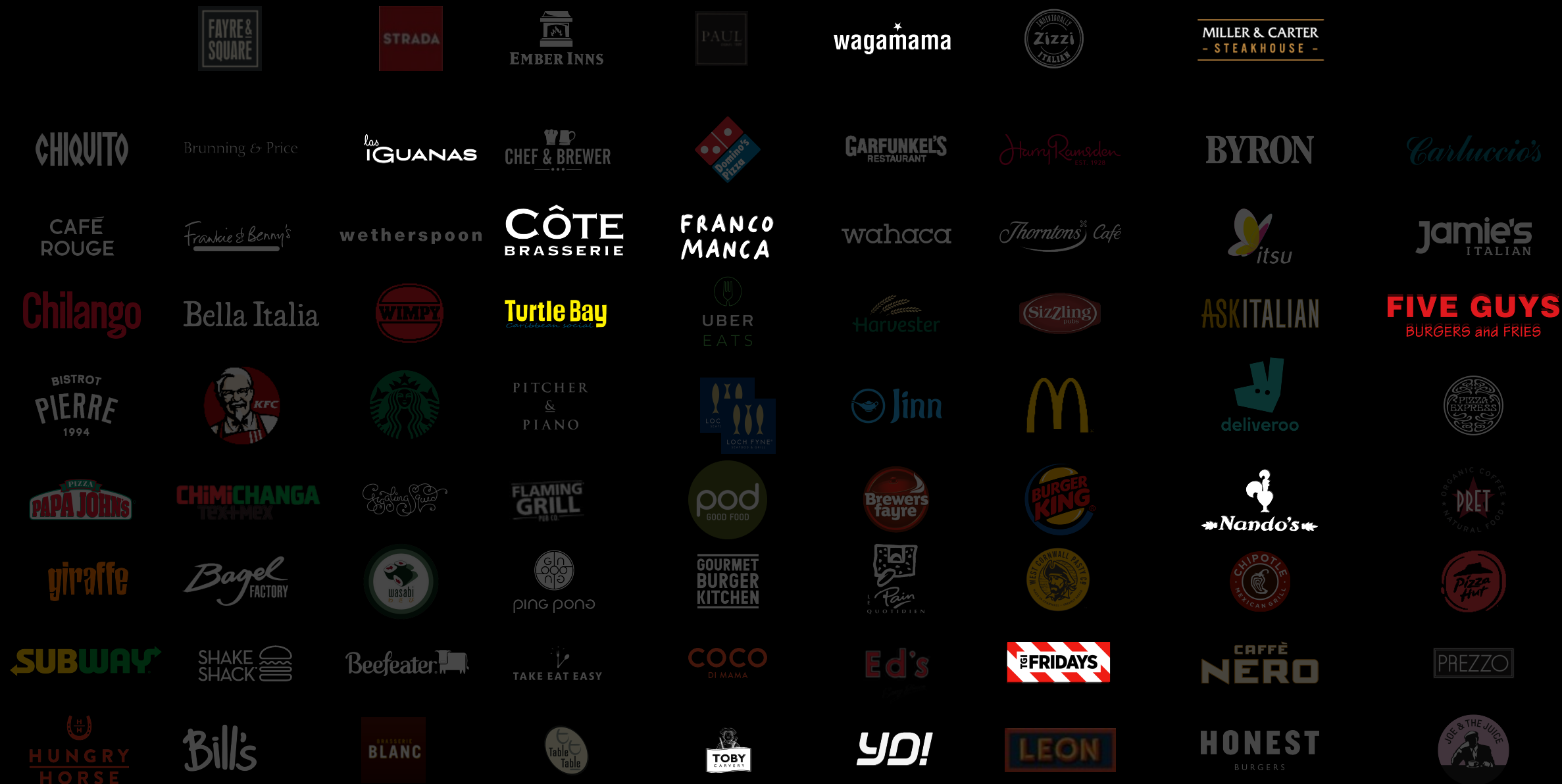
On a scale of 1-10 how likely is that you would recommendas a place to work?
Figures show NPS scores



Happy teams are the foundation of success



Brands with high guest satisfaction will almost certainly have the high staff satisfaction?



BrandVue: Top 12 brands for guest NPS – L3M

Our employee engagement framework

Our framework uncovers the reasons behind employee advocacy. It is based on three dimensions – Individual, Local & Brand



1. Individual Engagement

Individual engagement takes place at a personal level – the fulfilment an employee gets from their job, the level of empowerment they are given to do their job well and the development they receive to perform.

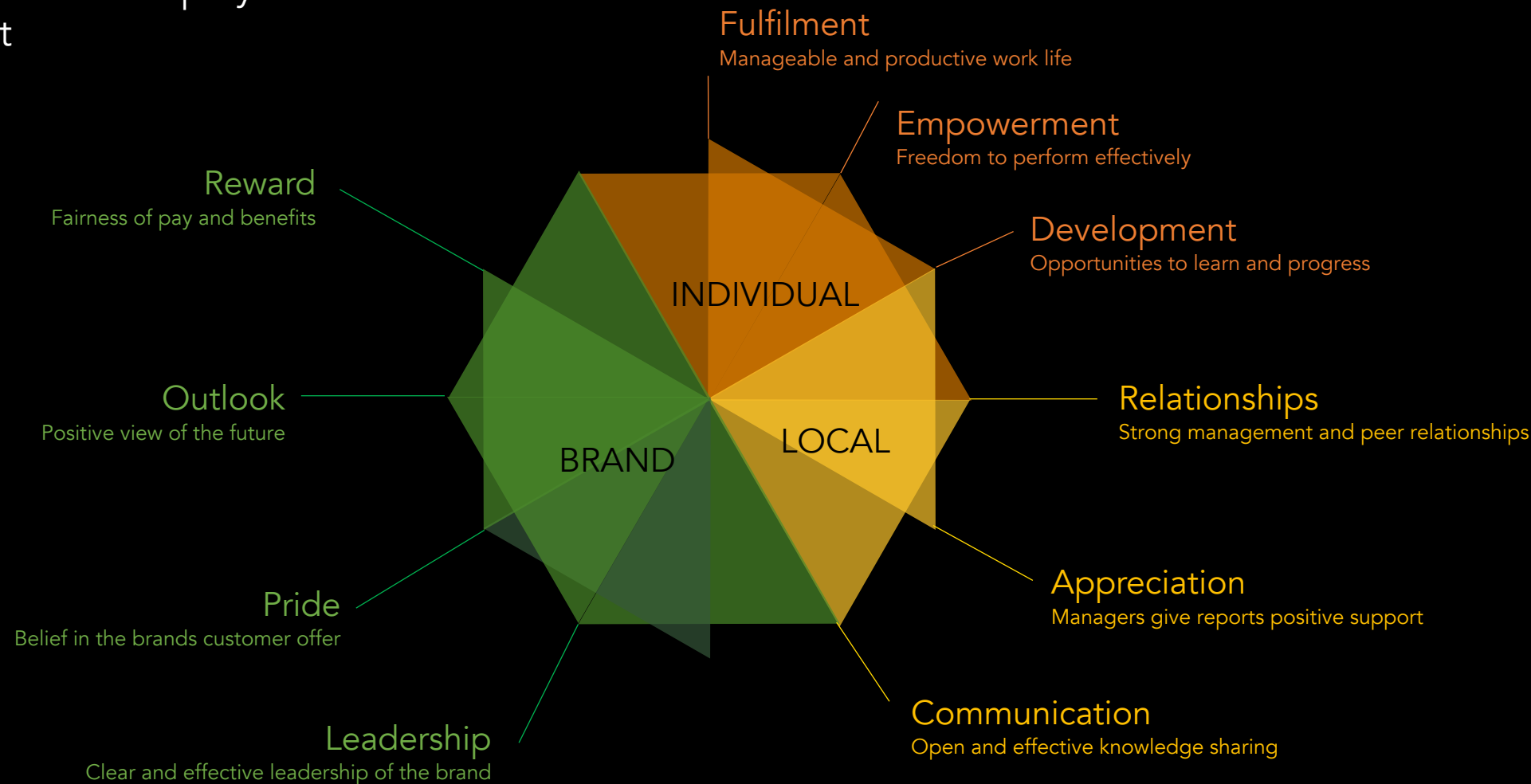
2. Local Engagement

Local engagement takes place at a site level – the relationships people and teams form with each other, the quality of the communication and the appreciation managers show to their people.

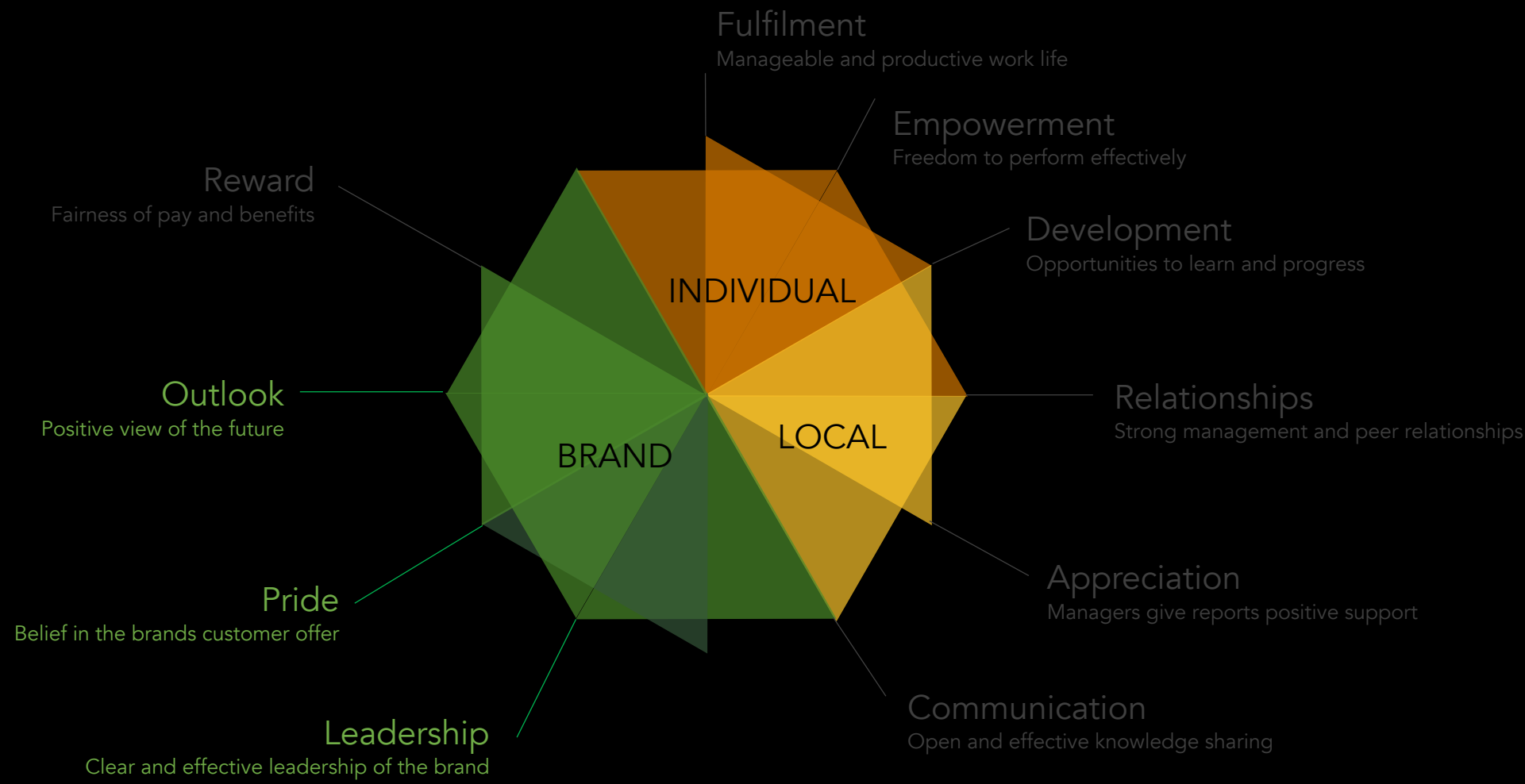
3. Brand Engagement

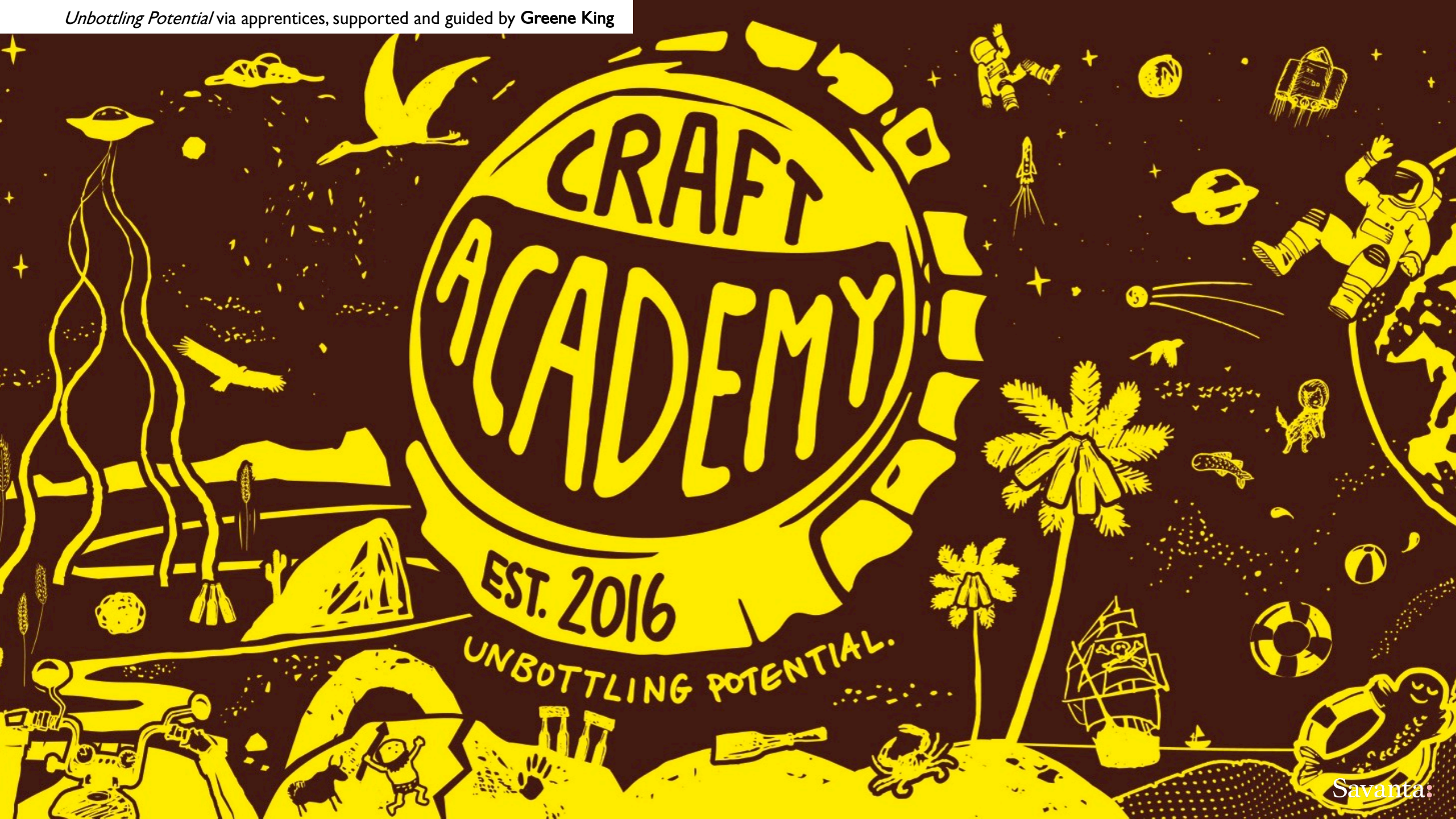
Brand engagement takes place at an organisational level – the leadership set the tone, the level of pride in the offer, the current momentum felt at the frontline and the reward levels on offer.

Three core dimensions underpinned by ten components of employee engagement



Brand values and vision are key drivers of staff engagement





THE STATE OF OUR NATION

1 MILLION

YOUNG PEOPLE OUT OF WORK,
SUPPORTING THEM
MUST BE A PRIORITY

YOUTH UNEMPLOYMENT UK - AUGUST 2017

17% OF 16-24 YEAR OLDS
ARE NOT IN EDUCATION,
EMPLOYMENT OR TRAINING

THE TELEGRAPH - OCTOBER 2016

UNEMPLOYMENT AMONGST THE
YOUNG IS LINKED TO LONG-TERM
REDUCTIONS IN WAGES,
INCREASED CHANCES OF SUBSEQUENT
PERIODS OF UNEMPLOYMENT,
& POORER HEALTH OUT COMES

YOUTH UNEMPLOYMENT UK - AUGUST 2017

WE BELIEVE BY HELPING YOUNG PEOPLE, THEY CAN HELP SHAPE
& CHANGE THE WORLD. THROUGH CRAFT ACADEMY WE ARE TAKING
THE FIRST STEPS TOWARDS CHANGING THE WORLD OF BEER.

A chef wearing glasses and a denim apron is focused on plating a dish in a small metal bowl. He is in a professional kitchen with other staff members visible in the background. The scene is lit with warm, ambient light, and there are decorative elements like cotton branches on the right.

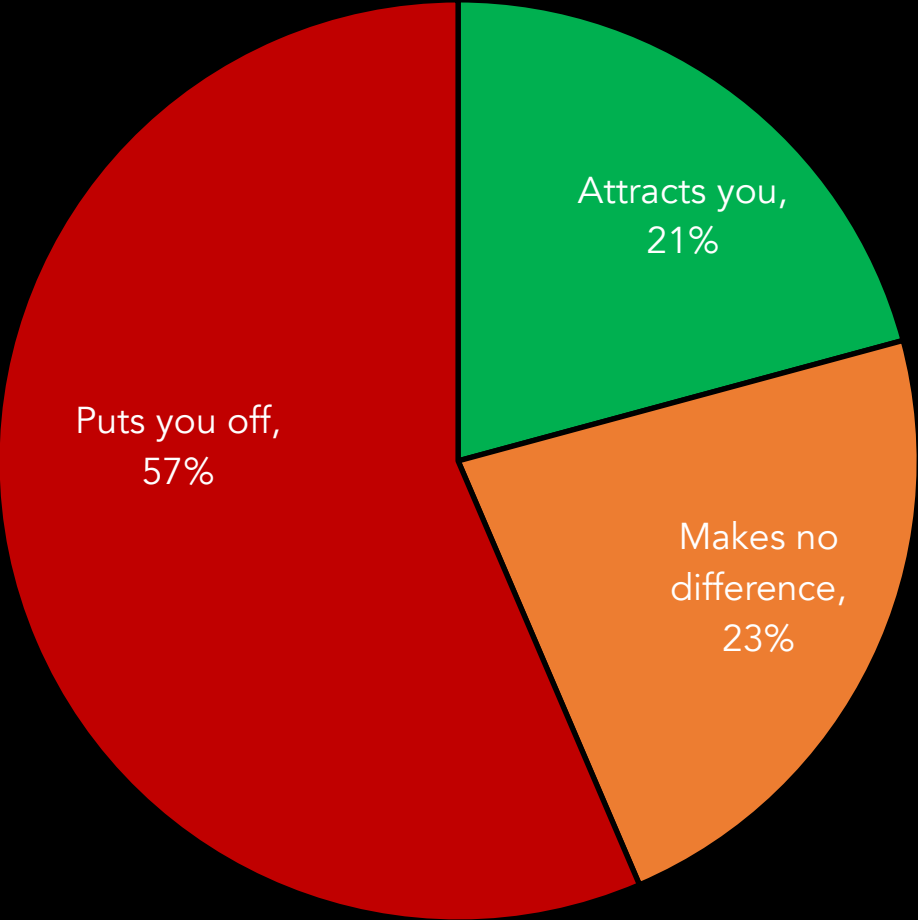
Future prospects

One in six Millennials are happy to consider a long term career in hospitality.

35% working in the sector right now would consider a long term career

What attracts and detracts?

The hours you have to work?



Attracts (57%) vs puts off (21%)
= difference of -36%

Attracts" vs. "puts off"	
Hours	-36%
Pay	-21%
Customers	-15%
Type of work	-10%
Sector image	1%
Prospects	11%
L&D opportunities	21%

Millennials in their own words:

What attracts you?

I am passionate for cooking.
Always happy to learn something new

I have a flair for customer service.
The day is varied, I get to interact with different people.

Job security in the sense that it is a sector that will always need physical people, i.e. can't be replaced completely by machines

What puts you off?

It was stressful and sometimes it was so busy that I didn't even get a chance to have my break

Abusive customers, being blamed for things out of my control.

Low pay, hard work and low status, with little opportunity for career progression



Improving recruitment and retention

1. Increase awareness of Apprenticeships

Only 51% of Millennials aware of the Apprenticeship Schemes available from companies like Costa Coffee, Greene King and McDonald's



2. Look at long hours culture

It's the #1 factor that puts Millennials off




creates all made, natural food, avoiding
the obscure chemicals, additives
and preservatives common
to so much of the
'prepared' and 'fast'
food of the market today.

3. Be interesting and stand for something

Staff engagement with the company ethos and excitement about future growth plans

4. Zero tolerance of angry customers

Unhappy staff = unhealthy business

A photograph of Richard Branson, the founder of Virgin Atlantic, smiling and surrounded by six Virgin Atlantic flight attendants. He is wearing a white button-down shirt and is seated in the center. The flight attendants are wearing their signature red blazers, white shirts, and purple and pink patterned scarves. They are all smiling and appear to be in a modern office or lounge setting. The background is a bright, out-of-focus interior with large windows.

“Learn to look after your staff first
and the rest will follow,,

Richard Branson

Thank you
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