



# EMPLOYER BRANDING FOR THE HOSPITALITY AND TOURISM INDUSTRY

*Finding and Keeping Talent*

**SJOERD GEHRELS**

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# **EMPLOYER BRANDING FOR THE HOSPITALITY AND TOURISM INDUSTRY: FINDING AND KEEPING TALENT**

**SJOERD GEHRELS**

*Stenden Hotel Management School, The Netherlands*



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# Introduction

The hospitality and tourism industry faces challenges in finding *and* keeping talent. This book discusses the phenomenon of employer branding (EB) in the context of the hospitality and tourism industry. Branding is the art of aligning what a company wants people to think about it, with what people actually do think about it and encapsulates the experiences customers have with the company. EB is a company’s ability to differentiate and promote its identity to current and future employees. Fig. 0.1 provides an overview of the EB book chapters.

In ‘Introducing Employer Branding: Potential for the Hospitality and Tourism Industry’ (Chapter 1), EB is highlighted as a major human resources management (HRM) innovation for the hospitality and tourism industry. World-wide research indicates a current and future talent shortage. Adopting EB can lead to improved service quality, reduced costs and increased profits for the hospitality and tourism industry. ‘Employer Branding – A Historical Perspective’ (Chapter 2) presents the development of EB and explains how it can be applied. In ‘Sustainability and Employer Branding’ (Chapter 3), the relevance of sustainability, corporate social responsibility (CSR) and sustainable human resources management (SHRM) for EB are stipulated. ‘Hospitalitableness in Human Resources Management’ (Chapter 4) presents hospitableness and hospitality as philosophies that can be integrated into EB. Treating employees in a hospitable manner can significantly influence them to better deal with customers. ‘Pelican Hotels & Resorts’ Considerations for the

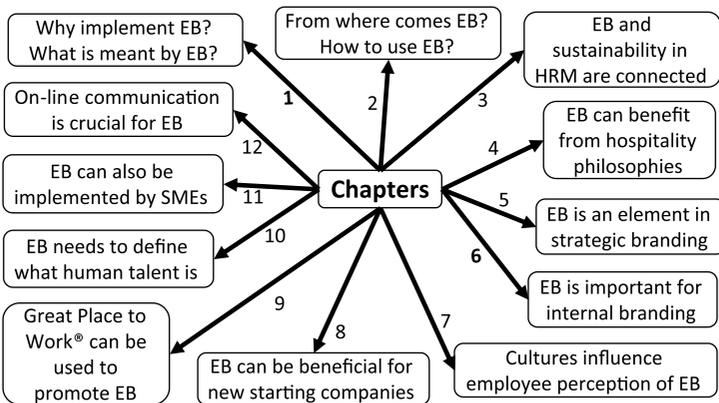


Fig. 0.1: Overview of EB Book Chapters.

Future' (Chapter 5) discusses strategic branding of an expanding hotel chain in which important choices are made that influence the company's employer brand. 'Employees as the Brand: Internal Marketing at the Sanctuary Hotel' (Chapter 6) addresses internal branding, talent development, commitment and inspiration. The company goal was to make employees engaged ambassadors of its employer brand. 'Culture Influencing Employer Branding' (Chapter 7) looks at how employees from two different countries perceive their companies' employer brands.

'Developing Employer Branding in Pegasus Hotel' (Chapter 8) reports from a relatively new company and its efforts to introduce an EB approach. Employee value proposition (EVP), creating effective job vacancy messages and managing candidates' expectations are explained. 'Great Place to Work<sup>®</sup>' (GPTW) (Chapter 9) illustrates an initiative that has changed how people look at work and the workplace. The way management and employees work together and the trust that is generated prove to be the distinctive factors in creating an attractive workplace. 'Human Capital a Reality Check' (Chapter 10) confirms that (a part of) hospitality and tourism industry practitioners are aware of the importance to develop and train employees needed for increasing the success of companies. 'SMEs and Finding Well-educated Candidates' (Chapter 11) explains which arguments small businesses use to choose their recruitment sources and how they assess their effectiveness. 'Employer Branding through Social Media and Websites' (Chapter 12) provides a critical analysis of how international hospitality and tourism companies communicate their employer brands online. Employer brand presence and effectiveness on websites, professional networks and social media are evaluated and turned out not to be optimal.

## About the Author

Dr Sjoerd Gehrels started in higher education in The Netherlands in 1989, after working for 10 years as apprentice, sommelier and operations manager in Michelin star restaurants. In Stenden HMS, he was course leader for the MA/MSc in International Hospitality & Service Management and in December 2014 he was appointed as Professor of Applied Sciences. Sjoerd holds an MSc (Surrey 1999), MBA (Oxford Brookes 2004) and a Doctorate (Stirling 2013) and was acknowledged as Certified Hospitality Educator by the American Hotel & Lodging Association's Educational Institute for 20 consecutive years.

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