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**YHS
HOTEL EMPLOYER
RANKING 2014**



by hospitality
students worldwide

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www.yhsglobal.com

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Introduction

YHS & Employer Ranking Survey

Young Hoteliers Summit (YHS) acts towards improving professional opportunities for young talent in hospitality by fostering a dialogue on employment between hospitality companies, educational institutions and the future leaders in hospitality, ultimately developing actionable proposals, aligning its three main stakeholders regarding their mutual expectations, capacities and aspirations.

The present YHS Hotel Employer Ranking has been generated with the aim of putting global hotel companies in the spotlight by uncovering the perception of young talents worldwide. This project was conducted in order to approach employment challenges and employer preferences of hospitality students. Inevitably, offering employers and educational institutions an insight into the views and priorities of the future generation.

Company specific reports

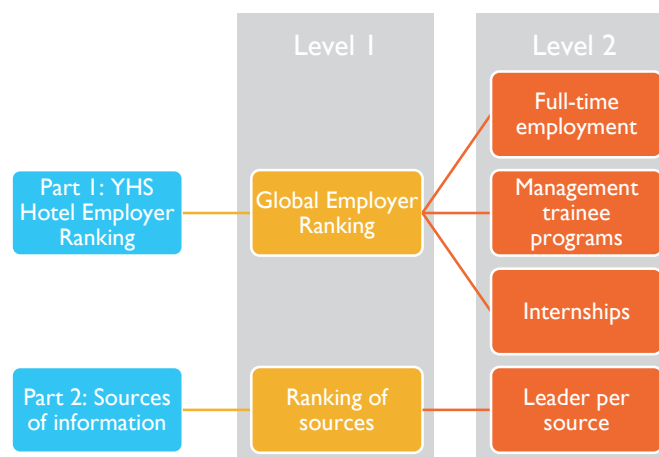
This is the generic hotel company employer report and as such features information that is relevant to any hotel company trying to understand the perception of young talents regarding career goals and employment.

For companies that were ranked, YHS can provide a more in depth analysis with company specific data upon request, provided that the company received sufficient responses for the creation of an analysis. Contact rankings@yhsglobal.com.

Methodology

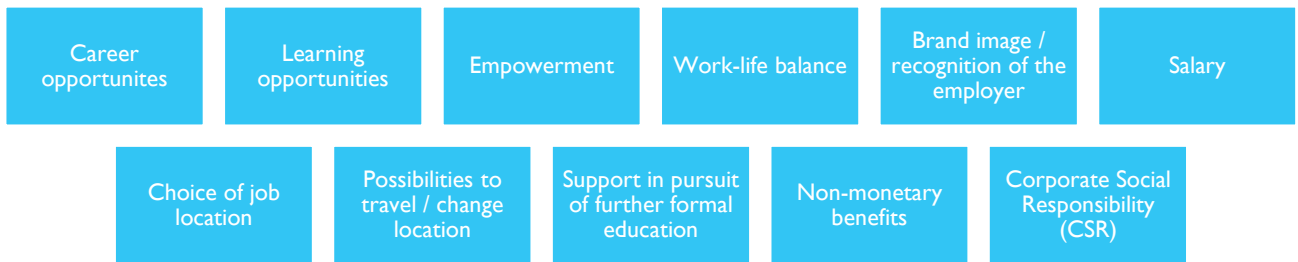
This report is structured in two parts. The **first part** contains the **YHS Hotel Employer Ranking** which presents the most desirable employers in the global hotel industry. Judges of this ranking are today's hospitality management students and recent graduates. The **second part** ranks the **sources of information** which future employees consider when informing themselves about hotel companies.

Both parts of the survey are presented in this report and the results are structured in two levels. **Level 1** of the YHS Employer Ranking contains the **Global Employer Ranking** which identifies the top hotel employers across all subsets of respondents. **Level 2** drills further down and identifies the most sought-after employers for full-time employment, management trainee programs and internships. **Level 1** of the **sources of information** identifies the most used sources of information while **level 2** presents the leading companies for every information channel.



In depth: Employer Ranking

To objectively rank global hotel companies for the Employer Ranking (Part I of the survey and this report) the survey asked the participants to first rate the following 11 employment criteria according to their importance on a scale from 1 to 7. The result of this rating is presented on page 7.



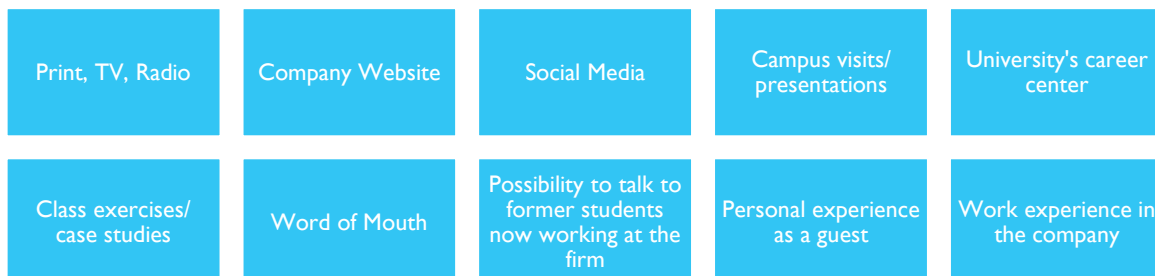
Survey participants were afterwards asked to select up to 4 hotel companies to rate their performance on the previous 11 criteria. This rating, in combination with the weight of each criterion, led to the Global Employer Ranking on page 8.

The top-ranked companies' performance is presented on pages 9 through 11. Alongside the grade they received on each criterion a more detailed focus on highlights, opportunities and threats is presented. This is based on a combination of the importance of the employment criteria and the companies' performance.

At a glance	
	Highlights Important to the sample and currently done well by the company under consideration
	Opportunities Important to the sample while company's current performance leaves room for improvement
	Threats Important to the sample and currently done relatively poorly by the company when compared to the own performance on other criteria

In depth: Sources of information

Part II of the survey aimed at assessing what sources of information are consulted when looking for a job in the hotel industry. Respondents had to rank the following 10 sources of information.

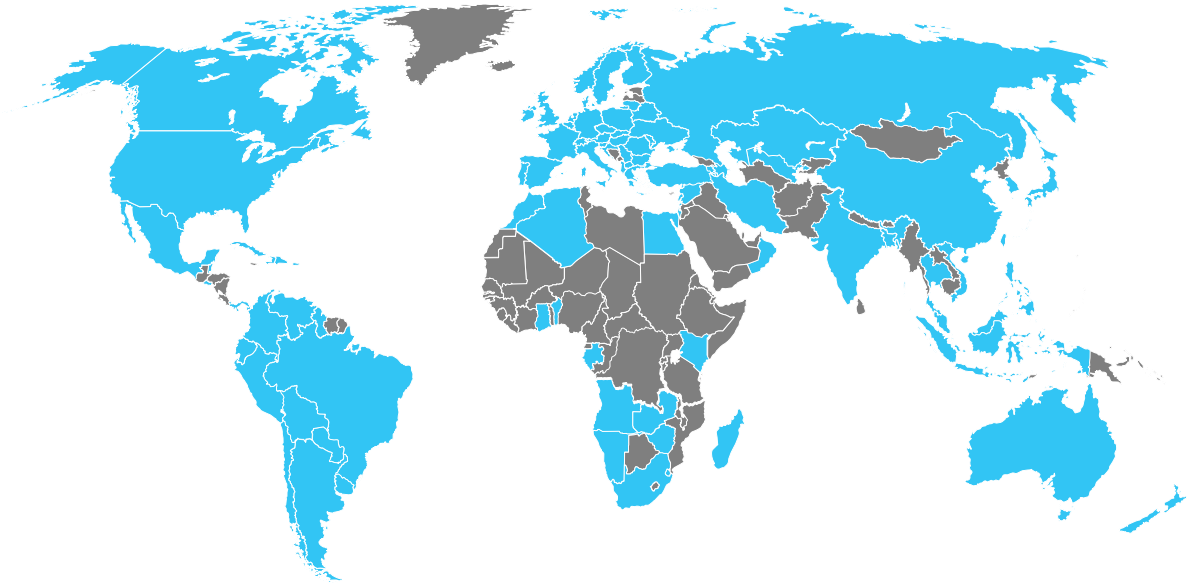


Survey participants were afterwards asked to select up to 4 hotel companies to rate their performance on the previous 10 sources of information to elaborate the companies outperforming in each channel. The results can be found on page 15.

The survey

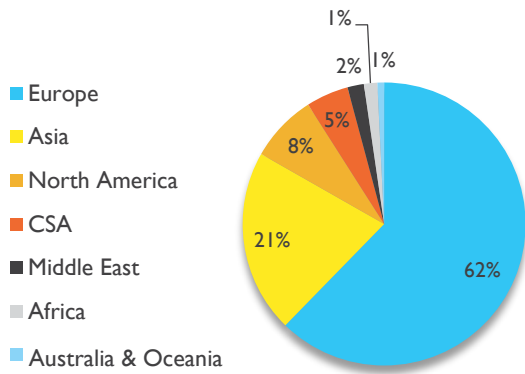
Sample

The survey was circulated amongst the top hotel management schools worldwide for 2.5 months and was successfully completed by students originating from 99 countries and 78 different institutions (see below list). The number of responses was 1'031 which represents a survey completion rate of 39%. The geographical representation of respondents is presented below.

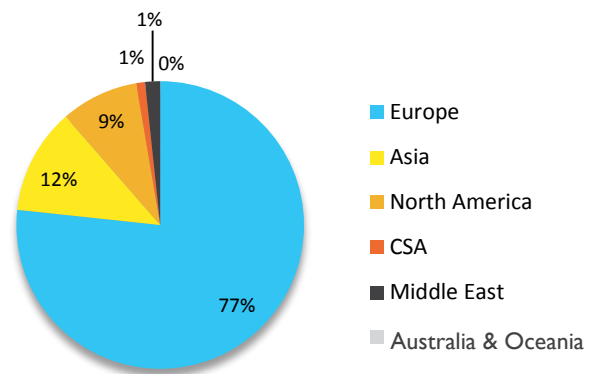


Schools representing a total of 96% of all responses	Schools representing a total of 4% of all responses
Ecole hôtelière de Lausanne	University of Nevada Las Vegas
HAAGA - HELIA University of Applied Sciences	Australian International Hotel School (AIHS)
Glion Institute of Higher Education	Griffith School of Tourism and Hotel Management
Beijing Hospitality Institute	Hotel School Sydney
Hong Kong Polytechnic University	Bahrain Institute of Hospitality and Retail WLL
Florida International University	Estácio Brasil
NHTV - Academy of Hotel Management	Faculdade de Direito no Rio de Janeiro
MODUL University Vienna	Royal Roads University
University of Guelph	University of Victoria's Peter B. Gustavson School of Business
Les Roches (Switzerland)	Vancouver Community College
Shannon College of Hotel Management	College of Tourism and Hotel Management (Cyprus)
Cornell University	Ecole hôtelière Savoie leman
University La Sagesse	Ecole Supérieure de Savignac
Hotelfachschule Heidelberg	Lycée d'Hôtellerie et de Tourisme Alexandre Dumas
Hochschule Luzern	Université Pierre Mendès France
Escola de Hotelaria Universidade Estacio de Sá	Dublin Institute of Technology
Swiss Hotel Management School	Bocconi University
The Emirates Academy of Hospitality Management	Institute for Tourism Studies in Macau
Stenden University	Taylors University
Nanyang Polytechnic	Centro de Estudio Superiores de San Angel (CESSA)
Ecole hôtelière de Thonon	Enderun Colleges (Philippines)
International University of Applied Sciences - Bad Honnef	Warsaw School of Economics
Ecole hôtelière de Genève	Universidad del Este: International School of Tourism and Hospitality Management
University of West London	IMI International Hotel Management Institutue
Academie Internationale de Management (AIM)	HTW Chur
Hotel School The Hague	Domino Carlton Tivoli International Career Centre
New York University	Hotelhandelsschule Bern (Minerva)
Washington State University	SCRHC Geneva
Blue Mountains International Hotel Management School (BMIHMS)	Adam Smith College, Glenrothes
Institut de tourisme et d'hôtellerie du Quebec (ITHQ)	Bournemouth University
ESSEC	City of Glasgow College
Ecole Hotelière Lavasa	University of Oxford Brookes
Maastricht Hotel Management School	University of Strathclyde
Cesar Ritz Hotel School	University of Surrey
Hotel Institute Montreaux	Liverpool John Moores University
Schweizerische Hotelfachschule Luzern (SHL)	Westminster College london
Swiss School Tourism Hospitality (SSTH)	Kendall College Chicago
Dusit Thani College	University of Houston
Conrad N. Hilton College of Hotel and Restaurant Management	American Hospitality Business Education PLC

Respondents by region

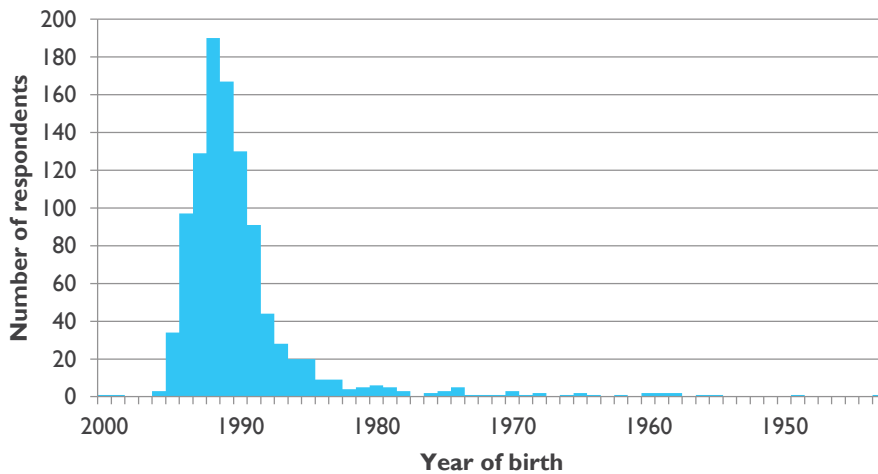


Institutions by region



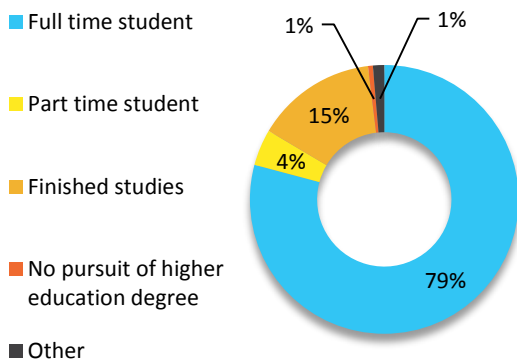
While three quarters of the institutions are located in Europe, there are proportionally more Asian students in the sample. Respondents were able to register dual citizenship.

Respondents by year of birth

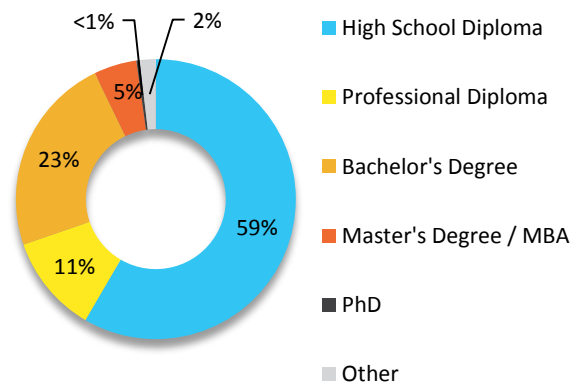


As most of the respondents are students, the average year of birth is 1988.

Current educational status

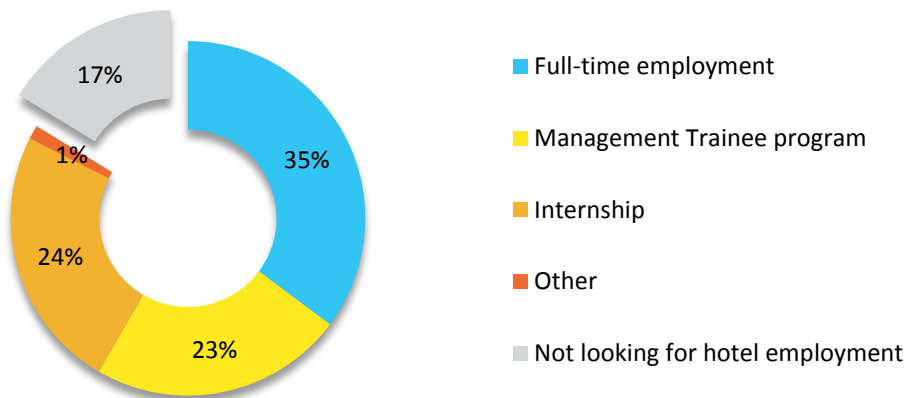


Highest level of education

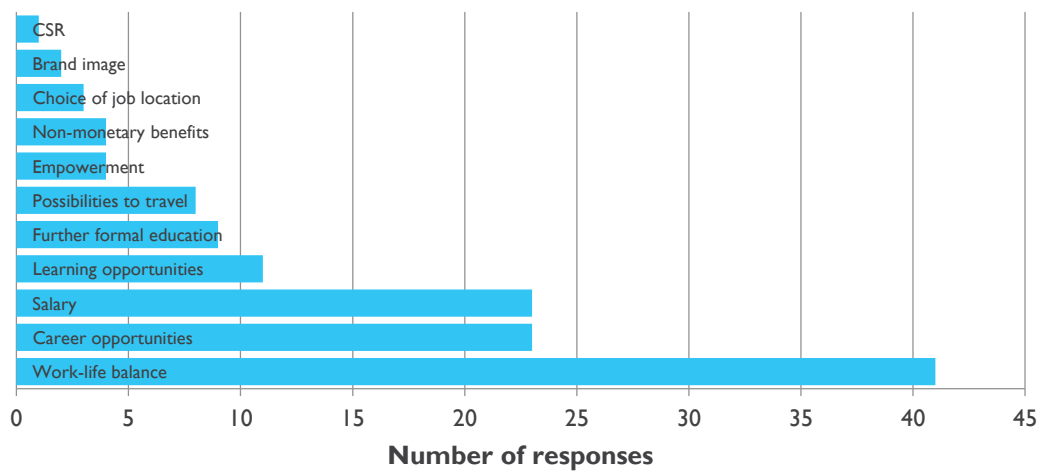


Career prospects

Primary interest upon graduation



Why not hospitality?



Other reasons for not wanting to work in hospitality include:

- Already have a job, 7% of responses
- No interest in hotels 6% of responses
- Too much routine 2% of responses

Part 1 – Employer Ranking

Employment criteria

Survey participants were asked to rate a set of criteria on a 7-point Likert scale which they would consider when looking for a new job (or internship, management trainee program). 11 employment attributes were rated which resulted in the ranking as presented in table 1. The average grade of each criterion was used to establish the Global Employer Ranking. The grades as indicated for different sub-sets were used to find the winning company within the respective category.

Rank	Criterion	Average		Full time		Mgmt. Trainees		Internship
1	Career opportunities	6.48	▲	6.5	▲	6.52	▼	6.43
2	Learning opportunities	6.25	▼	6.19	▲	6.33	▬	6.25
3	Empowerment	5.58	▲	5.62	▲	5.67	▼	5.45
4	Work-life balance	5.55	▲	5.63	▲	5.59	▼	5.4
5	Brand image / recognition of the employer	5.54	▼	5.52	▲	5.67	▼	5.48
6	Salary	5.44	▲	5.72	▼	5.31	▼	5.18
7	Choice of job location	5.29	▬	5.29	▲	5.31	▬	5.29
8	Possibilities to travel / change location	5.28	▼	5.18	▲	5.5	▼	5.22
9	Support in pursuit of further formal education	5.05	▼	4.99	▲	5.26	▼	4.91
10	Non-monetary benefits	4.78	▲	4.83	▲	4.99	▼	4.49
11	Corporate Social Responsibility (CSR)	4.63	▼	4.54	▲	4.77	▼	4.62

Overall results

On average, participants look for interesting career and learning opportunities. Empowerment is also in the top three of employment attributes reflecting the future graduates' eagerness to apply what they learned during their studies. Striking a balance between work and life was also found to be very important. Despite this criterion being ranked 4th in terms of importance, it is the most frequently cited reason why students chose not to enter the hotel industry. Almost equally important was the brand image or the recognition of the employer. Salary only ranks 6th, indicating that soon-to-be or recent graduates place less importance on immediate monetary incentives than on career and learning opportunities. Attributes ranked 7 through 11 are perceived to be of a below-average importance.

Specificities of sub-sets

Full-time employment

Certain differences exist between the different subsets of respondents. Students seeking full-time employment upon graduation value career opportunities, empowerment, work-life balance and salary more importantly than the overall average. While career and learning opportunities are also their top two attributes, salary is the 3rd most important aspect to them.

Management trainee

Students seeking a management trainee program perceive salary to be much less important than the rest of the survey participants. Their top three attributes are career and learning opportunities as well as empowerment. They rank empowerment the highest among all three sub-groups.

Internships

Internship seekers value career and learning opportunities the most. They ranked the employer's brand image 3rd, which is the highest rank among all sub-groups.

Global Employer Ranking

The following table shows the ranking of the hotel companies across the entire set of respondents. The grade in bold represents the overall grade of the company, taking into account the weight of each of the 11 employment criteria. The individual grade of each criterion is shown on the right of the overall grade.

Respondents were asked to rate a maximum of 4 companies for which they have sufficient knowledge to give an objective rating. The average number of companies rated per respondent is 3.33.

Name	Rank	Grade	1*	2*	3*	4*	5*	6*	7*	8*	9*	10*	11*
Starwood	1	5.53	6.0	5.7	5.5	5.2	6.1	5.1	5.6	5.8	5.1	5.2	5.3
The Peninsula	2	5.47	5.6	5.8	5.4	5.1	6.5	5.4	5.3	5.4	5.2	5.2	5.3
Marriott	3	5.46	5.9	5.6	5.4	5.1	6.1	4.9	5.6	5.8	5.2	5.1	5.3
Four Seasons	4	5.45	5.7	5.7	5.3	4.9	6.4	5.3	5.5	5.7	5.1	5.0	5.3
Swire Hotels	5	5.41	5.9	5.9	5.9	5.2	5.5	5.2	4.8	5.2	5.3	5.2	5.3
Hyatt	6	5.37	5.8	5.7	5.3	4.9	6.0	4.9	5.5	5.7	5.0	4.9	5.1
Shangri-La	7	5.37	5.7	5.6	5.2	5.0	6.0	5.3	5.4	5.4	5.0	5.1	5.2
Fairmont	8	5.33	5.6	5.7	5.2	5.0	5.9	5.0	5.3	5.7	5.1	4.9	5.1
Kempinski	9	5.31	5.7	5.5	5.3	4.9	6.1	5.1	5.4	5.6	4.9	4.9	4.9
Mövenpick	10	5.31	5.6	5.6	5.5	5.5	5.3	5.1	5.2	5.3	5.0	5.1	5.1
Mandarin Oriental	11	5.30	5.6	5.4	5.3	4.9	6.1	5.0	5.3	5.5	5.1	4.9	5.1
IHG	12	5.30	5.8	5.5	5.4	4.9	5.7	4.9	5.5	5.7	4.9	4.8	5.1
Swissôtel	13	5.30	5.4	5.5	5.1	5.3	5.5	5.4	5.2	5.2	5.2	5.1	5.2
Hilton	14	5.28	5.6	5.6	5.0	4.9	5.9	4.9	5.4	5.7	5.0	4.9	5.0
Rosewood	15	5.26	5.7	5.7	5.3	4.9	5.8	5.2	5.1	4.8	5.1	5.2	5.1
Taj Hotels and Palaces	16	5.25	5.6	5.5	5.5	4.9	5.9	4.7	5.4	5.1	5.0	5.0	5.1
Melia Hotels & Resorts	17	5.18	5.5	5.4	5.1	5.2	5.5	4.6	5.3	5.4	5.1	5.0	4.8
Jumeirah	18	5.11	5.6	5.4	5.1	4.3	5.7	4.6	4.8	5.3	5.1	5.2	5.1
Orient-Express Hotels	19	5.09	5.3	5.2	4.8	4.9	5.4	4.8	5.0	5.6	5.0	4.9	5.0
Steigenberger	20	5.08	5.5	5.7	5.5	5.3	5.2	5.0	4.7	4.2	4.9	4.3	5.2
Aman Resorts	21	5.06	5.1	5.1	4.9	4.8	5.6	4.9	5.3	5.4	4.7	4.9	5.0
The Standard	22	5.06	5.4	5.5	5.6	5.1	5.8	4.9	4.6	4.6	4.3	4.8	4.6
Rocco Forte Hotels	23	5.05	5.6	5.7	5.3	4.7	5.8	4.9	4.9	4.5	4.7	4.2	5.0
Club Med	24	5.05	4.9	5.1	5.0	4.7	5.5	4.3	5.4	6.1	4.4	5.5	4.8
Dusit International	25	5.05	4.8	5.4	5.1	4.5	5.3	4.5	5.4	5.3	4.8	5.3	5.3
The Rezidor	26	5.02	5.3	5.4	5.3	5.2	5.2	4.2	5.0	5.1	4.7	4.6	5.2
Banyan Tree	27	5.00	4.6	5.3	4.9	5.0	5.7	4.6	5.0	5.2	4.5	4.8	5.6
Wyndham	28	4.96	4.9	5.2	4.9	5.4	5.3	4.9	4.8	4.9	4.7	4.9	4.7
Dorchester Collection	29	4.96	5.3	5.3	4.9	4.7	5.7	4.8	4.8	5.1	4.5	4.6	4.6
Accor	30	4.94	5.3	5.2	4.8	4.8	5.4	4.5	5.1	5.4	4.7	4.4	4.8

*Legend: 1 = Career opportunities; 2 = Learning opportunities; 3 = Empowerment; 4 = Work-life balance; 5 = Brand image/recognition of the employer; 6 = Salary; 7 = Choice of job location; 8 = Possibilities to travel / change location; 9 = Support in pursuit of further formal education; 10 = Non-monetary benefits; 11 = Corporate Social Responsibility (CSR). Note: only companies with at least 10 responses were considered.

Ranking per category

Full-time employment

Name	Rank	Grade	1*	2*	3*	4*	5*	6*	7*	8*	9*	10*	11*
Starwood	1	5.58	5.98	5.73	5.48	5.21	6.2	5.22	5.77	5.98	5.15	5.26	5.24
The Peninsula	2	5.58	5.8	5.7	5.5	5.55	6.55	5.45	5.25	5.4	5.25	5.5	5.2
Marriott	3	5.46	5.94	5.46	5.37	5.19	6.06	5.05	5.45	5.74	5.17	5.2	5.31
Hyatt	4	5.41	5.92	5.76	5.31	4.9	6.08	4.95	5.45	5.79	4.87	4.97	5.29
IHG	5	5.41	5.92	5.76	5.31	4.9	6.08	4.95	5.45	5.79	4.87	4.97	5.29
Shangri-La	6	5.40	5.73	5.51	5.45	4.98	6.04	5.51	5.37	5.24	5.02	5.02	5.31
Four Seasons	7	5.38	5.62	5.63	5.32	4.88	6.25	5.26	5.32	5.68	4.98	4.9	5.15
Fairmont	8	5.37	5.66	5.63	5.36	5.03	6.01	4.95	5.36	5.68	5.16	5.03	5.1
Swissôtel	9	5.35	5.38	5.58	5.25	5.33	5.38	5.54	5.42	5.13	5.42	5.17	5.21
Mövenpick	10	5.35	5.65	5.6	5.75	5.65	5.45	5.1	5.2	5.3	4.85	5.2	4.9

Management trainee programs

Name	Rank	Grade	1*	2*	3*	4*	5*	6*	7*	8*	9*	10*	11*
Four Seasons	1	5.59	5.7	5.9	5.5	5.1	6.5	5.5	5.5	5.7	5.3	5.2	5.5
Marriott	2	5.56	5.9	5.7	5.5	5.2	6.2	4.9	5.8	6.0	5.4	5.1	5.4
Swire Hotels	3	5.54	6.1	6.0	6.1	5.4	5.5	5.1	4.6	5.8	5.7	5.1	5.3
The Peninsula	4	5.52	5.7	6.0	5.3	5.1	6.4	5.5	5.1	5.1	5.3	5.6	5.5
Shangri-La	5	5.52	5.8	5.8	5.1	5.0	6.1	5.4	5.4	5.7	5.2	5.4	5.5
Hyatt	6	5.50	5.9	5.8	5.3	5.1	5.9	5.0	5.6	5.8	5.2	5.3	5.2
Kempinski	7	5.49	5.6	5.6	5.7	4.8	6.2	5.4	5.5	5.6	5.2	5.4	5.3
Starwood	8	5.48	6.0	5.8	5.5	5.1	5.9	4.9	5.4	5.7	5.1	5.2	5.4
Fairmont	9	5.42	5.7	5.7	5.1	5.1	6.1	5.1	5.3	5.8	5.1	5.1	5.4
IHG	10	5.40	5.7	5.5	5.6	5.0	5.7	4.9	5.6	5.7	5.1	5.1	5.3

Internships

Name	Rank	Grade	1*	2*	3*	4*	5*	6*	7*	8*	9*	10*	11*
Starwood	1	5.54	6.09	5.64	5.49	5.26	6.21	5.13	5.57	5.66	5.09	5.13	5.43
Four Seasons	2	5.46	5.79	5.76	5.22	4.87	6.61	5.02	5.61	5.77	5.05	4.84	5.22
Mandarin Oriental	3	5.42	5.64	5.69	5.31	4.96	6.04	5.02	5.53	5.84	5.31	4.87	5.24
Marriott	4	5.39	5.81	5.64	5.26	4.96	6.05	4.92	5.47	5.62	4.89	5.07	5.32
Hilton	5	5.29	5.77	5.57	5.02	4.82	6.02	4.93	5.36	5.61	5	4.91	4.93
Kempinski	6	5.27	5.79	5.62	4.97	4.86	6.07	4.76	5.52	5.66	4.86	4.62	4.9
IHG	7	5.25	5.93	5.2	5.15	4.88	5.7	4.98	5.6	5.6	4.7	4.85	4.93
Swissôtel	8	5.25	5.38	5.38	5	5.19	5.44	5.38	5.25	5.38	5.19	4.94	5.13
The Peninsula	9	5.25	5.08	5.54	5.15	4.54	6.46	5.23	5.46	5.62	4.85	4.38	5.23
Hyatt	10	5.23	5.59	5.52	5.18	4.86	5.93	4.8	5.45	5.52	4.84	4.55	4.93

1st Place Management Trainee Program

YHS is proud to congratulate **Four Seasons Hotels and Resorts** for their 1st rank in the category management trainee program of the Hotel Employer Ranking 2014.



At a glance: Four Seasons	
	Highlights Career opportunities + Learning opportunities
	Opportunities Empowerment
	Threats Work-life balance



The above table and graphs illustrate the performance of Four Seasons more detailed. In order to maintain or improve the ranking, Four Seasons could focus on areas related to employee work-life balance and empowerment.

The below expressions represent what the survey participants answered when prompted to mention any word they associate with Four Seasons. The size of the word represents its relative frequency.



Part 2 – Sources of Information

Information criteria

Survey participants were asked to rank 10 different sources of information which they would consult when researching about a future employer. The thereof resulting ranking is presented below where the average represents the average rank given to the criterion, thus the lower the rank the better rated the criterion. An analysis for subsets is equally presented.

Rank	Criterion	Average	Full time	Mgmt. Trainee	Internship
1	Work experience in the company	3.64	3.22	3.75	3.74
2	Word of Mouth	4.46	4.43	4.53	4.69
3	Possibility to talk to former students who now work at this company	4.60	4.64	4.47	4.57
4	Personal experience as a guest	4.85	4.79	5.14	4.64
5	Campus visits/presentations	5.15	5.35	4.61	5.08
6	Company Website	5.35	5.19	5.58	5.47
7	University's career center	6.21	6.31	5.9	6.33
8	Social Media	6.50	6.51	6.64	6.55
9	Class exercises/case studies	6.61	6.69	6.62	6.31
10	Print, TV, Radio	7.61	7.80	7.77	7.61

Overall results

On average, respondents rely on their work experience with the company when searching information about an employer. Word of mouth and conversations with previous students now employed in the company rank high, indicating that a personal opinion and interaction is demanded when evaluating employers. Participants also feel that the guest experience gives a good a decent amount of information about the firm. On average and for all subsets Print, TV and Radio advertisement is the least consulted, however Social Media also ranks among the last criteria to consult which is surprising given the age and habits of the respondents.

Specificities of sub-sets

Full-time employment

With the exception of preferring the company website over campus visits/presentations, respondents seeking full time employment ranked the criteria identically.

Management trainee

Students seeking a management trainee program rank Social Media even lower than the average, however the company website is their first choice after work experience and personal interaction and word of mouth.

Internships

Internship seekers is the only subgroup that prefers obtaining information from the company website over personal interaction with former students. Also, they ranked Social Media 7th and therefore the highest among all subsets.

Best in class sources of information

The following table shows the best hotel company within each class of the sources respondents consult when looking for information about an employer. Grade is over a scale from 1 to 7, 7 being the best performing.

Respondents were asked to rate a maximum of 4 companies for which they have sufficient knowledge to give an objective rating. The average number of companies rated per respondent is 2.55.

Rank	Source of information	Grade	Best in class
1	Work experience in the company	5.17	Mövenpick
2	Word of Mouth	6.26	Aman Resorts
3	Possibility to talk to former students who now work at this company	5.95	Swire Hotels
4	Personal experience as a guest	5.63	Taj/Rocco Forte Hotels
5	Campus visits/presentations	5.5	Starwood
6	Company Website	6.05	The Peninsula
7	University career center	5.18	Starwood
8	Social Media	5.58	The Peninsula
9	Class exercises/case studies	5.07	Starwood
10	Print, TV, Radio	5.16	Taj

Results show that some companies are best in class in several channels. Starwood seems to lay a heavy focus on graduates, winning in the sections campus visits/presentations, university career center and class exercises/case studies. The leader in online or digital information is The Peninsula winning in the branches company website and social media. When it comes to extracting information based on work experience Mövenpick is the strongest brand which might also be linked to their size relative to the other companies.

Conclusion of the survey

The results of the 2014 YHS Hotel Employer Ranking show that Starwood Hotels and Resorts is perceived to be the most desirable employer for current hospitality students and recent graduates. In the sub-category of management trainee programs Four Seasons Hotels and Resorts is the winner.

The results of the survey furthermore indicate that students and recent graduates place a particularly high importance on career and learning opportunities as well as a proper level of empowerment at work. Hotel employers are therefore advised to develop and stress these areas when creating and promoting job opportunities. The results of the ranking of the sources of information considered when looking for employment indicated, that job promotion should feature first-hand interactions with current employees.

Reasons why potential future employees chose not to enter the hospitality industry concentrate mainly on the perceived lack of work-life balance, career opportunities and salary. Salary, at the same time, is only ranked 6th in terms of importance when evaluating employment opportunities.

End of report

Limitations

The generalizability of the results presented in this survey is limited through the following shortcomings: The sample, despite containing 1031 responses, is relatively small and geographically biased as the largest part comes from Europe. Furthermore, the results were not controlled for the size of the company, which might put larger companies in an advantageous position due to larger resources spent on public relations.

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