

A Work Project, presented as part of the requirements for the Award of a Master's degree  
in Management from the Nova School of Business and Economics.

How to support a 5-star hotel in Lisbon to attract and retain talent?

How do corporate reputation and brand image affect the attraction of talent in the  
hospitality industry?

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## Abstract

This thesis addresses a challenge proposed by InterContinental Lisbon Hotel, intending to improve its human resources practices, focusing specifically on talent attraction.

The study starts by setting the socioeconomic context of the industry and by making an overview of the hotel, followed by an exploration of factors influencing talent attraction, such as corporate reputation and brand image, acknowledging their critical role in shaping candidates' perceptions and career decisions. Through comprehensive methodologies including surveys and interviews, insights are gathered to understand the complex activities of talent attraction. The research also examines InterContinental Lisbon's approach to recruitment and internship programs and serves as a notable case study.

At the end, this study seeks to contribute with recommendations for InterContinental Lisbon.

## Keywords

Attraction of Talent – Portugal – Hospitality –  
InterContinental Lisbon – Tourism – Human Resources  
Management – Corporate Reputation – Brand image – Talent  
Management

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## **Chapter 1 - Introduction**

This study is based on a Corporate Challenge developed for InterContinental Lisbon in collaboration with NOVA SBE. While the organisation initially prioritised retention, we chose to broaden our focus to include attraction and internal communication. We firmly believe that these aspects are equally crucial components of an effective HR strategy.

### **1.1. Problem Statement**

The tourism and hospitality industry play a relevant role in the Portuguese economy (PORDATA 2023; The Portugal News 2023; Trading Economics 2023). Even though this sector has been growing over the years and significantly contributing to the country's GDP, it is also one of the most vulnerable sectors to external factors (Santos, Bacon, and Ferreira 2021, 2).

The outbreak of the COVID-19 pandemic had an intense effect on the global travel and tourism industry (International Monetary Fund 2023). With international borders closed and strict restrictions in place, the movement of people between countries paused. This brought a challenging situation, as re-establishing trust in travel became crucial (Ha, Kose, and Ohnsorge 2023).

Human resource management within the hospitality industry is crucial in overseeing the workforce and labour relations. Its primary functions encompass personnel management, recruitment, training, and communication. HR managers are instrumental in maintaining a motivated and productive workforce, and because of this, understanding how to attract and retain talent is essential (Carter 2023).

This study dives into Portugal's hospitality industry, with a specific focus on InterContinental Lisbon. It aims to provide valuable insights into talent attraction, retention, and internal communication, essential for the industry's growth.

## **1.2. Relevance of the study**

This study is relevant for InterContinental Lisbon as well as for the whole sector. There are several compelling reasons that highlight its importance. First, in the fiercely competitive hospitality industry the ability to attract, retain and efficiently communicate with talent isn't just a strategic goal, it is also crucial in ensuring long-term success. Second, the quality of the hotel's workforce significantly shapes the experiences of its guests, making it a fundamental element for maintaining a competitive edge.

In conclusion, there are several ways in which InterContinental Lisbon might benefit from this research.

## **1.3. Objectives**

The main purpose of the study is to develop a strategy that will allow InterContinental to focus on increasing attraction, decreasing employee turnover, and improving its internal communication approach. Therefore, the objectives of the study are:

1. Understand the socioeconomic context in which the hotel is inserted;
2. Analyse existing HR practices in the hospitality industry and other sectors;
3. Identify the HR practices already implemented at InterContinental;
4. Assess the motivations and expectations of InterContinental employees;
5. Examine the impact of the hotel's reputation and brand image on attracting talent;
6. Development of key recommendations encompassing the three main aspects: attraction; retention; and internal communication.

## **1.4. Thesis structure**

This thesis is organised into eight chapters that explore the topic of human resources management in the hospitality industry with a focal point on InterContinental Lisbon.

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Chapter 1 introduces the study, presenting the problem statement, highlighting the study's relevance, outlining the objectives, and providing an overview of the thesis structure.

Chapter 2 comprises a comprehensive literature review of the socioeconomic context, beginning with an introduction to the global and Portuguese economy, as well as its connection to the hospitality sector. This is followed by an examination of current HR practices in the sector and different industries.

Chapter 3 narrows its focus to InterContinental Lisbon, presenting its history and HR practices.

Chapter 4 details the methodology, defines the research context, articulates the research questions, explains the data collection methods of the group part, and analyses InterContinental Lisbon internal data.

The previous chapters belong to the common part and thus, were developed in group. Meanwhile, chapters 5, 6 and 7 refer to the individual parts and offer specialised insights into talent attraction; talent retention; and internal communication, respectively. Each chapter includes problem statements, discussions on relevance, objectives, literature reviews, methodologies, results analysis, and conclusions.

Lastly, chapter 8 belongs to the common part where we combined the insights found in the individual parts to present a summary of our overall findings and offer practical recommendations for InterContinental Lisbon.

## **Chapter 2 – Literature Review: Setting the Context**

### **2.1. Economy**

#### **2.1.1. Global Economy**

The global economy is still in convalescence from the profound impact of the COVID-19 pandemic. However, this recovery has now been slowed down by the emergence of

multiple factors, including the implications of the war in Ukraine, and the ongoing Israel-Palestine conflict. The World Economic Outlook Report from October 2023 estimates the global growth will slow down from 3.0 percent in 2023 to 2.9 percent in 2024, having previously decreased from 3.5 percent in 2022 (International Monetary Fund 2023).

The increasingly upward trajectory of global inflation is also a factor in the slow recovery of the global economy. In the first half of 2020, it dropped by about 1% due to lockdowns and economic disruptions (Ha, Kose, and Ohnsorge 2023). However, as global demand and activity picked up in the latter half of 2020, combined with surging food and energy costs and ongoing supply issues in manufacturing (O'Neill 2023), inflation reached its highest in over two decades, surpassing 9% in the latter part of 2022 (Ha, Kose, and Ohnsorge 2023). However, it has started to decrease in advanced economies and emerging markets since the second half of 2022. The World Economic Outlook report projected a decrease in global headline inflation, dropping from 8.7 percent in 2022 to an estimated 6.8 percent in 2023 and further to 5.2 percent in 2024. (International Monetary Fund 2023).

In the current year, the global employment-to-population ratio stands at approximately 56 percent, signifying that just over half of the population aged 15 and above worldwide are employed (Dyvik 2023).

### **2.1.2. Portuguese Economy**

Similarly to the global economy, Portugal has been dragged down by the coronavirus pandemic, driving to the largest GDP decline in more than half a century, which translated in a fall by 7.6% in volume in 2021 (Santos, Bacon, and Ferreira 2021, 2).

Throughout ongoing developments in the Portuguese economy, GDP grew by 1.6% in the first quarter of 2023, significantly boosted by strong export growth (OECD 2023,

216), which is expected to be supported by the global economic recovery, the depreciation of the euro, and the government's focus on promoting exports. According to OECD: Portugal Economic Outlook June (2023, 216), the Portuguese economy is expected to grow by 2.5% in 2023 and 1.5% in 2024.

Elevated consumer price inflation, previously at 6.9% at the beginning of the year, (European Commission 2023) has led to a reduction in household purchasing power. However, forecasts indicate that headline consumer price inflation is expected to ease to 5.7% at the end of 2023 and further decrease to 3.3% in 2024, (OECD 2023, 218) primarily driven by the stabilisation of energy and food prices.

In the job sector, there was an improvement in the unemployment rate, which decreased from 6.6% in 2021 to 6.0% in 2022. (European Commission 2023, 102). However, monthly figures displayed an increase at the end of 2022 and the beginning of 2023, driven by heightened job-seeking activity, while employment grew marginally. Unemployment is forecasted at 6.5% in 2023 and 6.3% in 2024 in annual average terms, reflecting a moderate increase in employment and real wages (European Commission 2023, 102)

### **2.1.3. Hospitality impact in the global and Portuguese economy**

The hospitality industry has shown strong signs of improvement, approaching pre-pandemic levels. In the year 2022, this sector represented 7.6 percent of the global GDP, making a total contribution of 7.7 trillion U.S. dollars. Projections suggest a continued increase, with a forecast of 9.2 percent of the global GDP in 2023. This represents a shy 1.2 percentage point decline compared to statistical data from 2019 (Riaz 2023).

Likewise, according to the World Travel & Tourism Council's (2023) projections, the hospitality industry is expected to contribute 11.6 percent to the GDP by 2033 and employ 430 million individuals globally, representing nearly 12% of the global workforce. This

resurgence can be attributed to pent-up demand for leisure travel, the rise of digital nomads, the revitalisation of business travelling and the recovery in global supply chains (Statista Research Department 2023).

Meanwhile, "Portugal has been considered the best tourist destination in the world four consecutive times, which gives us an increased responsibility towards those who visit us: to ensure and enhance the quality of service." (Costa e Silva and Fazenda 2023, 4).

Tourism and all travel-related revenues account for about 6.4% in 2022 (PORDATA 2023) and 10% of the country's GDP in the current year (Trading Economics 2023). There are predictions that the sector's contribution to the GDP will rise to 56,400 million euros by 2033, constituting about 21.1% of the Portuguese economy. (The Portugal News 2023).

In 2022, Portugal's tourism sector approached record levels akin to those observed in 2019. During this period, the industry welcomed 26.5 million guests, of which 15.3 million were international travellers with a total of 69.5 million overnight stays, comprising 46.6 million by foreign tourists and 22.9 million by domestic visitors (Turismo de Portugal 2023). This represented a big recovery, registering growth rates of 83.3% and 158.5%, respectively, compared to the same timeframe in 2021 (Turismo de Portugal 2023). The Bank of Portugal revealed a 12-month cumulative figure of €21.1 billion for 2022, a substantial increase of 109.7% over the preceding year and a 15.4% improvement over the 2019 figures (INE 2022 cited in Costa e Silva and Fazenda 2023, 10).

The National Institute of Statistics and the Bank of Portugal released estimates for August 2023. These estimates indicate a total of 3,543.9 thousand guests and 10,101.7 thousand overnight stays in tourist accommodations, signifying a 4.8% increase in guest figures

and a 1.4% increase in overnight stays compared to the same month in 2022 (Banco de Portugal and Instituto Nacional de Estatística 2023).

In summary, the hospitality sector has showcased significant progress that corresponds with an economic recovery towards pre-COVID levels. In this context, effective human resource management has become increasingly crucial to attract top talent and capitalise on the surge in tourism.

## **2.2. HR Practices**

### **2.2.1. Hospitality industry**

Currently, one of the main challenges in hospitality is an industry-wide shortage of qualified employees, aggravated by high turnover rates common in this sector. With the increase of customer demand, it is necessary that organisations attract and retain the right talent to keep quality of service and differentiate themselves from competitors. According to EHL Insights, some hospitality companies have begun to leverage technology to fill the gap, whereas others are simplifying operations or allocating added responsibilities to their current team members, which can lead to burnout situations and negatively affect employee job satisfaction (Ciapponi n.d.).

For example, McKinsey suggests hospitality companies to use standardised, activity-based metrics to forecast frontline coverage needs (Mann, Ramirez, and Straus 2023). Hotels often predict staff demand on average weekly occupancy, which can overlook daily fluctuations and average out peaks. By expanding occupancy metrics by including check-ins, check-outs, and restaurant occupancy, organisations can enhance their ability to align staff with demand fluctuations more efficiently. This method not only brings innovation to employee work processes but also improves work-life balance, leading to

increased job satisfaction (Mann, Ramirez, and Straus 2023). However, these are only short-term measures and do not in fact fix the problem.

EHL Insights states that the “best solution is to equip a new generation of workers with the appropriate skills, entice them into choosing a career in the hospitality industry, and retain them with preferential working conditions.” (Ciapponi n.d.).

In the context of attraction in Europe, HOTREC, “the umbrella association of national trade associations representing the hotels, restaurants, cafes and similar establishments in Europe” (UNWTO 2023), believes that “the EU should be able to create a favourable legal environment to allow migrants to be incorporated into the sector in a legal manner (e.g., legal migration package)” (HOTREC 2022, 5). This would entail bilateral agreements with third countries (outside of EU) to recruit staff and the approval of the follow-up package on the Pact on Migration and Asylum that was proposed on April 27, 2022, by the European Commission. This package suggests the development of an EU Talent Pool with the objective of making “the EU more attractive for nationals from non-EU countries and to address the challenge of matching EU employers with the talent they are unable to find in the EU’s labour market” (European Commission 2022, 14).

Furthermore, creating awareness about the hospitality industry and its job opportunities is key in bridging skills gaps and developing talent. Greece's Education Ministry in collaboration with the Tourism Ministry and the Hellenic Chamber of Hotels have created a program called “Learning Hospitality”, that teaches hospitality concepts to children in primary school (GTP Headlines 2022). In Italy, the Federazione Italiana Pubblici Esercizi (FIPE) in partnership with local associations has developed an initiative called “FIPE Talent Day” that matches employers with possible candidates in the F&B industry (FIPE and Confcommercio-Imprese per l’Italia 2023). In Estonia, the “Do disturb!” campaign developed by the Estonian Hotel and Restaurant Association (EHRA), encourages

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students visits to hotels and restaurants to explore career opportunities. Additionally, it has produced short videos featuring young industry professionals, allowing these to showcase their first work experience to potential talent (HOTREC 2022, 14).

In terms of training, several hospitality companies have created their own training tools. Accor launched the Accor Academy, offering employee professional development across their diverse brands. It encompasses a broad curriculum, spanning leadership, customer service, and technical skills, and features e-learning, on-the-job training, and classroom instruction (Accor 2023). Similarly, Portugália Group launched “Academia Portugália” to guarantee that their employees have the right resources to develop their skills and offer outstanding customer experience in the F&B industry (Portugália Restauração 2023).

Numerous global hotel chains like Hilton, Marriott, Jumeirah, Accor, and Four Seasons have also established specialised graduate programs aimed at university-level students. These include the Future Leaders in Hospitality Operations Program, the Voyage Program, the JUMP Program, the INSPIRE Program, and the Manager in Training Program, respectively. They are designed to equip participants with the skills and experience needed to assume managerial roles across various departments via a structured rotational program (Hilton 2023; Marriot Careers 2023; Jumeirah 2023; Accor Careers 2023; Four Seasons 2023).

In Portugal, hotel chains such as Pestana Hotel Group or Vila Galé Hotels have developed their own global development programs, such as the Growing Together Program (Pestana Group 2023) and the 365° Program respectively (Vila Galé Hotels 2023). In response to the challenges presented by Covid-19, Accor established the €70M ALL Heartist Fund to assist team members and partners in financial distress (Accor 2022). Hilton prioritizes work-life balance for its employees, offering flexible scheduling options and programs like the Hilton "Family First" policy, the Career Return Program, and the 'IT'S OK'

campaign (Benard 2023). Marriott's Quarter Century Club offers benefits to both current and former employees who have dedicated 25 years or more to the company, granting them the privilege of enjoying complimentary rooms at designated Marriott properties (Marriot 2023).

### **2.2.2. HR practices in other industries**

According to Deloitte, “Data shows that there has been a significant shift in worker values, and a recalibration of how high-skill professionals view work in the context of their lives.” (Datar et al. 2022). In response to these evolving preferences, particularly among the younger generation, companies have adapted their employee value propositions to include increased compensation and benefits, enhanced flexibility, and quicker career advancement opportunities.

Hybrid work arrangements are on the rise as organisations adjust to the changing landscape of the modern workplace. Furthermore, discussions about implementing a four-day workweek have recently come to the forefront. In Portugal, a pilot project promoted by the Portuguese government has launched its 3<sup>rd</sup> phase in July of 2023 encompassing 39 companies and 1000 workers (Governo da República Portuguesa 2023). Crioestaminal, Evolve, and Onya Health, three project participants, enacted this by developing a rotational schedule in which they alternate between four-day and five-day workweeks without any salary reduction (J. N. Ferreira 2023). According to the World Economic Forum, four-day workweek “increases productivity, boosts physical and mental health and reduces CO2 emissions” (Noordende et al. 2023). While it may be considered a somewhat unconventional approach, Sander van't Noordende, CEO of global HR consulting firm Randstad, considers it “a business imperative” to attract future talent (Noordende et al. 2023).

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This offer of flexibility by companies can be harmonised with a sustainability strategy to appeal to the heightened concern for ESG (Environmental, Social, and Governance) practices among employees. Cisco Systems, which has achieved the top position on the "Fortune 100 Best Companies to Work For® List" in the United States for three consecutive years (Loescher 2023), has introduced a volunteer time-off initiative. The Time2Give Program fosters the spirit of community service among Cisco's employees by permitting them to allocate up to 10 paid days annually to contribute their time to causes of personal significance (Cisco Blogs 2023).

Regarding employee benefits, organisations across various sectors have exhibited growing creativity and a heightened concern for the well-being of their employees, aiming to foster greater employee engagement with the company. Action Blizzard, Cisco Systems, PwC, and Google are some of the companies who offer on-site free massages (Google n.d.; Snyder 2016). Furthermore, and according to the Society for Human Resource Management, "almost one-third of Fortune's 100 Best Companies to Work For offered concierge services to employees". These services contribute to increased employee productivity by minimizing the time allocated to non-work-related activities (SHRM n.d.). In the Portuguese context, organisations like Emma, Revolut, La Redoute, and Sporting Clube de Portugal have partnered with service providers as CoverFlex, to provide their employees with a range of flexible benefits, such as meal cards, insurance coverage, and access to various discounts, which are exempt from income tax and/or social security (Coverflex 2023).

Profit-sharing programs represent an additional mechanism employed by companies to enhance employee engagement. An illustrative case pertains to the Microsoft Corporation Employee Stock Purchase Plan, wherein employees are provided the opportunity to allocate a maximum of 15% of their monetary remuneration, subject to an upper limit of

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\$25,000 as defined by the IRS, through payroll deductions. The main advantage lies in the 10% reduction applied to the fair market value of Microsoft's stock price (Microsoft Corporation and One Microsoft Way 2022, 5).

Similarly, the P&G Profit Sharing Trust, established by Procter & Gamble (P&G), serves as a financial arrangement with the primary objective of providing P&G employees with a portion of the company's profits. This employee pension benefit plan is strategically crafted to encourage employees to accumulate capital on a regular and long-term basis, thereby increasing their retirement income (Procter & Gamble 2009, 1).

Lastly, companies have also found it necessary to develop more appealing recruitment initiatives to share their employee value propositions and entice the talent they seek. In the case study featuring PH. Creative, an employer brand agency, and BT, a security technology company, a talent attraction campaign was crafted by using a combination of physical, digital, experiential, and audio content. The campaign, titled "We Are the Protectors," used dramatic storytelling to showcase various security roles and their vital impact. Through a multi-channel narrative it depicted a powerful cyber hacker disrupting society and presented the importance of each security position by demonstrating how they defended the world from this treat (Ph.Creative n.d.).

## **Chapter 3 - InterContinental Lisbon**

### **3.1. History of IHG**

This major hotel group's history dates to 1777, when William Bass established his first brewery in Burton-on-Trent, England (InterContinental Hotels Group 2023a). With the Industrial Revolution, which had its epicentre in England, technological advancements such as transportation improvements and the development of the steam engine emerged, allowing for the international expansion of this business. Consequently, it became the

world's largest brewer, becoming part of the London Stock Exchange's FT30, the oldest index established to monitor the United Kingdom's top 30 companies (InterContinental Hotels Group 2023a).

In 1969, Bass Brewery took its first steps in the hotel industry by establishing the Crest Hotel chain. In 1988, the company acquired Holiday Inn International (Carey 2019). Over the years, Bass focused on developing his hotel business as a result of New British Legislation that restricted the number of pubs affiliated with major breweries. Later, in 1998, it purchased the luxurious InterContinental Hotels chain, founded by Juan Trippe (InterContinental Hotels Group 2023a).

In 2001 (InterContinental Hotels Group 2023a), the company underwent a name change, taking focus away from its brewing business and adopting the name Six Continents (Carey 2019). Finally, in 2003, the company underwent a restructuring that led to the creation of two independent entities: InterContinental Hotels Group (IHG) and Mitchells & Butlers (Carey 2019).

Presently, IHG is recognised as one of the largest global hotel groups. Its impressive portfolio includes 19 prestigious brands such as Holiday Inn, Holiday Inn Express, Candlewood Suites, Kimpton Hotels & Resorts, Six Senses, and Crowne Plaza (IHG 2023a). Additionally, the Group operates a network of over 6,000 hotels spanning across more than 100 countries (InterContinental Hotels Group 2023b). A distinctive characteristic of this group is its diversity, as each brand possesses a unique style and target audience, providing comprehensive coverage of travellers' preferences and needs.

### **3.2. Overview of InterContinental Lisbon**

The InterContinental Lisbon is a luxury property owned by the InterContinental Hotels Group. As a 5-star rated hotel, it is renowned for its elegance and contemporary style, serving as a preferred destination for both business and leisure travellers in Lisbon.

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Strategically located in the centre of the city, near Parque Eduardo VII and the iconic Avenida da Liberdade (IHG 2023b) (*Appendix 1*), the InterContinental Lisbon provides convenient access to some of the capital's main attractions. Although the building was built in 1984, it wasn't until 2014 that a management contract was established between Hotelgal Sociedade de Hotéis de Portugal, S.A., and IHG, adopting the designation "InterContinental Lisbon," solidifying its position as one of Lisbon's most prestigious hotels (*Appendix 2*). The InterContinental Lisbon is a sizable hotel, offering a total of 331 rooms and suites. Among the accommodation options are the Classic Rooms, featuring approximately 34 square meters of space, contemporary décor, and views overlooking Parque Eduardo VII. For guests valuing stunning views of the Tagus River, the Classic River View Rooms, with the same dimensions, occupy the higher floors. Additionally, the hotel provides 17 suites, ranging from 43 square meters to 115 square meters, offering panoramic views of Lisbon, some of which include a living room, kitchenette, office, and private terraces (InterContinental Lisbon 2023) (*Appendix 3 and 4*).

It has 14 meeting rooms (*Appendix 5*) all named after regions in Portugal. They can accommodate between 15 and 450 people and include hybrid meeting platforms, natural light, soundproofing, and cutting-edge audiovisual technology. (InterContinental Lisbon Hotel 2023a).

Regarding the hotel's dining outlets, the "Akla Restaurant" (*Appendix 6*) offers a fusion of Mediterranean flavours and international experiences, led by chef Eddy Melo, serving lunch and dinner (IHG 2023c). The "Sala Eduardo VII" (*Appendix 7*) hosts a continental breakfast (IHG 2023c), while the "Uptown Bar" is a cozy space to unwind with a drink after exploring the city (InterContinental Lisbon 2023).

The InterContinental Lisbon is renowned for its array of personalised services for guests, including dry cleaning pickup/laundry valet, aerobics instructor, theatre ticket desk,

same-day dry cleaning, doctor on call, shoe shining options (*Appendix 8*), executive VIP services, nanny services, foreign currency exchange, sports trainer, business centre, babysitting, and concierge services (IHG 2023d).

Demonstrating its commitment to social and environmental responsibility, the InterContinental stands out as the only hotel in Portugal recognised with the Inclusive Employer Entity label.

The company emphasises employee well-being, sustainability, and local communities through its "Journey to Tomorrow" plan. It focuses on five key objectives: promoting a diverse culture, improving the lives of over 30 million people in diverse communities, reducing long-term energy consumption and carbon footprint, pioneering minimal waste in the hotel industry, and conserving water and ensuring access in high-risk areas (InterContinental Lisbon Hotel 2023b).

The hotel is also part of the Green Engage, by IHG initiative, striving to design, build, and manage more sustainable hotels. Social responsibility initiatives include partnerships with ReFood, providing meals to underprivileged families, Cerci to ensure equal opportunities, and SOS Villages to care for children without parental care (InterContinental Lisbon Hotel 2023b). Additionally, the hotel has received numerous awards, certifications, and honourable mentions, notably the WeCare, We Share, Healthy Workplaces, jobs for Ukraine, Hotels against Hunger, and Green Key. A significant achievement was securing 8th place in the Best Workplaces 2023, marking it as one of the top companies to work for in Portugal among 101 to 200 employees.

### **3.3. HR Practices at InterContinental Lisbon**

The InterContinental Lisbon strives for ongoing innovation in its human resource practices to remain competitive in the hotel industry and align with successful practices

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of other industries. To achieve this, the hotel established partnerships (*Appendix 9*) with several brands to provide significant discounts and benefits for its employees.

One notable collaboration is with Brancóptica, offering exclusive deals on optical products and services for employees and their direct family members. The hotel also signed a cooperation agreement with the Instituto Superior de Gestão - Business & Economics School, granting a 10% non-cumulative discount on monthly tuition fees for undergraduate courses, postgraduate studies, executive training, and master's degrees for employees and their families.

Further partnerships include Villas Boas - ACP, Corretores Associados de Seguros, providing confidential and free consultancy services for insurance contracts. The InterContinental Lisbon also secures advantageous conditions for telecommunications, collaborating with Meo and Vodafone, offering special and exclusive offers for employees and their families who subscribe to their services. Pharmacy Ronil grants a 10% discount on specific products with VAT rates of 6% and 23% to hotel staff.

Other significant collaborations involve Twist Oral Shapers, providing special conditions for orthodontic treatments and oral hygiene consultations, and a partnership with Garagem Boa Viagem, offering special monthly parking conditions for employees at a rate of €60 per month based on a 12-month contract. These agreements aim to facilitate parking needs for the hotel's staff.

The InterContinental Lisbon offers diverse benefits (*Appendix 10*) to ensure employee well-being, including access to a doctor for curative and preventive medicine (*Appendix 11*). Additionally, employees benefit from unique health insurance coverage for consultations, treatments, and exams. The hotel acknowledges employee performance through initiatives like "The Employee of the Month," (*Appendix 12*) rewarding recipients with a €100 shopping voucher and a merit plaque. Furthermore, the hotel provides

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additional half-day leave on an employee's birthday, a Newborn Kit upon the birth of a child, and a complimentary night for a wedding as part of the honeymoon treatment.

The "Employee Rate" program offers special rates through the Merlin platform, with discounts available for F&B in the restaurant, bar, and special occasions. The hotel provided transport passes between April and September 2023. Promoting physical and psychological health, employees have access to an exclusive gym called "My G.Y.M., Get Your Moment." (*Appendix 13*).

In terms of career development, the hotel presents "IHGMyLearning," offering online training accessible in 14 languages for all employees. It introduced the "My Intercontinental Lisbon Passport" (*Appendix 14*) project, allowing staff to develop professionally and personally through cross-training and exposure programs. Additionally, the hotel displays well-being tips along service corridors covering financial, social, physical, and mental aspects (*Appendix 15*).

## **Chapter 4 – Methodology**

### **4.1. Research context**

Portugal's hospitality industry is in constant search for service excellence and relies a lot on 5-star hotels, because of their luxury and hospitality. Attracting and retaining talent is more than just a strategic goal, it is the key for success. This study covers the importance of tourism and economics, reputation and brand image, organisational culture and internal communication in the hospitality industry. Our research investigates in detail talent attraction, retention and internal communication with the goal to provide a set of recommendations to improve talent management across InterContinental Lisbon and position it as a model of excellence in talent management.

## **4.2. Research Questions**

According to the reasons named above, the main research questions are:

- 1- How do corporate reputation and brand image affect the attraction of talent in the hospitality industry?
- 2- What are the key factors that hotels should take into consideration when developing and implementing talent retention strategies to match the demands of today's workforce?
- 3- Is implementing an effective IC strategy to accommodate generational differences a viable approach for organisations? Can such adjustments be effectively applied in the hospitality industry?

## **4.3. Data Collection Methods**

The methodology employed in this study was a deliberate blend of quantitative and qualitative data collection techniques, ensuring the gathering of reliable and pertinent information.

Quantitative data was provided by InterContinental Lisbon, more specifically through four internal surveys: The annual Engagement Report - Colleague Heartbeat 2022; The annual Engagement Report - Colleague Heartbeat 2023; The Great Place to Work of 2022 and The Great Place to Work of 2023. The first two seek to analyse employee satisfaction by understanding and identifying the hotel's strengths and weaknesses and offering a comparative analysis of its development year to year and within the industry. The Great Place to work 2022 and 2023 also offers a year-to-year comparison and provides us a glimpse into the employee's experience working for the InterContinental Lisbon.

Another three surveys and nine interviews were conducted throughout the study and will be analysed in each individual part.

## **4.4. Results analysis and discussion**

### **4.4.1. InterContinental Lisbon's Data Analysis**

#### **Engagement Report- Colleague Heartbeat**

Analyses of the annual Engagement Report - Colleague Heartbeat conducted by the InterContinental from 2022 and 2023 revealed a substantial change in the overall engagement level over the two years. The 2023 report showed significant improvements and trends, offering valuable insights into the workplace dynamic.

The 2022 Engagement Score was 86%, increasing to 89% in 2023, signifying a 3% rise. Notably, this elevation positioned the hotel 11% above the Portugal Top Quartile in 2022, which further increased to 19% in 2023. The Participation Rate saw a remarkable increase from 79% in 2022 to 85% in 2023, indicating a heightened interest and involvement of employees in the engagement survey.

An analysis of the engagement categories demonstrated substantial changes. "Moderately Engaged" dropped from 33% in 2022 to 18% in 2023, while "Actively Disengaged" decreased from 6% to 3%. The most significant change occurred in the "Highly Engaged" category, soaring from 53% in 2022 to 71% in 2023.

The Ranking of Dimensions analysis revealed a percentage increase in 2023 in comparison to the previous year in all dimensions except Manager. Notable improvements were observed in Senior Leadership (91%), Enabling Infrastructures (87%), Talent & Staffing (92%), and Reward & Recognition (74%). All dimensions were above 80%, except for Reward & Recognition, with the InterContinental Lisbon positioned above the Portugal Top Quartile in all analysed dimensions.

This document also provides access to the top 10 items that effectively engage employees and the 10 items that tend to disengage them.

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The 2022 top 10 items emphasise core elements for workplace satisfaction. These include environmental responsibility, a supportive environment fostering diversity and inclusivity, engaging work tasks, and clear connections between individual performance and organisational goals. Other significant aspects highlighted are safety, well-being, proactive management, and leadership's commitment to fostering a supportive workplace culture. Together, these factors contribute to a positive and enriching work environment for employees at InterContinental Lisbon.

The 2023 Top 10 Items, reveals some shifts in employees' perceptions of workplace satisfaction. The emphasis on environmental responsibility, inclusive environments, safety, and engaging work tasks was present in both years. 2023's evaluations spotlight a more pronounced endorsement of senior leadership's decision-making and the fairness with which individuals from diverse backgrounds are treated within the organisation. The newer assessments demonstrate increased pride among employees in working for IHG.

In the 2022 bottom 10 items, employees expressed dissatisfaction with aspects such as fair compensation for their work, the impact of their performance on pay, and benefits plans meeting personal and family needs. Moreover, issues concerning opportunities for skill development, sufficient staffing levels to effectively carry out tasks, attracting the right people, technology support, and facility conditions, were also mentioned.

In 2023, most of the bottom items persist but with fewer employees identifying with these issues. Notably, "technology support" is no longer listed as a concern, and neither is "attracting the right people." Instead, new elements emerged, such as "future career opportunities" and "effective cooperation between departments."

In conclusion, the 2022 and 2023 reports from the InterContinental Lisbon demonstrate a notable evolution in workplace satisfaction factors. While the Top 10 Items for employee engagement remain consistent across both years, the problems identified as the

least satisfactory items in 2022 seem to persist but with less pinpointing by employees in 2023. This suggests a trend of continuous improvement by the hotel.

### **The Great Place to Work**

The Great Place to Work is a certification present in nearly 100 countries. This certification is obtained based on an evaluation by employees, where the company must achieve specific excellence criteria concerning organisational culture, overall environment, respect, growth opportunities, among others.

This certification is highly recognised, fortifying the image of winning companies as an exceptional workplace. Certified companies are also eligible for the "Best Workplaces," which involves an analysis of coherence between the survey results and the assessment of people management practices, resulting in the Best Workplaces Ranking.

InterContinental Lisbon, due to its efforts in managing people, not only received the "Healthy Workplaces 2022" award but was also certified in 2022 and 2023 for "The Great Place to Work." In 2023, it achieved the remarkable feat of ranking 8th in the top 10 Best Workplaces Portugal 2023 in the category of 101 to 200 employees (*Appendix 16*).

Subsequently, InterContinental Lisbon provided us with data from the "The Great Place to Work" survey of 2022 and 2023. This survey consists of 60 statements from the GPTW Model and 2 open-ended response questions. The response rate increased from 81% (137 responses from 167 invited employees) in 2022 to 91% (165 responses from 182 invited employees) in 2023, demonstrating greater willingness among employees to share their opinions and perceptions.

Regarding the overall results of the Trust Index, there is a significant increase in overall trust in the workplace environment, rising from 89% in 2022 to 96% in 2023.

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Furthermore, considering all factors, the perception that the company is an excellent place to work has improved, with a score of 90% in 2022, rising to 98% in 2023.

By analysing the specific dimensions of the Great Place to Work report it's clear that there is a consistent increase across all dimensions. Credibility, respect, impartiality, pride, and team spirit experienced notable growth from 2022 to 2023. Specifically, credibility evolved from 91% to 97%, respect from 88% to 96%, impartiality from 84% to 92%, pride from 92% to 97%, and team spirit from 92% to 97%.

According to the survey results, statements with the highest percentage, around 99% include ethical leadership, fair and equal treatment regardless of sexual orientation, and feeling welcomed. However, areas for improvement revolve around fair pay, profit-sharing, fair promotions, a healthy psychological environment, and collaboration among colleagues.

In conclusion, the company has shown significant progress in various aspects, reflecting a more welcoming, respectful, and satisfactory environment for its employees, justifying its entry into the top 10 Best Workplaces Portugal 2023 ranking. Nevertheless, there are still areas to improve.

## **Chapter 5 – Attraction of Talent**

### **5.1. Introduction**

#### **5.1.1. Problem Statement**

Portugal is considered one of the best places to visit in the world (Costa e Silva and Fazenda 2023, 2) and with this sector experiencing significant growth globally (Riaz 2023), the hotel faces a challenge where attracting talent becomes essential for maintaining excellence (Tamaş 2022).

In the context of InterContinental Lisbon, talent attraction becomes fundamental in the face of the evolving industry of travel and tourism. To succeed in the competitive environment, the hotel needs to set an adapted set of different requirements and strategies that focus on the unique offerings and opportunities it provides to potential candidates.

As the industry advances, the hotel must position itself as an employer of choice, showcasing not only the luxurious accommodations but also the rewarding career prospects and work culture it offers to attract talent in Lisbon's hospitality market.

#### **5.1.2. Relevance of Study**

This study holds important research for InterContinental Lisbon, where its determined how reputation and brand image impact talent attraction in the industry.

Firstly, hiring qualified workers is extremely important in the hotel industry. This study focuses on determining how a hotel's branding tactics affect its ability to attract talent.

This research also serves as a benchmarking tool, enabling hotels to compare their reputation and brand image strategies against industry standards. By identifying areas for improvement and leveraging their strengths, hotels can strategically position themselves to stand out amongst the competition for attracting talent.

### **5.1.3. Objectives**

Considering the information provided above, the main goal of this study is how hotel reputation and brand image affect the attraction of talent in the hospitality industry.

Therefore, the objectives for this part of the study are:

1. Explore and comprehend the factors that contribute for the attraction of talent within the hotel industry.
2. Analyse and understand corporate reputation and brand image.
3. Identify the elements that stimulate individuals' interest in pursuing careers in the sector.
4. Identify how reputation and brand image influence employees' perceptions.

### **5.1.4. Paper structure**

The structure will be structured into 3 parts, it will start with a literature review on talent management, the hotel industry, corporate reputation and brand image. Then we will skip to the explanation on how the study was conducted, focusing on the research context, the research question, and the data collection methods. Lastly, the conclusions will be presented, as well as the limitations on the research.

## **5.2. Literature Review**

### **5.2.1. Talent Management: Attraction**

Talent management emerged in the 90s when McKinsey & Company pursued to revolutionise human resources by introducing the term “war for talent,” (Michaels, Handfield-Jones, and Axelrod 2001, 1 and Mandhanya and Shah 2010, 43) emphasising

the critical role that an organisation's staff plays in ensuring its success. (Tamaş 2022, 479).

Talent management is a crucial aspect of all Human Resource Management. It encompasses the strategies referring to the processes employed by an organisation to recruit, engage, and sustain the satisfaction and productivity of its employees. Analysis indicates there is an important connection between effective talent management and a company's performance. (McKinsey & Company 2023, 2)

Talent Management is important because it is a process that continues to be adopted nowadays (Mandhanya and Shah 2010, 43) and the primary reason for its importance is that effective talent management certifies the organisation to attract and retain essential talents. (Poorhosseinzadeh and Subramaniam 2013, 332) As Steve Jobs said: "A small team of A-plus players can run circles around a giant team of B and C players." (Steve jobs cited in Michaels, Handfield-Jones; Axelrod 2001, 1)

According to Deery (2008, 792), talent management poses a significant challenge for the hospitality industry, grappling with the preservation of a consistent workforce within issues like compensation, work-life balance, training, heavy workloads, and organisational culture.

According to McKinsey & Company (2023, 2), there are five areas of talent management that are essential to the human resource department playbook: "Finding and hiring the right people"; "learning and growing"; "Managing and rewarding performance"; "Tailoring the employee experience" and "Optimising workforce planning and strategy".

In other words, it can be said that talent management includes almost all the elements of HRM department (Stewart and Harte 2010, 507). In this research, we will be focusing on the "finding and hiring the right people" area, as the attraction of highly skilled workers for a company is crucial. (Mandhanya and Shah 2010, 44).

The attraction of talent refers to the activities that companies undertake to publicly promote the integration of employees into the organisation. (Gregorka, 2017, 21).

Therefore, Highhouse, Lievens, and Sinar (2003, 992), explored candidate intentions in a recruitment process and identified three dimensions of talent attraction: attractiveness of the organisation, behavioural intentions and reputation of the organisation.

### **5.2.2. The industry: Behavioural intentions and attractiveness of the organisation**

In 2022, a new record in tourism revenue was accomplished in Portugal: 21.1 million euros, outstanding 2019 numbers by more than 15%. (Banco de Portugal 2022 cited in Turismo de Portugal 2023). The combined sectors of accommodation, dining, and related industries provide employment to a workforce of 286.6 thousand individuals. (INE 2022 cited in Costa e Silva and Fazenda 2023, 10) Projections suggest that over the next decade, the Portuguese tourism sector will generate approximately 193 thousand new employment opportunities. (World Travel & Tourism Council 2022, 1)

Given that talent management plays a crucial role in realising an organisation's goals and objectives, the lack of skilled personnel and talent is a big concern on a global scale. (Saad and Mayouf 2018, 33)

Nevertheless, it's worth highlighting the prevalent issue of labour shortages within the sector, one out of every eight job positions remain unfilled, mostly after the Covid-19 pandemic hit. (INE 2022 cited in Costa e Silva and Fazenda 2023, 10; Business Europe 2022, 1) The most affected industries are “construction, accommodation and food services, manufacturing, retail trade, transport/warehousing as well as leisure and hospitality”. (Business Europe 2022, 3) Therefore, the workforce gap poses a significant and pressing challenge for the Portuguese tourism industry (Costa e Silva and Fazenda 2023, 5) and it is hard for companies to recruit and select motivated and skilled

professionals for hotel positions because the sector is frequently viewed as a temporary position, with individuals remaining until they secure their chosen jobs (Silva and Pires 2023, 299).

Thought, in Portugal, extensive observation exposes a predominant trend among hotel establishments: a notable lack of investment in the enhancement of their human resources. (Costa, Oliveira, and Oliveira 2021, 408)

On one hand, a strategic recruitment of hospitality-trained talent at all levels by a wide range of service organisations is important (McGinley 2018, 210), but on the other hand, it is crucial for the hospitality industry to shift this negative perception and succeed in attracting the finest talents, (Brien 2014, 8) and train staff to develop skills and abilities to use in professional activities at all levels of the tourism industry and hotel business. (Morozov and Morozova 2019, 394)

One distinctive aspect of the sector is its operation on a continuous basis, namely 24 hours a day and seven days a week, which makes hospitality organisations work into rotative and predefined shifts (Hornsey and Dann 2004 cited in Silva and Pires 2023, 299). Seasonality is also a fundamental peculiarity in the hospitality sector, across geographical locations and sub-sectors. Its impact on employees is substantial, affecting not only those securing temporary contracts during peak seasons but also individuals in permanent roles, who frequently endure elevated stress and pressure levels (Silva and Pires 2023, 299).

To attract professionals, it is essential for employers to adopt proactive approaches, particularly concerning the presented challenges, the crucial balance between personal and professional life, acknowledgement, and opportunities for career advancement. (Brien 2014, 5; Silva and Pires 2023, 299).

### **5.2.3. Corporate Reputation**

Corporate reputation is an intangible asset, defined as the “accumulated impression” held of the organisation, and is acknowledged for its role in creating value and profit. (Dai et al. 2022, 681; Davies 2015, 1)

Corporate reputation became a category of research related to talent attraction because many companies have insufficient talent attraction, seriously affecting the company’s healthy operations (Dai et al. 2022, 680).

Employees tend to consider a various number of companies when looking for a job and many use corporate reputation to obtain information regarding working conditions (Cable and Turban 2003, 2252).

In the context of the hospitality industry, perception and emotion towards a company are valuable assets as they can influence decisions (Damásio 2013). In fact, these can have significant impacts on the company's integrity and competitiveness (Dai et al. 2022, 682). Job seekers lean towards well-known organisations, signifying the importance of social recognition meaning that a strong corporate reputation positively correlates with talent attraction. (Dai et al. 2022, 692)

Candidates are typically more inclined to organisations with positive corporate reputations, which can significantly influence their decision to apply for a position based on the company's perceived image. (Ambler and Barrow 1996 cited in Potgieter and Doubell 2020, 113). On the other hand, organisations with not such positive reputation, are not as attractive for employees (Cable and Turban 2003, 2259). The stronger an organisation's reputation, the higher the motivation for candidates to apply for a job offer. (Edwards 2010, 8).

Kumari, Dutta, and Bhagat (2020, 90) indicate that the attractiveness, image, and reputation of a company have a considerable impact, either positively or negatively, on

the preference to apply for a job. Leveraging social media platforms where customers can express their opinions, compliments, or concerns as a well-built strategy to enhance corporate reputation not only elevated the organisation's corporate image but also resulted in increased job application rates as it demonstrates a genuine commitment to customer satisfaction (Later Branham 2000 cited in Subbarao, Chhabra, and Mishra 2022, 54).

Given corporate reputation's association with brand image ("the information individuals receive about an organisation through its advertising or social networks") or organisational identity ("alignment between various groups' perceptions and the company's identity"), corporate reputation is primarily an inside-to-outside distinctiveness.

Therefore, discussing corporate reputation inevitably involves acknowledging corporate image. (Junça Silva and Dias 2022, 6).

#### **5.2.4. Brand image**

The corporate image refers to the mental impression or perception that individuals hold regarding a company, essentially what individuals imagine when thinking about the corporate name, logo, or related attributes and characteristics associated with the company. (Gray and Balmer 1998, 696)

As organisations cannot control everything that is said about themselves, their focus should be on paying attention to feedback received and assessing if the perceived image aligns with the intended one. (Junça Silva and Dias 2022, 6).

A distinct and well-defined employer image allows candidates to perceive the organisation's values and identify commonalities between their own beliefs or characteristics and those of the organisation. (Backhaus 2016, 196)

### **5.3. Methodology**

To guarantee that pertinent data was gathered, this section of the study used a comprehensive methodology that included quantitative and qualitative approaches.

Two structured surveys and a structured interview were conducted.

The first survey encompassed 12 questions across 3 sections. Demographic information, such as gender, age and highest level of education was the first section. The second section focused on the interest in the hospitality industry, where question such as: “What aspects of the hospitality industry, if any, appeal to you?”, “What aspects of the hospitality industry, if any, are less appealing to you?” and “What aspects of the hospitality industry make you not want to embark on this career?”. Lastly, the third section focused on the interest in other industries and asked questions like: “If you are not interested in working in the hospitality industry, what other industries are you interested in pursuing a career in?” and “What attracts you to these other industries?”.

The main objective was to understand talent attraction in the hospitality industry and in other industries, to understand what candidates most value when applying for jobs and if the hospitality industry is actually appealing to job seekers or not. More specifically, the aiming was to understand how the industry is seen by employees. Following the data collection, was validated a final dataset of 121 responses analysed on Microsoft Excel.

The second survey, conducted further in the research and more related to the research question, consisted of 17 questions also across three sections. The first section was about demographic information, such as gender and generation. The second section was about corporate reputation and brand image where questions such as, “In your opinion, how significant is an organisation's reputation or image (values, work culture, offers, etc) in influencing your career choices?”, “How do you think corporate reputation and brand image affect your perception of a company?”, “Would you be willing to apply to work at

a specific company because of its reputation?” and ” Would you be willing to consider working in the hospitality industry if it offered specific work benefits or perks that align with your preferences and values?” where asked to respondents. The third section was about the perception of InterContinental Lisbon in the respondents’ minds. Questions such as “How familiar are you with InterContinental Lisbon?”, “How would you describe InterContinental Lisbon's company culture based on available information or your perception?”, “Do you find the hotel attractive to work at?”, “What influences your interest in working for InterContinental Lisbon?” and “How likely are you to consider a job opportunity at InterContinental Lisbon based on its reputation as an employer?” were asked.

This time, the main objective was to understand the relationship between corporate reputation, brand image, and career choices, exploring their impact on individuals' perceptions and decisions when looking for a job. This approach provides insights into how corporate reputation shapes perceptions and influences career preferences, specifically within InterContinental Lisbon. After a validation phase, 142 valid responses were analysed on Microsoft Excel.

Utilising primarily multiple-choice questions, respondents could select one or multiple options depending on the question. Additionally, both surveys included graded scales and ranking systems to evaluate the importance of statements. Open-ended questions were included to encourage participants to provide narrative perspective.

Lastly, a structured interview was conducted to the head of the HR department of InterContinental Lisbon, where questions such as “How does the hotel recruit new employees (e.g., employment agencies, online advertisements, job fairs, etc.)”, “Do you have partnerships with vocational schools? Where do you receive interns from vocational courses?” and “Do you have any specific internship program?” were asked and analysed,

as it is a pertinent analysis to be made in terms of the attraction of talent and brand reputation within the industry and the hotel. (*Appendix 40*)

## **5.4. Results analysis and discussion**

### **5.4.1. Data Analysis**

#### **Hospitality Industry Survey**

When exploring the appealing factors of the hospitality industry, respondents highlighted the appeal of interaction with people, travel opportunities, and involvement in event planning and management. (*Appendix 20*) On the contrary, and in accordance with the literature review, elements such as wages, rotating schedules, high-stress levels, holidays and working on weekends, alongside insufficient recognition, arose major constraints discouraging people from pursuing careers in this industry. (*Appendix 21*)

The survey highlighted that competitive salary and compensation stand out as the most significant factors for respondents when choosing an industry to work in. (*Appendix 24*)

These findings point out the crucial role of remuneration in attracting talent to specific sectors.

Factors such as work flexibility, schedules, and the potential for remote work largely contributed to the preference for other areas such as consulting, finance, and technology compared to the hospitality sector. (*Appendices 25 and 26*)

Additionally, nearly half of the participants, approximately 49%, were unwilling to engage in unpaid internships within their chosen industry to acquire valuable work experience. On the contrary, 19% were open to considering such opportunities, dependent on various factors like role specificity, recognition, and future prospects within the company. (*Appendix 22*)

## **Corporate Reputation and Brand Image Survey**

Demographic data shows a diverse sample with a high proportion of women (*Appendix 27*) and people from Generations X and Z (*Appendix 28*), demonstrating diverse perspectives across different generations.

The survey highlights the critical importance of a company's reputation when choosing a career, with the majority of respondents believing this to be very important (*Appendix 29*). Recommendations from industry experts proved to be the most reliable source for assessing a company's reputation, highlighting the importance of recommendations from peers in shaping perceptions (*Appendix 30*). Furthermore, the impact of a company's reputation on individuals' perceptions of the organisation is clear, with the majority recognising that it is significant or has a significant impact. (*Appendix 31*)

Interestingly, while a significant number of respondents expressed willingness to apply to companies based on their reputation and were open to work in the hospitality industry because of that, the actual influence of digital branding initiatives in this sector appears to be limited, as only a fraction reported ever applying due to such initiatives. (*Appendices 33 and 34*)

Familiarity with the InterContinental Lisbon varied among respondents, with a particularly large proportion saying they were not familiar with the hotel (*Appendix 36*). This lack of awareness may impact respondents' tendency to consider employment opportunities at the organisation. Nevertheless, those familiar with InterContinental Lisbon describe different perceptions of the company's culture, from customer-centric to hierarchical and structured. (*Appendix 37*). In terms of attractiveness as an employer, many respondents find InterContinental Lisbon an attractive place to work. (*Appendix 38*) When assessing the likelihood of considering employment at InterContinental Lisbon based on the employer's reputation, responses were mixed. While some expressed high

potential, others were neutral or negative, highlighting the different considerations individuals make when considering employment opportunities related to an employer's reputation. (*Appendix 40*)

#### **5.4.2. Interview's data analysis**

##### ***5.4.2.1. Recruitment of new talent at InterContinental Lisbon***

The InterContinental Lisbon employs a variety of strategies for hiring new staff members. The hotel uses several platforms, including Room For You, an online platform, Employability Grants, and partnerships with hotel and tourism schools. It also accepts spontaneous applications. (*Appendix 41*)

“Room for you” was created after InterContinental Lisbon recognised a need for change in its approach to candidates, following several internal HR meetings. The hotel initiated the creation of its unique CV, presenting it to candidates rather than the conventional candidate-to-hotel application. This innovative CV encompasses pertinent information about the hotel, including an overview of its identity, behaviour, commitments, priorities, and contact details. Additionally, an email channel, "roomforyou@ihg.com" was established for hassle-free candidate communication, alongside a quick contact form on the website, simplifying application processes.

Regarding the InterContinental Hospitality Group's “My Learning platform”, all InterContinental Lisbon employees have access to this online training tool. It combines digital learning environments and face-to-face training. (*Appendix 41*)

The hotel makes use of LinkedIn, the IHG Learning Platform through MyRecruit, and the Recommend a Friend Programme. Recruitment opportunities are always advertised within the hotel, on LinkedIn, and/or on the internal IHG Careers platform, encouraging teams and colleagues to share job openings. (*Appendix 41*)

It is also a significant accomplishment for InterContinental Lisbon to be accredited as "The Great Place to Work" (*Appendix 16*) and to rank eighth place among 101–200 employee-sized businesses in Portugal's top 10 Best Workplaces, for 2023. These accreditations, strengthen the hotel's image as a model employer and demonstrate its commitment to providing an exceptional workplace rate.

InterContinental stands for the hotel's dedication to the well-being of its staff, their professional development, and a healthy work environment. Organisations with a track record of putting employee happiness first and developing positive work environments successfully attract potential candidates.

By obtaining these accreditations, InterContinental Lisbon may better position itself as an employer and attract talent in the hospitality sector.

#### ***5.4.2.2. Internships as an important bridge for talent attraction at InterContinental***

Internships hold an important role in InterContinental's talent attraction strategy. The hotel has established strong partnerships and collaborations with prestigious Hotel Management Schools and Universities. Annually, the organisation warmly welcome approximately 35 to 40 interns from both national and international educational institutions. Through the "IHG ACADEMY" initiative, the hotel carefully supervises these internship programs, expecting to provide a complete learning experience and a supporting environment for aspiring professionals. (*Appendix 41*)

Furthermore, InterContinental's approach to internships is highly personalised. For each intern, the hotel creates an adapted program incorporating mentorship, whole integration into the work environment, and a structured developmental plan. This individualised approach ensures that interns gain a full and enriching experience during their internship with the hotel and also contributes to the good image and reputation of the hotel.

## **5.5. Conclusion**

### **5.5.1. Summary of results**

The hospitality industry, especially the 5-star hotel industry, faces multiple challenges in attracting talent and all insights gathered in this study about corporate reputation and brand image are essential not only for InterContinental Lisbon but also for the overall industry.

Talent management concept underlines the important role of employees in a company's success. It includes a variety of strategies aimed at recruiting and retaining a satisfied and productive workforce. In the hotel industry, human resource management is a major challenge and, as Deery (2008, 792) said and as the analysis shown, factors such as salaries, work-life balance, training, heavy workload, and organisational culture are key to achieving skilled employees. The 24-hour ongoing operations, shift changes, and seasonality of this sector also complicate the efforts of hotels to attract talent (Hornsey and Dann 2004 cited in Silva and Pires 2023, 299).

Corporate reputation is a significant factor influencing talent attraction. A positive reputation increases the attractiveness of the organisation and influences candidates' decision-making process when applying for a job.

Brand image significantly shapes candidates' perceptions and career preferences. It directly correlates with an organisation's attractiveness to potential employees. A positive brand image enhances the appeal of a company, while negative or less favourable perceptions can discourage candidates.

According to the data collected, there is a complex relationship between corporate reputation and brand image and personal perceptions and career decisions. Understanding the preferences, hesitations and perceptions of potential candidates provide an opportunity to adapt new recruitment strategies.

The InterContinental Lisbon takes a complete approach to hiring talent, focusing not just on job fulfilment but also, on establishing a culture of development, innovation, and quality. These programmes have an impact that extends beyond hiring; they reinforce the hotel's standing as a top employer and establish its reputation as an example in the hospitality sector.

All the factors named above, not only affect how prospective candidates make decisions, but they also have a big impact on how an organisation is seen in the highly competitive hospitality industry. Hospitality companies may improve their hiring practices and become more desirable places to work by recognising and solving these issues. This will increase the competitiveness and expansion of the sector as a whole.

The paper concludes by emphasising that it is important to have a strong corporate reputation and brand image and that these affect the race to attract talent in the hospitality industry, depending on the perception of candidates towards each company, as the InterContinental Lisbon example shows.

### **5.5.3. Limitations of the study**

One of the limitations identified was the scarcity of research, specifically focusing on talent attraction within the Portuguese hotel industry and concerning InterContinental Lisbon. The findings might be more relevant to the hospitality and 5-star hotel sector, potentially limiting their applicability to other industries. Although this study covers a variety of factors that influence talent attraction, its broad scope may result in a lack of in-depth exploration of specific aspects.

The study's sample size could restrict generalisation by representing a particular demographic or geographic area, and biases in respondent surveys might impact the outcomes.

## **Chapter 6 – Conclusion & recommendations**

Effective Human Resources management is crucial for the long-term success of InterContinental Lisbon, serving as a crucial strategy to establish a strong presence in the dynamic and competitive hospitality business landscape. The strategy we developed focuses on three critical elements: attraction, retention, and internal communication. Drawing insights from literature review and gathered data, the research proposes six recommendations that we anticipate will yield positive outcomes.

### **Build connections through social media**

Employers should leverage social recognition to effectively manage their brand image since it is positively related to talent attraction. As concluded before, potential employees are looking for reputable companies with aligned missions and values.

Social media networks serve as a great platform for searching and finding potential employees, by sharing company information through short videos, or posts. Therefore, building an even stronger online reputation with the use of social media platforms such as Instagram or TikTok as part of the strategy, in addition to the ones already used, will help InterContinental Lisbon to connect with talent in the hospitality industry around the world.

### **Paid internships**

This recommendation aims to get more skilled young professionals to join InterContinental Lisbon and from then join the team permanently. As the results of the survey conducted showed, the majority of the respondents would not apply for internships in their area of interest, if paid. Therefore, InterContinental Lisbon would benefit from paid internships or trainee programs as part of their attraction strategy. Particularly for

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graduates, trainee programs serve as an important method to attract highly qualified talent. These programs not only provide a unique opportunity for individuals to cultivate their skills within the company but also serve as a strategic means to prepare them for future managerial roles.

### **Buddy Program**

Implementing a buddy program within IHG can help retain talent and nurture a supportive work environment. This strategy goes beyond the traditional onboarding process, as it assigns experienced employees as mentors or "buddies" to newly hired individuals. By doing so, it not only facilitates a smoother integration for newcomers but also establishes a strong support system within the workplace. Buddies can share insights, offer guidance, and provide a space for open communication, helping new employees feel more connected and valued. This sense of belonging and mentorship not only accelerates the learning curve for new employees but also enhances overall job satisfaction.

### **Language courses**

Integrating language courses as part of the professional development opportunities for employees at InterContinental Lisbon is a strategy that aligns with the international context of the hospitality industry. In an environment where guests come from all over the world, fostering a multilingual staff can significantly enhance communication and guest satisfaction. Moreover, investing in language courses for employees contributes to their personal and professional growth, equipping them with valuable skills that can broaden their career prospects. These courses can be offered online and even implemented into the IHG learning platform. Possible partnerships include Rosetta Stone, Preply, Lingoda, Udemy, and Learnlight. This holistic approach not only underscores

InterContinental Lisbon's dedication to continuous improvement but also positions the hotel as an employer of choice for those seeking a dynamic and enriching career in the international hospitality industry.

### **Volunteer Time-Off**

Implementing a "Volunteer Time-Off" program at InterContinental Lisbon would be a strategic move that can help retain workers. Primarily, it offers employees dedicated time for volunteering, which in turn contributes to their well-being and personal development. This includes the acquisition of new skills, the exposure to diverse experiences, and the fostering of a sense of purpose beyond daily tasks. Consequently, the hotel will increase job satisfaction and foster a more engaged and motivated workforce. Furthermore, such a program aligns with the growing emphasis on corporate social responsibility and with contemporary workforce trends.

### **Create a department destined to develop an internal communication strategy.**

The implementation of a department, whose main goal would be to effectively design an internal communication strategy, would bring significant benefits to InterContinental Lisbon. However, for this innovative branch to succeed it would have to cater to different generations in the workplace. Thus, the internal communication strategy would have to customise its internal dialogue to consider each generations' different needs and preferences. For example, it could implement different communication channels, manage the frequency of communications between employees, filter the actual content of the communication to avoid unnecessary or inappropriate information or even, personalise the way in which the message is transmitted amongst workers (e.g.: informality of the exchange).

All in all, this recommendation would not only improve the efficiency of the internal communication but would also consequently prove to be a useful tool for increasing overall job satisfaction.

### **Chapter 7 - Limitations**

The current study faces certain limitations regarding research about talent attraction, retention, and internal communication within InterContinental Lisbon. As this is the first study developed on these dimensions and context, collecting relevant data has presented some obstacles. Additionally, it must be taken into consideration the sample size of the collected data and the possibility of bias by the respondents and researchers, which may cause generalisation.

Furthermore, while this study may have far-reaching implications for Portuguese brands, it is important to recognise that general implementation may be limited as the study focuses primarily on Intercontinental Lisbon.

Lastly, the evaluation, measurement and analysis of the direct impact and benefits of proposed strategies on the InterContinental Lisbon brand can present some challenges.

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## **Chapter 9 - Appendix**

### **Abbreviations:**

EU- European Union

F&B- Food and Beverage

GDP: Gross Domestic Product

HICP: Harmonised Index of Consumer Prices

HRM: Human Resource Management

RRP: Recovery and Resilience Plan

## Appendix 1 - View from InterContinental Lisbon



## Appendix 2 - InterContinental Lisbon history



**Appendix 3 - InterContinental's Junior Suite**



**Appendix 4 – Junior Suite’s Bathroom**



**Appendix 5 - InterContinental's meeting room**



**Appendix 6 - InterContinental's Akla Restaurant**



**Appendix 7 - InterContinental's Breakfast room- Sala Eduardo VII**



**Appendix 8 - InterContinental's service: Shoe Shinning**



## Appendix 9 - InterContinental Lisbon's Partners

**PARCERIAS & PROTOCOLOS**  
*True Hospitality at Work | Go...*

**INTERCONTINENTAL LISBON**

**Great Place To Work**  
**Certified**  
JUN 2022 - JUN 2023  
PORTUGAL

ROOM TO GROW  
ROOM TO SHARE A DIFFERENCE  
ROOM TO BELONG

- **VILLAS BOAS** – ACP, Corretores Associados de Seguros | Por via desta Parceria, os colaboradores InterContinental Lisbon têm acesso às vantagens de um serviço exclusivo de consultoria; confidencial e gratuito, na contratação de Seguros. Aplicável para Seguro Automóvel; Seguro Habitação; Seguro Vida Crédito; Seguro Saúde; Seguro Responsabilidade Civil Familiar; Seguro Responsabilidade Civil Animas Domésticos e, Seguro Acidentes Pessoais. Assim passamos a ter como gestor dedicado: Jorge Amaral = jamaral@villasboas.pt
- **MEO** | Por via desta Parceria, os colaboradores InterContinental Lisbon interessados podem ter condições mais vantajosas quer para o serviço fixo, quer para o serviço móvel. Estas condições são válidas para Colaboradores InterContinental Lisbon e para o respectivo Agregado Familiar (sendo apenas necessário, da parte da MEO, que aquando da adesão, se mencione e referencie a Parceria com o Hotel InterContinental Lisbon). Para mais informações: m-graca-caeiro@telecom.pt
- **VODAFONE** | No âmbito deste protocolo com a Vodafone, os colaboradores do InterContinental Lisbon e seus familiares podem aderir aos serviços da Vodafone para casa, telemóvel e/ou tablet/PC, com ofertas especiais e exclusivas. Para mais informações: fernanda.fonseca@vodafone.com
- **FARMÁCIA RONIL** | Ao abrigo deste Protocolo, os colaboradores InterContinental Lisbon, passam a contar com os seguintes benefícios: Descontos de 10% em todos os medicamentos e produtos de Farmácia de IVA 6% e de IVA 23% (com excepção de tiras e lancetas, MSRM de PVP superior a 50€, nutrição infantil e campanhas promocionais); Desconto imediato sobre o valor final a pagar; Atendimento na Farmácia RONIL ao abrigo do Protocolo; Extensível a todos os colaboradores e agregado familiar.
- **TWIST ORAL SHAPERS** | Dá um twist ao teu sorriso! Por via desta Parceria, exclusiva a colaboradores do InterContinental Lisbon e familiares, estão acordadas condições especiais para Ortodontia com “alinhadores invisalign” e consultas de higiene oral. Twist Oral Shapers é uma Clínica na Av. João Crisóstomo, 28 A. Para mais informações: geral@twistclinic.com
- **GARAGEM BOA VIAGEM** | Por via desta Parceria, exclusiva a Colaboradores do InterContinental Lisbon, estão acordadas condições especiais para estacionamento mensal, das 06:00 às 01:00. O acordo pressupõe um pagamento de 60.00 € mensais para uma base de 12 meses de contrato, desde que os colaboradores apresentem Declaração emitida e assinada pela Direcção de Recursos Humanos. (Estas condições estão sujeitas aos lugares disponíveis)
- **BRANCÓPTICA** | A ótica Brancóptica existe desde 1961 e está ligada à marca Opticalia. Apresenta uma oferta diferenciada de produtos e serviços ligados ao material ótico, estando presentes em 22 lojas, localizadas pelo país. Todos os colaboradores do InterContinental Lisbon, bem como os seus familiares diretos, têm acesso a condições especiais.
- **ISG** | Os colaboradores do InterContinental Lisbon e seus cônjugues e filhos têm direito a uma redução não acumulável de 10% do valor da propina mensal relativa a toda a oferta formativa de licenciaturas, pós-graduações, formação de executivos e mestrados.

*Para mais informações, contacte Direção de Recursos Humanos*

## Appendix 10 - InterContinental Lisbon's Benefits

**BENEFÍCIOS SOCIAIS 2023**  
*True Hospitality at Work | Go Further Together*

Great Place To Work  
Certified  
JUN 2022 - JUN 2023  
PORTUGAL

ROOM TO GROW  
ROOM TO MAKE A DIFFERENCE  
ROOM TO BELONG

**INTERCONTINENTAL LISBON**

- **SERVIÇO MÉDICO** | O InterContinental Lisbon tem à exclusiva disposição dos seus Colaboradores, médico responsável pela medicina curativa e preventiva. No âmbito da medicina curativa, o Hotel está habilitado a prescrição de receituário médico participado pela Segurança Social.
- **SEGURO DE SAÚDE** | Colaboradores InterContinental Lisbon contam com um Seguro de Saúde com condições e vantagens únicas, entre outras, para consultas, tratamentos e exames. Em caso de Internamento Hospitalar superior a 24 horas, comparticipação, até 85% do total das despesas. Quaisquer esclarecimentos podem ser solicitados para: Linha Saúde Victoria 808 500 270.
- **A ESTRELA DO MÊS** | A Estrela do Mês InterContinental Lisbon é agraciada com uma Placa de Mérito e com um prémio de 100,00 Euros em Vale de Compras.
- **ANIVERSÁRIOS** | No dia de Aniversário, o Colaborador InterContinental Lisbon tem um período de descanso suplementar de ½ dia. Não existindo inconveniência operacional, o Colaborador deverá gozar este benefício, no dia do seu aniversário.
- **RECÉM-NASCIDOS** | O recém-nascido, filho de Colaborador InterContinental Lisbon, é agraciado com um presente "à medida": KIT Nascimento.
- **CASAMENTO** | O Colaborador InterContinental Lisbon que contraia matrimónio, é contemplado com uma noite no nosso Hotel, com tratamento lua de mel (1 noite de alojamento em quarto superior e pequeno-almoço buffet incluído). Reservas estão sempre sujeitas a disponibilidade.
- **EMPLOYEE RATE** | Os Colaboradores IHG beneficiam de um programa de tarifas especiais cujos normativos estão disponíveis na plataforma Merlin.
- **IHGMyLearning** | Todos os Colaboradores InterContinental Lisbon têm à sua disposição uma plataforma de formação online. Esta plataforma combina um ambiente de aprendizagem digital e formação presencial, que permitir aceder a conteúdos e a cursos "à medida", disponível, em 14 Línguas e em versão para PC, telemóvel & tablet. O IHG My Learning permite a todos os colaboradores, a qualquer momento e em qualquer lugar, reforçar competências.
- **MY G.Y.M - GET YOUR MOMENT** | Todos os Colaboradores InterContinental Lisbon têm à sua disposição um Ginásio: "MY G.Y.M., Get Your Moment", é um Ginásio exclusivo ao uso dos nossos Colaboradores, em períodos que não coincidam com os seus horários de trabalho.
- **TARIFAS ESPECIAIS F&B** | Todos os Colaboradores InterContinental Lisbon têm tarifas especiais em F&B: 50% de desconto no Restaurante no Menu "À La Carte"; 25 % de desconto no Bar e 10% de desconto em eventos e ocasiões especiais (ex.: Dia da Mãe, Dia do Pai; Menu Páscoa, etc), sendo necessário prévio conhecimento e autorização por parte da Direcção de Restauração e Direcção de Recursos Humanos. Reservas estão sempre sujeitas a disponibilidade.

*Para mais informações, contacte Direcção de Recursos Humanos*

Group Part

### Appendix 11 – InterContinental’s medical office



### Appendix 12 – Employee of the month



**Appendix 13 - MY GYM (Get Your Moment)**



## Appendix 14 - Benefit of social transport passes

**Benefício Social Excepcional & Transitório '23**  
*True Hospitality at Work / Go Further Together*

INTERCONTINENTAL LISBOA

**Atribuição (transitória) de Passes Sociais de Transporte**

**O quê?**

- O InterContinental Lisbon decidiu implementar uma medida excepcional e transitória de apoio aos seus colaboradores.
- Esta medida consiste em, no âmbito da política interna da Empresa, suportar o custo dos passes sociais de transporte na Área Metropolitana de Lisboa.

**Porquê?**

- Com esta medida, a Empresa pretende contribuir, de forma temporária e excepcional, para mitigar o impacto da inflação e da crise energética, assim como para sensibilizar os trabalhadores para a utilização de transportes coletivos nos trajetos casa-trabalho-casa, promovendo assim práticas mais sustentáveis.
- Por outro lado, a Empresa está a assumir o compromisso "Go Further Together", no âmbito das dinâmicas para a atração de novos trabalhadores, bem como na retenção dos seus profissionais de excelência.
- Atento o referido, não será atribuído qualquer benefício substitutivo aos colaboradores que, no âmbito da política interna da Empresa, não adiram a esta medida.

**Quando?**

- Os trabalhadores que, no âmbito da política interna da Empresa, aderirem a esta medida usufruirão de passe gratuito entre os meses de Abril e Setembro de 2023 inclusive.
- Excecionam-se os meses em que seja previsível que os trabalhadores se encontrem ausentes durante período superior a 15 dias de trabalho (por exemplo: ausência planeada por férias, doença, licença).
- Conforme referido, trata-se de medida excepcional e transitória a vigorar durante o referido período de 6 meses, pelo que está na livre discricionariedade da Empresa prorrogar, ou não, esta medida, que consiste numa mera liberalidade transitória.

**Como?**

- Apenas beneficiarão desta medida - no âmbito da política interna definida pela Empresa - os trabalhadores que nos transmitam pretender usufruir da medida.
- Aqueles que pretendam beneficiar desta medida excepcional e transitória, deverão, junto da Direção Financeira, acompanhar das necessárias diligências.
- A Empresa irá gerir diretamente, nas suas instalações, no âmbito da política interna os carregamentos dos passes de transporte através da solução My VIVA Empresas.

Lisboa, 01 de Março de 2023

*Para mais informações, contacte a Direção de Recursos Humanos*

*Vitor Silva*  
*Maarten Drenth*

Great Place To Work Certified JUN 2022 - JUN 2023 PORTUGAL

Appendix 15 - Financial, social, physical, and mental awareness



## Appendix 16 - Great Place to Work classification

**INTERCONTINENTAL LISBON**

# BEST WORKPLACES™ 2023

**Somos um dos melhores lugares para trabalhar em Portugal!**

*O InterContinental Lisbon é um dos vencedores dos Best Workplaces 2023, tendo conquistado o 8º lugar, no ranking dos melhores lugares para trabalhar em Portugal, na dimensão 101 a 200 colaboradores.*

Este prémio tem um valor muito especial para nós, pois é a nossa equipa quem afirma que somos um excelente lugar para trabalhar, aumentando assim a nossa motivação e o nosso compromisso em querer sempre fazer mais e melhor. A nossa equipa é o que nos une! Pelas estratégias sociais que temos vindo a levar a cabo, o InterContinental Lisbon, conquistou também um Selo único: "Cultura For ALL". Este especial reconhecimento é um pleno propósito e valor da nossa missão!

Muitos parabéns e muito obrigado a Todos, pela forma única, desigual e brilhante com quem Dão Vida ao InterContinental Lisbon!

*Let's Go Further Together!*

**Best Workplaces™**  
Cultura for ALL

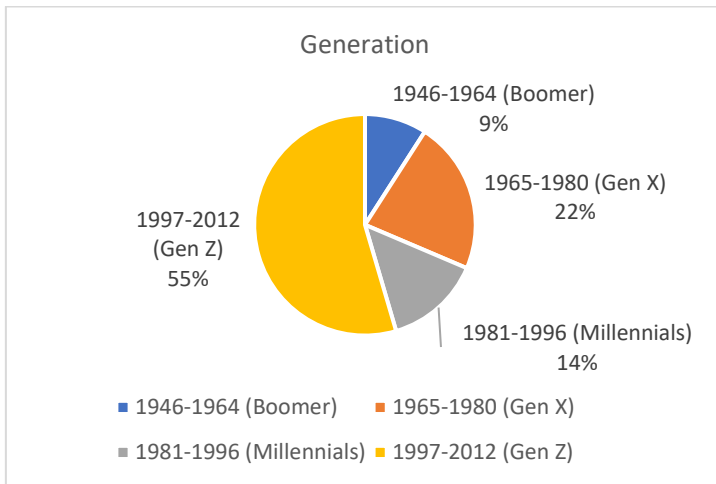
**Great Place To Work. PORTUGAL 2023**

**Best Workplaces™**

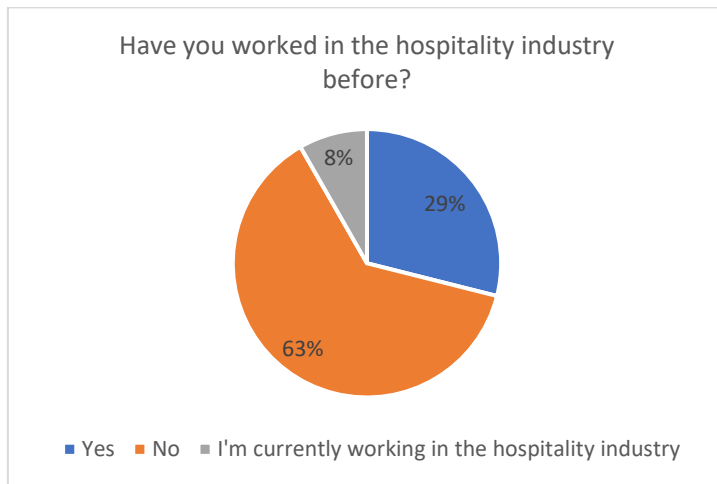
**Great Place To Work. PORTUGAL 2023**

Direção de Recursos Humanos | [redacted] | [u@ihg.com](mailto:u@ihg.com) | [www.iclisbonhotel.com](http://www.iclisbonhotel.com)

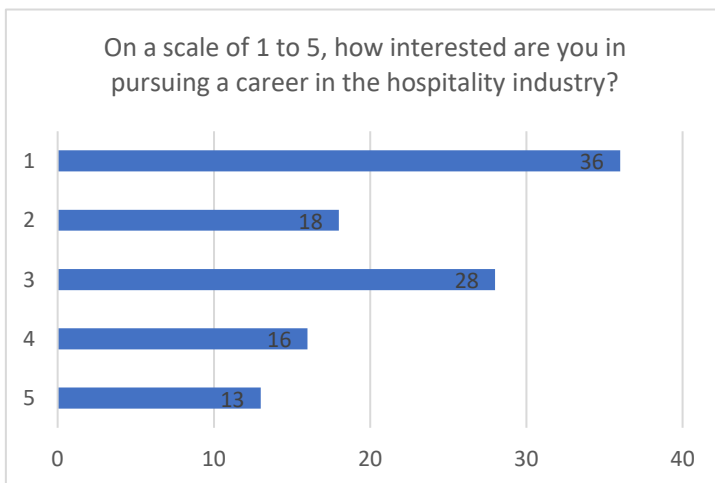
### Appendix 17 - The Hospitality Industry Survey



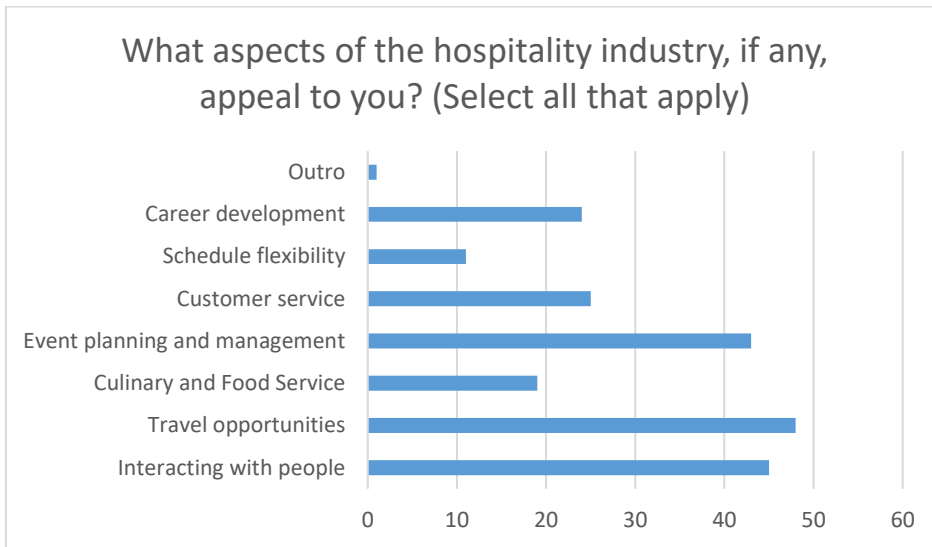
### Appendix 18 - The Hospitality Industry Survey



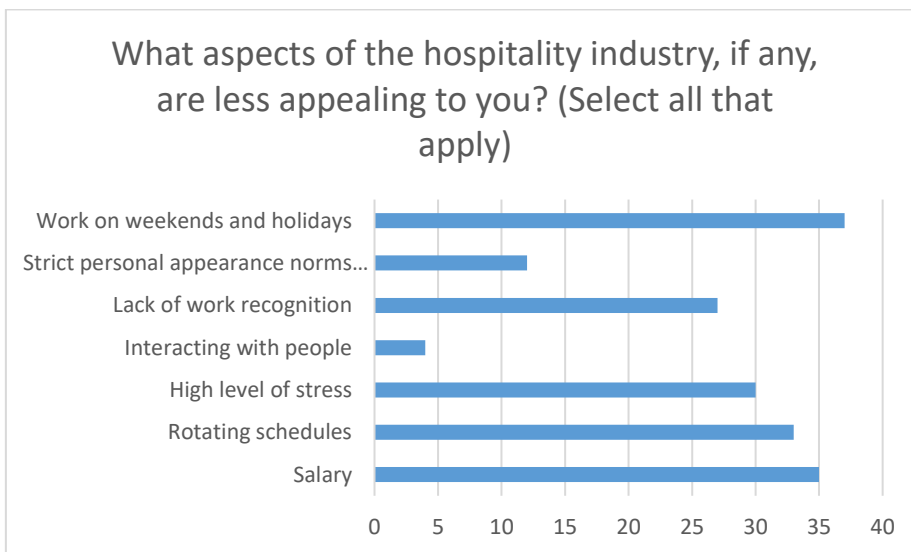
### Appendix 19 - The Hospitality Industry Survey



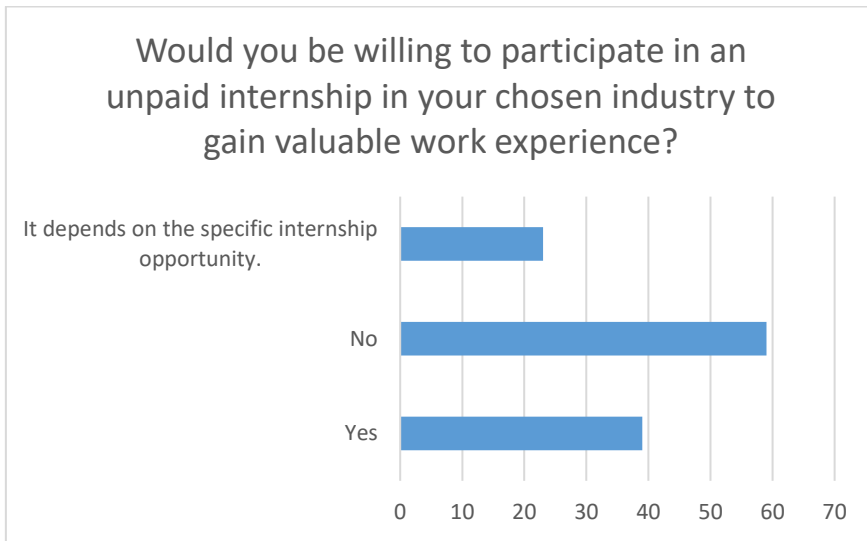
### Appendix 20 - The Hospitality Industry Survey



### Appendix 21 - The Hospitality Industry Survey



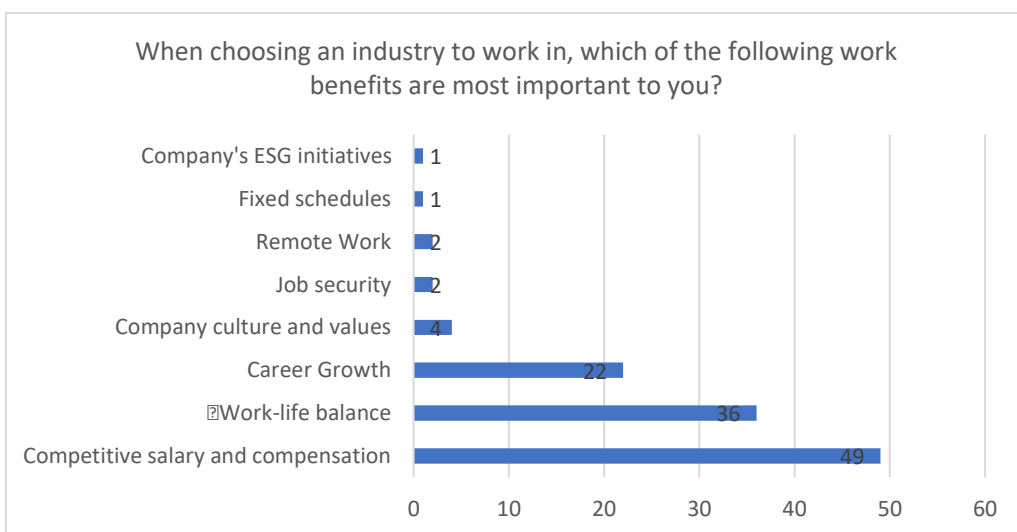
**Appendix 22 – The Hospitality Industry Survey**



**Appendix 23 - The Hospitality Industry Survey**



**Appendix 24 – The Hospitality Industry Survey**



### Appendix 25 - The Hospitality Industry Survey

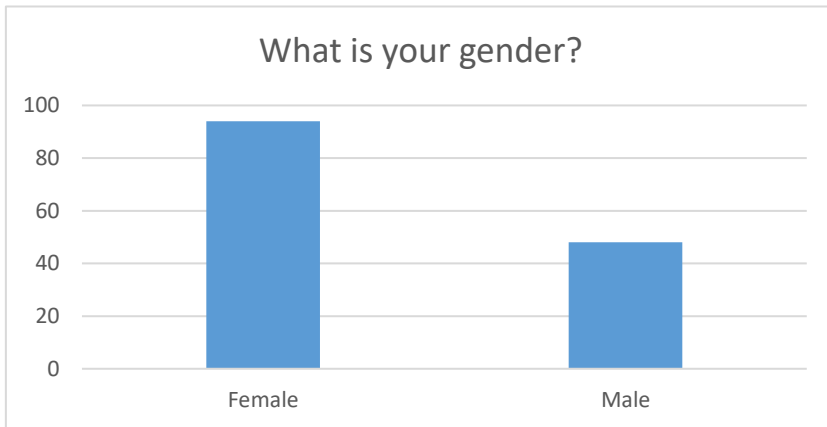


### Appendix 26 - Hospitality Industry Survey

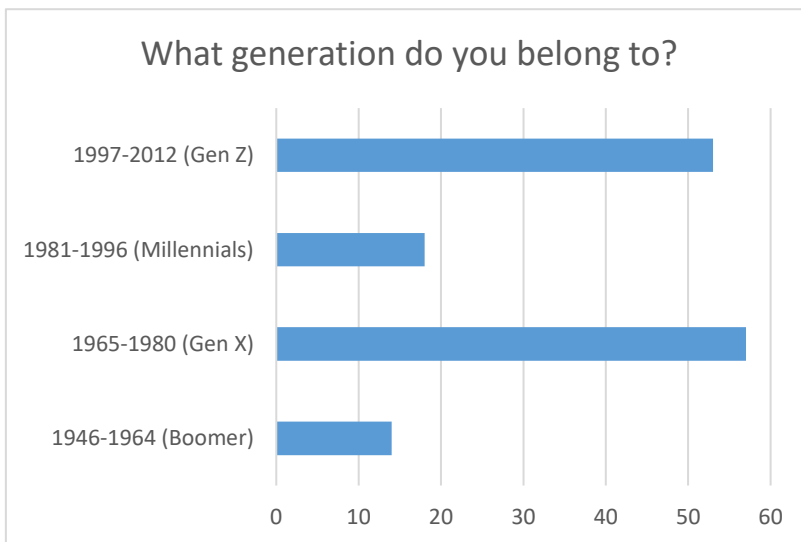
Are there any specific work benefits or perks that would significantly influence your choice of industry or employer:



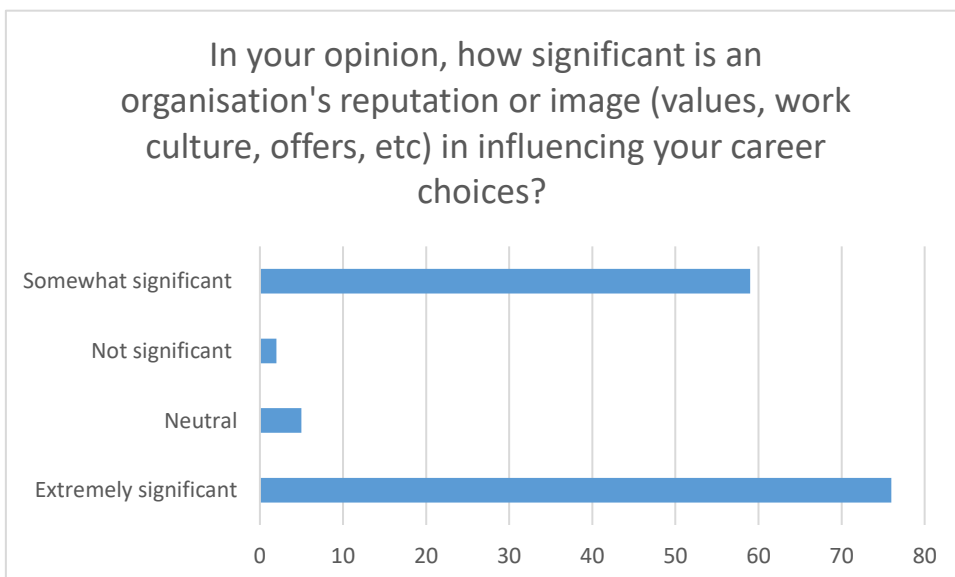
**Appendix 27 - Corporate Reputation and Brand Image Survey**



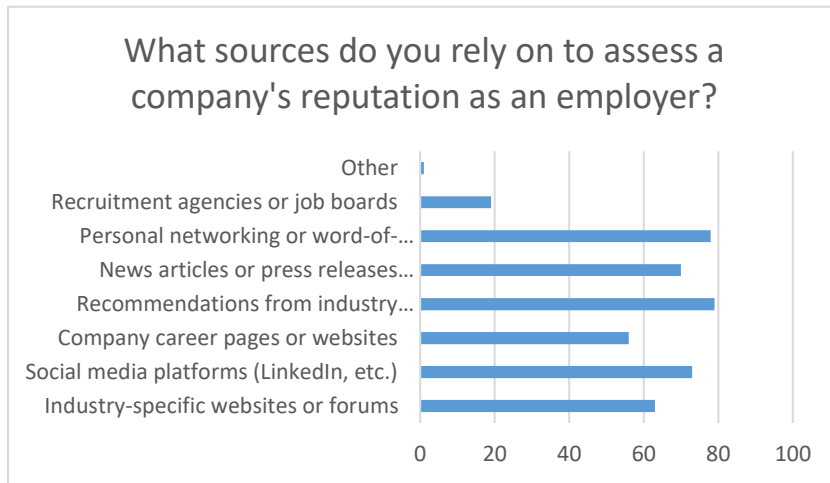
**Appendix 28 – Corporate Reputation and Brand Image Survey**



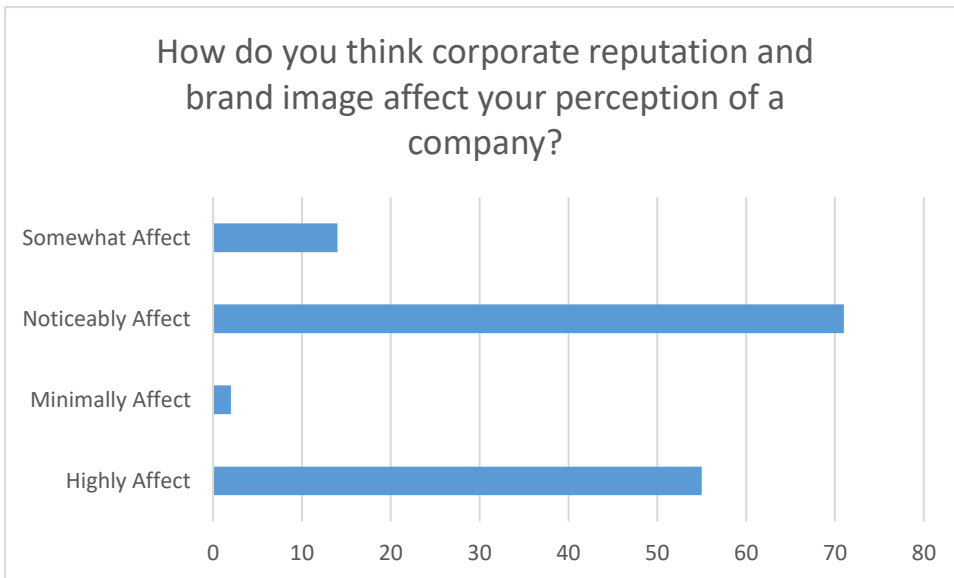
**Appendix 29 – Corporate Reputation and Brand Image Survey**



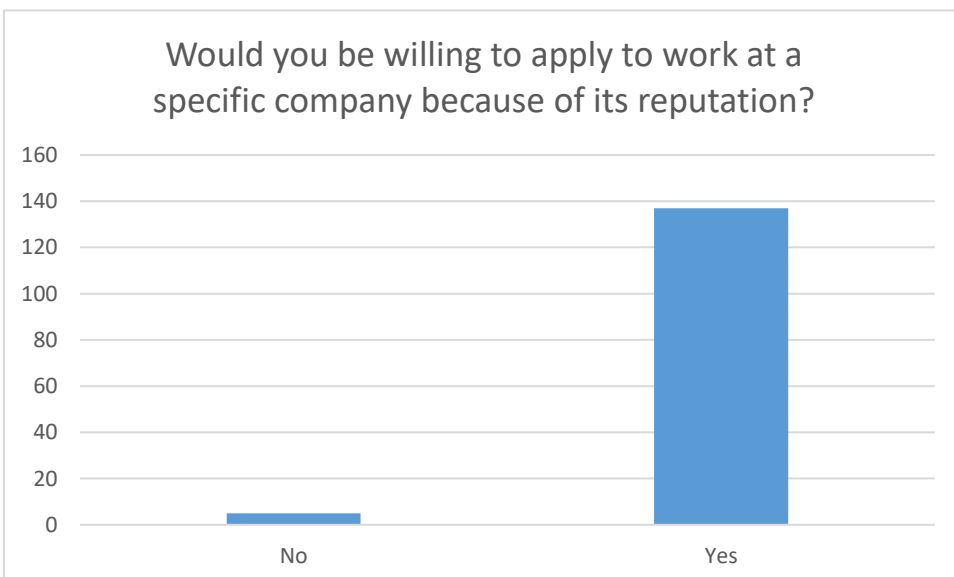
### Appendix 30 – Corporate Reputation and Brand Image Survey



### Appendix 31 – Corporate Reputation and Brand Image Survey



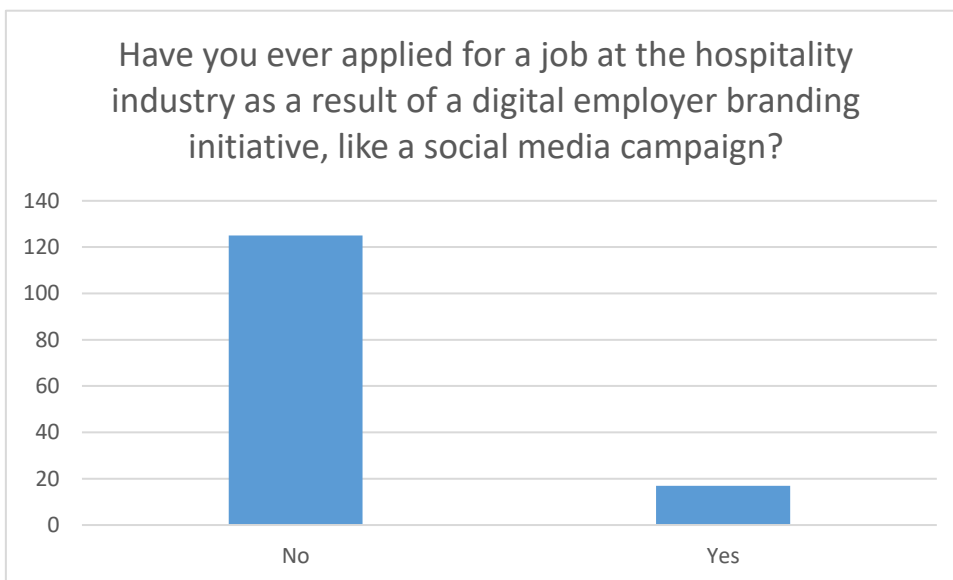
### Appendix 32 – Corporate Reputation and Brand Image Survey



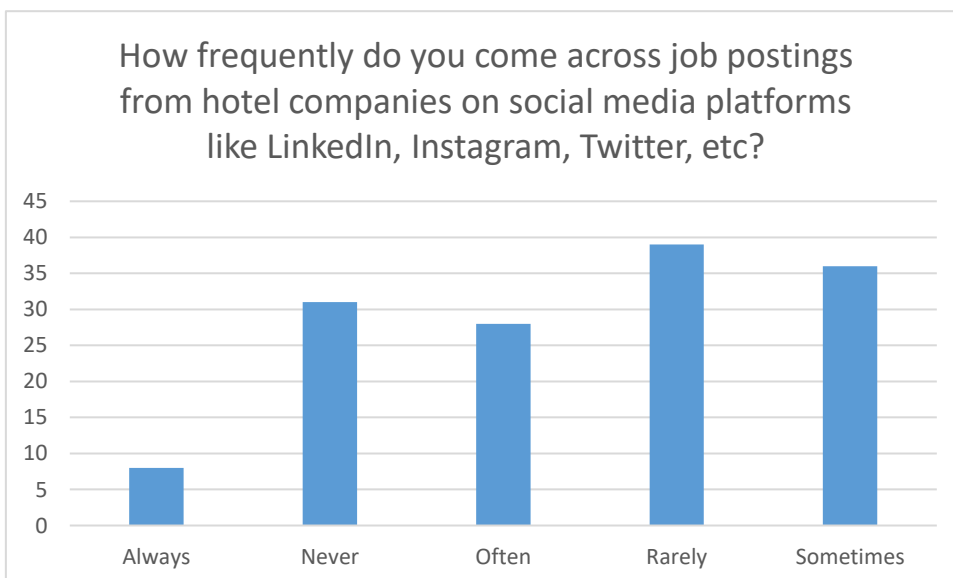
**Appendix 33 – Corporate Reputation and Brand Image Survey**



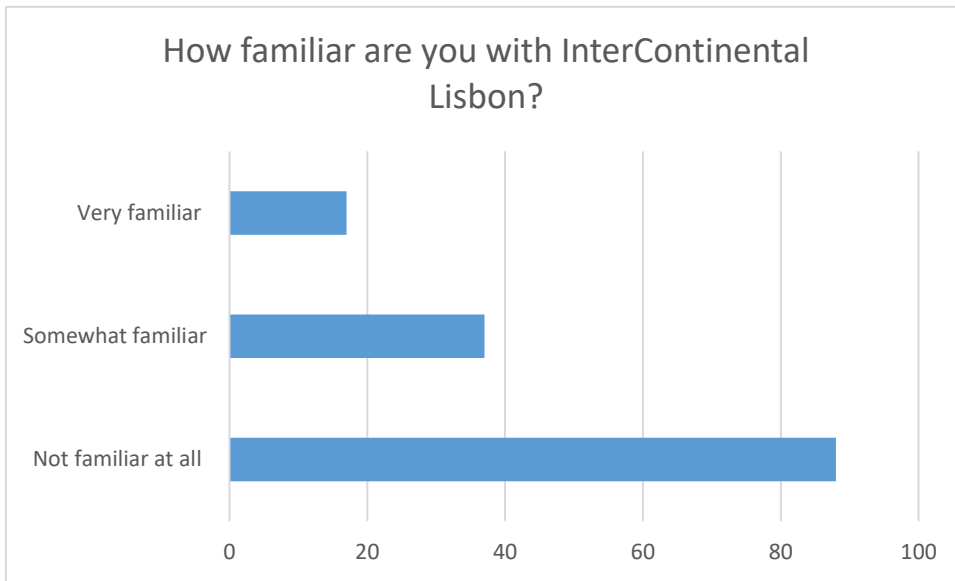
**Appendix 34 – Corporate Reputation and Brand Image Survey**



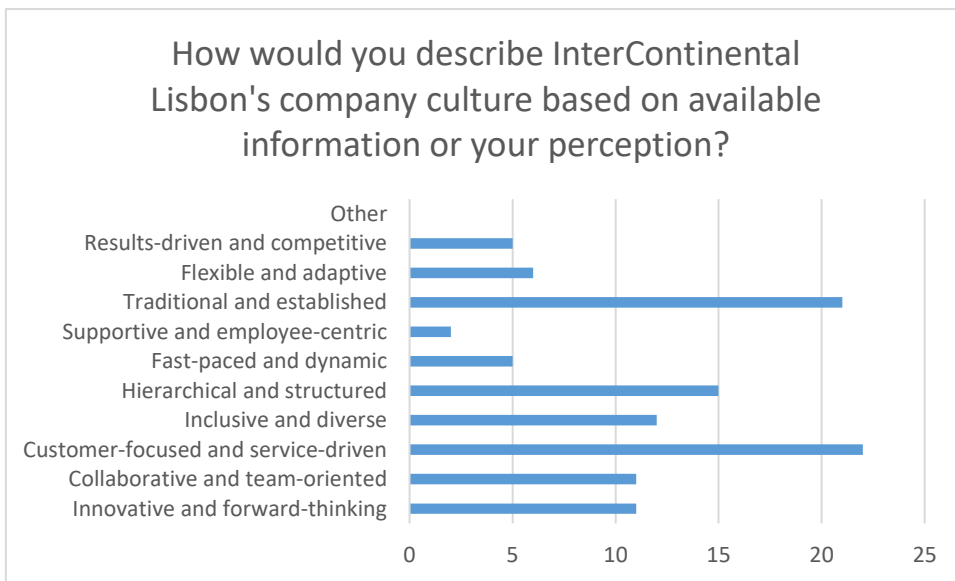
**Appendix 35 – Corporate Reputation and Brand Image Survey**



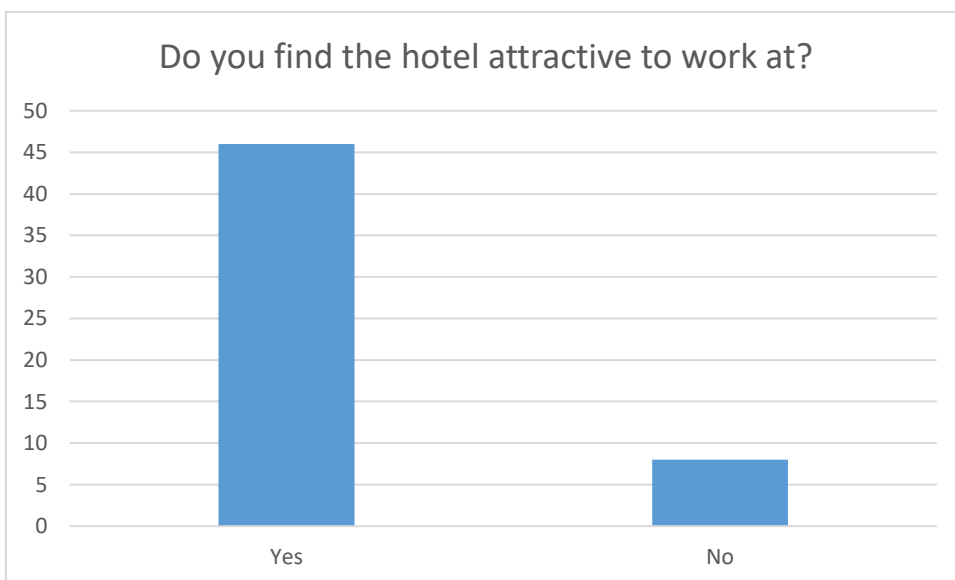
**Appendix 36 – Corporate Reputation and Brand Image Survey**



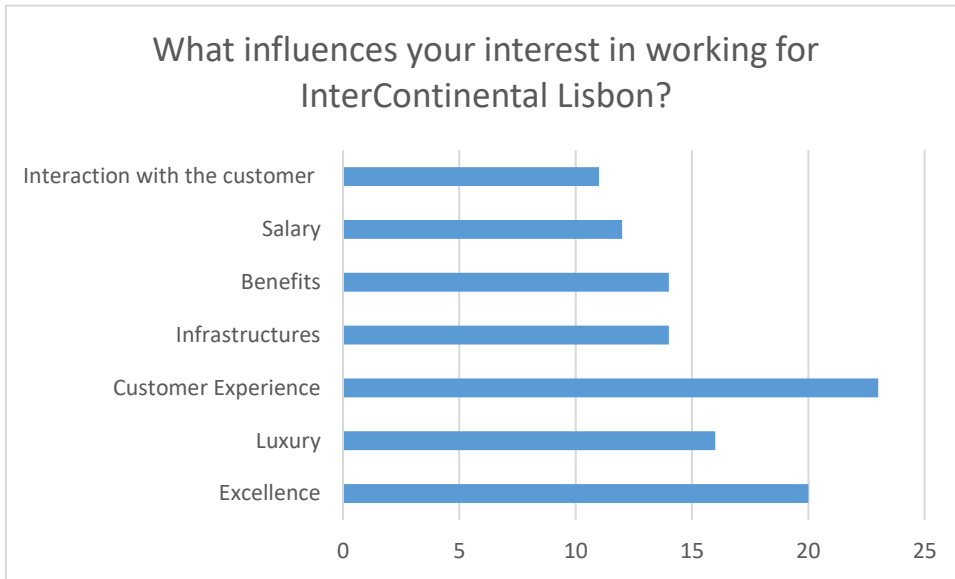
**Appendix 37 – Corporate Reputation and Brand Image Survey**



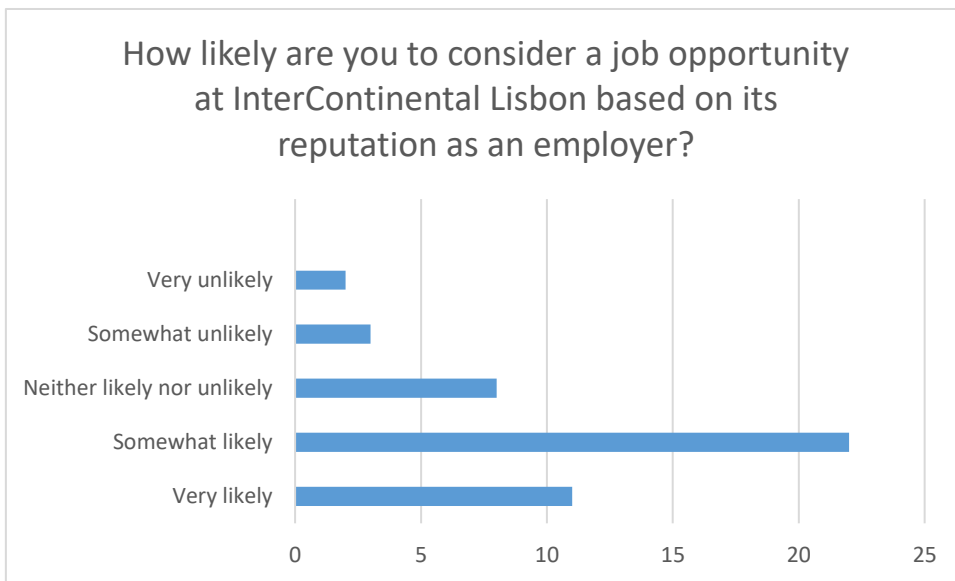
**Appendix 38 – Corporate Reputation and Brand Image Survey**



**Appendix 39 – Corporate Reputation and Brand Image Survey**



**Appendix 40 – Corporate Reputation and Brand Image Survey**



## **Appendix 41 - Interview Guide: Head of HR department**

### **Corporate Challenge NovaSBE - InterContinental Lisboa**

#### **Interview – Head of HR department**

**1. Qual o índice de Turnover?**

R: 15%

**2. Como é que o hotel recruta novos funcionários (eg: agências de emprego, anúncios online, feiras de emprego, etc.)?**

**R:** Bolsas de Empregabilidade; Escolas de Hotelaria e Turismo; via web Room For You; Candidaturas Espontâneas; Programa Recommend a Friend; LinkedIn; Plataforma IHG pelo MyRecruit

**3. Poderia explicar, ainda que sucintamente, cada uma destas plataformas: Room For You, Programa Recommend a Friend, Plataforma IHG = MyRecruit e IHG academy, assim como a forma como cada uma contribui para o recrutamento de novos talentos?**

**R:** “Sentimos uma necessidade de mudança na nossa aproximação ao candidato, pelo que após algumas reuniões internas nos RH decidimos ser arrojados e apostar na nossa metodologia de abordagem ao candidato.

Dito isto, decidimos criar o nosso próprio CV InterContinental Lisbon, isto é, não é o candidato que se candidata ao nosso hotel, somos nós que apresentamos o nosso CV ao candidato e questionamos o que é que nós podemos fazer por ele.

No nosso CV podemos encontrar as informações mais pertinentes sobre nós, tais como uma breve explicação de quem somos, o nosso comportamento, as nossas promessas, as nossas prioridades e de que forma é que o candidato nos pode contactar.

Ora, a nossa presença seja em feiras de empregabilidade, Bolsa de empregabilidade, Universidades, Escolas ou qualquer outro local onde sejamos convidados a participar neste tipo de evento de recrutamento, demarca-se pela nossa abordagem, com o CV, ou com um "card" com um QR Code onde o candidato poderá entrar diretamente no nosso CV e ter acesso à forma de se candidatar.

Na mesma altura da criação do CV, houve necessidade de criar um email apelativo para que o candidato tivesse a possibilidade de contato com os nossos RH sem que tivesse de passar por toda a burocracia de preencher campos em formulários de contato. Assim, criámos o nosso email de contato e receção de candidaturas "roomforyou@ihg.com".

Há semelhança, criámos também um formulário de contato rápido no nosso website "<https://www.iclisbonhotel.com/job-opportunities/>" onde o candidato tem disponível quer o e-mail direto, o nosso CV InterContinental Lisbon e/ou o formulário de contato que posteriormente remete para o e-mail.

Este processo remete-nos também para candidaturas espontâneas, que é empregue exatamente o mesmo procedimento.

Temos participado ano após ano na Bolsa de Empregabilidade, em edições que começaram apenas em Lisboa e no Porto, mas que o ano passado se mostrou mais arrojada e Participámos na Edição de Lisboa, Porto e Vilamoura.

A nossa presença neste tipo de eventos, não só serve para reunirmos candidaturas para os nossos hotéis, bem como dar-mo-nos a conhecer ao público que lá vai estar presente, maioritariamente jovens à procura do 1º emprego, ou alguns fenómenos de êxodo profissional, tal como por exemplo pessoas que fugiram da guerra nos seus países e que vêm em busca de melhores condições de vida.

A nossa forma de estar e de nos apresentarmos nestes eventos, vão ao encontro da nossa forma de estar, juntos da sociedade, juntos do candidato, e apoiar da melhor forma a sua decisão. A ser selecionado, será o primeiro passo para uma carreira de sucesso, onde o "Céu é o limite".

Ao longo dos anos temos vindo a afirmar a nossa vontade e ambição, ao trabalhar e a inovar em prol da qualidade e da excelência. Seja no Hotel, seja a representá-lo nestes eventos, o sorriso e a arte de bem acolher são a melhor forma para fortalecer laços e a relação com os nossos candidatos e futuros colaboradores.

Em 2024 iremos apresentar-nos numa nova edição da Bolsa de Empregabilidade, em Vilamoura, Évora, Lisboa, Porto e em Coimbra.

As Escolas de Hotelaria e Turismo, nomeadamente a de Lisboa, é uma das maiores parceiras do InterContinental Lisbon em matéria de participação em eventos de recrutamento, e também a maior a nível de estágios e futuras contratações.

Ao longo do ano recebemos inúmeros estagiários provenientes da EHTL, onde os formamos, dando-lhes ferramentas para que o contexto profissional connosco seja um sucesso.

Utilizamos todos os canais disponíveis para o efeito e maioritariamente as nossas contratações provêm da continuidade de um excelente trabalho por parte dos nossos estagiários.

Temos um rigoroso processo de seleção para estágios, recebendo estagiários de diversas Universidades, escolas, centros de formação, sejam nacionais ou internacionais, e queremos trabalhar com os melhores.

São eles que ao abrigo do "True Hospitality at Work" integram os nossos departamentos nas mais diversas valências e apostamos na melhor formação interna que podem receber.

Ao longo do seu período de estágio, são avaliados e aqueles que por diversos motivos sobressaem aos nossos critérios, é feito um convite para trabalhar connosco.

Diz-me a experiência que o nosso sucesso em recrutamento tem vindo desta aprendizagem em apostar nos mais novos e dar-lhes as ferramentas necessárias para serem os melhores nas suas áreas de trabalho.

São os maiores desafios que os moldam com a capacidade de Aventura e acabam por estar connosco por diversos anos.

Participamos também em eventos de carácter de recrutamento inclusivo. Já participámos em várias edições da Factor E - Empregabilidade e Empreendedorismo, a convite da CERCI Lisboa e em colaboração com a Junta de Freguesia de Marvila e da Fábrica do Empreendedor.

Somos reconhecidos como uma "Marca Entidade Empregadora Inclusiva - Excelência", selo este que se destina a promover o reconhecimento e a distinção pública de práticas de gestão abertas e inclusivas, desenvolvidas por entidades empregadoras relativamente às pessoas com deficiência e incapacidade.

A Marca é atribuída a entidades que contribuam para um mercado de trabalho inclusivo e se distingam por práticas de referência, nos domínios de Recrutamento, desenvolvimento e progressão profissional/Manutenção e retoma do emprego/Acessibilidades/Serviço e relação com a comunidade.

Relativamente à plataforma IHG My Learning Todos os Colaboradores InterContinental Lisbon têm à sua disposição esta ferramenta de formação online,

Esta plataforma combina um ambiente de aprendizagem digital e formação presencial, que permitir aceder a conteúdos e a cursos “à medida”, disponível, em 14 Línguas e em versão para PC, telemóvel & tablet. O IHG My Learning permite a todos os colaboradores, a qualquer momento e em qualquer lugar, reforçar competências.

A *IHG University* oferece-nos, uma variedade de oportunidades de aprendizagem personalizada para nos ajudar a atingir as nossas metas e aspirações dentro da nossa função no setor da hospitalidade, melhorando as habilidades de liderança e apoiando o nosso crescimento e desenvolvimento, similar ao My Learning mas com parcerias com algumas Universidades Internacionais para melhor garantir a formação dos nossos líderes.

O nosso programa "Recommend a Friend" tem como objetivo o envolvimento dos colaboradores do InterContinental Lisbon na divulgação e promoção das vagas de trabalho existente no Hotel. Por cada recomendação efetivada e elegível é atribuído um prémio sujeito a critérios próprios. A Direção de Recursos Humanos, é responsável pela implementação, gestão e elegibilidade dos critérios associados ao programa.

Embora todas as vagas sejam elegíveis para que os colegas façam uma recomendação, o InterContinental Lisbon decide que o Programa de Recompensas “Recomende um Amigo” é elegível apenas para funções operacionais.

Enquadram-se nestas categorias, oportunidades de Recrutamento e Seleção para Operacionais de Restauração (Serviço e Produção Alimentar) e Operacionais de Alojamentos (Atendimento e funções de Suporte).

As oportunidades de recrutamento são sempre anunciadas e publicitadas no nosso hotel, nas redes sociais LinkedIn e/ou na nossa plataforma interna IHG Carrers,

incentivando sempre as equipas e colegas a partilhar oportunidades de trabalho.

Em suma, o nosso recrutamento não se centraliza apenas numa área, ou forma de seleção. Utilizamos todos os canais disponíveis para o efeito e maioritariamente as nossas contratações provêm da continuidade de um excelente trabalho por parte dos nossos estagiários, CV's que nos chegam através do e-mail "roomforyou@ihg.com" e/ou através de contatos feitos nas Feiras/Bolsa de Empregabilidade.”

**4. Têm parcerias com escolas profissionais? De onde recebem os estagiários dos cursos profissionais?**

**R:** “Sim, temos várias parcerias e protocolos com Escolas de Hotelaria e Universidades. Acolhemos cerca de 35/40 estagiários por ano de várias Instituições de Ensino Nacionais e Internacionais. Acompanhamos estes programas ao abrigo do IHG ACADEMY.”

**5. Têm algum programa específico de estágio?**

**R:** “Para cada estagiário, desenhamos à medida um programa de acompanhamento, integração e desenvolvimento.”