



Born between 1965 and 1980
Very good professional experience

For Generation X, the cultivation and sustainability of a company positively influences its attractiveness as an employer

Work ethic & values

- Very loyal workforce
- Appreciates independent work
- Prefers structure within a company
- Very self-confident due to their work experience
- Values security

Preferred working atmosphere

- Feels very comfortable in a harmonious and informal work environment
- Working in a team is more difficult for Generation X, than for the younger generations
- Appreciates support when problems arise
- Prefers face-to-face communication and a phone call over written communication by mail

Career expectations

- Appreciates regular feedback
- Values mentoring programs, which support their professional development
- Is pleased about recognition and rewards
- Appreciates social benefits

Intention to work in the family owned-hotel business

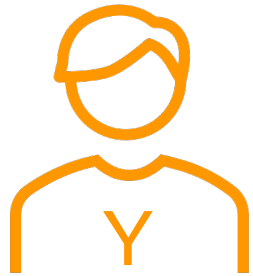
- Appreciates the flat hierarchies and small structures of family businesses
- Values a close bond with the entrepreneurial family - has a positive effect on their attitude to work
- Unlike the younger generations, Generation X sees good career opportunities in the hotel industry
- Nevertheless, the hotel industry is not a privileged sector

Work-life balance

- Values a good work-life balance
- A separation between private and professional life is important to them
- Flexible working hours are appreciated
- Personal goals are more important than career related goals

Work task requirements

- Appreciates challenging work tasks and intellectual stimulation
- A connection to the work tasks and fulfillment is very important for them
- Strives for achievement & power



Born between 1981 and 1994
Good professional experience

Work ethic & values

- Not a very loyal workforce
- Very tech savvy and well educated
- Values independence and responsibility
- Very self-confident due to their work experience
- Known as a skeptical and sophisticated workforce
- Appreciates respect and qual treatment
- Trusts in collective action and central authority

Preferred working atmosphere

- Appreciates a friendly working atmosphere with many social interactions
- Prefers teamwork
- Recognition form the management is important to them
- Strives less for managerial support than other generations
- Prefers a written communication by mail or text message over a face-to-face communication and a phone call

Career expectations

- Places less value on regular feedback than other generations
- Places less value on mentoring programs than other generations
- Values recognition for performance, rewards and promotion
- Appreciates a respectful treatment
- Has high career expectations and strives for training opportunities

Intention to work in the family owned-hotel business

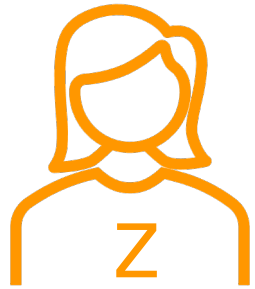
- Values close contact with people
- A close relationship with the entrepreneurial family is appreciated
- Enjoys the fact, that a job in the hotel industry requires creativity
- Nevertheless, the hotel industry is not a privileged sector

Work-life balance

- Values a good work-life balance
- Flexible working hours are appreciated
- The life outside of work and their friends and family have priority

Work task requirements

- Appreciates challenging work tasks
- Meaningful work tasks which provide fulfillment are important
- Values creativity
- Strives for commitment



Born from 1995
Little professional experience

Work ethic & values

- Not a very loyal workforce
- Compared to other generations, Generation Z is less self-confident due to their lack of work experience
- Very tech savvy and innovative
- Has good communication skills
- Values freedom and individuality
- Known as an efficient worker
- Appreciates trust and respectful interaction

Preferred working atmosphere

- Appreciates support when problems arise
- Value teamwork and a good team spirit
- Feels tensed and stressed when high performance is expected
- Prefers a written communication by mail or text message over a face-to-face communication and a phone call

Career expectations

- Values regular feedback
- Strives for constant growth and training opportunities
- Is willing to work hard and advance their career
- Very performance oriented

Intention to work in the family owned-hotel business

- Has a positive impression of the hotel industry but some concerns about the working environment
- Values the interaction with people
- Appreciates the diversity of a job in the hotel business
- Sees less career opportunities in that sector due to the flat hierarchies and small structures
- Does not have such a close bond to the entrepreneurial family

Work-life balance

- Compared to older generations, a good work-life balance is not that important for them - they are willing to work harder and advance their career
- Places less value to a strict separation between work and professional life than Generation X and Y

Work task requirements

- Conciseness to the older generations, also Generation Z appreciates challenging working tasks which they feel connected to
- Nevertheless, they value the technical aspects, the diversity, the excitement and safety of work tasks

For Generation Z, the social and team activities of a company positively influences its attractiveness as an employer