AROUND THE HIRING WORLD - MAY 2014

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RUSSIA - SOCHI AND THE REGION

Because of Ukraine. The penalties from the EU and USA could become a large obstacle to hotel construction projects in Russia – currently 108 hotel projects are in the pipeline. Good opportunities areavailable for Russian speakers in all fields especially Sales & Marketing and at the Senior Culinarian level. Moscow was voted as the most expensive city in Europe and one of the most challenging cities to live in the world; therefore, finding high powered talent is becoming more difficult. The Republics of the former USSR are experiencing tremendous economic growth from oil revenues. Countries like Kazakhstan, Uzbekistan, and Baku are building hotels and investing in their infrastructure and their Sovereign Funds are buying hotels inside and outside of the region.



UNITED STATES

Sizeable business improvement, but no luxury talent available. At 2,851 projects, 355,000 rooms, the USA has 77% percent of the hemisphere's pipeline projects. The USA business has rebounded and is reflected in the amount of recent hotel transactions. Cities in the East and West Coast where 4 & 5 diamond first class properties abound find a shortage of luxury trained department heads, especially Florida where bi-lingual executives with international experience are really impossible to locate. Positions for General Managers, Executive Chefs, European Pastry Chefs (rare as a cheap room in New York City) and Directors of Sales & Marketing are available; but senior roles of Vice President and higher are hard to come by as companies prefer to promote from within.



Not enough opportunities to keep executives in Canada. The entirety of Canada has fewer hotels than in either Dubai or in New York City. As a result, opportunities in the Canadian Hotel Industry are few and far between. Most new opportunities are found in integrated Condominium or Boutique hotels, many of which are independently managed. Salaries are highly taxed, but good social benefits are offered. There is a country wide shortage of culinary and sales & marketing executives.



CARIBBEAN, MEXICO & LATIN AMERICA Their doors are open for opportunities. The Caribbean and

Latin American pipeline remains low, except the Bahamas with the massive \$4 billion dollar Bahia Mar project. Hotel development in the Caribbean is most often beach front luxury resorts or occasionally city centre projects such as in Panama. Some of the highest worldwide salaries are offered in the Bahamas but longevity is short (usually one or two years). Expatriate opportunities are quite

limited, due to the difficulty in obtaining work visas many which have to be renewed yearly. There is a shortage of expatriate culinary and Food and Beverage Directors. Sales & Marketing Directors are now generally situated in Miami, Florida, resulting in fewer property sales roles. In 2013, the Mexico pipeline had 80 projects and 10,000 rooms. New Development started with smaller properties and not the large all-inclusive beach front resorts that are in an over supply now. The Caribbean on the other hand has moved from full service hotels to very luxurious all-inclusives like Sandals Resorts, etc.



It is now make it or break it time. Is Brazil's economy cooling off? Brazil has the 7th largest economy in the world; but only has the 4th largest Hotel pipeline. Hoteliers in Brazil prefer to hire locals or

those who speak Portuguese and very few expatriate packages are offered. Brazil's pipeline stands at 369 projects and 62,000 rooms. It has been increasing for 13 consecutive quarters and is at the highest level ever recorded; but it is cooling off fast, especially as the 2013 international events have come and gone.

THE REST OF SOUTH AMERICA

Available opportunities, but in not enough places. Excellent career opportunities are available in Argentina, Bolivia, Peru and Chile where the governments are stable. Expatriate salaries and benefits are comparable to Asia. There is a major shortage of educationally trained Directors of Sales and Marketing and good jobs exist for European or Asian internationally trained Culinarians, especially Food and Beverage Directors, General Managers and Pastry Chefs who speak Spanish.



MIDDLE EAST AND THE UAE
UAE Qatar and Saudi Arabia booming, the rest not much.
The UAE continues to boom; although the countries that surround it

who are experiencing dramatic social and political issues are only hiring crucial roles or are not hiring at all. UAE's growth is so substantial that it acts like a sponge and absorbs most of the well trained hoteliers in the entire Middle East reaion from lower level to Vice Presidents. Even so, there continues to be a shortage of seasoned Middle East General Managers, Entrepreneurial F&B Directors, and European trained Culinarians in the region and globally. Salaries for Culinarians are still on the low side. Qatar also has extensive hotel growth plans including building all major hotel brands; but their hiring is more restrictive as work and visitor visas come with stringent regulations. Saudi Arabia is building properties across their country and most levels of staffing are required; but again, visa restrictions and the time it takes to arrange them slows down the hiring process.



NORTHERN EUROPE

Anyone have money to invest? Investment funds have started to return very slowly (Ukraine's situation has not helped) and new construction is beginning in some parts of the region. Hotel employees in Northern Europe and Scandinavia still experience an excellent lifestyle despite high taxes because of the government's generous social benefits. Few staff shortages exist except for the "Rank and File" staff.



WESTERN EUROPE AND THE UK

Just a sniff of growth. There has been a small semblance of economic stability in Europe; which has a positive affect on our hiring prognosis. This optimism has created more opportunities especially in middle management and culinary areas. However, high paying jobs with good benefits are becoming harder to find. Employers are also trying to reduce benefits as labor costs continue to escalate. None the less, there are still countless opportunities with reasonable compensation for those who really wish to work in the UK and France especially. There is a major need for sales, revenue, and internationally trained Food and Beverage executives.



NORTH & CENTRAL AFRICA

Still not living up to development expectations. Their pipelines have doubled since 2012. There is optimism from most

major hotel companies whom are waiting to fill up Africa's enormous hotel void. But not every country has the stability to invite international investment, so many pipelines dry up unfulfilled. There are very exciting jobs in Kenya, Nigeria, Sierra Leone, Chad, Morocco and surrounding areas for senior executives who combine experience in Africa, with luxury hotel experience outside the region.



MALDIVES, SEYCHELLES AND THE PACIFIC Great to vacation in, hard to work long term. Always a

continual turnover in all departments from front line staff to senior manager level because of the "Water and Sand" lifestyle challenge

This is most evident in low to mid level positions where compensation on these Island resorts is often inadequate for Staff retention, as many resorts have less than 100 keys and cannot afford comparable city centre salaries.



Value for money and great staff, but hotels need guests. The lower Rupee had a buoyant affect in the senior luxury brands more so than in the mid level and limited service products in 2013. There is a continual demand for specialty culinarians; such as Italian and Chinese. Some of the highest expatriate compensation is offered and India boasts of some of the worlds finest hotels. There has been a recent recruitment splurge of local Indians who have been persuaded to return to India and are being paid semi-expatriate salaries; this means part local and part expatriate benefits.



SOUTH EAST ASIA

Occupancies up! Do you speak Mandarin? The life style, weather and local population who have a positive hospitality attitude,

continues to make this region the #1 choice to work and live.

Expatriates enjoy a wonderful life style but the high cost of living in countries such as Hong Kong, Korea, and Singapore make it difficult to save any money. South East Asia continues to court the globally best culinary and food and beverage experts. There are many requirements for experienced Directors of Sales & Marketing, Hotel Managers (#2), and well connected Directors of Development.



CHINA

Hotels opening daily but concern regarding economy slowing down. China continues to build hotels at an alarming rate and the country's GDP, even though it has declined in 2013, is still the envy of the civilized world. There are so many opportunities for Mandarin speakers that we do not have enough space to list them. Technicians are by far the

most in demand, i.e. financial controllers, chief engineers, etc., followed by university educated, hotel experienced sales and marketing executives. Chinese nationals with international experience is number one on everyone's wish list. Fluency in Mandarin is suggested for all employees who wish to work in more remote areas.



BALKANS & MONTENEGRO

Watch their progress! Are you watching this region boom? Many opportunities are available for technicians and culinarians from the EU. Compensation has also become much more competitive, and

some in these regions offer tax free salaries plus expatriate benefits. The region is not part of the EU which has been a plus as they have had to trade and develop among themselves, and so are financially healthier without any EU debt. Albania for example has only one international hotel in the entire country!