

# Recruiting for luxury: Case studies of luxury hotel brands and their co-operative activities for recruiting

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**ABSTRACT:** This article shows success criteria for joint HR projects of hotel companies and universities for recruiting and retention management. Influenced by demographic developments and a changed preference system, employer branding and recruitment are gaining importance, so that joint structures represent a solution-oriented instrument for responding to market developments in a strategically innovative way. The typology matrix with ten different co-operation models, the "factor phase model" for the definition of development processes and the ASP Triologue are used as reference models. This results in the three success factors of privileged educational partnerships — attractiveness, safety and personality — with which co-operation models generate sustainable economic advantages, so that education is interpreted as the core brand of an attractive employer.

**KEYWORDS:** education, employer branding, hotel industry, people development, recruiting

## Introduction

Demographic developments and a comprehensive change in values make personnel recruitment through branding a central competitive parameter of the hotel industry in Europe. Committed staff development and marketing is required to meet this significant challenge. This is one of the reasons why different co-operation models have emerged between hotel companies and universities, on the one hand to meet the needs of the hotel industry, and on the other hand to meet students' expectations (Von Freyberg & Zeugfang, 2014). This development leads to qualitative competition both between universities and between hotels, because only agile providers of trainings or jobs are attractive in the long term for demanding young generations. Innovative universities with interesting co-operation ideas offer themselves as sensible partners for sustainable staff recruitment, retention and development. Various models are useful for this purpose, depending on the intensity of the partners' commitment (Von der Oelsnitz & Hahmann, 2003). For the hotel industry, practical study models for the changing expectations are a priority in order to successfully position themselves in the market in the ever tighter junior staff market (Hotelverband Deutschland, 2017; Meier, 2015).

The hospitality industry has a very high proportion of practically trained professionals and thus offers a wide range of such persons different deployment options. However, conveying the attractiveness of the sector to small and medium-sized companies is particularly challenging, especially for academics (Hennige, 2015; Henschel et al., 2013). The selection of their source markets for employees is just as relevant as domestic qualification offers for people without specialist training. In order to exploit this potential, a qualitative positioning of the hotel

industry is urgently required, because the differences between the self-perception and a critical external image are great. The situation makes it necessary to overcome traditional hurdles by linking and sharing. However, traditional values and the small-scale structure of the industry and its complexity make professional coordination all the more difficult (Bohne & Luthe, 2014; Hennige, 2015). Strategic human resources development is rarely carried out systematically and the qualitative restructuring of work profiles and a step-by-step approach to the expectations of students or graduates of hotel-specific courses of study is not carried out consistently. The changing demands on jobs in the hotel industry could be taken into account and used to create innovative opportunities for further developing job profiles that suit both sides (Bohne, 2018; Hotelverband Deutschland, 2017; von Bonin, 2013).

A realistic shift from a primarily vocational perspective to an educational qualification that is also academically oriented could release innovative impulses for the entire sector. At the same time, this area of tension shows the importance for the industry of a rapprochement between university and company and at the same time makes the competitive situation for dual vocational training clear (Hennige, 2015).

## Close links between hotel operations and educators

Especially for ambitious applicants, the "dual studies" construct offers a first degree with an integrated practical component, which is equivalent to the practical phases during vocational training. This is in line with the perspective of the universities offering the programme, whereas companies in the hospitality industry point to the quality and advantages of more comprehensive specialist training. This leaves it up to market

developments and the preference of applicants to choose one of the two models. It represents an important element in enhancing the attractiveness of hotel companies in their role as dual practice partners, so that in a medium- to long-term perspective, i.e. in 15 to 30 years, it cannot be ruled out that the application profile of a dual bachelor's graduate represents an entry position in an operational department, which is still taken up today after dual vocational training (Hennige, 2015; Soller, 2012).

It is a challenge to prepare companies, universities and graduates for this development. At the participating universities, it must be checked whether study programmes are geared to the needs of the labour market and whether graduates are actually prepared for the diverse tasks in the hotel industry. In addition, the trend towards dual studies must be taken into account. This integrated study structure consists of a learning part at a university and a practical part in a company and offers interfaces in line with the generational preference scale (Akkreditierungsrat, 2010; Wissenschaftsrat, 2013). The integration of in-company project phases means that almost half of all dual study programmes in Germany are offered with a focus on a business-oriented degree. This duality of practice and learning centre leads to a great need for professional agreement and coordination in order to guarantee the high, quality standards of a degree by means of a meaningful structural and content-related link. For this reason, it is recommended that at least 40 per cent of the teaching be provided by professors or equivalent teaching staff and that the teaching units be spent at the university location for at least half of the time (Akkreditierungsrat, 2010; Wissenschaftsrat, 2013).

A challenging workload and regular alternation between the learning and working phases are intended to benefit both partners. The basis is the high academic standard required to obtain a degree and, at the same time, a suitable practical orientation and the integration of the economic project phases. The participating company as well as the university have clearly defined supervision and support tasks in order to make the model successful for the student as well as for both co-operation partners. Reliable financing as the sixth dimension of the infrastructure to be coordinated is a decisive factor for the calculation and feasibility considerations of the participants (Wissenschaftsrat, 2013). The dual study programme, B.A. International Hospitality Management, at the Dresden School of Management is a successful and, at the same time, innovative model. Within the framework of this course of study, almost 100 students in a good 60 companies are prepared for their career entry at middle and higher levels of responsibility within seven semesters, alternating between practical work and study phases on campus. An exchange semester is also possible through a number of hotel-specific partner universities in order to strengthen intercultural skills. Partner companies are chain hotels, e.g. Andaz Munich, or medium-sized hotels, e.g. Hotel Provocateur Berlin. It is clear that different conflicting objectives have arisen between the actors, employers, human resource practitioners, policy makers and training providers. Employers primarily strive to fill vacancies on a long-term and cost-effective basis. Financial aspects, personal development and a balanced relationship between work performance and time spent in the social environment are important to the trainees and skilled workers that are targeted. Education providers act as competitors for school leavers and increase the pressure on the hotel industry to make itself more attractive than it has been

in the past. A rising number of graduates of higher education courses also increases the pressure on the hotel industry. Due to the service-oriented training, the hotel industry is also exposed to the risk that graduates with degrees related to their sector are being wooed away by other sectors of industry (Gruner, 2014; Hennige, 2015; Simmeth, 2013; von Bonin, 2013). This results in a comprehensive management challenge for the hotel industry with the strategic approach to successfully implement employee-oriented measures in the long term (Bundesinstitut für Berufsbildung, 2014; Maack et al., 2013).

With the help of adequate criteria, co-operation models between hotel chains and universities can be successfully designed and developed in the area of staff recruitment in order to achieve positioning advantages. Particularly in view of the rising number of students and an increase in the number of courses of study with a simultaneous and serious decline in the number of people with vocational training, co-operation models offer interesting options for reacting to market developments.

### Strategies for recruiting future talent

Partnership concepts and structures are the result of different considerations and company traditions. Therefore, the motives for educational co-operation are also inhomogeneous.

Private educational institutions focus on economic aspects and long-term business relationships. New business fields have to be developed as well as additional business partners in new industries have to be acquired. Private educational institutions, in particular, hope that a change in the supply and demand structures in the personnel sector of the hotel industry will lead to additional business in other areas, e.g. in part-time further education and in-house training for hotels. For private providers, the structural perspective also shows the option of more efficient lecturer utilisation and the need to find practice partners for dual study programmes. This can also help to build up or maintain a practice-oriented image and thus play a more important role in the long term as an influential player in the tightening labour market. The activities of state universities are geared to providing reliable basic information combined with new strategic impulses. This is intended to stimulate innovation and to promote sector-specific innovation. In addition, the intensive placement of students and graduates and the resulting network building are to be supported in order to bind graduates to their training university. Long-term retention and strong reliability are essential for state institutions (Bohne, 2018).

For the hotel industry, entering into co-operation means reacting to external influences, especially the quantitative effects of demographic change and the changing demand preferences of applicants. Internal quality requirements are primarily derived from the need for management training. At the same time, the hotel groups hope to find new recruitment sources and instruments through co-operation models. It is precisely the increasing demand for dual-study places that has changed the awareness of the changing values of young people. Hotel chains that have addressed this issue are turning specifically to universities with dual-study programmes to sound out precisely tailored co-operation models. Graduates of renowned universities in particular are conspicuous for their above-average qualifications, so these universities use this for their advertising. In addition, many companies are aware that too few managers come from the classic dual training system,

so university co-operation brings with it the hope of developing and retaining additional managers in the long term. In this economically difficult starting position, strategic partnerships open up new perspectives, and for strengthening the employer brand too (Bohne, 2018).

### Cases of successful recruitment through sustainable collaborations

Given the wide range of options, co-operations represent an interesting way to cover part of the demand for skilled labour more efficiently and effectively. However, a long-term process of change towards the unagitated integration of academically educated people in the hotel sector requires intensive monitoring and evaluation, because changing educational profiles also require adapted job profiles and a structured networking of classically trained specialists and young hoteliers. The wide range of co-operation possibilities offers an insight into this creative option of combining entrepreneurial strengths and being successful in the competition for junior staff. The guiding principle of the medium-sized hotel industry in setting up co-operative structures is to achieve competitive advantages, because the required competences and resources do not have to be built up by the hotel itself but can be integrated temporarily by experienced partners. These advantages can be achieved by bundling previously separate activities, e.g. in the area of staff acquisition (Bundesministerium für Wirtschaft und Technologie, 2011; Dyer & Singh, 1998).

The selection of the hotel groups was made following either their national classification of at least five stars, and/or the fact that these brands are ranked among the top 25 luxury hotel brands worldwide (Bruning, 2020). Furthermore, their description of hardware and software, services and guest-orientation signals a mixture of outstanding furniture and equipment as well as a very high ratio of staff per room (Hotelverband Deutschland, 2020; Ransley, 2004). In addition, their market positioning symbolises an exclusive tradition and extravagance, underlined by their extraordinary designs, colours and symbols as well as their locations, heritage, architecture and language (Bruning, 2020).

#### *Dresden School of Management and Hyatt Hotels and Resorts*

The international hotel chain Hyatt Hotels and Resorts has also become aware of the Dresden School of Management as an educational partner. With 14 dual students, the hotels of this chain are the strongest single partner of the degree programme, B.A. International Hotel Management. In addition, there are regular practical projects in all study programmes, and trainee places in almost 15 different hotels of this group worldwide, e.g. Delhi, Kuala Lumpur or Dubai. In 2018 and 2019, two students were allowed to participate in the Hyatt Student Prize (Hochschulcampus-Dresden, 2018). In 2019, the participant from the Dresden School of Management won first place and was accepted into the worldwide junior management development and mentoring programme (DNN, 2018; OpenPr, 2018).

#### *Steinbeis Business Academy and Hotel Traube Tonbach*

The privately owned and operated five-star Hotel Traube Tonbach, in co-operation with the Steinbeis Business Academy (SBA), offers a dual bachelor's programme in Business Administration with additional industry-specific specialisation.

The traditional hotel attaches great importance to competent employees in hotel management and administrative areas and therefore strives to promote them individually. Professors and lecturers of the SBA hold subject-specific lectures in the hotel in a fixed rhythm so that students can be intensively supervised. Lectures, projects and the learning environment are authentic, so a link between practice and theory is guaranteed. In addition, a large part of the tuition fee is paid by the hotel, and admission with an A Level (normally required to start any studies) is not compulsory. This new course of studies complements and rounds off the previous operative training courses (AHGZ, 2018; Cision, 2017).

#### *Peninsula and the Hong Kong Polytechnic University*

For more than 50 years, the School of Hotel and Tourism Management has been offering educational programmes in the hotel sector and, as a faculty of the Hong Kong Polytechnic University, it is an icon of hospitality education in Asia. Courses with MBA, B.A. and M.A. degrees in hotel management are focused on academic expertise and a robust link with the hotel industry. Therefore, Peninsula Hotels, the icon of Asia's luxury hotels, established a close relationship with the faculty, its professors and students in order to become the hotel group of choice for students and graduates. This extraordinary hotel group has discovered the opportunity for strategic recruitment co-operation in order to meet the demand for modern, trained specialists and managers. Consequently, the company participates in various courses as practical partners or through expert lectures, and hosts students and organises projects. At the same time, it offers attractive management positions for graduates or placements worldwide. The co-operation is based on an intensive personal contact, is long term and offers an expandable range of application options.

#### *Swiss Education Group and Kempinski Hotels*

In October 2020, Kempinski Hotels and the Swiss Education Group SEG signed an agreement for closer co-operation. The agreement includes the preferential placement of internships for students from the universities belonging to the SEG and training in the area of human resource development. The aim is to create closer links between the students and the hotels and to provide quicker access to entry-level positions. In addition, a joint competition for young talent is to be held to identify the best talents and retain them at Kempinski (HTR, 2020; TopHotel, 2020). The strategic co-operation is intended to meet the growing demand for young talent in the expanding hotel group and to help both companies position their brands. To what extent this co-operation also applies to Kempinski's subsidiary brand NUO Hotels by Kempinski or can also be used by other partners of the Global Hotel Alliance, of which Kempinski is a founding member, was not disclosed (Kempinski Hotels, 2020; FM-Online, 2020).

Kempinski had already established a strategic co-operation with a university between 2010 and 2015. The Berthold Kempinski Scholarship was awarded in 2010 for a study programme, Bachelor in Hotel Management, for the best apprentices at Kempinski Hotels. This in-person study programme was offered at the IUBH campus in Bad Honnef, and Kempinski was one of the first European hotel chains to enter into such a connection. Due to a change in company policy, this scholarship was no longer awarded after 2015 (AHGZ, 2010).

It can be seen that the existence of a scholarship programme as an element of co-operation between a university and a hotel group leads to a strong positive identification effect, a specific correlation between the company and such an offer is considered to be of high quality and therefore employees feel confident to apply and motivate themselves (Bohne, 2018). As part of strategic recruiting, a scholarship programme can be a unique selling point, because this offer creates attention and is attractive. Above all, the reputation of a hotel, the quality level and the diversity of the training are decisive in the selection of the practice company (Bohne, 2019). The use of a scholarship by an employer as an effective and outstanding tool for branding and employee promotion is an opportunity to develop a strong position in the tightening market of junior employees. This includes the founding of a company-related graduate network of all dual students and similarly funded graduates. It is relevant for the participating university to offer both professional assistance as well as generous accessibility and flexibility of time. The large network of the university, the career tips and personal development options — in addition to the previous employer — are also regarded as a helpful service and quality feature (Bohne, 2019).

Four potential levels can be derived from these activities. These are

- the brand/image of the employer and the co-operative partner;
- the individual measures of recruiting and people development;
- the resulting employee loyalty; and
- innovations regarding recruiting activities and innovative working environments.

An innovative co-operation between an educational partner and a hotel chain will increase the "market value" of the graduates if there are concrete offers and instruments that are made known and professionally designed. At the same time, a consequent guidance, structured processes and the anchoring in corporate management secure the success of such a programme in the long term (Bohne, 2018).

But also, without a co-operative partner the luxurious hotel groups are activating differentiated measures in order to be attractive and to gain awareness as reliable employers.

#### **Althoff Hotels**

The German hotel group, Althoff Hotels, offers extensive further education opportunities for graduates, but also for career changers. In the Althoff Academy, 2 100 participants are trained annually in all areas of the industry. In order to guarantee a high quality of the courses Althoff co-operates with the International University Bad Honnef (IUBH). Additional co-operations exist with language schools, management coaches and management consultants (Althoff Hotels, n.d.).

#### **Dusit Thani Hotels and Resorts**

As a perfect example of academically oriented recruiting and retention management, the Dusit Thani College has been the university of applied sciences of the Asian hotel group Dusit, based in Bangkok, which specialises in hotel, restaurant and catering management. Dusit Thani College is known for its high standard of education and its co-operation with peer universities to promote young talent in the hotel industry worldwide, including SRH Dresden School of Management, Institut Paul

Bocuse Écully/Lyon, The Hong Kong Polytechnic University and EHL Lausanne (Dusit Hotels, n.d.). It is a successful example of outsourced and optimised training and education services for applicants, employees and graduates. Dusit Hotels requires a bachelor's degree and excellent English language skills for most of their positions. Graduates are also offered a lead management trainee, who is supported by the current staff (*Bangkok Post*, 2020).

#### **Four Seasons Hotels and Resorts**

Experience in the luxury hotel industry, relevant professional experience and local language skills are just some of the requirements Four Seasons places on its employees. Although offers for the development of management or other measures for recruitment are not apparent (Four Seasons, n.d.).

#### **Jumeirah Hotels and Resorts**

The Jumeirah Hotel Group offers greater transparency in the area of recruiting. In addition to internships, a graduate management programme is offered for the successful further training of employees. After the online application, a talent identification process and post selection are carried out. To address employees positively, Jumeirah works with image videos and various testimonials (Jumeirah Hotels, n.d.).

#### **Mandarin Oriental Hotels**

The south-east Asian hotel group promotes its career website with videos and testimonials from current or former employees. Activities in various departments are shown, as well as assessments of internal structures and processes. Potential employees can apply directly via the website, and an application via LinkedIn is also possible. With the slogan "Your opportunity awaits", Mandarin Oriental also offers management trainees in various departments (Mandarin Oriental Hotel Group, n.d.).

#### **Oberoi Hotel Group**

The Oberoi Hotel Group, headquartered in Delhi, takes a slightly different approach. The hotel group operates 31 luxury hotels around the world. In contrast to the other groups, Oberoi places a very high focus on graduate hiring. Graduates with a degree in hotel management or similar subjects can apply directly for a position as an assistant or supervisor. An additional condition is that applicants must be between 19 and 25 years old. Oberoi therefore conducts annual campus visits to co-operating universities, such as the Indira Gandhi National Open University, and informs potential applicants. Young professionals are systematically recruited directly from the campus and trained for the company through a variety of development programmes. Programmes can be completed in operations as well as in the kitchen. Unlike other development programmes, the focus is very practical and free of charge (Oberoi Hotel Group, n.d.).

#### **Oetker Collection**

The German hotel group, Oetker Collection, uses its own career website for the recruiting process. Central criteria are professional training in the upscale hotel industry, knowledge of German and English and a high level of service orientation. New employees are to be recruited in accordance with the slogan "We stay united" (Oetker Collection, n.d.).

**Rocco Forte Hotels**

New employees at Rocco Forte Hotels start directly with a two-day induction programme to learn about Rocco Forte hotels' history and culture. Further recruiting measures such as a specially programmed app and leadership programmes are designed to ensure that Rocco Forte hotels are able to attract suitable young professionals. Success stories from employees underline the effectiveness of the programmes and give applicants a feeling for what it means to work for Rocco Forte (Rocco Forte, n.d.).

**Shangri-La Hotels and Resorts**

The Shangri-La Hotel Group, headquartered in Hong Kong, is the largest Asian hotel chain and defines itself as a luxury hotel with the highest standards. Although no co-operation with universities is practised, the requirements in the area of recruiting are at a very high standard. Above all, the potential employee must have internalised a luxury attitude, as well as knowledge of various location-specific languages. In order to ensure the ongoing availability of professionally competent employees, the Shangri-La Academy is used instead of co-operation with universities. This academy focuses on leadership development. The recruiting process takes place via a separate career website (Shangri-La Group, n.d.).

**Taj Hotels, Resorts and Palaces**

In contrast to other hotel groups, Taj Hotels use the more extensive umbrella organisation, The Indian Hotels Company (IHC), to address more potential employees. The IHC offers a wealth of information about different hotel brands and therefore a wide range of career opportunities (Indian Hotels Company, n.d.).

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This collection of international luxury hotel brands shows the challenging needs and expectations as well as the opportunities for young talent, students and graduates in this industry. It gives an overview of the similarity of offers, the wide range of expectations and also shows the strong competition among those luxury brands.

**Expectation management and success factors**

The long-term existence of co-operation is due to the fact that factors have to be identified that make such an alliance a success from both perspectives. Basic and satisfaction factors are

identified, which are determined by key figures, e.g. graduates or applicant numbers, for the fewest hotel chains, but are influenced by reliable and professional co-operation. It can be seen that a constant and competent, decision-making contact person plays a key role, and equal values and priorities are also essential. Hotels derive the success of their co-operation from practical teaching content and the usability of the graduates. The focus is on communicating realistic ambitions, practical qualifications and strengthened personal skills — the participants should be satisfied and associate this with their employer (Boella & Goss-Turner, 2013; Friese, 1998).

In addition, positive experiences with employees found through the co-operation strengthen the economic results and justify a continuation. The combination of a commitment to the company, a healthy career, a high rate of the cooperation's beneficiaries (e.g. graduates or at least proud participants) and a strengthened employer attractiveness make up the success from the company's point of view. Hotel chains have a high demand for innovation and hope for new ideas and more commitment. The expectation of a high level of employee satisfaction is also associated with ultimately affected guest satisfaction and provides high referral rates (Bohne, 2019; Freiling, 1998).

Based on the areas of tension and challenges of the three actors, i.e. education providers, hotel chains and employees, their most important positions can be classified with six market-relevant criteria. A similar prioritisation can be seen in the assessment of co-operation in the field of education, as this should develop and present the qualification of the employee as well as the training centre more advantageously. A high demand on the content to be learned goes with the quality of the infrastructure and the "usability" of the material or the

TABLE 1: Success criteria for recruiting alliances (Bohne, 2018, p. 127)

Success criteria
Reliable, structured, professional, modern and fast communication
Leading cultures and structures have to support the liaison
Co-operation has to be developed continuously
Long-term competent and trustworthy contact person with decision-making power
Stable high-quality approach
Passion for the hotel industry and development perspectives for young talent

TABLE 2: Spectrum of expectations of the actors in educational co-operation (Bohne, 2019)

Level	Hotel chain	Stakeholders	Universities
Image	Raising image and attractiveness	Success in competitions, additional qualification	Recognition as an industry-specific education provider
Loyalty	Assumption of costs and attendance	Strengthened and leads to high motivation and loyalty	Contractual and ideal towards hotel chain
Workforce	Qualitative and quantitative demand coverage	Appreciation and adequate remuneration	As a reference for the preparation of managers
Profit	Reduced turnover and recruitment costs, investment in motivation and commitment	Knowledge growth, certificate/degree, no costs, recognition secured by employers	Exclusive contracts and follow-up offers, synergy effects for similar offers for other hotel chains
Content	Company-specific, customised and mediated by partners to retain access to employees	Professionally relevant and personally interesting, partly individual module selection for preference sharpening	Variable offers within the accredited teaching framework according to the type of degree
Competition	Unique selling points regarding content and structure	Increase in the value of the CV, acquisition of additional skills, positive demarcation from other employees	Building competitive advantages, increase in market share



appreciation by the employer. Therefore, all agents strive for a better positioning compared to their respective competitors and use their individual starting situations to gain an economic as well as ideal advantage over other companies looking for employees in this tense situation (Becker et al., 2005).

### Summary and perspectives

Educational co-operation makes it possible to create economic benefits with learning and knowledge and to improve the image of the hotel industry. Education is thus interpreted even more as the core brand of a good employer. Building on this, the idea of personnel development is perfected by the approach of continuous employee training. The loyalty of employees through modern educational offers is a key to sustainable economic success, provided that suitable partners are identified and a mutually suitable co-operation model is developed. As a result, the promotion of young talent becomes a strategic means of retaining employees and securing their livelihoods (Brass, 2004).

From the perspective of the hotel industry, it must be a goal of strategic personnel policy to develop suitable offers for applicants and existing employees through high-quality educational co-operation with universities, in order to remain attractive through this networking, to offer modern content through the combination of theory and practice and thereby to form a stronger employer brand. By involving education, training and training experts, the hotel industry can better allocate resources, focus on the core operational competencies of accommodation companies and at the same time generate added value for the participants, but also for the hotels themselves. In this way, a professionalisation impulse can be sent into an entire industry in the long term, which will improve the economic basis for many companies and thereby help to secure their existence (Theling & Loos, 2004). These positive effects are also an opportunity for universities to offer co-operation with hotels and thereby market their own study programmes, while at the same time focusing their attention on higher education in the long term. The innovations of higher education can be transferred directly to the operational of hotel practice and, conversely, universities can adapt their curricula to the changing requirements of the hotel industry, e.g. in the field of foreign languages, digitalisation or innovation management (Bohne, 2019).

As a result of the multifaceted challenges, co-operation management is a management task based on fairness and trust, so that a co-ordinated co-operation strategy can be implemented. By involving the management and all employees, comprehensible decision-making structures as well as incentives for innovation can be constructed. In addition, the combination of the management levels of the now partnered actors creates additional impulses for a mission statement process and the common vision (Bamford et al., 2003; Bundesministerium für Wirtschaft und Technologie, 2011; Dyer & Singh, 1998).

The wide range of opportunities clearly shows the great potential for more collaborative innovations and joint activities as well as an even better mutual understanding for networking on HR management level between the hotel industry and universities. Individualised co-operation models open up a perspective for more creativity, unusual partnerships, new business models and a closer setting of educational institutions and the gastronomic industry in order to achieve different goals

for mutual satisfaction (Von der Oelsnitz & Hahmann, 2003). The understanding of co-operative educational structures as a benefit for sustainable recruiting management will be a big advantage for the hotel industry and related educational institutions.

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