

An Interview with...
Tomás Lahoz
Recruitment, development and internal
communication at NH Hotel Group
Tourism and Hospitality Sector



Elaborated by:

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 **Generalitat
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"Una manera de fer Europa"

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Recruitment, development and internal communication at NH Hotel Group

"The profiles aimed to sales people and with commercial initiative are versatile and multifunctional"



Name: Tomás Lahoz

Position: Recruitment, development and internal communication

Company: [NH Hotel Group](#)

Sector: Tourism and Hospitality

Employees: 10.000 worldwide

Location: Barcelona

Date of interview: 25/03/2014

What is NH Hotel Group and what does it do?

NH Hotel Group is the 5th European hotel company and the 25th in the world. We are present in 27 countries. We have 3332 rooms only in Barcelona and the number in Spain is still increasing. Since 1992, the Barcelona Olympic Games, the sector has been constantly changing. We suffered a complete transformation in terms of segmentation, revenue, profitability and profits increase.

Which are NH Hotel Group's goals for 2014 and how they will impact on HR policy?

The company is involved in an investment and divestiture project which makes all hotel formats to be aligned with the new company mission. All the activities of NH "Employer branding" are very important to attract candidates who will later take part of the recruitment process.

Which profiles and job positions are currently the most demanded by the company?

The most popular profiles correspond to international fluent knowledge of English and also a second advanced-level language. Value is increasingly required having lived an international experience. The profiles aimed to sales people and with commercial initiative are versatile and multifunctional. One of the most popular jobs is the receptionist, although work schedules pose some difficulty finding candidates.

Our main mission is to exceed our customers expectations and we want professionals with talent, commitment and desire to work hard.

The main recruitment channels

What are the most used recruitment channels? Are they different depending on the profile to recruit?

The main recruitment channel used is Infojobs. Daily offers are published for low-skilled profiles. Although we also use Turijobs to recruit low-skilled professionals. I consider social networks as LinkedIn very powerful, but only for direct search of highly skilled positions.

When we want to ensure the success of a position of high responsibility for highly skilled profiles, we use Headhunters. When certain hotels have a need for temporary employment this is directly managed by the hotel in order to get more guarantees.

We often use the education institutions job sites for professional training and business schools incoming students, both high and low skilled. Instead of, we use employment fairs to publicize the company but not to recruit people. The high and low-skilled candidates can learn and apply to the offers we publish on our website for corporate office positions and hotels. Finally, although the internships are aimed to incorporate new profiles, they have become a recruitment tool as the others.

"The high and low-skilled candidates can learn and apply to the offers we publish on our website for corporate office positions and hotels"

Summary table of the main recruitment channels used by NH Hotel Group

Recruitment channels	Highly qualified positions	Low qualified positions
Generalist job portals: Infojobs	No	Yes
Sectorial job portals: Turijobs	No	Yes
Social networks: LinkedIn	Yes	No
Headhunters: To ensure success for highly qualified profiles	Yes	No
Temporary Work Agency: It runs directly from the hotel	No	Yes
High education institutions job boards: Universities, Professional Education Centers and Business Schools	Yes	Yes
Corporate channels: Company website	Yes	Yes
Company internships: It is a channel to join the company	No	Yes

Future challenges for talent attracting and development

Which future challenges will you set in terms of recruitment and talent development?

Mobility is strongly valued in low-skilled profiles. Experiences abroad for the vision that you get; do not be afraid. As industry trends, we have to indicate the importance of global languages and the international business units mobility. Our main challenge is to make career professionals in- house and hotels for over a year.

What professional profiles or job positions will be required by the company in the future?

Occupations that are beginning to be in-demand and will continue to grow in the future are the guest relation job position; position that is being created to provide value to hotels, using it as a differentiating tool to customize services to the clients' needs. It is a mix of a receptionist and an account inside manager and it is very valuable his experience, languages, customer service, etc. Oriented occupations such as sales or revenue management job positions in the area of marketing are increasingly essential to us to know about customers and to close to them. In order to extract the maximum information reported and the subsequent analysis, we are also seeking for analytical profiles.

And finally, what recommendations would you make to someone who wants to take part in a selection process of NH Hotel Group?

If a person wants to join us, the first thing I would recommend is to have vocation of service and customer orientation. We are also looking for people motivated and with attitude. The age does not matter, the important is how much experience do you have and what you have lived. For entry-level profiles, it is important to have 6 month curriculum practices and a high level of English. I think, as business schools do, that they should have internships or trainees to raise their level of employability.

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