

Case Name

New People Brand Campaign – “Be” – Wang Fangzhou

Theory

The theory of social identification

Keywords

Globe employer branding; Social media marketing; Attract talent; Retain talent

Background Information

The total number of people required for the hospitality industry in China is around 4 million; however, currently, only 1.66 million people work there. According to a recent report by the China Hospitality Association, the hospitality industry has a shortfall of 2.4 million workers. Meanwhile, the country's working-age population is expected to decline by 35 million between 2021 and 2025.

In 2022, China's birth rate hit a record low, with the total population falling by 850,000 from the previous year and entering negative growth. Meanwhile, China's average life expectancy is expected to increase as people live longer and healthier.

Implications for the workforce due to changing demographics:

- Shrinking workforce, aging workforce leading to rising labor costs
- High turnover - the attractiveness of the industry is weakened
- Inadequate supply - Difficulty in finding skilled workers due to mismatch between skills and expectations of highly educated graduates

Marketing Strategy

With business resurging in 2023, our top priorities are employer branding and talent sourcing. We have been sending the message far and wide that we are hiring and that Marriott is a great place to work with our people-first ethos. We hope to rebuild confidence in the hospitality industry as a leading hotel company. With that, we launched Marriott's new people brand, “Be,” campaign globally, as the company continues its focus on attracting and retaining top talent worldwide.

The “Be” brand focuses on three pillars: Begin, Belong, and Become. To attract and retain top talent, “Be” empowers associates to fulfill their career goals with Marriott International, where the company’s commitment to creating a culture of inclusion offers innovative opportunities to grow professionally and personally.

Outcomes

Our Marriott Careers social media channels have achieved over 80 million impressions.

The stories shared by team members on LinkedIn have been incredible.

Job seekers have responded, too—in the first week of launch, our careers site traffic jumped over 30%, with over 25 million visitors a year and 4 million applications.

As global travel resumes post-COVID, Marriott added over 200,000 associates worldwide over the past year, and we are focused on investing in and growing our workforce in 2024.

Implications & Challenges

The launch of “Be” is the next step in Marriott’s journey of associate investment. As a pioneer in the hospitality industry, Marriott was the first to build and launch a digital learning platform, providing associates with access to a range of foundational learning programs. Marriott was also the first to introduce a global well-being program over two decades ago, focused on worldwide nurturing associates' physical, mental, and financial health. Furthermore, a range of personal and professional growth opportunities are available for associates focused on building resilience, agility, and well-being to create more curious, courageous, and connected leaders to guide the company into the future and make a broader positive impact on Marriott, our guests, and our communities.

案例名称

万豪全新人才品牌 “Be” – 王方舟

理论依据

社会认同理论

关键词

雇主品牌全球化；社交媒体传播；吸引人才；保留人才

背景资料

中国酒店业所需从业者总人数约为 400 万，但目前只有 166 万人从事这一行业。根据中国酒店业协会 2022 年报告，行业人才缺口达 240 万。然而根据人社部 2021 年 2 月预测，“十四五”期间，我国劳动年龄人口预计会进一步减少 3500 万人。

2022 年中国出生率创新低，人口进入负增长，较上年减少 85 万人。中国的平均预期寿命预计将从 2000 年的 71.0 岁提高到 2025 年的 78.3 岁。

人口结构变化对劳动力的影响有以下几点：

- 劳动力萎缩、劳动力老龄化导致劳动力成本上升
- 高离职率——行业吸引力减弱
- 供给不足——由于受过高等教育的毕业生的技能与期望不匹配，难以找到合适的人才

营销策略

随着 2023 年业务的复苏，雇主品牌和人才招聘成为了我们的首要任务。万豪作为一家长期秉承“以人为本”理念的公司，一直在广泛传达招聘讯息。作为全球领先的酒店管理公司，我们希望重建酒店业的信心。所以，宣布推出全新人才品牌“Be”，持续强化公司在全球范围内吸引和保留优秀人才的方针。

“Be”以开始、归属感、成为（Begin, Belong, Become）为三大核心支柱，旨在吸引并保留人才，助力员工实现职业目标，并践行万豪对营造企业包容性文化的承诺，从而为员工职业与个人发展提供新机遇。

成果

我们的万豪招聘（Marriott Careers）社交媒体渠道累积了超过 8,000 万次曝光。

万豪团队成员在领英（LinkedIn）上分享了的职业生涯故事令人触动。

我们也得到了求职者的热烈回应——在 Be 品牌推出后的一周内，我们职业招聘网站的访问量跃升超过 30%。该网站每年拥有超过 2,500 万的访问量和 400 多万份求职申请。

随着全球旅游业进入后疫情时代，结合人才品牌的推出，万豪在过去的一年里共吸纳了超过 20 万全球人才。2024 年，万豪继续着力投资人才培养并扩大员工规模。

挑战与反思

人才品牌“Be”的推出印证了万豪推进员工培养的决心。作为酒店行业的先驱，万豪率先建立并推出数字化学习平台，为员工提供了一系列基础学习项目。早在二十年前，万豪就推出了全球人才健康计划，专注提升员工的身心与财务健康。另外，员工还享有一系列个人与职业发展机遇，包括建立韧性、提升灵活性与幸福感等。通过这些举措，万豪渴望培养兼具求知欲、魄力与凝聚力的管理者，从而引领企业持续发展，为集团、宾客与所在社区带来更为广阔的积极影响。