

Secondary Research Summary Report for Virgin Hotels

Executive Summary

This strategic plan for Virgin Hotels builds on their existing donor relationship with Dallas non-profit Café Momentum, creating a direct relationship with Café Momentum's interns and Virgin Hotels as well as a specific path to being hired by the brand. The cause-driven plan addresses the hotel industry's current staffing crisis. The proposed method is an extension of Café Momentum's paid internship program for those who have completed it, during which potential employees are trained for Virgin Hotel's staffing and skills needs (including on-site training), and are evaluated for hire upon completion.

Report

Virgin Hotels is a brand committed to DEI and community activism; their mission states, "It is important for us to create an environment where all feel safe, valued and welcome...Virgin Hotels seeks to blend into our neighborhoods and operate as a responsive and active member of our local communities." ("Diversity, Equity & Inclusion", 2023). Research of the brand shows they partner with organizations local to their locations, using monetary and hands-on philanthropy. Research of the hospitality, and specifically hotel, industry shows a need for inclusion in teams, as well brand/employee loyalty and recruitment in the midst of a staffing shortage stemming from the COVID-19 pandemic and cultural changes in the workforce.

My sources were found directly from the brand's website, as well as by searching industry news. They are relevant to identifying a cause the brand is already involved in – supporting at-risk and marginalized youths by giving them life and career skills. Secondly, they identify the brand's industry's need for employees – especially talented, committed, and inclusivity-focused ones. Finally, this plan further cultivates a positive relationship with Virgin Hotels and the public, especially the people who live in the cities the brand has campuses in.

[Kiel, L., & Wollard, K. \(2023, April 4\). *Leading for a culture of inclusion and belonging: By Lori Kiel and Karen Wollard. Hospitality Net.*](#)

- (Study with Black professionals in commercial professional positions at the manager level)
- 78% felt their managers were not equipped to manage a culturally diverse workforce.
- 78% felt they could not thrive in their current work environment.
- Just 22% felt their onboarding experience helped them prepare well for their roles.
- Only 17% reported having a sponsor who helped them succeed.

[Lund, D. \(2023, March 27\). *Hospitality financial leadership - why prioritizing employee development has the best ROI for owners too: By David Lund. Hospitality Net.*](#)

- Company / employee loyalty is extremely important for brands and industries

- Workers do not want to go back to work (for the first time or after working there prior) for companies and brands who made massive lay-offs during the COVID-19 pandemic
- “Take care of your workers and they will take care of your guests.” (Lund, 2023)

[Mogelonsky, L., & Mogelonsky, A. \(2023, March 13\). *Using the labor data from hotel effectiveness to minimize costs and turnover: By Larry Mogelonsky and Adam Mogelonsky*. Hospitality Net.](#)

- Replacement costs (of employees) are high, and rising
- Many companies and brands have been cutting wages for profit preservation, but employee retention is actually more effective profit preservation

[Hollander, J. \(2023, March 4\). *100 hotel trends you need to watch in 2023 & Beyond - Hotel Tech Report*. HotelTechReport.](#)

- The general workforce, as well as employee roles, are changing with our increasingly digitized world
- Gen Z entering the workforce
 - First generation who has always grown up with the internet

[HotelNewsNow. \(2022, September 20\). *Hotels could have food-and-beverage staffing issues for many years to come*. Hospitality Net.](#)

- The hospitality industry has been forced into a rebuilding/branding period in order to make the jobs more appealing (i.e. work-life balance) while battling the existing staff shortage
- Many employees left the industry all together during the pandemic for less stressful careers

[Diversity, equity & inclusion. Virgin Hotels. \(n.d.\).](#)

- Virgin Hotels has an ongoing commitment to DEI, including local community partnerships and, supporting and lifting up Black, Indigenous and people of color
- Worked with Chicago-based non-profit Causing a Stir (“fighting for inclusion in the cocktail industry”) in 2019; the Chicago location celebrated women’s contributions to “history and society with female-focused cocktail-fueled parties.”
- Currently working with non-profit Café Momentum as part of their Round Up initiative – guests at the Dallas campus can “round up” their purchases or pick an amount to donate to the program

[Home. Café Momentum. \(2023, March 30\).](#)

- What they do: “a paid internship program designed to provide 12-months of curriculum for justice-involved youth, ages 15-19. Our interns rotate through all aspects of the restaurant, focusing on life and social skills, coaching and development.”
- Located in Dallas, TX since 2015, mini-internship program and Nashville, TN location created in 2022 (another Virgin Hotels location)