

HOTELS

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RISING STAR ROUNDTABLE
COCKTAIL TRENDS
WORKING WITH ALIPAY

Nesting with
SCANDIC



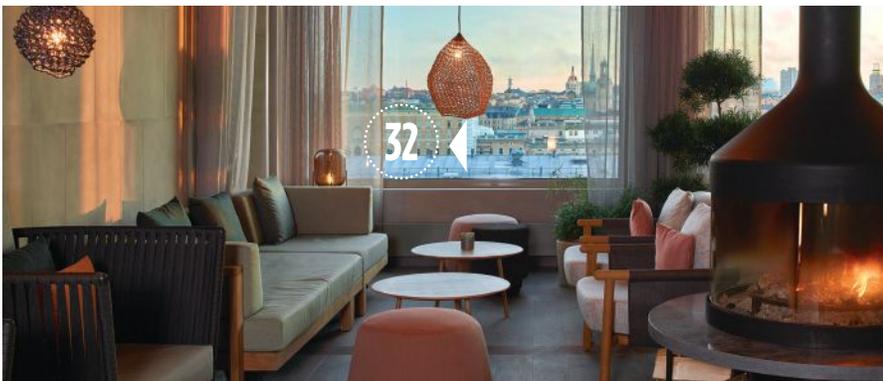
FEATURES

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SPECIAL REPORT

20 next-gen LEADERS

HOTELS interviewed 20 of hospitality's brightest, all 40 and under, to get their perspectives on what the future of leadership looks like and how they plan to disrupt their industries. Freedom, empowerment, risk-taking and a growing awareness of the importance of balanced female leadership: these are just a few of the takeaways from our Wall Street Journal-sponsored roundtable held in Los Angeles just before the Americas Lodging Investment Summit.



About the cover

Base camp, for campers, evokes a sense of home, of rest after a long day's journey. Scandic Hotels, the largest hotel operator in the Nordics with close to 230 locations, has taken the base camp analogy to heart and reengineered one of its traditional properties in Stockholm into a new hotel: Downtown Camper. "Over time, people's standards have risen and life has become more complicated and cluttered," says Peter Jangbratt, Scandic's managing director Sweden. "Now, we long for a simpler life; we long to go back to nature." See more in the design feature on p32.



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SPECIAL REPORT

20 next-gen

LEADERS

RISING STARS IDENTIFY BALANCE, MENTORING AND GREATER EQUALITY AMONG CORE VALUES THAT MATTER.

By **JEFF WEINSTEIN**, EDITOR IN CHIEF

DEERS

The next generation of hotel leadership is coming, and more than ever, especially when layering global financial and geopolitical issues on top of the day-to-day challenges of running a hotel company, strong leadership matters. In a competitive, disintermediated industry, what does the future of leadership look like, and what is on their minds? Hint: It's not always technology.

To answer just a few of those questions and more, HOTELS identified 20 rising stars, all 40 and under, and brought some of them together in person and others via a series of interviews to find out what's on their minds. Here, in Q&A format based on a Wall Street Journal-sponsored roundtable held in Los Angeles in January just before the start of the Americas Lodging Investment Summit, we sat down with nine leaders to learn their opinions about career fulfillment, key leadership traits and other

timely and topical issues of the day. Then we offer short takes from 11 more leaders on some of the issues that matter most to them. All 20 leaders are profiled at hotelsm.ag/NextGenList.

HOTELS: What matters most to you to feel fulfilled in your jobs?

Sheila Farahpour: Work-life balance.

Andrea Chapur: Freedom and empowerment.

The way that my dad works is completely different. He'll go to the office at 6 a.m., maybe have fast food, not go work out and leave to the office at 11 p.m. And I feel like now the younger generation only takes care of themselves. They want to have the independence also to travel and have vacation days. My dad hasn't taken vacation in 20 years. That's just crazy.

James Mabey: Younger leaders are very driven, ambitious and focused on one particular goal. What I found to be helpful was letting go of the idea that



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hotelsm.ag/NextGenVid1 and hotelsm.ag/NextGenVid2 to watch short videos with more from roundtable participants

hotelsm.ag/NextGenAudio for annotated audio of the complete roundtable

hotelsm.ag/NextGenList to an index of individual Q&As with all 20 rising stars

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 HYPER-CONNECTIVITY.
 ”

- JAMES MABEY

there is one specific objective and instead focusing on a direction and then building a skill set, which would allow me to take advantage of different opportunities.

H: If you were to pick one or two attributes that have really led you to this place and your success, what would they be?

Rachel Higbie: The leaders I've worked for; the mentoring opportunities that I've had have been incredible. There are several general managers I've gotten to know well who've taught me a lot and I've learned so much from them. Bigger companies need to give associates the opportunity to try different things. Taking a slight deviation from this narrow path that you may think you're on, you can learn so much and grow so much.

H: What are you looking for today to evolve from a leadership position and drive forward your organizations?

Jay Gauer: It's maybe a constant search to improving who we are. We consider ourselves a learning organization. So we accept taking risks, making mistakes. As a result, my priority is always trying to be the first at doing things – not always the best, but the first. Sometimes execution, of course, is absent, but this is one of my priorities.

Simply speaking, we want to be able to complement as much as we can our

leaders, yet be able to keep on pushing the envelope, not sitting in our chair reviewing our great successes. It's making a leap of faith and believing we can change for the better.

H: What processes do you have in place to mentor potential leaders?

Hugo Germain: We have an ambassador program where staff can become part of an opening team and therefore more valuable after the experience. It also allows us to identify very good talent and potential GMs you typically wouldn't see if they were climbing the normal ladder. We end up having GMs that are 27, 28 years old with the right attitude and approach to the service culture.

H: How big a role does technology need to play with next-gen leaders?

Mabey: If the older generation is trying to understand millennials and the younger generation, the lens is hyper-connectivity. And maybe slightly more to that point, 34% of the workforce are millennials, the biggest percentage of the people in the workforce. It will be 75% by 2025, so we're fast approaching that point where millennials are in control.

Juan Corvinos: The underlying factor that people are forgetting is that we're dealing with a debt-threatened generation. This workforce is incorporated to

« **ROUNDTABLE
 ATTENDEES:** »



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