

“Create a social media campaign
based on research to attract talent
to travel and tourism”



Researched by : Anaïs Morvan and Sélina Richet

Coordinated by : Florence Le Thérisien and Isabelle Boucherot

Acknowledgements

We wish to thank GTTP and all of the partners for giving us this amazing opportunity to discover a new part of the world as well as meeting other students from all over the world.

We are very grateful for GTTP France who chose us to represent our country in this very special event.

We would like to thank the teachers : Mrs. Le Thérisien, Mrs. Boucherot, Mr. Legrand who helped us during these few weeks of research.

Thanks also to Mr. Florenty and the French people we interviewed on the street for trusting us time to question them about their point of view on the situation.

This competition was for us a real goal to achieve, we learned, researched, and grew a lot. We are now ready to talk about this subject for a long period of time proving that we know the subject by heart. We have seen a new side of tourism we did not know much about and we are very grateful for it.

Corporate Partners

AMADEUS

**GLOBAL
BUSINESS
TRAVEL**

Marriott
INTERNATIONAL

IHG
HOTELS & RESORTS

THE
RED CARNATION
HOTEL COLLECTION

**WORLD
TRAVEL &
TOURISM
COUNCIL**

Education Partners

EDC
Education
Development
Center

IVF
Transforming Ideas, Together

NAP
BE FUTURE
READY

**LEEDS
BECKETT
UNIVERSITY**

Summit of
Travel & Tourism
FUTURE YOU

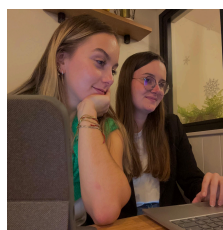
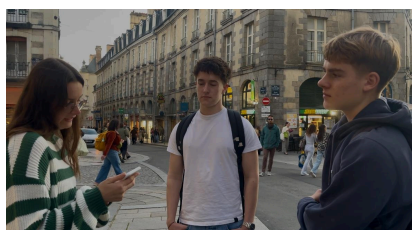
About us



Hello, I'm Sélina RICHET and I'm 21 years old. I live in la Chapelle-des-Fougeretz next to the big city of Rennes, in Brittany, France. I'm a student in "BTS Tourisme" in the High School of Jeanne d'Arc in Rennes. I'm passionate about travels, languages and events. For my future job, I would like to work in Tourism or Fashion Events in a foreign country. For me, it's a real opportunity to go to Madrid thanks to the Global Travel and Tourism Partnership. It is going to be the first time I speak in English in front of many people, to meet many people from different countries and moreover, to learn a lot about the tourism field. I'm so grateful to the GTTP for choosing Anaïs and I to represent France.



Hello, my name is Anaïs Morvan, I am 20 years old and I live in Vern-sur-Seiche, a city close to the metropolis of Rennes in Brittany. As a student in BTS Tourisme in the Jeanne d'Arc high school in Rennes, I am passionate about travelling and I love to talk about cultural differences from one country to another. In the future, I would like to work in Business Tourism. The Global Travel and Tourism Partnership Research Competition is for me a real opportunity to connect with professionals but also with other students from all over the world. Sharing our experiences will bring both sides so much, I am eager to meet them !



Pictures of our duo working and interviewing strangers on the streets of Rennes

About Rennes and our school

The Metropolis of Rennes is located in the northwest of France in Brittany. It is the regional capital. The river crossing Rennes is named "La Vilaine". The city is famous for its living quality, its cultural resources and multiple festivals. Its patrimony is very diverse and it offers contemporary art to its visitors.

Located at only 1h30 by train from Paris, it is very easy to access the city to live an amazing time !



Place de la Mairie

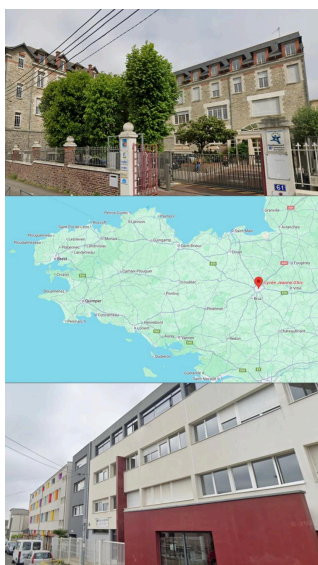


Opéra



La Vilaine

To this day, we are students in Lycée Jeanne d'Arc, a private high school welcoming more than 1200 students from sophomore year of high school to junior year of college. Jeanne d'Arc is known for its commitment in many fields like culture, its opening to the world and many other things.



Lycée Jeanne d'Arc

Through our 2 years of study, we were and will be able to discover technical information about tourism like how it began in France but also how to welcome a guest or a visitor. We are also asked to do 3 internships in France or in a foreign country.

For many years, the partnership with GTTP reinforced our high school's international and intercultural outlook. This partnership offers students a real opportunity to exceed, discover new cultures and develop essential skills in the tourism field.

SUMMARY

Introduction

I. Recruitment in French Tourism

- 1.1 Research on the methods used nowadays
- 1.2 Understand how complex the situation is
- 1.3 Example of recruitment nowadays

II. Rethinking tourism through online activity

- 2.1 Social Recruitment: definition and functioning
- 2.2 Using Social Networks to promote Tourism in France

III. Advantages and potential challenges of an online recruitment strategy

- 3.1 Advantages and disadvantages of online recruitment
- 3.2 Building a brand's online presence
- 3.3 Using campaign data analysis to evaluate and create an online success

Conclusion

Study course

Sources

Introduction

In 2023, France welcomed around 98 millions of international visitors according to Atout France. This figure shows the importance of tourism in our country, it represents more than just an economical activity. Indeed, the tourism field contributes up to 8% of the French Gross Domestic Product (GDP). Beyond the economy, the tourism impact extends to employment. Around 5% of the French employees work for this dynamic sector.

However, to meet the expectations for these arrivals of tourists and allow the French population to discover the world, the tourism field needs a qualified and motivated workforce. Today, professionals of tourism are facing an increasing difficulty: the lack of new talents ready to join their teams. This issue is crucial because it directly impacts the industry's capacity to maintain a high quality service and answer the clients' needs.

It is in this perspective that our participation in this competition makes sense. We had an opportunity to increase our knowledge on the different issues encountered by the tourism professionals. It also allowed us to think about concrete solutions to attract talents in this field. So, how to create a social media campaign based on research to attract talent to travel and tourism?

Our mission is to use the potential of social media by taking into account the expectations and values of the new generations to showcase the many career opportunities offered by tourism. By putting in front the tourism attractivity -a field which combines adventure, innovation and human contact- we wish to create curiosity and a real interest in those who were thinking about having an exciting career open in the world.

I. Recruitment in French Tourism

1.1 Research on the methods used nowadays

Nowadays, the companies looking for employees have a lot of different options to be able to attract talents. Some apps like HelloWork for example are used by human resources. Some use unsolicited applications and we have been able to see that social media such as LinkedIn or Instagram is also often used.

However, the different posts we have been able to find on the platforms are uninteresting for candidates. They are often based on a picture and a text describing the job like you will see on the document below or sometimes, just a text based on 4 sentences. Although these methods worked over the last few years, recruitment nowadays is more complicated and the companies need to become more attractive to talents.

Of course, important facts about the job need to be included in the given information but advantages, the team's atmosphere and the offices are also very important for the well being at work.

To attract new talents, some of the companies started to post videos showcasing their employees answering different questions based on their daily tasks, their role in the company... But these videos are often shot standing straight with a stationary background making the company like any other. By creating more interactive videos, they would be able to reach more people.

Example of a recruitment post found on Hellowork

VOS MISSIONS

- Accueillir vos clients en Agence et les conseiller sur des destinations, hébergements et itinéraires les mieux adaptés à leurs envies,
- Réserver des vols, hôtels, transports et activités pour vos clients en respectant leurs exigences et leur budget,
- Répondre à des demandes spécifiques de vos clients et résoudre d'éventuels problèmes avant et pendant leur voyage,
- Assurer un suivi personnalisé de l'accueil jusqu'au retour de vacances de vos clients afin de garantir un service client de qualité et une gestion efficace des dossiers,
- Promouvoir les offres et services de l'Agence afin de fidéliser votre clientèle et ainsi garantir une expérience client exceptionnelle à chaque étape du processus de réservation.

VOTRE PROFIL

- Un diplôme de type BTS Tourisme ou Formation Certifiante avec une première expérience dans la vente,
- Une connaissance ou un fort attrait pour les principales destinations touristiques dans le monde,
- D'excellentes compétences en communication et une réelle capacité à travailler de manière autonome et en équipe,
- Le sens de l'organisation, de la gestion du temps et le goût du challenge !

1.2. Understand how complex the situation is

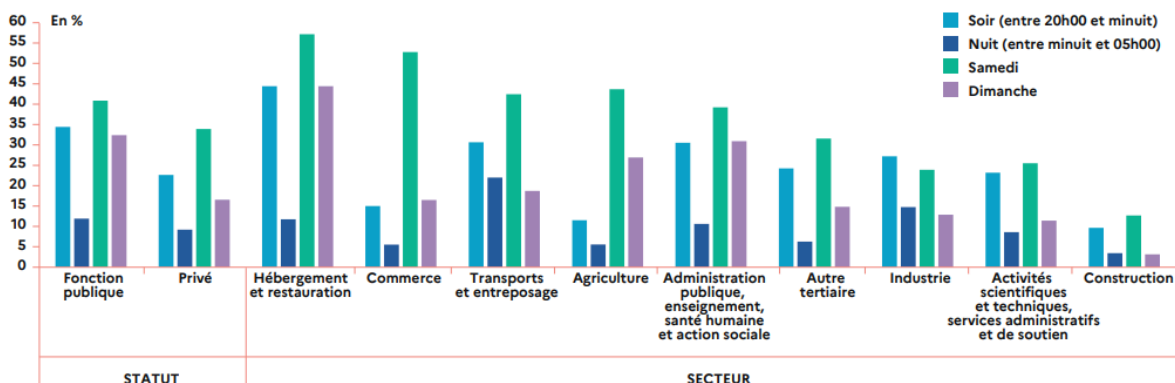
Through our research, we have been able to identify some of the main issues preventing potential talents from applying.

The main issue is created by the scheduling. As we know, in most of the tourism field jobs, the employees need to work on the weekends. In a research done by Dares, they have found that in France 55% of the talents working in accommodation and restaurants work on Saturdays and 45% on Sundays. These numbers are much higher than the other work fields as you can see on the chart below.

Unfortunately for some people, working these days is not possible. The work itself fits them perfectly but they simply cannot be available. Younger talents tend to be more available but this means that the moment they want to focus on building a family life for example, they need to quit their job creating another issue, turnover. Through interviews on the streets of Rennes, we have learned that most of the people don't want to work on weekends, because of their families most of the time

To these ideas, we can add that since 2020 and the covid crisis, the mindsets of the employees have changed. They now value their free time and their time with their families. This also explains why they do not want to work on weekends, it is when the kids do not have school. Through time, this idea becomes more present making the recruitment jobs more complicated.

GRAPHIQUE 1 | Fréquence mensuelle moyenne des horaires atypiques en 2021 selon le statut et les secteurs d'activité



Lecture: en 2021, 32,4 % des salariés de la fonction publique travaillent le dimanche.

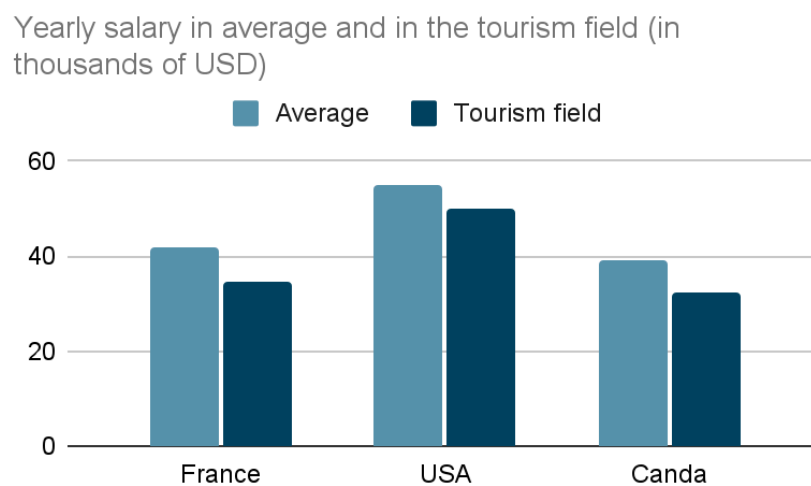
Champ: ensemble des salariés; France (hors Mayotte).

Sources: Insee, enquête Emploi 2021; calculs Dares.

Monthly unusual schedules in 2021 in the different sectors

Another issue often shown by the news is the salary. In France, the average yearly salary is 39 800€ (43,000 USD) whereas the average salary for a tourism job is 32 000€ (34,500 USD). Nowadays, one of the main aims for a talent is to find a job that pays well to enjoy life fully. Salaries in the tourism field are very different from one job to another bringing questions to talents that are often more attracted to a well paid job than an average one. There are some advantages included when working in the tourism field but some of them are just not enough for the employees.

As we can see on the graphic below, the tourism jobs are usually paying less than the average salary, showing that improvements need to be done to avoid losing talents. It is a common trend because it seems like the gap between the average and the tourism jobs is the same in other countries like the United States of America or Canada.



Graphic of the yearly salary in average compared to the yearly salary in the tourism field

To finish with the issues that professionals can encounter to recruit, there is the lack of information. The tourism sector is not known and very vast. French citizens go on vacation but most of them don't think about working in the tourism work field. The different jobs are not promoted. Through our interviews done on the street, we have learned that most of the jobs are not well known which makes recruitment complicated for companies. If the jobs were more shown, more explained in job ads for example, the applicants would be more numerous.

This issue also reaches high schools because they do not often promote tourism jobs like they do for engineering. Social jobs are shown as jobs with no real interest, very repetitive. There are people in each school to help decide what to study in the future but most of them do not advertise tourism jobs and it does not help students to find their path since they are not aware that it even exists.

Stereotypes are very present for the tourism world. The work field is not seen as stable. They are known to be short in time, a few months or a few years for some of them. The seasonal jobs are shown on TV pretty often in France because the professionals are struggling to find employees in restaurants, hotels, campsites... It is a real struggle but it can question people on why not many people want to work in tourism.

1.3. Example of recruitment nowadays

To this day, recruitment in tourism is both complicated and simple. Some of the companies have new applicants every day even when they do not have any job offers for them. On the other end, other companies struggle to find applicants because their way of doing things is not the most attractive.

We have been able to interview Mr. Philippe Florenty, the Rennes tourist office head reception and shop which is also called Destination Rennes. During an hour, we asked him questions on how recruitment works for their office. He has been able to give us another point of view on recruitment, based on what he has been able to see over the ten years he managed the office.

At the office, they recruit through the help of a recruitment agency. Rennes being an important city in France, there are a lot of people interested in joining their team. Unfortunately, there are not

jobs for everyone and it would be impossible for him to manage to interview all of them. So they decided to ask for an agency to help them. This agency posts job ads on different platforms like HelloWork or Indeed. Applicants send them directly their resume and motivation letters. They go through an important selection to be sure that the 5 applicants they will present to Mr. Florenty are valuable and have a real interest in working for Destination Rennes.

After this first phase, Mr. Florenty meets the applicants to have a first contact with them, to decide whether they would fit the office or not. If they do fit, they will have try out days, their goal is to join the team for a short amount of time allowing them to know if they would like the job and for the team to know if they would become a good colleague or not. If the team's and Mr Florenty's opinions are positive, the applicant will join the team to work at the office in the different sectors.

This way of doing is pretty simple but unfortunately, it costs a lot so it would be impossible for some smaller companies to do the same. Which is why some of them use social media as a way of recruiting like Bretagne Tourisme on LinkedIn.

In this post by Bretagne Tourisme, they are offering a new job to manage the sustainable development in Rennes. They describe the job and the different tasks the applicants would be doing. Some facts are written like the location, the moment the applicant would start working and until when they can apply. There is also a link to learn more on the job and who to contact for more information.

The information given in this post is very practical but the applicants can't see what the company offers from a human point of view. There is no information on the team, the advantages of this specific company...

[OFFRE D'EMPLOI] Nous recrutons un.e Responsable Développement durable et Transitions en CDI 🍌

Vous souhaitez contribuer au développement d'un tourisme plus responsable en #Bretagne ? Participer à l'accompagnement des professionnels et des territoires bretons pour améliorer leurs pratiques éco-responsables, décarboner la mobilité, ou encore s'adapter au changement climatique ? Alors rejoignez-nous 🍌

Au sein du pôle Développement et rattaché(e) à la responsable du pôle, vos missions principales seront de :

- 🍌 Co-construire la feuille de route de la cellule Transitions de **Tourisme Bretagne**
- 🍌 Animer cette cellule en tant que Manager opérationnel. Ille
- 🍌 Piloter des projets de développement en lien avec l'accompagnement des professionnels ou territoires bretons
- 🍌 Apporter son expertise en matière de "Transitions" dans des projets d'envergure régionale

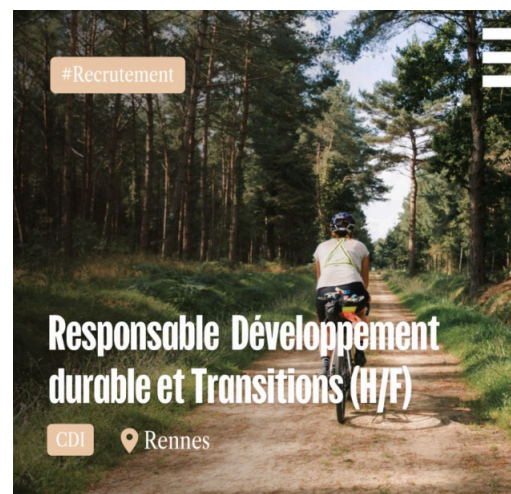
🍌 Poste à pourvoir dès que possible

🍌 Basé à #Rennes

🍌 Candidatures ouvertes jusqu'au 27 octobre 2024

En savoir plus sur les missions et candidater 🍌 https://lnkd.in/eM3gM_XU

🍌 Contact [Jessica Viscart](#)



II. Rethinking tourism through online activity

2.1 Social Recruitment: definition and functioning

Social Recruitment is the practice of using social media platforms to attract, engage, and hire candidates for job positions. This recruitment approach leverages social networks like LinkedIn, Facebook, Twitter, and increasingly Instagram and TikTok, to reach a larger and more diverse audience than traditional recruitment channels.

With our idea, companies would use social media to showcase their work culture, values, and employee experiences. By creating engaging content (employee testimonials, office events, behind-the-scenes videos), organisations would build an appealing brand that attracts talent aligned with their culture.

Social recruitment enables recruiters to actively search for candidates by identifying potential hires based on their profiles, professional networks, and engagement on social platforms. LinkedIn, in particular, is a powerful tool for this, allowing recruiters to filter candidates by skill, location, experience, and more. Social media enables direct and immediate interaction between recruiters and candidates. This transparency can improve the candidate experience, allowing companies to answer questions, provide insights, and build rapport even before formal interviews.

We interviewed people on the street to get concrete examples. We made a video which you can find with this link : <https://drive.google.com/file/d/1LaCL00yHJrFUNyvgjKMBZVgvhwHyA6sS/view?usp=sharing>

2.2 Using social networks to promote Tourism in France

The different social media offer an excellent opportunity to attract followers and sensitize young generations to tourism careers. Our strategies to promote tourism and careers in this sector are the following :

- Collaborations with different specialised influencers : By partnering with influencers already working in this sector like crew members or tour guides, the companies will show the backstages of diverse jobs. For example, they could share their

daily life on Tiktok. This type of content could be done by many tourism jobs that would in the future inspire and inform youngsters on possible careers.

- The creation of testimonial videos to illustrate the diversity of jobs: platforms like Instagram and Tiktok are perfect to broadcast short and dynamic videos where professionals explain their job, the skills needed and share their past studies/jobs. This could make the tourism jobs more accessible and attractive to the new talent. Plus, our interviews on the street confirmed that people would be interested in learning more about the tourism field.
- Partnerships between schools, companies and social media: the goal is to inform students as young as high schoolers that a career in tourism is possible. Tourism professionals could explain their jobs and the possibilities of further studies to classes. The two young teenagers we interviewed on the street confirmed that coming to the schools starting in high school could give ideas for seasonal jobs or just to discover the sector. These exchanges could also be recorded and then broadcasted on social media to inform more people.
- Organising online job dating on social media: during these meetings, professionals from different tourism jobs could talk about their experiences. It would be a way to help them discover new careers. Promotional videos of interesting moments during the meetings could be created to attract more candidates and also inform them.
- The use of LinkedIn to promote different jobs: even though the platform is already often used to recruit, it could be optimised for the tourism field with the help of videos and professional testimonials. This would reinforce the human aspect and the attractiveness of the sector and allow the youngsters to discover new unknown opportunities.
- Awareness of the sector's challenges and advantages: to attract new talents, it is essential to present an honest vision of the challenges they will go through like the unusual schedules or the salaries. It is also important to show the advantages like the rewarding contact with human beings and the personal growth possibilities.

III. Advantages and potential challenges of an online recruitment strategy

3.1 Advantages and disadvantages of online recruitment

Online recruitment presents diverse benefits for companies.

First, it offers a broader reach helping recruiters to access many talents even internationally. It also increases the probability of finding qualified candidates that would not be able to find this job with more traditional methods. Furthermore, online recruitment is often less expensive. To publish offers on online platforms costs less than to post on the newspaper or ask for the help of a recruitment agency. This allows the expenses linked to recruitment to decrease.

Another advantage is the improvement of the quality of the candidates. The professional platforms like LinkedIn offer detailed information on the candidates' skills and experiences, helping the recruiters to choose. Online recruitment also helps with time. It is often faster to recruit with the Internet than paper. The online tools make it easier to follow the applications, the automatic answers and the appointments scheduling. It also helps with the communication between the company and the candidates. Plus, companies can reinforce their employer brand including their image, culture, values and their employees' experiences. It would then attract candidates that fit their image. Finally, the use of data is easier thanks to the digital tools which allow to stock and organise the candidates' information making the research easier for human resources.

However, online recruitment also brings disadvantages. One of the main reasons is the number of candidates. Online job ads often attract a large number of interested people and a part of them is not qualified for the job so sorting them can become time consuming and complicated. Plus, the quality control can be compromised because of the large number of resumes making the identification of high qualified candidates more complicated. Unfortunately, it does not take into account profiles that do not match expectations

Another risk with online recruitment is for the automated tools to create a biased choice. Some profiles could be put in front more than others by the computers involuntarily. It would then become a problem

if every company strats to have the same idea and a part of the population would start to struggle to get a job.

Plus, some parts of France do not have access to the Internet, the white zone is getting smaller in our country but it is still present creating a barrier for their population to find a job if all of the offers are posted on the Internet.

Online recruitment can also bring a reduction of face to face interactions during the processus. Tourism is a work field in which human contact is very important but the professionals would not be able to know whether the applicant is good at it or not. It could also become an issue for the candidates. If a contract is in line, they do not know what they are signing for, the company could not fit them but they would not be aware.

This different form of recruitment brings issues of security and confidentiality. The companies have all of their candidates' information and the personnel data collection can become dangerous when not well protected from hackers.

3.2 Building a brand's online presence

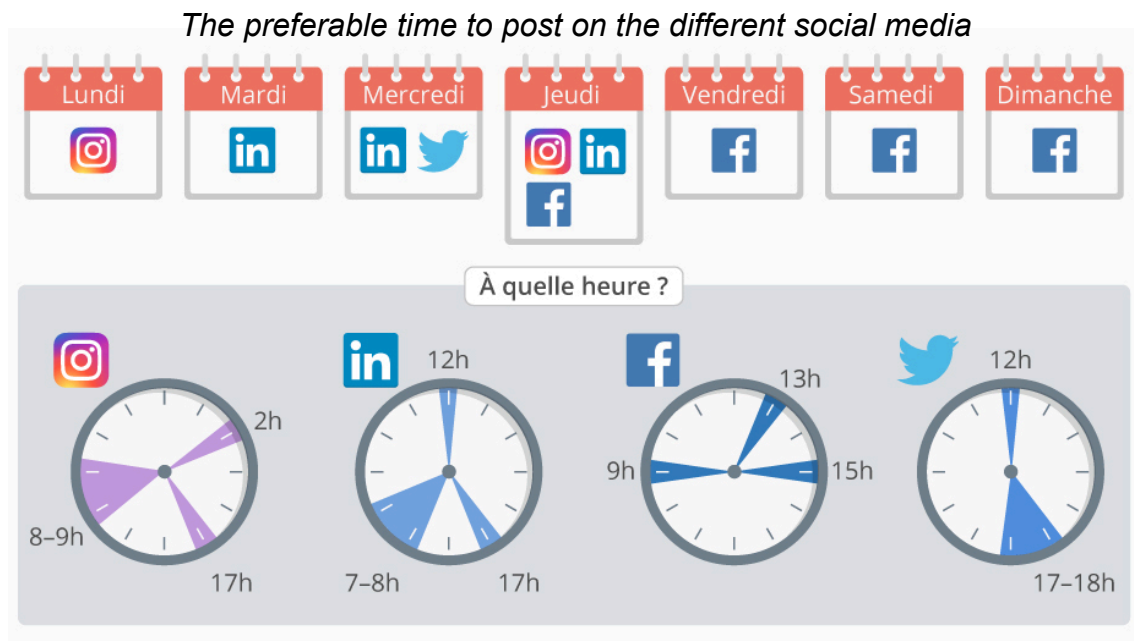
For this campaign to function, the companies need interesting posts but they also need to post often.

In fact, an account on which a post is broadcasted once every month is not going to interest a follower. On the other hand, an account with multiple posts every week is going to create sort of a routine for the followers. The talents will then wait for the next one eagerly to find a job that would fit them perfectly.

This posting habit could also allow the possible candidates to know when a spot in the company is available. They would then be able to apply, avoiding the unsolicited applications often put aside and then end up being forgotten.

Plus, the timing of the posts is also very important. To reach a bigger audience, it has been proved that companies need to post between 5pm and 9pm. This allows the followers to see the posts because a post at 10am for example would end up with all the others. In fact, it is the moment people are on their phone so it would show the impact of the post directly and not later on like it could be on Tiktok or LinkedIn.

By creating interaction between the followers and the companies through questions, the contact would become easier. With stories or polls that social media managers could create, a relation between the two parts would be created. In fact, candidates could feel heard and close to the company and it would help them apply to a possible job.



3.3 Using campaign data analysis to evaluate and create an online success

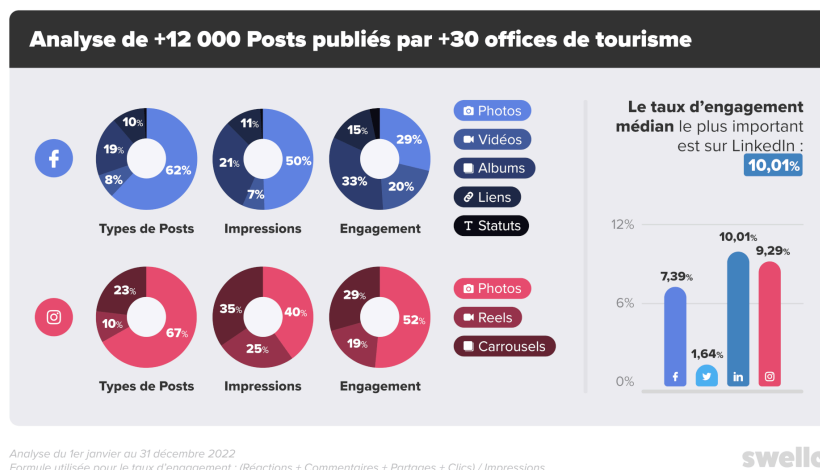
To follow the performances of these marketing campaigns, there is multiple data analysis. According to the website dynamique-mag.com, the use of analytic data is a must for companies, even more in the recruitment field.

First, the company needs to understand the target they want to reach. For this, the data analysis allows the company to understand the audience by collecting different information on their behaviour, preferences and habits regarding their jobs and wishes. For example, companies could use online surveys through social media to get data on their audience or future candidates.

Then, to identify the trends is a must for companies. The data analysis allows them to notice the new trends in the talents' behaviour allowing them to adjust how to attract them on a day to day basis. The companies could also adjust their marketing strategies to stay in

phase with the audience. For example, if a company observes new work habits like the schedule, salary, the working atmosphere from the new employees, it could influence their future decisions.

Nowadays, more than 12 000 posts have been shared by more than 30 French tourist offices. There are many types of posts that are known. On Facebook, Instagram and LinkedIn it is often photos, videos, links or texts while on Tiktok it is only videos.



Analysis of more than 12 000 posts published by more than 30 tourist office

We have decided to analyse and think about new ways to communicate that could be developed or brought forward by companies for recruitment in the tourism world.

First, we thought about creating a small series of videos related to tourism on Tiktok, Instagram or other social media. This would allow talents to discover typical days in different jobs like tour guide, travel agents or hotel managers. These videos would show authentic moments at work to allow employees to share their passion, this would help candidates to think about their future in the company.

Then, “reels” could be created on Instagram or Facebook showing the backstage of each video to put in front the office transformation with the cameras, lights... This format would put at light the work of each team and their role in the creation of memorable experiences bringing passionate talents together.

Plus, a podcast could be created with a partnership with influencers specialised in travel and tourism. It could attract talent because of the many information they could learn. Professionals would tell their background story and the challenges they could face. It would inspire new talents that share the same passion for the tourism field.

Some online recruitment days could be created. On Instagram or Tiktok, some of the human resources employees could answer live questions of possible talents. This would help the candidates to decide if the company fits them or not. Plus, by seeing people live, it could help them decide if they could work for them or not.

These strategies could give an immersive, engaging and authentic preview of the life talents could have in the company.

Conclusion

To conclude, the implementation of a campaign on social media to attract new talents in the tourism sector field in France represents a strategic answer to the challenges companies are facing. Tourism is important for the economy and it contributes to employment in France. It requires a qualification and passion to answer the clients' expectations. However, this sector is facing significant obstacles like atypical schedules, a salary lower than the average and a lack of knowledge about the different career opportunities.

Our project offers to use social media as a solution to the difficulties by showing the attractions of the sector, its diversity and authenticity of the human experiences it offers. With the testimony videos, the partnerships with influencers and schools, the different online recruitment events, this campaign has a real goal. It wants to reach the new generation by making the tourism jobs more accessible and attractive.

By focusing on transparency and engagement, this strategy would allow it to renew the image of the sector but also build a new line of talents with the same values and aims.

Teacher notes

The aim of the activities that follow is to complete the work done by the French students. These complementary activities are intended to be used in a Tourism classroom after the students have engaged with the case study. They are suitable for 18 to 20 years old students who have been studying Tourism for some months.

The students are invited to three main activities that can be developed by their teacher according to different factors: student diversity, students with special needs, organisation of classroom spaces.

The activities can be led by groups of three or four students. The availability of equipment and resources is especially important for each group, as the students are going to use new technology of information.

First activity / Internet research

By using the internet, students carry out a press review to show how some talents to travel and tourism have been attracted in their own country. They find two or three situations that are positive.

With the same keywords on the internet, they do their research in another country of their choice. They compare the results and explain the differences from a positive point of view. They have a class discussion through the different examples.

Second activity / Online quiz

By using an online form such as Google Form, students interview people around them (families, friends...) about Tourism and the reasons why it is not always a very attractive path to follow for young people.

They choose different types of questions that enable them to make an analysis of the answers. They try to understand the negative points of view. They have a class discussion through the different analyses.

Third activity / Social media video

By using a smartphone, students make a short video showing one of them in a situation of working in Tourism. He or she explains the different tasks of the job by showing the environment of work. Like an influencer, he or she promotes the company and invites new collaborators to join it.

The students complete this video with music, titles, key words and a slogan. They post their video on social media and share it with their community. All the students of the class vote for the best video.

Through these three activities based on the use of digital technology, the students can develop different skills: research skills, writing skills, interviewing skills, critical thinking skills, creative skills, and problem-solving skills.

Sources

SHRM (Society for Human Resource Management) - www.shrm.org

LinkedIn Talent Solutions : LinkedIn Talent Solutions

Glassdoor Economic Research : www.glassdoor.com/research

Indeed Hiring Lab : Hiring Lab

<https://www.apec.fr>

<https://www.insee.fr/fr/accueil>

<https://www.francetravail.fr/accueil/>

travail-emploi.gouv.fr