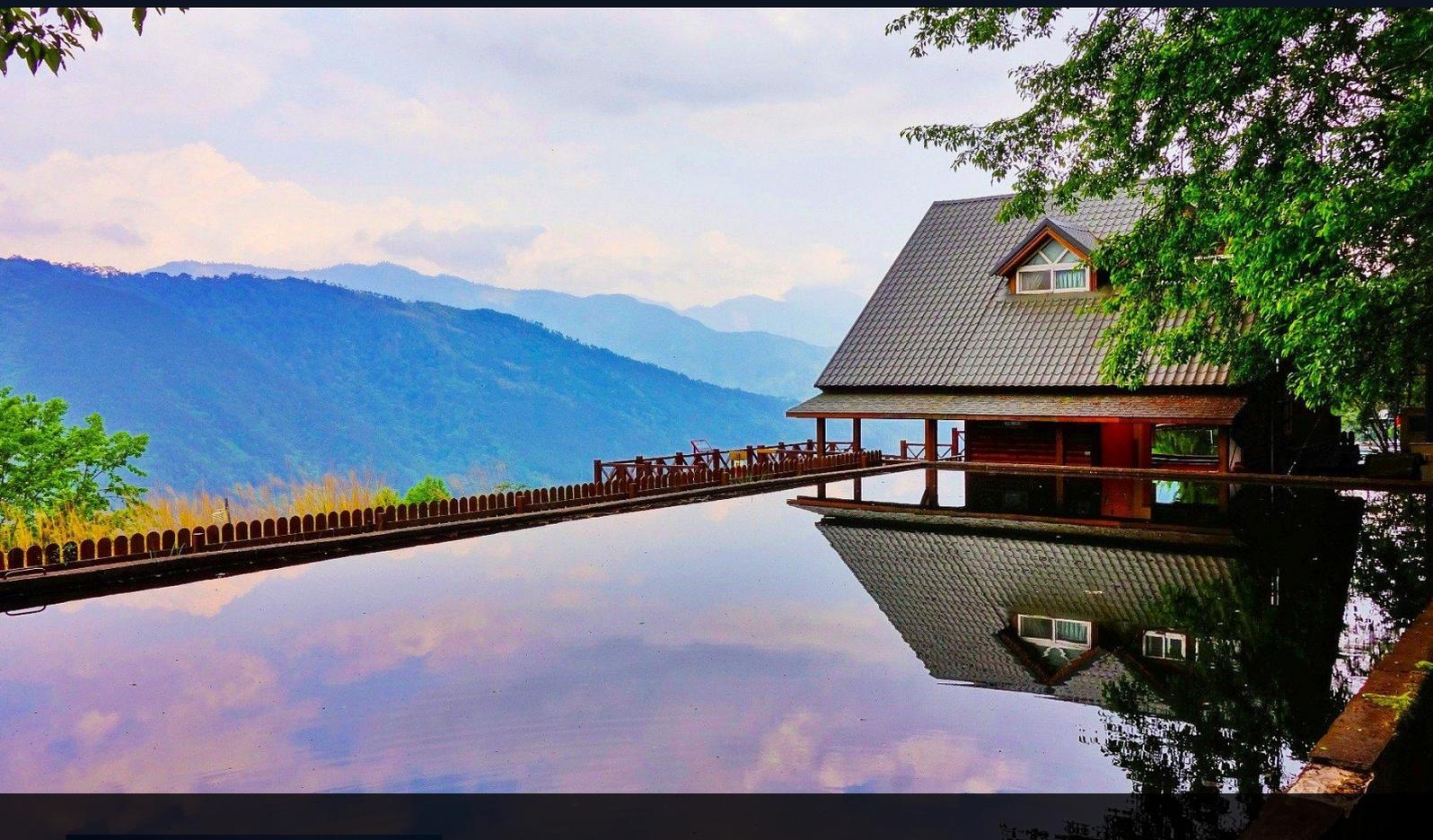


THE HOTELIER'S HUB

Bi-weekly newsletter



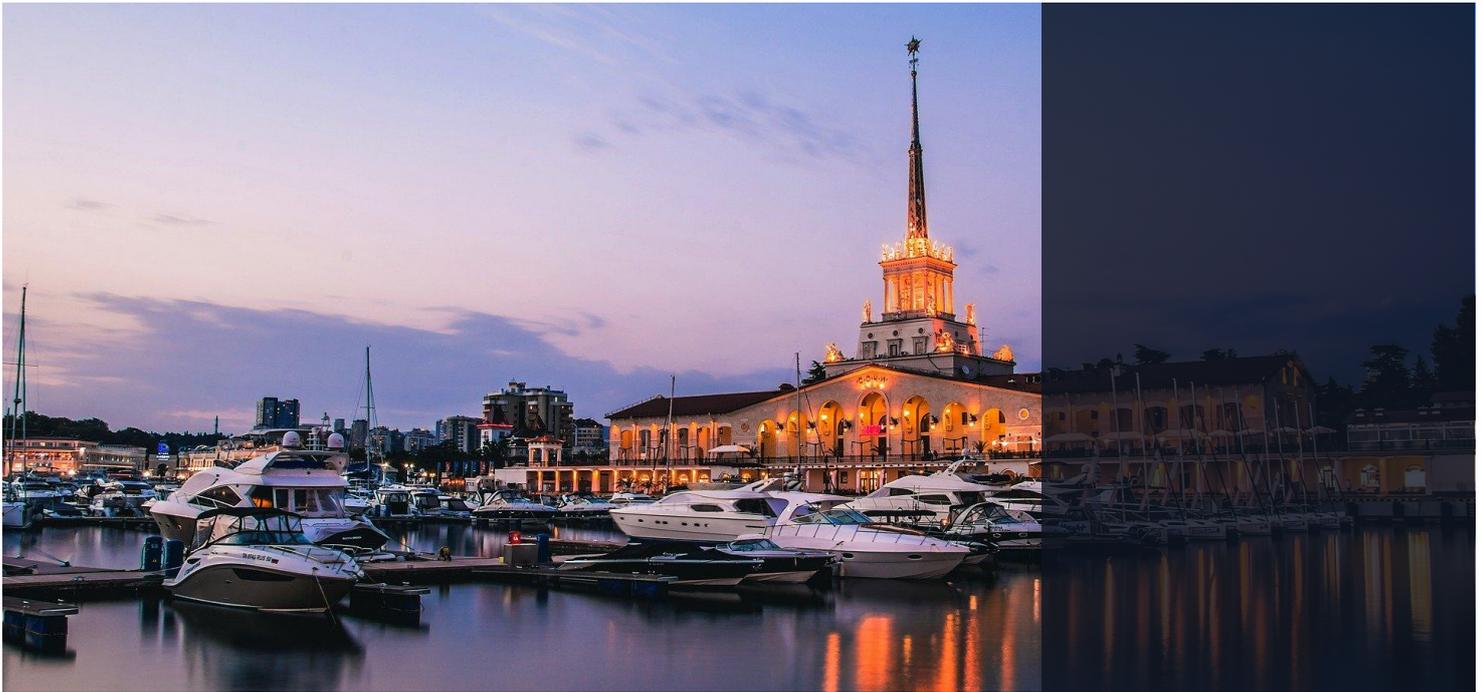
Vincent Dujardin

General Manager at Swissôtel
Resort Sochi Kamelia

DELIVERING AN UNFORGETTABLE EXPERIENCE

Interview by Dawid Thom

Vincent Dujardin is a General Manager at 5 star Swissôtel Resort Sochi Kamelia. Previously, he was managing Novotel, Ibis, Adagio in Moscow Kievskaya. Mr. Dujardin has many years of experience in hospitality industry. He is associated with Accor Group for more than 30 years. Vincent shared his view on key factors for starting career in hospitality, young workers, future trends and much more.



When you were young, back in France, have you already thought of starting a career in Hospitality? What was your “Dream job” back then?

Long time ago, in fact 30 YA after I finished my Tourism school, I wanted to travel all around the world, expected working for a travel agency or even starting my career as a Tourism guide in exotic country but it was only a matter of opportunity that I was brought to Hotel industry. For me my only obsession was to make customer happy by delivering an unforgettable experience. I realise that nowadays nothing has changed. I am permanently focused on that goal due to an undefeatable passion of offering to guest the best experience.

How tough is it to accomplish success in hospitality industry?

In fact, I do not believe it is tough, you share all the time this success with your team by always motivating your employee reminding them constantly that they are the key success of all project or decision that you will take. Passion and determination will make everything simple. I never had any doubt in my whole career once you fully respect your employee, your guest and the value of the company you are working for.

Are young people aware of what the hospitality industry is or should be?

I would say most of them. I have seen lots of passionate and motivated young talent in my career but I want to mention that most of them are very impatient to boost their career and to be promoted at the next level but some forget that it takes times. Technically the young generation are very clever but leadership take time and they should gather lots of experience and failure before pretending to be ready for a position of HOD or later GM.

What do you expect from a youngsters who step into hospitality industry?

First, that cross training in almost all department is a must, the full picture of a hotel functioning or system must be known in order to understand that we are all a piece of a link between the different department. Second, they should understand that service minded should be in your DNA or they will be bored very soon. The path will be very long and this industry requires definitely to get lots of pugnacity and determination but being in an international group will

"When I believe in someone's competences I like to invest myself and bring my experience"



provide to increase faster their skill thanks to permanent training. And last but not least, to be open minded always willing to learn and of course to be available to acquire new experience abroad if possible.

What is your opinion about the engagement of young workers in the hospitality sector? Do they treat their jobs as temporary or is there a deeper goal for them?

Yes, unfortunately this is the weak point of this new young generation. they want to grow so fast, they are so ambitious that they are already thinking of the next job once they are convinced that they can play an added value role. They are less passionate and most of the time they are just doing the minimum of their job description but claim that they are ready for next step sometime only few month after they started. Most of them do not even realize what means leadership , but I am also convinced that some of them needs also to have inspired HOD or GM and this can make the difference.. it takes time but even if most of them quit after 6 month to one year.. there is fortunately lots of success with brilliant employee who might become managers in 2 years or more and will create their conditions for growing in this industry.

Have you ever coached someone? How would you describe the changes in that person?

I have coached several employees for which 3 of them became GM or DM, When I believe in someone's competences I like to invest myself to bring my

experience. I had already several great outcome for which I am proud of.

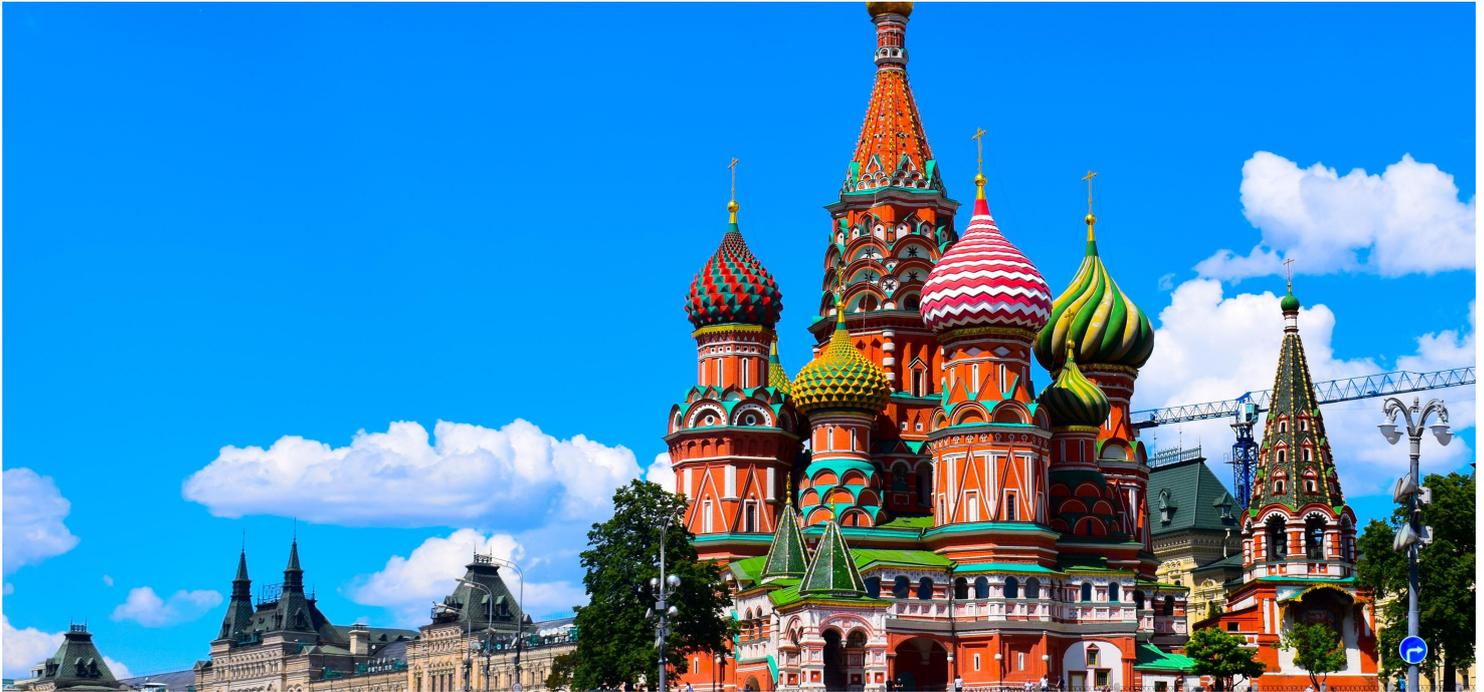
What type of people do you find difficult to work with?

Honestly I did meet in my career such really difficult people and everything is a matter of diplomacy or respect, and understanding. Management nowadays is more modern and open... you will change a tough employee only if you adapt your management and explain clearly what you expect to him.. fixing objectives most of the time it will help to achieve new project and to make him believe that he has your full support and finally just simple congratulate regularly an employee for what he achieves, it will bring a huge positive impact.

What is the most and least rewarding about working in a hotel for a young generation and experienced managers?

Maybe feeling that a guest is pleased and provide positive feedback or on line review can be very valuable but sometime for some very respectful position like maid, waiter or steward it is more difficult reason why recognition is the only way to keep your employee respected and motivated. Provide regularly feedback on figures, or success is a must too.

The less valuable reward is of course staying at the same position for years and years and do not be recognized as potential talent for future, I do believe that international group offers more possibilities and option to value their talent.



You have been managing various hotels during your career. What is your secret to create a unique atmosphere for your team?

As already mentioned you need to create the team spirit showing that you are leading in a fair way despite the difference between people. I try as much as I can to value the best from people and trust is essential despite the difficulties that we face something to achieve the requested performance. respect one more time remain a key pillar and you always get back what you spread.

What, in your opinion, are the future trends for hotels?

Definitely international group offers secure standard but forget sometime the essential spirit of our industry pushing too much the financial performance and not the human touch or human relationship. The more experience a customer will receive the more loyal he will be to your property. When you welcome him treat him as he is unique because of this loyalty and he will use your property as often as possible but as you know he will be also very loyal to your competition depending on what he receive in exchange, hotel industry is a permanent fight for guest and if you

"We have a huge challenge ahead and we will all have to adapt... very fast."

make a mistake it is a long process to recover and restore the guest loyalty. Now the post Covid-19 crisis will change the guest loyalty as safety health security will come on top of their priority and if a hotel is late he will suffer a lot .. we have a huge challenge ahead and we will have all to adapt very fast.