

Shaping the workforce of the future

at Mitchells & Butlers

Talent Acquisition Strategy



Student: Roxana Baci

Student ID: 2133388

Lecturer: Dr. Laila Maazouz

Module: Managing People

Agenda

1. Short-term talent acquisition strategies
2. Long-term talent acquisition strategies
3. Monetary incentive methods
4. Non-monetary incentive methods
5. Bibliography



Short-Term Talent Acquisition Strategies



Talent Referral Program



**Temporary Staffing
Agencies**



Campus Recruitment

Talent Referral Program

Characteristics:

- Encourage current employees to refer potential candidates
- Internal method used to find and hire the best talent from employees' existing networks
- Leverage social networks and internal communication platforms (Christensen and Rog, 2008)
- Offer incentives to employees whose referrals get hired (Chung and D'Annunzio-Green, 2018)

Examples of incentives:

- ★ Discounts for food & drinks across all Mitchells & Butlers brands
- ★ £500 cash for every successful referral (if they pass the probation period)
- ★ Free meal with their friend

Temporary Staffing Agencies

Characteristics:

- Partner with reputable hospitality staff agencies for quick placements
- Utilise temporary staff during peak hours or seasonal demands
- Evaluate temporary employees for potential permanent roles (Purcell, Rinnie and Hutchinson, 2003)

Examples of hospitality staffing agencies:

- ★ [Workers Direct](#)
- ★ [Metro Hospitality](#)
- ★ [Catering Services International](#)

Campus Recruitment

Characteristics:

- Collaborate with local universities and hospitality schools
- Conduct on-campus job fairs and presentations
- Offer internships and training programs to attract fresh talent (Bersin, 2015)

Companies successfully using campus recruitment to attract talent:

- ★ [Marriott International:](#) collaborates with hospitality management programs and colleges to offer internships, leadership development programs, and entry-level positions to students interested in pursuing a career in the hospitality industry.
- ★ [Hilton Worldwide:](#) participates in career expos and campus events to promote their brand and opportunities to potential candidates.
- ★ [Hyatt Hotels Corporation:](#) works closely with universities and colleges offering hospitality programs, management training programs, and various entry-level positions. Hyatt representatives visit campuses, conduct skill workshops, and engage with students through presentations and networking sessions.

Long-Term Talent Acquisition Strategies



Internship Programs



**Employee Development
& Upskilling**



**Branding & Online
Presence**

Internship Programs

Characteristics:

- Develop structured internship schemes for various roles (i.e. bartender, waiter, hostess, floor manager)
- Provide on-the-job training and mentorship — online and in-person, shadowing opportunities (Anita, 2019)
- Cultivate loyalty and long-term commitment from participants (Boxall and Purcell, 2011)

Benefits for running apprenticeship programs:

- ★ **Skills Development and Industry-Specific Training:** Internship programs provide a structured learning environment where individuals can gain hands-on experience and industry-specific training.
- ★ **Promoting Internal Talent Pipeline:** By investing in the development of interns, companies can groom and nurture individuals who understand their specific operations, culture, and values.
- ★ **Meeting Skilled Labour Demands:** By running internship programs, businesses can address the skills gap by creating a pool of trained and qualified talent.

Employee Development & Upskilling

Characteristics:

- Invest in continuous training and upskilling of existing staff
- Offer career advancement opportunities within the organisation
- Demonstrate commitment to employee growth and retention (Waqanimaravu and Arasanmi, 2020)

Long-term benefits for investing in employee development:

- ★ Improved employee retention and engagement
- ★ Enhanced workforce productivity and performance
- ★ Meeting skill demands and business needs
- ★ Attracting and retaining top talent
- ★ Preparing for future leadership roles
- ★ Increased innovation and creativity

Branding & Online Presence

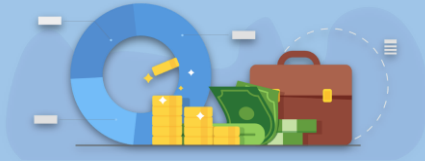
Characteristics:

- Establish an attractive brand to differentiate from competitors
- Leverage social media and company website to showcase work culture
- Highlight success stories and employee testimonials (Mičík and Mičudová, 2018)

Key channels for building a strong online presence and brand identity:

- ★ [Mitchells & Butlers website and individual brands websites](#)
- ★ [LinkedIn](#): 56,000 followers
- ★ [Facebook](#): 12,000 followers
- ★ [Instagram](#): 3,000 followers
- ★ [TikTok](#): 2,600 followers

Monetary Incentive Methods



Competitive Salaries & Performance-Based Bonuses

- Offer competitive wages to attract top talent
- Implement performance-based bonuses to motivate employees
- Recognise outstanding contributions and achievements



Signing Bonuses

- Provide signing bonuses for critical roles or in-demand positions
- Encourage candidates to commit to long-term employment
- Align bonuses with specific performance metrics

(Thibault, Schweyer and Whillans, 2017)

Non-Monetary Incentive Methods



Flexible Work Arrangements

- Offer flexible schedules to accommodate personal needs
- Allow employees to balance work-life commitments
- Demonstrate understanding and support for work-life balance



Employee Recognition & Rewards

- Establish recognition programs for exceptional performance
- Recognise employees publicly for their contributions
- Offer rewards such as gift cards, vouchers, or experiences

(Harunavamwe and Kanengoni, 2013)

Thank you.

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