



Who to hire when looking for new concept ideas



In the early stages of a new concept a question that may come to mind is: where can we find the right talent? **Camil El Khoury**, chief vision officer, Ideas Group, suggests some essential questions to ask before hiring

Finding the right people, and placing those people in the right place in an organization, is a challenge that every service industry faces.

Should we hire internally or externally?

The first thing an existing company should do is audit its internal strengths and see what positions can be promoted from within. Can internal resources fill the position and can they be trained to take on these responsibilities? Is he/she up to the job? Is he or she capable of being innovative?

Hiring from within is extremely healthy as the newly promoted has a full understanding of the company's culture. It also encourages loyalty

and motivates others. Hiring from outside also has its shares of benefits, as the new hire will come with fresh and innovative ideas and by that, avoids what we call management myopia.

Are our hiring methods efficient enough?

According to a recent study by the CIPD (Chartered Institute of Personnel and Development), most of the employee turnover problems occur before the employee is even hired. Having a standard one size fits all interview format will kill the chances of hiring the right candidate in the right position. Interviews should differ according to the job and position. One of the best things to do in hospitality is to interview experientially.

More for less?



Lara Daniel, area director of marketing and communications, Hazmieh Rotana Beirut, shows the usefulness of added value packages

During the first quarter of this year, we came up with a joint campaign for our 3 hotels in Lebanon, the Gefinor Rotana, the Hazmieh Rotana and the Raouché Arjaan by Rotana. The campaign was intended to promote our properties in countries that we have already established a base in and raise awareness in others that are potential to our market.

The concept of our campaign, "More than 365 reasons to visit Rotana hotels in Lebanon" was all about the many reasons not just why a tourist or business traveler should decide to come to Lebanon but also to stay in one of our establishments.

In order for our communication to be effective, we decided to go the extra mile and put together an added value package which would not just include a room rate and a healthy breakfast, but also an activity of interest to visitors to entice them to book with us. rotana.com

Do we have the right innovation infrastructure?

According to world-renowned expert on radical innovation Rowan Gibson, most companies claim they want to encourage creativity, risk taking and rule breaking, but what you invariably find is that their management infrastructure and corporate culture actually inhibit these things. New concepts require very high innovation standards, so before starting the concept enable a right innovation infrastructure.

Do we have clear career paths and succession planning?

Hiring the right candidate is not the end of the road, but just the beginning. What we have noticed is that companies are losing great talents due to a lack of career planning and promotion. Move them around, make them responsible, and lay foundations for succession, as this will save you a lot on the long run. ■

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