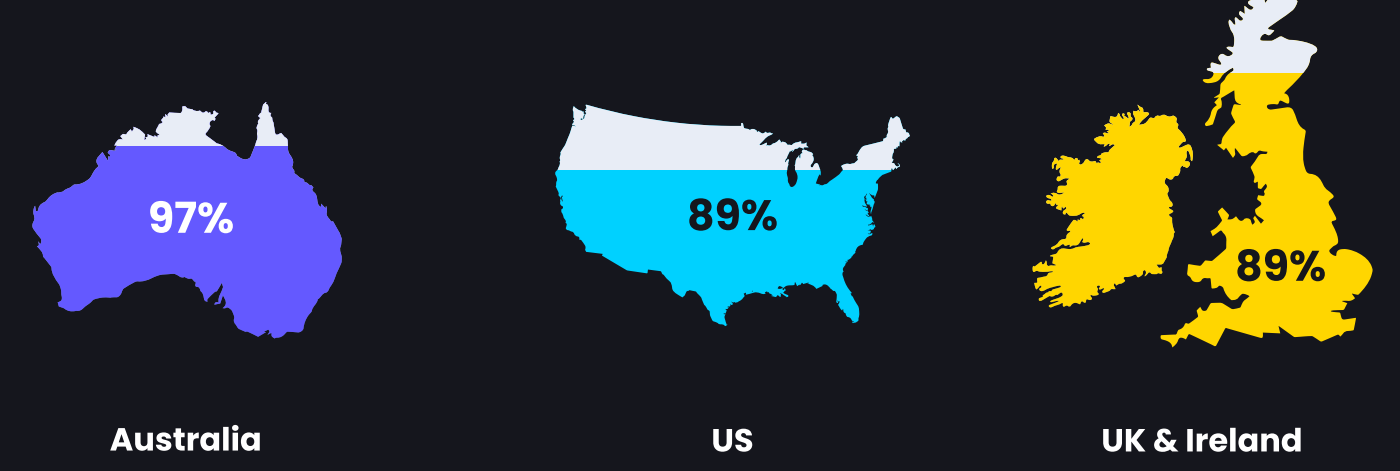
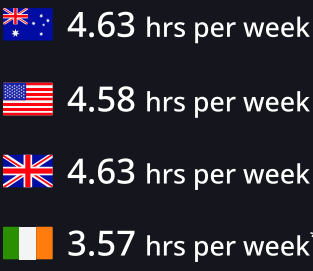


What managers in hospitality told us

92% of managers have frustrations in their role today.



Managers are losing, on average, an estimated **4.52 hours** per week on low-value tasks.



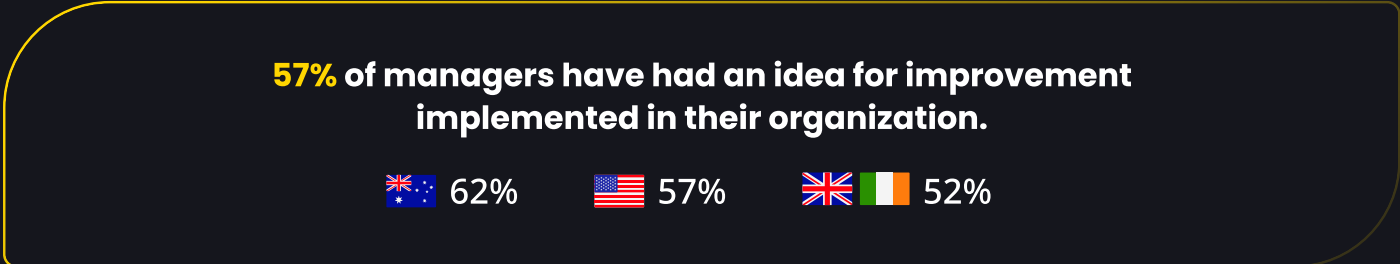
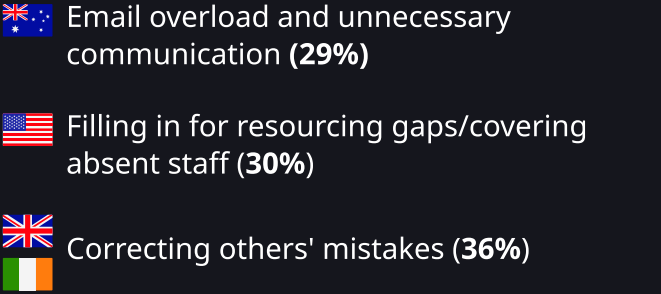
Time spent on low-value tasks equates to **USD \$7.8bn** a year across the hospitality industry globally*.



The **most common** low-value tasks taking up managers' time:

1. Correcting others' mistakes (**29%**)
2. Meetings that could have been an email (**27%**)
3. Paperwork and compliance reporting (**26%**)

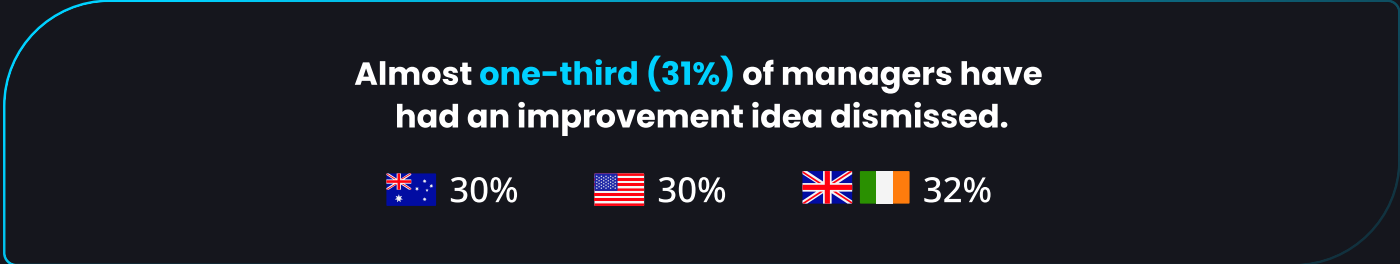
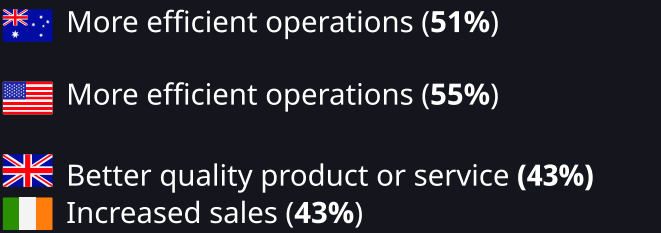
Top response by region:



The **top impacts** of the implemented improvement idea, according to these managers:

1. More efficient operations (**49%**)
2. Better quality product or service (**43%**)
3. Improved workflow (**42%**)

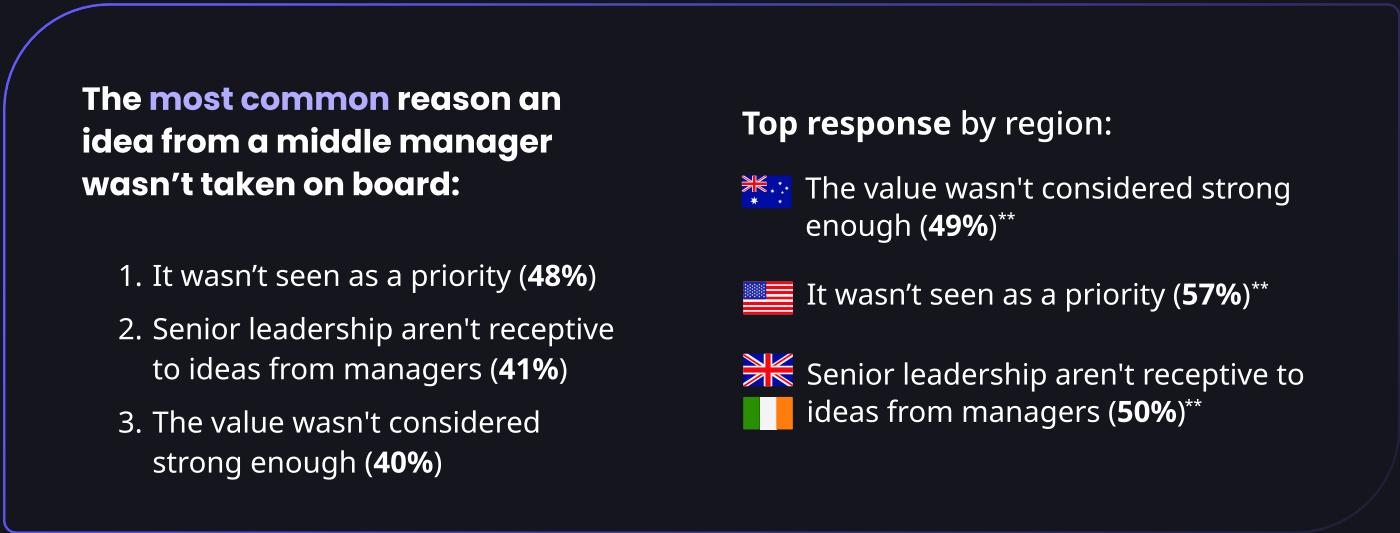
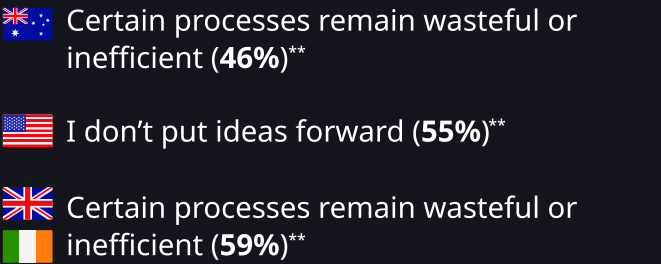
Top response by region:



As a result of having an **idea dismissed**, impacted middle managers claim:

1. Certain processes remain wasteful or inefficient (**53%**)
2. They don't put ideas forward (**47%**)
3. They feel disempowered (**34%**)

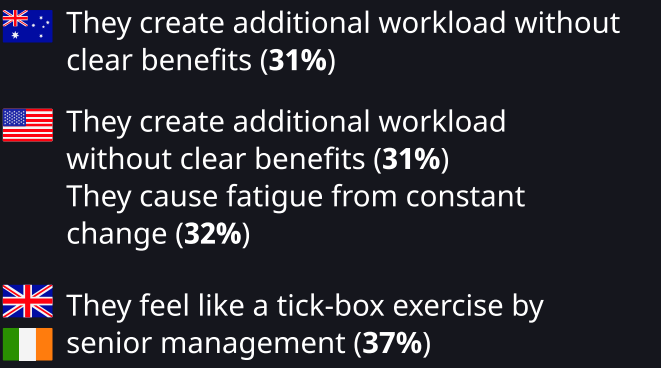
Top response by region:



Amongst middle managers impacted by their organization's **continuous improvement programs**, the top frustration is:

1. They create additional workload without clear benefits (**32%**)
2. They feel like a tick-box exercise by senior management (**30%**)
3. They are driven by people who don't understand how the work is done (**29%**)

Top response by region:



Methodology

We surveyed 414 middle managers aged 18 years and older in small, medium, and large hospitality businesses in Australia, the US, the UK, and Ireland (excluding sole traders).

All figures, unless otherwise stated, are from YouGov. Fieldwork was undertaken between 28 August - 9 September 2025. The survey was carried out online. The figures are unweighted results.

***The cost of low-value tasks**

This figure was calculated by YouGov based on the average local weekly wage, estimated average hours lost on low-value tasks as reported by survey respondents, and the estimated number of middle managers in the specified frontline industry.

Local wage estimates were sourced from national statistical agencies, and the number of worker estimates were sourced from YouGov Profiles.

****Low sample size, results are indicative only**

