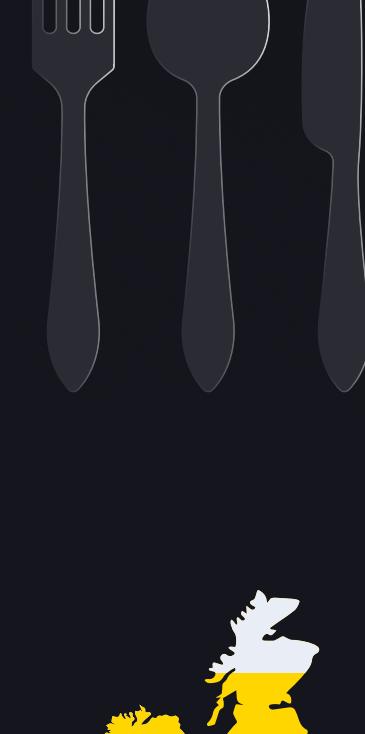


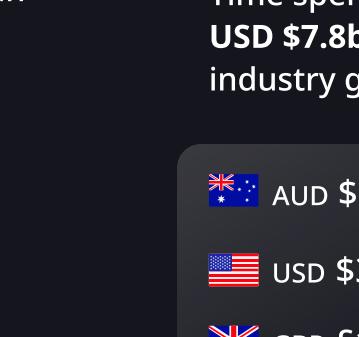
## What managers in hospitality told us



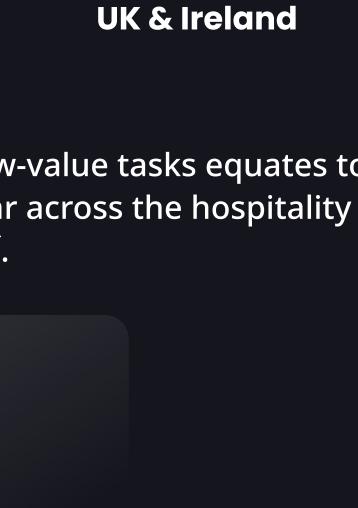
**92% of managers have frustrations in their role today.**



Australia



US



UK & Ireland

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

🇦🇺 4.63 hrs per week

🇺🇸 4.58 hrs per week

🇬🇧 4.63 hrs per week

🇮🇪 3.57 hrs per week\*\*

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

🇦🇺 AUD \$2.6bn

🇺🇸 USD \$3.8bn

🇬🇧 GBP £1.5bn

🇮🇪 EUR €176m\*\*

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:

🇦🇺 Email overload and unnecessary communication (29%)

🇺🇸 Filling in for resourcing gaps/covering absent staff (30%)

🇬🇧 Correcting others' mistakes (36%)

**57% of managers have had an idea for improvement implemented in their organization.**

🇦🇺 62%

🇺🇸 57%

🇬🇧 52%

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:

🇦🇺 More efficient operations (51%)

🇺🇸 More efficient operations (55%)

🇬🇧 Better quality product or service (43%)

🇮🇪 Increased sales (43%)

**Almost one-third (31%) of managers have had an improvement idea dismissed.**

🇦🇺 30%

🇺🇸 30%

🇬🇧 32%

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:

🇦🇺 Certain processes remain wasteful or inefficient (46%)\*\*

🇺🇸 I don't put ideas forward (55%)\*\*

🇬🇧 Certain processes remain wasteful or inefficient (59%)\*\*

**The most common reason an idea from a middle manager wasn't taken on board:**

1. It wasn't seen as a priority (48%)
2. Senior leadership aren't receptive to ideas from managers (41%)
3. The value wasn't considered strong enough (40%)

**Top response** by region:

🇦🇺 The value wasn't considered strong enough (49%)\*\*

🇺🇸 It wasn't seen as a priority (57%)\*\*

🇬🇧 Senior leadership aren't receptive to ideas from managers (50%)\*\*

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:

🇦🇺 They create additional workload without clear benefits (31%)

🇺🇸 They create additional workload without clear benefits (31%) They cause fatigue from constant change (32%)

🇬🇧 They feel like a tick-box exercise by senior management (37%)