



## ASSESSMENT ON HOSPITALITY TRAINING IN VIETNAM

### **1, The context of Hospitality in Vietnam**

### **2, The Status of Hospitality Training in Vietnam**

### **3, The Necessity of the High-Qualified Hospitality Training Program in Vietnam**

### **4, Some proposals for developing high-level Tourism and Hospitality training programs in Vietnam**

**Appendix 1:** Training institutions, state management agencies, and experts consulted

**Appendix 2:** Questions And Results Of Questions For Subjects Keeping Management Positions In Tourism And Hotel Enterprise About The Demand For Participating In Training Course.

### **Survey Results**

This report is intended to provide an overview of the current status of Hospitality training programs in Vietnam, thereby providing more information on market demand and some suggestions for training program development which appropriate to the practical context.

## **1. The context of Hospitality in Vietnam**

### **1.1. Pre-Covid stage**

Vietnam has long experienced a shortage of human resource in hospitality, due to the rapid growth of this sector coupled with a lack of options from market-ready training institutions. In the 10 years before Covid-19 (2009 – 2019), the number of tourist accommodation establishments increased exponentially. While the construction of infrastructure, physical and technical facilities has made progress in line with this need, the system of supplying human resources to suit this rapidly increasing demand is still not enough. The tourism industry needs an additional 40,000 employees per year, but the number of graduates majoring in tourism each year is only about 15,000, of which college and university degrees account for only 12% (Statistics from the Vietnam National Administration of Tourism. (VNAT, 2019).

In addition, although the number of training institutions serving the hospitality industry has increased, the quality of this training is also considered to be inadequate compared to the demand. Out of 1.3 million tourism workers nationwide, only 42% are trained in tourism majors, 38% are from other majors and 20% have not received formal training. (Ha An, 2019)<sup>1</sup>. Only 9.7% of workers in the industry have a university degree or higher. Most of the new graduates have no communication skills and lack practical experience and foreign language proficiency. Nearly 85% of new employees need more training because they can't get their jobs done. The quality of training for important positions such as senior management, sales, and marketing staff, receptionists, and housekeeping staff has not met the requirements of employers (Son Ha, 2017).<sup>2</sup>.

### **1.2. Covid recovery context**

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<sup>1</sup><https://hanoitimes.vn/vietnam-craving-for-high-qualified-manpower-in-tourism-industry-46172.html>

<sup>2</sup><https://vietnamnews.vn/society/374395/supply-of-skilled-tourism-workers-falls-short.html>

Due to the impact of the Covid-19 pandemic on the tourism sector, more than 80% of the sector's human resources lost their jobs, many of which found jobs in other sectors. This sector will face a severe shortage of human resources when the sector begins to recover. This happens to both employees and managers at all levels.

Given the rise of the Omnicom variant of Covid-19, pushing new records for new infections and hospitalizations by mid-January 2022, the government remains committed to reopening society and the economy as safely as possible, including in the tourism sector. The cautionary approach always accompanies the efforts to reopen the economy through tourism, as demonstrated throughout 2022, which has seen significant achievements. International tourists in 2022 are estimated to reach 3.66 million (over 70% of the target set at the beginning of the year). The number of domestic tourists reached 101.3 million, an increase of more than one and a half times the target set for 2022 of 60 million visitors and far exceeding the number of 85 million domestic tourists in 2019 before the pandemic occurred. COVID-19. Total tourism revenue is estimated to reach 495 trillion VND, exceeding the 2022 target by over 23% and reaching 66% compared to 2019 (Nguyen Trung Khanh, 2023)<sup>3</sup>. Although the long-term goals for tourism development contribute to economic growth consistently, the consequences of the pandemic still exist in every aspect of the tourism industry.

Many experts believe that it will be difficult for the tourism industry to recruit the necessary workers to operate the tourism sector when visitors and tourism begin to return. The sector has suffered huge losses and has had to replace human resources that were not enough to “deliver” the labor market in the past. Many of these former management employees have had to relocate and pursue alternative income opportunities, including moving into other sectors such as real estate and finance, financial institutions, and other business opportunities that are not strongly affected by the pandemic. This suggests that additional new efforts are needed to recruit both frontline staff and management. However, from a recruitment perspective, it will show a difficulty that many people do not choose a career in tourism because they perceive it as an uncertain profession that could result in job loss at any time.

## **2. The Status of Hospitality Training in Vietnam**

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<sup>3</sup> <https://dangcongsan.vn/xuan-uoc-vong-2023/dang-dan-toc-va-mua-xuan/du-lich-viet-nam-ky-vong-suc-bat-trong-nam-2023-630189.html>

The context shows that qualified human resources in the tourism sector are seriously lacking in both quantity and quality.

Currently, there are nearly 200 tourism training institutions, of which 62 universities have tourism departments, 55 colleges, 71 intermediate schools, and 4 vocational training centers<sup>4</sup>(Hoang Man, 2022). The number of tourism training institutions continues to increase in parallel with tourism development policies, contributing to economic recovery after Covid-19.

Regarding the training quality of tourism and hotel training institutions in Vietnam, whether they currently meet the market's requirements or not needs to be consulted by these recruitment agencies. According to a survey of fifteen 4-5 star hotels and resorts in North and Central Vietnam in July-August 2022, all of these accommodation facilities must re-train inexperienced staff in order to be able to work in different positions. The period of time for this training course takes from 6 months to 1 year. Notably, this has been the case for a long time, and recruitment agencies always strive to hire employees who can work immediately, but newly graduated human resources are always unable to meet the demand. Accommodation businesses themselves also proactively connect with training facilities to co-train students in order to achieve the desired output. This proactive approach is also recognized as the result of the efforts of training institutions. However, so far, no successful cooperation model has been established due to obstacles such as:

✓ It is difficult to adapt training programs to the rapidly changing needs of the recruitment market. Especially for the system of public training institutions, changing a unit of study is very time-consuming because it has to go through many levels with many administrative procedures.

✓ The training program is lacking and weak in vocational skills training. Especially for the higher education system, the basic courses, according to the request of the Ministry of Education and Training and the framework program of the university, account for a large number. This leads to a reduction in the duration of practical training courses that are essential to hone skills in supplying labor services for the hospitality industry.

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<sup>4</sup><https://dangcongsan.vn/Kinh-te/dao-tao-nguon-nhan-luc-chat-luong-cao-cho-nganh-du-lich-616993.html>

✓ Lack of synchronous and quality facilities for professional practice. The system of practice rooms (bars, restaurants, hotel rooms, kitchens, etc.) is completely unavailable for the public higher education system. For the public college system (8 colleges of the Ministry of Culture, Sports and Tourism), there has been a public investment for the system of practice rooms. For private and international universities and colleges, depending on the resources, each school has invested in professional practice rooms according to the standards of 4-5\* hotels. However, whether the training and practical guidance here can take advantage of the facilities to meet the requirements of the recruiting unit does not depend greatly on the flexibility to adjust the training program according to the market needs.

✓ There is no unified and mutually recognized criteria system in the assessment of output standards to create a standardized framework for training programs of different training institutions.

In short, the existing field of Hospitality training does not meet the requirements of the recruitment market. The majority of current training programs in Vietnam, including those supported to develop by international programs, are vocational training support for staff positions (room, reception, food, and beverage). While this Human Resource Development support has generated benefits at the employee level, professional development opportunities for management remain limited. Most international hotel chains and some countries have their own internal training programs for frontline staff and management. This is to ensure that employees (even those with a basic education level) are exposed to the quality standards and processes of these specific brands. However, these internal training programs have not yet been synchronized and commonly recognized about their standards that are suitable for the Vietnamese context.

### **3. The Necessity of the High-Qualified Hospitality Training Program in Vietnam**

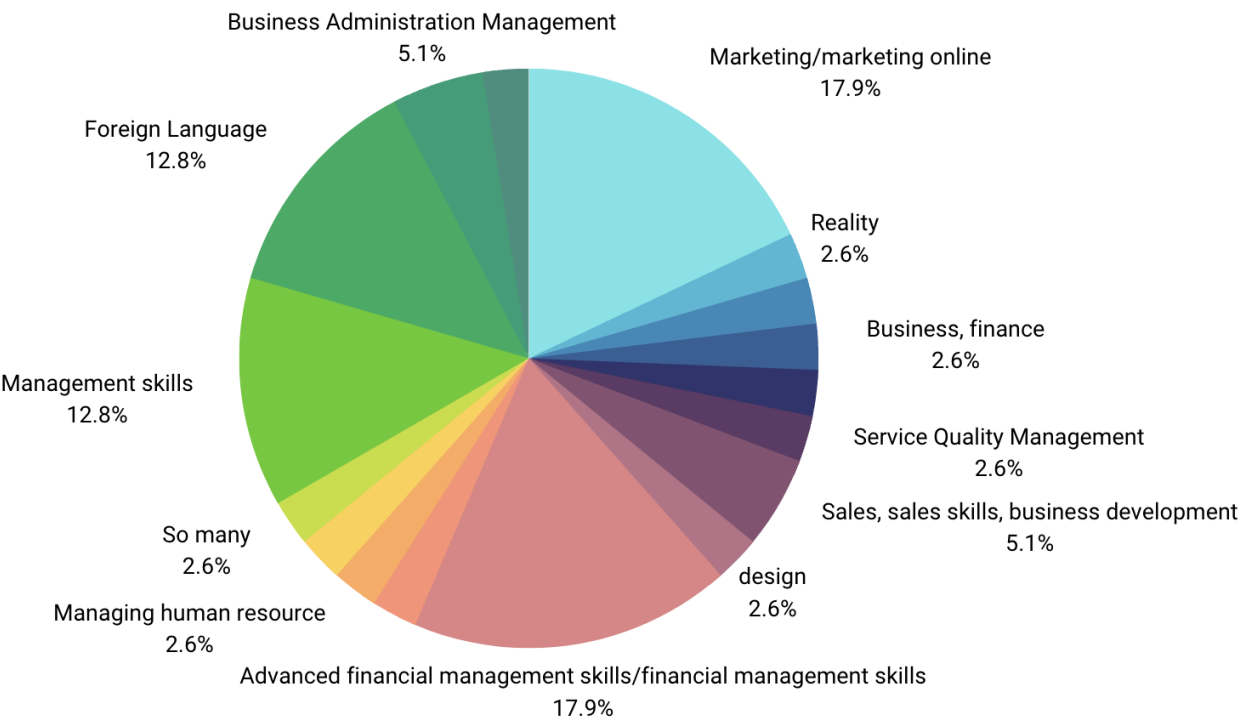
The survey results from the group of experts show the need to invest in training for middle and senior managers. This is considered a key group of personnel to help businesses recover their operations after Covid. They are a group of skilled and highly qualified personnel, so they also have easy access to international standards through training. In

addition, they are key personnel in spreading professional values to a larger staff. Therefore, investing in personnel training in this group will help businesses not only achieve short-term goals but also contribute to sustainable development.

Before the Covid-19 pandemic, it was estimated that there were around 1,400 3-5 star hotels operating, with an average scale of 85 rooms, requiring about 10,000 management-level personnel, of which 8,000 left their jobs after Covid. The sector has gradually resumed operations since 2022 and is predicted to reach pre-Covid numbers within 3-5 years (if no further major disruptions occur). This shows that the potential market for training in the field of Tourism and Hospitality is 8,000 people within the next 5 years.

In addition, there is a need for advanced training of the current management team in order to supplement the potential and maintain business operations. While some of this training will be implemented through existing programs, development shows that high-quality accommodation facilities in Vietnam tend to emphasize the importance and value of human resource development.

According to a recent survey of 34 senior personnel in tourism and hotel businesses, they all noted that in their current position, they still lack a lot of knowledge and skills. Specific skills and knowledge gaps are shown in the following table:



**Chart 1. Chart of skills and knowledge gaps of senior management positions**

Marketing/marketing online	7
Reality	1
Risk handling	1
Business, finance	1
Communication crisis handling skills	1
Service Quality Management	1
Sales, sales skills, business development	2
design	1
Advanced financial management skills/financial management skills	7
Food processing profession	1
Managing human resource	1
Vocational certificate	1
So many	1
Management skills	5
Foreign Language	5
Business Administration Management	2
Community knowledge	1

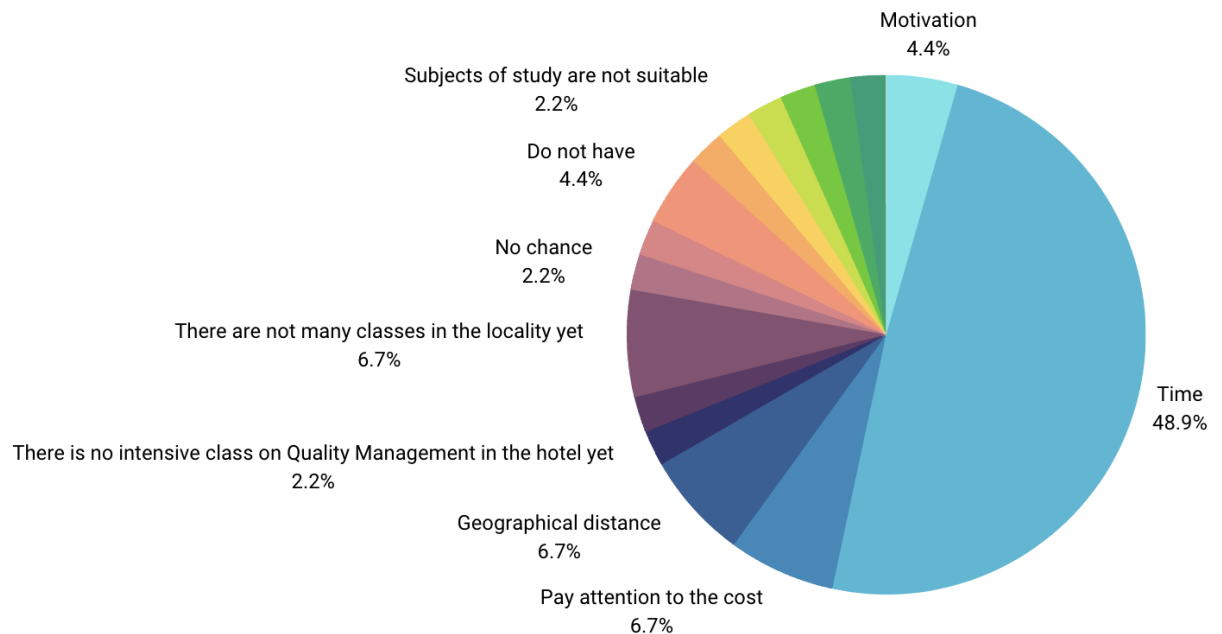
**Table 1. Statistical table of knowledge and skills of management positions are lacking according to the number of answers**

In which, financial management skills (17.9%) and marketing (17.9%) are the most lacking skills. In addition, management skills (12.8%) and foreign languages (12.8%) are also areas of expertise that are found to be lacking in management positions and need enhanced development support.

However, the training of senior leaders may face obstacles because many Vietnamese hotel owners are reluctant to invest in human resource development with limited funds and face tentative expectation challenges of attracting management recruitment after COVID-19. Therefore, a great effort in raising awareness and promotion is required to create enough demand for the high-level hospitality human resource training market.

Therefore, the main consideration for the development of the Tourism and Hospitality Training Program is its economic sustainability. The program's sustainability lies in an economic model involving the costs of hotels investing in the development of their human resources. However, this corporate investment in training facilities often falls

short of expectations for two reasons that are also observed in Vietnam: 1) large hotel chains have in-house training programs while private hotels in the locality do not invest much in human resource development; 2) the individual employee has neither the financial nor the better prospects (not receiving a salary increase after training".) to pay for it. In the framework of the survey, when it comes to the difficulties that prevent senior management positions from participating in intensive courses,



**Figure 2. Difficult courses hindering management positions from participating in intensive training**

Motivation	2
Time	22
Pay attention to the cost	3
Geographical distance	3
There is no intensive class on Quality Management in the hotel yet	1
Foreign Language	1
There are not many classes in the locality yet	3
No chance	1
Job	1
Do not have	2
Haven't found suitable and reliable courses, training schools.	1
Subjects of study are not suitable	1

**Table 2. Statistical table of difficulties preventing senior management positions from participating in training and participating in intensive training courses**

Therefore, developing a business plan for the educational institution and assisting them in marketing a training program is seen as high expectations.

**4. Some proposals for developing high-level Tourism and Hospitality training programs in Vietnam**

Firstly, we propose a change in the training model towards an applied training approach (combining theory and practice), in which the relationship will not be one-way but a real cooperative form between businesses and training institutions. For example, we can leverage the experience of large corporations with internal training programs, professional trainers, HR management, and processes. If structured in a cooperative way, it could bring benefits to the entire industry, and increase competitiveness and sustainability.

In addition, we propose to cooperate with partners who are practice-oriented training institutions. Some of the criteria that can be given in the selection process of these training institutions are as follows:

- Having a good network and relationship with businesses will be a key factor in being chosen;
- Lecturers have a lot of experience in teaching and practical work.
- Autonomy in developing and certifying their training programs;
- Having a network and a lot of experience in international cooperation on hotel and tourism training.

We have conducted a preliminary survey of a number of training institutions that relatively meet the above criteria and obtained the following results:

Firstly, the subjects wishing to participate in the training program in Tourism and High-class Hospitality belong to the following groups:

✓The target group of management at newly opened 5-star hotels by domestic/international investors with domestic or international operators (B2B). In fact, some institutions such as

Hue University; IBH Training Academy; and Can Tho College have received requests to train 30-40 to 200-300 staff directly at the hotel.

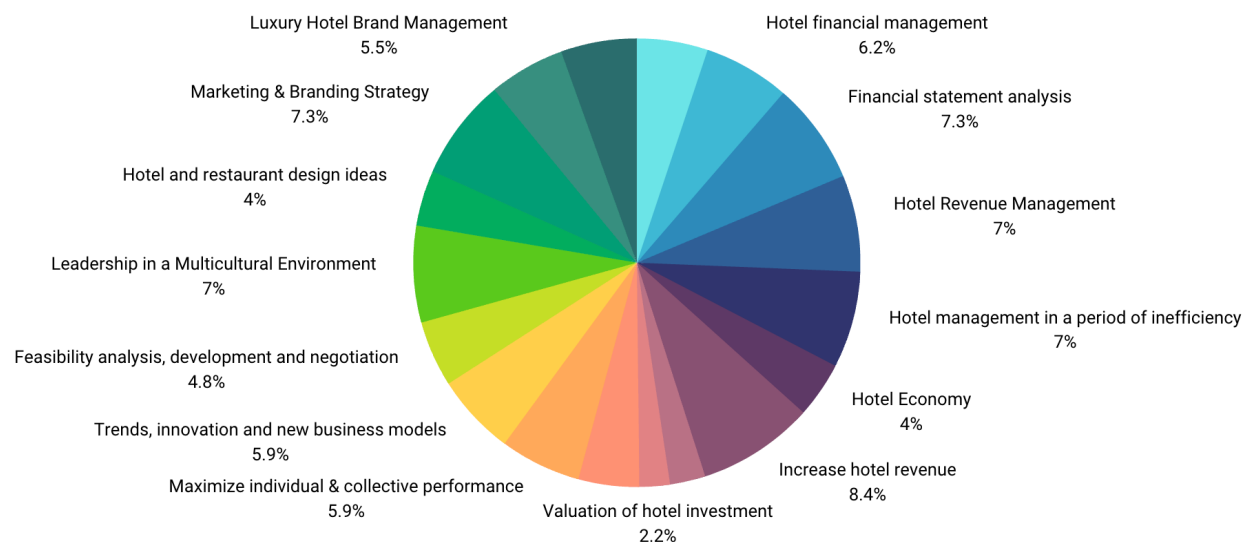
✓The target group of state management and facility managers who have local training needs (Can Tho College, Can Tho University, Dong Thap People's Committee).

✓A group of former students, after graduating from school, and working in the hospitality sector, are promoted to middle and senior management positions, and have a need for advanced training (Hue College)

✓Self-educated (B2C) target group with the need to be recruited into senior management positions such as manager, hotel general manager (CEO group, Pegasus)

Second, the above training institutions and target groups have suggested their interest in training programs with the following characteristics:

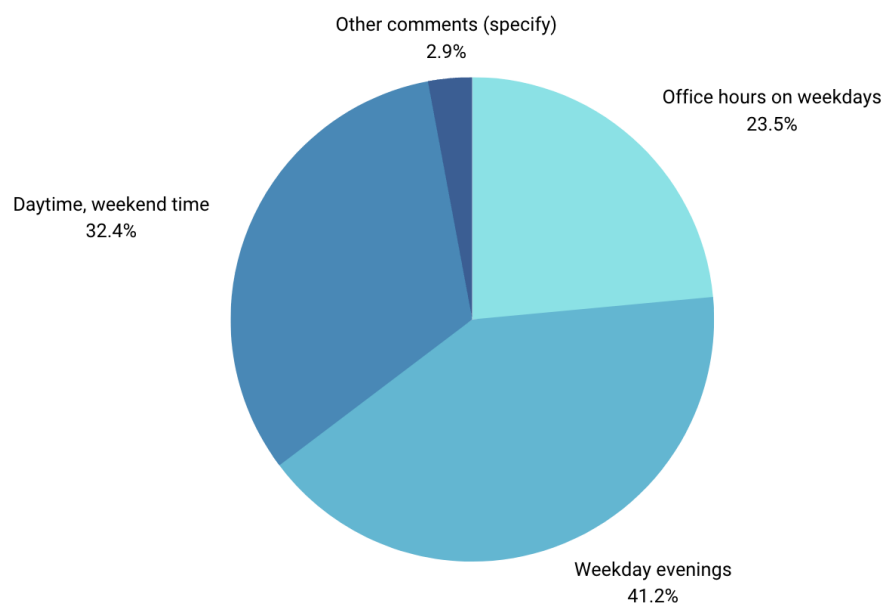
✓ Content: Build a variety of topics (modules). These topics can be selected to be combined into study programs with different purposes, especially towards high-level management topics (human resource management, marketing management, financial management...). In addition, each topic is essential to integrate sustainable development education knowledge in vocational training (travel: sales & marketing, operations, products; hotel: F&B, technical, sales and marketing, housekeeping, reception). The training activities focus on practical knowledge, exchange, discussion, and learning from local and international experiences and existing models to build effectiveness. Specifically, the learning needs include the following subjects based on programs referenced on the EHL website:



**Figure 3. Required subjects for senior management positions**

Among them, the most selected modules are “Increasing Hotel Revenue” (67.6%), followed by “Financial Statement Analysis” (58.8%), and “Hotel Revenue Management” (55.9). %), “Hotel management in a period of inefficiency” (55.9%) and “Leadership in a multicultural environment” (55.9%).

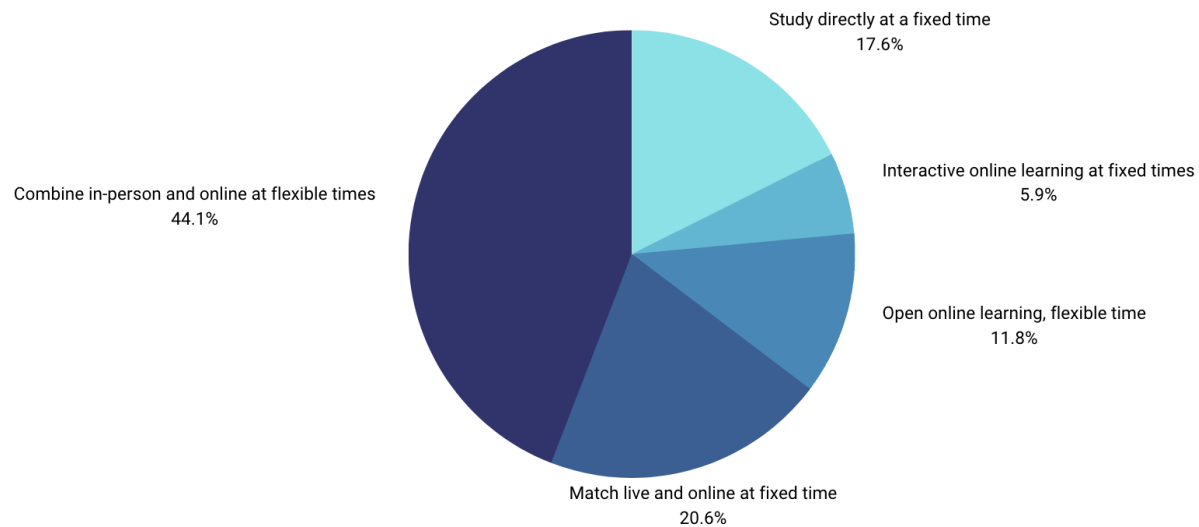
✓Time: Flexible (weekday evening/weekend), during low tourist season in Vietnam (May or September).



**Figure 4. Appropriate time for intensive training courses**

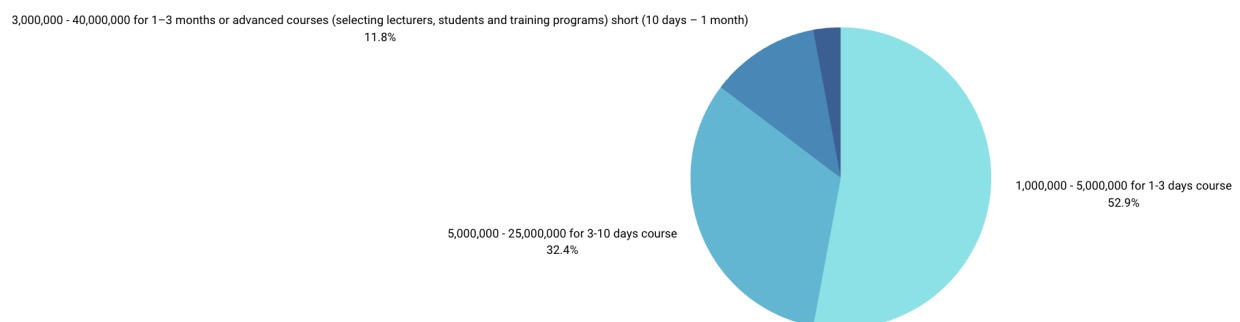
✓Format: online and offline integration for 1-2-3-6 months program, or 2-3-10 days of intensive study.

**In your opinion, the training courses should be organized in what form?**



✓ Cost: With options of 1,000,000-5,000,000 for 1-3 day course, 5,000,000-25,000,000 for 3-10 course, 30,000,000-40,000,000 for 1-3 month course or premium with requirements if there is a special demand for lecturers and the number of students in the class and the course is over 70,000,000 for the 3-6 month and advanced course, the main choice is still the 1 million - 5 million course for the 1-3 day course (52.9%)

**How much are you willing to pay for an intensive training course?**



1,000,000 - 5,000,000 for 1-3 days course	18
5,000,000 - 25,000,000 for 3-10 days course	11

3,000,000 - 40,000,000 for 1–3 months or advanced courses (selecting lecturers, students and training programs) short (10 days – 1 month)	4
40,000,000 – 70,000,000 for 3 – 6 month or premium course	1
Over 70,000,000 for 3 - 6 month and advanced courses	0

✓Language: Because middle and senior managers may come from areas that do not use many foreign languages such as rooms, kitchens, etc., or use other languages such as Korean, Japanese, Chinese, etc., instead of English, Vietnamese is very important for training.

Third, to solve the problem of sustainable economics for training programs, the survey shows that potential payers for high-level Hospitality training courses are as follows:

✓B2G: Some government funds or projects support at the central level, foreign funds for training, domestic funds, and especially training funds in provinces and localities.

✓ B2B: Companies and hotel chains require large-scale training on-site at the hotel, individual training for owners or their relatives who have important management roles but lack knowledge and experience in the sector, or send employees to attend the annual training fund of the corporation. It is worth noting that these funds are mostly allocated to internal training activities, so the High-level Tourism and Hotel Training Program needs to demonstrate both quality and brand benefits for hotels and travel companies to access this B2B target audience.

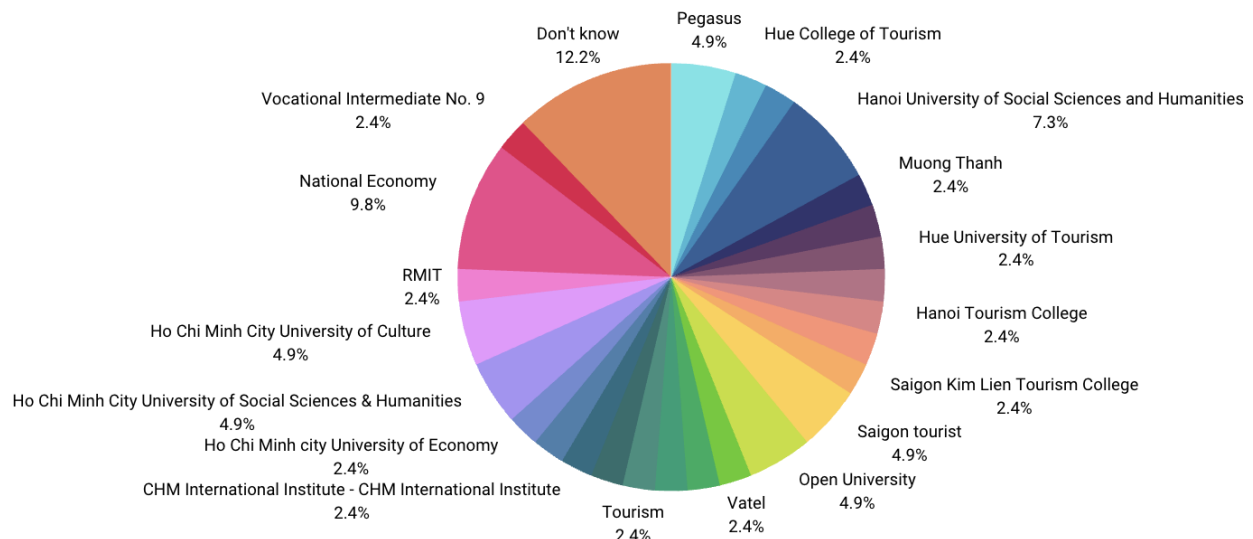
✓B2C: Individuals who currently hold or are approaching mid-level to senior-level positions are the target audience. These individuals have received quality training from selected institutions, trust in the brand, and want to upgrade themselves from their initial qualifications. They need to systematize their knowledge based on practical experience or require a quality degree to apply for better career opportunities.

With the above factors, we believe that a high-level Hospitality Training Program with Switzerland's professional expertise and experience is necessary for Vietnam. Adapting to the continuously changing market demands, especially after Covid-19, is emphasized to

build credibility and brand for the program. Additionally, to create attraction, these programs need to leverage the local cultural materials, lifestyles, and customs. The context of Vietnam also shows the need for high-quality international program leadership and guidance to promote the development of high-quality human resources, create a national competitive advantage, and aim for comprehensive sustainable development.

## 5. List of training institutions with the potential to cooperate with EHL:

Based on the consultation of individuals in senior positions, the training institutions that are considered to have strengths in training management personnel of the tourism and hotel industry are introduced as follows:



Pegasus	2
Hue College of Tourism	1
Hanoi National University	1
Hanoi University of Social Sciences and Humanities	3
Muong Thanh	1
Hue Vocational College	1
Hue University of Tourism	1
Hue University of Economics	1
Hanoi Tourism College	1
Hai Duong Tourism College	1
Saigon Kim Lien Tourism College	1
Saigon tourist	2
Open University	2
Hoa Sen University	1

Foreign Trade University.	1
English Mrs Hoa	1
Tourism	1
QB Agricultural Technical College	1
CHM International Institute - CHM International Institute	1
Van Lang University	1
Ho Chi Minh city University of Economy	1
Ho Chi Minh City University of Social Sciences & Humanities	2
Ho Chi Minh City University of Culture	2
RMIT	1
National Economy	4
Vocational Intermediate No. 9	1
Don't know	5

Based on consultation with experts, and based on the evaluation and selection criteria for training institutions outlined in Section 4, we propose a list of potential training institutions to organize training courses. Intensive training courses for middle and senior management personnel as follows:

North	Pegasus College
	National Economics University
	Vietnam National University in Hanoi
	Foreign Trade University
	CHM International Academy
Central region	Hue Tourism College
	Dong A University
	Duy Tan University
	IBH Academy (Furama)

Southern	Saigon Tourist Vocational School
	Hoa Sen University
	Hong Bang International University
	Imperial International Hotel College (IIHC)

## APPENDIX 1: Training institutions, state management agencies and experts consulted

The training institutions that conducted the survey	The localities have carried out consultation discussions	Experts conducted in-depth interviews
<p><b>Southern:</b></p> <ul style="list-style-type: none"> <li>- Faculty of Tourism, Can Tho University</li> <li>- Faculty of Tourism, Can Tho College of Tourism</li> <li>- Faculty of Tourism, Van Lang University</li> <li>- Saigon Tourism Vocational College</li> </ul> <p><b>Central region:</b></p> <ul style="list-style-type: none"> <li>- Training Center IBH, Furama <a href="https://ibhacademy.com">https://ibhacademy.com</a>, Danang</li> <li>- Faculty of Tourism and Travel Management, Dong A University, Da Nang</li> <li>- Hue College of Tourism</li> <li>- School of Tourism, Hue University</li> </ul> <p><b>North:</b></p>	<ul style="list-style-type: none"> <li>Can Tho People's Committee</li> <li>Dong Thap People's Committee</li> <li>Hue People's Committee</li> <li>Quang Nam People's Committee</li> <li>Ha Giang Department of Tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Ms. Nguyen Thi My Thanh, Deputy Head of VTOS Da Nang Association</li> <li>- Mr. Le Tan Thanh Tung, Deputy General Director of VITRACO, Da Nang</li> <li>- Mr. Nguyen Thanh Tung, Director of Threeland, Owner of Pu Luong Retreat, Gray Line Cruise fleet</li> <li>- Mr. Ha, Vice President of Ha Giang city (in charge of Education, Training and Tourism)</li> <li>- Ms. Nguyen Thi Tuyet, Director of Training Center, CEO Group</li> <li>- Ms. Nguyen Thuy Minh, Director of Human Resources and Training Development, Ascott International Corporation</li> <li>- Ms. Phan Quyen, Human Resources Manager, Bliss Hoi An, Mai Chau Hide Away</li> <li>- Ms. Tuyet, Human Resources Manager, Bliss Hoi An</li> <li>- Mr. Duong Phuc, Director, Street International Hoi An</li> <li>- Mr. Nguyen Ba Luan, General Director, Sojo Hotel Chain</li> </ul>

- Pegasus International College - Hanoi University		
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## APPENDIX 2: QUESTIONS AND RESULTS OF QUESTIONS FOR SUBJECTS KEEPING MANAGEMENT POSITIONS IN TOURISM AND HOTEL ENTERPRISE ABOUT THE DEMAND FOR PARTICIPATING IN TRAINING COURSES

### **SURVEY QUESTIONS FOR ADVANCED TRAINING PROFESSIONAL AND PROFESSIONAL FOR MEDIUM AND LUXURY MANAGEMENT OBJECTS IN THE SECTOR OF TOURISM, HOTEL**

Dear Sir/Madam!

As part of the Sustainable Tourism for Sustainable Development project in Vietnam (ST4SD), we aim to understand the demand for international standard training programs for learners who hold management positions in tourism and hotel businesses. We would greatly appreciate it if you could share your information by answering the questionnaire below. Your input will contribute to our collective effort and support the project's goal of enhancing the quality of Vietnam's tourism workforce towards sustainable development.

We promise that your personal information will be kept confidential and the survey results only serve the purpose of the project.

#### **I. GENERAL INFORMATION**

1. **Gender:**      ☐ Male ☐ Female ☐ Other

2. **Age:**

From 18 to 24      ☐ From 25 to 40      ☐ From 41 to 60

**3. *What management position do you currently hold?***

- |   |  |   |  |
|---|--|---|--|
| <input type="checkbox"/> Structured management position | <input type="checkbox"/> Department management | <input type="checkbox"/> Small and medium business management | <input type="checkbox"/> Large enterprise management |
|---|--|---|--|

**4. *What is your professional/trained profession?***

- |   |  |
|---|--|
| <input type="checkbox"/> Receptionist               | <input type="checkbox"/> Event                                     |
| <input type="checkbox"/> Restaurant business        | <input type="checkbox"/> Marketing/Business                        |
| <input type="checkbox"/> Room Service               | <input type="checkbox"/> Management of travel and tourism services |
| <input type="checkbox"/> Bar and mix drinks         | <input type="checkbox"/> Tourism (general training)                |
| <input type="checkbox"/> Spa/health care            | <input type="checkbox"/> Other fields (Please specify)             |
| <input type="checkbox"/> Professional tourist guide |  |

**5. *At which level did you receive professional/professional training in Tourism?***

- |   |   |
|---|---|
| <input type="checkbox"/> Domestic short courses           | <input type="checkbox"/> College          |
| <input type="checkbox"/> Intermediate/Vocational Training | <input type="checkbox"/> University       |
|   | <input type="checkbox"/> After university |

**6. *Could you please tell me where you got this professional/professional training?***

- |  |  |
|--|--|
| <input type="checkbox"/> Domestic training | <input type="checkbox"/> Training abroad |
|--|--|

**7. *Please indicate the field of activity of the Company you are working for***

- |   |   |
|---|---|
| <input type="checkbox"/> Hotel/restaurant | <input type="checkbox"/> Additional service business unit |
|---|---|

☐ Business Travel

**II. NEED FOR PROFESSIONAL ADVANCED TRAINING**

**8. *With your current position, what knowledge and skills do you feel you lack?***

.....  
.....  
.....  
.....

**9. *What are your difficulties and barriers in participating in training courses to improve your professional qualifications?***

.....  
.....  
.....

**10. *To solve those difficulties, what solutions have you thought of?***

.....  
.....  
.....

**11. *If you have the opportunity to receive specialized training, what form of training would you like to receive?***

- ☐ Train in Vietnam, get a certificate in the country
- ☐ Train in Vietnam, get an international certificate
- ☐ Training abroad according to international programs

**12. *In your opinion, which form of training program is suitable for you?***

- ☐ Package training program (modules are pre-designed by the training institution)
- ☐ Open training program (flexible module selection according to your needs)

**13. *Which of the following training contents do you find necessary and suitable for you?***

	Course name	Content
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<input type="checkbox"/>	Property management in hotels	Recommend asset management strategies in different business contexts.
<input type="checkbox"/>	Hotel financial management	Build and defend a realistic financial plan that's right for your organization.
<input type="checkbox"/>	Financial statement analysis	Analyze and interpret the operational and financial performance of a hotel based on financial statements and key performance indicators.
<input type="checkbox"/>	Hotel Revenue Management	Learn how to develop integrated revenue management strategies to improve your organization's bottom line.
<input type="checkbox"/>	Hotel management in a period of inefficiency	Make smart strategic decisions to effectively manage performance crises, declines and hardships in the hospitality industry
<input type="checkbox"/>	Hotel Economy	Learn how to apply economic principles to the analysis of the hotel industry.
<input type="checkbox"/>	Increase hotel revenue	Build and defend a realistic revenue and marketing management plan, tailored to your organization.
<input type="checkbox"/>	Investment in hotel and real estate development	Learn how to develop and implement a realistic development plan, tailored to your organization, in hotel development and real estate investment.
<input type="checkbox"/>	Valuation of hotel investment	Learn how to develop a viable market plan for a hotel project using industry best practices.
<input type="checkbox"/>	Hotel budgeting & forecasting	Learn how to estimate and analyze hotel performance using hospitality industry analysis to make management decisions.
<input type="checkbox"/>	Maximize individual & collective performance	Learn to develop culturally responsive leadership skills, styles and practices to incorporate diversity into their own leadership approaches.
<input type="checkbox"/>	Trends, innovation and new business models	Learn to evaluate and evaluate the factors that contribute to the transformation of a business idea into innovation.
<input type="checkbox"/>	Feasibility analysis, development and negotiation	Learn how to build accurate valuations as part of a hotel investment.

<input type="checkbox"/>	Leadership in a Multicultural Environment	Learn to develop leadership skills, styles and practices that adapt to local and global cultures to incorporate diversity into their own leadership approaches
<input type="checkbox"/>	Hotel and restaurant design ideas	Gain an in-depth understanding of hotel design ideas and learn how to generate new ones
<input type="checkbox"/>	Marketing & Branding Strategy	Learn how to make smart strategic decisions to effectively manage performance crises, declines, and hardships in the hospitality industry. At the same time, learn how to build and manage marketing and branding strategies relevant to the accommodation industry.
<input type="checkbox"/>	Luxury Hotel Brand Management	Learn how to design and implement successful branding, marketing and communication initiatives for luxury brands.
<input type="checkbox"/>	Service innovation by design	Learn how to apply "design thinking" skills and develop an innovative mindset to revolutionize the customer journey and/or service approach of any business.
<input type="checkbox"/>	Other (Please specify)	

**14. In your opinion, the training courses should be organized in what form?**

- |   |   |
|---|---|
| <input type="checkbox"/> Study directly at a fixed time             | <input type="checkbox"/> Open online learning, flexible time            |
| <input type="checkbox"/> Interactive online learning at fixed times | <input type="checkbox"/> Match live and online at fixed time            |
|   | <input type="checkbox"/> Combine in-person and online at flexible times |

**15. If learning is interactive at a fixed time, what do you think is the right time to organize intensive training courses?**

- |   |   |
|---|---|
| <input type="checkbox"/> Office hours on weekdays | <input type="checkbox"/> Daytime, weekend time    |
| <input type="checkbox"/> Weekday evenings         | <input type="checkbox"/> Other comments (specify) |

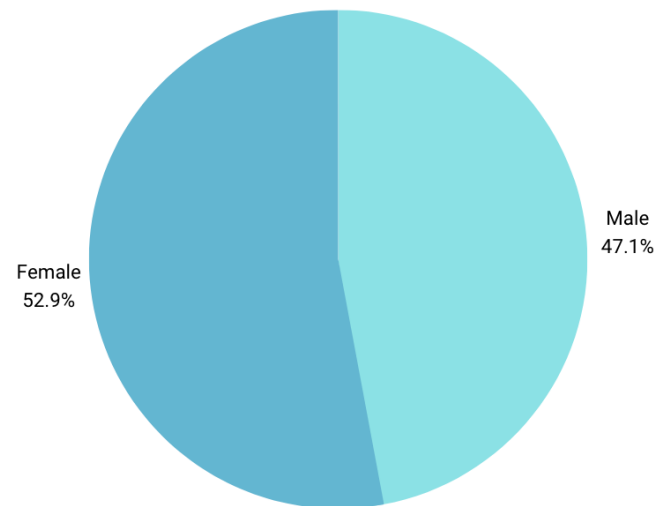
**16. How much are you willing to pay for an intensive training course?**

- ☐ 1,000,000 - 5,000,000 for 1-3 days course
- ☐ 5,000,000 - 25,000,000 for 3-10 days course
- ☐ 30,000,000 - 40,000,000 for 1–3 months or advanced courses (selected lecturers, students and training programs) short (10 days – 1 month)
- ☐ 40,000,000 – 70,000,000 for 3 – 6 month or premium course
- ☐ Over 70,000,000 for 3 - 6 month and advanced courses

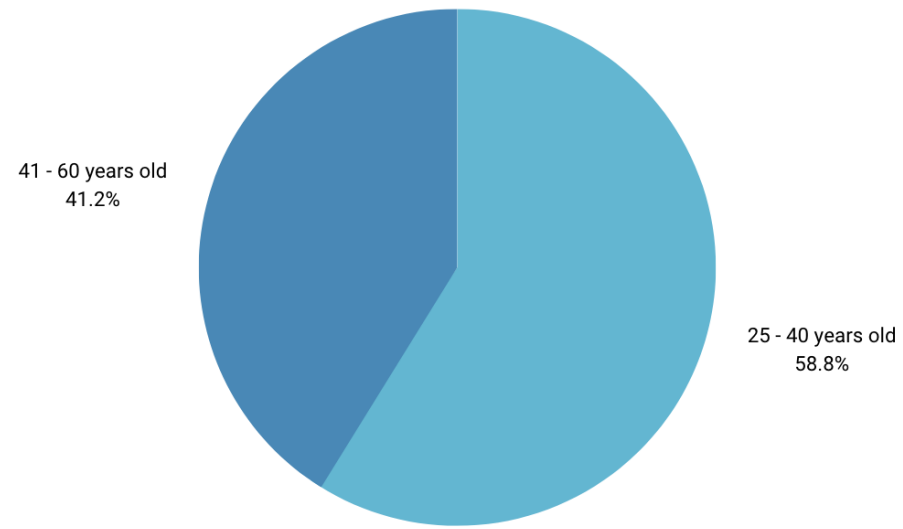
***Thank you very much for your sharing!***

## SURVEY RESULTS

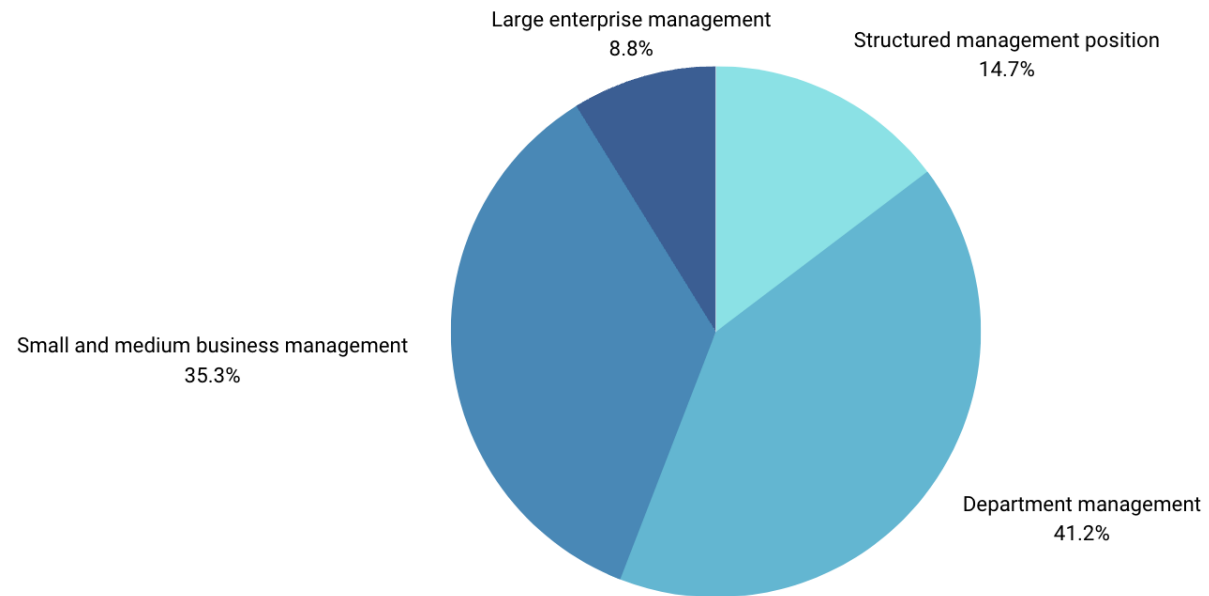
### ***1. Gender***



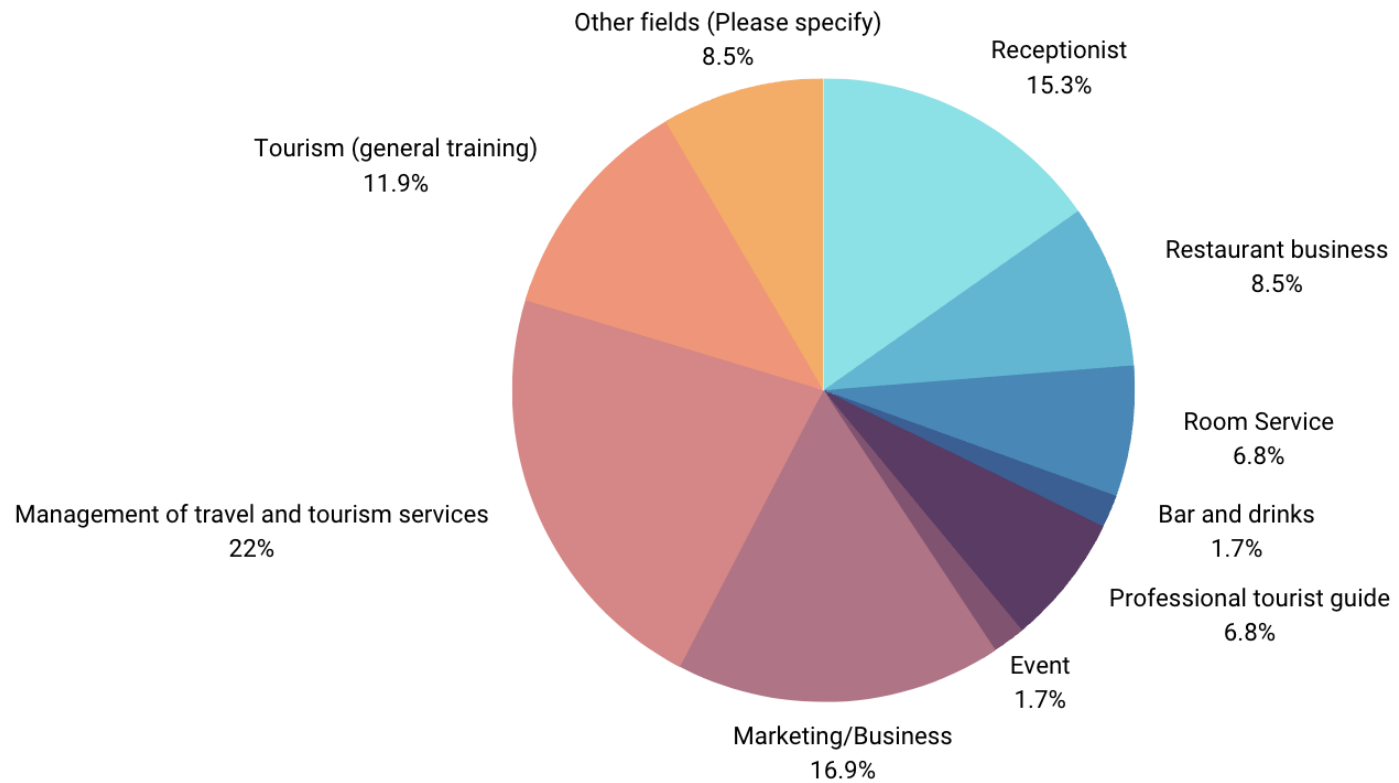
## 2. Age



## 3. *What management position do you currently hold?*



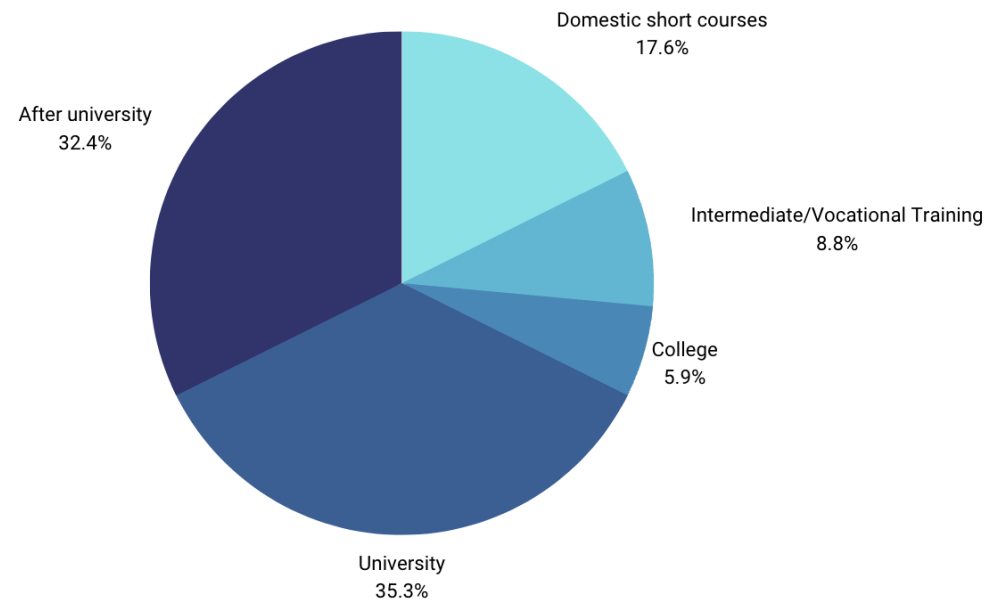
**4. What is your professional/trained profession?**



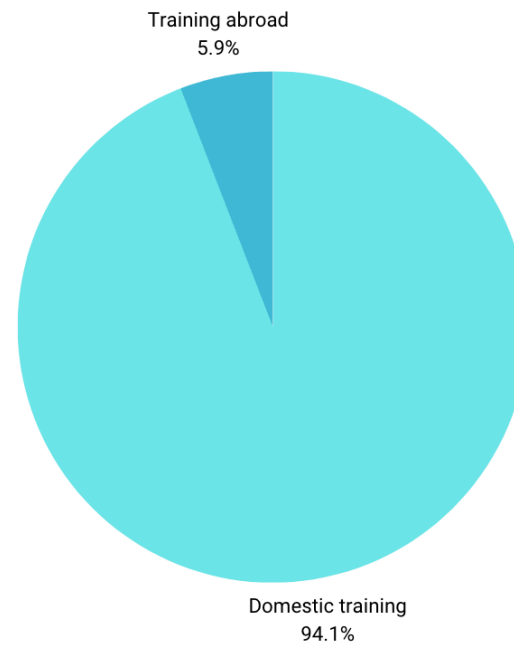
Specify your other major if you choose another field:

- Foreign Language
- Food processing techniques, kitchen skills, wine study
- Marketing/finance/business

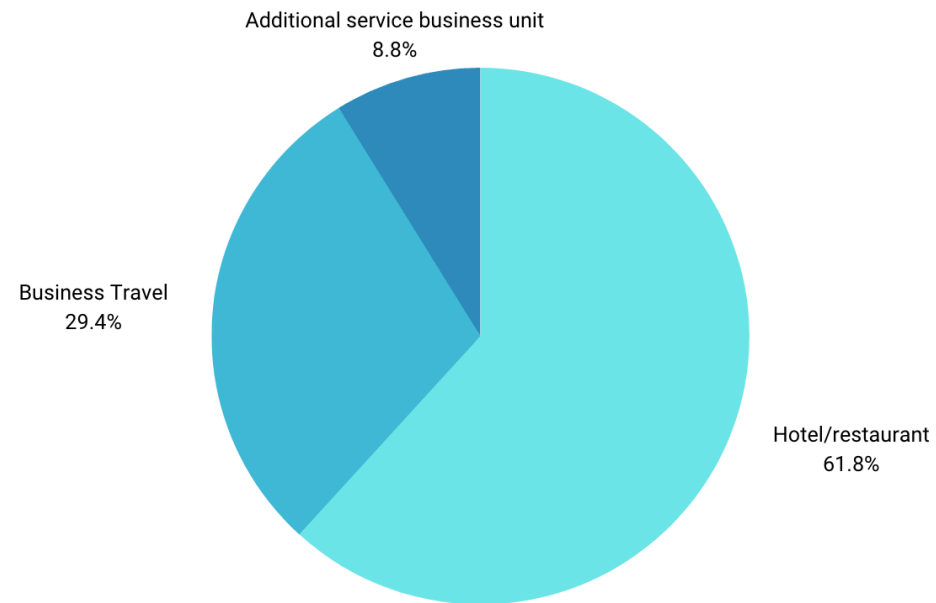
**5. At which level did you receive professional/professional training in Tourism?**



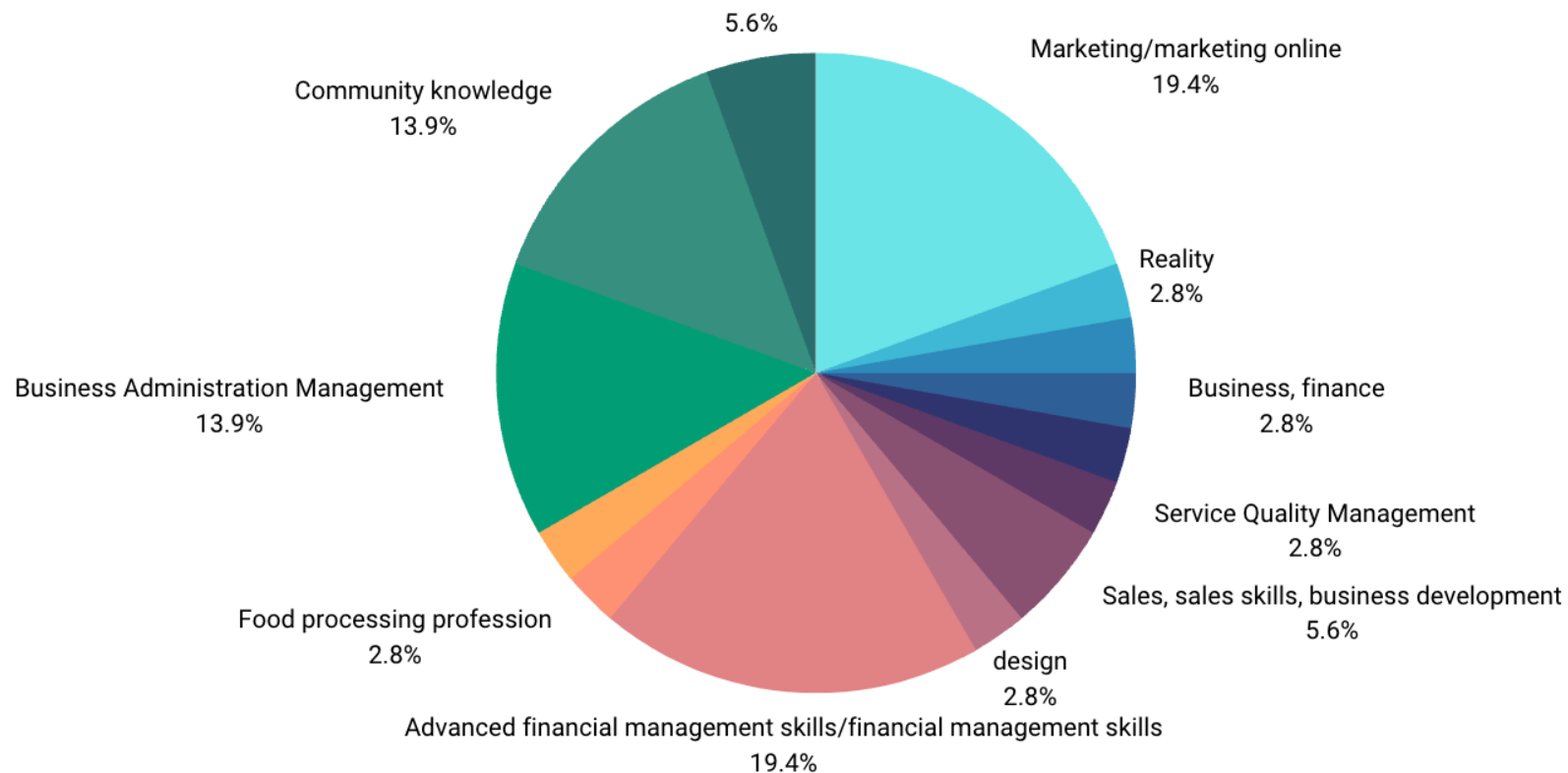
***6. Could you please tell me where you studied this professional/professional training?***



***7. Please indicate the field of activity of the Company you are working for***



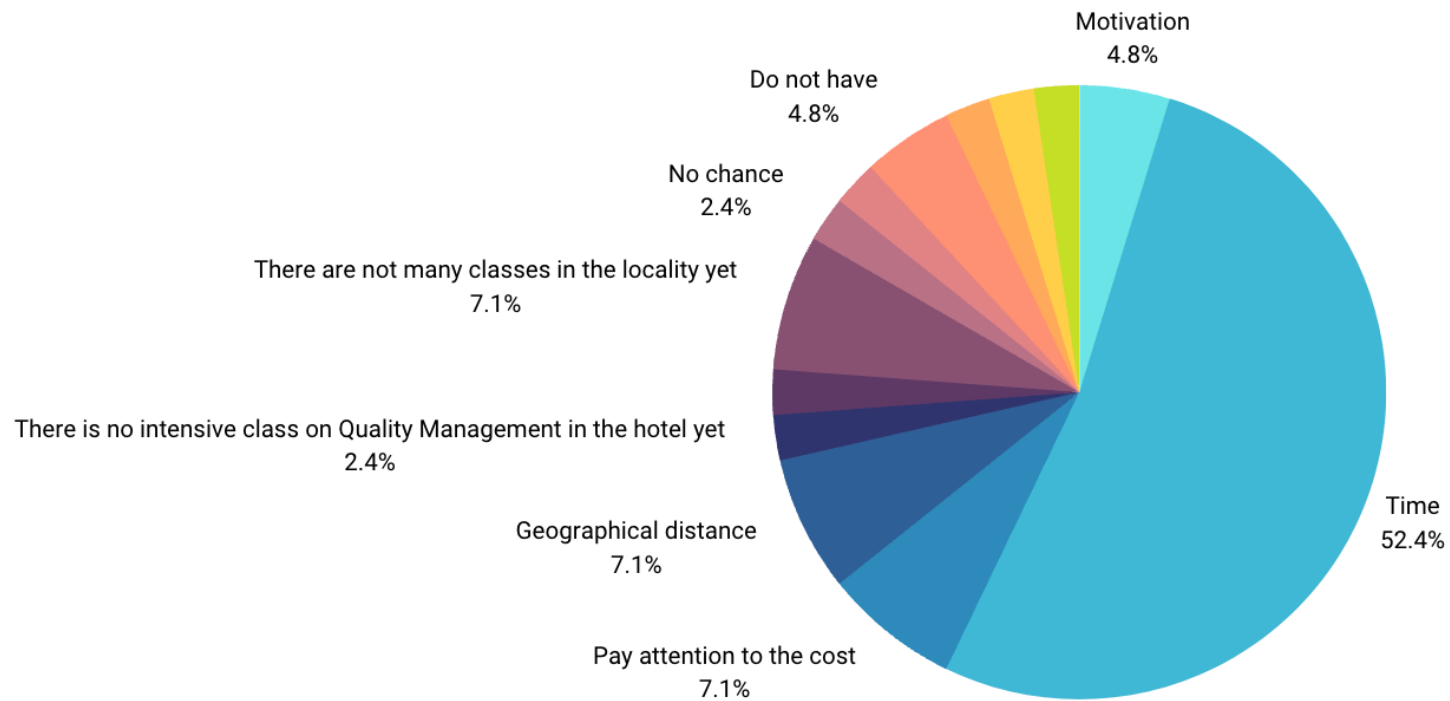
8. With your current position, what knowledge and skills do you feel you lack?



Marketing/marketing online	7
Reality	1
Risk handling	1
Business, finance	1
Communication crisis handling skills	1
Service Quality Management	1
Sales, sales skills, business development	2

design	1
Advanced financial management skills/financial management skills	7
Food processing profession	1
Managing human resource	1
Vocational certificate	
So many	
Management skills	5
Foreign Language	5
Business Administration Management	2
Community knowledge	

**9.**What are your difficulties and barriers in participating in training courses to improve your professional qualifications?



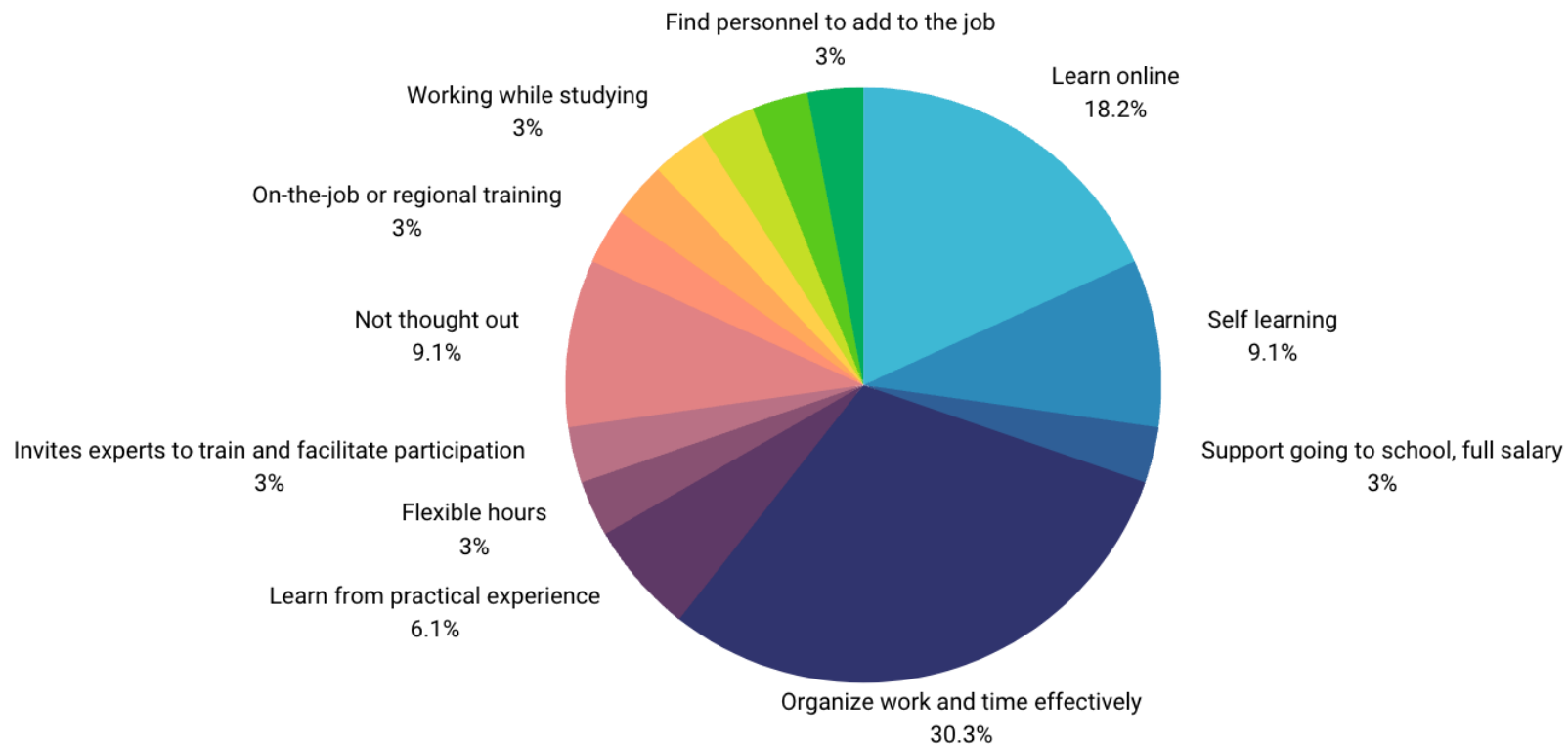
Motivation	2
Time	22
Pay attention to the cost	3
Geographical distance	3
There is no intensive class on Quality Management in the hotel yet	1
Foreign Language	1
There are not many classes in the locality yet	3
No chance	1
Job	1

Do not have	2
Haven't found suitable and reliable courses, training schools.	1
Subjects of study are not suitable	1
Want to join an online class?	1

**11. You have the opportunity to receive specialized training, what form of training would you like to receive?**



**12. To solve those difficulties, what solutions have you thought of?**



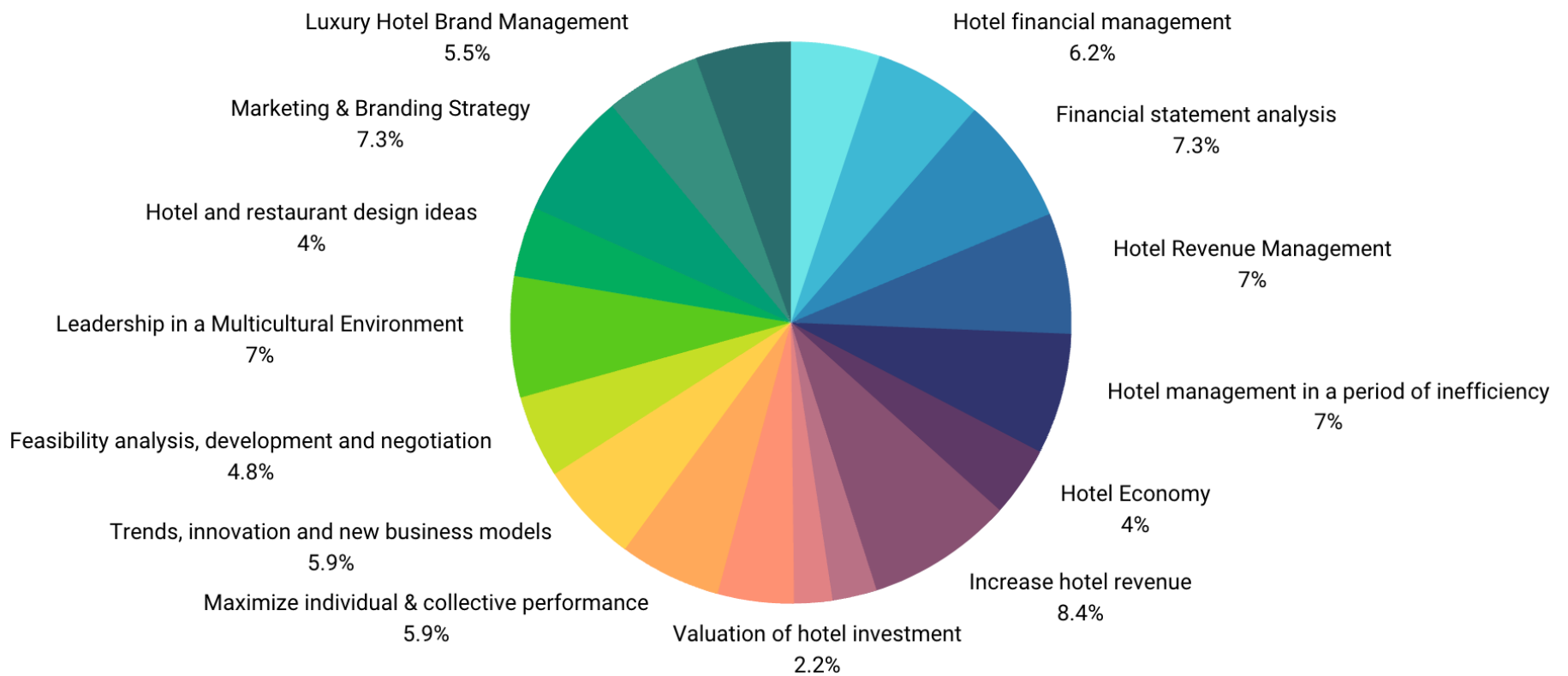
Learn online	6
Self learning	3
Ask the company to support going to school, full salary	1
Organize work and time effectively	10
Learn from practical experience	2
Flexible hours	1
invites experts to train and facilitate participation	1

Not thought out	3
On-the-job or regional training	1
Join courses organized by the Group	1
Working while studying	1
Study on weekends or evenings	1
Consult the needs of learners before opening classes	1
Find personnel to add to the job	1
Short course	1

***12. If you have the opportunity to receive specialized training, what form of training would you like to receive?***



***13. Which of the following training contents do you find necessary and suitable for you?***



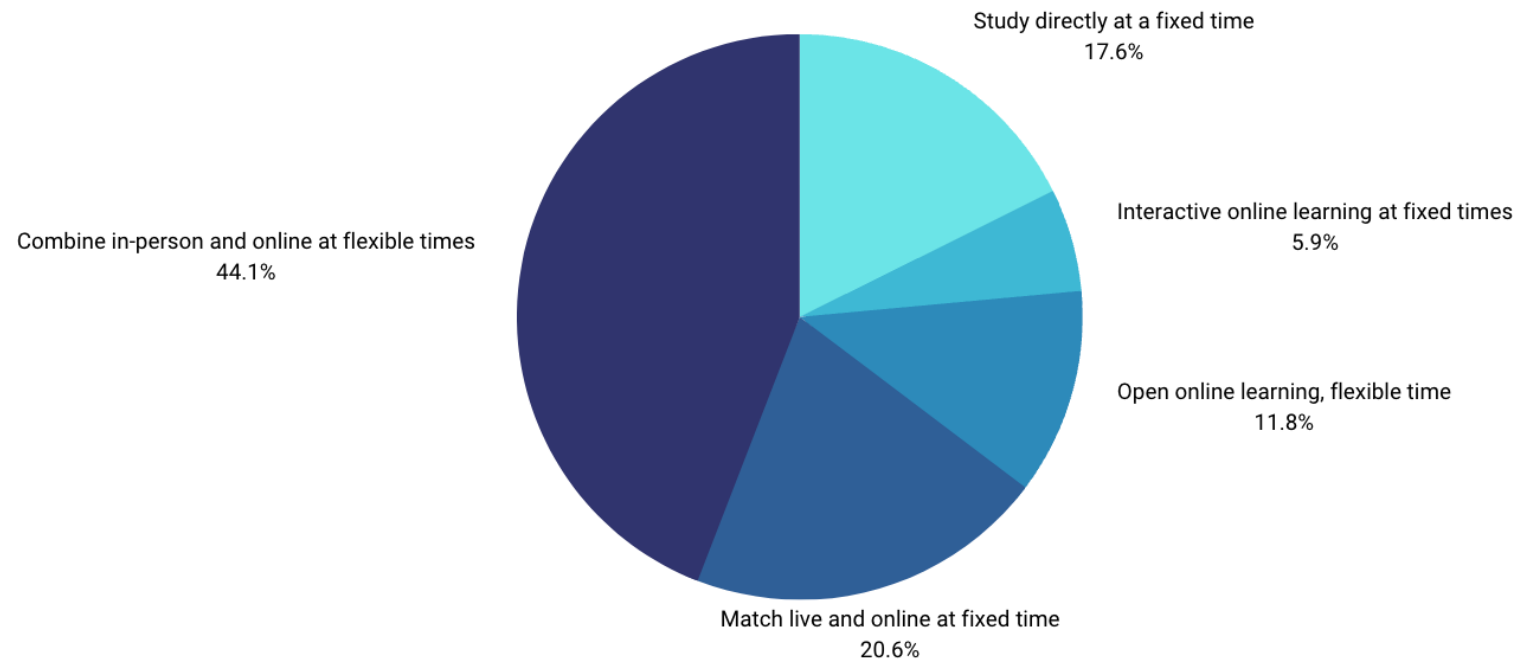
Course name	Count
Property management in hotels	14
Hotel financial management	17
Financial statement analysis	20
Hotel Revenue Management	19
Hotel management in a period of inefficiency	19

Hotel Economy	11
Increase hotel revenue	23
Investment in hotel and real estate development	7
Valuation of hotel investment	6
Hotel budgeting & forecasting	12
Maximize individual & collective performance	16
Trends, innovation and new business models	16
Feasibility analysis, development and negotiation	13
Leadership in a Multicultural Environment	19
Hotel and restaurant design ideas	11
Marketing & Branding Strategy	20
Luxury Hotel Brand Management	15
Service innovation by design	15
Other (Please specify)	

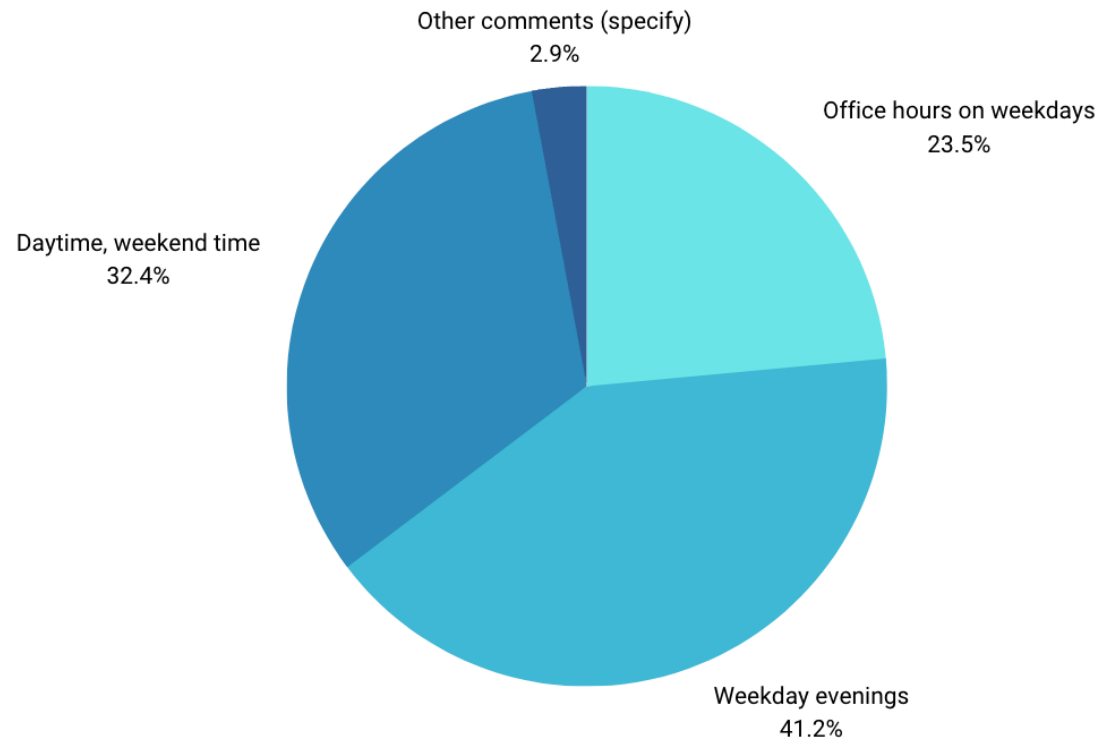
Please specify if other option

- Digital Marketing in Promotion of Destination, tourism products
- Add new knowledge about travel business

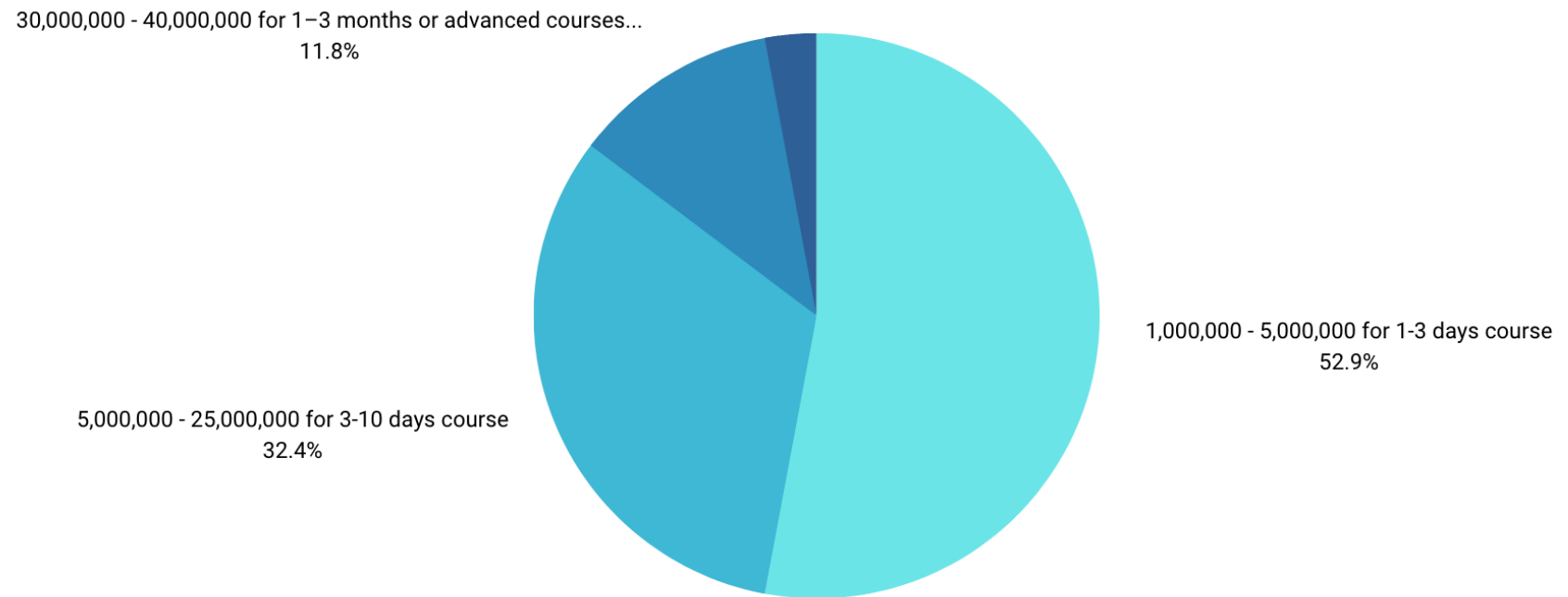
**14. In your opinion, the training courses should be organized in what form?**



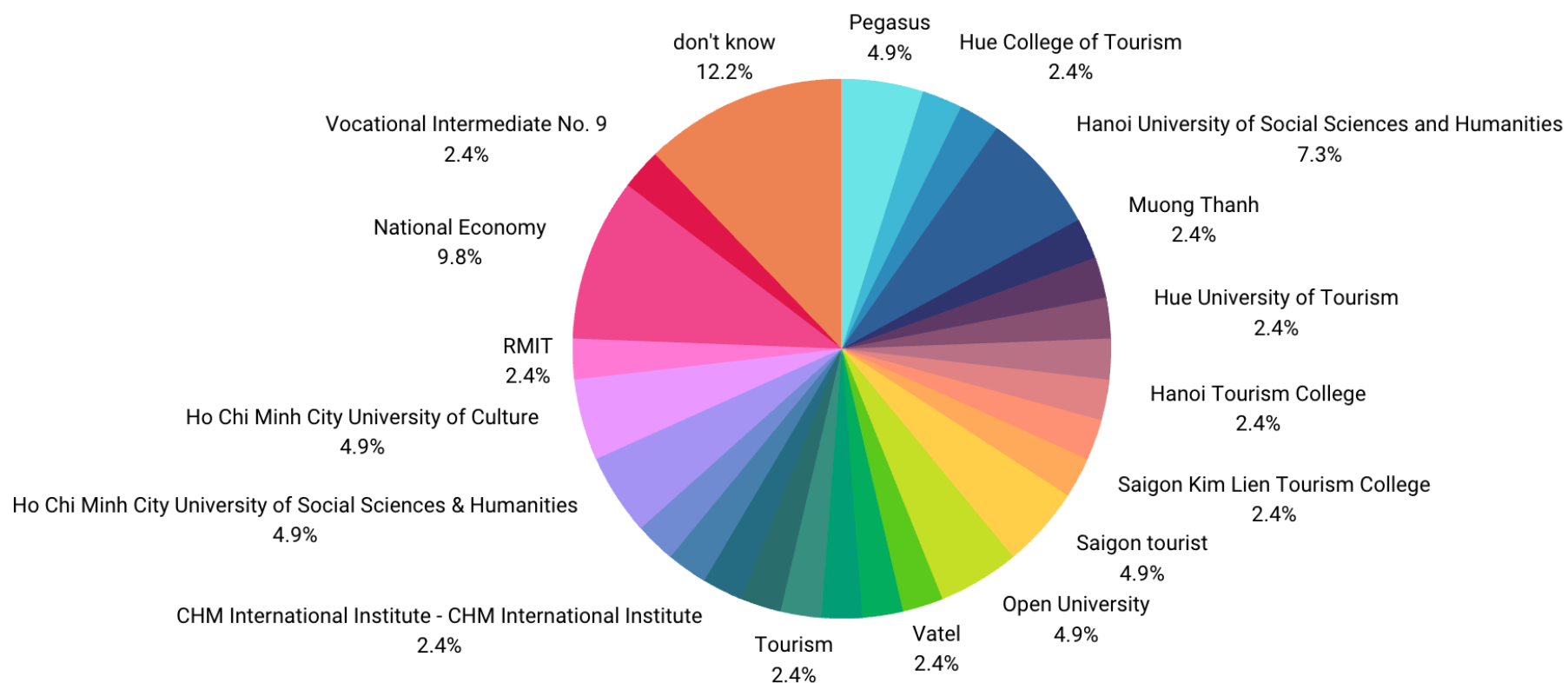
**15. If learning is interactive at a fixed time, what do you think is the right time to organize intensive training courses?**



**16. How much are you willing to pay for an intensive training course?**



17. Among the training institutions specialized in Tourism and Hospitality for middle and senior managers, which training institution are you most impressed with? (Please list about 3-5 establishments in order of preference)



Pegasus	2
Hue College of Tourism	1
Hanoi National University	1
Hanoi University of Social Sciences and Humanities	3
Muong Thanh	1
Hue Vocational College	1
Hue University of Tourism	1
Hue University of Economics	1

Hanoi Tourism College	1
Hai Duong Tourism College	1
Saigon Kim Lien Tourism College	1
Saigon tourist	2
Open University	2
Vatel	1
Foreign Trade University.	1
English Mrs Hoa	1
Tourism	1
QB Agricultural Technical College	1
CHM International Institute - CHM International Institute	1
Van Lang University	1
Ho Chi Minh city University of Economy	1
Ho Chi Minh City University of Social Sciences & Humanities	2
Ho Chi Minh City University of Culture	2
RMIT	1
National Economy	4
Vocational Intermediate No. 9	1
don't know	5