



THE STATE OF GENERATIVE AI IN TALENT MANAGEMENT FOR HOTEL SALES, MARKETING AND REVENUE MANAGEMENT

2024 - 2025 | SPECIAL REPORT



The State of Generative AI in Talent Management for Hotel Sales, Marketing and Revenue Management Report

A look back at 2024 / A look forward to 2025

Dear Colleagues,

We are pleased to release the *State of Generative AI in Talent Management* report, showcasing how generative AI is reshaping recruitment, retention, and professional development in hotel sales, marketing, and revenue management. This transformative technology is equipping teams with tools to attract top talent, enhance skills, and foster long-term career growth.

Generative AI is revolutionizing **recruitment** by streamlining processes and helping organizations connect with high-potential candidates. From personalized outreach to AI-optimized job descriptions that appeal to diverse talent pools, these innovations are refining hiring strategies to identify the right fit for critical roles.

In **professional development**, AI is enabling tailored learning experiences through adaptive platforms and training

modules. These resources ensure employees at all levels—from entry-level professionals to executives—have access to tools that prepare them for evolving industry demands.

Retention strategies are also benefiting from AI-driven insights into employee engagement and satisfaction. By using these tools, leaders can proactively address challenges, strengthen team connections, and create environments that inspire long-term commitment.

This report captures the views of hospitality management and features examples of forward-thinking leaders leveraging AI to create customized development paths and collaborative cultures, illustrating how organizations can thrive in a competitive landscape.

We invite you to explore this report and join us in embracing AI-driven talent strategies for a successful future.



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Executive Summary

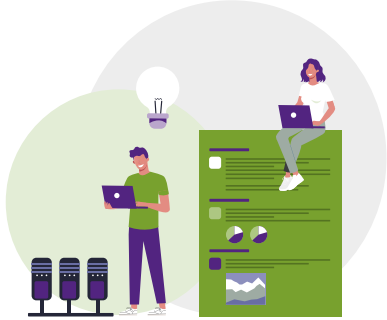
This report on generative AI in talent management, which primarily reflects the views from hospitality leaderships' perspective, reveals a hospitality industry at the cusp of transformation. Generative AI is reshaping recruitment, professional development, and employee retention, promising enhanced productivity, innovation, and engagement across hotel sales, marketing, and revenue management teams.

Key Findings:



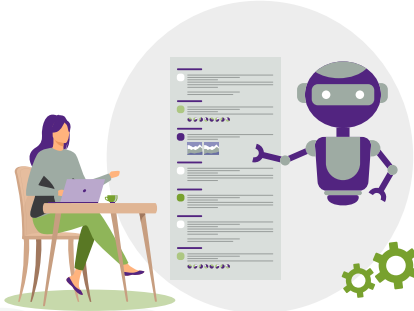
01 Recruitment Revolution

AI is enabling more effective candidate identification, crafting dynamic job descriptions, and automating routine hiring processes. These tools broaden talent pools and promote diversity while reducing bias and inefficiencies.



02 Professional Development

Adaptive AI platforms are transforming learning with personalized training, real-time feedback, and immersive workshops. By blending structured programs with organic, peer-driven learning, organizations are fostering a culture of continuous skill development and innovation.



03 Retention Enhancement

AI reduces “toil” by automating repetitive tasks, allowing employees to focus on strategic, fulfilling work that promotes creativity and innovation. This balance enhances job satisfaction, collaboration, and organizational loyalty.



Strategic Implications

As hospitality organizations navigate through the opportunities and challenges presented with Generative AI in talent management, there are several strategic implications that are surfacing:

- Organizations are balancing structured governance with grassroots innovation to maximize AI's potential while ensuring security and ethical use.
- Leadership is playing a critical role, with executives not only championing AI adoption but also directly engaging in learning and training.
- Cross-sector hiring and evolving job roles driven by AI are redefining the skills required for success, shifting from task execution to strategic decision-making and relationship building.

Looking Ahead

The report anticipates 2025 as a pivotal year for AI integration, marked by the establishment of governance frameworks, expanded AI literacy programs, and increased focus on aligning technology with human-centric hospitality principles. Success will depend on embracing AI as a catalyst for reimagining talent strategies rather than as a replacement for human capabilities.

The hospitality industry is poised to leverage AI to create dynamic, engaging workplaces that attract, develop, and retain top talent. With thoughtful implementation and leadership, the industry can redefine the future of hospitality careers, blending technological innovation with the human touch that remains its cornerstone.

01

Recruitment Revolution

In 2024, AI adoption in recruitment within the hospitality industry remains in its infancy. While AI holds the promise of revolutionizing talent acquisition, most organizations are still experimenting, focusing on basic applications like resume screening and job description writing.

This cautious approach reflects concerns over data privacy, algorithmic bias, and the absence of tailored frameworks for hospitality. Budget limitations and a commitment to human oversight further temper the pace of adoption, with significant investments deferred until 2025.

With that said, AI is being leveraged throughout the **recruitment cycle** with early success. In this section we'll walk through tangible examples in the following areas:

- **Job Descriptions:** Not only is AI reducing the time involved, but it is also improving the quality of the descriptions to attract top talent.
- **Resume Screening:** AI can quickly evaluate thousands of resumes to not only identify those that most strongly meet the job description criteria, but can infer skills not specifically listed, to identify hidden talent that would previously be overlooked.
- **Interview Preparation:** Learn how recruiters are tapping into the power of AI to craft interview questions that are tailored to each candidate and their unique work experiences to determine appropriate fit.
- **Interview Analysis:** By leveraging AI to transcribe and analyze candidate interviews, recruiters can be more thorough and objective on the interview evaluations.

We will also explore the strategic impact generative AI is having on recruiting, from creating new types of roles, to attracting top talent.



The Power of AI in Job Descriptions

AI is transforming how job descriptions are crafted, turning a time-intensive process into a seamless, efficient task.

Previously, creating descriptions for new or specialized roles required extensive collaboration between HR and hiring managers, often involving multiple revisions. Generative AI accelerates this process by generating drafts from simple prompts or templates, cutting revision time significantly, saving up to an hour per iteration.

For organizations with standardized hiring practices, maintaining consistency across job descriptions is crucial. AI ensures that all postings reflect a unified tone, format, and structure aligned with the company's brand voice.

Custom prompts emphasize company values, highlight unique perks, or reinforce key responsibilities, creating a cohesive and professional image for businesses recruiting at scale.

AI also excels at drafting descriptions for roles a company has never hired before. By analyzing similar positions across industries

or related sectors, AI creates accurate, comprehensive descriptions tailored to new roles. This capability ensures that essential skills and requirements aren't overlooked, helping organizations effectively communicate expectations to candidates.

Legal compliance, a common bottleneck in job postings, is also streamlined with AI. By integrating industry-specific terminology and compliance standards directly into drafts, AI reduces the need for extensive legal revisions, ensuring job descriptions are both competitive and regulatory-compliant.

Comparing Resumes to Job Descriptions

AI is reshaping recruitment in hospitality organizations by comparing resumes to job descriptions with unparalleled speed and accuracy. Traditional resume reviews, often subject to bias or human error, are replaced with AI-driven tools that match qualifications, skills, and experience to the role's specific requirements. This ensures only the most relevant candidates proceed past initial screening.

Beyond basic keyword matching, AI evaluates the context of a candidate's experience. It can infer skills not explicitly

listed by analyzing related certifications or accomplishments, preventing qualified candidates from being overlooked. AI also highlights discrepancies or gaps, enabling recruiters to address them during interviews. For instance, if a resume shows project management experience but lacks direct team leadership, recruiters can tailor their questions accordingly.

Additionally, AI identifies transferable skills, broadening the talent pool by recognizing candidates with potential across sectors. By generating detailed, ranked reports, AI streamlines hiring decisions and ensures a transparent, data-driven selection process.

Crafting AI-Inspired Interview Questions

AI tools are transforming how hospitality organizations assess talent by generating tailored interview questions that go beyond traditional qualifications. This technology identifies potential in unexpected places, enabling organizations to uncover transferable skills and adaptability.

For cross-functional transitions, AI analyzes the candidate's current and target roles to craft insightful questions. For instance, a housekeeping manager interviewing for a

digital marketing role might be asked: “How do you use data to optimize room turnover?” or “Describe how technology has improved guest satisfaction scores.” These questions highlight analytical and technical skills that may otherwise remain hidden.

AI also tailors questions for unconventional candidates. For a senior executive transitioning into a specialist role, it might suggest: “How would you approach learning new technical skills?” or “Describe a time you mastered a new operational skill.” Similarly, junior staff with leadership potential might be asked: “Tell me about a time you influenced change without formal authority.”

By calibrating questions to each candidate’s background, AI helps organizations focus on core competencies and adaptability, opening pathways for career transitions that benefit both individuals and businesses.

Transcribing Interviews for Enhanced Analysis

AI-powered transcription tools are revolutionizing how interviews are documented and analyzed, whether conducted over Zoom or in person. These tools transcribe interviews in real-time, producing searchable documents that capture every word. This eliminates the need for manual notetaking, allowing hiring managers to fully engage in conversations with candidates.

For virtual interviews, AI transcription offers instant conversion of Zoom recordings into text, ensuring no detail is missed. This enables easy review and comparison of candidate responses, helping hiring teams assess candidates more thoroughly. In-person interviews also benefit from portable transcription tools that capture and convert audio into text, ensuring consistency across interview formats.

AI tools go beyond basic transcription by generating summaries that highlight key points, recurring themes, and notable responses. These summaries streamline the evaluation process, especially when hiring for competitive roles. Transcriptions also facilitate collaboration by enabling team

members who couldn’t attend to review and provide input, ensuring well-rounded hiring decisions.

Leveraging Transcripts for Candidate Evaluation

AI-transcribed interviews provide valuable insights that enhance candidate evaluation and decision-making. By analyzing patterns in responses, AI tools can flag areas where candidates align with or diverge from key job requirements, helping hiring managers objectively identify standout candidates and potential concerns.

AI links transcriptions to job descriptions, comparing candidate responses against essential competencies. For example, if leadership is critical, AI can quantify how often candidates reference relevant experiences. Sentiment and language analysis also evaluate cultural fit, identifying candidates who emphasize values like teamwork, adaptability, or customer focus.

Transcriptions generate actionable insights, such as follow-up questions for vague responses. For instance, AI might suggest asking, “Can you elaborate on challenges you faced during that project and how you resolved them?” These tools ensure

candidates meet technical and cultural qualifications.

Additionally, transcriptions create a consistent and transparent record of the interview process, reducing bias and aiding compliance with hiring regulations. Hiring managers gain data-driven insights, improving follow-up conversations and ensuring fair, well-rounded evaluations.

Strategic Impact of Generative AI on Recruiting

Beyond the productivity and efficiency improvements generative AI is driving in hospitality recruitment, there are also strategic impacts that the industry is just starting to realize.

Anticipation of New Types of Roles

The integration of AI into the workplace is fundamentally reshaping both recruitment processes and existing roles. This dual transformation requires organizations to rethink how work is structured and executed. Beyond traditional competencies, modern recruitment must assess candidates' ability to navigate AI tools while

maintaining interpersonal and strategic thinking skills. This evolution redefines roles across hospitality, shifting from tactical execution to strategic decision-making, and demands sophisticated evaluation frameworks to identify talent capable of adapting in an AI-augmented environment.

Cross-Sector and Cross-Functional Talent

AI is accelerating a shift in hospitality recruitment, encouraging organizations to embrace diverse candidate profiles. Roles once reserved for seasoned hospitality professionals are now being filled by experts from other industries. For example, revenue management positions may go to data scientists with advanced analytical skills, while sales leadership roles may be filled by tech executives with digital marketing expertise. By focusing on core competencies rather than industry-specific experience, companies are building innovative, adaptable teams equipped to meet evolving demands.

AI as a Strategic Tool in Recruitment Planning

Recruitment is no longer about simply filling vacancies—it's a strategic initiative to attract top talent. AI enables organizations

to highlight not just the role but their culture, mission, and growth opportunities. For instance, dynamic, AI-powered job presentations can showcase company values and vision, appealing to candidates on both personal and professional levels. AI also supports the development of comprehensive evaluation frameworks, ensuring alignment between hires and strategic objectives. This holistic approach transforms recruitment into a candidate-centered process that drives better outcomes.

Search Process for Candidates

AI-powered platforms like LinkedIn Recruiter are enhancing the effectiveness of candidate searches by expanding reach and refining targeting. These tools help recruiters quickly identify and engage top talent, even under tight deadlines. By combining AI capabilities with personalized communication strategies, hospitality leaders can meet workforce demands while addressing generational expectations. This blend of technology and human touch ensures high-quality recruitment outcomes that align with evolving industry needs.

Wrapping Up Recruitment

In 2024, AI's role in hospitality recruitment was shaped by organic, ground-level experimentation rather than top-down mandates. Individual leaders and departments tested AI's potential, creating valuable insights despite inconsistencies and occasional duplicate investments. This decentralized approach serves as a testing ground, paving the way for more structured adoption in the future.

As we look to 2025, the industry is likely to shift from organic exploration to more centralized strategies, consolidating successful practices into systematic, organization-wide implementations. AI adoption remains cautious and piecemeal, blending centralized governance with department-driven innovation, setting the stage for transformative recruitment practices.

Key Takeaways:

- 1. AI Enhances Job Descriptions:** Generative AI streamlines the creation of job descriptions, improving their quality and consistency while significantly reducing time-to-completion. This helps organizations

attract top talent more effectively while ensuring compliance with legal and brand standards.

- 2. Revolutionizing Resume Screening:** AI tools evaluate thousands of resumes with precision, identifying hidden talent by inferring transferable skills and aligning qualifications with job requirements, which reduces bias and improves candidate selection.
- 3. Interview Innovation:** AI crafts tailored interview questions and analyzes transcriptions to provide data-driven insights, enabling recruiters to assess candidates more thoroughly and objectively.
- 4. Strategic Talent Planning:** Beyond operational efficiency, AI is reshaping roles and recruitment strategies, encouraging cross-sector hiring and enabling companies to focus on strategic alignment and cultural fit.
- 5. Cautious Adoption with Promising Results:** While AI adoption in recruitment is still in early stages, its ability to reduce administrative work and enhance strategic focus is already yielding tangible benefits, paving the way for greater innovation and retention.

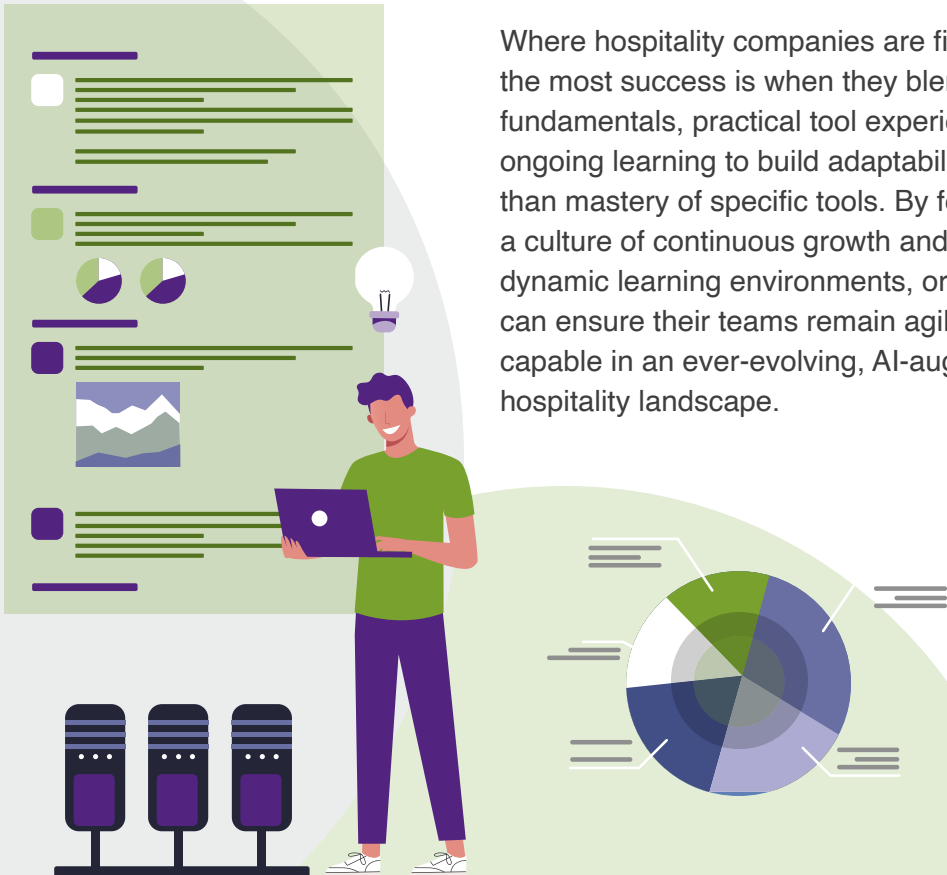
Professional Development

The hospitality industry is at a pivotal moment as AI reshapes traditional roles and skills. Leadership teams must balance building their own AI literacy while guiding organizations through this transformation. Two learning models have emerged: structured training frameworks and decentralized, hands-on experimentation.

Where hospitality companies are finding the most success is when they blend AI fundamentals, practical tool experience, and ongoing learning to build adaptability rather than mastery of specific tools. By fostering a culture of continuous growth and creating dynamic learning environments, organizations can ensure their teams remain agile and capable in an ever-evolving, AI-augmented hospitality landscape.

In this section we will dive into the following areas on how companies are advancing the use of Generative AI as part of their professional development:

- **Leadership's Role in AI:** Forward-thinking leaders are transforming their organizations by embracing an AI-first mindset, becoming primary learners, and pioneering strategies that balance innovation with responsible AI adoption.
- **Structured Learning in AI Development:** Traditional training programs are adapting with AI Playgrounds and AI Immersion Workshops, to advance their workforce's use of AI. It comes, however, with inherent organizational challenges.
- **Unstructured and Organic Professional Development:** This emerging learning model is finding success with new techniques including AI champions, leaders as champions, reverse mentoring and more.
- **Organizational Challenges:** Explore the critical challenges organizations face in AI-focused professional development and learn how innovative governance frameworks and AI Task Forces are helping companies navigate these complexities, ensuring safe, effective, and ethical AI adoption while fostering innovation and adaptability.



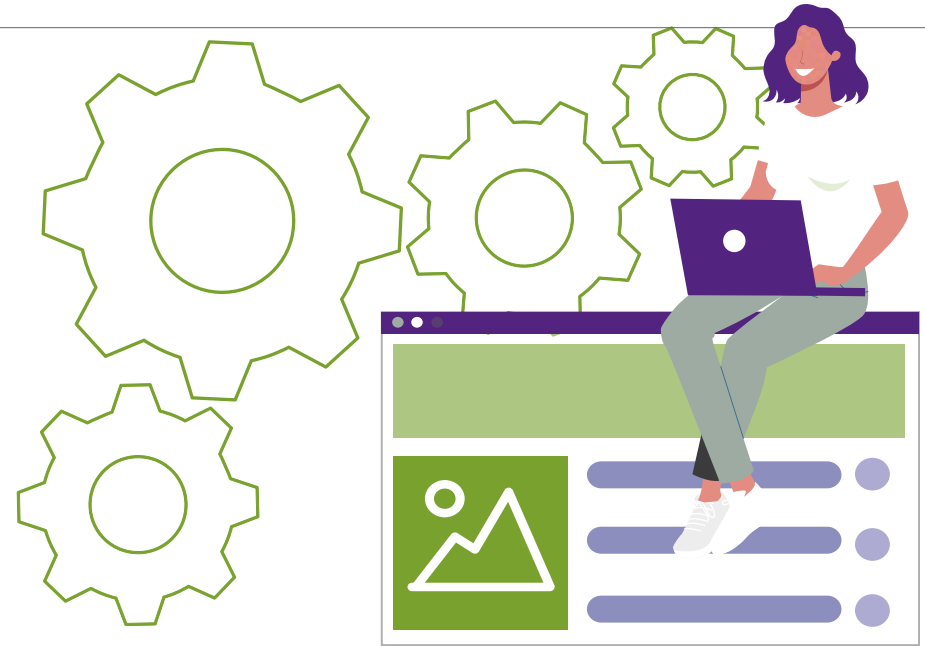
Leadership's Role in AI

Leaders are adopting an “AI-first” mindset, asking, “How can AI help here?” This shift requires leaders to actively engage with AI, moving beyond traditional technology oversight to becoming primary learners. To guide their organizations effectively, they are first developing their own AI literacy while navigating the dual challenge of advancing technology responsibly and fostering innovation.

Leadership begins with personal development. Hands-on experimentation provides crucial insights into AI’s capabilities and limitations. For example, one hotel executive dedicates 45 minutes daily to AI exploration, while another leverages AI to enhance communication and decision-making. These experiences enable leaders to identify opportunities and risks, shaping informed organizational strategies.

Leaders must also design tailored learning pathways for their teams, aligning AI tools and training with organizational goals. Creating safe environments for experimentation is essential, along with governance frameworks that balance progress with security and compliance. Effective leadership models include continuous learning and adapting to emerging challenges.

A successful approach combines quick wins with long-term development, ensuring momentum while fostering resilience. Leaders who embrace their role as learners not only enhance their capabilities but also create adaptable organizations capable of leveraging AI responsibly. This double focus on personal mastery and organizational growth is key to thriving in an AI-driven future.



Structured Learning in AI Development

Many organizations are taking a structured approach to effectively teach AI skills. This involves formal training paired with hands-on experimentation. Workshops provide practical exercises tailored to real business scenarios, while leadership programs focus on AI skills and change management to prepare executives for guiding adoption.

By providing “AI playgrounds” as safe spaces, employees have been able to experiment with tools, test ideas, and receive immediate feedback without affecting live systems. This combination of structured training and controlled experimentation helps employees build consistent, future-ready skills while organizations remain adaptable to evolving AI technologies, maintaining their competitive edge responsibly.

Traditional Training Programs Using LMS

We also found some organizations using existing Learning Management Systems (LMS) to introduce employees to AI through structured, scalable training. New “Introduction to AI” modules, similar to compliance or cybersecurity courses, provide foundational knowledge on AI, machine learning, and related terminology. These self-paced courses typically feature video lectures, text explanations, infographics, and quizzes.

While LMS-based training is efficient for large workforces, it has notable limitations. Standardized content often fails to address the diverse needs of different roles. For example, a marketing professional and a revenue manager may require vastly different AI applications, yet they receive the same material. Additionally, these courses are often theoretical, lacking practical, hands-on learning opportunities to help employees apply AI tools in their daily work.

Another challenge is the static nature of LMS modules. With AI advancing rapidly, course content can quickly become outdated, leaving employees unprepared for the latest developments. Completion metrics, such as quiz scores and time

spent, focus on participation rather than skill acquisition, potentially creating a false sense of readiness.

Despite these drawbacks, LMS-based training remains popular due to its scalability and efficiency. Organizations can enhance its effectiveness by supplementing with role-specific tracks, hands-on workshops, and regular updates, ensuring employees gain relevant, practical AI skills.

AI Immersive Workshops

Some organizations are offering immersive AI workshops to provide a dynamic, hands-on approach to training, combining academic learning with practical application in an engaging environment. These intensive sessions remove participants from daily distractions, fostering active involvement and deeper understanding compared to pre-recorded modules.

Workshops typically begin with focused academic instruction, where experts cover foundational AI concepts and encourage real-time interaction. Participants ask questions, engage in discussions, and clarify concepts, ensuring a tailored learning experience.

The core of the workshop involves hands-on exercises using AI tools. Participants apply concepts to scenarios that mirror workplace challenges, such as marketing teams using generative AI for campaign creation or revenue managers optimizing workflows with analytics tools. These activities transform theoretical knowledge into practical skills.

The final segment often includes collaborative problem-solving, where participants work in groups to address real organizational challenges. This reinforces learning, builds confidence, and encourages innovative, cross-functional AI applications.

Organizations enhance workshops by providing pre-session materials and follow-up resources, ensuring sustained learning and application.

Challenges of Traditional Professional Development

A key limitation of both LMS modules and immersive workshops is their episodic nature. These methods often suffer from the “one-and-done” phenomenon, where training is treated as a singular event rather than an ongoing process. This approach is particularly problematic with rapidly evolving

AI technology, as static training content quickly becomes outdated.

While employees may leave an LMS module or workshop with initial enthusiasm, the lack of consistent reinforcement leads to skill decay. Without applying their knowledge regularly, employees often revert to familiar workflows, failing to integrate AI capabilities into their daily tasks.

Organizations are increasingly recognizing that formal training alone is insufficient for developing lasting AI skills. The traditional model of discrete learning events doesn't address the continuous learning needed to keep pace with AI advancements.

One solution is implementing a 30-60-90-day accountability system. At regular intervals, employees demonstrate how they've applied AI tools, share challenges, and receive targeted guidance from mentors. This structured follow-up ensures knowledge retention, encourages adoption, and fosters sustained skill development, bridging the gap between training and real-world application.

Unstructured and Organic Professional Development

We heard from some that organizational learning is being complemented with a decentralized, organic AI adoption approach. This emerging model leverages natural knowledge networks and informal learning channels, creating fluid learning ecosystems that match how some people naturally acquire and share knowledge. This approach acknowledges that AI's rapid evolution requires flexibility that traditional training methods can't provide. Hospitality organizations are implementing a number of unstructured strategies like Reverse Mentoring or AI Champions that are accelerating adoption and building resilience. The challenge now lies in nurturing these natural learning processes while maintaining strategic alignment.

Reverse Mentoring

Reverse mentoring is becoming a valuable tool for workplace learning, especially in the adoption of AI. This approach allows younger employees to guide senior colleagues in using AI tools, flipping the traditional workplace dynamic. It naturally stems from younger generations' familiarity with digital technologies, helping bridge the gap in AI understanding for more experienced staff.

When junior employees take on teaching roles, it creates meaningful changes in workplace relationships. For example, a junior marketing associate helping a senior director understand AI-powered analytics fosters mutual respect and collaboration. This exchange builds confidence in younger employees, giving them a sense of value, while senior staff benefit from an informal and supportive learning environment.

Organizations that embrace reverse mentoring see broader benefits, including stronger teamwork, faster adoption of AI, and better communication between generations. By encouraging knowledge sharing, companies ensure that both senior and junior employees contribute to innovation and adapt more quickly to technological advancements.

This approach not only helps organizations integrate AI effectively but also strengthens workplace culture, creating teams that are more collaborative, resilient, and ready to embrace change. Reverse mentoring builds stronger connections across age groups while equipping the workforce to meet the demands of advancing technology.

AI Champions

AI Champions play a vital role in driving organic learning and AI adoption within organizations. These individuals emerge naturally as enthusiastic and knowledgeable employees who become informal yet essential resources for their colleagues. They combine technical expertise with the ability to make complex AI concepts accessible and practical for others in the organization.

What makes AI Champions particularly effective is their combination of natural leadership qualities and technical acumen. They are self-motivated learners who actively explore new AI tools and applications, documenting their findings and sharing their knowledge with others. Their expertise extends beyond technical understanding to include strong communication and teaching skills, enabling them to translate complex concepts into

clear business value. These champions serve as critical bridge builders, connecting technical teams with business units and facilitating cross-functional collaboration.

The strategic impact of AI Champions manifests in several key areas.

- **Accelerate adoption** - they do this by creating informal learning networks that facilitate knowledge transfer and reduce resistance to change through peer influence.
- **Build organizational capability** - they foster a culture of continuous learning and experimentation, while also helping to mitigate risks by promoting responsible AI practices and raising awareness of ethical considerations.

Organizations can support their AI Champions through various means. This includes:

- **Provide recognition and resources**, such as access to advanced training and certification programs, and allocating time for learning and teaching activities.
- **Career development opportunities** should be structured to leverage their expertise, including creating advancement paths that recognize their contributions to AI initiatives.

- **Building a community among AI Champions** is also crucial, facilitating regular meetings and creating platforms for knowledge sharing.

Looking to the future, the role of AI Champions will become increasingly important as AI continues to evolve and integrate more deeply into business operations. Organizations should focus on evolving the role to match changing technological landscapes, scaling their impact through networks and digital platforms, and sustaining the movement through long-term support and succession planning.

AI adoption strategies should consider these Champions who bridge the gap between AI capability and practical implementation. By supporting and nurturing AI Champions, organizations can maximize their AI investments while building a culture of continuous learning and innovation. Their unique combination of technical knowledge, teaching ability, and enthusiasm makes them invaluable assets in the journey toward successful AI integration.

Additional Strategies for AI Adoption

Learning through AI Feedback

AI tools implemented for efficiency often become unexpected platforms for professional development. For example, AI-powered transcription systems initially used for documenting meetings now aid in leadership and sales training. By analyzing call patterns, managers provide targeted coaching, enhancing communication, teamwork, and strategy. These tools create ongoing opportunities for growth beyond their original purpose.

Organic Evolution of AI Proficiency

AI proficiency often develops organically from daily experimentation with generative AI tools. Employees learn through trial and error, refining prompt engineering skills and discovering what generates effective results. Starting with simple tasks like drafting emails or analyzing data, they gradually tackle more complex applications, creating real-world AI expertise. This self-directed learning fosters intuitive understanding as employees observe successes, share effective prompts, and build informal knowledge networks.

Leaders as AI Trainers

Organizations are redefining AI training by positioning senior leaders as trainers rather than external experts. Leaders bring contextual knowledge of performance metrics, market challenges, and internal processes, making training highly relevant and impactful. This approach builds trust, aligns strategy, and demonstrates leadership's active role in driving AI adoption and continuous learning. To succeed, leaders need comprehensive AI training and strong support systems, ensuring training is tailored, practical, and directly tied to business outcomes.

Organizational Challenges in AI Professional Development

Organizations face significant challenges in implementing AI-focused professional development, spanning financial constraints, generational dynamics, structural gaps, and sustainability issues.

Financial limitations remain a key barrier. Comprehensive AI training programs require significant investment in tools, platforms, trainers, and employee time. While some organizations leverage existing Learning

Management Systems or self-guided options to reduce costs, many struggle to demonstrate ROI, making sustained investment difficult.

Generational resistance creates another layer of complexity. Veteran employees may resist AI-driven workflows, while younger staff might over-rely on technology. Bridging these divides requires fostering adaptability while respecting experience, balancing enthusiasm for AI with the need to maintain human judgment and critical thinking.

Lack of structured training frameworks further complicates efforts. Ad hoc approaches lead to inconsistent adoption, knowledge gaps, and limited ability to measure outcomes. Developing standardized training modules requires expertise and planning that many organizations lack, hindering progress in ensuring ethical AI usage and consistent learning experiences.

Sustainability challenges include keeping training content relevant amidst rapid AI advancements and integrating learning into daily workflows. Organizations must maintain training quality, provide ongoing support, and ensure skills are retained and applied effectively.

To succeed, organizations need scalable, flexible training models that accommodate diverse needs, measure ROI, and foster continuous learning. AI training should be an ongoing initiative, balancing technological proficiency with essential human capabilities to ensure workforce adaptability and long-term success.

Guidance on Governance

As one industry leader remarked, AI implementation without governance is akin to “building Jurassic Park without an electric fence.” Generative AI offers a much-needed solution for resource-strapped teams, automating routine tasks and enabling employees to focus on more strategic initiatives. Most hoteliers prefer leveraging existing platforms through their technology partners, who provide expertise and tools to integrate AI into established systems.

AI governance is about establishing clear rules and guidelines for how an organization uses AI. Just as companies have policies for handling sensitive information or using equipment, they need frameworks to ensure AI is used safely, effectively, and responsibly. Good governance addresses critical questions:

- Who can use AI tools?
- What data can they access?
- How do we ensure information security?
- What steps are taken if something goes wrong?

These are not just technical concerns; they’re about building trust and empowering employees to use AI confidently and ethically.

When implemented well, governance becomes a seamless guide, enabling innovation within appropriate boundaries. It ensures employees across departments—whether in marketing, sales, or revenue management—understand how to use AI safely. This prevents common issues, such as mishandling sensitive information or relying on unvetted tools. Strong governance also positions organizations to proactively adapt to regulatory requirements and industry standards, maintaining compliance and competitive advantage.

Bringing Governance to Life with an AI Task Force

A governance framework requires active oversight, and an AI Task Force provides this critical function. This cross-functional group connects departments, shares best practices, and ensures AI is integrated safely and effectively across the organization.

Task Force members should represent diverse areas of expertise, ensuring that governance aligns with real-world workflows. They monitor emerging AI technologies and trends, helping the organization stay ahead of opportunities and challenges. By maintaining open communication, the Task Force gathers feedback, identifies gaps, and refines policies to better meet organizational needs while protecting data and ensuring compliance.

The combination of clear governance and active engagement through the Task Force fosters a culture of innovation and accountability. Employees feel confident using AI tools, understanding both their potential and their responsibilities. By balancing innovation with security and trust, governance helps organizations harness AI's power while safeguarding their people and data.

Wrapping Up Professional Development

In 2024, hospitality organizations began navigating the complexities of AI professional development, experimenting with both structured training frameworks and organic learning models.

As we look to 2025, the focus will be on overcoming challenges like financial constraints, generational divides, and the lack of standardized frameworks, while scaling successful strategies to build adaptive, AI-empowered workforces.

Key Takeaways:

- 1. Leadership Drives AI Adoption**
Leaders must model an “AI-first” mindset, engaging in hands-on learning to shape informed strategies and guide their organizations through the AI transformation effectively.
- 2. Blending Structured and Organic Learning**
Combining formal training, such as immersive workshops and LMS modules, with informal approaches like reverse mentoring and AI Champions fosters adaptability and innovation.

3. Addressing Organizational Challenges

Organizations must tackle barriers like financial limitations, generational resistance, and the absence of training frameworks by fostering collaboration, adaptability, and structured governance.

4. Governance is Essential

Establishing clear AI governance frameworks, supported by AI Task Forces, ensures innovation happens within secure, ethical, and aligned boundaries, building trust and compliance.

5. Continuous Learning is Key

Professional development must evolve into an ongoing process, integrating structured follow-ups and accountability systems to ensure employees remain skilled and adaptable in the rapidly changing AI landscape.

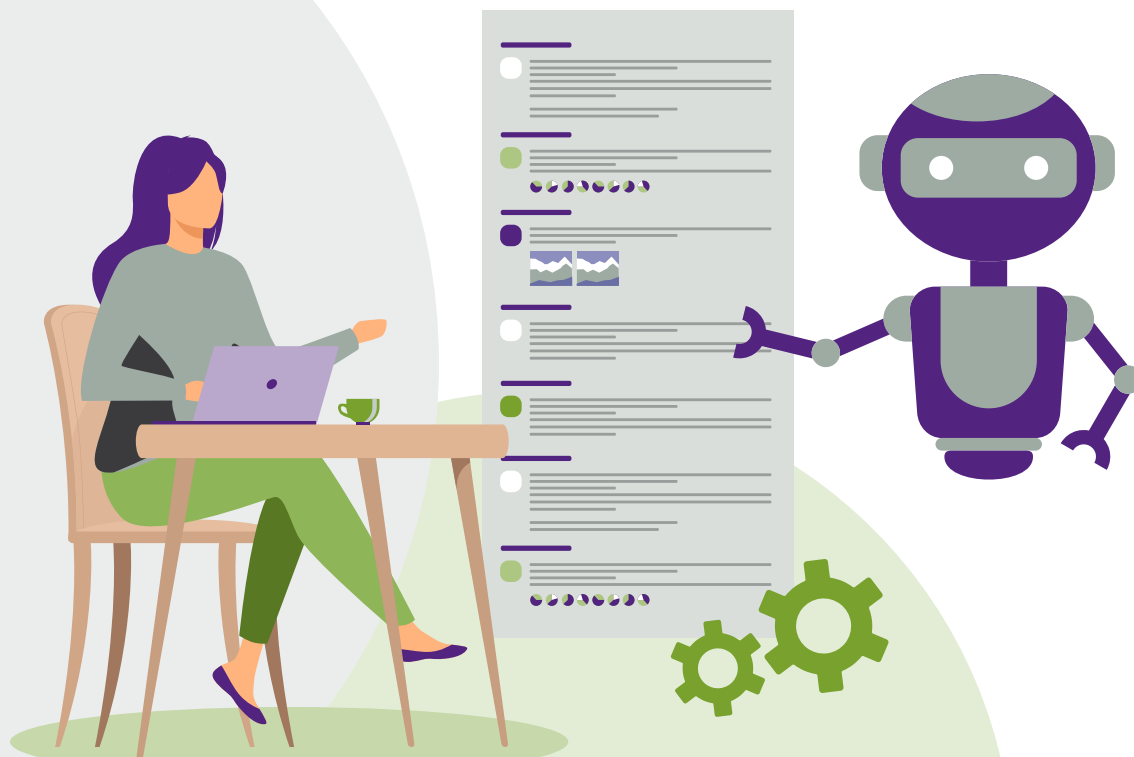
Retention Enhancement

The Boston Consulting Group's study, *Joy at Work Matters More Than You Realize* (February 13, 2024), emphasizes the critical balance between “joy” and “toil” in improving employee retention. Joy involves engaging, meaningful work that fosters creativity and aligns with individual and organizational goals, while toil consists of repetitive, mundane tasks that drain energy and cause frustration.

Though data does not yet definitively link generative AI to improved retention, discussions with commercial leaders reveal its potential to address toil and increase joy. For hotel commercial teams—responsible for the interplay between sales, marketing, and revenue management—retaining top talent is essential for sustained success.

In this section we will dive into the following areas where Generative AI is having a positive impact on employees:

- **Leveraging Generative AI to Minimize Toil and Increase Joy.** Generative AI is transforming hotel commercial teams by eliminating tedious tasks, boosting efficiency, and empowering professionals to focus on strategic and creative work that enhances both job satisfaction and retention. This increase in may lead to higher engagement and long-term retention.
- **Perspectives on Potential AI Time Savings:** How would you spend an extra hour in your workday? Hospitality executives weigh in, revealing key priorities like boosting productivity, fostering innovation, enhancing work-life balance, and strengthening workplace culture.



Leveraging Generative AI to Minimize Toil and Increase Joy

Hotel commercial teams across revenue management, sales, and marketing face daily operational burdens that diminish efficiency, job satisfaction, and retention. Generative AI offers a transformative opportunity to alleviate these repetitive tasks, allowing teams to refocus on strategic and creative endeavors.

In revenue management, toil often involves manual tasks such as updating rate plans, consolidating data from multiple systems, and generating performance reports. These repetitive activities consume valuable time. Generative AI can eliminate the burden of these time-consuming activities, so teams can focus on more strategic activities such as crafting innovative pricing strategies, identifying hidden market opportunities, and designing guest-centered packages. This shift from operational drudgery to strategic thinking restores excitement to the revenue managers work.

For sales teams, administrative burdens create another layer of inefficiency. Managers spend excessive time creating proposals, managing contracts, and

updating systems with duplicate information. Sales teams are spending valuable time formatting presentations, customizing proposals, and maintaining CRM records, which ultimately reduces the time they spend selling. AI's ability to automate these administrative tasks, enables sales teams to prioritize relationship-building and client engagement. With instant competitive insights during meetings, sales managers can conduct more impactful conversations, leading to higher conversions and deeper satisfaction in their roles.

Marketing teams also encounter significant toil in their daily operations with routine tasks like scheduling social media posts, updating website content, and compiling basic performance metrics. With generative AI handling these mundane tasks, marketing professionals are rediscovering their creative spark. This allows them to focus on storytelling, brand development, and campaign innovation. Immediate feedback from AI analytics further enhances job satisfaction by showcasing the tangible impact of their creative efforts.

The positive impact AI has on these commercial roles can foster genuine joy at work. As the Boston Consulting Group described in their study, this “joy effect”

not only improves retention but also builds long-term commitment and innovation within organizations. By reducing toil and enhancing meaningful work, generative AI redefines the employee experience, ensuring teams stay engaged, fulfilled, and dedicated to success. Hotels that effectively address toil through AI and process improvements will experience better retention, enhanced innovation, and stronger business outcomes. The key lies in balancing automation with human input to ensure technology supports, rather than replaces, the strategic thinking that drives success in hospitality.

Perspectives on Potential AI Time Savings

We posed a scenario to executives, asking them to imagine AI technology reducing their team’s workday from eight hours to seven. How would they allocate the extra hour? To guide responses, we provided five options:

- Leave an hour earlier for better work-life balance
- Spend the time connecting with colleagues to strengthen team culture
- Dedicate it to working more to boost productivity
- Invest it in training for professional development
- Use it for open-ended innovation projects, like Google’s “20% time.”

This section summarizes their feedback and top 5 team priorities.



1. Productivity as a Top Priority

Many executives prioritized using AI-driven time savings to enhance productivity. These leaders see parallels to past technological advancements, such as PCs and Excel, which allowed teams to achieve higher efficiency and output. Leaders advocated channeling the saved hour into revenue-generating activities, such as making additional sales calls, handling larger workloads, or focusing on strategic initiatives. This perspective underscores the belief that AI is a tool to drive measurable business growth and operational efficiency.

2. Professional Development and Innovation

Others emphasized the importance of using the freed time for professional growth and innovation. A significant number of executives endorsed a model similar to Google’s “20% innovation time,” where employees engage in training, strategic planning, or creative projects. This approach is seen as a way to future-proof the workforce, ensuring teams are equipped with the skills and AI literacy needed for long-term success. Leaders also highlighted that such also foster a culture of curiosity and continuous learning.



3. Work-Life Balance

A contrasting viewpoint centered on work-life balance. Some executives proposed giving employees the flexibility to leave work an hour earlier, allowing them to invest in personal growth, family time, or community engagement. These leaders recognized that supporting employee well-being is vital for sustained organizational success. By prioritizing work-life balance, companies could enhance employee satisfaction, reduce burnout, and foster loyalty.

4. Strengthening Workplace Culture

Several leaders saw an opportunity to use AI-driven time savings to strengthen workplace culture. They proposed dedicating the hour to team-building activities, collaborative projects, or informal interactions that deepen workplace relationships. This approach reflects an understanding that technological efficiencies should complement, not replace, human connections. Leaders acknowledged that fostering a cohesive and collaborative culture is critical for long-term organizational health and retention.

5. Strategic Implementation and Customization

The varying perspectives present both opportunities and challenges for organizations. Effective strategies will require flexibility, with role-based customization playing a central role. Executives might allocate extra time to strategic planning, while frontline employees may benefit more from skill development or work-life balance initiatives. This tailored approach ensures that the additional hour aligns with individual responsibilities and organizational goals.

Time Savings Considerations

Success in leveraging AI-driven time savings depends on clear communication and continuous evaluation. Organizations must establish expectations for how the time is used while allowing for adaptability. Regular assessments will help refine strategies to ensure alignment with evolving needs and priorities.

Ultimately, AI-enabled time savings offer organizations a chance to redefine work. By balancing productivity, innovation, professional development, and well-being, companies can create dynamic environments that benefit both employees and the business. Leaders who strategically integrate these insights can unlock transformative potential, driving growth and fostering satisfaction across their teams. All of which can lead to increased employee retention.

Wrapping Up Retention

Generative AI offers significant potential to improve retention by reducing tedious tasks and enhancing the sense of purpose in daily work. While direct metrics linking AI to workforce stability remain limited, its ability to balance “joy” and “toil” resonates with industry leaders.

As the industry moves into 2025, developing tools to measure AI’s impact on retention becomes crucial. This includes updating exit interviews, rethinking employee satisfaction surveys, and creating metrics that track AI’s influence on job satisfaction and career growth. Organizations that effectively implement AI while measuring its impact will be better positioned to adapt, ensuring both workforce stability and engagement.

Key Takeaways:

- 1. Reducing Toil with Generative AI:** Generative AI alleviates the repetitive, mundane tasks like data consolidation, report generation, and administrative work, improving employee efficiency and reducing burnout.
- 2. The Joy Effect from AI at Work:** AI creates opportunities for employees

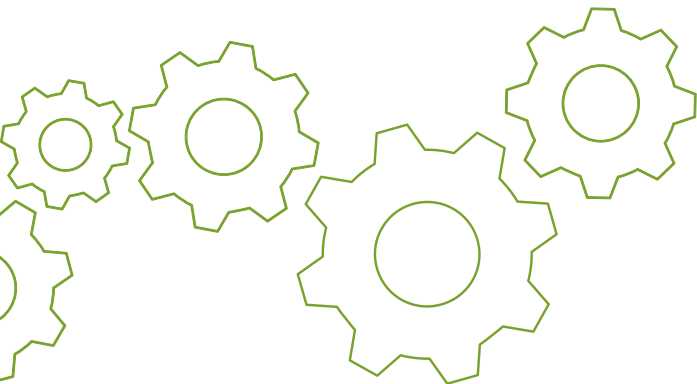
to focus on meaningful, creative, and high-impact work which can create a “joy effect,” boosting job satisfaction and long-term commitment.

- 3. Leaders Focus on Productivity and Innovation:** When allocating AI-driven time savings, most executives prioritize productivity and professional development, seeking both immediate operational gains and long-term workforce adaptability.
- 4. Work-Life Balance and Culture Are Vital:** Some leaders emphasize using AI driven time savings to promote work-life balance and strengthen team connections in order to drive higher job satisfaction and loyalty.
- 5. Strategic Implementation and Measurement:** Effective AI implementation requires tailored strategies that align with organizational goals and employee roles. Measuring AI’s impact on job satisfaction and career growth will be essential to ensure sustainable improvements in retention.

Final Thoughts: Embracing the AI-Enabled Future

While this study focuses on how companies are embracing generative ai technologies for talent management, it is important to point out that ai is also poised to fundamentally change the marketing, sales and revenue management functions as we know them. We are already seeing shifts in search marketing for example, where travelers are beginning to use tools like ChatGPT to plan travel trips, or image searching to find hotels featured in videos. It will be imperative that hotels adapt their strategies and invest in their teams just to remain competitive.

These changes from generative ai however are just a small step into the future of things to come.



Looking Ahead to How Agentic AI Will Revolutionize Hotels

By mid/late-2025, a clear divide will emerge in the hospitality industry. Forward-thinking hotels that leverage AI to enhance their commercial teams' capabilities will gain a decisive edge, initiating a profound recalibration that will reshape industry standards and guest expectations.

At the moment, a majority of hotels are still getting on board with generative AI, trying to understand what it is, how it works, and where it can create the most value. From crafting personalized email responses to automating guest inquiries, generative AI has proven its worth as a productivity booster. Yet, the hospitality industry is barely scratching the surface of its potential.

As hotels navigate learning generative AI, the next wave of AI innovation is already emerging, agentic AI. This technology promises to go far beyond generative AI's capabilities, changing AI from a helpful assistant into an autonomous, decision-making partner. This virtual partner can assist in managing operations, driving revenue, and anticipating needs without waiting for human input. In other words, just as the industry begins to understand the current phase of AI, the next phase is already charging right behind it.

Bridging the Gap from Generative to Agentic AI

To fully appreciate the impact of this shift, it's critical to understand the difference between generative and agentic AI. Generative AI tools, such as those that assist in content creation or task automation, work well within defined parameters. However, they rely on human direction to be effective. In contrast, agentic AI introduces autonomy, giving AI the ability to identify problems, evaluate solutions, and act independently.

For example, where generative AI might create a beautifully written proposal or marketing email, agentic AI can take the next step. Identifying a target opportunity, strategizing an approach, and executing a personalized outreach plan without needing human intervention. It's not just assisting the team; it's driving action, solving problems, and delivering measurable results.

Real-World Applications of Agentic AI in Hospitality

The possibilities for agentic AI in hospitality for commercial teams is immense

1. Sales

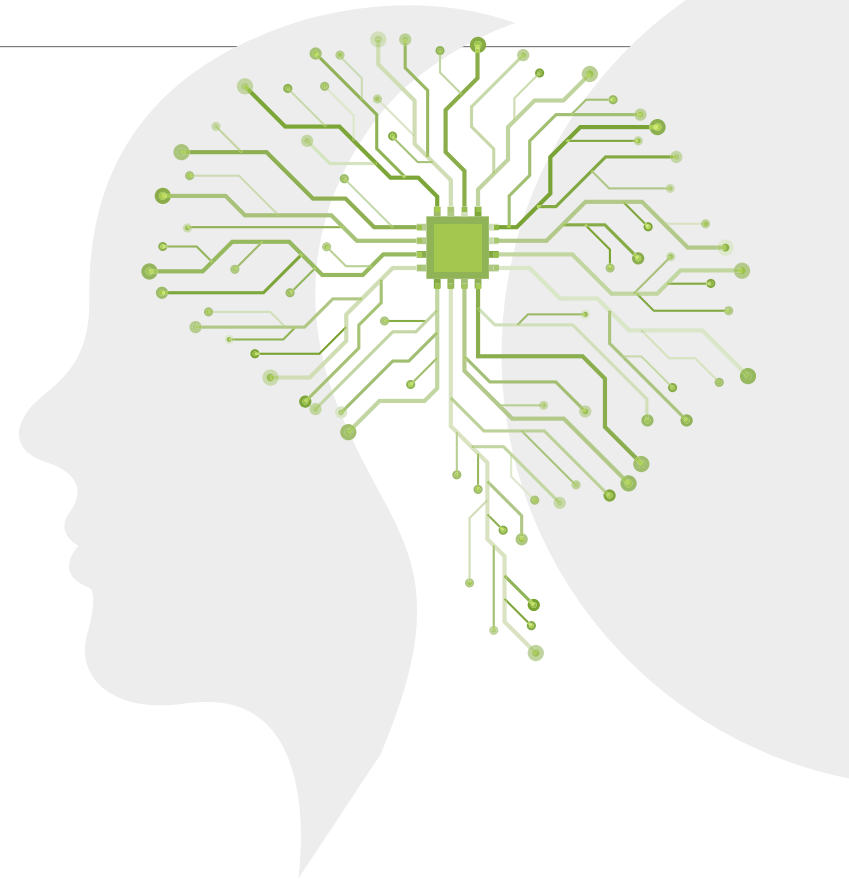
Currently, generative AI is starting to be used for tasks like drafting proposals. But agentic AI can proactively identify high-value opportunities, such as local companies booking meeting spaces elsewhere, and create and execute strategies to win their business.

2. Marketing

While generative AI helps with content creation, agentic AI can autonomously monitor engagement metrics, identify trends, and adjust strategies on the fly. For example, if young professionals in neighboring cities respond strongly to a rooftop bar promotion, agentic AI can reallocate budgets, refine messaging, and even suggest menu changes to capitalize on the trend.

3. Revenue Management

Existing AI systems provide pricing recommendations, but agentic AI takes it further by driving revenue strategies end-to-end. For instance, when a major event is announced in the area, agentic AI can instantly adjust room rates, create targeted packages, and ensure staffing levels align with anticipated demand, all without human input.



Catching Up with Today's AI While Preparing for Tomorrow

The challenge for many hotels is twofold: catching up with generative AI while preparing for the potential of agentic AI. As you saw in this report, the research shows that a significant portion of the industry is still experimenting with basic AI capabilities, like automating emails or chat responses. However, the rapid pace of AI innovation means that simply mastering generative AI won't be enough to stay competitive.

Forward-thinking hospitality leaders must act now by:

- Fostering AI literacy across all levels of the organization, ensuring teams understand the evolution from generative to agentic AI.
- Creating safe spaces for teams to experiment with current AI tools while preparing them for the shift to autonomous AI systems.

- Building internal communities of practice where teams can share successes and learn from failures.
- Developing clear career pathways that recognize and reward AI expertise
- Supporting bottom-up innovation by encouraging staff to identify opportunities where generative AI and agentic AI could transform guest experiences

Human Warmth Meets AI Precision

Despite the rapid advances in AI, there is one thing that remains constant. The human touch is irreplaceable in hospitality. Agentic AI isn't about replacing people, it's about enabling teams to focus on what they do best. This is creating memorable guest experiences. By taking over repetitive tasks and making data-driven decisions, AI frees up time and resources for your team to deliver exceptional, personalized service.

The future of hospitality is unfolding faster than most realize. While generative AI is still being explored, agentic AI is already here, offering new opportunities for those willing to embrace the change.

Key Takeaways:

1. **Fostering AI literacy** across all levels of the organization, ensuring teams understand the evolution from generative to agentic AI.
2. **Creating safe spaces for teams to experiment** with current AI tools while preparing them for the shift to autonomous AI systems.
3. **Building internal communities of practice** where teams can share successes and learn from failures.
4. **Developing clear career pathways** that recognize and reward AI expertise
5. **Supporting bottom-up innovation** by encouraging staff to identify opportunities where generative AI and agentic AI could transform guest experiences

Survey Results

The foundation of this report on the *State of Generative AI in Talent Management* is a comprehensive research initiative combining quantitative survey data and qualitative insights from interviews with HSMIA members. The objective was to explore how generative AI is transforming recruitment, retention, and professional development within hotel sales, marketing, and revenue management.

The survey, distributed to HSMIA members, gathered responses from 63 participants representing a diverse range of roles and organizational structures. This diverse and robust sample provides a meaningful snapshot of the perceptions, applications, and future strategies surrounding generative AI adoption within the hospitality sector.

In this section, we present the survey results, offering insights organized into key categories:

- **Leadership and Strategic Direction:** How senior leaders view and guide AI adoption.
- **Optimism and Workforce Perception:** Exploring leadership and employee sentiments about AI's impact.
- **Phased Adoption Reflects Cautious Optimism:** Insights into the gradual integration of AI across the industry.
- **Barriers Highlight Knowledge and Resource Gaps:** Key challenges organizations face in adopting AI.
- **Job Transformation and Skill Evolution:** How AI is reshaping roles and skill requirements.
- **Integration with Recruitment and Development:** The strategic impact of AI on talent acquisition and professional growth.

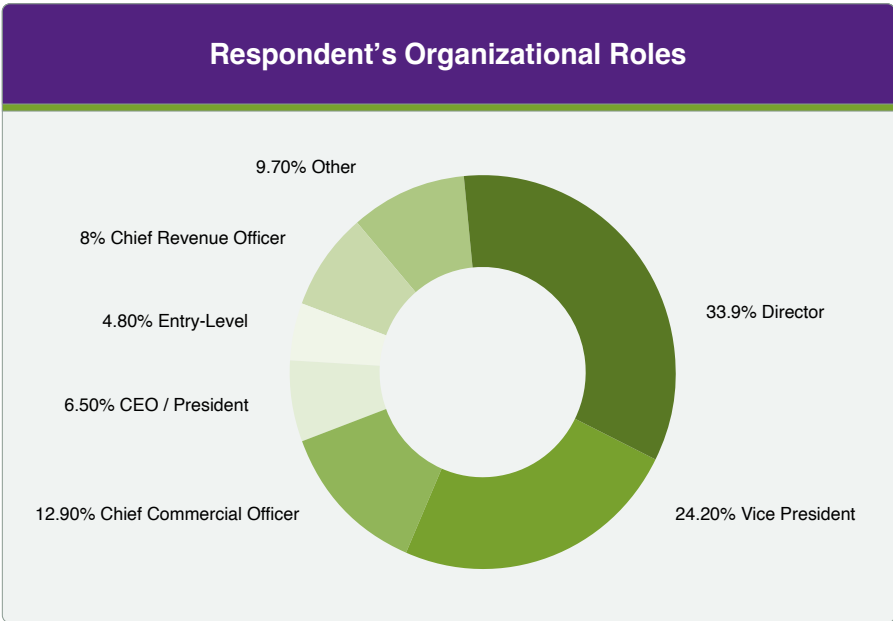
This analysis highlights not only the current state of AI adoption but also the opportunities and challenges ahead for the industry.

Insights on Generative AI in Hospitality and Implications for Talent Management

Leadership and Strategic Direction

The survey responses underscore a strong representation from senior leaders:

- 33.9% Directors
- 24.2% Vice Presidents, and
- 12.9% Chief Commercial Officers

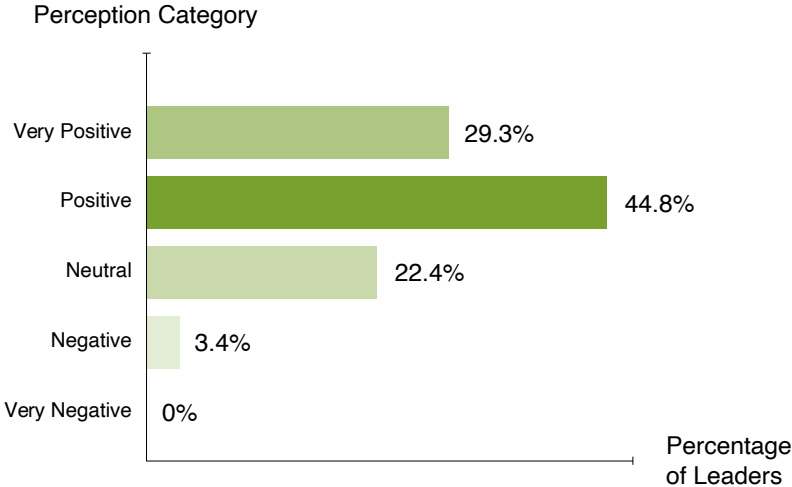


This leadership presence suggests that AI adoption is seen as a strategic priority, with top decision-makers directly influencing its direction. For talent management, this signifies that AI-related initiatives are being framed as integral to long-term organizational goals, rather than as operational experiments. Leaders are likely driving a vision where AI enhances performance metrics like revenue growth, customer engagement, and efficiency.

However, fragmented ownership of AI initiatives persists:

- 21.1% owned by CEOs
- 17.5% owned by Chief Commercial Officers
- 12.3% owned by IT departments
- 19.3% of organizations lack clear ownership

Leadership Perception of AI Adoption

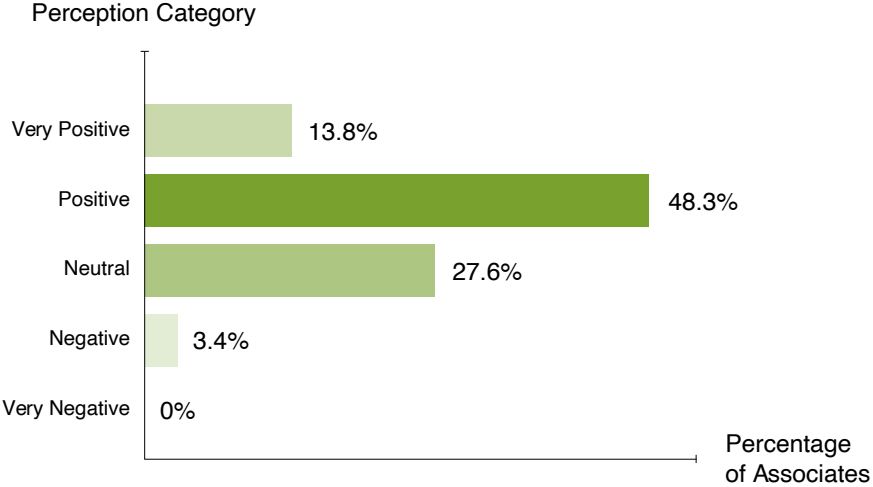


This fragmentation limits the development of unified governance frameworks, making it challenging to align AI initiatives with organizational goals and creating inconsistencies in staff engagement and understanding of AI's purpose.

Optimism and Workforce Perception

Leadership demonstrates optimism about AI's potential, with 74.1% viewing it positively. However, frontline employees are less confident, with 27.6% expressing neutrality. This gap underscores the need for transparent communication and targeted training to build confidence and bridge the enthusiasm divide. Employees must understand how AI enhances their roles and aligns with organizational goals, fostering trust and adoption.

Perception of AI Adoption Among Associates



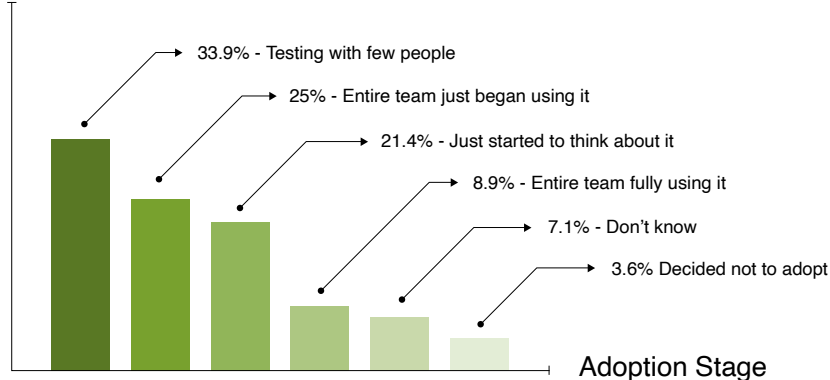
Phased Adoption Reflects Cautious Optimism

The survey indicates a phased approach to AI adoption:

- 33.9% of respondents are testing AI with small group
- 25% are in early deployment
- 8.9% report full integration

Perception of AI Adoption Among Associates

Percentage of Respondents



This incremental strategy allows organizations to mitigate risks and refine processes. For talent management, gradual rollouts offer opportunities to build familiarity, share best practices, and showcase early successes. Managers must actively support teams during transitions, ensuring readiness and alignment.

Barriers Highlight Knowledge and Resource Gaps

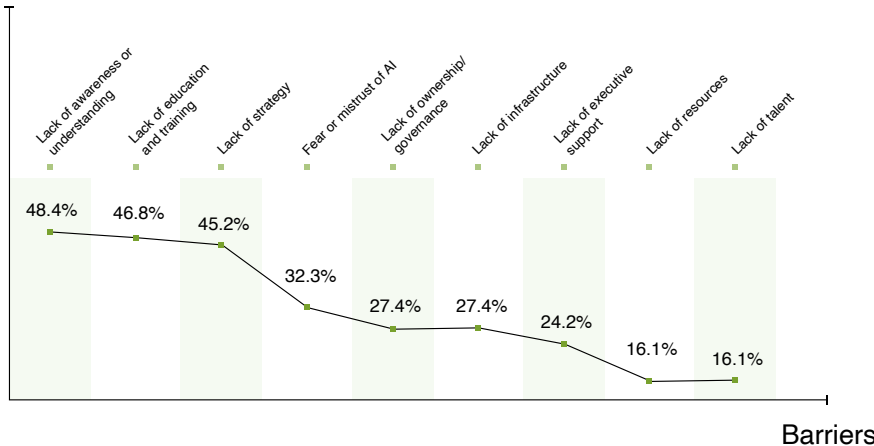
Challenges hindering AI adoption include:

- Lack of awareness (48.4%)
- Insufficient education (46.8%)
- Unclear strategies (45.2%) , and
- Emotional resistance to AI (32.3%)

Addressing these barriers requires tailored educational programs and transparent communication. Training should emphasize how AI complements roles in sales, marketing, and revenue management by augmenting skills like creativity and strategic thinking while automating repetitive tasks.

Perception of AI Adoption in Organizations

Percentage of Respondents

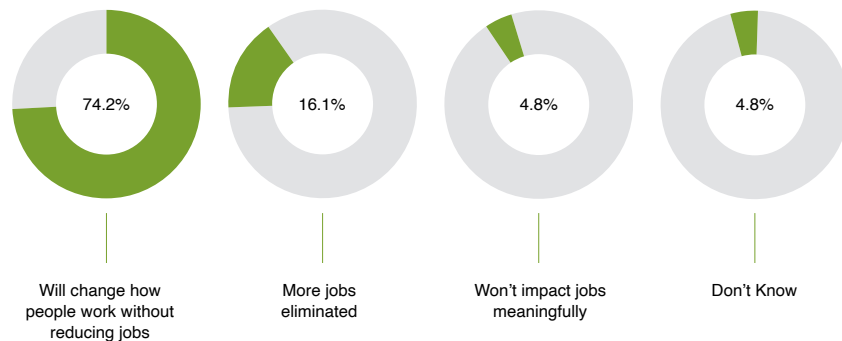


Job Transformation and Skills Evolution

Respondents overwhelmingly view AI as a transformative tool rather than a disruptive one, with 74.2% believing it will change how people work without reducing jobs. This perspective is critical for talent management, as it highlights an opportunity to position AI to elevate roles rather than replace them.

For sales, marketing, and revenue management, this translates to enabling teams to focus on high-impact activities like strategy, creativity, and customer relationship management, while AI handles routine tasks like data analysis, reporting, or lead prioritization. Talent management strategies should prioritize upskilling employees to take advantage of these shifts, fostering a culture where AI is seen as an enabler of professional growth.

Perceptions of AI's Impact on Jobs

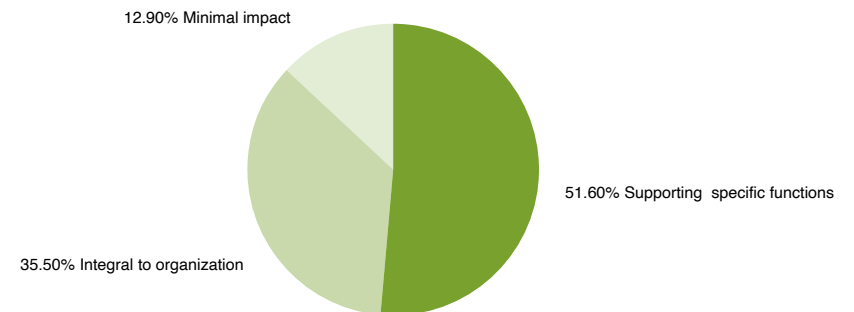


Integration with Recruitment and Development

Generative AI is already influencing recruitment and professional development processes. For recruitment, AI streamlines tasks like writing job descriptions (78.6%) and resume screening (28.6%), freeing up time for managers to focus on candidate engagement and cultural fit. For professional development, AI tools are being used for personalized training (54.5%) and skills gap analysis (54.5%), allowing organizations to tailor learning initiatives to individual needs.

These applications point to a broader trend in how AI is shaping talent strategies. In sales, marketing, and revenue management, where skills like negotiation, creativity, and data-driven decision-making are essential, AI can be leveraged to identify gaps, deliver customized learning experiences, and measure the impact of training initiatives. For example, managers could use AI to track how well employees adopt new sales strategies or improve campaign effectiveness, providing actionable insights to refine training.

AI's Projected Role in Organizations in 3 Years



Survey Wrap Up

Survey findings indicate that hotels should treat AI as a core part of their talent strategy. Leaders must provide clear direction and open communication channels, while managers focus on guiding teams through incremental adoption. This approach, supported by customized education and strategic skill-building, will help hotel organizations realize the full potential of AI-driven transformation.

Key Takeaways:

- 1. Leadership-Driven Priority:** Generative AI adoption is no longer experimental, but a priority led by senior decision-makers such as Directors, Vice Presidents, and Chief Commercial Officers. However, a lack of unified governance across functions creates confusion and challenges in aligning talent strategies with evolving technology.
- 2. Bridging the Optimism Gap:** While leaders are optimistic about AI, frontline associates exhibit caution. Transparent communication and stepped rollouts are essential to build trust, clarify AI's supportive role, and guide employees

through gradual learning and adoption phases.

- 3. Educational Focus:** Barriers like limited awareness and inadequate training highlight the need for structured skill-building initiatives. Talent strategies should prioritize integrating AI into existing roles while emphasizing core human-driven skills like creativity, relationship management, and strategic thinking.
- 4. Enhancing Recruitment and Development:** AI automates repetitive processes, allowing managers to focus on high-value activities. AI's ability to personalize training and identify skill gaps enables more meaningful professional development, boosting precision in performance and adaptability to individual needs.
- 5. Strategic Integration of AI:** AI should be treated as a core component of talent strategies. Success requires clear leadership direction, open communication, and tailored education programs to unlock AI's full potential and drive transformative change in hotel sales, marketing, and revenue management teams.

Methodology

This report captures the early adoption and experimentation with generative AI in talent management for hotel sales, marketing, and revenue management. By combining survey data, in-depth, and industry event observations, we provide a comprehensive view of how generative AI is shaping talent strategies from the hotel management perspective.

The survey, distributed to HSMIAI members, collected responses from 63 participants spanning diverse leadership roles. This robust sample offers valuable insights into the perception, implementation, and future plans for generative AI across the sector. Based on respondents' organizational sizes, the survey findings potentially influence a workforce ranging from 19,460 to 34,290 employees, underscoring its broad industry relevance.

Additionally, interviews with over 25 industry leaders, including hoteliers, management companies, and technology partners, revealed how generative AI is being leveraged to enhance recruitment, retention, and professional development. By attending key industry conferences, we also gained firsthand insights into the challenges and opportunities organizations face as they adopt these technologies. This report aims to guide others as they navigate this evolving AI landscape.

About the Author

Michael J. Goldrich is the founder and chief advisor of Vivander Advisors, specializing in generative AI education and digital transformation strategies. With over 20 years of experience in hospitality and technology, he currently serves as Chief Experience Officer at The Hotels Network, leveraging AI and predictive analytics to enhance guest engagement and conversions. As co-leader of GAIN's AI Hospitality practice, he drives revenue growth and cost savings through AI integration. Goldrich also serves on the HSMIAI Foundation Board.

A recognized industry leader, Goldrich was named one of HSMIAI's Top 25 Extraordinary Minds in 2020 in Sales, Marketing, and Revenue Optimization and has received multiple Adrian Awards for innovative campaigns. He is the creator of an AI Literacy Program that helps hospitality professionals integrate AI into workflows and frequently speaks on AI and digital transformation.

Goldrich holds degrees from the University of Michigan and Northwestern University and has refined digital strategies for Accenture, Starwood, and Wyndham, shaping the future of AI in hospitality.



About the Foundation

The HSMAI Foundation is a 501(c)3 organization established in 1983 to serve as the research and educational arm of the Hospitality Sales and Marketing Association International. The Foundation's mission is to elevate the overall caliber and performance of sales, marketing and revenue management professionals in the global hospitality industry by driving initiatives that will attract new talent, develop emerging talent, and engage existing talent. The work of the Foundation is supported by private donations and corporate talent partners. Visit hsmaifoundation.org for more information.



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