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RESEARCH WITH COMPANIES

YOUTH & EMPOWERMENT

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1. INTRODUCTION

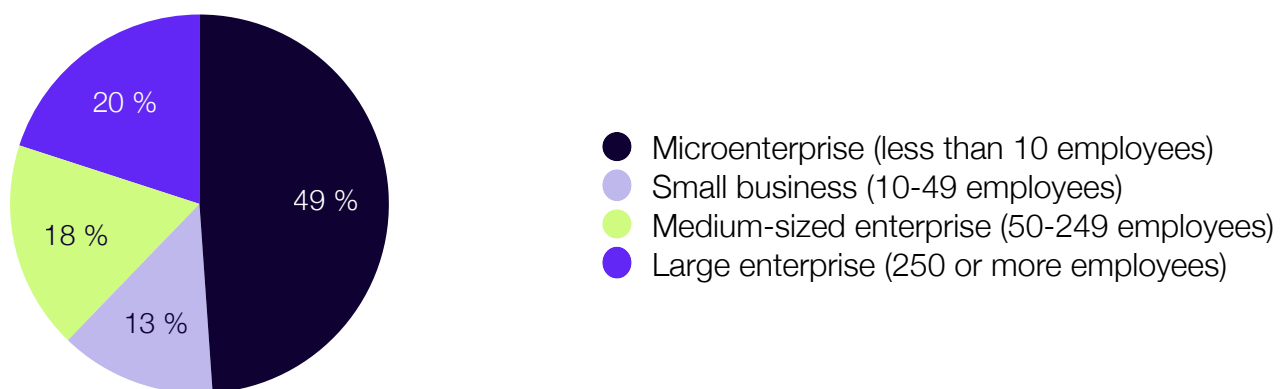
This report presents the results of the research conducted on companies. The goal of this investigation has been to identify what companies demand when seeking personnel and what they take into account when hiring people who lack professional experience. Additionally, it explores which skills or tools they expect from young people and how companies foster their integration.

During the research, conducted in Spain and Greece, we made a survey that involved the participation of **30 companies in Spain** and **15 companies in Greece**. Additionally, we conducted **individual interviews** with 5 companies in Spain and 3 companies in Greece.

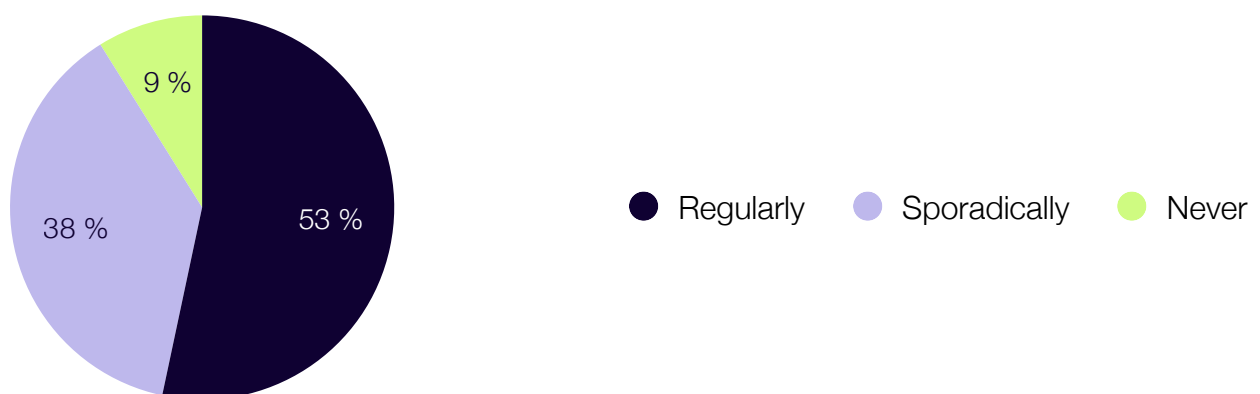
Below, we present the results of the research and the conclusions reached by both entities, which will serve as the foundation for creating the training program for youth.

2. SURVEY RESULTS

2.1. Company Size



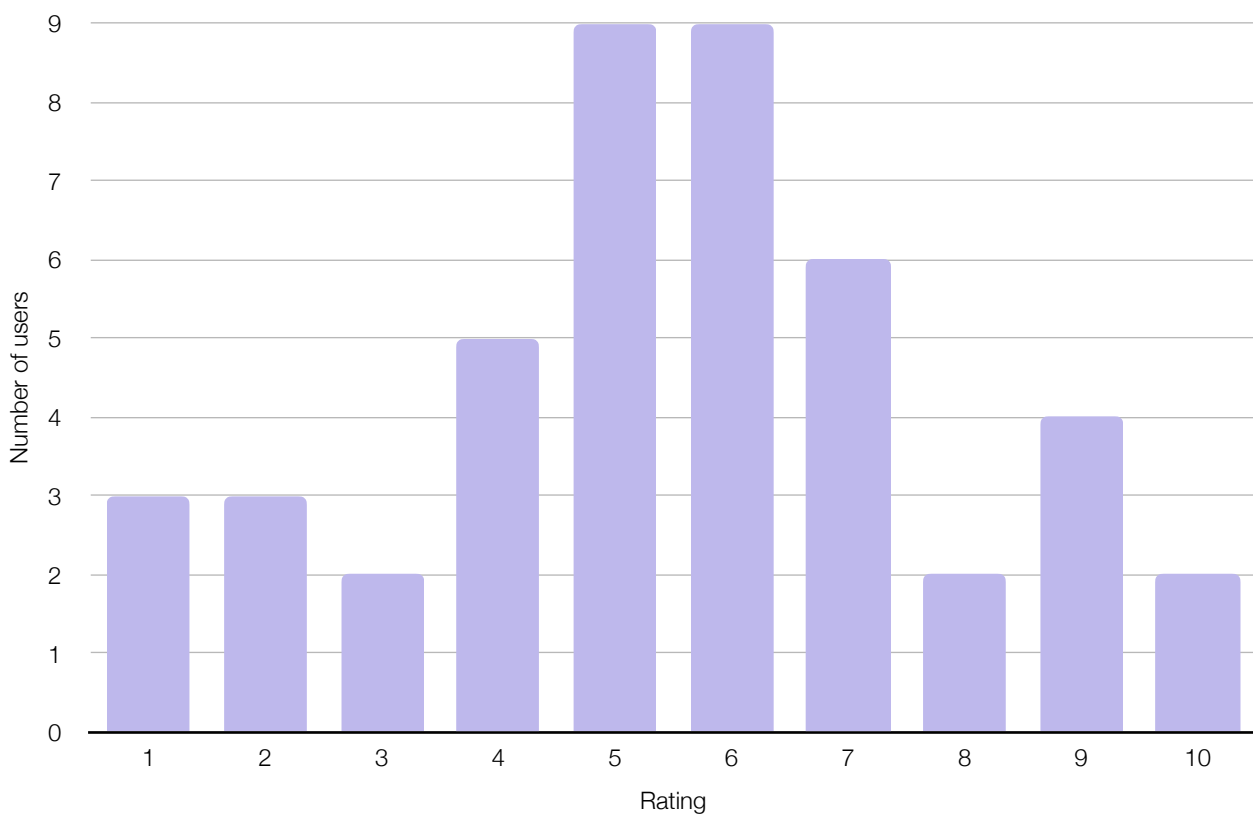
2.2. Does your company hire profiles with little or no work experience?



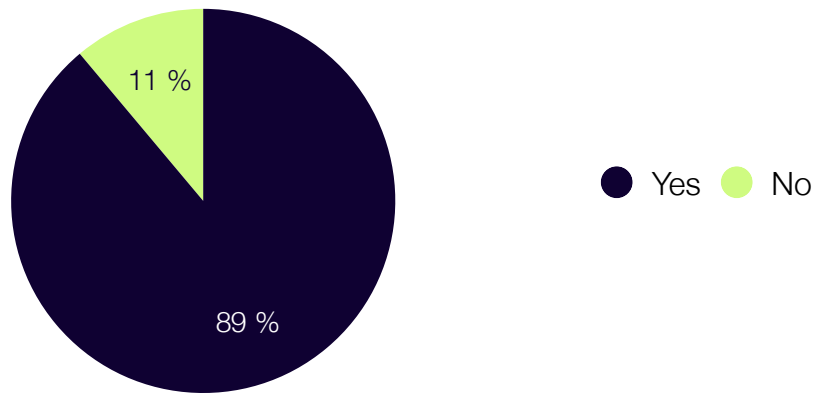
2.3. How long do you believe a person with little or no work experience needs to develop their skills to the level of their colleagues?



2.4. How prepared are individuals with little or no work experience who join your team based on their academic background? (Rating from 0 as not prepared at all to 10 as fully prepared).

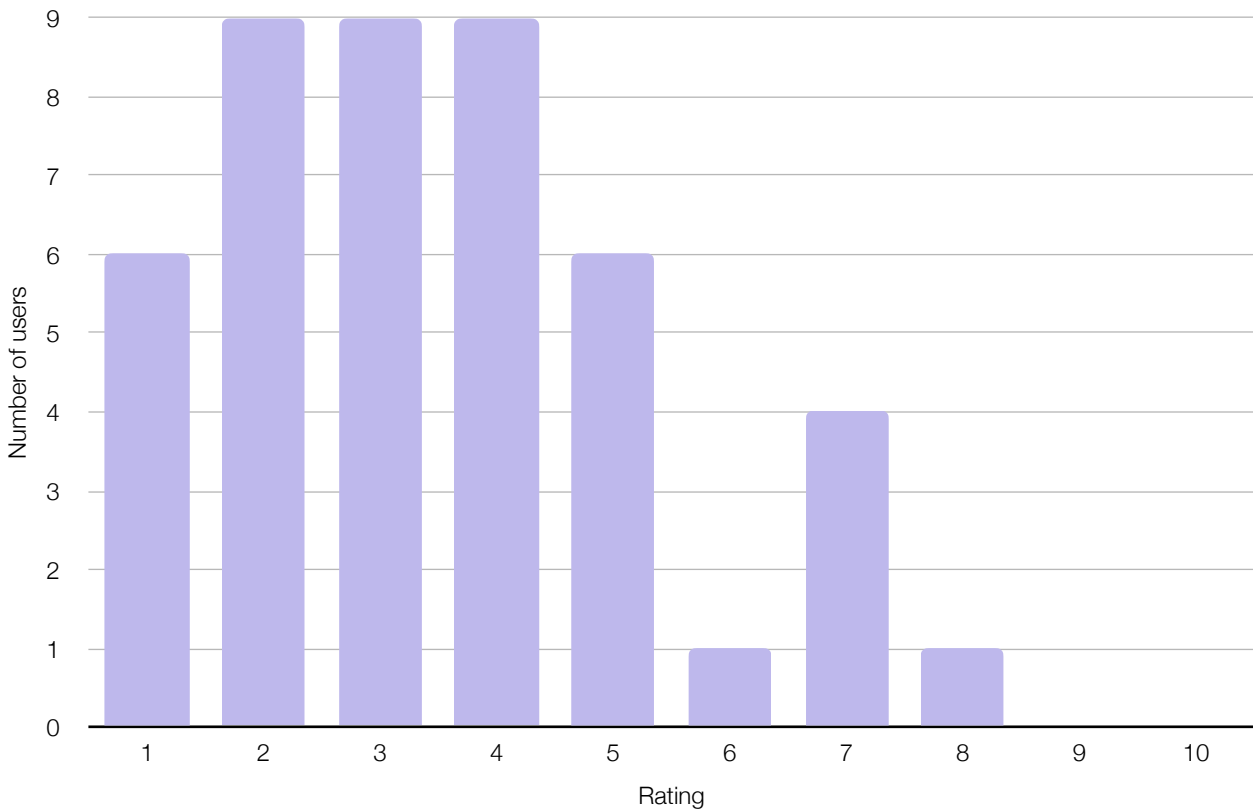


2.5. Does your company provide training to employees?

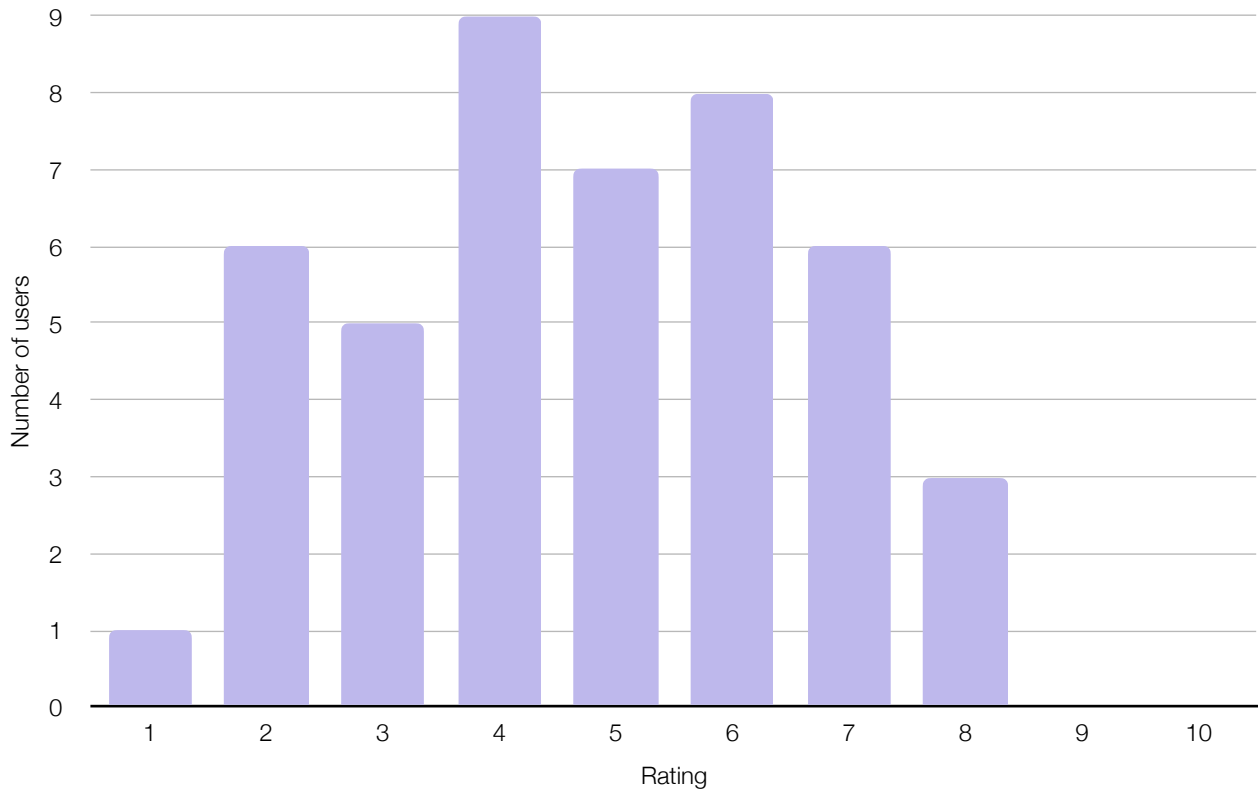


2.6. Rate from 0 to 10 the level of preparedness of a person with little or no work experience to perform the following tasks (0 being not prepared at all and 10 being fully prepared):

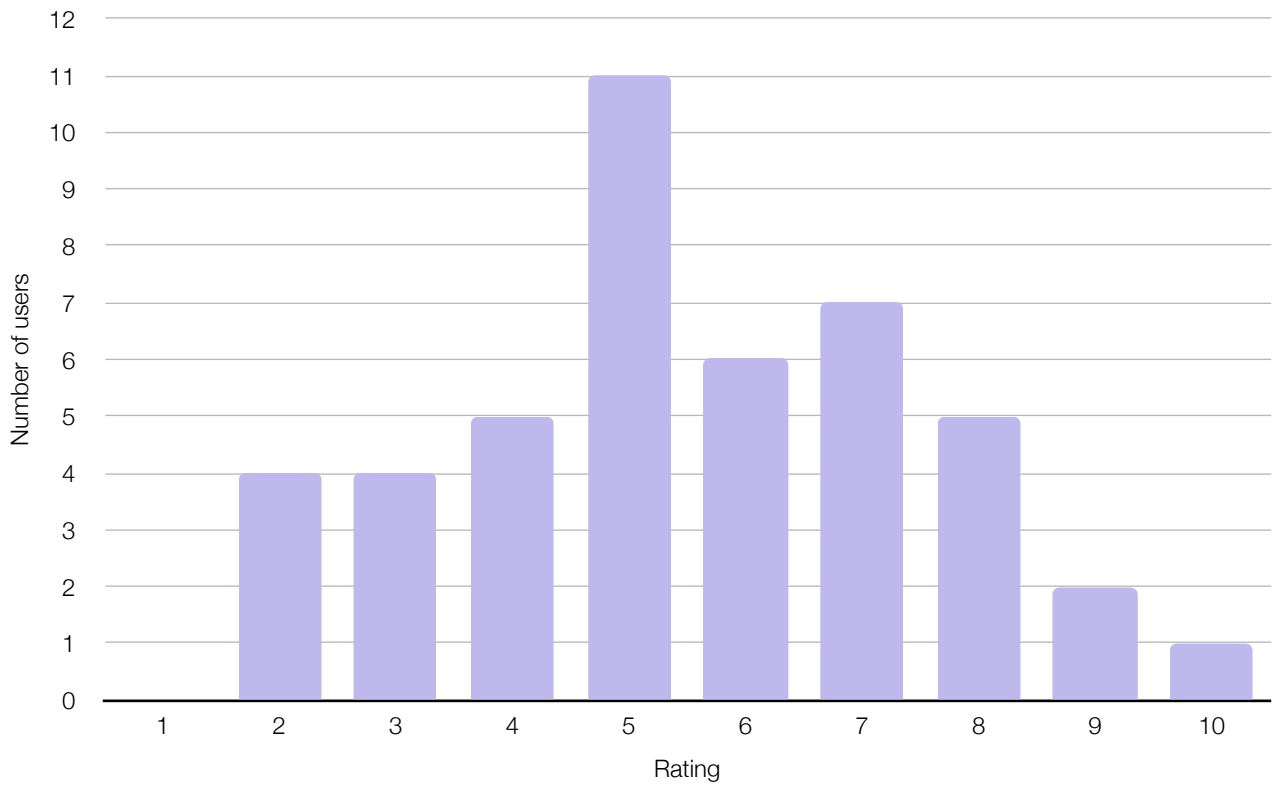
2.6.1. Holding a meeting with a client



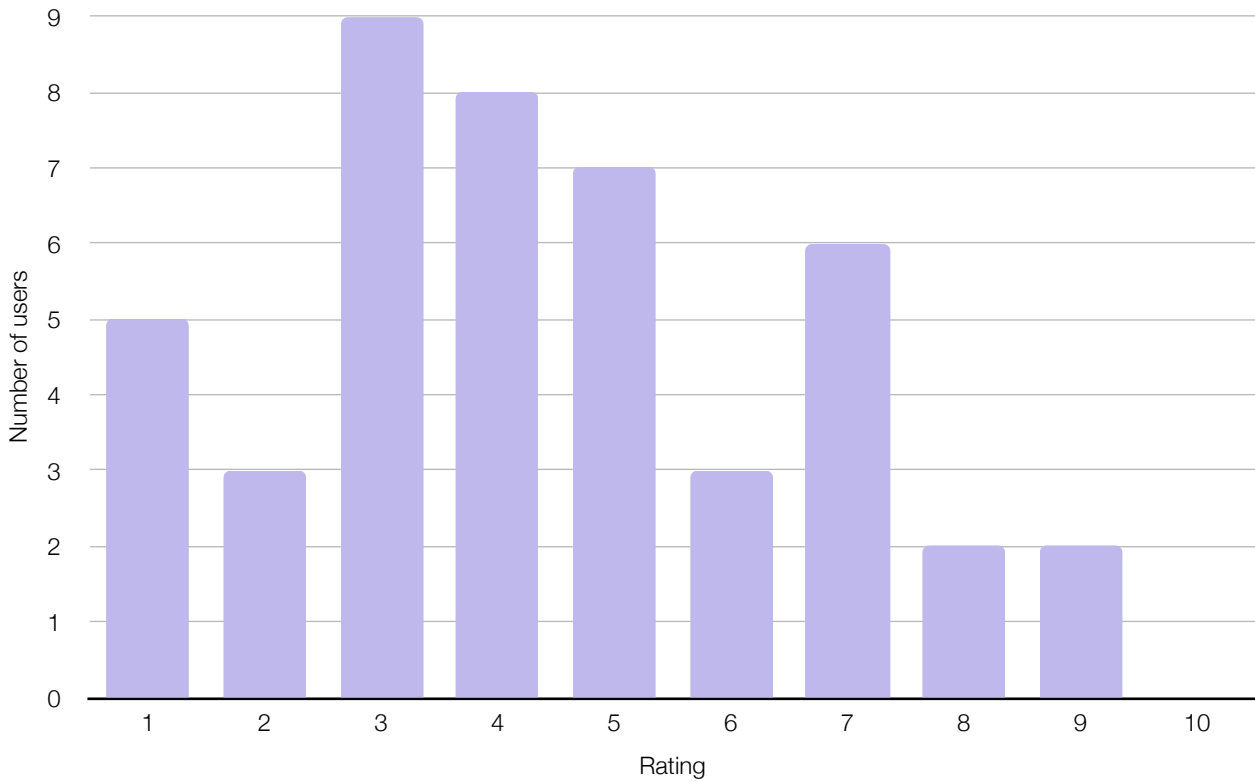
2.6.2. Write an email to a client



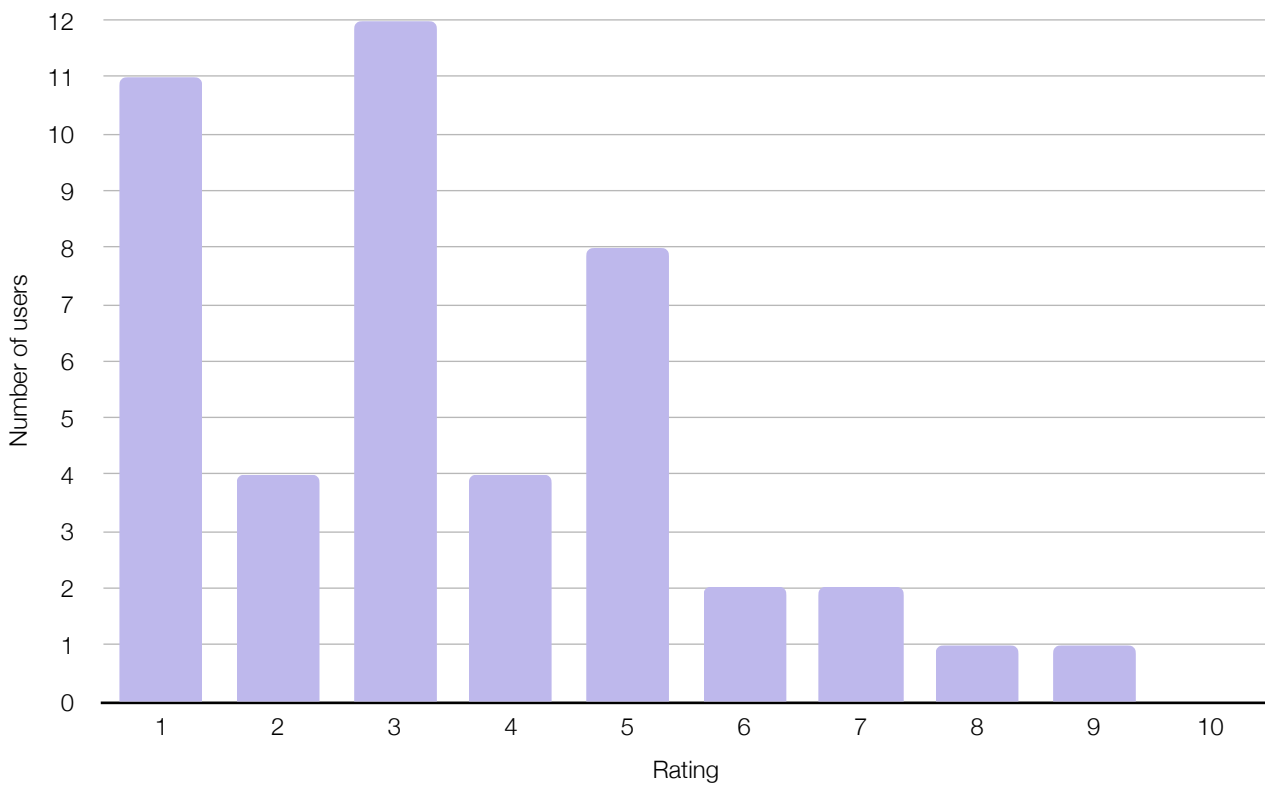
2.6.3. Participate actively in an internal team meeting



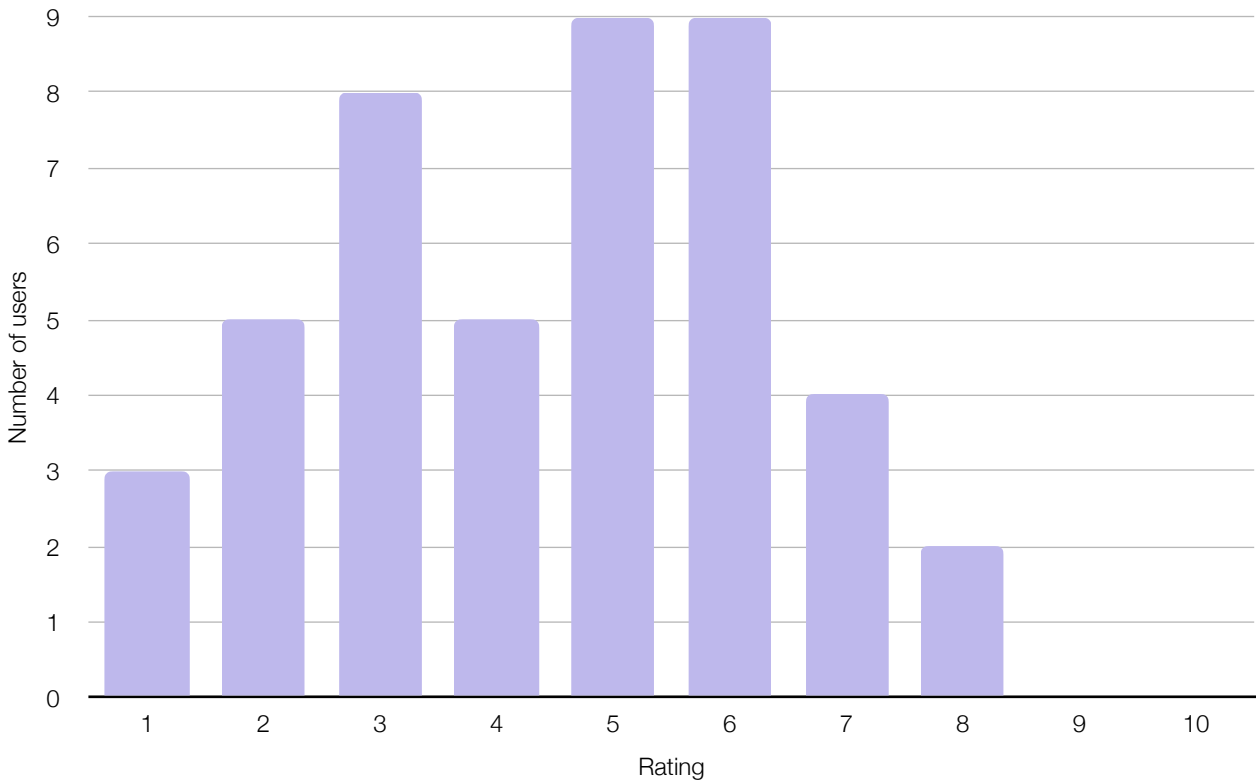
2.6.4. Understand a payroll



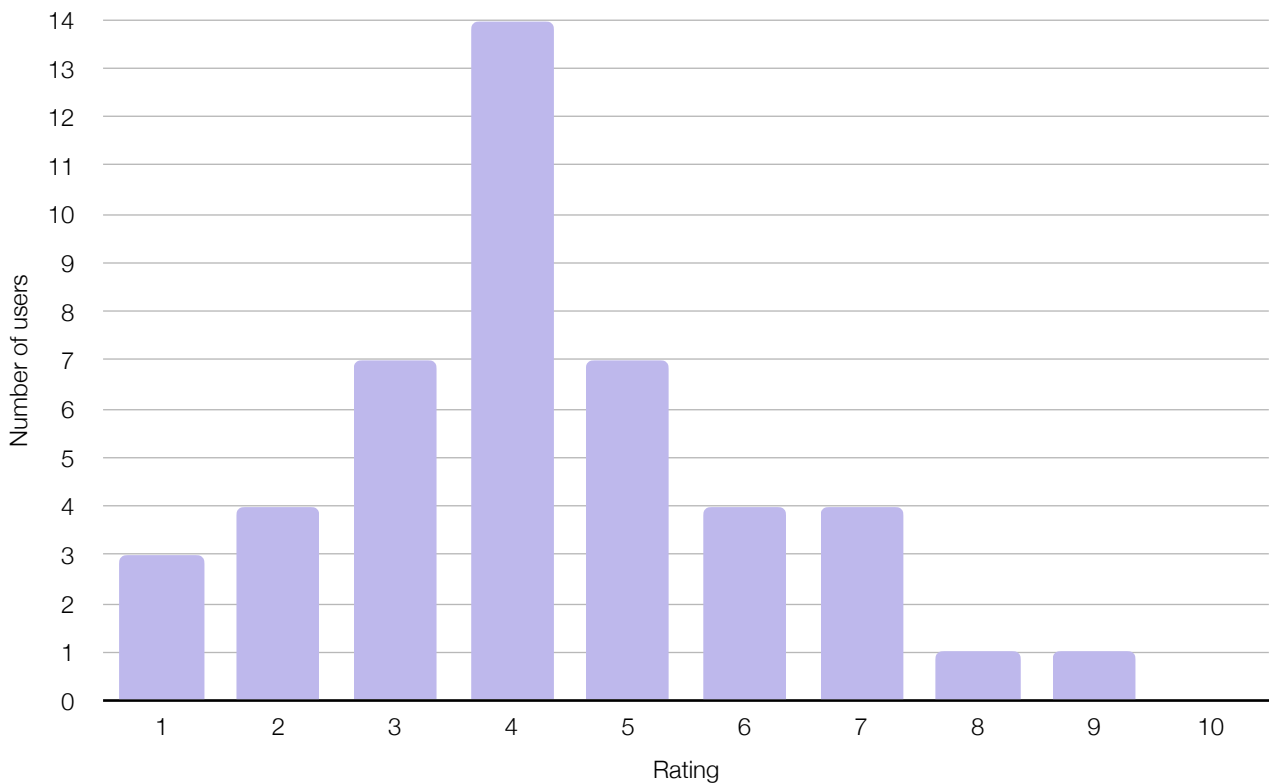
2.6.5. Manage a crisis



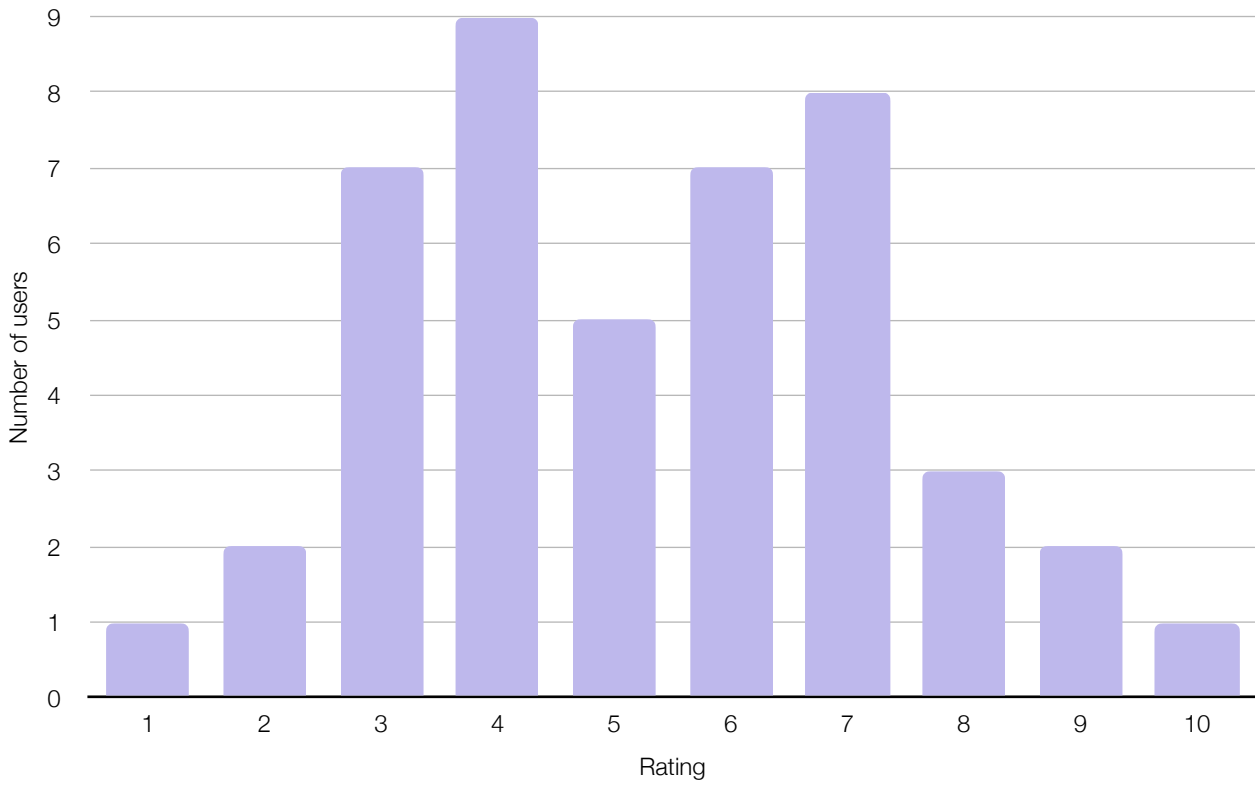
2.6.6. Understand the strategic objectives of the company



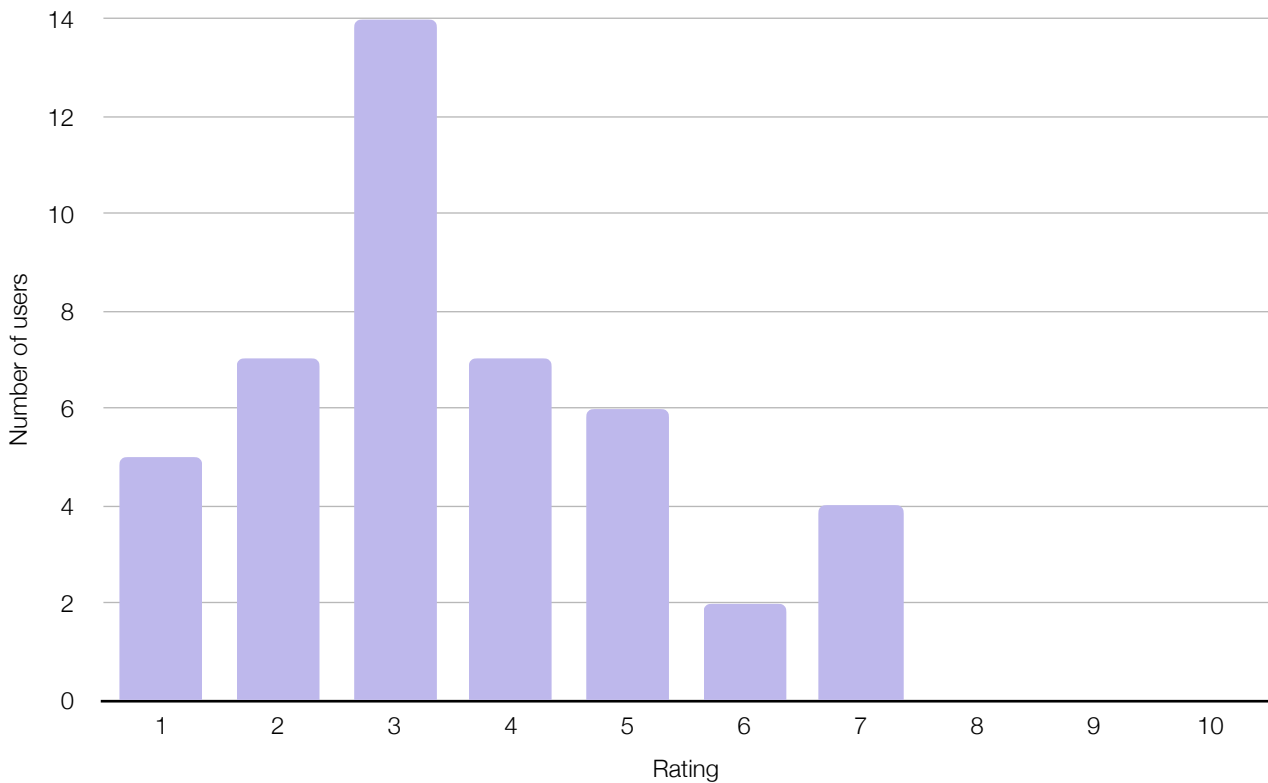
2.6.7. Prioritize its work autonomously



2.6.8. Assume a critique of its work



2.6.9. Writing a business proposal



2.7. Relevant comments

These are the comments provided by the respondents in a specific field on the form:

“Young people are an indispensable force in a team and in a company. However, the challenges are the tasks to be able to onboard them”.

“Training within companies for young professionals, as well as the involvement of companies in vocational and university training, is highly necessary. Only through this collaboration can teaching materials have the necessary quality and up-to-date content to adapt to the needs and demands of the job market”

“The national education system in Spain lacks preparation in real-world professional concepts. There is an excessive emphasis on theory without practical application. In other European countries there are plans to involve students in real projects with private companies”.

“The cost of hiring an inexperienced person is currently very difficult for companies to bear, especially when they are small-sized. There should be more public incentives that facilitate the incorporation of these individuals, which would be beneficial for both the worker and the companies”.

“Some people are highly educated and think they already know everything about the position, but nothing could be further from the truth. When I teach someone, it is me who learns many new things, and it is a mutually enriching experience”.

3. INTERVIEWS

3.1. Interview with Irene Calvo, “Dynamic Brands” - 06/06/2023

Name: Irene Calvo

Age: 38

Company: Dynamic Brands

Business sector: International trade

Size of the company: 3 employees

Irene explains that they usually work with young individuals with little or no work experience. She is very involved in mentoring young entrepreneurs, as she has started her own business three times. As part of Dynamic Brands' corporate social responsibility, they offer free mentoring to young individuals. Irene has also tried to develop an internship program to bring young talent into Dynamic Brands. This way, Irene can impart her knowledge in international

trade to the young individuals and share qualities of her entrepreneurial spirit, such as being independent or making their own decisions.

Dynamic Brands encourages young individuals to take initiative in the company, learn how to conduct meetings on their own, create a business proposal, respond to a request, or handle an unscheduled customer call. After graduating, individuals typically lack knowledge in these areas. The company also invites them to attend meetings with clients or public institutions to learn how to navigate such situations, as many times it's a matter of learning by observation.

Irene has developed a program consisting of twelve modules that prepare young individuals in both theoretical and practical aspects to handle and navigate the described situations or customer demands.

At Dynamic Brands, they are aware that young individuals with little to no work experience may have limitations, but they also have high expectations for them. In addition to theoretical knowledge, young people need to have critical thinking skills. They should be able to research, analyze, compare data, and express their opinions, even if they differ. They are looking for individuals who can develop both professionally and personally.

For Irene, profiles with little to no work experience can bring curiosity, interest, a willingness to ask questions, and the ability to reflect, in addition to their academic knowledge. She considers these qualities very important for personal development and learning. As she explains, she learns a lot from them because there is no better way to learn than to teach.

In her experience, attitude always surpasses knowledge. If a person has the attitude to learn, they will seek ways to do so, by researching or asking questions.

When incorporating profiles into the company, it is essential for individuals to have at least a good command of English and, additionally, another language like German or Serbo-Croatian due to the nature of their business. This enables them to reach more markets. If the person also has training in the field of internationalization, it is highly appreciated.

Irene is the person responsible for conducting interviews at Dynamic Brands. She pays a lot of attention and importance to these interviews because she aims for these relationships to be long-term. For her, having experience is not necessary, but values such as responsibility, punctuality, commitment, and organization are. Lacking in any of these qualities may lead to not hiring the person. She also highly values humility. She has had experiences with people who thought that having a lot of education is sufficient, but, for her, that is not the case.

She looks for people who want to learn new things, who are responsible and committed despite their lack of experience. She seeks in the people who enter her company the same

commitment that she puts into supervising their work. Additionally, if a person with little or no work experience wants to be promoted in her company, they have to show dedication, time, interest, and patience. She knows cases of people who start a job, and after a while, they realize that they don't really like it, or they want to achieve certain goals but lack the patience or perseverance to reach them.

Irene mentions that a person who starts working in her company and shows that they want to dedicate time and interest to other projects can eventually work with Dynamic Brands and other collaborators. This way, that person can learn about many other sectors and markets.

After having lived in Spain, her home country, and Germany, Irene currently resides in Croatia. Therefore, she is aware of the differences between these three countries regarding the education and training that young people receive to enter the job market. In her experience, Croatia and Spain are more theory-oriented, which she does not consider beneficial. However, she believes that vocational training and professional programs in Spain are more dynamic, which she considers better than in Croatia. Germany, on the other hand, is highly practice-oriented. Many people quickly find jobs, and therefore there is a shortage of highly qualified labor. In Germany, people prefer to study for a short time and secure a good position and salary, which leads to many companies having to bring in highly qualified employees from other countries like Spain, India, where long-term training is highly valued.

Irene advocates for a hybrid education, where students learn theory and practice simultaneously, studying for about 4 hours in the morning and working for a similar period in the afternoon. This way, upon completing their studies, they would have both the knowledge and experience, which would facilitate their integration and adaptation to the professional world. Irene considers it crucial to provide young people with the soft skills mentioned earlier, such as responsibility and commitment, as they are highly relevant in the daily operations of a company. However, these skills are not given much importance in general education and training.

3.2. Interview with Pepa González, “El Torreón del Sol” - 19/06/2023

Name: Pepa González

Age: 53

Company: El Torreón del Sol

Business sector: Audiovisual production

Size of the company: 30 employees

Pepa looks for diverse professional profiles that fit individually into each project. She works with producers, directors, journalists, cameramen, editors, and voice-over artists, among others.

The company hires young individuals in the early stages of their careers or those who are doing internships. Pepa mentions they have interns, and some of them stay with the company after their internship period.

Pepa emphasizes that at 27 years old, many individuals already have some experience and the energy to grow in their careers, but they still have much to learn, making them perfect for their professional performance. She mentions that up to 42 years old, one can maintain a good level of energy and strength, although it depends on each person.

To select interns, Pepa looks for attitude, a willingness to learn, and commitment. She values candidates who can adapt to different profiles and specific projects.

For her, the first impression is crucial. Just by receiving an email from a person, she can know if they are interested. She emphasizes the importance of joy, enthusiasm, and politeness in candidates.

Internships in her company last for three months on a full-time basis. To guide the new employees, there is a former intern with experience. At the beginning, the interns perform simple administrative tasks, such as organization, planning, creating a personnel list, getting to know the team, handling purchases, tickets, and invoices. They also learn to operate the radio's soundboard and start recording their own stories. They get involved in special projects, such as managing social media and conducting interviews at a music festival.

For Pepa, it is essential that an intern takes on tasks and fulfills missions to demonstrate their value. She mentions a young woman who joined the company as an intern and, by proving her responsibility and ability to complete assigned tasks, secured a contract.

In "El Torreón del Sol," the most common difficulty for interns with no work experience is understanding the importance of proper language and communication in the workplace. Interns must be aware of the significance of formal language, and sometimes it's more useful to teach them as they go along. Pepa was an intern in the past and explains that it was different as they had responsibilities and faced challenges from day one.

She knows that lack of experience can lead to issues, but interns can learn as they go and adapt quickly to job responsibilities and demands. It is very important for success that the intern has an attitude and willingness to take on responsibilities. Those who show

commitment and a willingness to learn will have more opportunities for growth and staying with the company.

Pepa González joined the company at the age of 23 and is aware of the generational difference between her and the current interns. However, she is comfortable delegating responsibilities to the current team and trusts their ability to handle them. Another aspect of evaluating interns is to observe how they handle adverse situations and adapt to fulfill assigned tasks. She values their ability to understand the importance of each task and manage it effectively. Some interns demonstrate commitment and responsibility, while others may not treat all assigned tasks with the same level of importance. It is essential that interns fulfill even the smallest and seemingly less relevant tasks because it demonstrates their capacity to take on more significant responsibilities. Some individuals already bring these skills and attitudes, and they are given freedom and responsibility in specific tasks to prove their ability to fulfill them, which is crucial in deciding whether an intern stays with the company or not.

From what they have seen in the company, entering the job market can generate feelings of fear and uncertainty. Still, it is also viewed as an opportunity to demonstrate skills and potentially secure a position within the company.

Pepa mentions that she observes a social bias when hiring interns. Those who have financial responsibilities typically exhibit greater maturity and motivation to remain with the company. There is a noticeable difference in motivation and financial necessity among some interns, which can affect their performance and commitment.

She also explains that sadly, there is a perception that the new generation enters the job market with a defeatist attitude and a pessimistic view due to the idea that everyone is precarious, will be exploited, and won't succeed in the job world. This negative mindset can affect how interns approach their work. There is also a perception that the job world is tough, it's a scam, and finding employment will be difficult, which can lead to defeatism, uncertainty, and pressure among interns. These doubts about job prospects and possibilities make interns slow and cautious in their approach to work.

3.3. Interview with Jorge Chamizo, “El Círculo de Comunicación”

26/06/2023

Name: Jorge Chamizo

Age: 57

Company: El círculo de comunicación

Business sector: Communication

Size of the company: 14 employees

The company founded by Jorge Chamizo employs interns, junior staff, and freelance suppliers. The professional profiles in the company are relatively homogeneous, with most employees coming from backgrounds related to journalism, audiovisual communication, and humanities. It is noted that, based on their experience, diversity in the structure of companies can have a positive influence on the opportunities for young individuals and their ability to envision themselves as role models within the team.

Jorge Chamizo has observed that individuals entering the workforce recently, such as interns or those with limited work experience, are well-prepared from a technical perspective, with general knowledge and computer skills. However, he detects a lack of curiosity, commitment, and professional dedication. The newer generations are more technically proficient than his, but they tend to have less general knowledge. Jorge and his business partner notice a lack of ambition and clarity in professional goals among young individuals joining their company.

He mentions that when he started working in journalism, he was around 20 years old, and his superiors were around 30 years old. He considers that the age range in his company today could be even wider, working with people who are 50 or 60 years old. Jorge and his partner have been mentoring individuals with little or no work experience who joined the company for a long time. However, now they also have intermediate profiles of around 40 years old who mentor new employees.

They are looking for individuals who have done volunteer work or had experiences abroad because, for them, initiative, maturity, and a global perspective in candidates are very important. However, they believe that the current generation lacks curiosity, vocation, and ambition. They consider that overprotection can be a hindrance for young people in the job market.

At the beginning of their journey, Jorge assigns individuals without work experience to simple and routine tasks such as updating databases of journalists and influencers. He considers attitude to be important in these initial tasks and values willingness and a positive attitude. Jorge has also noticed better performance in individuals with economic needs.

His experience has shown him that people lacking interest, participation in meetings, and passion won't fit well.

Jorge has observed that individuals from the current generation tend to perceive criticism as a defeat and have little tolerance for frustration. He also believes that economic crises, such as the one in 2008 and the crisis in journalism, have generated mistrust and pessimism

among young people. However, he also mentions that other social factors play a role. Despite these challenges, he considers that young people are not very assertive and suggests that they should strive to assert themselves.

He mentions that in his experience, he had many role models in the field of media, such as renowned journalists or writers, and he aspired to have a certain prominence in that field. However, he points out that the current work of his interns and young employees is more discreet and focused on management. He suggests whether having more public exposure or more opportunities to boost their ego would lead to increased performance among young professionals.

Jorge mentions that the interns who join his company often have popular figures like David Broncano as their role models, who could be seen as a type of anti-journalist, someone who doesn't prepare much but has talent. He also mentions that with the democratization of the media, anyone can do things nowadays, even if they don't have financial resources, and this can influence the perception of role models. For him, having talent alone might not be enough, but ideas and hard work are very important. In his opinion, there has been a generational shift in role models, and many young people aspire to do trivial things and still become a reference.

3.4. Interview with Roberto Pérez, "Libros.com" - 29/06/2023

Name: Roberto Pérez

Age: 38

Company: Libros.com

Business sector: Editing and publishing of books

Size of the company: 10 employees

Libros.com has a heterogeneous structure with diverse profiles due to its editorial and book financing activities. The company's hierarchical structure is divided into four areas, each with a manager and either permanent staff or external collaborators.

The company has hired profiles with little to no work experience, primarily junior profiles, to allow them to grow and progress within the company. They have also had university interns working with them.

Roberto mentions that when evaluating applications from individuals with little work experience, they focus on whether they have had any relevant experience or training in the area they will be working in. They also assess attitudes and capabilities for development in that field.

The ability to evolve within the area, adapt to the company's culture, and work effectively within the team are vital points for bringing someone on board.

The onboarding process is the same for all profiles. In this process, the company explains its structure, philosophy, and culture. Then, there is a specific onboarding that provides detailed technical information about the work area, roles, and responsibilities.

Roberto describes the first day of work for new employees, during which they receive an overview of the company, its structure, and functions. They also establish communication with the department head for more details on specific processes.

For Roberto, in the hiring process, there are both positive and negative signals that can indicate whether a person will adapt well and be a good choice for the company. For instance, arriving late to an interview is a negative signal, while demonstrating knowledge about the company before the interview is a positive signal.

Success in hiring a new person is not so much about their previous experience but more about their ability to adapt to the work environment, the company's philosophy, and the team. Junior individuals with initiative, a desire to learn, and adaptability often find success and progress within the company.

Based on his experience, Roberto comments that a lack of initiative and a dependence on instructions to complete tasks can be negative indicators in junior individuals. Those who remain at a junior level for an extended period often lack initiative and do not advance in terms of responsibilities and salary. It's crucial to evolve in tasks and performance to grow and develop within the company.

Roberto has found that universities and professional training programs do not fully prepare individuals for the technical aspects of the job. Prior experience within the company and knowledge of the processes are necessary for successful performance.

Initiative, learning capability, and adaptability are highly valued qualities in hiring, especially in smaller companies where progression and assuming responsibilities are fundamental.

Roberto believes that while universities can provide technical preparation, such as using software programs, it's essential to complement this with an understanding of the company's processes and culture, which is not solely acquired through academic education.

Roberto sees a distinction between what is taught in universities or professional programs and the reality of the job market. He emphasizes the lack of cultural preparation and practical skills to quickly adapt to a business environment. This underscores the need to establish bridges between education and the corporate world.

Roberto also emphasizes the importance of practical learning and adaptation because even individuals with prior experience need a period of adjustment when starting at a new company. Each organization has its own processes and ways of working. Providing learning and training opportunities during this period is very important for facilitating employees' integration into the company.

Regarding the impact of the pandemic on workforce development, Roberto mentions that the pandemic has negatively affected workforce training, especially due to the lack of in-person interaction within companies. There are no personal contact moments, such as informal conversations and direct observation of corporate behaviors, which has hindered the process of acquiring skills and cultural knowledge of the company. Remote work has made it challenging to facilitate the learning and growth of the staff due to the lack of synchronization and passive listening.

He also emphasizes the importance of crafting one's own narrative when delivering a presentation to a client regarding a work process.

Based on his experience in his company, Roberto has observed that previous crises in Spain have affected the willingness of young people to work, creating a negative collective perception about employment.

However, he also discusses how some young people take certain rights for granted and don't understand the competition and the need to earn their job through effort.

Roberto also mentions the political discourse that promotes working less and having more leisure time, noting that this can be contradictory for those who seek professional growth.

Based on his experience, he also mentions that young people value their studies but find it difficult to make efforts without knowing where they will lead.

For him, it is essential to view job opportunities as a chance to learn and grow both personally and professionally.

He also believes that when determining their salary and employment conditions, individuals should ask themselves what value they bring to the company. This should be taken into consideration when negotiating salaries.

From his own experiences, Roberto has noticed that effort and a culture of sacrifice were more prevalent in previous generations. In this regard, he comments that there is a perception that the most recent generations have been more protected and may feel entitled to more due to their education and opportunities.

In his company, Roberto has observed that individuals who have had to struggle and make their own way tend to have a more developed attitude and initiative in the workplace. He also believes that, from what he sees, the newer generations may have a mindset more focused on personal gain and less on the culture of effort and job opportunity.

3.5. Interview with Isaías Cerro, “Nuevos Cultivos” - 05/07/2023

Name: Isaías Cerro

Age: 41

Company: Nuevos Cultivos

Business sector: Cultivation and Commercialization of Pistachios

Size of the company: 25 employees

Isaías considers online awareness among young people to be very important. From his experience, they often aren't fully aware that many of their online actions can be recorded and may affect their future professional prospects. This digital awareness is vital for maintaining a strong professional image.

Regarding time management, Isaías points out that young people often struggle to prioritize tasks. Their perfectionism can sometimes lead them to neglect certain tasks in pursuit of perfection in others. It is crucial that they learn to manage their time effectively.

Isaías also addresses the emotional aspect of work, indicating that young people often approach it in a manner that's overly personal, which can jeopardize their mental health. In his company, he tries to help young employees differentiate between professional and personal criticism, and encourages them to view constructive criticism as opportunities for growth.

The emotional burden of the 2008 financial crisis is also an important issue. According to Isaías, many young people enter the job market with a sense of defeat due to the previous economic hardships. He tries to advise them to leave that burden behind and focus on the present opportunities.

He also mentions that it's crucial for young people to understand the need to distinguish between personal and professional life. Isaías emphasizes that the tone and attitude differ in these two domains, and young individuals should set clear boundaries to maintain a healthy balance.

Something that Isaías frequently observes in his company is the lack of preparation from universities regarding the professional world. He strongly believes in the need for education that is more business-oriented. He considers the most valuable assets in companies to be

the people, and he wants young individuals to understand that businesses are made up of individuals.

Lastly, Isaías mentions that individuals who have faced challenges in their lives are often better prepared to tackle the workforce, as these experiences provide them with valuable perspective and resilience.

3.6. Interview with Akrivi, "Gym Hydraya Yoga"

Name: Akrivi

Age: 26

Company: Gym Hydraya Yoga

Business sector: Yoga and fitness

Akrivi is the head instructor and manager of the specialized yoga gym "Hydraya." In addition to her work experience, she can provide the perspective of working as a manager in the company despite her young age, as she is 26 years old. Akrivi views young individuals with minimal or no work experience as having unlimited potential. They bring a fresh perspective, free from preconceived ideas or habits from previous jobs. This is valuable because it introduces creative ways to solve problems and innovative ideas. Young people are often highly motivated and eager to learn, contributing a great deal of energy and enthusiasm to the team.

For Gym Hydraya Yoga, it is important to identify qualities that demonstrate the potential of individuals, despite their limited experience. They value candidates who have engaged in volunteer work, pursued studies, or participated in extracurricular activities. These endeavors reflect a candidate's character, commitment, and eagerness to learn. They particularly appreciate candidates whose studies are related to their sector, such as graduates with degrees in yoga or fitness instruction, as it demonstrates their dedication to ongoing learning.

Akrivi mentions that for an individual to advance within the company, they must exhibit dedication, a strong work ethic, and a genuine passion for what they do. Young professionals should be fully committed to their work and strive for continuous improvement. In her company, it's also crucial for employees to be capable of learning from both their own experiences and those of their colleagues and to adapt to the specific work environment.

Akrivi emphasizes certain undesirable qualities in young individuals with minimal or no work experience, which include a lack of dedication, inadequate communication skills, and difficulties in accommodating people with orthopedic or health issues. She underscores that since their work is focused on enhancing the well-being of individuals, effective

communication and the ability to empathize with various types of clients are fundamental for the team.

At Gym Hydraya Yoga, for an individual to secure a position within the company, they should have a long-term goal of personal and professional growth. These young professionals should aim to become experts in their chosen field, whether it's yoga instruction, fitness, or any other specialization within the health and wellness sector. Additionally, they should emphasize the development of excellent interpersonal skills, building a strong client base, and staying up to date with industry trends in yoga and fitness. The objective of these young professionals should be to make a positive impact on the lives of their clients and the community while also achieving financial stability and personal satisfaction.

In Akrivi's experience, what concerns young individuals the most before starting their first job is the worry about performing well, fitting into the company's culture, or meeting the boss's expectations. In this specific sector, young professionals are particularly concerned about having the appropriate skills to assist and communicate with clients. She observes that there is a certain level of anxiety among them regarding gaining work experience and establishing a reputation.

Finally, Akrivi states that in her opinion, the training that young individuals receive can vary depending on their field of study and institution, but in the fitness and yoga sectors, it often falls short in practical application. She believes that there should be an increased emphasis on practical training in the curriculum. Furthermore, in her view, there should be a greater focus on soft skills training, such as communication, problem-solving, and client interaction. This would better prepare young professionals for the challenges of the real-world job market, making them more attractive candidates for companies like Gym Hydraya Yoga.

3.7. Interview with Ioanna, "Ntouana Hotel"

Name: Ioanna

Company: Ntouana Hotel

Business sector: Luxury hospitality

Ioanna works as a manager at Hotel Ntouana, a luxury hotel renowned for its exceptional service provided to its clientele. Her primary goal is to maintain the highest standards of service and customer satisfaction.

They typically work with professionals who have a wealth of work experience. However, when they hire individuals with minimal or no work experience, they value their enthusiasm and potential. Nevertheless, the most crucial aspect remains maintaining the quality and

reputation of the hotel. They prefer to hire people who already have significant experience in the field of customer service and can easily adapt to the high service standards they offer.

In the event of hiring individuals with minimal work experience, they pay close attention to their academic background and qualifications. Ioanna places a particular emphasis on candidates with a strong foundation in customer service, culinary arts, or a related field. This ensures that they can effectively contribute to maintaining the high standards the hotel offers to its clients.

At Hotel Ntouana, for someone to be promoted, they need to have years of work experience. If an individual with limited work experience aims to be promoted in the future, they will need to demonstrate qualities such as a strong work ethic, adaptability, a customer service orientation, and a willingness to learn. These young professionals must show that they are committed to the high standards of the hotel.

Nevertheless, they will not continue to work with someone who demonstrates unprofessionalism, an inability to meet the demands of customers and the hotel's standards, or a lack of willingness to learn or adapt quickly. As the hotel's reputation is built on excellence, they cannot afford to take risks in this regard.

In the opinion of Ioanna, the long-term goals of a person with little experience should revolve around gaining extensive work experience and establishing a solid foundation in their industry. The aim for young professionals should be to secure a position at a prestigious hotel and specialize in various areas of the customer service sector. As they accumulate experience, they can seek opportunities for professional advancement within the industry.

Experience has shown Ioanna that training in the customer service sector often has a strong theoretical foundation. However, she considers practical experience to be crucial. Young professionals should aim for entry-level positions to acquire the necessary practical experience. She believes it would be highly beneficial to have more collaborations between educational institutions and hotels to expose students to the real world before they enter the workforce. This would help bridge the gap between theory and practical application in the hospitality industry.

3.8. Interview with Maria, "Efori Gi"

Name: Maria

Company: Efori Gi

Business sector: Agricultural journalism

Efori Gi is a company dedicated to publishing news related to the field of agriculture. Its goal is to inform, engage, and empower its readers.

Maria believes that individuals with minimal or no work experience bring a fresh perspective, a great deal of enthusiasm, and a strong desire to learn. Based on her experience, they can quickly adapt to the corporate culture and often possess a significant amount of technological knowledge, which is crucial in today's landscape of digital media.

At Efori Gi, when they encounter someone with minimal or no work experience, they look for qualities in that person that demonstrate commitment and dedication. For instance, having engaged in volunteer work, completed significant academic projects, or participated in extracurricular activities can show their enthusiasm for learning and personal growth.

For someone to be promoted within the company, regardless of their experience, they require qualities such as a strong work ethic, effective communication skills, a willingness to take initiative, and a passion for the information sector. They value individuals who demonstrate potential for growth and a commitment to contributing to the company's objectives.

On the other hand, Maria mentions that what they do not like in a person with little or no work experience is the lack of commitment, unprofessional behavior, the inability to collaborate with the team, or a reluctance to learn and adapt. Individuals must actively contribute to the company's objectives, despite their limited experience.

For a young person with minimal or no work experience, the goal should be to continue learning and develop as a professional. These young individuals should aspire to become journalists, writers, or communicators with knowledge in various areas, aiming to be someone who adds value to the sector. To achieve these goals, they need to become subject matter experts and actively engage in significant conversations within the realm of the press.

At Efori Gi, they believe that although the education system is evolving, there is always room for improvement. They think it's necessary for practical experience to be more integrated into journalism and communication studies. Students should have opportunities to develop their abilities to understand and competently utilize digital media, engage in real-world reporting, and complete internships. This would better prepare them to work in the fast-paced and ever-changing world of journalism and communication.

4. INTERVIEW CONCLUSIONS

4.1. Irene Calvo, “Dynamic Brands” - 06/06/2023

In the interview, Irene mentions that in her company, they often work with young talents, and they value qualities such as independence, decision-making, and critical thinking. For her, talents with little or no work experience bring curiosity and a willingness to learn, which is why Irene emphasizes that attitude surpasses knowledge. In their company's selection process, experience is not necessary, but values like responsibility, commitment, and humility are essential. To be promoted in the company, values like dedication, interest, and patience are fundamental because they are the keys to achieving significant objectives. Irene has lived in three countries: Spain, Germany, and Croatia. In Spain and Croatia, education is more theoretical, while in Germany, it's more practical. Based on her experience, she believes it should be a hybrid of both. Furthermore, Irene stresses the importance of training in soft skills, as they play a significant role in the day-to-day operations of the company and are not typically taught in conventional training and education.

Skills that Irene values in novice employees who join her company:

Decision-making ability, independence, critical thinking, initiative, pursuit of personal and professional development, curiosity, communication skills, responsibility, commitment, organizational skills, humility, interest, patience and consistency.

4.2. Pepa González, “El Torreón del Sol” - 19/06/2023

In the interview, Pepa González emphasizes the importance of a novice worker making a good first impression, as it demonstrates interest and commitment. She mentions that when an employee with little or no experience joins her production company, they are often assigned seemingly simple tasks. Performance in these tasks should be approached with a sense of responsibility and can serve as a stepping stone for professional development. Pepa suggests that, based on her experience, it is beneficial to delegate responsibilities to young individuals and trust them, allowing them to demonstrate their skills and gain confidence. Despite the fact that young people often face fear and uncertainty when entering the job market, Pepa encourages them to view this stage as an opportunity to prove their worth and gain work experience. She also points out that personal circumstances, including the financial responsibilities a young person may have had so far, can be linked to greater maturity and motivation to stay in a job. In Pepa's opinion, as part of this project, it is essential to convey

to young people that the workforce is not solely characterized by precarity and exploitation, but also offers opportunities for growth and development.

Skills that Pepa values in novice employees who join her company:

Interest, willingness to learn, commitment, adaptability, responsibility and professional communication.

4.3. Jorge Chamizo, “El círculo de comunicación” - 26/06/2023

Jorge underscores the importance of promoting diversity in profiles within a company, as this provides a variety of role models for young employees in development. He considers volunteering and international experiences valuable, as they enrich the perspectives and skills of young individuals. He notes that people with economic needs often perform better in their job roles, highlighting the importance of motivation in job performance. He emphasizes that a lack of interest, non-participation in meetings, and a lack of passion can be signals that a person may not adapt well to a work environment. The crisis and other social factors have generated mistrust and pessimism among young people, which can affect their attitude and perspective at work. Jorge highlights the generational shift regarding role models, pointing out that individuals can now aspire to be role models even through seemingly trivial actions, underscoring the importance of passion and determination in professional success.

Skills that Jorge values in novice employees who join his company:

Ambition, curiosity, commitment, maturity, humility, tolerance for frustration, ability to handle criticism and culture of effort.

4.4. Roberto Pérez, “Libros.com” - 29/06/2023

Roberto Pérez, owner of Libros.com, emphasizes the importance of young individuals researching the company they wish to work for in advance. He underscores the need for them to have a corporate culture that enables them to understand the specific structure of the company they wish to join, as academic training rarely addresses this concept. Roberto also highlights the relevance of developing adaptability, which is not taught in academic studies and is closely linked to patience, resilience, and managing expectations. In Roberto's opinion, the pandemic and remote work have had a negative impact on corporate communication, resulting in increased passivity and a lack of synchronization with less

experienced workers. The absence of personal contact moments, such as informal conversations and direct observation of corporate behaviors, has complicated the process of acquiring specific company-related skills and knowledge. Roberto discusses the existence of a negative collective perception among young people towards employment, which can influence their attitude and initiative. Furthermore, young individuals' attitudes may be related to their previous experiences and their need to fight for and secure their own livelihoods, indirectly affecting their maturity and determining their success in the workforce.

Skills that Roberto values in novice employees who join his company:

Adaptability, interest, willingness to learn, active listening, culture of effort, self-critique, humility, initiative, independence and expectation management.

4.5. Isaías Cerro, “Nuevos Cultivos” - 05/07/2023

In the interview, Isaías Cerro discusses the importance of young individuals being aware that their actions on the internet are recorded and that having a strong online presence is fundamental for building a solid professional image. He also highlights the importance of learning to manage time. Based on his experience, young people sometimes struggle to prioritize tasks, being overly perfectionistic with some and leaving others unfinished. Isaías has also observed that some of the young employees who start working at his company take certain emotional aspects of their job too personally and have difficulties with managing constructive criticism. Isaías tries to make them understand that this is a way to grow. Isaías points out the perceived sense of defeat in some young people as a consequence of the economic crises experienced in recent years. He considers it important for young individuals to learn to distinguish between personal and professional life, emphasizing the difference in tone and attitude. He generally believes that universities do not adequately prepare their students for the professional world, and that education should be more focused on business activities. To conclude, Isaías highlights his experience with individuals who have faced complicated life situations, and how they have a different perspective and greater resilience. These individuals are usually better prepared to face the workforce.

Skills that Isaías values in novice employees who join his company:

Proper online presence, time and priority management, ability to handle criticism, differentiating personal from professional life and resilience.

4.6. Akrivi, "Gym Hydraya Yoga"

Akrivi from Gym Hydraya Yoga regards young professionals as having limitless potential. They bring innovative ideas, motivation, and a strong desire to learn. She finds professionals who have engaged in volunteer work or extracurricular activities interesting because it demonstrates their commitment and eagerness to learn. To be promoted within the company, a young professional must exhibit dedication, a strong work ethic, and a passion for what they do. They should be committed to their work, strive for improvement, learn from their experiences and those of their colleagues, and adapt to the work environment. A lack of dedication, improper communication, or difficulties in integrating individuals with health issues can be impediments to staying within the company. Gym Hydraya Yoga seeks individuals who want to grow personally and professionally and make a positive impact on the lives of their clients and the community. Some young professionals are concerned about performing well, fitting into the corporate culture, and meeting their superior's expectations. In this specific sector, they aspire to possess the right skills to assist and communicate with clients. They are anxious about gaining work experience and building a reputation. Akrivi also points out that in the yoga and fitness sector, practical training is not as extensive as theoretical training.

Skills that Akrivi values in novice employees who join his company:

Pursuit of personal and professional development, commitment, culture of effort, adaptability, willingness to learn, communication skills, empathy.

4.7. Ioanna "Ntouana Hotel"

Ioanna, the manager at Hotel Ntouana, acknowledges that they prefer to hire individuals with substantial experience in the field of customer service who can readily adapt to the high service standards they offer. If they do hire individuals with little work experience, they place emphasis on their academic background and qualifications. Ioanna is particularly interested in individuals with a strong foundation in customer service to ensure that they will contribute to maintaining the hotel's standards. To be promoted, an individual must demonstrate qualities such as a strong work ethic, adaptability, a customer service orientation, a desire to learn, and commitment. However, they are not interested in anyone who displays unprofessionalism or is unwilling to learn and adapt quickly. A young professional's long-term goal should be to gain extensive work experience, specializing in various areas of the sector. Ioanna explains that training in the customer service sector is predominantly theory-based, and she believes

that young professionals should seek entry-level positions to acquire practical experience. She considers it highly beneficial to have more collaborations between educational institutions and hotels.

Skills that Ioanna values in novice employees who join his company:

Culture of effort, adaptability, client relationship management, willingness to learn and commitment.

4.8. Maria “Efori Gi”

Maria, from Efori Gi, believes that young professionals bring a fresh perspective, a great deal of enthusiasm, and a strong desire to learn. They can quickly adapt to the corporate culture and often possess a significant amount of technological knowledge. She looks for signs of commitment and dedication in young professionals, such as volunteer work or extracurricular activities. To be promoted within the company, one must demonstrate a strong work ethic, excellent communication skills, a proactive attitude, and a passion for the information sector. They highly value individuals who show potential for growth and a commitment to contributing to the company's objectives. Maria points out that what they dislike in a person includes a lack of commitment, unprofessional behavior, an inability to collaborate with the team, or a reluctance to learn and adapt. Individuals are expected to actively contribute to the company's objectives, despite their limited experience. The goal for a young professional should be to continue learning and developing as a professional, acquiring knowledge in various areas. At Efori Gi, they believe that practical experience should be more integrated into education. This would better prepare them to work in the fast-paced and ever-changing field of press and communication.

Skills that Maria values in novice employees who join his company:

Interest, willingness to learn, adaptability, culture of effort, communication skills, initiative, teamwork.

5. GENERAL CONCLUSIONS

- I. There is a significant difference between the perception of young individuals and companies, which can be observed especially in scoring questions regarding specific tasks within a company. While young individuals tend to rate their performance positively, companies offer lower scores.
- II. We have discovered that Idilica, the entity with more contact with companies, has faced more difficulties in accessing young individuals, while KANE, which has more contact with young individuals, has encountered the same problem with companies. This has highlighted the gap that exists between young individuals and companies, while also demonstrating the need for this consortium to reach all segments effectively.

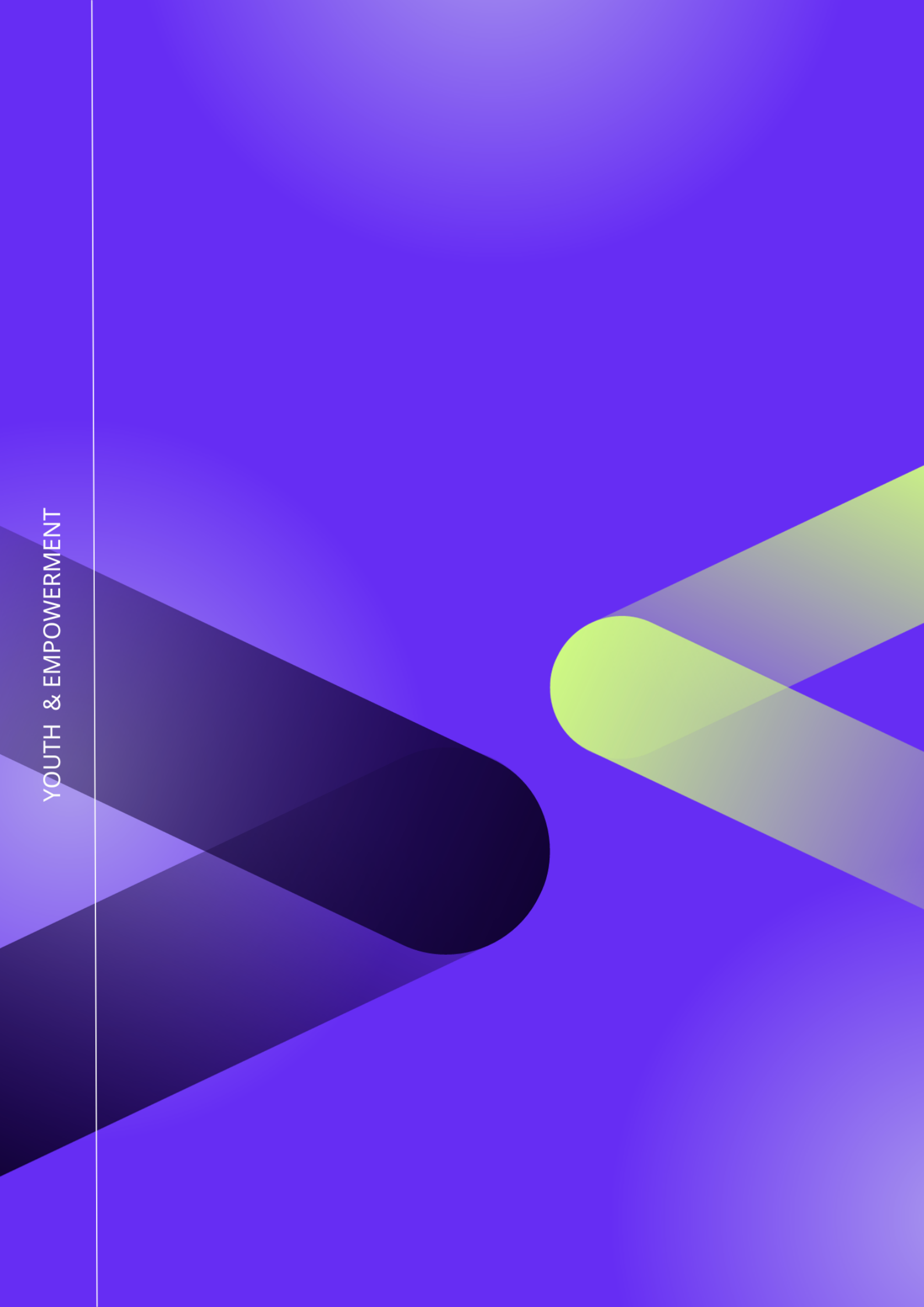
After analyzing the conducted interviews, it can be observed that there are several aspects commonly mentioned by companies, which we consider important. These aspects are as follows:

- I. **The importance of performing small, repetitive, and simple tasks when starting in a company.** Completing small tasks with diligence and dedication demonstrates the **capacity, responsibility, and commitment** necessary to undertake larger tasks. It also shows **willingness** and **humility**. In interviews with companies, it is often mentioned that young individuals tend to overestimate their own skill level when they are freshly out of their studies, not being fully aware of the importance of experience. Employers speak of the performance of young individuals in these initial, simple tasks as a reliable indicator of their subsequent job performance.
- II. **Greater maturity and motivation in individuals who have experienced economic needs.** It is emphasized that individuals who have experienced economic hardships typically exhibit greater **initiative, maturity, and commitment**. The experience of economic difficulties fosters an awareness of the importance of hard work and financial motivation in individuals. This need to improve their financial situation serves as a motivation driver, propelling them to put in effort and work in their jobs to achieve goals, while simultaneously understanding the significance of dedication and hard work better than individuals who have not gone through such hardships.
- III. **Pessimism and a sense of defeat at work due to crises in previous years.** Young individuals, when starting a job, often have the feeling that they will be exploited, paid poorly, and that it's difficult to find a good job opportunity nowadays. The interviewed companies are working to dispel this negative impression and help them regain their

enthusiasm and **optimism**, showing them that by displaying appropriate attitudes and performing well, they can achieve conditions that meet their expectations.

- IV. **Lack of a culture of effort in the new generations.** Companies point out that some young individuals, having been more protected and educated, believe they deserve everything. There's also a discussion about how some young people aspire to success solely based on their talent, neglecting the importance of work and effort. At this point, they are likely influenced by some current social role models who have become very well-known very suddenly (YouTubers, digital content creators). The importance of developing values such as **effort, motivation, patience, resilience**, and **humility** is emphasized, so that young individuals understand and internalize that goals are achieved step by step, with patience and hard work.
- V. **Lack of professional ambition.** Companies detect that young individuals lack **clear professional goals**. They emphasize that, despite their academic education, people often lack a **vocational calling**, which, according to companies, may be related to the overprotection of recent generations. Individuals who, despite their lack of work experience, have had experiences abroad or have engaged in volunteer work during their student years are highly valued, as they tend to have clearer professional goals.
- VI. **Lack of specific training regarding what it's like to work in a company.** Understanding how a company operates is crucial for young individuals to adapt well to work teams. For companies, it's very important that young individuals have this knowledge beforehand because it will largely determine their **behavior** in the company and the **smooth operation of work dynamics**. For example, concepts such as **corporate culture** or **hierarchy** are entirely foreign to young individuals when they start their careers. It is believed that universities and professional training programs overlook these aspects in their curriculum.
- VII. **The importance of using a formal tone in the workplace.** Companies emphasize the importance of knowing which **tones** and **styles of communication** should be used within a company when speaking with colleagues and superiors, when asking a question, conveying information, or sending an email, among other situations. **Formal communication** is not taught in academic education, yet it is fundamental for a worker's performance.
- VIII. **Tolerance of criticism.** Companies highlight that young individuals often lack **tolerance for criticism**, as they perceive it from a misguided perspective. Companies note that young individuals tend to view criticism as a defeat and that they should develop **frustration tolerance**. There should be a shift in perspective, where young individuals

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learn to perceive criticism as a **job opportunity**, where someone is investing time and knowledge to help them improve, leading to growth not only in the workplace but also on a personal level. This is why it's important to develop skills for frustration tolerance and for accepting criticism as a **form of growth**.

- IX. **Attitude over technical abilities.** In general, as an underlying idea in all the interviews, it is emphasized that the attitude of individuals with little or no work experience is much more important than their **technical abilities**. If young individuals understand and internalize this lesson and apply it in their jobs, they will develop professionally, which will bring about a change in their current negative perception of the world of work. This may help them regain **optimism** and hope in the current job market and project themselves into a more exciting and promising future.