

The Turnover Tax

Why Leadership Is a Revenue Strategy



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Session Summary

About the speaker



Alisia is a hospitality leader, speaker and talent specialist with extensive experience in employee engagement, recruitment and leadership development. Her work focuses on helping hospitality organisations reduce turnover, strengthen teams and create better guest experiences through stronger leadership.

3 Key Takeaways

1. Employee turnover is not only an HR issue. It has a direct impact on profitability, guest satisfaction and operational performance.
2. Managers play a decisive role in employee engagement and retention, influencing whether team members stay, grow or leave.
3. Retention does not require complex programmes. Consistent conversations, clear expectations and genuine interest in employees can make a significant difference

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THE HIDDEN COST OF TURNOVER

Hospitality organisations invest significant time and resources into optimising pricing, technology and distribution. Yet one of the largest hidden costs often receives far less attention: employee turnover.

Across Europe, approximately 35% of hospitality employees leave their roles each year. While recruitment costs are often visible, the true impact extends much further. Hotels absorb the cost of onboarding, training, overtime, reduced productivity and the loss of valuable knowledge and experience.

The greatest loss is often invisible. When experienced employees leave, they take with them an understanding of

guests, systems and team dynamics that cannot easily be replaced. This knowledge gap can affect service quality long before it appears in financial results.

Research highlighted during the session showed that managers account for a significant proportion of employee engagement outcomes. This means that retention is not simply an HR responsibility. It is a leadership responsibility.

The organisations that retain talent most successfully are often those that create clear expectations, provide regular feedback and invest in meaningful conversations with their teams.

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TURNING INSIGHTS INTO ACTION

FOR GENERAL MANAGERS

- Treat employee retention as a business performance metric.
- Measure turnover alongside guest satisfaction and financial performance.
- Invest time in leadership development.

FOR TEAM LEADERS

- Understand the goals and ambitions of team members.
- Create regular opportunities for feedback and development.
- Recognise that small conversations often prevent larger problems.

FOR DEPARTMENT HEADS

- Define what success looks like during onboarding.
- Create structured and consistent coaching conversations.
- Focus on behaviours and potential, not only experience.

THE EMPLOYEE PERSPECTIVE

Employees are more likely to stay when they feel heard, supported and connected to their future. Consistent leadership often matters more than perks or programmes

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THE LEADERSHIP IMPACT FRAMEWORK



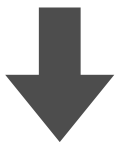
Hiring



Clear Expectations



Consistent Coaching



Higher Engagement



Stronger Results

WHY THIS FRAMEWORK MATTERS

High-performing teams rarely happen by accident. Strong hiring practices, clear expectations and regular coaching create engaged employees who are more likely to stay, contribute and grow. When engagement increases, guest satisfaction improves, operational disruption decreases and business performance strengthens. Leadership is not separate from commercial success. It is one of its most important drivers.

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35%
of hospitality employees
leave their roles every year
in Europe.

\$30,000
Estimated annual GOP
impact for every percentage
point increase in employee
turnover.

Source: Cornell Hotel School and industry research
presented during Global Revenue Forum Amsterdam 2026



Alicia Dick Wahlberg



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