



Enhancing Travel, Tourism and Hospitality Management Graduates' Employability

Bridget Major
Northumbria University

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Summary

This case study is about providing career information to enhance the employability on graduation of undergraduate BA (Hons) Travel and Tourism Management students and Tourism and Hospitality Management students at Newcastle Business School (NBS), Northumbria University.

My colleagues and I wanted to embed employability in our courses and work with employers in doing so. I set about preparing Blackboard web pages to fill what I saw as an employability skills gap in our undergraduate curriculum in management.

Objectives

My main aim was to provide our students with information, advice and guidance about possible graduate careers within the travel and tourism industries and the potential opportunities available to them.

Rationale

My colleagues and I knew that specialist information on career opportunities within the travel, tourism and hospitality industries was not readily available in any form for our students. Although diligent students could try to collate it, the limited extent of their knowledge and experience would make this a difficult and lengthy task. Further, we wanted a collation from an impartial perspective, not directed at any one sector or organisation. The information would be provided from a stance relevant to graduates at the outset of their careers.

We saw there was an employability skills gap in our undergraduate curriculum at the Newcastle Business School and that it could be filled through the development of and the provision of information on opportunities available in specific job markets for our graduates. Such work was beyond the remit of the Business School Placement office and the Careers Service although some synergy was likely. The Placement Office facilitates the one-year work placement following Year Two for students. The Careers Service provides sector information on the travel and tourism industry. Prospects (see www.prospects.ac.uk) is the UK's official graduate careers website and provides links to specific job sectors.

Academics cannot be expected to maintain detailed current knowledge and information on a wide range of industry organisations. Even if they have a background in industry their sources and information rapidly become out of date.

As stated in the One North East (2003) report, 'High quality, work-related curriculum development activity goes beyond the involvement of the traditional course team. It can involve representatives from employers groups, sector skills councils and professional bodies as well as learners themselves.'

Context

The work involved raising students' awareness of the existing job market and scope within the travel and tourism industry, which is the largest employer in the world and

is made up of a variety of very diverse sectors. The enormous quantity of information is complicated by the dynamic nature of the industry and rapid changes in its organisational structure.

Our students have difficulties in accessing and gaining advice and guidance on their careers and indeed even on deciding in which sector they would most like to start. There are a few print publications available. For example, the Institute of Travel and Tourism publishes *Careers in Travel and Tourism* but this mainly is an overview of sectors, is not specifically aimed at graduates and does not have all the benefits of information online.

I was helped by a grant from the Tyne and Wear sub regional partnership for a project called Work-related Learning from Modern Apprentice to Graduate and Beyond. This had some influence on my methodology and objectives. The project's definition of Work-related learning is 'learning through activities that are based on, or derive from, the context of work or the workplace' (One North East, 2003). My Blackboard pages initiative was deemed to fit in with the aims of this project.

I should explain why I became so closely involved. I knew that I held a wealth of relevant information, including contact details and links for students to potential employers and career paths. Aside from making the odd comment in lectures or giving advice on work placements, I had no means of formally imparting it to students. It seemed a missed opportunity: surely my academic role could be enhanced by enabling students to take the best advantage of available opportunities or at least to explore diligently the options possibly open to them. There is, of course, tangible satisfaction in assisting a graduate to take these very important first career steps. I felt I had the skills and knowledge to take the initiative.

- I had worked in tour operating at a senior level for over 10 years. Although my contacts element were very out of date, I had the essential operating knowledge of the industry.
- My dual teaching focus was on Travel Industry Management and Operations and on Hospitality Management. To do my job I had to know about current industry affairs, often in a state of flux, with continual changes in organisational structure.
- I happen to be the only higher education member of the Association of British Travel Agents (ABTA) Education and Skills Committee – on which there are representatives from across the industry. I meet there with 'People First', the new Sector Skills Agency.
- I regularly attend and speak at international travel industry conferences such as the Institute of Travel and Tourism and ABTA.
- My responsibilities include the NBS Travel and Tourism guest lecture programme which draws on high profile industry professionals.
- To stay current, I subscribe to and read the industry trade press such as Travel Weekly, Travel Trade Gazette and online newswires such as The Travel Mole (www.travelmole.com) and E-tid: Electronic Travel Industry Digest (www.e-tid.co.uk) and quality daily travel sections.
- My interest and involvement in work placement activities for travel and tourism management students is relevant too, as well as my genuine love and interest in the travel and tourism industries.

The initiative was in line with the objectives of several different organisations. The partnership of North East Universities behind the Work-Related Learning Project is led by Northumbria University and partnered by Newcastle and Sunderland. It had

already shown strong commitment to developing work-related learning and 'graduates into employment' initiatives, though the partners said they felt the initiatives lacked coherence, flexibility and transparency (One North East, 2003). The Northern Economic Research Unit had also commented that universities had no explicit strategies for developing work-related learning, or indeed, engaging with local employers.

So my initiative was in line with the Work-Related Learning project in developing a coherent package of work-related learning opportunities aimed at, among others, traditional students undertaking work-related activity as part of their study. It was also in line with the proposed development of an Employment and Career module for Level 5 students in my university. The Government's White Paper, *The Future of Higher Education*, supported work-related learning initiatives and I knew that partnerships between higher education and employers were on the increase. I applied for and was awarded a grant.

Approach and Methodology

A condition of the grant scheme was that the proposal had to relate to a Programme and/or a full Module at the university. At the time, I was on a working party developing a employability module for Newcastle Business School (NBS) entitled 'Preparing for Graduate Employment', a 10 point core module for all full-time Level 5 students in the School, to be run in the first semester when these students were also seeking work placements for the following year. The module's aims were to develop our students' knowledge of available career paths and to improve their skills in career related activities, particularly preparing employment applications. Specialist knowledge, from practitioners in the University Careers Service, the NBS Placement Office and graduate employers, underpinned development of the module. After one year we know that the module has been a success: the learning outcomes have been achieved and it met with general acclaim from our large and diverse student population.

I asked for the grant, first, to buy out my time for developing the initiative. As it happened, I spent it on attending two key travel industry conventions where I was able to make important contacts for students, which I later developed. Second, I asked for money for a consultant.

At the same time as this project was evolving, at my instigation, NBS became partners of Springboard (www.Springboard.org.uk), a wholly owned training subsidiary of Springboard Charitable Trust, the mission of which is "to educate people about career and job opportunities in hospitality, leisure, and travel and tourism to meet the industry's staffing needs and aspirations of potential recruits." Springboard promotes careers within the industry and works with many far-reaching partners across all industry sectors. NBS became a Springboard partner after assisting in sponsoring the GCSE double award Resource Pack which is distributed to secondary schools and FE colleges that deliver travel, tourism and hospitality courses, throughout the UK. Springboard also produces *Careerscope*, a publication offering an informative and lively overview of possible employers and career paths across the industry. It helps students to grasp the breadth and scope of the industry even if this may not have become apparent during their earlier courses. Springboard was able to provide me with key contacts and resources that were incorporated into the project.

Tools: How to impart the information?

I had to decide how the information was to be relayed to and accessed by students. Electronic means would enable me to up-date and add to whatever I had posted

earlier. Resources were limited and I was the only person working on the initiative. I did consider putting the information on the University of Northumbria website, so that students from other institutions might be able to access the material. However, writing and putting up web pages on this site would have involved getting together a team. Instead, I thought my initiative could be a pilot for other courses across the business school.

A basic advantage for me lay in the travel and tourism industry being a discrete and measurable entity, despite being spread across several sectors. To develop a similar resource for Finance or Business Studies students, for example, might demand an even wider range of data covering a multitude of different organisations. The boundaries and definitions might become so blurred that the objectives would not be achievable, at least not if I were adopting the same model described here.

The Blackboard system (www.blackboard.com) is a web based server software platform adopted by many academic institutions. It enables academics to customise and manage programmes, modules and information of all kinds for students. It is ideal for someone like me because I am not technologically minded. I find it provides the ideal platform from which to impart information on possible career paths to students. I can operate the system by myself and can easily add the updates and additions. Examples of the web pages are in the Appendix to this case study.

I started with an information retrieval exercise, before a sifting followed by some qualitative research in selected areas. I uploaded the data onto the Blackboard site in categories. My approach was to start broad and narrow down to industry specifics. I wanted students to grasp the scope of the industry not just within the framework of the main sectors of Tour Operator, Travel Agent, Principal (e.g., hotel, airline) or Public Sector (e.g., destination, government) but also in terms of the multitude of suppliers attached to these sectors, such as distributors, technology providers, financiers, marketing and PR consultants, media related opportunities and so on. These suppliers have expanded hugely, partly as a result of technological developments and partly as consumer interest and the uptake of holidays have increased with an expansion of media opportunities.

My site is called 'Your Career' (see Appendix A). It briefly states its rationale and provides discussion about the concept of a 'gap year', a current rite of passage for many students. I wanted to develop links wherever possible between the Career Service and academics, to demonstrate the interrelationship of these two bodies' aims. I wanted students to appreciate the synergies between their learning and, their future careers. None of this was easy to put into practice: I found that other than programme leaders informing students of talks and services provided by the Careers Service and presentations by potential employers, there is little overlap. At least there were many opportunities for development.

Following my introduction, which I hope is couched in student-friendly language, the Blackboard pages provides links to the university's Career web site which many students at Levels 4 and 5 may not have yet visited, and to Prospects.

Graduate recruitment schemes

Next, my Blackboard pages had to deal with graduate recruitment (again, see Appendix A). The travel and tourism industries are still youthful compared with many Blue Chip Companies, FMCG organisations and service industries. Their product is still quite new: it has really become large-scale and diverse over the last 50 years or so. The very low profit margins allow little scope for important employment elements such as training, career development and progression structures. Out of the big four vertically integrated operators engaged in owning and supplying three out of four of the sectoral elements I mentioned previously (travel agent, airline and tour operator)

only three operators have a graduate recruitment scheme and one of these (First Choice Holidays) is not exclusively for graduates. Airtours/Going Places, the fourth of the 'big four', has recently faced such massive financial uncertainties that a graduate recruitment scheme has been low in its priorities. Unfortunately, this is indicative of the industry's general state and attitude: training is a low budget priority.

The competition that graduates face in getting a placement is fierce. TUI, of which Thomson Holidays is a part, had over 19,000 UK employees in 2004 but offered only 16 graduate placements that year, and Thomas Cook had 600 applicants for its 12 places (an NBS graduate student gained one of these). I obtained details of the criteria for these schemes during face-to-face interviews with senior human resource staff in these companies. They stressed that relevant skills had to be stated in applicants' curriculum vitae (a prediction of a 2:1 degree is essential) and they told me about the selection procedures, which include a competency interview, a group exercise, a presentation and psychometric testing. I found it refreshing to hear such a professional approach being adopted by the mainstream operators. Successful applicants benefit immensely from these 'fast track' schemes and the variety of tasks and experiences entailed.

Recruitment agencies

There is a plethora of recruitment agencies, far more than those now on my Blackboard site, which are ones I know well and think reputable. They vary in specialism and indeed some of them, e.g., Argyle Recruitment and Simpson Recruitment cater for more senior appointments than graduate level. On my Blackboard pages I encourage students to visit these sites to gain some idea of positions that they may aspire to after suitable industry management experience.

I expected that salaries for managers might attract students' attention. Senior managers in the travel industry are actually paid 8.3% better than those in other industries, but junior managers are 14.4% down on other sectors (Croner Reward, 2004).

Some sites offer excellent tips on job applications, interview skills, etc. In fact, a wealth of information is available to students – making them actually read it, absorb it and put it into action is a far more difficult task. I decided not to include such advice on my 'Your Career' site. All Level 5 students have access to the Employability Module, in any case, where such information is posted on Blackboard.

Finally I do stress on my Blackboard pages the importance of the placement year: unless students have a year's worthwhile work experience they are of little use to the industry upon graduation.

Trade journals

Students are encouraged throughout their academic practice on the NBS Travel and Tourism Management degree to keep up to date with industry affairs and to integrate and relate these with academic references. Suffice to say, the trade press acknowledge that a large percentage of their readership flick straight to the appointments section, such is the nature of the industry! Students however can benefit by keeping up to date with what is available and also by once again considering the scope of the industry. I have on more than one occasion recommended to a level 5 student to apply for a position as a possible work placement – whilst obviously confessing to the potential employer at the time, that this was the 'raison d'être' for the application – and the application has been rewarded with a year's contract in a very worthwhile organisation. Upon successful completion of the year, as in so many cases, some students have been offered the chance to return to employment with the organisation upon graduation. In fact a

current student has just been offered a position upon graduation with the organisation where he is currently undertaking his placement year – within two weeks of starting the job!

There are two key online newsletters within the travel and tourism industry – both are free to subscribers. Potential employees need to be informed about current industry affairs: searches of issues relevant to organisations, recent events, takeovers, etc. are all regularly reported. E-tid is a sister company to Argyle Recruitment. It has a very regularly updated list of opportunities within the industry. It has started a career profile section covering the career development of well-known senior executives within the industry. This section provides motivation for potential employees, not least because NBS has many graduates now holding senior industry positions

Other sections

My Blackboard pages contain information on or links to trade associations, useful web sites and portals, key hotel organisations and restaurants the sites of which contain information as to how to develop a career within the relevant company. I included some limited information on opportunities in the public sector and the leisure industries. I am adding the airline industry and more about many of the topics I have already posted.

Evaluation

For this resource to be effective, I need to learn how to use Blackboard to enhance the site's presentation and use. My pages could be moved to a more eye catching place. At the end of the year Blackboard looks cluttered with a year's worth of modules for the programme, instructions and announcements.

I need to tell students my site exists. First time round, in April 2005, I used the Blackboard e-mail facility, which was not working properly. I now know the solution is to contact students by using their Microsoft Outlook email addresses.

Students' visits to my pages can be tracked with Blackboard and I shall analyse the data second time round, when my pages are re-launched to new students and those returning from the work placement year.

So far, the only feedback that I have received has been from students who told me they found find the pages useful and informative and wished they had had access to them earlier in the year.

I know the pages are not complete and I view them as a project in progress, but where should I draw the line in a near limitless supply of information? I am well aware of deficiencies in my own knowledge and probably a team would be more effective, with knowledge of public sector (tourism and destination) opportunities as well as private sector and industry. And of course the pages will need updating as links become obsolete or change.

Discussion

The Government target of increasing participation in higher education towards 50% of those aged 18 to 30 by the end of the decade has had an impact across all sectors of higher education. Enhancing students' employability has to be integral if student participation is driven up. Business schools and departments have only slowly adapted by embedding employability in the curriculum and working more closely with industry and employers.

I was aware of these issues because I spent many years in industry prior to becoming an academic and was fortunate enough to be given an excellent start to a satisfying and successful career. Ideally, today's graduates should have the same

opportunities. Given the current throughput of students, however, travel, tourism and hospitality management is a much more competitive field than it used to be.

I want to add value to the learning experience of BA (Hons) Travel and Tourism Management undergraduate students by providing them with specialist knowledge and information relating to possible career paths. The resource I developed is basically informative but as yet there is little else available. It complements the NBS undergraduate programmes on Travel, Tourism and Hospitality in that students can start to transfer their academic knowledge and skills to developing their future careers by considering options available to them.

I believe my Blackboard pages can be of real value to undergraduate travel and tourism students, but a much more fully developed version can perhaps be implemented.

References

Croner Reward (2004) Travel Industry Rewards 5th ed.

HEFCE Strategic Plan (2003 – 2008)

Institute of Travel and Tourism (2003) Careers in Travel and Tourism. Opportunities in the world's greatest industry.

One North East (ONE) (2003) Interim Report, Work Related Learning 'From Modern Apprenticeships to Graduation and Beyond'

The Future of Higher Education. Governmental White Paper. January (2003)

Appendix A Selected Blackboard pages



Your Career

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Your Career

What is 'Your Career'?

This site has been developed in order to give you a starting point from which to commence your career in the Travel, Tourism and Hospitality industries. The diversity of areas within the industries is enormous, as is the scope of differing roles and organisations. The information provided here is to assist you in your initial research and navigate you through some of your options.

Who is 'Your Career' for?

Although aimed primarily at final year Travel, Tourism and Hospitality students, the information contained here will also be of assistance to first and second year students in making decisions about their placement year or starting to think about what they will do after graduation.

What about a Gap Year?

If you are taking a year out after graduation, it is strongly

suggested that you make some enquiries and contacts before you go. You may not have any idea which area of the industry it is that you wish to work in, but this site is only available to Northumbria students and you will not have access to it when you return from Woga Woga. Also, you may have contacts available to you now - e.g. from work placement; tell them what your plans are and ask if it is OK to get back in touch with them on your return. It is a fact of life that you are more employable when in a role of some kind, be it a student or in employment; that is not to say that a gap year is not a good experience, it is just that it can be hard to 'pick up' on your return.



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Where to start?

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Where do I start?

Finding out the options open to you is your starting point. There is a huge amount of information on careers, jobs etc available and sifting through it will help you realise what it is that you don't want to do and present some ideas of opportunities which you may find appealing and, hadn't previously thought of.

Northumbria University's career service is your first stop. You may already have been in touch with them as a result of your year two career and employability module or work placement research. Many graduates say that they wish they had made full use of this service whilst studying at University and many also wish that they had made use of their services earlier than they did. The careers service is of course generic and not specific to travel, tourism or hospitality but what is important is that you get a feel for what opportunities other industries are offering so that you can make comparisons. Tourism is a relatively new industry and career paths are really only just starting to evolve; it is important that you see the bigger picture.

The careers service also offers a Graduates section. Full details are available on the Northumbria University web site.

Prospects is the UK's official graduate careers website and here you will find useful information and advice; there is also a job vacancies site with positions in leisure and tourism. See the electronic link below.



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[Prospects - UK's official graduate careers website](#)

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Graduate Recruitment Schemes

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Graduate Recruitment Schemes

Of the 'big 4' operators only Thomas Cook and TUI offer formal 'graduate recruitment programmes'. These are essentially fast track placements which provide opportunities to learn across the key areas of the business. Salaries are good and training is excellent. Competition for places is fierce.....Last year Thomas Cook had 600 applicants for 12 places; an NBS graduate was lucky enough to get one. TUI have over 19,000 employees in the UK - and 16 placements were offered in 2004.

The application and interview process is rigorous; you will need to display some special skills to be selected for interview, and be predicted to get a 2:1 degree. If you are selected for interview, you will be put through a variety of tests; competency interview, group exercise, presentation and psychometric testing. Please don't let this put you off! These opportunities are for people like you - so seize them; there could be no better start to your career.

First Choice however offer what is called a 'Product Executive Development Scheme', which is aimed at graduate calibre candidates. They normally advertise this on the First Choice website around May/June time...so keep your eyes open.

If you are having a gap year, find out about application deadlines for the following year before you go....

See links below for Thomas Cook, TUI and First Choice.



Thomas Cook Graduate Scheme

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TUI UK Graduate Scheme

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First Choice Holidays

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Recruitment Agencies

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Recruitment Agencies.

There are many - and many are specialists in certain areas. They are a good way of seeing what is available on the job market and can give you some ideas. However, remember that their responsibilities to their clients are onerous and although they may be able to assist you initially, if you are for instance, geographically immobile or have ideas well above your station or experience, you will get no-where.

The suggestion is that you have a look through the web sites and select an agent or so that you feel offers the type of position that you may be after and then register with them. Newcastle Business School has a good personal reputation with most of these agents, so please represent us in a manner that we can be proud of!

Some of the web sites have some excellent tips on job applications, interview skills etc, especially Argyle recruitment, so it would be well worth your while in brushing up on these....Argyle tend to have jobs at the top end of the spectrum, but it is worth having a look to see what you can aspire to!

Work placement experience - remember this is central and crucial to employers; it demonstrates your experience and the fact that you are employable! So, make the most of it.....



AA Appointments

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Argyle Recruitment

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C & I Representation


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 [C & M Recruitment](#) [Modify](#) [Copy](#) [Remove](#)


 [Harp Wallen](#) [Modify](#) [Copy](#) [Remove](#)

 [New Frontiers](#) [Modify](#) [Copy](#) [Remove](#)

 [Rise Executive Search](#) [Modify](#) [Copy](#) [Remove](#)
Formerly C&M Executive Recruitment

 [Simpson Recruitment](#) [Modify](#) [Copy](#) [Remove](#)

 [Travel Trade Recruitment](#) [Modify](#) [Copy](#) [Remove](#)

 [Trade Journals](#) [Modify](#) [Copy](#) [Remove](#)

Throughout your time at university, you have been encouraged to use trade journals. These are also an invaluable source of job opportunities.

The Travel Mole and e-tid are the two on-line newsletters which will also keep you up-to date with what is happening in the industry; you will be expected to know this in interviews. Both of these are free to register with and have job sections.

Travel Weekly and Travel Trade Gazette are the main trade papers - and have jobs advertised weekly. TTG is only available in hard format.

See the links below:



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[Travel Mole](#)

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20

[e-tid \(Electronic Travel Industry Digest\)](#)

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21

[Travel Weekly](#)

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[Springboard](#)

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Springboard UK are a charitable trust who promote careers in hospitality, leisure, travel and tourism. They offer free advice for over 14,000 people each year - at all levels, school through to mature workers. They have a specialist careers service and a lot of very good information, advice and links on their web site. Springboard also produce Careerscope a periodical with a lot of information in particular on working in the hotel industry, graduate schemes, jobs etc. There are links to this from their web site.

You are strongly encouraged to use Springboard - for all your careers, jobs or even placement queries; that is what they are there for - and they are independent specialists. Newcastle Business School is a Springboard partner - your enquiry will be welcome.



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[Springboard](#)

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24

[Doctor Job - Graduate Recruitment & Target](#)

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Travel industry portal - huge source of information

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WWW.surf2travel.com is a travel portal with information and links which extend right across the industry; operators, agents, airports, airlines, hotels, ancillary products etc are all there with links attached. You should have a good look through it as it will give you an idea of the breadth of the industry and may trigger off some possibilities that you had not considered before.



Surf2travel.com

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The Hospitality Industry

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The hospitality industry is in many ways, more developed for potential careers for graduates than the travel industry. The profile of the industry is also very much on the up - as a result of good media focus (restaurants, celebrity chefs etc) and the minimum wage which has resulted in it becoming a more desirable career choice. Many of the big chains have excellent graduate recruitment schemes which provide really good opportunities and training; wherever you go from there, your experience will always be valued. The best approach is to have a look at the different web sites and then make enquiries. There are obviously opportunities to work throughout the regions and indeed the world.

The links below will take you to listings of the main UK hotel brands and a little bit about them and also a Who's Who of the UK restaurant sector. Print them out - so that you will always have them and then look whatever interests you up on the individual web sites. You will find full details about graduate schemes available. If your degree was not in Hospitality Management, you will find that in many cases, your Travel and Tourism Management degree as a related degree is acceptable for entry into hotel graduate training schemes.

The world is literally your oyster.....



UK Hotel Sector Listings and Links

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UK Restaurant Sector: Listings and Links

[Click Here](#) (65024 Bytes)

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Caterer & Hotelkeeper

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A career in Business Travel

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Career opportunities in Business Travel for graduates abound. The way the travel industry is moving means that the demand for good business travel houses is still very much there for the foreseeable future. The skills required and the complexities involved in putting together clients requirements are such that graduates are in demand. Salaries are much more competitive too! This is an area of business that you should definitely consider - organisations like Carlson Wagon Lit Travel and ATP International have ex Northumbria graduates working in very senior positions indeed.

The link below will take you to the GTMC - Guild of Travel Management Companies which will provide you with further information on working in this sector.



The Guild of Travel Management Companies (GTMC)

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The Tourism Sector

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Some of the resources above will have opportunities available in the tourism sector advertised, such as Travel Weekly. You are more likely however to find local opportunities in local sources, such as newspapers, Regional Development Agency Web sites etc.

Visit Britain (see link below) have a Human Resources recruitment web site.

Leisure Opportunities is published weekly and has a large amount of jobs in the leisure sector advertised within the regions, these include tourism and sports positions.

**Visit Britain**[Modify](#) [Copy](#) [Remove](#)

See the Corporate section on web site for links to the Human Resources Recruitment website.

**Leisure Opportunities**[Modify](#) [Copy](#) [Remove](#)**Doctor Job**[Modify](#) [Copy](#) [Remove](#)

Target is a publication aimed at school, college and university students. The Hospitality issue covers hospitality, leisure, travel, tourism and catering and is full of coverage of different areas to work in, graduate profiles, courses, professional organisations etc.

**Airlines**[Modify](#) [Copy](#) [Remove](#)

Many of the airlines, like Hotels will have either graduate schemes or graduate level jobs available. It is worth cruising through some of the web sites to see what is on offer. BAA, British Airports Authority is also worth looking at if this line of work interests you and it is well worth just approaching the Human Resources Department of specific airports.

Start with BA' s site - they have an area dedicated to career opportunities.

**British Airways**[Modify](#) [Copy](#) [Remove](#)

Go to the site index and follow the career opportunities section.



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The Flight Centre

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The Flight Centre has made it for the third year running into the top 15 of the Sunday Times 100 Best Companies to work for . They are 10 years old, have currently (04/05) 72 shops and employ 550 staff. The salaries are unusually competitive and staff turnover is much lower than average.



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The Flight Centre

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41

Expedia

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Expedia were 99th in the Sunday Times Best companies to work for, with a reputation for excelling at career growth.



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Expedia

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OK