

Kempinski



From Good to Best It's all about people

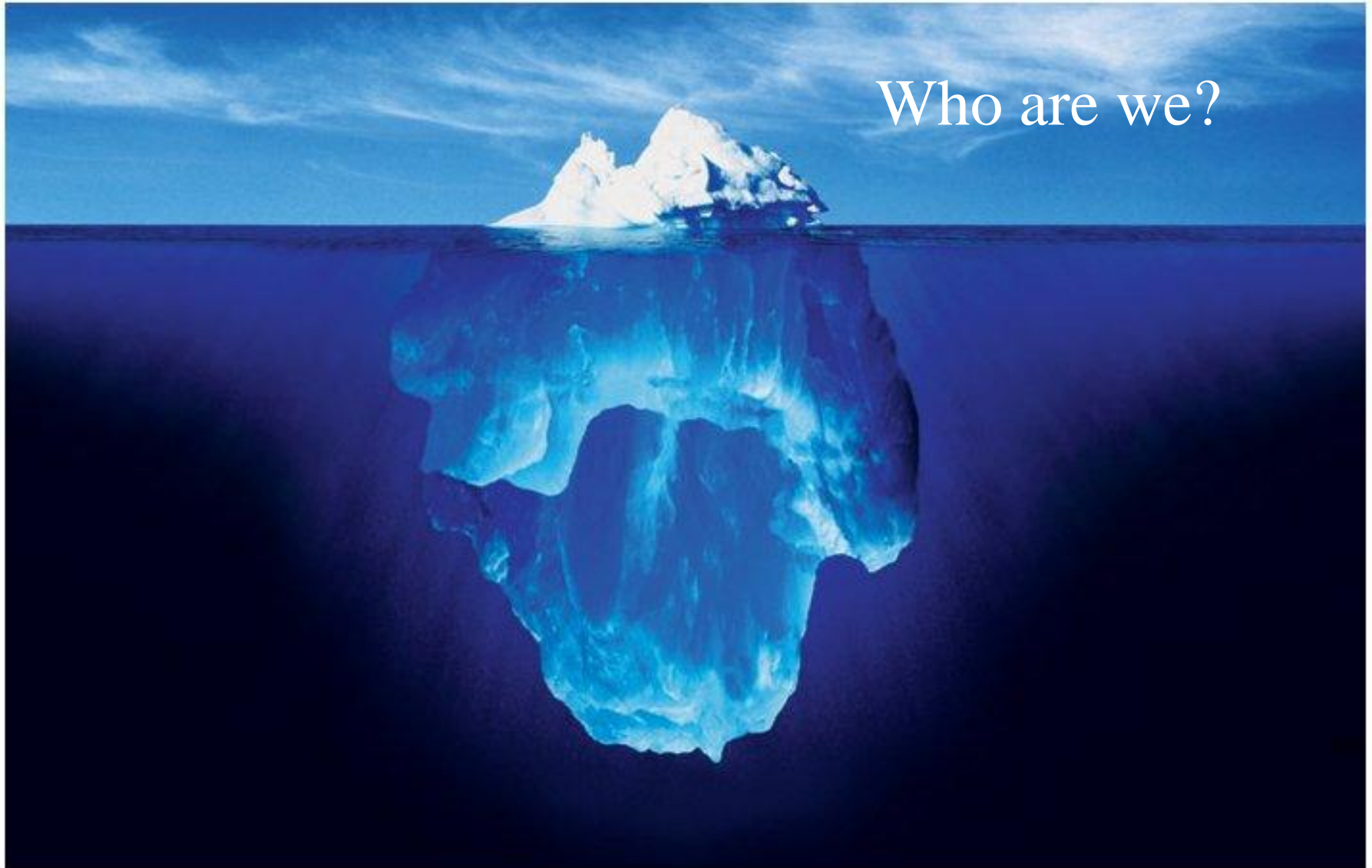
12th of October, 2013
Jelena Rubesa



- Content of today's presentation...
 - Kempinski Brand – who are we?
 - What differs us?
 - Our core values
 - Development and praise as motivation
 - People as a pillar of success



Introduction



Who are we?



Kempinski

HOTELIERS SINCE 1897

Kempinski



A Collection of Individuals



Kempinski

Individuality vs. Standardisation

- Kempinski stands for Individualism

INDIVIDUALITY

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HOTELIERS SINCE 1897



STANDARDISATION



SHANGRI-LA

HOTELS *and* RESORTS



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Scent of history

Hotel Ciragan Palace Kempinski

Istanbul, Turkey



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Monuments

Emirates Palace Abu Dhabi

United Arab Emirates



Places to be



New fast developing markets



- **Savoir Vivre**

- ✿ Take time to live
- ✿ Take time to enjoy
- ✿ Others will try to copy
- ✿ A copy is never the Original
- ✿ Luxury lifestyle has been defined in Europe



Our business model:

Kempinski is a hotel management company

“

We sell a hotel management concept,
regulated under a long-term
management contract, to Owners of
hotels, for a fee.

”

Where do we want to go?

To be renowned as hoteliers offering the European art of luxurious hospitality, favoured by people who expect excellence and value individuality.

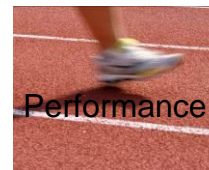
... by gathering the most luxurious hotels, pairing them with distinctive and unique services delivered through our management know-how under the Kempinski brand, while ensuring financial performance for our owners.



Portfolio



People



Performance



Compliance

Kempinski

Long term strategic objective

How do we get there?



The most important long-term strategic objective remains a sustainable **flow** of **Kempinski Management Talent** to our Hotels at **all** times.

IT'S ALL ABOUT PEOPLE

- What defines our culture?

Passion for Luxury
Creating Traditions
People-Oriented
Straightforwardness
Entrepreneurial Performance



Passion for
European Luxury

- Focus on the moment

Dress with elegance

Cherish your heritage

Enjoy small joys of life

Take time for yourself and
your team

Interpret Europe

Be yourself, be unique

Perfection is a process



Creating Tradition

- Be memorable

Share your experience

Be ambassador of the local culture

Challenge yourself daily

Experiment



Admit the mistakes

- Be yourself

Share your opinion

Straightforward

Motivate your team to
be straightforward

We are a hands-on
company, which favours
substance and style.

- ✦ Give honest feedback
- ✦ Be willing to admit you're wrong
- ✦ Encourage positive behaviour

Forget the mistakes

Be honest, sincere and fair





Entrepreneurial Performance

- Kempinski is you!

Take the initiative!

Be aware of the risk!

Be open to changes!

Hire the people from other industries

Celebrate the success!

Encourage the others to take initiative!

Treat the hotel guests as your own



People Oriented

Take time to say “thank you”

- Lead by example

Give everyone a chance

Always give feedbacks

Really listen

Be part of a masterpiece

Create special moments

Our values inspire & orient working environment in our properties

Creating traditions

Entrepreneurial Performance

People oriented

Straight-forwardness

Passion for European Luxury

Innovative & Empowering

Welcoming & open & elegant

- developed and supported
- acknowledged and rewarded when needed
- eager to learn and encouraged to think out of the box
- both challenged and motivated to create

- feel a sense of belonging
- feel respected by management and colleagues
- collaborate to get the job done
- maintain professional & ethical standards
- have a savoir-vivre, are punctual and restraint in style

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People, Motivation, Praise



From good to best



“

**The bloodiest
war will be the
war for talent...**

”

Reto Wittwer 2009

Identify talents as early as possible to gain a competitive advantage



Kempinski partners with renowned Hotel schools, universities and youth associations

Around **500 trainee and internship positions** are offered per year worldwide

New Career Site will provide a worldwide employer branding and recruitment tool

Kempinski Career Days, an extraordinary recruitment and networking platform



- * All General Managers
- * Regional Presidents
- * Corporate & Regional Management

...are involved in the recruitment process at the earliest stage!

- * 140 internal employees
- * 590 external candidates

Venues:

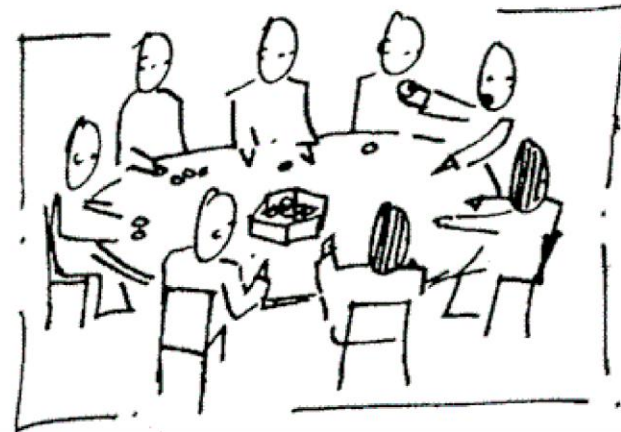
- * Launched in Munich
- * Regional Career Day in Beijing
- * Middle East to followed end of 2012

Talent development tools



Talent Transfer calls

One call per department every quarter



Assessment days

Group assessment & one to one interviews

How do you motivate the people - video

- RSA Animate - Drive: The surprising truth about what motivates us
- <http://www.youtube.com/watch?v=u6XAPnuFjJc>

Is it simply the generation shift?

"For millennials, constant feedback is an almost critical ingredient in performance and job satisfaction. It sometimes seems as if this younger generation has an insatiable appetite for praise"

Sujansky, J.& Ferr-Reed, J. (2012)



Award-winning programmes is key to competent and motivated employees



Ongoing Training through **a cascading system** of training managers, master trainers, senior trainers, departmental trainers

A variety of **tailor-made in-house programmes**, materials, tools and trainers to deliver training

Internal knowledge transfers through **Task Force assignments**

Designed competitions to enhance both individual and team performance – **K star incentive program**

- *“I understand that from a trainee you expect a lot, we are here to learn. For me, there is no problem. I can work double shift, triple shift, no sleeping, no worries, but then the thing is, I don't think I get much in return, there in **no recognition**”*



Exciting Kempinski future

Kempinski's core business in numbers

1

Number of owned
hotels
(HVJZ Munich)

+

3

Number of leased
hotel
(St. Moritz, Adlon,
Vienna)

+

77

Number of
managed hotels

= 81

**Total number of
hotels under
operation**

What does Luxury mean to Kempinski

**“ Luxury is limited
by nature ”**

Our industry redefines luxury

Where does it all end?

The number of hotels in the portfolio will not exceed the age of the company

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1897 = 116 years = 116 Hotels worldwide

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Kempinski Burj Rafal, Riad

Saudi Araba - opening 2013

Kempinski



Kempinski

Kempinski Hotel Beijing G20

China - opening 2014

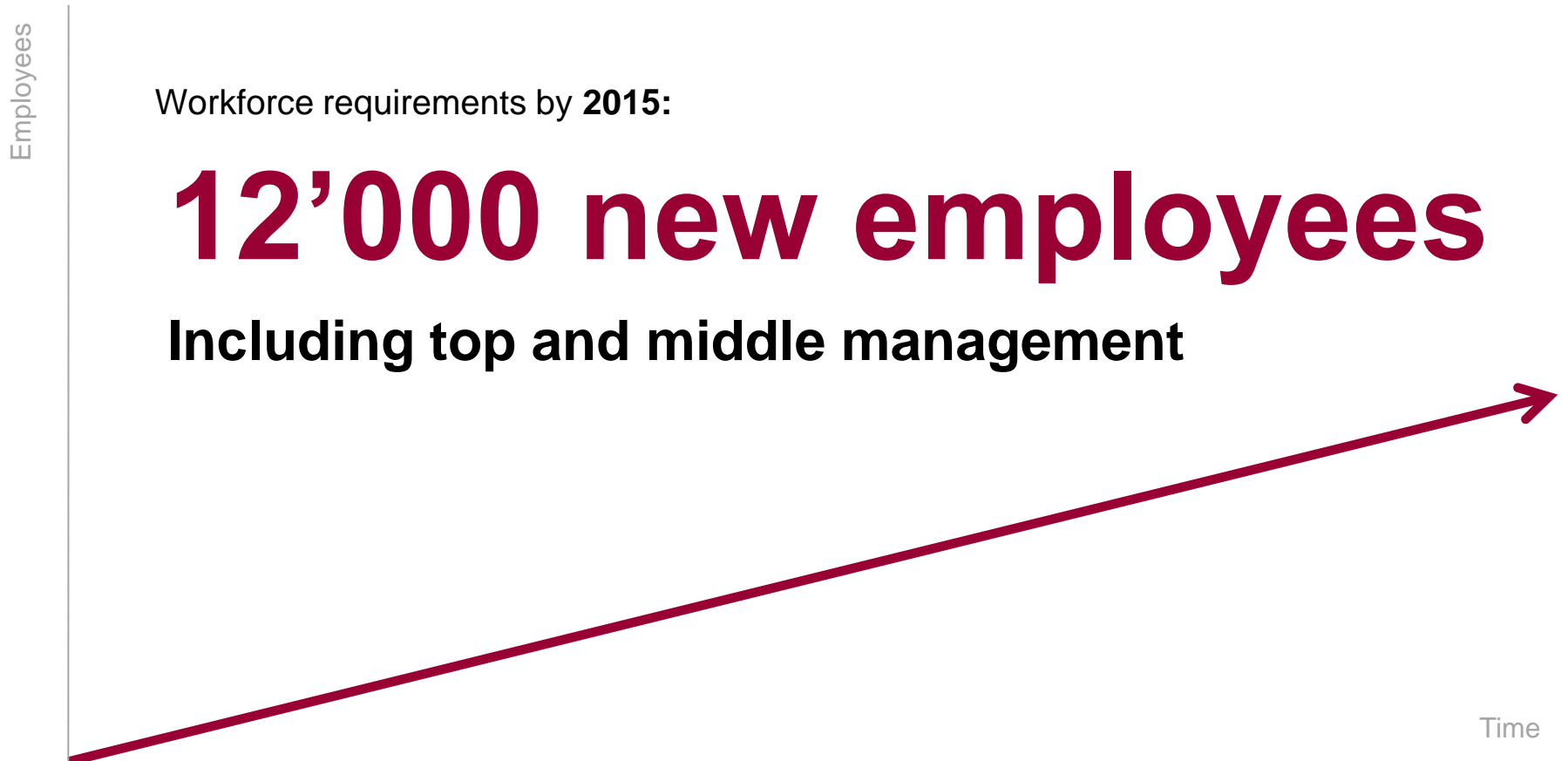


Kempinski Hotel Wuhan

China



Talent management is vital to ensuring a qualified work force ready for Kempinski's growth



Who is a talent?



Has the ability to do the current job and can still be promoted to the next level



Mobility = Kempinski Talent

Mobility & Flexibility





Long term strategic objective in Talent Development

We want to create a company culture where all Kempinski Managers understand Talent Development as part of their management behavior.

We are establishing tools and procedures to ensure Talent Development can be measured, prepares us for the future and retains our DNA.

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The people...

The message of this presentation



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Dear Managers...



If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea”

Antoine de Saint-Exupery

Kempinski



thank *You*

Jelena Rubesa
Assistant Director of Sales

**Kempinski Hotels River Park
Grand Hotel Kempinski High
Tatars
Slovakia**