

LIMITLESS

Central Europe – The Partner Magazine

Transformation

A CONVERSATION WITH
DUNCAN O'ROURKE

Live Work Play

WITH INNOVATIVE
SOLUTIONS FOR THE FUTURE

HEARTIST®

PROGRAM WITH HEART



ACCOR



Live

Luxury

RAFFLES

ORIENT  EXPRESS

BANYAN TREE

DELANO

 **LEGEND**

Fairmont

SLS

SO' 

S O F I T E L

THE HOUSE OF
ORIGINALS

R I X O S

onefinestay

mantis



Art Series

MONDRIAN



swissôtel

Premium

ANGSANA

25h
twenty five hours hotels

HYDE

MÖVENPICK

GRAND MERCURE

PEPPERS

THE
SEBEL

Midscale

mantra-

NOVOTEL

Mercure

adagio

MAMA
SHELTER

TRIBE

Economy

BreakFree 

ibis

ibis
STYLES

ibis
budget

greet

**JO&
JOE**

hotelF1

Work



MAMAWORKS

Play

DISRUPTIVE
GROUP

POTEL  CHABOT

PARIS SOCIETY

Business accelerators

Distribution

d-edge

GEKKO

VERYCHIC

ResDiary

Experience

JOHN PAUL

Operations

adoria

ASTORE



are looking for more information, please visit our website. If you wish to speak with us, please contact one of our representatives. You will find their names at the end of almost each article.

One concept is particularly important to me – and it is not just a pleasant slogan: Good working relationships are built through dialogue. With this magazine we are informing you about the activities within the company. If you have any requests or concerns, please don't hesitate to get in touch. We will consider your request and, with the support of our experts, will get back to you with suggestions.

Dear Partners, dear readers,

More than one year has passed since I took on the responsibility for Central Europe, one of our organizational regions. We are finding ourselves amid an extensive transformative process and you might be wondering which direction Accor will be taking.

Part of the answer is right at your fingertips. With our new partner magazine LIMITLESS the projects my team and I are working on will become more transparent and more accessible to you. It is meant to be an easy to read Service Guide where we will present specific topics regarding Accor's strategy, expansion plans, and cultural change. For your convenience, this print edition is also available online. If you

The company structure we created most recently is intended to make your life easier. In our new European organization Austria, Germany and Switzerland are merged into one region. The subsidiaries in the different countries are working closely together. We have reorganized our team for you.

We are generating new ideas for you, creating new digital solutions and offering additional services – all this will make our expertise available to your enterprise. Read LIMITLESS, and you will learn much more about the journey that Accor will take you on. Let's travel towards our future together!

All the best, Duncan O'Rourke
Munich, December 2019



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MANIFESTO

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Business Model



WHAT TIME IS BEST FOR SHAPING THE FUTURE OF THE HOTEL INDUSTRY? THE TIME IS NOW!
WE ARE CREATING THE MOST EXTENSIVE PORTFOLIO IN THE INDUSTRY.
WE ARE MAKING OUR CUSTOMERS' LIFESTYLE DREAMS COME TRUE. WE ARE UNFOLDING
COUNTLESS BUSINESS OPPORTUNITIES FOR OUR PARTNERS. THERE IS NO LIMIT. LIMITLESS.

„Booster was the beginning!“

“For over 50 years, we have been reinventing the hospitality business by breaking rules and making daring moves, challenging the status quo and revamping the guest experience. Today, we are continuing this exciting journey with a new identity and philosophy. Welcome to Accor, the augmented-hospitality group.”

SÉBASTIEN BAZIN, CHAIRMAN & CEO ACCOR

The Booster Project is the most ambitious project in Accor’s history: Booster clears the path for the group’s long-term growth and ensures its strong position as market leader.

The investment program was brought to life over five years ago. Under the name of AccorInvest it has since boosted the restructuring of the French corporation’s real estate branch, transforming it into an independent company, and has created substantial financial resources. For this program, we opened our majority shares for institutional depositors and private investors. Consequently, 57.8% of AccorInvest’s capital was sold. Together with Accor, AccorInvest is now running its hotels (owned and leased) exclusively by management contracts. In addition, by signing

long-term contracts all owners have made sure that their longstanding partnerships with Accor will remain in place.

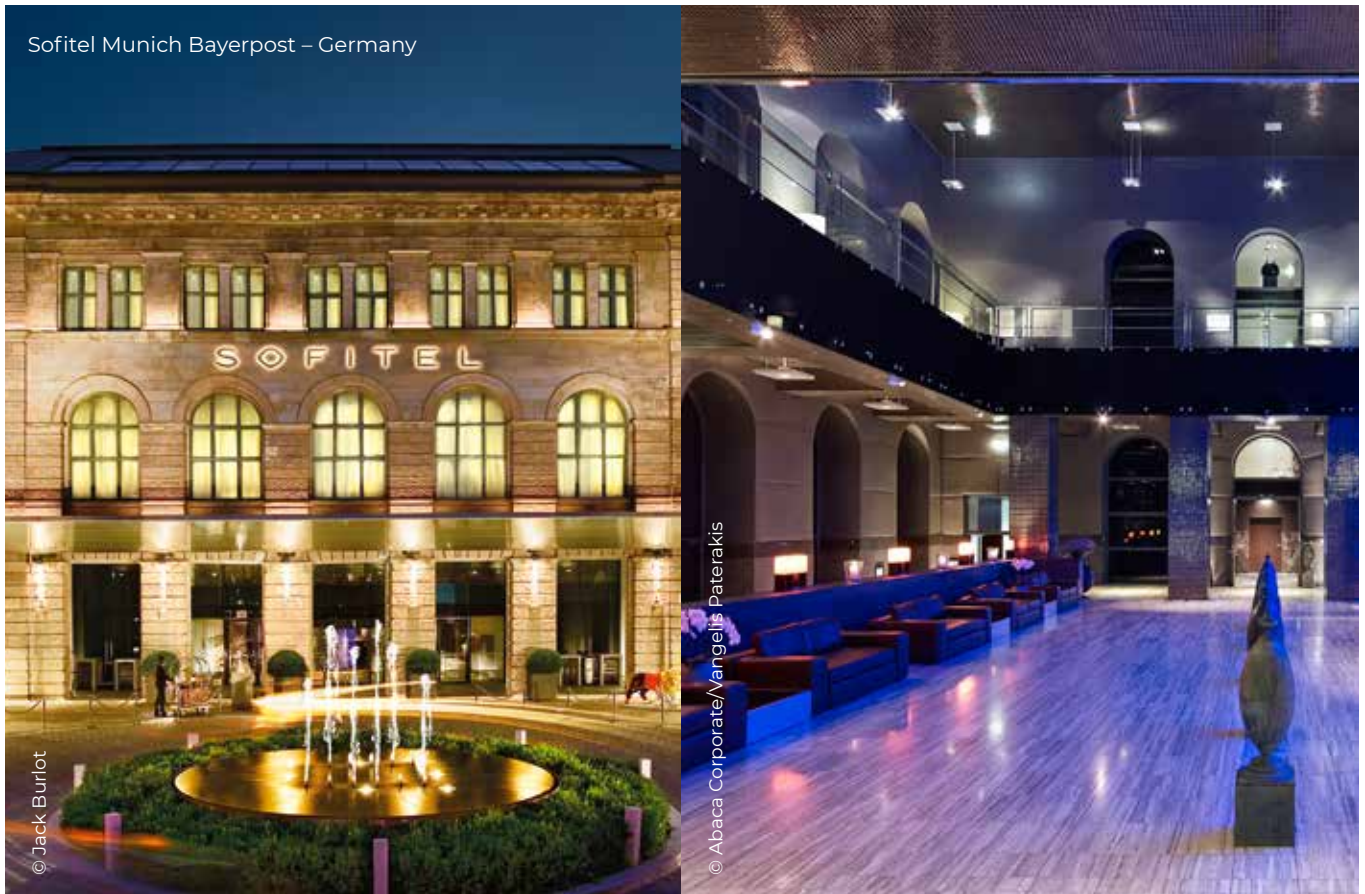
ACCOR IS TURNING INTO A SELF-SUFFICIENT ECOSYSTEM FOR LIFESTYLE BRANDS

“By divesting nearly 58% of AccorInvest’s capital we have successfully finalized the corporation’s transformation. This closure will enable us to further accelerate Accor’s development by directing our resources and energies towards strengthening our brand portfolio and towards our leading position in the most critical markets. Moreover, we will be able to focus on following up on our strategy to deliver innovation and competence for our guests and hospitality partners”, says Sébastien Bazin, Chairman and CEO of Accor.

However, “Booster” is just the beginning. Its enhanced financial resources enable Accor Europe to break free from its former role as a traditional player with its owned or leased hotel real estate and a portfolio solely focused on the hotel business. The underlying concept strives to significantly augment our business beyond offering accommodation only.

OUR MOTTO: LET’S NOT JUST SERVE OUR GUESTS, LET’S GIVE THEM THE GIFT OF BEAUTIFUL MOMENTS AND MEMORIES

Accor offers an integral ecosystem of services and brands to win and retain customers in the future. Our corporation strives to become the preferred lifestyle provider for its guests. Accor wants to open up various development opportunities for



its partners to enable them to grow their revenue. In addition, we want to offer them numerous benefits in addressing and acquiring new guests. Accor's "Augmented Hospitality" (see page 20) also comprises business lines such as Onefinestay, a high-level private accommodation offering; WOJO and Mama-Works, both coworking possibilities; John Paul, a concierge services offering; Disruptive Group and Potel & Chabot, gastro and event management services; and GEKKO or ResDiary, digital service providers to hotels.

A STRATEGY ENSURING PROFITS AND STRENGTH FOR ACCOR PARTNERS

Our new destiny is not simply supposed to help the corporation maintain its leading position in Europe and worldwide. Our strategy "Make

Europe Even Greater" enables us to persistently face our competition, to strengthen our customers' bonds to our brands, and to win many new customers. Franck Gervais, CEO Europe, Accor: "Circumstances change rapidly in the hotel industry, just like our competitors do as well. To be able to stand our ground we need to be stronger – we need to become even better, move more quickly. We need to act as a team, if we want to successfully face all these challenges. Our strategy "Make Europe Even Greater" will help us achieve these goals."

Accor is embarking on an exciting journey – the course is set towards our future success. To quote Sébastien Bazin: "Today, we are not merely hoteliers. We have been reinventing the hospitality business for more than 50 years by breaking the rules and taking courageous steps, by questioning the status quo and redesigning guest experiences. Today, we are continuing this journey with a new identity and a new philosophy. We welcome you to Accor, the Augmented Hospitality-group!"

This is how you benefit as a partner

- \ International orientation
- \ Strong and individual opportunities for development
- \ Various programs and tools
- \ Strong brand recognition
- \ Supreme market penetration in each star segment

Transformation

Duncan O'Rourke is steering Central Europe towards the corporation's new destination. In this interview he is talking about his visions of the future.

You have been responsible for Austria, Germany and Switzerland for more than a year now. How much at home do you feel in this region?

I feel very much at home here! I lived in Switzerland for some time, my kids were born there. Now I live in Munich – its local culture, the traditional flair – I am enjoying all this tremendously.

At my first townhall meeting at Accor Central Europe many were wearing their traditional dress. This reminded me once again of how important it is to really settle into a new region and to understand how things work there.

What do you count among the first successes of Accor's new direction?

This question is very easy for me to answer: It is the focus on our partners. With our new business model within Central Europe we have placed our structure on a new footing – with an obvious result: More of our resources than ever are now aimed towards our partners, and with our new business model this is all to the best.

Our new direction helps us focus more on our core competences and on further advancing this development – so that in the end everyone will be able to benefit from a larger

network and from more awareness for our brands.

What would you like to see the region to evolve towards?

Central Europe is a very important market for Accor. After all, we are the ones who will be implementing the strategy in Austria, Germany and Switzerland devised by our global headquarters in accordance with the respective market conditions in those countries.



Our new orientation helps us focus more on our core competences and on advancing this development – so that in the end everyone will be able to benefit.

Therefore, the priorities for our region are, of course, perfectly aligned with those of our global organization. One of the most important topics will be the implementation of “ALL” – Accor Live Limitless – our lifestyle brand which is geared towards the consumer.

Accor Europe is structured in Hubs – is there European DNA?

But of course, there is European DNA! In my view, within Accor, Europe as a region is characterized by its continuous efforts in driving innovative concepts and projects. There is a lot of focus on interconnect-

edness and sharing experiences. All Hubs will be able to learn from each other. We make a point of a completely new working atmosphere fostering various teams and really making this all about them. I am very delighted to be able to help shape the region.

In the Austria, Germany and Switzerland region we find very diverse national chemistries – how can one unified region emerge from here?

This is not at all about integrating the national systems without respecting their unique ways of life.

This is much more about enriching our activities, which can only be achieved through those various national systems, most of all through

Frauenkirche Munich – Germany



employees from different cultures with their diverse backgrounds and, accordingly, a myriad of ideas. We don't intend to unify our region. Our employees here should remain diverse and continue to cultivate their close cooperation with their Accor colleagues in Europe, Asia, and America to be able to benefit from their knowledge as well.

What priorities are you going to set?

My priorities are already set – I have realigned the leadership team and have been supporting them in adapting their teams in agreement with our new circumstances.

To me, it is paramount that we shift our focus ever more towards our partners and clients. Now it is upon my team and myself

to motivate those many talents we have here in Central Europe and to steer them towards the right direction. Therefore, I want to spend as much time as possible exchanging ideas with the team. They are the experts who deliver the performance for the region.

You are demanding a transparent way of communication. You are betting on communication, and you have set up “Partner Communication”. How important is all this talk? What do you see in it?

Talking is extremely important. However, in my view, even more important than talking is acting in a transparent, open, and honest manner. To me, this is the only way that I can succeed in making all those involved understand and accept our entrepreneurial motives.

Hofburg Vienna – Austria



Zurich – Switzerland







Expansion

EXPANSION DOESN'T SIMPLY IMPLY GROWTH BY ACQUISITION. EXPANSION INVOLVES DELIVERING ADDED VALUE TO PARTNERS WITH INNOVATIVE IDEAS AND INTELLIGENT TOOLS. EXPANSION INVOLVES OFFERING ATTRACTIVE PROPOSITIONS TO OUR GUESTS FOR ALL WALKS OF LIFE AS OUR GROUP TRANSFORMS INTO A LIFESTYLE PROVIDER.

Accor – World Class Brands

Shaping the future with innovative solutions.

The company's leadership team is aiming high. In the works is nothing less than “The Great Transformation”. In other words: we are moving away from the classic hotel business towards becoming **brand architects within a holistic augmented hospitality enterprise**. Our goal is very ambitious: we want to be the very first hotel operator to count amongst the top 100 brands of the world.

How are we going to achieve this? The first steps have been taken; the Booster program has prepared the financial ground. With “**augmented hospitality**” (see page 20), the group is currently also creating content with a wide variety of options for its partners and guests. The so-called touchpoints include services and digital services revolving around our customers' desires. In this respect, the management's vision goes even further and takes

Mercure Munich City Center – Germany





an innovative leap by including each hotel's neighbourhood into the concept. The magic word is "Accor Local". At the hotel next door, anyone will be able to order their favorite bottle of wine for dinner at home, drop off and pick up their laundry, use meeting rooms as coworking space or rent e-bikes and e-scooters. There are plenty of offers which will gradually be expanded. As soon as people are leaving their home, they need to get the chance to get in touch with Accor. This won't need to include traveling. But it might involve car-sharing, tickets for a visit at the museum or catering services for a meal at home. All these services help Accor open up their universe to all who are interested, not just to their hotel guests.

"As opposed to Facebook or Amazon who meet their customers virtually, but daily, we meet our customers face to face, but most of them only three to four times a year. This frequency needs to increase. We want to enhance our contact to the people around us by offering our many services to the public as well, by walking up to people in person and one by one, and by supporting everyone with their day-to-day life. Step by step, we are becoming a Lifestyle and Augmented Hospitality Player – this is how Sébastien Bazin describes his vision. Internal programs such as "HEARTIST®" (see page 32) support this new customer approach: Only happy and open-minded employees make for happy customers who will keep returning because they will have memories of a positive experience.

"Live, Work, Play" is the company's new motto. "Live" represents our Hospitality brands which, in the future, won't merely focus on accommodation and food but will be relevant for the daily life of all people near them. "Work" is no longer limited to meetings and conferences but represents the added possibility of using our facilities as a coworking space with all conveniences a hotel has to offer. "Play" reflects the complete bandwidth of entertainment, from Potel & Chabot to Paris Society, from Disruptive Group to restaurants and bars worldwide. Moreover, there are "Business Accelerators" such as ResDiary, VERYCHIC, and d-edge (see page 24) with various services and functions for all partners and all customers.

ibis Styles Lausanne Center Mad House – Switzerland



© Magali Bouzas

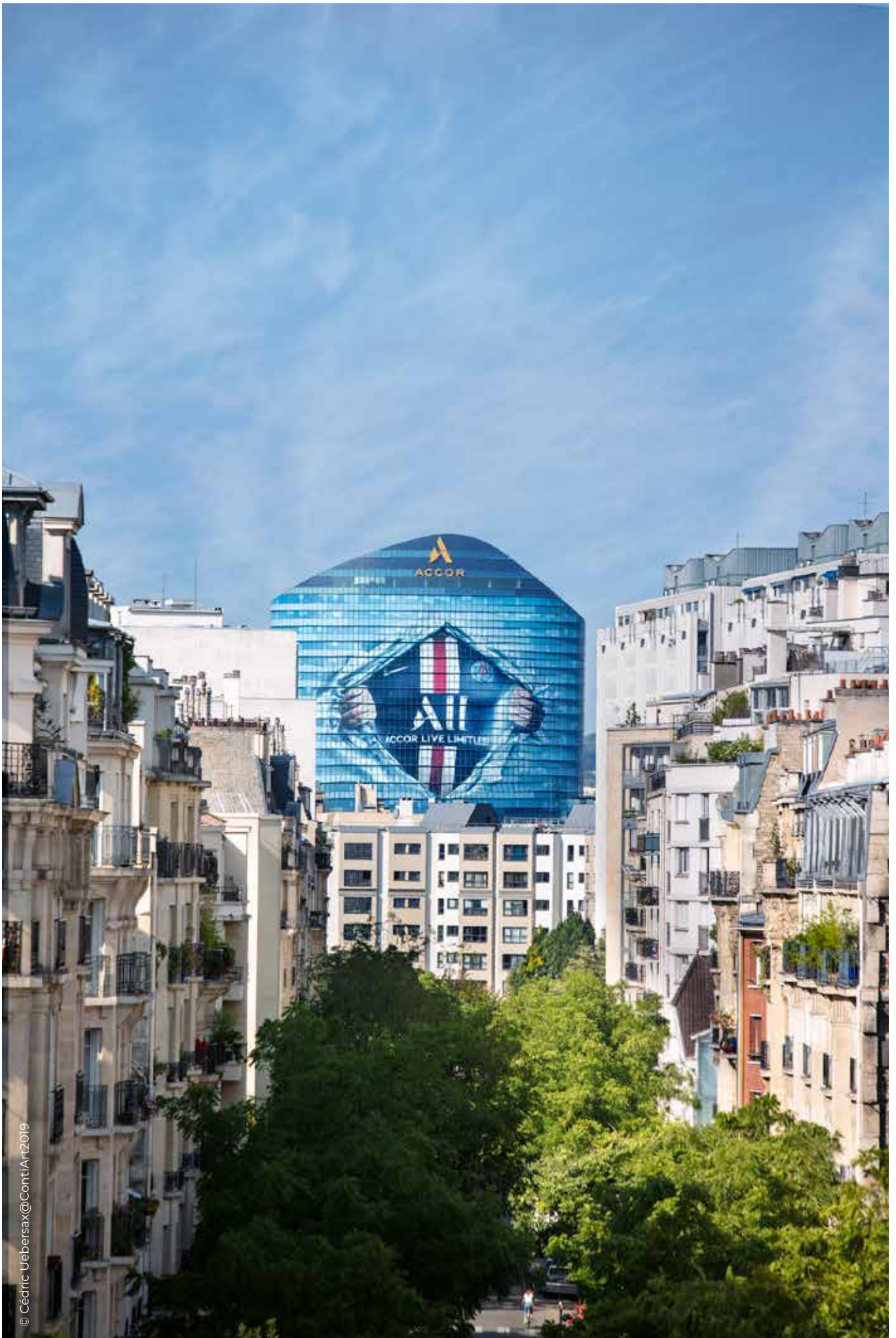
AUGMENTED HOSPITALITY GETTING REAL

The new lifestyle bonus program “ALL” – Accor Live Limitless – will be groundbreaking. The idea behind it: With its new services and offerings “ALL” will be even more relevant and attractive for existing and new customers so that they will keep choosing Accor hotels for their travels and those Accor services that fit their budget. It is our goal to make everyday life easier for our guests – at work, on vacation, and at home – even if they are not staying at one of our hotels. An expanded bonus program as well as new partners will help us achieve this goal. “ALL will be an inspiration to our guests, it will make our partners proud of belonging to the Accor ecosystem”, says Maud Bailly, Chief Digital Officer. The “ALL” App and Website give worldwide access to more than 30 legendary hotel brands and a unique selection of bars, restaurants and nightclubs. Services such as concert tickets, sports events or special prices for rental cars enhance these offers. “ALL” is the ticket to a wide range of benefits for our guests.

Our new lifestyle bonus program is a promise to our guests and rests on four strategic pillars: our most loyal customers will be rewarded with two new premium status levels – the new Service Point in our hotel restaurants and bars creates benefits in accordance with the Augmented Hospitality strategy, even when guests don’t spend a night at the hotel.

Accor was able to partner up with AEG, one of the leading companies worldwide in sports and entertainment with more than 100 million guests per year; and with IMG, well-known for experiences in the areas of gastronomy, sports, events, media, fashion, and the renowned soccer club Paris Saint-Germain. Starting with the season 2019/2020, “ALL” is the club’s most important partner and official jersey sponsor. This partnership pairs up the world’s fastest growing soccer club with a worldwide leading pioneer in the hotel industry.

Accor’s vision of its transformation from a hotel enterprise operating worldwide into a global lifestyle player is quite ambitious. However, a strong vision paints a strong picture of the future, it frees up undreamt-of forces in a company, it motivates and inspires employees and partners equally.



Augmented Hospitality

... is more than just a glimpse into the future! Augmented Hospitality is all about supporting our partners as best as we can while simultaneously anticipating the needs of our clients. Augmented Hospitality stands for delivering unique experiences to our guests, based on new ideas and innovative tools. Augmented Hospitality stands for offering individual services or digital solutions to hoteliers.

“Live”, “Work”, “Play”, and our “Business Accelerators” – they all infuse our portfolio with energy in many ways, with a wide variety of lifestyle solutions they will maximize Return on Investment and our performance. Our new lifestyle bonus program will be added soon and will be an all-time companion for our guests.

Live

ACCOR

An exceptional ecosystem of strong and complementary brands with nearly 4,900 hotels worldwide. Be it a five-star luxury palace, a smart economy hotel, exquisite rental apartments or a full-service resort – with our wide choice of services and our strong innovative power we are reinventing hospitality every single day.

Novotel Basel City – Switzerland



© Sven Ketz



© Sven Ketz



© Antoine Pesch

Work

MEETING & EVENTS

Ranging from luxury to economy– our state-of-the-art facilities, our individualized catering services and customized activities make all wishes come true. One thing is for sure: each business event will be a success.

We are handling over 700 events per day in 2,400 hotels with more than 15,000 conference rooms worldwide.

WOJO

We help our guests be most productive with our cutting-edge workspaces and our motivated service teams. Whether you are a freelancer or an entrepreneur looking for an inviting coworking space or your company is looking for temporary office space – WOJO provides the perfect space to make work life more spontaneous, positive and creative every day.

MAMA WORKS

MAMA WORKS turns coworking space into a small campus for reflection, creation, and recreation fostering well-being, inspiration, and concentration like a cocoon. Ideas and energies will be floating free in this inspiring environment. MAMA WORKS is a meeting space for all – be it CEOs, successful entrepreneurs or dynamic freelancers.



Play

FOOD & EVENTS

Decades of experience make it easy for the Accor group to manage events of any size, from big parties for renowned corporations to private dinners among friends in unforgettable places around the world – on rooftops, in underground clubs, in breathtaking bars or exquisite restaurants.

DISRUPTIVE GROUP

Unforgettable culinary experiences and inspirational meals created by celebrity chefs are in store for our guests at our award-winning restaurant brands. Add to this a collection of more than 50 award-winning Mixology Bars, intimate lounges, dayclubs and nightclubs.

POTEL & CHABOT

Legendary French cuisine for stylish events. Potel & Chabot hosts events of any size in seven spectacular locations in Paris alone and in 600 additional locations in France and other countries.





Mama Shelter Paris – France

PARIS SOCIETY

France's leading company for events, gastronomy, and entertainment offers 30 impressive event locations in Paris, top-quality restaurants in spectacular places, as well as party rooms in the capital's most exciting neighbourhoods.

RIXOS

Every year, more than 800 stimulating events staged by internationally renowned artists and DJs are being curated in these hotels.

ACCOR LOCAL

Closely connected to the neighbourhood: Accor Local turns hotels from mere accommodation spots into hubs that offer exquisite experiences for everyone – neighbours and visitors alike. Hotels turn into focal points for all kinds of local services and offer unheard-of opportunities: anybody may enjoy all of Accor's services without spending a single night! Via app or website users can access all of Accor's services and activities: brunch, fitness centers, yoga classes, massages and much more.



© Abaca Corporate/Jacques-Yves Guclia

Business Accelerators

DISTRIBUTION

Accor's state-of-the-art technology is based on its long-standing expertise and helps independent hoteliers and restaurants expedite their daily business and performance.

\ D-EDGE HOSPITALITY SOLUTIONS – Technology and marketing solutions for hotels: high-end technology to help you optimize your online sales.

\ GEKKO GROUP – Europe's leading booking platform for B2B accommodation provides innovative solutions with its various brands specializing in business trips (HCopro, Teldar Biz), vacation travel (Teldar Travel, Miles Attack), hotel enterprises, and wholesale (Infinite Hotel).

\ VERYCHIC presents exclusive offerings to its 7 million members in extravagant hotels – at discounts of up to 70%. More than 4,000 partner hotels in 50 countries optimize their sales with VERYCHIC.

\ RESDIARY – a commission-free restaurant booking system with unsurpassed table management and transparent financial forecasts but without unforeseeable cost. With customizable booking buttons and widgets plus intelligent back-end rules managing reservations at peak times.

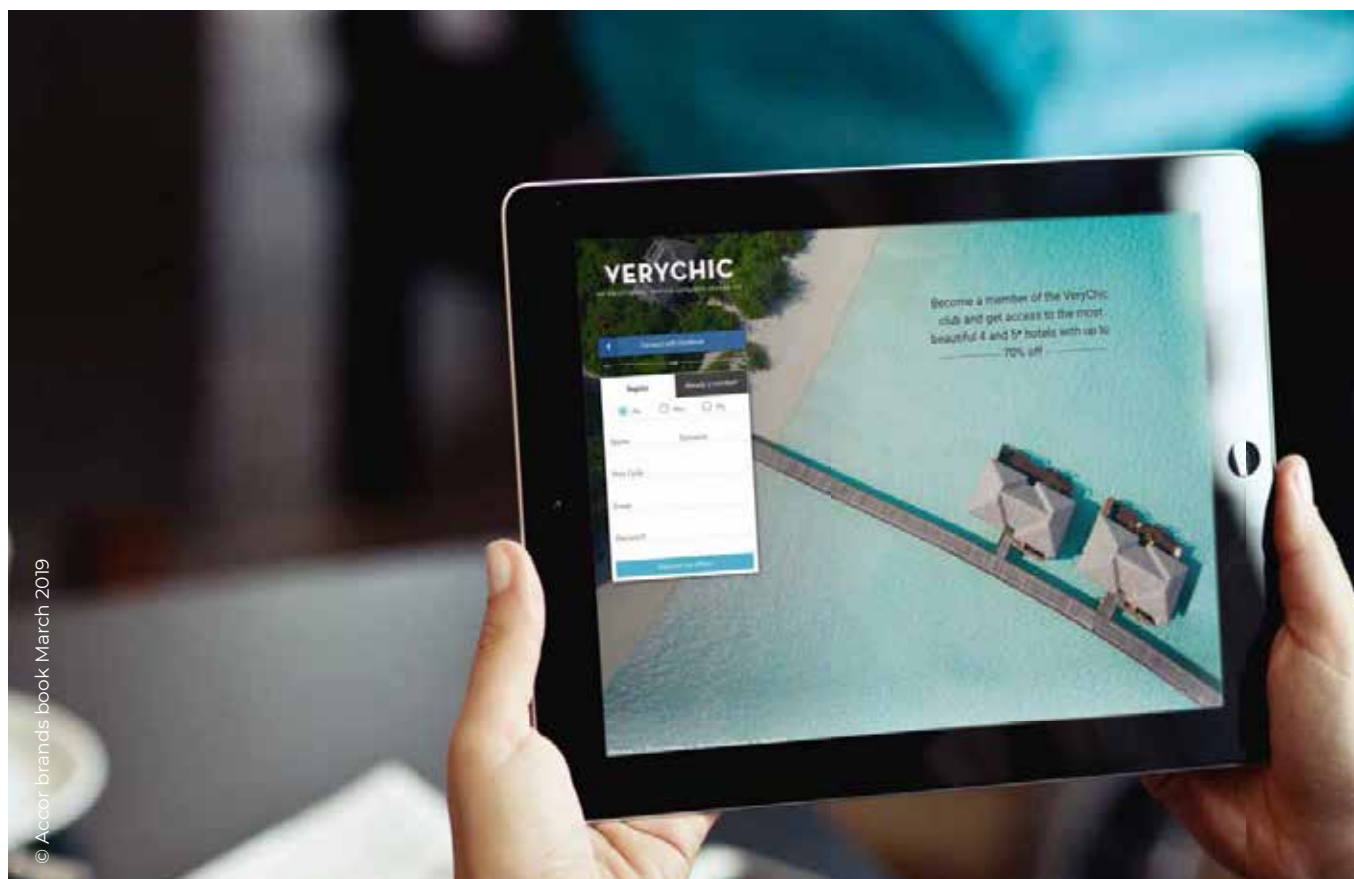
EXPERIENCE

JOHN PAUL – the Concierge Service. Handed-down knowhow combined with high-performing software: For this product John Paul was awarded THE ELITE GROWTH STRATEGY AWARD at the EUROPEAN BUSINESS AWARDS in 2018. The software of the first Digital Concierge offers natural speech, multi-channel management, and comparison profiles. Contacts and channels are customizable. But this is not all it has to offer; the software is an indispensable tool for human concierges.

OPERATIONS

ADORIA – this is how partners optimize their catering. This software as a service-platform (SaaS) considerably improves acquisition processes. Digital tools ensure that each link in the catering chain can deliver high-quality services, starting from the producer down to the consumer. Location managers, acquisition services, and suppliers work together in real time to improve visibility and monitoring of enterprise performance and to considerably lower acquisition and administration costs.

As a provider of digital acquisition services ASTORE negotiates competitive prices for its partners and is committed to responsible acquisition methods. ASTORE guarantees ethical traceability for all products as well as the security of the supply chain. Suppliers are reviewed regularly for their compliance with environmental and societal standards to ensure we provide the best products and services in the market.



Broad Portfolio, strong brands: Accor ensures success for partners

*A conversation with Yannick Wagner,
responsible for Development Central Europe,
about brand development and opportunities.*

In what direction are you going to expand the corporation?

In the follow-up of the Booster program expansion has become a much more prominent topic than it has ever been. For instance, during the massive expansion of our brand portfolio it became the center of attention. Now we would like to diversify even more. We have grown much stronger in our luxury and premium sector and we intend to grow our lifestyle sector with the brands Tribe, Greet, Jo&Joe, SO/, 25hours, Mama Shelter, as well as with our sbe brands. More than 10 percent of our entire stock of development projects are in our current pipeline. In addition, in Central Europe we are focusing on the concept of “extended stay”, for example with our brand “Adagio” plus

“Resorts” for the holiday hotel industry. But anyway: Our economy and midscale brands will stay as important as they are now. Those are the areas where we are going to expand most in the future.

Could you give us an example?

Ten years after its launch our brand “ibis Styles” is the one brand expanding the most in the European hotel market. In 2018 we were able to proudly offer twice as many rooms in “ibis Styles” than the second strongest brand in the market. With the ibis brands, but also with our Mercure hotels, we are going to cover much more ground by expanding into smaller cities as well. We see a lot of potential there. Let me mention some of our latest hotel openings in Ger-

many for example in the cities of Tübingen, Rastatt, Bremen, Lands-hut, Vaihingen, Vechta, Aschaffenburg, Pforzheim, and Bamberg. These new openings will definitely be beneficial for our partners, because many of the other big brands are not going into those cities.

You want to strengthen your brands: How are you planning to achieve this?

This is all about these questions: where is our focus, and where do we see potential for development? We are talking to investors, are looking for franchise partners and for attractive locations. Currently, we are looking for locations or existing hotels in the luxury segment. As opposed to five years ago we are approaching this goal much more proactively now.



Are you going to buy more brands?

Our group has taken over many brands, operators, and holdings during the past few years. When another opportunity presents itself to purchase an interesting and innovative brand, we are certainly going to take a closer look at it.

What qualities are you looking for in your ideal partner?

An ideal partner is interested in a long-term partnership and is open-minded where innovation and brand development are concerned. Furthermore, we are looking for reliable partners with whom we can pursue our common growth in the long term. We don't look upon partnership as a one-way street. We deliver projects and support our partners with their expansion plans. We expect the same from our partners

in return – all in all we are looking to partner up on eye-level.

Augmented Hospitality is an important factor in Accor's strategy and includes attractive offerings for your partners. How can these tools help the group expand?

Thanks to our strategy of Augmented Hospitality investors see us in a different light. Today, Accor is in a position to offer its partners and investors a much broader spectrum of services that exceed the classical hotel portfolio. For example, thanks to our innovative F&B&E solutions and coworking concepts we can offer our investors new opportunities for real estate use that might even come with added appreciation. What is more, concepts such as these help our hotels grow stronger roots in their respective neighbourhoods.

What are the benefits for your partners?

The advantages of such a broad portfolio of offerings are not only beneficial for our guests, but as well for our management teams and partners. These offerings allow our partners to acquire guests they otherwise would never see. In addition, added value can be seen in increased turnover and cost optimization. Thanks to our brand recognition, our brand strength, and our booking system we are able to contribute considerably to an increase in turnover. Studies show that hotels with a brand name on their roofs are better recognized and able to achieve higher average prices than those without a brand name. If you look at the costs, you will see that for many in the hotel industry dependency on OTAs and

Expansion of brands and activities

2016

January



April



September



November



2017

February



March



April



February



July



November



December



February



March

other portals is increasing. Up to 75 percent of turnover is generated via such portals, at an immense cost for the operators. Our bookings show a much lower ratio. Another advantage is that our partners may benefit where purchases are concerned: with our nearly 460 hotels in Austria, Germany and Switzerland, we are able to approach suppliers from a strong position. This represents an enormous potential for savings. Therefore, our partners enjoy multiple benefits that lead to increased turnover and cost optimization. This is beneficial to all of us.

What possibilities do partners have when they think big?

When they cooperate with a worldwide corporation such as ours our partners will have the opportunity for growth – not just within Central

Europe; we see an increase in inquiries for hotel projects from all parts of the world. Due to its knowhow in client retention and sales the Accor group has become the most preferred strategic partner, especially in Asia. This will allow us to gain more ground in China as well, to present our brands to the Chinese people and become well-known among the globetrotting Chinese. In the end, partners will benefit here as well, because when traveling to Europe, these people will book brands they already know.

What is your view on your competitors?

We are the market leader in Europe, Latin America, Afrika, the Middle East, and Asia. We have competitors in each of those regions. This means that we need to continue to strive

to improve, optimize our systems and concepts, strengthen our market leadership in Europe, and act as a team to be able to face our challenges.

Where do you see your group in five years?

Our position as the market leader will be established by then, and we will be in a particularly strong position in the luxury and lifestyle sectors.

hotel.entwicklung@accor.com







Cultural Change

ONLY HAPPY EMPLOYEES ARE GOOD EMPLOYEES – THEY WILL PASS ON THIS POSITIVE CHARISMA TO OUR GUESTS. HEARTIST® AND OTHER PROGRAMS TURN OUR HOTELS INTO UNIQUE PLACES TO BE. WE ARE ALL ABOUT PEOPLE AND REDUCING THEIR ECOLOGICAL FOOTPRINT ON EARTH.



© Ulrike Myrzik



A Matter of the Heart

Our heart is beating for a common future. In times of reorganization, the corporation is strengthening its employees with the HEARTIST® program.

The corporation's transformation is calling on all employees. The digitalization is re-ordering the service value chain. This is why we created the HEARTIST® program.

THE PROGRAM

MANAGEMENT + EMPLOYEE + HEART = TRANSFORMATION

“HEARTIST®” is a newly coined term made up of the words “Heart” and “Artist”. The Motto: Engagement within the corporation creates loyalty to the company. In a meeting, Heike Schulz explains how exactly our employees will be able to experience this (see page 35). She is one of the “Supertransformers” who fill the HEARTIST® program with life. Worldwide there are 165 Supertransformers, in Central Europe there are 7. She arrives at our meeting with cordial clout and loads of cookies. “A colleague just told me how happy she is about having been part of HEARTIST®. She feels much freer, has opened up much more, she said. She is now able to deal much better with errors and criticism within the team”, says Heike. At age 54, she has been with Accor since 2002. “I am really glad to have completed the program and to be in a position to pass it on now”, she adds, “I love working with people. HEARTIST® puts people’s personalities front and center.” “With HEARTIST® people become more engaged, ready to help, while keeping their individual authenticity.” The program is not just a training: for managers and employees it is all about the inner substance. When people get more freedom and responsibility, they are better able to fill their space. “We have General Managers working for us who don’t ask any more how much discount an employee will give to a guest in case of complaints. The manager trusts and knows that the employee will be even more meticulous than he himself”, says Heike. “HEARTIST® strengthens the self-responsibility of our hotel teams, their empathy for the needs of their co-workers within the team and, of course, for the needs of our guests. It is pure Empowerment and Enabling. Unfortunately, all too often these are just hollow words that are easily misunderstood. We want to spark passion for jobs in the hotel industry. Friendliness must come from the heart. Knowledge is part of it. This will only be possible, if people love to work in places where they actually find a job.”



EMPLOYEES WITH HEART AND SOUL

Any successful company is all about its employees. Our corporation needs people who make use of their talents. Our employees will be able to show their personality more, rather than just being pure functionaries. “This is why we introduced the HEARTIST® program: to sensitize us all”, says Volkmar Pfaff, responsible for F&B&E, Innovation, and Talent & Culture at Accor. (Read the entire interview on page 42.) We need to move away from being process oriented, we need to move towards empathy for your fellow humans. In the past, we have blatantly neglected our employees. This was a clear leadership mistake because we were focusing too much on numbers and short-lived campaigns.”

This is how you benefit as a partner

- \ Increased guest satisfaction
- \ Positive support through change management
- \ Employer branding by industry specific personality coaching
- \ Employee loyalty
- \ Quality Assurance

In a people business like the hotel industry it seems to come as a surprise that we want to strengthen our focus on the single person. You could also ask “What else”? This is exactly what cultural change is all about: All team members need to learn to change the way they treat each other and to reshape their personalities.

The current Gallup study which looks at employee engagement in all corporate hierarchies supports this statement. According to the study weaknesses are usually emphasized more than strengths. Therefore, employees are frustrated and reduce their efforts because they do not feel appreciated. Leadership culture often stays as hierarchical as ever and lacks self-reflection. Consequently, talents migrate, and top performers leave. This is exactly where the HEARTIST® program comes in. It addresses both administrative as well as partner employees.

The program was started three years ago and is now run in 60% of the entire Accor network, altogether in 2,465 hotels. The program has also been introduced in the group's administrative department.

TRANSPARENT STRUCTURES AND SMART CONTENTS

Each step of the HEARTIST® program is outlined very clearly. In the first step, the General Manager and one transformer are trained. We have global recommendation criteria for the selection of the transformer, but motivation comes first, and we prefer volunteers. In a second step, both the General Manager and the transformer will then train their own team members.

It is extremely important that employees and General Manager work together on their campaigns. If the managers simply delegate their tasks to third parties or if they just hold a presentation, the task has not been understood and the effect fails to materialize. In short: Letting contents just wash over you was the past, working together on a plan is the future. Each module of the program aims at sensitizing each single person for a better understanding of other people, for an improved appreciation of their fellow humans. All workshops within the HEARTIST® journey are designed to be interactive to foster creativity and inspiration in our participants as well as their courage to become visible as a person.

PROMISING RESULTS

The rollout of the HEARTIST® journey has proven to greatly improve guest and employee satisfaction. We have first results from those hotels where the program has been active for two years. More guests filled out feedback forms, their answers reflect an improved satisfaction with our services. The number of points for the question about the friendliness of our employees has risen considerably: A plus of 5 points for RPS (Reputation Performance Score) worldwide when comparing HEARTIST® hotels to non-HEARTIST® hotels.

**For more information and registration please see
AcademieAccor.CE@accor.com
We are all HEARTIST®.**

Behind the scenes with Heike Schulz

Please complete this sentence: "HEARTIST® helps us ... "

... recognize what kind of person we are facing. It helps us support coworkers in the same way as guests and clients who check in at our hotels. We are better able to recognize their needs and will therefore be able to create an unforgettable experience for them. Guests will return to places where they created positive memories.

Is HEARTIST® a "touchy-feely" course?

No. Definitely not. HEARTIST® is about more than friendliness. We are learning to work with our hearts and souls. By the way, Sébastien Bazin put it this way: "First, let your heart speak, the mind will follow suit by itself." I might add we learn how we can support each other. Here is an example: When someone asks for a task that was sent by email, I should not answer: "I have read that, too", but instead I will ask: "What information are you looking for exactly? If you like, I can forward it to you including my own notes." Another example would be when a business guest checks in with the hotel, I will have their data with their reservation ready in the system. If I see that the guest is exhausted and is looking for some peace and quiet, I won't ask any more questions but might offer to have a glass of beer brought to their room. Today there are several applications supporting us in simplifying the technical aspects of the booking and check-in process. With these apps we are better able to run these processes in the background and meet our guest as a HEARTIST®.

What are those Applications?

The "Soft Factors", the human capacity to walk up to others and strike up a conversation really are most important. Apart from that we can use a wide variety of tools. As early as during the booking process we can capture data for the pre-check-in. This way arrival is stress-free. In addition, there is the "FOLS" mobile app. It enables our employees to meet an arriving guest with just their smartphone in their hand. This way, welcoming a guest is a much more personal experience and the reception desk is not in the way. In England this concept is already a huge success. For instance, I can show a guest who is looking for a restaurant some suggestions directly on my smartphone and show some pictures. We are service providers: each single employee for each single guest and the corporation for each partner.



© Ulrike Myrzik

Heike Schulz,
Mobile Hotel Services
Central Europe



© Louis Sinclair

ibis budget



© Marcus Weier

Daniel Enders is General Manager at the Hotel Mercure Nuremberg West in Fürth, Germany, and is responsible for 35 employees. He has been working for Accor brand hotels since 2004.

Three questions for Daniel Enders

You started the Accor HEARTIST® program in your hotel. What is your experience?

We are still in the middle of it, we have not yet gone through the entire training and have completed the first module so far. In our region we are working with the “Mercure” in Nuremberg. Both hotels have rolled out the program together and are going through the training simultaneously. We are planning to complete three more modules by the end of the year. In my opinion, our most significant observation is that HEARTIST® brings the human being back into the focus of attention. The program is not only about our employees, it is about human beings on both sides of the reception desk: the employee and the guest. Our employees are especially pleased that the program has us think about those human relationships we maintain with our coworkers, managers or within the team in general, and of course about the relationships we have with our guests. This way, the appreciation we have for each other has increased significantly.

Engagement within the corporation creates loyalty for the corporation – the program engages employees and is the ideal employer branding. Can the program improve staff retention?

We are in fact investing a lot in our employees. Our industry is affected by fluctuation in the same way as other industries are. One half of our team has been working for us for decades, the other half is made up of the “young and wild” who still feel a need for adventure, they are curious about the world out there. With us they experience the freedom to shape their roles themselves.

Would you recommend the HEARTIST® program?

Absolutely. Of course, we knew that the implementation of the program would come with a significant effort. We have chosen an extensive version. We are all ready and eager to invest this kind of time into this commitment. We are even holding our own conferences here, which means we are experiencing our own hotel from the guest's perspective. We are following the same procedure as with conference bookings for external guests: we have a schedule, a meeting agenda, and a lunch menu. This alone is very insightful for us! But most importantly, this environment generates value in the eyes of the participants. We are not only talking about appreciation; we experience it for real!



© Abaca Corporate/Christoph Weiss

Three questions for Anja Hermann

You have completed the Accor HEARTIST® program in your house. It puts the employee front and center – what is your experience?

Everyone from the apprentice up to the employee of 30 years can benefit from this program. Even employees who were skeptical at first are now convinced of the benefits of HEARTIST®. One example: a technician with 30 years of professional experience took part in one of our first HEARTIST® trainings. At the very beginning of the first session he asked whether he really had to stay. During his professional life he had already completed a dozen of such trainings, and in addition he had a lot of work to do and could make better use of his time. We asked him to stay until the break. He would then be allowed to decide for himself whether he would like to stay or rather leave. After the break, the technician remained in class, you could literally watch him thrive and open up. After he had completed the training, he passionately shared his experience with HEARTIST® with employees in other hotels. We conduct the training sessions across departments and are observing that this practice strengthens relationships between employees who are not working in the same team.

Engagement within the corporation creates loyalty for the corporation – the program engages employees and is the ideal employer branding. What measures are you taking to minimize fluctuation? What is HEARTIST® doing for you with respect to employee retention and leadership?

Worker shortage is a big concern. HEARTIST® trainings represent an important USP through which we are able to set ourselves apart from our competition. HEARTIST® stands for modern hospitality, our employees are at eye level with our guests. Each employee acts as a host and we explicitly encourage them to actively interact with our guests.

Catchwords such as “digitalization” and “friendliness” – do you consider these two factors to be valid tools? What is your experience?

Digital tools are key factors in our mission to turn our guests into fans. In our database, we have stored a comprehensive collection of our guests' preferences. It is up to us to maintain and complement its contents with insights from thoughtful conversations and keen observations with the help of our digital tools.



Anja Hermann is Managing Director at the Pullman Stuttgart Fontana and responsible for the West region within the HR Group. She is responsible for 120 employees.



Camp for F&B&E Lovers

Trends, Tips, and Innovations were presented during the first “Camp for F&B&E Lovers”. The fair for “Food & Beverage & Entertainment” – in a variety of workshops experts from the Accor Gastro Community created astonishing results and practical ideas in a common effort. The camp truly was an exceptional event. General Managers, apprentices or employees – they were all equally enthralled.

Networking, exchanging ideas with others, outlining innovative concepts on mood boards – these two days at the Mercure Hotel MOA in Berlin, a one of a kind sanctuary in the middle of Berlin’s trending district Moabit, resembled a Think Tank for gastros and foodies.

“The goal of the F&B&E camp was to support knowledge transfer between all fields of expertise”, says Volkmar Pfaff who is responsible for Accor’s F&B&E section in Central Europe. The camp represents a hands-on prelude for what’s in store for the F&B section’s transformation. Proposing tangible incentives, picking up new ideas, learning from others – and then, back home, adapting and implementing solutions fitting your own enterprise. Would you like to get to know some of our topics?

Here we go: With slogans such as “Style your food” or “Pimp your drink” a mere cappuccino can be turned into a “Barista Hotshot”. “How can I create moods or an atmosphere of well-being in F&B&E?” This question was answered by experts from “25hours” with stimulating ideas and best practise examples for the use of colors and different materials in this domain.

In the field of sustainability new tools like the app “Too Good to Go” were presented (see page 40 “Planet 21”).

We were able to show that regional suppliers and responsible planning methods are a great fit. Furthermore, we received input for how to confidently handle ratings on portals and analyses of social media accounts right on-site.

In his keynote “Staffing Reloaded” Zeev Roosenberg of Hotel-i31 answered the eternal question: Where to find great employees? He demonstrated how to create a framework where coworkers can grow into an enterprise, where they can appreciate it and are willing to give a lot for its success. It is the employees who will be at the center of mastering future challenges of the market.

“We are one people business, one hospitality industry. Guests decide on an emotional level which hotel or which location they would like to stay in, each employee considerably contributes to these decisions”, says Volkmar Pfaff (see page 42). In the high-spirited atmosphere of the end-of-event party at Arminiusmarkthalle Moabit, a culinary hotspot that represents nostalgia and modernity alike, the enthusiasm and passion for their profession shared by all gastros and foodies was the central topic of discussion. At closing, all “campers” asked “By all means, repeat”!

Contact

CE.FBE.LOVERS@accor.com to register for the next F&B&E Camp

This is how you benefit as a partner

- \ Continuing education for your employees
- \ Best-Practise-Pool
- \ Idea Labs
- \ Knowhow from futurology
- \ Exchange about trends and trend setters
- \ Networking with experts
- \ Meet Accor’s experts



Sustainability is not just a word – we live and breathe sustainability!

ACCOR PARTNERS CAN RELY ON CERTIFIED ENVIRONMENTAL MANAGEMENT. ACCOR HAS BEEN STRONGLY COMMITTED TO THIS TOPIC FOR MANY YEARS. IN ITS INTRA-CORPORATE PROGRAM “PLANET 21” THE ENTERPRISE IS SETTING AMBITIOUS GOALS. STRICT GUIDELINES SUPPORT THE COMPANY IN ACHIEVING THOSE GOALS BY 2020. THE MOST PROMINENT TOPICS TO BE PROMOTED ARE NUTRITION AND ENERGY SUPPLY IN BUILDINGS.

These action items are among our top priorities for the year 2019:

FIGHT FOOD WASTE

The fight against the waste of food is a main pillar of the program “Planet 21” which aims to achieve sustainability. This is why “Love Food, Not Waste!” was chosen as a slogan for the event “Planet 21 Days” for this year.

According to the United Nations, 1.3 billion tons of food are wasted

worldwide every year. This corresponds to one third of all food produced for humankind. It is Accor’s goal to reduce food waste of its hotels by 30 percent by the year 2020.

The “Food Waste Program” has been created to help achieve this goal. It serves as a tracking tool for what kinds of foods are thrown away, provides transparency of waste management and disposal costs and shows opportunities for saving food and money. Through these facts and figures alone we will be able to raise awareness and trigger a change of thinking.

The app “Too Good To Go” is another weapon in the fight against food waste because it enables the sell-off of excess meals at a reduced price to buyers who collect the food themselves just before restaurants close. So, with each of these orders one less meal will be wasted. The ibis Berlin Ostbahnhof and the Mercure Hotel Berlin City for example produced a podcast about the app’s functionality.

DROP THE PLASTIC!

Our oceans rapidly fill with plastic waste. Harmful plastic particles get into the bodies of sea animals and birds and are not just a threat to life in the oceans; those animals are part of the food chain and will be consumed by people as well. If humankind does not change its behavior, more plastic than fish will be found in our oceans by the year 2050. Therefore, more and more countries and institutions are joining the fight against plastic. The political pressure in the EU is rising. Accor, too, will face up to this responsibility.

Following the motto “Let’s do this” a number of action items are on our list:

- \ By the end of 2019: Eliminate plastic straws and stirrers, use environmentally friendly straws and stirrers only.
- \ By the end of 2019: Eliminate plastic cotton swabs, use paper cotton swabs only.
- \ Gradually replace plastic items and wrappings such as plastic bottles, plastic laundry bags, plastic cups in bathrooms, single wrapped items such as body care products, accessories etc. and instead use items made of environmentally friendly materials.

Your contact

**Dr. Renée Nicole Wagner and
Sophie Alice Fischer**
ce.Planet 21.project@accor.com



**CAST OFF! THIS IS THE
FUTURE OF ENERGY
PRODUCTION – SET OUT TO
NEW HORIZONS WITH THE
ENERGY OBSERVER**

This “E-Boat” is iconic for the energy revolution. A former racing catamaran turned into a swimming test lab. The ENERGY OBSERVER produces energy using water, sunlight, and wind. It has two buffer media available: ordinary storage batteries and hydrogen storage systems. Hydrogen is produced on board through electrolysis of sea water. And this is just the beginning of the future! “With its commitment to research on the ENERGY OBSERVER Accor confirms its desire to claim a lead-

ing role in the energy revolution”, explains Sébastien Bazin during his visit on board of the ship. The insights will help create innovative architectural concepts for future energy-efficient buildings.

The ENERGY OBSERVER was seen live in our region in Hamburg from April 26 to May 4 2019. Among others, the following events took place in the ENERGY OBSERVER Event Area at the port of Hamburg: The sales event “Le Club AccorHotels Elite Experience” and a Planet 21 event with the topics “Food Waste” and “Plastic”.





“Cultural change is necessary – without it we will go extinct.”

... says Volkmar Pfaff and adds: “F&B&E is the one big opportunity for the hotel industry.” He is responsible for F&B&E, Innovation, and Talent & Culture. In our conversation he casts a spotlight on the biggest challenges he is facing within his areas of responsibility.

In this transformative process the enterprise is relying strongly on the smarts and soft skills of its employees and on its offerings. Why?

We are still an economic enterprise, but we are working in the hospitality industry. We are a people business where people are front and center. We are not merely a hospitality business with a focus on cost reduction, we need to turn back into hosts. We are therefore betting on awareness, on empathy, on emotional intelligence. We must remember how we can shape a people business that revolves around individuals. During the past two decades, this area has not been treated with the respect that it deserves. This is most obvious in the area of F&B.

Could you give an example?

In the hotel industry it used to be mandatory to offer breakfast, then something was prepared for lunch, and some kind of dinner had to be served as well. How could we be wondering why, say on any random Tuesday, each of our restaurants was populated by only a couple of self-forgotten lovers, one burning candle between them?

This doesn't sound appealing. Is this going to change with the HEARTIST® program?

Let me give you an example of what is coming to life now.

We will enable our employees to be passionate and proud of what they are doing. We will achieve this by

taking better care of our employees, by giving them the opportunity to get engaged. We need to tell them: “Guests decide on an emotional level which hotel and which location they would like to stay at and where they would rather not stay. You will contribute considerably to this decision!”

Our business depends largely on how good our guests feel on our premises: illumination, atmosphere, staff performance. In short: do they want to spend time in this “place to be” or don't they?

Are you going to emphasize the implementation of personal loyalty as a value in the corporation?

This is exactly the point: This is what this immense transformation that Accor is going through is all about. Our corporation comprises more than 30 different brands with different clients and segments that all have different needs. Despite all this we all have more or less the same task: be real hosts, because it is a people business.

What lifestyle differences do you see between the brands?

Without question, we need to clarify one misunderstanding: each hotel, no matter what area or segment it operates in, needs to act in a way that can make it as successful as possible in its own location with its own clients. This will be its way of life, its lifestyle. The misunderstanding here is – and we need to resolve it: “Lifestyle” does not mean “Louis Vuitton Lifestyle” or “Hermes Lifestyle”, it does not mean a luxury or high-end label. In each segment each hotel will have its own lifestyle. Be it a luxury, midscale or economy brand: Each segment has its own personality, its own way of life.

What are the trends? What will Accor focus on?

We will shape the future with Augmented Hospitality. This will change the industry, and we will be the motor. Augmented Hospitality equals “enhanced hospitality”. It will be rolled out this year. We expect economic improvements as early as mid-2020. The classical profit & loss model for hotels does not work any longer. We are being eaten alive by our expenses, meaning by inflation and industry-wide collective agreements. We need additional business, and this is exactly where we see immense opportunities.

One of the most important factors is the introduction of HEARTIST® to raise awareness with all of us. We

need to move away from being process oriented, we need to move towards empathy for our fellow human beings. In F&B&E we actually see a huge opportunity for the hotel industry, a possibility for the hotel as a whole to receive positive feedback from its guests. We need to pull out all the stops of creativity!

An example, please ...

There are beautiful examples: the Mercure hotels in Berlin – the “Checkpoint Charlie” and the “City”, they both provide a wide range of additional services. For instance, you can drop off your shirts at the hotel, have them washed and pick them up any time. Simply because we are open 24/7 on 365 days of the year. It is easy to offer additional ser-

strengthen our local networks. The Mercure City in Berlin hosts a periodic quiz night which is already extremely popular among the people from the neighbourhood. The quiz is even a favorite for the employees of our competition. The “Checkpoint Charlie” offers live music events: young musicians get a platform there to play in front of an audience. This way, they can gain some experience, become more confident playing in front of an audience, and our guests love listening, they enjoy the atmosphere. In Munich, our Mercure Munich City Center offers a gin and beer tasting that the local market is responding to very well. In Vienna we have introduced the “Mercure Weinlese”. Local wine growers find their own marketplace

This transformation is not industry-specific, this transformation is necessary.

vices of this kind within the hotel business.

We can offer parking space, conference rooms, we have a fast Internet connection. Guests from the same city can park their cars in the hotel parking garage or set up a coworking space in our conference rooms. They can use our fast Internet connection in the lobby because their Internet connection at home is too slow.

How will people know that these services are not only available to your house guests?

Communication, communication, communication! We need to

there. The combination of F&B&E supports us with everything we do. However, at the end of the day only the local entrepreneurs will be able to manage their offers and to implement creative hospitality ideas. We need the creative power of each single one of them.

This sounds exciting, but also evokes pictures of colorful vendor's trays. What is the point of so many additional events?

In the future, the hotel industry will be defined as a domain of F&B&E. People will be drawn to our hotels by the “E” in “Entertainment”, by the events. Those people will be



© Kathrin Heller

Volkmar Pfaff at the F&B&E Camp in Berlin

far-traveled guests but also guests from the local neighbourhood. We believe that we will be able to retain our guests by creating connections between our hotels and their respective neighbourhoods. If our regular guests are able to get to know the neighbours, they will hear about insider tips only locals would know. Where is the trendy hotspot? Where can I experience something interesting in the city? Our guests will hear about these things in the lobby, in the restaurant, at the bar. This is all about customizing and emotionalizing our offerings as a priority. By the way, this concept is ideal if we look at the Airbnb community that boasts with personal knowhow.

How are you planning to involve your partners? Why would partners want to be involved in such a

resource intensive effort?

It won't be sufficient to show the vision or to sell the benefits, to just stimulate them a bit. This is about much more! We will have to make everyone who belongs to our family understand that we need to go down this road together. Quite simply because if we don't, we will go extinct. If we are not aware of the fact that change is necessary, we will succumb to the market. Just think of Nokia or Kodak. Transformation is not industry-specific, transformation is necessary. We have got to be extremely keen-eared. We will be able to be on the winner's side in a digitalized future, because we are a people business and are therefore people driven. By offering empathy we give our fellow humans exactly what they are looking for.



Partner Manifesto

*Where art meets performance
and tomorrow meets now,
we bring trusted expertise to deliver
your vision, your success.
Chart new worlds. Master the future.
With us, the opportunities are as limitless
as your dreams.*

RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ DELANO \ SOFITEL LEGEND \ FAIRMONT \ SLS \ SO \ SOFITEL \ THE HOUSE OF ORIGINALS
RIXOS \ ONEFINESTAY \ MANTIS \ MGALLERY \ 21C \ ART SERIES \ MONDRIAN \ PULLMAN \ SWISSÔTEL \ ANGSANA
25HOURS \ HYDE \ MÖVENPICK \ GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO
MAMA SHELTER \ TRIBE \ BREAKFREE \ IBIS \ IBIS STYLES \ IBIS BUDGET \ GREET \ JO&JOE \ HOTELFI