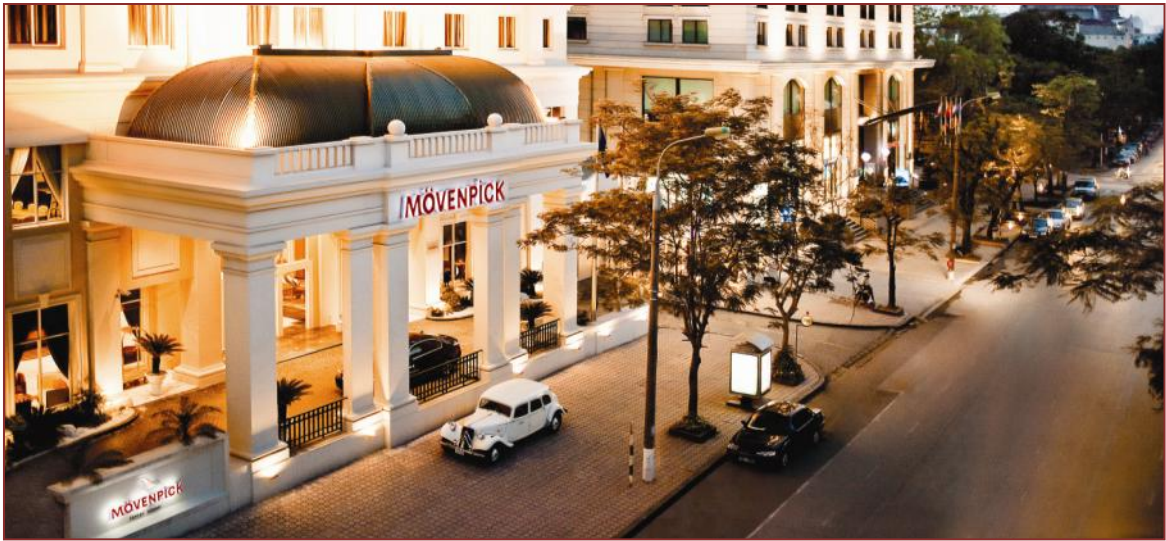




MÖVENPICK



# Passionately Swiss™

At Mövenpick Hotels and Resorts

Inspiring a Culture of Trust with Great Leadership

The strategic foci of the Mövenpick Group are within the hospitality sector, particularly restaurant services, the hotel business, the wine trade, and the distribution of premium products. Mövenpick is structured as a holding company, and consists of independent operating divisions including Marché International, Mövenpick Restaurants, Mövenpick Wine, and Mövenpick Fine Foods. Mövenpick Hotels & Resorts (MH&R) is owned by Mövenpick and Kingdom Hotel Investments. MH&R is found in Europe, the Middle East, and the Far East. Founded by Ueli Prager in 1948, the son of a Swiss hotelier, the Mövenpick Group today employs approximately 16,100 people, of which 12,500 are within MH&R.

## Mövenpick Hotels and Resorts

Mövenpick Hotel and Resorts was formed in 1973 with two hotels near the Zürich, Switzerland airport. Today, Mövenpick Hotels & Resorts (MH&R) is

positioned as an upscale Swiss hotel management company and is represented through 70 hotels in 26 countries across Europe, the Middle East, Africa and Asia. The company has a passion for hospitality and quality. Along with its claim ‘Passionately Swiss™’, MH&R is committed to the values of quality, reliability, and care—all executed with a personal touch. The vision of MH&R is ‘to be the preferred and most enjoyable upscale hotel management company of Swiss origin, for guests, employees, hotel owners, and shareholders’.

## The Challenge

In 2007, there were 58 hotels and resorts. One of the top priorities of MH&R at that time was to grow to 100 hotels by 2010 within its existing markets, while expanding into new territories, including Asia, India, and several countries on the African continent. To accomplish this, the business model was centralized.

Jean Gabriel Pérès, President and CEO, identified many exciting opportunities to transform the organisation in order to facilitate and support the growth process.



**Jean Gabriel Pérès**

Indeed, he was passionate about unleashing the talent of the organisation to better support growth. MH&R made a strategic decision to re-organise into three autonomous geographical areas, each headed by a Senior Vice President of Operations and his or her team. The key aim was to come closer to specific issues applicable to each area, unleash talent, increase the speed of decision-making, and enable the corporate center to take a more strategic leadership role for the company's future.

Other opportunities that Jean Gabriel Pérès identified in 2007 were to re-focus the vision and to brand the company's values and strategic objectives. At the same time, he wanted to actively encourage and develop the quality of, and influence the existing paradigms held by, the company's business leaders. His aim was to create a supportive and high-performing environment that would enable the continuous development of all of MH&R's leaders.

Jean Gabriel Pérès aspired to create a trusting and transparent culture to support the transformation and change process. Both the Human Resources Department and Learning and Development Department provided strategic support with regard to clarification of the company's vision, values, and strategic objectives, as well as the integration of the company's core behaviours, namely, *trust*, *relationships*, *entrepreneurship*, and *drive*. This aligned strategy supported both the change process and Jean Gabriel's strategy for a decentralised organisation. He openly extended trust to the executive team to take the necessary steps and gave them the freedom to align systems and processes where need be.

Henrik Mansson, Senior Vice President of Human Resources, saw the opportunity, during the 2008 General Managers' meeting, to have the company's top 80 leaders challenge, explore, and help re-define the company's culture. In preparation for this meeting, more than 50 of the company's General Managers, Senior



**Henrik Mansson**

Executives, and MH&R's partners were invited to provide input—in an anonymous, web-based survey—with regard to how they viewed the company. Survey results were presented, discussed, and further explored in an open workshop at the annual event.

At the same time, in order to address the various learning opportunities and challenges, Bruce Harkness, Vice President of Learning and Development, integrated a new learning and development model to support the decentralisation process and provide learning opportunities for the company's business leaders. As part of this process, an opportunity was seen to utilise the FranklinCovey Leadership programme (*Great Leaders, Great Teams, Great Results*). Through a process of needs analysis and partnership with the FranklinCovey group, and with the support of Michele Cueni, FranklinCovey Director of Switzerland, the Leadership programme became the company's premier leadership training activity. The Global Leadership Programme (GLP), as it was branded internally, was aimed at Senior Executives worldwide, including General Managers, Vice Presidents, and Corporate and Area Directors. The programme was integrated into the Executive Development Path (EDP).



**Bruce Harkness**

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### **FranklinCovey Partnership—Great Leaders, Great Teams, Great Results**

The decentralisation model and re-defined vision was launched by Jean Gabriel Pérès at the 2008 General Managers meeting. As part of this process a comprehensive workshop was held to explore the existing values in more depth and identify what the company should stand for in the future. During an intense 5-month period following this meeting, members of the Executive Committee challenged and re-developed a new set of values, unique to MH&R.

To support this major transformation, leadership competencies were linked to MH&R's performance management approach and greater clarity was provided with regards to the company's key strategic objectives. It was essential that the Global Leadership Programme should align with the core behaviours of *trust*, *relationships*, *entrepreneurship*,

and *drive*. It was believed the programme would provide a practical foundation on which to fully integrate and drive the decentralisation strategy and the company's vision.

In parallel with the clarification of the vision, strategic objectives, values and core behaviours, a specific programme, "The 4 Cornerstones", was developed to help all employees live the brand. As part of this alignment process it was hoped that the Global Leadership team would support this transformation. An additional aim was to ensure that participants would become more aware of their own leadership styles and leverage the talent within their teams.

FranklinCovey Leadership Institut was selected as MH&R's strategic partner from amongst independent consultants and leading universities such as the London Business School and IMD. The main reason for their selection was their common belief in the importance of values in business and leadership. Bruce Harkness, Henrik Mansson, and Michele Cueni, formed a close partnership to ensure that the above points would be aligned and integrated into the program. The strength of this partnership was based on a strong belief in the importance of values and ethics in all aspects of business life.



### **The Global Leadership Programme at Mövenpick Hotels and Resorts**

In Spring 2008, a tailor-made pilot of the new FranklinCovey Leadership programme was conducted for a selection for senior leaders. Jean Gabriel Pérès was totally committed, supportive and inspired by the programme, as were all participants in the pilot. Members of the top management team were eager to participate in the program to ensure



that everyone shared a common language and the same leadership focus. By the end of 2009, 80 senior business leaders had attended the programme. From a performance perspective, General Managers and Senior Executives are measured by the achievement of their WIGs (Wildly Important Goals), and the resulting NPS (Net Promoter Score). Ideally, there is a common link between these measures and the strategic objectives of the company.

### **Successful Results**

The leadership training programme supports the development and alignment of leadership with the company's vision, values, core behaviors, and strategic objectives. During each workshop the vision, values, core behaviors and strategic objectives are clearly communicated, explored and integrated into the program. Participants are asked to clearly identify and align their WIGs with the company's strategic objectives and vision. The program provides an open and supportive environment in which to discuss challenges and opportunities that exist within the company.

Fundamental to the programme—and one of the company's core behaviours—is trust. This common link allows participants to explore opportunities in a value-based manner. Throughout the programme, participants are inspired and challenged to walk their talk, and live the company's values and core behaviours, based on a foundation of trust. A potential positive outcome is greater clarity of communication as well as speed of decision-making in order to more effectively support change. One of the key outcomes of the programme has been that MH&R as a company has become more transparent in terms of communication. The participants are inspired to contribute beyond the day-to-day running of their hotels or areas and make a contribution to the local communities in which the hotels are located resulting in an increase in trust in the brand.



## Sustainability

To ensure the lasting impact of the program, MH&R has now fully embraced and internalised the programme by having both Henrik Mansson and Bruce Harkness certified (accredited) in the FranklinCovey Leaders programme. In 2010 the programme will be integrated into the company's soon-to-be-launched Talent Development Center, thus ensuring the continuation of value-based leadership which is aligned to the company's vision. As a result of this strategy and process of alignment, there is a mutual benefit for the organization, including its leaders, employees, guests and owners.

Jean Gabriel Pérès is highly passionate about living the programme's values and deeply believes that it makes the company stronger. He has faith and trust in his people, and sincerely believes MH&R will continue on its journey towards being the preferred and most enjoyable and upscale hotel management company of Swiss origin for guests, employees, hotel owners and shareholders. Says Jean Gabriel Pérès:

*As for any brand, delivery of the promise is all about trust. The discriminating factor of success during challenging times is clearly clarity of purpose and undisputed trust across all teams in the organisation. When all our people are in sync and trust each other, it creates an energy and engagement with guests and partners that is second-to-none. Hospitality is as simple as that. ■*

**FranklinCovey  
Leadership Institut GmbH  
Germany | Switzerland | Austria**

**Germany:  
Bavariafilmplatz 3  
D-82031 Gruenwald  
Phone: +49 (89) 452148-0  
Fax: +49 (89) 452148-48  
Web: [www.franklincovey.de](http://www.franklincovey.de)  
E-Mail: [info@franklincovey.de](mailto:info@franklincovey.de)**

**Switzerland:  
Bogenstrasse 7 – Postfach  
CH-9001 St. Gallen  
Phone +41 (0) 71 2771933  
Fax: +41 (0) 71 2771964  
Web: [www.franklincovey.ch](http://www.franklincovey.ch)  
E-Mail: [info@franklincovey.ch](mailto:info@franklincovey.ch)**

**Austria:  
Parkring 10  
A-1010 Wien  
Phone: +43 (0) 1 3201622  
Fax: +43 (0) 1 3201623  
Web: [www.franklincovey.at](http://www.franklincovey.at)  
E-Mail: [info@franklincovey.at](mailto:info@franklincovey.at)**

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