

teaching note

Energizing the Brand from Within: Kimpton's secret sauce for success

You can hire someone with the right skill set but what we [Kimpton] were looking for was personality and whether or not that person fit well with the brand, its philosophy and values. It is our employees who communicate our brand values to the consumer thereby creating the experience; making those Kimpton moments and building customer loyalty.

- Brian Covington, Hotel Monaco Philadelphia Director of Revenue Management

Introduction

Bill Kimpton broke through the brass and glass when he created the Clarion Bedford hotel in San Francisco, California in 1981. As a pioneer of the service industry, Bill established a certain level of customer service that wasn't focused on the product and the purchase of a service. Instead, he created the concept of boutique hotels which focused on genuine hospitality and the alignment of personalities between the employees and the property. Throughout the years, the brand has continuously developed distinctive, yet stylish properties, adding to its portfolio of chic hotels, the Palomar and the Monaco collection. Today, the Kimpton Hotels and Restaurant Group is considered to be one of the leading brands in boutique hotels and chef-driven restaurants.

The case examines the role of internal brand management in the successful opening of a new Kimpton property in Philadelphia, the Hotel Monaco. Kimpton understands that it is the service industry, but has built its business model on the foundation of what creates exceptional service experiences, that being the employee. While this seems logical for any service entity, let alone a hotel, Kimpton's consistent high customer satisfaction ratings, coupled with being the highest ranked hospitality company [by a considerable margin] on the Fortune 100 Best Companies to Work For list, suggests they are doing something that other companies aren't. The case explores how Kimpton infuses human resources practices with marketing insight to bring their brand promise to life, highlighting the significance of human capital to successful marketing decision making. It can be used in a marketing class that seeks to explore an important element of the marketing mix (i.e. people/employees) that is often underrepresented or overlooked in marketing decision making in lieu of the more externally oriented decisions of pricing, promotion and distribution. It is also an ideal case to use in a strategy class as it reinforces that in service industries; strategy implementation necessitates the 'buy in' of the entire workforce for business goals to be realized.

Learning Objects

Having read the case study, provided thoughtful responses to the

discussion questions as well as played an active role in class discussion, students should be able to demonstrate their competency with respect to the following learning objectives:

- Understand why employees are considered to be an important marketing resource;
- Understand the need for effective brand management to reflect an internal, as well as an external, focus;
- Appreciate the requirements for an internal brand management strategy to inform and motivate employees;
- Appreciate the challenges, and identify solutions, to maintain employee enthusiasm to champion the brand.

Background Theory

A brand is the communicated message that consumers use to evaluate the level of trust they can bestow upon a particular organization, product or service. Today, a company's brand is more than just a logo. It is symbolic to what the consumer identifies as a satisfactory or unsatisfactory service or product. As such, brand management is considered a process that is focused on the improvement, as well as upholding the brands values, so that the name resonates positively with the consumer. While brand management emerged from a goods perspective, with a central focus on identifying and, therefore, distinguishing one product from another (King and Grace, 2005), branding today could be considered to be even more important for service organizations because the offerings are experiential and therefore, largely intangible (King and Grace, 2009). A strong service brand is essentially a promise of future satisfaction (Berry, 2000). Without a strong brand, whose image and name can be easily associated with a good experience, consumers struggle to evaluate the level of service that can be expected. Brand strength is a blend of what the company says the brand is, what others say it is and, most importantly, how the company performs the service—all from the customer's point of view (Berry, 2000). According to Berry (2000, :130) strong service brands are "built through distinctiveness and the consistency of the message being delivered, by performing their core services well, from reaching customers emotionally, and by associating their brands with trust."

Establishing trust and reaching customers on an emotional level for a service organization requires the engagement of the organization's human capital. Employee-customer interaction as well as the consistency of service delivery, for which employees are integral, ultimately shape consumers perception of the service brand (McDonald, de Chernatony and Harris, 2001). Miles and Mangold (2004) assert that the role of an employee is not limited to simply performing a service, but also reinforcing and developing a brand image for the organization. It is, therefore,

argued that service brand success can only be realized to the extent that employees are willing participants, exhibiting positive attitudes and behaviors (Papasolomou and Vrontis, 2006). However, creating employee buy-in is not something easily achieved, and certainly, cannot be assumed simply because the employees come to work every day. As service organizations are increasingly becoming aware that employee effort lies at the heart of their brands success, internal brand management is advocated as a deliberate strategy required to ensure that all employees are attitudinally and behaviorally ready to deliver the brand promise (Punjaisri, Wilson and Evanschitzky, 2008).

Internal Brand Management

The emergence of internal brand management was in response to the recognition that the traditional conceptualization of brand management emphasized external priorities such as brand image, but failed to account for the role of employees as brand builders (de Chernatony, 1999). More recently, it has been acknowledged that just as customers form relationships with brands that subsequently inform their attitude and behavior, those same brands form relationships with the employees, shaping their attitude and behavior toward the brand (Jacobs, 2003). In seeking to ensure positive relationships form, Vallaster (2004) advocates for managing the brand internally through the alignment of internal systems, networks and the organization's culture, so that customer expectations, that are derived from the externally communicated brand promise, can be satisfied by a brand informed workforce.

While it is acknowledge that service employees are responsible for delivering the promised brand experience, organizations cannot assume that all employees will have the required knowledge to perform their brand role. Therefore, internal brand management's role is to bridge the potential gap between what customers expect and what employees think their role is, in effect, aligning customer brand expectations with employee performance (King and Grace, 2009). Brand internalization ensures that employees are better prepared to fulfil the explicit and implicit promises that the brand communicates (Miles and Mangold, 2004). Through the adoption of an internal brand management strategy, brand values, practices and behaviors are elucidated, defined and reinforced so that there is clarity with respect to what the organization stands for, providing direction for all organizational efforts (Tosti and Stotz, 2001). If employees fail to internalize the brand as the organization intends, the deliverance of appropriate customer experiences is considered to be unlikely, rendering any external branding initiatives meaningless, as the organization cannot deliver on its promises (King and Grace, 2009). It is from this perspective that the inherent power in having a brand informed work force is realized; as such employees are both able and willing participants in the brands success (Aurand, Gorchels and Bishop, 2005).

The adoption of an internal brand management strategy affords the communication of brand values through consistent brand educa-

tion and the development of an organizational climate that supports brand thoughts and actions. The exhibition of employee behavior that is aligned with the brand relies heavily on training, rewarding and continuous management support to provide a foundation for employees to be a part of the brand building process. How well the brand promise is lived up to by an employee is strongly influenced by how the employee is organized and managed (Olson, Slater and Hult, 2005; Aurand et al. 2005; Henkel, Tomczak and Wentzel, 2007). From this perspective, the case provides the foundation for discussion of how to engage service employees to go above and beyond to assist the organization in achieving a competitive advantage. It seeks to stimulate thoughts and discussion on how a hotel's human resource is more than just a service facilitator. Consistently delivering exceptional services experiences that create a sustainable competitive advantage requires a significant and ongoing investment. Through participation in this case study, students should appreciate the significant marketing role employees play in a hotel's success as well as the level of investment that is required to sustain such a competitive advantage.

Proposed Teaching Strategy

In addition to reading the case study prior to class, students should also read the two designated additional reading articles. The first article by King and Grace (2008) sets the stage for highlighting the important role employees' play in establishing a service brand's success. It reinforces the need for, and subsequent benefit of, an internal brand management strategy, identifying specific concepts that should be considered when seeking a brand aligned workforce. In addition to providing a theoretical context for the case study, this article will also be informative to students when answering discussion question three.

The second article by Xiong, King and Piehler (2013) will afford students the opportunity to appreciate that motivating human capital to undertake a marketing role (i.e. champion the brand), when they don't work in the marketing department, requires more than remuneration and rewards. In consideration of the motivational effort required by employees to go above and beyond, the article illuminates the importance of understanding the internal drivers of motivation to sustain positive attitudes and behavior. Insight from this article should be considered particularly when seeking to answer discussion question four.

If students are adequately prepared when coming to class (i.e. read the case and the two additional readings), the learning objectives for the case study can be realized in a one 1 hour and 20 min class. Upon entering the class, students should be presented with the following four discussion questions.

1. Describe what the Kimpton brand represents. If you were to stay at the Hotel Monaco, Philadelphia what would expect?
2. Why do you think Kimpton focused their selection strategy on an individual's personality and de-emphasized the requirement

- for new hires to have prior experience working in hotels?
3. What did Nick and his team do in the three weeks of training to assist the new employees to understand, and become committed to championing, the Kimpton brand?
 4. What advice would you give to Nick Gregory to maintain the momentum with existing employees, as well as to energize new employees, to champion the brand?

In groups of four, students should work through the questions, making sure to provide specific examples or references from the case to illustrate their understanding. You should allocate 40 – 50 minutes for students to discuss the questions. During this time, encourage students to draw on the insight they acquired from the additional readings and to go beyond their initial surface thoughts. Students should be encouraged to demonstrate their understanding of the case by relating it to relevant theoretical concepts.

For the remaining 30 - 40 minutes, regroup as a class and debrief the case together. Having the insight from the teaching notes as well as your individual discussions with the groups during the group discussion phase, encourage students to critically think about the scenario presented and challenge them to be innovative in their thinking when seeking solutions. It is more than likely that the students have been employed before, so prompt them to draw on their own experiences, good or bad, as well as the case and reading material to realize the marketing potential of a brand aligned workforce.

Discussion questions

1. Describe what the Kimpton brand represents. If you were to stay at the Hotel Monaco, Philadelphia what would expect?

Students should begin this exercise by defining what a brand is and the role that a brand plays in marketing. If you are introducing this case in a marketing class, there is every chance that you will have already discussed concepts like positioning, competitive advantage, customer perceptions, differentiation, and so on so this should be a relatively easy task to complete. Nonetheless, it is an important first task as it orients students to think about the significance of brands and, subsequently, what is required to ensure brands success.

In addition to the case, students should be encouraged to look at the Kimpton website as well as read the Hotel Monaco Philadelphia's online reviews from sites such as Tripadvisor to answer these questions. To answer the first question, students will more than likely list words that are commonly used either in the case or on the website such as stylish, not stuffy, unique, whimsical, authentic, fun and so. Having generated a list of attributes, initial discussions should focus on those attributes that students think are unique to Kimpton properties. Suggest to students, after doing some research on the Hotel Monaco Philadelphia, to describe what their expectations would be if they were to make a reservation to stay there.

If any of the students have visited a Kimpton property before, it would be good to have these students describe their experience comparing it to the expectations that the other students articulated previously. Discussion should focus on elements that were (or they think would be based on the reviews if no one had visited a property previously) the main contributors to an exceptional visit and, therefore, customer satisfaction. Initially, the design of the hotel may be highlighted as a contributing factor given that each hotel has unique architectural features, but the instructor should encourage students to think beyond the tangible elements as these can be copied by competitors or lose their appeal over time. At this stage, attention should turn to the service and how it was delivered. From Kimpton's perspective, this is what gives them the competitive edge.

Customer satisfaction, and ultimately loyalty, is determined by the ability of the organization to meet or exceed the customer's expectations during the service encounter (So and King, 2010). As such, it is important for students to appreciate that the brand helps to shape customer expectations, but it is the actual experience, which is compared to the initial expectations, that determines customer satisfaction. Customer's perception of a service brand, while initially shaped by the marketing department and brand managers through external communication, ultimately rests on employee-customer interaction and the consistency of service delivery that is managed internally within the services firm (McDonald et al., 2001). For the Kimpton, or any hotel for that matter, that experience is ultimately influenced by the employees, not the senior management and certainly not the marketing department. Therefore, the importance of employees being aware of what has been communicated to customers (i.e. the brand's promise), understanding what that communication means and most importantly, be willing to deliver what has been communicated should be emphasized. Therefore, in wrapping up the discussion here, it should be clear that effective marketing decision making, which is ultimately determined by satisfying customers' needs and wants as well as business goals, in a service organization, requires a clear and deliberate marketing strategy directed towards employees (i.e. an internal brand management strategy). To further illustrate this point, you can refer students to figure 3 in the case which illustrates a framework that underpins Kimpton's culture and values based on the Service Profit Chain originally proposed by Heskett, Jones, Loveman, Sasser and Schlesinger (1994). Employees' attitudes and behaviors are the catalyst for customer satisfaction and loyalty, highlighting their integral role in the marketing function, thus requiring an appropriate marketing response, namely internal brand management.

2. Why do you think Kimpton focused their selection strategy on an individual's personality and de-emphasized the requirement for new hires to have prior experience working in hotels?

The case opens with the general manager pondering how he is

going to make the new Hotel Monaco Philadelphia as successful as others in the portfolio. Despite the need to recruit and train new employees so that the hotel can actually open, Nick Gregory, based on his vast experience, knows that this process is what is going to make or break the hotel's success. With the plethora of competition in the Philadelphia lodging market, access to a labor market is not problematic. However, Kimpton's recruitment and selection process goes beyond hiring people simply because they have worked in a hotel before. With an emphasis on personality and the desire to establish a 'fit' between the prospective candidate and the hotel, Kimpton's very particular selection strategy can be suggested as the basis for an effective internal brand management strategy.

In describing the Kimpton brand, a type of personality emerges that defines the experience. As identified in question one, this experience, from the organization's perspective, is facilitated by the employees. Therefore, it seems logical to suggest that emphasis should be placed on the synergy between employee personality and that of the brand; if brand aligned experiences are to be realized. The discussion of the case at this point should emphasize that it is not enough to have well-trained and committed employees. This is because delivering the brand promise is different from simply delivering good service. Compared to service quality, which is more about providing functional utility within employees' formalized job responsibilities, brand level service goes beyond service quality and requires employees' extra-role behavior to deliver a consistent and unique brand experience that differentiates the service from other providers (Vallaster and de Chernatony, 2005). As customers hold certain expectations of the brand in addition to its utility value, customer satisfaction often requires more than simply the receipt of a good service experience, as customers seek the differentiating factor that distinguishes this service offering from another. Therefore, successful brand delivery requires more than just employee friendliness or competence. It is from this perspective that recent research has highlighted the importance of brand value congruence, between the employee and the brand, as a requirement for engendering employee brand building behaviors (Chang, Chiang, and Han, 2012; Morhart, Herzog, and Tomczak, 2009). That is, when employees values, or in the case of Kimpton, personality, is consistent with the brand's values (personality) they are more likely to deliver brand aligned experiences. The significance being that collectively, it is the organization's and the employees' values that ultimately shape customers perceptions of service brands (de Chernatony, Cottam and Segal – Horn, 2006).

From this perspective, consideration of Schneider's (1987) Attraction, Selection and Attrition framework is informative as it reveals the significance of employment decisions, and subsequent organizational performance, being based on a fit between an individual and the work environment. In asserting that it is the attributes of the individuals,

and not the organizational structure and resources that shapes organizational behavior, Schneider (1987) highlights the importance of recruitment and selection emphasizing the specific attributes (in this case, the personality of the employee) that determine a 'fit' between the prospective employee and the organization. Thus, the process by which people are attracted to, selected by, and leave or stay (attrition), which lies at the heart of a service organization's competitive advantage, is based on the perception of this fit, both from an employee and organization perspective. In service organizations, where the communicated brand promise is the responsibility of the employee to deliver so as to meet (exceed) customer expectations, the concept of employee-brand fit is critical. It seems illogical to expect employees would champion a brand whose values did not resonate with them. Therefore, it becomes a requirement that employee values [personality] are not incongruent with the desired values [personality] of the brand (de Chernatony, et al., 2006). As such, Kimpton's strategy to recruit first on personality and second on skills ensures an appropriate emphasis on those soft skills (personality) which can't be trained, yet are essential for brand aligned service experiences.

3. What did Nick and his team do in the three weeks of training to assist the new employees to understand, and become committed to championing, the Kimpton brand?

Despite their endeavors to recruit individuals that 'fit' with the Kimpton brand, it is unrealistic for Nick and his team to expect all employees will be natural brand champions who are familiar with their role in delivering the brand promise, as well as have sufficient capabilities upon recruitment to be able to transform the brand promise into the brand reality (King and Grace, 2009). Therefore, students need to reflect on what was emphasized in the training that they believe would be key contributors to employees internalizing the brand. Given that employees each bring their own distinct set of attributes to an organization as well as exhibit varying levels of brand knowledge (King and Grace, 2009), it becomes essential that the organization provides all employees the opportunity to understand the brand as the organization intends and, as the customers expect. The challenge though is that brand knowledge, in contrast to procedural knowledge that is explicitly communicated through systems and procedures, is considered to be tacit or subjective in nature (King and Grace, 2009). From this perspective, traditional models of employee communication, whereby a straightforward 'tell them' approach are not considered effective, as employees need to not only know what the brand values are but accept and internalize them to champion the brand (de Chernatony et al., 2006).

It is important to emphasize at this time to the students, if they haven't already considered it, is that being a brand champion means going above and beyond the formal job description. As such, in seeking this as the ultimate training outcome, Nick and his team needed to be mindful of the role that employee motivation plays in the exhibition

of 'extra role' behavior. To this end, student attention should focus on aspects of the training program that they believe would motivate employees to want to deliver the brand promise. To do this, students are encouraged to reflect on the insight from the article by King and Grace (2008), which promotes a strong relational emphasis that extends beyond simply communicating information. Because service organizations rely on their employees, effective internal brand management is premised by cultivating shared goals, trust, attachment, respect, empathy and cooperation between both parties. From the organization's perspective, building successful relationships with employees involves not only the provision of information and knowledge relating to job tasks and brand values but also the establishment of an environment that supports positive attitudes and behaviors (King and Grace, 2012).

At this time, discussion should turn to the first initiative Kimpton does to ensure that their employees champion the brand, namely the creation of an environment that fosters a commitment to the organization's objectives. Such an environment is described by King et al., (2013, p.174) as the adoption of a service brand orientation (SBO) [climate] which "stimulates employees' attitude and behaviors to provide a superior service brand experience." A SBO is reflected in service brand leadership, service brand HR practices, service brand standards, and service brand empowerment. As evidence in the history of the Kimpton brand, service brand leadership or the ability to respond to change, differentiate and challenge the industry norm, is a key attribute of the organization. Furthermore, their explicit recruitment strategy that is focused on realizing an ideal employee – brand fit is testament to their commitment to ensuring their HR practices are infused with brand principles. The breakout sessions that focused on departmental specific issues highlighted their commitment to providing a consistent level of service afforded through the communication of service brand standards. Finally, their empowerment of employees to be responsive to customers' needs that are informed by the brand is evidenced in the introduction of the Surprise and Delight program, giving employees permission to go above and beyond without the need to seek approval.

The creation of a work environment that is supportive and aligned to the intentions of the organization bodes well for the sustainability of positive employee attitudes and behaviors. However in seeking to initially shape those attitudes and behaviors, the three week 'brand immersion' training adopted specific initiatives to ensure employees internalized the brand values. Firstly, with the introduction of a myriad of high performing Kimpton employees, new recruits were exposed to one of two factors that Swap, Leonard, Shields and Abrams (2001) believe is essential for the transference of tacit knowledge, that being mentors. Mentoring draws upon the intangible knowledge assets within an organization (i.e. long standing employees) and what resides in their heads, hearts and relationships, to share their acquired knowledge and expertise with those new to the organization (Swap et al., 2001). As

Kimpton employees shared their experiences and actively participated in the training program, the opportunity was afforded to not only share insight but also to interact and observe the new recruits to assess their level of 'fit' with the organization.

In addition, Kimpton's philosophy with respect to inducting new employees emphasizes the act of storytelling, which is the second factor advocated by Swap et al., (2001). Stories such as the Stephen Girard inspired hotel design or the how the company was founded are more vivid, engaging and entertaining than rules or directives (Swap et al., 2001). As such they are easily related to personal experience; they help employees to make sense of the brand experience (Herskovitz and Crystal, 2010) and are, therefore, easy to recall. Recall is an important requirement when the knowledge that resides within the story is important for guiding behavior (Swap et al., 2001) such as how to deliver the brand promise.

4. What advice would you give to Nick Gregory to maintain the momentum with existing employees, as well as to energize new employees, to champion the brand?

The case concludes with Nick Gregory reflecting on the recent successes of the newly opened Hotel Monaco Philadelphia. He is satisfied that the extensive investment in the three week 'brand immersion' training has paid off and his employees are true Kimpton brand champions. He has no doubt that the opportunity to focus solely on developing and nurturing the entire workforce for a considerable period of time in the lead up to the opening of the new property, without the distractions of day to day operations, was a key reason for the creation of a cohesive and energized team that has delivered exceptional results. Although, he also knows that such an opportunity will never be presented again – the hotel will never be closed for such an extended period of time again, they will never again recruit over 100 enthusiastic people at once, and the hotel, despite care and maintenance, will never again be the 'new kid on the block'. Nonetheless, the need for employees to exude energy and motivation to champion the brand would never abate. When considering Nick Gregory's dilemma, students should think about this issue from two perspectives. The first being the original employees who may have lost their initial enthusiasm now that it was business as usual and the second being the new employees, who would be entering into a foreign environment without the benefit of a three week brand immersion program or a core group of people that they could learn, develop and grow together with to become successful Kimpton employees.

In seeking to provide Nick Gregory with advice, students may default to the first initiative being about rewards and remuneration; after all, these elements were indicated in Figure 3. As Kimpton already has a number of initiatives in place that seek to recognize the efforts of the employees, students are encouraged to think of other initiatives that would sustain their enthusiasm if they worked at the Hotel Monaco.

Specifically, students are encouraged to think beyond financial remuneration as this is not a sustainable practice given the small operating margins that are evident in hotels. In addition, financial incentives have been shown to be outranked by nonfinancial incentives with respect to motivational effectiveness (Dewhurst, Guthridge, and Mohr, 2009), underscoring that financial remuneration alone is insufficient to sustain individual employee motivation. It would be appropriate here to reflect on the suggested reading of Xiong, King and Piehler (2013) who emphasize that the significant amount of volitional employee effort required to champion the brand requires consideration be given to intrinsic motivational drivers for sustained effort to be realized.

With respect to the new recruits, students should reflect on their responses to question three, identifying the factors that underlined the pre-opening team's ability to internalize the brand. Concepts like mentoring and storytelling were key components in the three week training program, but as concepts, they do not need to be confined to a formal training environment. In addition to the general hotel orientation program, students should be thinking about how these concepts can be integrated into day to day operations so that new employees, over time, learn to appreciate truly what it means to be a Kimpton employee. Initiatives like Live the Experience where new and old employees alike get to spend a night in the hotel and experience it just like a guest, is a very quick and impactful way for employees to understand the Kimpton brand. In addition, designating and regularly training brand ambassadors within each department who are responsible for brand education, mentoring and brand performance recognition ensure that the responsibility of being brand vigilant is diffused throughout the property. Formalized departmental responsibilities could also be articulated, whereby over the probationary period, supervisors/managers are required to actively observe and provide written and verbal feedback to the new recruits about their brand performance (note: this refers more to their general attitude and behavior as distinct from their actual job performance). In addition, ideas like creating a buddy system that pairs new employees with star employees from the pre-opening team could be considered an effective strategy for socializing the new recruits.

Optional Activity

From a more traditional human resource perspective, depending on the flow of ideas as well as time allocated for class discussion, the instructor may prompt student thinking about how to design a workplace that motivates and engages employees. To facilitate this, students can be presented with the comparative hotel table from the Great Place to Work Institute (Refer to appendix) which affords them the opportunity to compare Kimpton to the other ranked hotels in Fortune Magazine's 100 Best Places to Work, namely Marriott, Four Seasons and Hyatt. In considering the qualitative feedback, the ratings on six key criteria

(GREAT challenges, atmosphere, rewards, pride, communication and bosses) as well as the individual characteristics of the respective brands, students could be encouraged to articulate what they believe to be the attributes of a successful workplace. Interesting insight can be gleaned by looking at the difference in ratings across brands, not just the global ratings but the differences in percentages of being rated 'often/almost always' in a category compared to 'sometimes'. Also, what can be inferred from the sample size relative to the total number of employees for each brand with respect to employee attitudes?

Additional Readings

King, C & Grace, D. (2008). Internal Branding: exploring the employee's perspective. *Journal of Brand Management*, 15 (5), 358 - 373.



Xiong, L., King, C. & Piehler, R. (2013). "That's not my job": exploring the employee perspective in becoming brand ambassadors. *International Journal of Hospitality Management*, 35, (December), 348 -359.

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Great Place to Work Comparative Hotel Table (Great Place to Work Institute, n.d.)

<p><u>Kimpton Hotels & Restaurants</u></p> <p>Employees love the upscale hotelier for letting them be themselves at work - even if it means doing the Harlem Shake in the lobby - and feel a huge amount of pride in their jobs and the brand as a result.</p>  <p>Data collected 25 Nov, 2013 n= 1016</p>	<p><u>Hvatt Hotels Corporation</u></p> <p>Employees describe Hyatt as a company that strives to be as welcoming to its employees as it is to its guests, with convivial and diverse workplaces filled with people who are proud of what they do.</p>  <p>Data collected 8 Jan, 2014 n= 1578</p>	<p><u>Marriott International, Inc.</u></p> <p>From managers to hourly workers, Marriott employees report feeling valued, cared for, and respected.</p>  <p>Data collected 19 Dec, 2013 n= 518</p>	<p><u>Four Seasons Hotels Limited</u></p> <p>Exotic locations, complimentary rooms, a welcoming work environment and community impact put smiles on employees' faces at this luxury hotel management company.</p>  <p>Data collected 8 Jan, 2014 n= 423</p>
<p>Great Challenges</p> <p>91% often/almost always 6% sometimes</p> <p>"This company truly encourages growth and development ... They spend money for top-notch training."</p>	<p>85% often/almost always 9% sometimes</p> <p>94%</p> <p>"I recently transitioned to Hyatt from another hotel company. I'm so impressed with the training and support I have received from the hotel team, as well as the corporate team. The people I work with are genuine and friendly and passionate about their work."</p>	<p>80% often/almost always 12% sometimes</p> <p>92%</p> <p>"Associate Rallies are great! They bring everyone together to recognize the goals that have been accomplished."</p>	<p>75% often/almost always 17% sometimes</p> <p>92%</p> <p>"This company really gives you the opportunity to grow and learn as a person, while teaching you new skills."</p>
<p>Great Atmosphere</p> <p>93% often/almost always 5% sometimes</p>	<p>87% often/almost always 9% sometimes</p> <p>96%</p>	<p>81% often/almost always 13% sometimes</p> <p>94%</p>	<p>79% often/almost always 14% sometimes</p> <p>93%</p>

Appendix (continued)

<p>"I love the emphasis on creativity and empowerment. They like to do things differently and celebrate unique ideas and actions."</p>	<p>95% 87% often/almost always 8% sometimes</p> <p>"They make it a priority to make sure we have fun in our work environments and they reward people for pushing fun into the workplace."</p>	<p>"This is my home away from home, and when I come to work it feels like I am hanging out with my family every day. Every manager I have worked with has treated me like their own family and made me feel comfortable to talk to them about more than just work-related topics."</p>	<p>"The sense of community at Marriott is fantastic. I felt instantly welcomed as soon as I joined the team, and my team often goes offsite for team-building activities that are tremendously effective and help us work together even better."</p>	<p>"What makes this company great is that it is a fun place to work. You can be yourself when you're around with others."</p>
<p>Great Rewards</p>	<p>94% 83% often/almost always 11% sometimes</p> <p>"Hyatt has great benefits, such as the 12 free stays at any Hyatt in the world after one year of working here. The free lunch for employees (specific to our property) is also a great benefit."</p>	<p>97% 90% often/almost always 7% sometimes</p> <p>"I love that this company is forward-thinking and eager to evolve by remaining relevant to our guests and trendsetters in the industry. We have a fraternity of associates that, in spite of the number of years a person has been in the company, you feel like you're a part of something greater than you."</p>	<p>91% 77% often/almost always 14% sometimes</p> <p>"You have unlimited places to work around the globe. The benefits are the best in the workplace, with opportunities for shared ownership and retirement avenues."</p>	<p>90% 76% often/almost always 14% sometimes</p> <p>"We have the ability to travel to other Four Seasons properties on complimentary nights with other additional benefits."</p>
<p>Great Pride</p>	<p>98% 94% often/almost always 4% sometimes</p> <p>"There is a sense of pride when our guests leave here happy and satisfied with the service."</p>	<p>95% 86% often/almost always 9% sometimes</p> <p>"From the beginning, Marriott has exemplified innovation. One simple idea, added to another, multiplied over time has built this company into a global and dynamic organization that I am proud to call home."</p>	<p>96% 86% often/almost always 10% sometimes</p> <p>"Everyone takes pride in their work and is proud to be here. Most employees, especially hourly, have been here for many and many years!"</p>	<p>91% 75% often/almost always 16% sometimes</p>
<p>Great Communication</p>	<p>97% 91% often/almost always 6% sometimes</p>	<p>95% 86% often/almost always 9% sometimes</p>	<p>92% 80% often/almost always 12% sometimes</p>	<p>91% 75% often/almost always 16% sometimes</p>

Appendix (continued)

	"Our monthly communications luncheon is a fun way to share information and enjoy a meal together as a hotel and restaurant."	"The workplace embodies friendly greetings and interdepartmental conversation, easing stress within a standard shift as well as boosting productivity, efficiency, and morale. Periodic training and in-service presentations enable employees to learn about company-wide trends, specific groups of guests, as well as equip all departments with the knowledge needed to provide superior service."	"One of the things that most impresses me about Marriott is the open availability of information. Very little is kept hidden or 'need-to-know.'"	"I think that one of the things that makes us work well as a team is the daily communication from managers and supervisors."
Great Bosses	97% 91% often/almost always 6% sometimes	94% 85% often/almost always 9% sometimes	92% 79% often/almost always 13% sometimes	92% 75% often/almost always 17% sometimes
	"The leadership in Kimpton is best I have ever experienced. Our workplace is always positive and inspirational."	"Ninety Nine percent of the time, there are people in management who are sincere, people-oriented. I love Hyatt. I love working in an environment where it is employee-oriented, as well as guest-oriented."	"I personally think that the general manager of our property makes this a great place to work! He not only takes time out of his busy day to come and say hello to you, he even knows your name, and we have a big property."	"Management really sees employees as people and takes great care of them just as they would their guests."
Industry	Hospitality	Hospitality	Hospitality	Hospitality
Founded	1981	1957	1927	1960
Total Employees	8135	36638	107184	12663
Annual revenue (millions)	1000	3949	9869	1570
Major locations	San Francisco, Ca. - Washington, DC - Chicago, IL	Chicago, IL - San Diego, CA - San Antonio, TX	Washington, DC - San Francisco, CA - New York, NY	Chicago, Illinois - Maui, Hawaii - Beverly Hills, California
Headquarters	San Francisco, California	Chicago, Illinois	Bethesda, Maryland	Toronto, Ontario
Number of Locations	122	224	730	31

Appendix (continued)

Quick facts	\$1 Billion Annual Revenues	\$3.95 Billion Annual Revenues	\$9.87 Billion Annual Revenue	\$1.57 Billion Annual Revenues
	25% Company 401k match	4% Company 401k match	63% Company 401k match	100% Company 401k match
	83% Company-paid health coverage for employees	75% Company-paid health coverage for employees	75% Company-paid health coverage for employees	78% Company-paid health coverage for employees
	64% Company-paid health coverage for dependents	74% Company-paid health coverage for dependents	69% Company-paid health coverage for dependents	73% Company-paid health coverage for dependents
	23 Days PTO after one year	16 Days PTO after one year	21 Days PTO after one year	25 Days PTO after one year
	\$1,500 Tuition reimbursement	\$1,000 Tuition reimbursement	\$5250 Tuition reimbursement	\$1,000 Tuition reimbursement
	30 Percentage of executives that are women	22% Percentage of executives that are women	40% Percentage of executives that are women	32% Percentage of executives that are women
	\$134,340 Average annual salary of a General Manager	\$42,962 Average annual salary of a Assistant Front Office Manager	\$49,693 Average annual salary of an Event Manager	\$50,163 Average annual salary of a Assistant Food & Beverage Manager
Hiring Outlook	9% Job Growth	0.439424% Job Growth		2.60471% Job Growth
	110 Average number of applicants per opening	31 Average number of applicants per opening	49 Average number of applicants per opening	19 Average number of applicants per opening
	29% Total voluntary turnover in past year	16% Total voluntary turnover in past year	12% Total voluntary turnover in past year	14% Total voluntary turnover in past year
	441643 Applicants in past year	487903 Applicants in past year	1673066 Applicants in past year	56392 Applicants in past year
	4031 Openings in past year	15672 Openings in past year	34292 Openings in past year	2968 Openings in past year
	35% New hires by employee referrals	20% New hires by employee referrals	30% New hires by employee referrals	25% New hires by employee referrals