



SHL BUSINESS AREAS AG

ANNUAL REPORT 2023

FOREWORD

DEAR READER

What does it mean to be a host? A question that is at the centre of many SHL Business Areas AG projects.

The competences associated with this question are focussed on by a wide variety of companies place at the centre and brought to us. It turns out that it is not only the training of these competences skills, but also the normative and strategic superstructure is becoming increasingly relevant. Customer orientation - in new German «customer experience» - has established itself as a management principle and demands a more intensive dialogue. This has prompted SHL Business Areas AG to expand its range of services and to expand the portfolio to the extent that conceptual and strategic consulting mandates are also accepted and implemented.

An example is AKB (Aargauische Kantonalbank), which placed the order to develop a customer-orientation mission statement and to implement this at all branches. After a phase of stagnation, the international projects in terms of new orders. The corona aftermath seems to be over. This is shown by various potentials from a wide range of enquiries and concept ideas especially from Asia, Africa and Arab countries. The agreements and fundamental discussions characterised the 2023 financial year.

The results of this will hopefully be seen in 2024, when at least two to three new assign-

ments are budgeted. One highlight was the realisation of the first SVEB1 course (instructor) with a group of lecturers from Indonesia. SHL's expertise in the field of practice- and application-oriented training was passed on in an official course accredited by the Swiss Association for Adult Education. This product is now a core element of all concepts and co-operation intentions.

Hotel SHL and the career days once again helped SHL Business Areas AG to successfully close the 2023 financial year. A sign that the differentiation of the range of services is a successful concept for the company.

Timo Albiez

Director SHL Business Areas AG

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TRAININGS & CONSULTING

CUSTOMER PROJECTS IN THE SPOTLIGHT

Aargauische Kantonalbank (AKB)

A programme called «AKB: actively inspiring customers» was developed with the management and the strategic committee of AKB. The result is a credo sheet that is now being communicated in an attractive way to the employees of the AKB customer service centres, the customer advisory centre and the trainees.

The process was realised in an exemplary manner and was co-designed and implemented at various levels of AKB.

Phase 1: Creation of the entire concept in a working group with people from the various branches, the strategic committee of AKB and the sector heads of AKB.

Phase 2: Mystery Checks (Check-ins) of four branches of AKB served as the basis for the training concept.

Phase 3: Inspiration workshop with the management and the sector heads of AKB at SHL. The aim was to convey the idea of such a customer-orientation initiative and to obtain goodwill.

Phase 4: Training sessions with all sector managers and managing directors of the AKB branches, in which the topic was presented. In addition, the needs of our management level were identified.

Phase 5: Development of the «Welcome @ AKB» mission statement in the working group.

Phase 6: Implementation of the training days at SHL for the employees in the customer sector, the employees of the customer advice centre and for the AKB apprentices.

Phase 7: Check-outs at four branches and definition of new measures for the coming year.



Vorbereitung – «Mein Umfeld und ich»

- Ich bin mir meiner Gastgeberrolle bewusst und lebe diese aufmerksam und lustvoll.
- Ich pflege mein Umfeld sowie Erscheinungsbild und strahle Positivität aus.

Begrüssung – «Der erste Eindruck zählt...»

- Ich stelle Blickkontakt her und begegne unseren Kundinnen und Kunden mit Herzlichkeit und Freude.
- Ich agiere proaktiv und schenke unseren Kundinnen und Kunden mein ehrliches Interesse.

Atmosphäre – «Am richtigen Ort»

- Ich bin empathisch und schaffe eine angenehme Atmosphäre.
- Ich bin authentisch und kommuniziere auf Augenhöhe.

Bye Bye – «... und der letzte Eindruck bleibt haften.»

- Ich danke für den Austausch und verabschiede mich sympathisch persönlich.
- Ich Sorge für einen bleibenden Eindruck und setze situativ überraschende Akzente.

akb.ch

Am richtigen Ort.ch

Aargauische Kantonalbank

ZFV-Unternehmungen

ZFV-Unternehmungen are one of the largest catering players in Switzerland with numerous restaurants, communal catering facilities and hotels. SHL was asked to develop a concept that would familiarise employees at the communal catering locations more closely with the idea of «being a host». In addition to mystery checks and a concept workshop, SHL also conducted a train-the-trainer workshop and contributed to the development of the attitude principles. These will be finalised in 2024 and implemented with workshops for the area managers.

LUEG Gruppe

Lueg Gruppe is one of the largest car dealers in Germany and the largest manufacturer of ambulances in Europe, with around 2,500 employees. The management commissioned SHL to provide support in the development and elaboration of its customer orientation guidelines. For this purpose, workshops were held with the working group and two inspiration days were held at SHL with the management. In autumn 2023, the insights gained were evaluated and translated into an action plan, in which we as SHL will hopefully be able to play an exciting role again.



The management of LUEG Gruppe
in action at SHL.

MB Way

Mercedes Benz (MB) has launched a global customer orientation programme called «MB Way» in 2023. In Switzerland, SHL assumed and developed the programme together with MB Switzerland. The result was an ambassador project: each MB branch in Switzerland had to appoint an ambassador to curate and stage the «Best Customer Experience» topics in the respective areas.

The project kicked off at SHL, where various exercises and practical situations were used to lay the foundations for this important work in an attractive way. Physical and digital ambassador meetings are now held every year, organised and designed by SHL.



OTHER CUSTOMERS

- Kestenholz Gruppe
- Sportcard Luzern
- Planzer Support AG
- Luzerner Kantonalbank
- Mercedes Benz Financial Services AG
- Private Selection Hotels & Tours

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INTERNATIONAL ACTIVITIES

STED - LOMBOK INDONESIA

The Indonesian government has set itself a number of goals to improve the role of tourism in the Indonesian economy and has allocated additional funds to the ministry to promote it. One of the most important core areas is the training and qualification of labour in the tourism sector.

To achieve this goal, the STED project (Sustainable Tourism Education Development) was launched with the support of the independent, non-profit development organisation Swisscontact.

The initial implementation of a training programme for lecturers in Indonesian hotel and catering schools began in summer / autumn 2023. The training programme schedule was divided into three phases, which are explained in detail below.

The main objective of the training programme was for all participants to obtain the

«SVEB Zertifikat Ausbilderin/Ausbilder (AdA ZA-DL)» from the «SVEB Schweizerischer Verband für Erwachsenenbildung» with the following achievements:

- Expanding teaching experience
- Acquiring the necessary skills for planning, implementing and evaluating teaching units
- Learning to meet the needs of learners in a safe, creative and learning-promoting way
- Demonstrating social, technical and methodological skills

Further objectives:

- Get to know the Swiss education system
- Gain impressions of the Swiss hotel and catering industry
- Experience practical application situations using the example of the Schweizerische Hotelfachschule Luzern (SHL) in order to derive methods and approaches for your own teaching activities
- Get to know Switzerland and other parts of Europe and their culture



Phase 1

Introductory week in Jakarta,
16 to 20 October 2023

Phase 2

3-week training and further education at SHL,
05 to 25 November 2023

Phase 3

Final week in Bali,
22 to 26 January 2024

A total of 18 lecturers from the areas of Culinary, Food and Beverage, Rooms Division and Tourism from six different Balinese schools took part in the training programme.

Upon completion, all course participants received the certificate. We can say with a clear conscience and based on the work submitted with the certificates of competence that the services provided are of a high standard and tailored to the requirements of teaching at the Poltekpars in Indonesia.

The SVEB training programme (SVEB certificate) can therefore also be successfully implemented in Indonesia and has met with a very positive response.



Impressions of the course days
in October and November 2023 at
SHL.



FURTHER INTERNATIONAL PROJECTS

Oman Switzerland Business Forum

A memorable day of collaboration and successful cooperation: The Oman Switzerland Business Forum 2023, which took place on 23 June at SHL's premises, was a complete success! In addition to various workshops in groups and presentations in plenary sessions, the guests also enjoyed SHL's culinary offerings.

The event not only promoted relations between Oman and Switzerland, but also paved the way for promising business relationships.

Academy of Culinary Arts Cambodia (ACAC)

In 2023, we were once again able to make an active contribution to the qualitative development of the ACAC. Shortly before the turn of the year 2022/23, Susanne Oswald and Silvio Tschudi travelled to Cambodia to carry out a thorough quality audit over the course of a week. The school has been affiliated with the local industry association PIE - Professional Institute of Excellence Association - since 2022 and is endeavouring to position itself in the market in a financially sustainable and independent manner. The conclusion of the audit: The school is very well structured and the entire infrastructure is in good and well-maintained condition. Student numbers at ACAC have recovered well following the coronavirus pandemic, which was very disruptive in Phnom Penh. The course content has developed according to plan and the skills of students and lecturers have been expanded.

In spring 2023, we trained a prospective lecturer, Channy Vat, for eight weeks at SHL in Lucerne to create a new module in the field of restoration and service. During the exchange, the charming Cambodian acquired a great deal of specialist knowledge and valuable skills, which she will pass on to her students back at ACAC as a lecturer. The new module will be implemented in 2024.



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HUMAN RESOURCES SERVICES

CAREER DAYS

SHL welcomed a total of 164 companies to the campus for the 2023 Careers Days. International companies that were unable to attend on site, participated with an online presentation. The aim of the Career Days is to connect companies from the hotel, gastronomy and related industries with SHL students.



CAREER DAY DATES

| | |
|------------------|--------------------|
| 23 February 2023 | with 59 exhibitors |
| 16 May 2023 | with 58 exhibitors |
| 19 October 2023 | with 60 exhibitors |

JOB MARKET

The SHL job exchange is an essential channel for students and alumni to find internships and job vacancies. Originally implemented as an internal pilot project, the decision was made in 2022 to further professionalise the job exchange and integrate it into the SHL

website. The priorities and challenges were defined in various workshops and ultimately developed by the company then called w-vision ag (now instride) - with the aim of going online with the new service at the beginning of 2024.

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HOTEL SHL

Hotel SHL - with its 80 rooms - will have an average occupancy rate of 85% throughout the year in 2023.

Demand per semester at Hotel SHL is very high and occupancy during term time is almost 100%. The RevPAR per room is CHF 26.61 and the annual revenue is CHF 771,888.

Since the end of 2022, we have been able to convert flat 205 (former caretaker's flat) into a 2-room flat for students. This variant requires the use of a shared bathroom for two students. However, students benefit from their own fully-equipped kitchen and a spacious living room with sofa and dining table.

Challenges at Hotel SHL are particularly evident in the colder months, as the corner rooms in particular get very cold at this time. The cooling is due to the leaky windows and the heating costs have risen significantly due

to higher energy costs.

In summer, we have to deal with more leaks in the exterior façade during heavy rain. Water stains form on ceilings and walls.

Despite these challenges, the feedback from students is generally very positive, which, as already mentioned, is reflected in the high demand.



Impressions of a room in the Easy Studio category at Hotel SHL.

THIS & THAT

REINFORCEMENT IN THE SHL BUSINESS AREAS TEAM



Romana Musshafen joined the SHL Business Areas team in April 2023. She is responsible for the organisation and administration of the various projects and customer orders. As an SHL alumna, she is very familiar with the training institution, its values and philosophy and can make the best possible contribution.

Romana Musshafen

Administration & Organisation SHL Business Areas AG
since April 2023

TRAINERS POOL

On 17 August 2023, the first workshop was held for external trainers who want to take part in the various SHL Business Areas AG projects. In a half-day training session, the basic philosophy of the training activities was explained and concrete customer examples were used to show how the content is con-

veyed to participants. Building up the pool of lecturers was and remains key to successfully meeting the increasing demand. The following trainers from the SHL trainer pool were deployed in 2023:



**Martin
Schmidli**



**Andreas
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