

**HRS GROUP**

# **CULTURE MAP**

**OUR DNA &  
FRAMEWORK  
FOR SUCCESS**

THIS PASSPORT BELONGS  
TO THE FOLLOWING TRIBE MEMBER



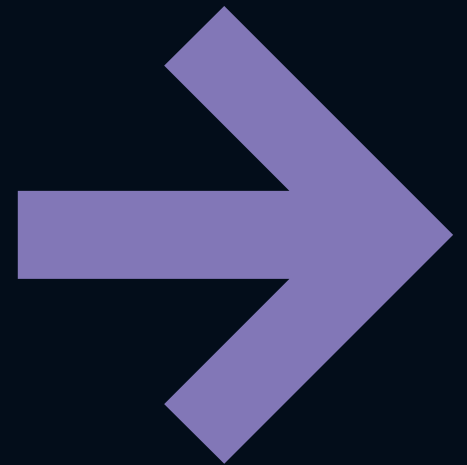
**PASSPORT**

**ARE YOU  
READY  
TO ELEVATE  
OUR MISSION  
AND LEAVE  
A FOOTPRINT IN  
THE WORLD OF  
TRAVEL TECH?**


**TAKE OUT  
THE CULTURE MAP  
AND MAKE IT PART  
OF YOUR DAILY ROUTINE.**

Maybe you want to hang it right  
next to your laptop or place it on your desk.

Be creative to make the map visible to you!





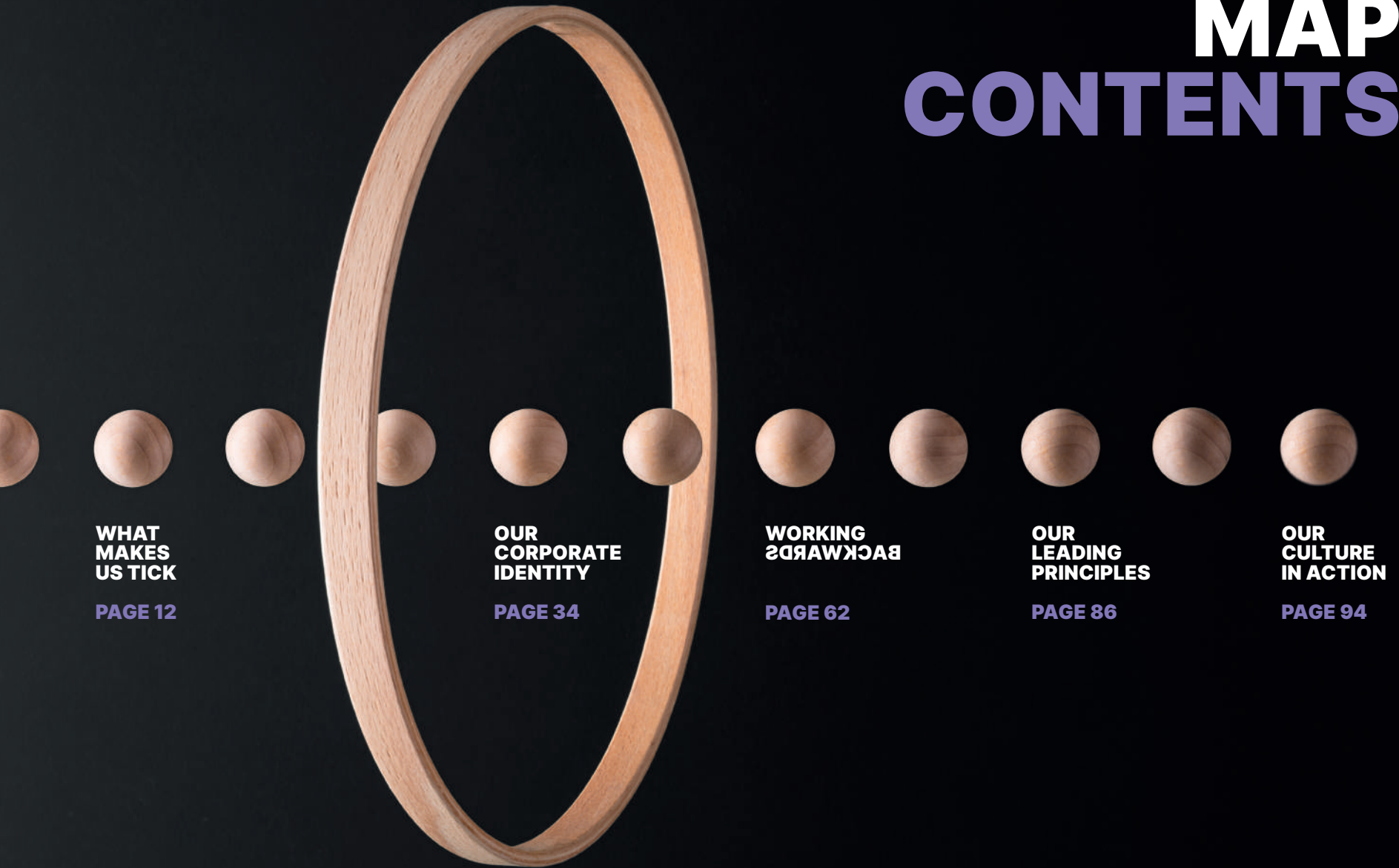
A photograph of Tobias Ragge, CEO and owner of HRS Group, sitting in a light-colored armchair on a stage. He is smiling and wearing a dark sweater over a collared shirt, dark pants, and a lanyard. The background is a dark stage with purple lighting. To his right, there is a small table with a bottle and glasses.

**OUR CULTURE IS ABOUT  
CUSTOMER-CENTRICITY,  
WILLINGNESS TO GROW  
AND TO THINK  
LONG-TERM,  
EAGERNESS TO  
PIONEER TOGETHER,  
WHICH OF COURSE  
GO HAND IN HAND  
WITH FAILURE  
AND LEARNING;  
AND THEN,  
SCALE THROUGH  
OPERATIONAL  
EXCELLENCE.**

**Tobias Ragge**  
CEO and owner of HRS Group

**BE AN INTRAPRENEUR,  
WORK HARD, HAVE FUN,  
AND MAKE HISTORY.**

# CULTURE MAP CONTENTS



**WHAT  
MAKES  
US TICK**

**PAGE 12**

**OUR  
CORPORATE  
IDENTITY**

**PAGE 34**

**WORKING  
BACKWARDS**

**PAGE 62**

**OUR  
LEADING  
PRINCIPLES**

**PAGE 86**

**OUR  
CULTURE  
IN ACTION**

**PAGE 94**

# UNDERSTANDING AND APPLYING OUR CULTURE MAP IS THE UMBRELLA OF OUR HRS MANAGEMENT SYSTEM.

The Culture Map embraces  
**OUR CORPORATE IDENTITY,**  
**OUR WORKING BACKWARDS**  
approach to deliver the  
**DESIRED CUSTOMER EXPERIENCE**  
and the intended key behavior  
stimulated by the  
**LEADING PRINCIPLES.**

## WHY SHOULD YOU READ THIS?

The HRS Culture Map gives direction and clarity for us as a Tribe and for you as an individual. This framework unpacks and refocuses the complexities of our organizational and cultural dynamics into components that can be easily digested and understood. It ensures a common understanding of who we are at HRS, and how we want to work together to deliver excellent results for our customers while paving the way for your personal success story.

**So, let's get ready to dive into the  
HRS Culture Map!**

# WHAT MAKES US TICK

OUR DNA.  
OUR LEGACY.  
WHAT SHAPED US.





**TRANSFER SERVICE**  
 — Robert Ragge —  
 5 Köln 1 · Im Sionstal 12  
 Tel (0221) 31 44 22 — Tx.: 888 1151

**OUR STORY  
 SINCE  
 1972**

**Mente Hessbrüggen**  
 Executive Assistant to the  
 HRS founder Robert Ragge



**MY GREATEST  
 ACHIEVEMENT  
 IS THAT  
 I PERSISTED  
 WITH  
 UNBRIDLED  
 PASSION**



**Robert Ragge**  
 Founder  
 HRS Group

# WE ARE PIONEERS AT HEART.



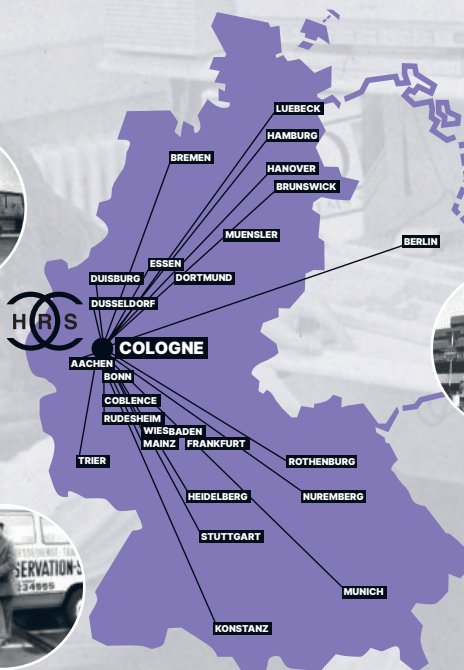
## OUR STORY

It all started with a simple business idea by Robert Ragge back in 1972. Being a true hotelier and forward-thinking businessman, Robert was eager to take the business traveler experience to the next level. He initially took the opportunity to shuttle guests between airports and hotels, and quickly expanded the service arrangements. Later on, Robert was the first one to establish a “marketplace” bringing together hotel offers and accommodation demand globally by creating the **hrs.com** booking platform.

What started as a local setup in a tiny office in downtown Cologne quickly became a multinational full-service accommodation provider. We have been paving the way in corporate and leisure lodging ever since.

HRS has become a sophisticated end-to-end software as a service solution provider, and in fact, a true state-of-the-art tech company by always challenging the status quo in the diverse fields of accommodation, booking, workplace and seamless payment in the world of travel.

**WE SIMPLIFY TRAVEL**



# DON'T JUST TALK, DO THINGS!

## Robert Ragge

With his doer-mentality, our founder was famous for his efficient way of negotiating and getting things done



For all these years with HRS, it was never about the different roles I had but about the opportunities that the roles presented.

If you make mistakes, and in the field of technology they happen all the time, it is okay to be simply honest about them. If you work your butt off to fix it though, then you will have all the support needed from this company.



## Norbert Jipp

CTO Supplier Solutions, GERMANY



When I started 25 years ago, we were 4 employees in the contracting department doing literally everything. It was not about job descriptions, we just worked on what had to get done.

Transformation goes hand in hand with discovery & exploration. I remember so well the time when HRS discovered the US market and we flew from state to state with our big bags full of contractual papers. When we came back from our memorable travel, we realized - we have to rethink distribution at HRS! It was the time when we started our first CRS connect solution.



## Katrin Schulte

Head of Product Development Hotels, GERMANY

# CULTURAL BEGINNINGS



At the time I joined HRS in the 90's, the internet became publicly available. This was incredible and no one knew if this would last. You could not foresee what a big chance the internet would become. Our core commercial value proposition of how we charge our HRS customers for hotel lists simply did not work anymore. Without actually knowing what we are getting HRS into, we said - let's try it out!



## Guido Beutler

Chief Architect Enterprise Solutions, GERMANY



Listen to soundbites  
from your colleagues at HRS  
as they share their stories.



**IT FILLS ME WITH PRIDE,  
NOT THAT WE CAN  
CELEBRATE 30, 40,  
OR 50 YEARS OF HRS,  
BUT TO SEE THAT  
HRS STARTED WITH SIMPLY  
TWO TELEPHONE LINES  
AND WHAT IT HAS  
BECOME TODAY...**

**Tobias Ragge**  
CEO and owner of HRS Group



# HRS BRAND IDENTITY EVOLUTION

1980-90s

2000-10s

2015s

2020s



→ VACATION RENTAL SOLUTIONS

→ RESERVATION MANAGEMENT

→ BTC BUSINESS TRAVEL CLUB



→ ENTERPRISE SOLUTIONS FOR STAY, WORK, PAY

HRS GROUP

HRS GROUP

# 50 YEARS OF PIONEERING TRAVEL TRANSFORMING INTO A GLOBAL TECHNOLOGY PROVIDER

WE STARTED OUR JOURNEY BY CHALLENGING THE STATUS QUO



## SPEND MANAGEMENT (PAY SOLUTIONS)

Acquisition of next-level spend management platform Paypense to drive our way forward in seamless PAY technology solutions



## FULL SERVICE ACCOMMODATION PROVIDER

First proprietary reservation system



## ONLINE NATIONAL BOOKINGS

First online booking page on the Web



## DESTINATION SOLUTIONS

A new business unit was founded for the vacation rental market.



## ENTERPRISE SOLUTIONS

Launch of the "Lodging as a Service" program with global pilot SIEMENS



## SUSTAINABILITY & HYGIENE SOLUTIONS

First global standards for the hotel industry Clean & Safe Protocol, and Green Stay Initiative



## TRANSPORT DISRUPTION

Strategic equity investment into SFS to create the leading Crew & Passenger Disruption solution

1972



## REGIONAL TRANSPORT RESERVATION SERVICES

Foundation of HRS

1990



## MOBILE RESERVATION SYSTEM

First mobile booking in WAP

1995

2000



## GLOBAL BOOKING PROVIDER

Start of international expansion

2015

2016



## PAY SOLUTIONS

Strategic equity investment into Itelya, launching our first payment offering

2018

2019



## GOVERNMENT & INSURANCE MANAGEMENT SOLUTIONS

Acquisition of Lido to expand into Australia and the government & insurance business

2020

2021



## STAY TECH PLATFORM ECOSYSTEM

HRS started to become a sophisticated end-to-end software as a service solution provider by always challenging the status quo in the diverse fields of accommodation, booking, workplace and seamless payment in the world of travel tech

2022

2023



## WORK SOLUTIONS

Branching out into the workspace management area, foreseeing the convergence of travel and work



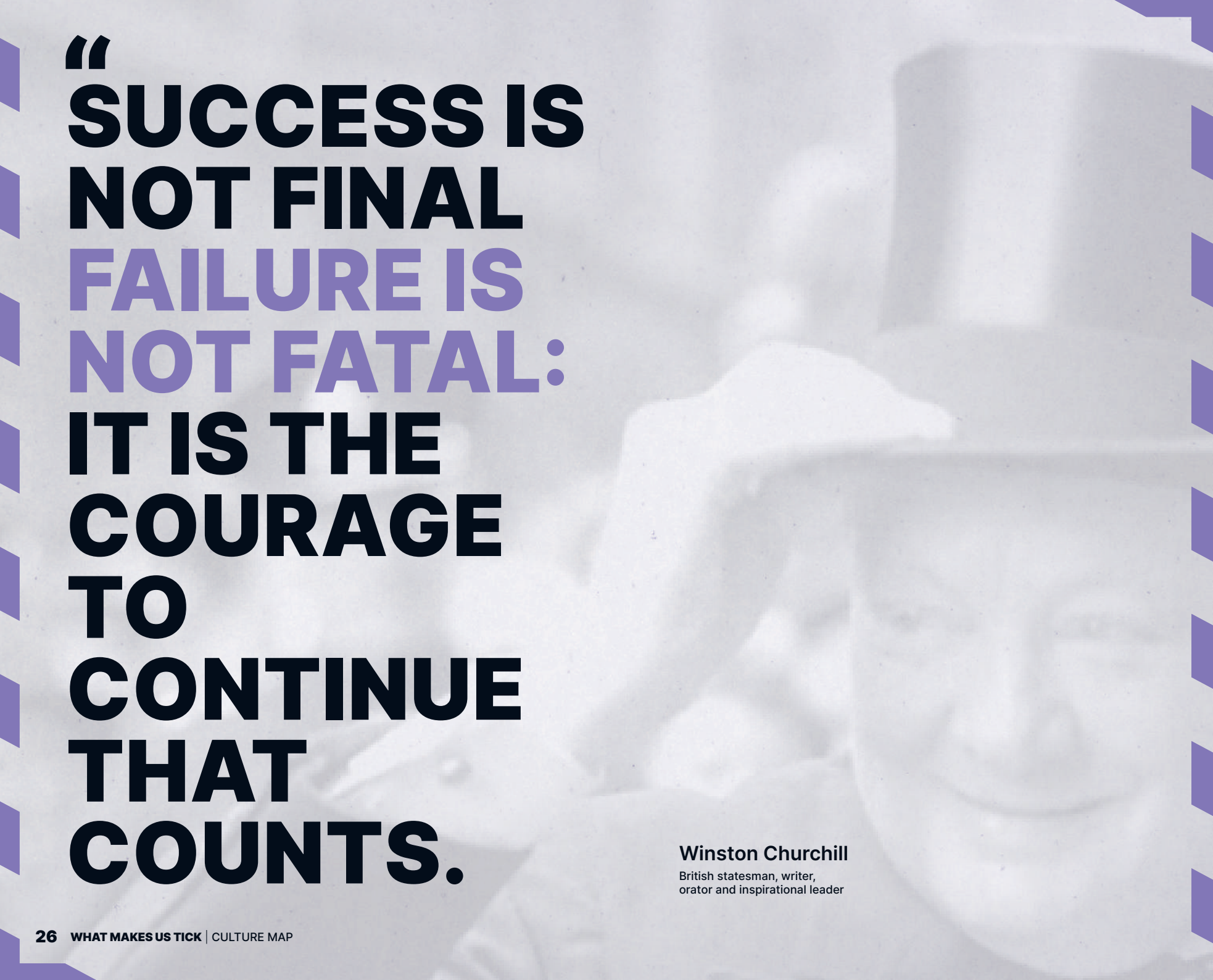
## CRISIS MANAGEMENT

Covid-19 pandemic originated emergency solutions for the US state of California, generating a new customer segment within STAY



## POWER OF ONE

Working towards the best solutions for a new travel reality providing ONE-tool technology services for STAY, WORK, and PAY



**“  
SUCCESS IS  
NOT FINAL  
FAILURE IS  
NOT FATAL:  
IT IS THE  
COURAGE  
TO  
CONTINUE  
THAT  
COUNTS.**

**Winston Churchill**

British statesman, writer,  
orator and inspirational leader

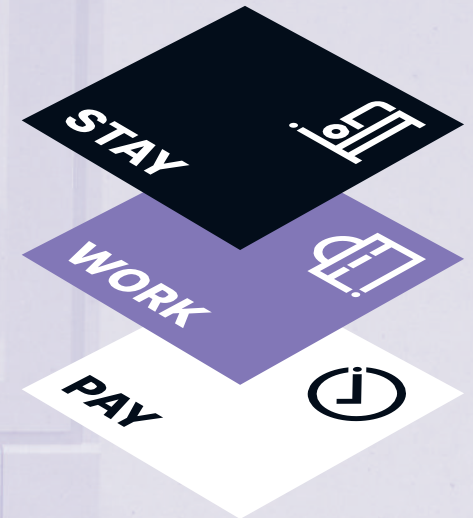
What a journey of growth and experience we have made since 1972! Opportunities and market needs have always led us to dream big and inspired us to act boldly. Unlimited stories have been written: We succeeded, we made mistakes, we learned and tried again, we adjusted and relentlessly kept on innovating. A resilient team, that never stopped daring, has always been the foundation of our success.



HRS GROUP



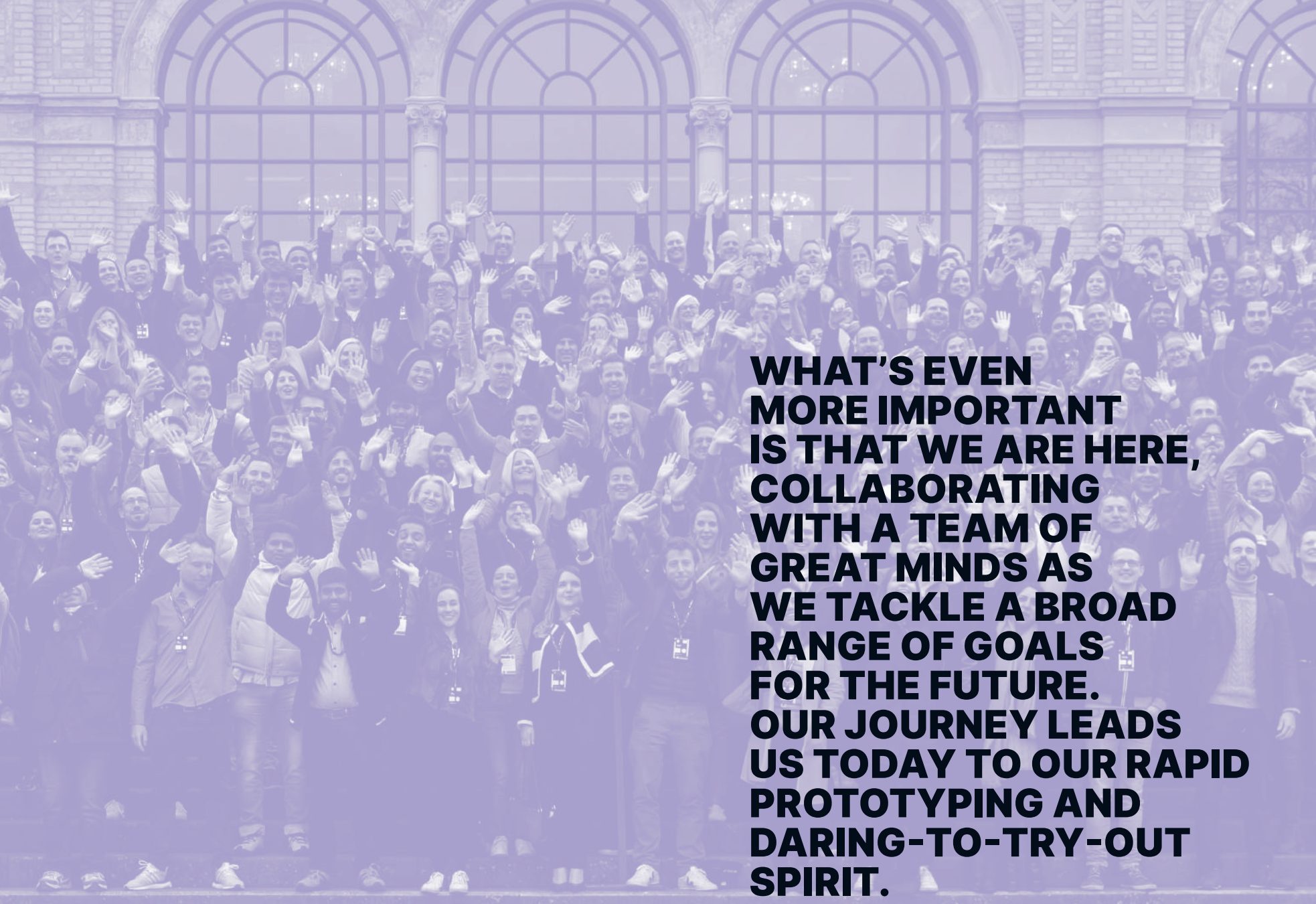
**OUR  
WAY  
FORWARD**



# IT'S OUR PIONEERING SPIRIT THAT LED US HERE

We have demonstrated what it takes to be a disruptor in the travel industry. It's in our DNA to never rest and to strive for continuous improvement in how we want businesses and employees to stay, work and pay tomorrow.

Being a pioneer and disruptor is essential in this volatile industry. This mindset helped us not only survive but thrive in crisis times like the .com bubble or even the Covid pandemic.



**WHAT'S EVEN MORE IMPORTANT IS THAT WE ARE HERE, COLLABORATING WITH A TEAM OF GREAT MINDS AS WE TACKLE A BROAD RANGE OF GOALS FOR THE FUTURE. OUR JOURNEY LEADS US TODAY TO OUR RAPID PROTOTYPING AND DARING-TO-TRY-OUT SPIRIT.**

**Tobias Ragge**  
CEO and owner of HRS Group

# WE CONTINUE TO OPTIMIZE FOR OUR FUTURE...

## WHERE WE CAME FROM

- Booking Engine
- Online Travel Agent
- Intermediary
- Innovator
- Disruptor
- Travel Management Company
- Corporate Travel Manager
- Tour Operator
- Hotel Company

## OUR WAY FORWARD

Travel Tech Company

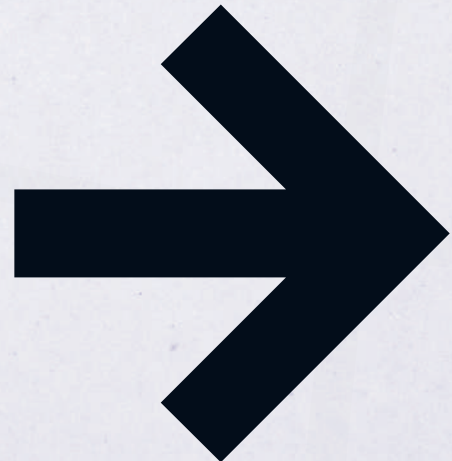
Data-driven Solution Provider

Consultant

Innovator

Disruptor

The Power of One



Curious to discover more  
about the past 50 years of HRS?  
Watch this joyful video!

# OUR CORPORATE IDENTITY

OUR DNA. OUR WAY FORWARD.  
WHAT SHAPES US TODAY.



**OUR  
CORPORATE  
IDENTITY**



# WHY: OUR VISION

Our reason for being.

- Why do we do what we do?
- What's the company's purpose?



## OUR CORPORATE IDENTITY

### OUR PURPOSE DEFINES OUR VISION.

Our WHY is our motivation and reason why we do what we do, our essence of existence.

What started more than 50 years ago has shaped our vision today.

It is our pursuit to always challenge the status quo in order to...

## MAKE BUSINESS LIFE BETTER BY REINVENTING HOW BUSINESSES STAY, WORK, AND PAY.





We invite you to truly understand and connect to the HRS purpose. Take a moment to reflect on your own **WHY**. Because when realizing how your personal purpose aligns with the corporate one, you feel that you are working towards your own development while supporting the business. This satisfaction and extra motivation will make us an unstoppable team!

# MY PERSONAL WHY



## TAKE A MOMENT TO ASK YOURSELF

 → Write down your personal WHY

 → How does working at HRS contribute to achieving your purpose?

“

My purpose is to support people in uncovering their strengths and making those part of what they do. I love bringing great stuff into the world that supports people in their personal development, and I, even more, enjoy doing this together with people I like and who I share the same mindset with. HRS is, in my opinion, such a great place to contribute with what you already have while being able to discover your strengths, unleash your potential and make an impact for the company and for yourself.



**Kirstin Kailbach**

Head of Learning, Development & Culture,  
GERMANY

“

Helping find emergency accommodation for displaced victims during the Australian floods and the Ukraine crisis created the feeling of a greater purpose. HRS is more than a job, I hold a privileged position and can make a real difference in people's lives.



**Wayne Nagle**

Director Hotel Solutions  
Australasia & SE Asia, AUSTRALIA

“

I get up every day because I feel my leader's full trust, empowering me to learn every day and realizing that my work has a direct impact on today's customer happiness and our company's success.



**Stefan Grieseler**

Product Manager WORK, GERMANY

“

The thing that makes me wake up every day is that I know that most of the things that I love will be part of my day: working with people – learning and coaching them, being in contact with customers and partners, and understanding their pains & look for solutions and be part of an organization that challenges me and gives me the opportunity to discover new abilities and capacities.



**Aline Bueno**

Managing Director LATAM, BRAZIL



“

What drives my continued interest at HRS is the autonomy that has been trusted upon me and the open atmosphere to discuss change and implement it. The complexity of what we do and the dynamic environment keep me interested, learning, and growing. The possibility to work with very intelligent, dedicated, and hard-working colleagues are driven by the same mission of seeing beyond the flaws and focusing on what can be done (which is A LOT). All of that is only complete by the positive attitude and good humor of our teams whom I'm proud to support and lead.



**Phelipe Farah**

Executive Director HRS Consortia Program,  
BRAZILIAN, based in the UK

“

My personal motivation is being part of a bigger story, a bigger vision, and making a contribution that counts. Working in an environment with so many passionate and talented people around the globe is not only motivating me, it expands my horizon every day. Being pushed to my personal limits is often hard but makes me grow and keeps me learning - constantly!



**Alexa Mueller**

Executive Assistant to the CEO, GERMANY

“

Our culture is work-and-merit-oriented. You're only as good as your last gig but at HRS we don't care if it happened to be a defeat because we stand up and learn from it. Mourning and depressing over a loss can be left to our competitors - we simply don't waste time for non-action oriented stuff. At HRS, we are empowered to lead with two things: kindness and hard work. At the end, that's all that matters to me both professionally and in life. That's why it is worth to stick around with this Tribe.



**Leo Bacevicius**

UX/UI Designer, LITHUANIAN based in GERMANY

## MY PERSONAL WHY IS



# WHO:

## OUR IDENTITY

Who we are.

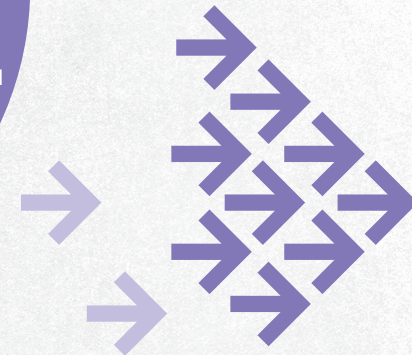
→ How do we want to be perceived and interact with each other?



### WE ARE ON A TRUE MISSION.

And a mission asks for the power of teamwork – a team working towards the same vision fueled by a purpose. It runs on the concept that the whole is greater than the sum of its parts. Therefore, only great teams complementing one another are able to achieve the near-impossible. Turning our missionary plans into outstanding results entails entrepreneurial thinking. Hence, we support the idea of being pioneering Intrapreneurs. We invite you to think big and dive deep. We encourage you to dare and to act boldly. In fact, we endorse you for bringing in all your skills, being open to learning every day, and acting as a role model with a positive growth mindset that radiates.

## OUR CORPORATE IDENTITY



## WE ARE A TRIBE OF INTRAPRENEURS ON A MISSION.

In-tra-pre-neur-ship (n)

1. Successful adaptation of entrepreneurial attitudes and strategies inside an organization.
2. Implementation of start-up practices within a large organization, producing new business solutions and innovation.
3. Focus on design-thinking approaches, creativity and transforming ideas into action without having the risk of external forces like an entrepreneur has.

# OUR DEFINITION OF A TRIBE REPRESENTS A DIVERSITY OF A STRONG AND WINNING BUSINESS COMMUNITY.



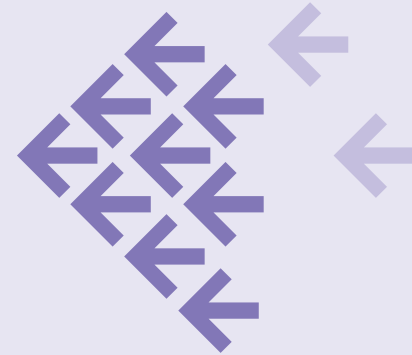
## OUR CORPORATE IDENTITY

We take care to ensure the perfect mix of talents, teams, and leaders with diverse characters and experiences, and a wealth of professional and cultural backgrounds.

We foster healthy relationships in an environment of inclusion in which each and everyone feels safe to be themselves. We truly believe there is strength in our diversity in all dimensions - be it personality, age, sexual orientation, gender, education, or religion.

And we know: to create high performing teams it takes a trusting atmosphere in which all HRS Tribe members can express themselves openly without being shamed, rejected, or otherwise negatively sanctioned. Instead, we promote a working climate in which diverse perspectives and impulses are desired.

Working collectively rather than independently. Built on strong business values, behavioral principles, and, by all means, with a pinch of German genes.



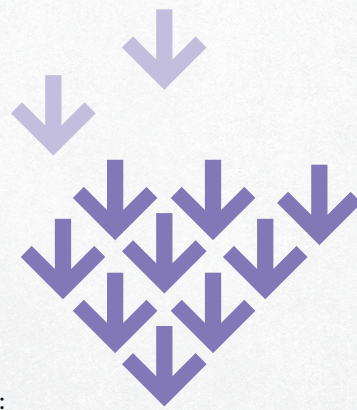
HRS is definitely an environment where you develop and strengthen your character through problem-solving and working together with cross-functional teams on added value topics for our customers.



**Sutini Said**

Release Manager Product Solutions, SINGAPOREAN, based in GERMANY

# TRIBAL SPIRIT



## OUR CORPORATE IDENTITY

↓ Have a look here at the character traits that unite us:

### CHANGE-LOVING

HRS is an experience dedicated to change-lovers. It requires the skills of flexibility and adaptability in a fast-paced environment.

### RESILIENCE

HRS is a unique opportunity in your career journey to reinvent an industry and to be part of a Tribe on a mission, asking for mental toughness, strength, and the ability to learn from setbacks.

### ENTHUSIASM

We are a place to thrive, engage, experiment, and grow. This high energy and motivation to innovate is leading our entrepreneurial creativity.

### GRIT

Our HRS community unites passion and perseverance for reaching the long-term goals of high performers.

### DRIVE

HRS is not a place for everyone. It is right for you when going the extra mile and pushing yourself to new dimensions.

### OWNERSHIP

We embrace responsibility, accountability, and assertiveness toward our goals.



**IF YOU ARE COURAGEOUS  
AND MOTIVATED BY THE  
DESIRE TO MAKE THINGS  
HAPPEN FOR THE BETTER,  
TOGETHER WITH  
LIKE-MINDED PEOPLE  
AND WITHOUT THE  
CONCERNS THAT COME  
ALONG WITH STARTING  
YOUR OWN BUSINESS,  
THEN YOU GET THE BEST  
OF BOTH WORLDS  
BY DEVELOPING YOURSELF  
AND OTHERS AT HRS...**

Here, you get access to a unique network of globally united and mutually responsible individuals, understanding themselves as a **"TRIBE OF INTRAPRENEURS"** passionately dedicated to making business life better while enjoying the challenge of supporting each other and thriving together."



**Alexandra Barth**

Chief People Officer HRS Group and CEO HRS Business Travel Club

# HOW: OUR TACTIC

How we get to where we want to be.

- How do we rule?
- What is our tactic to serve our vision?



## OUR CORPORATE IDENTITY



**SHAPING A NEW MARKET EXPERIENCE REQUIRES NEW INTERACTIONS AND MINDSETS.**

And this is the challenging, yet rewarding part of our HRS journey: to never rest on our laurels. At HRS, we are constantly challenging legacy structures and over-engineered ecosystems. We have always focused on the pursuit of a 'better way.' We challenge, we try out, we re-challenge, and try to get to the bottom of a matter.

## WE NEVER REST TO IMPROVE OUR CUSTOMER PROMISE.

**WE ARE A PARTNER FOR OUR CUSTOMERS THAT KEEPS PUSHING FOR BETTER.**

Operational excellence and memorable experiences are aimed to be lasting and repeating. Hence, we need to go the extra mile.

What does that mean for us?

Let's find out...



# OPERATIONAL EXCELLENCE VS. MEMORABLE EXPERIENCES

**ESSENTIALLY, WE WANT TO HAVE AS MANY LOYAL HRS CUSTOMERS AS POSSIBLE**

→ Loyal fans who tell others about their great experiences with us. ▲

## HOW DO WE GET THERE?

- We make merits rule, not entitlements.
- We initially need to have our basics right and meet expectations (NPS 7-8) through smooth standards and procedures, every day. These processes must work like a well-oiled machine. And of course, it asks for each of our skills, competencies, and experiences to bring along and enrich the working system.

## TO CREATE AWESOMENESS

- This requires us to connect and create an experience... to leave our comfort zones, to think and act big, and to pioneer new ways of working. And at the same time, to dive deep and seek the truth, making a difference on a personal level.

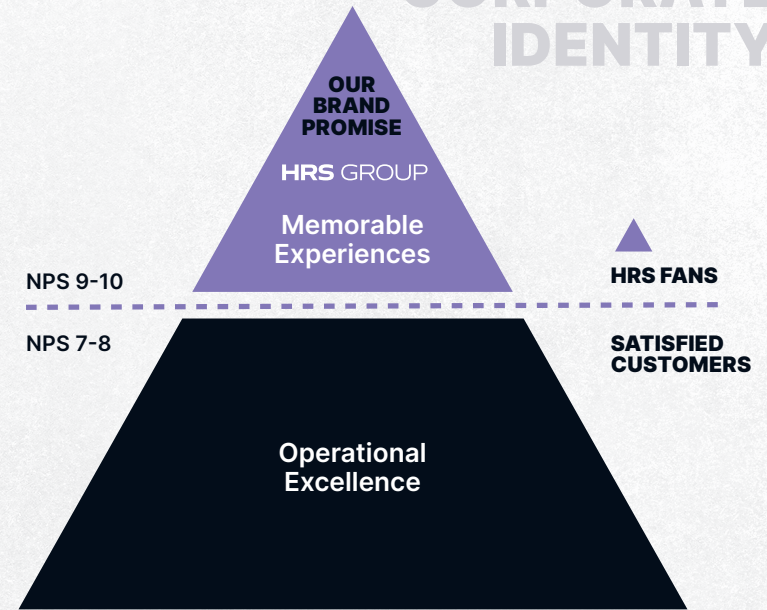
## HOW

- By sharing your ideas and inspiration and constantly optimizing to ultimately stay one step ahead of our customers
- By being part of a radical industry movement of continuous learning, passion, and perseverance.

## THIS MEANS

- **YOU** make the difference, you are the secret ingredient! Because if we want our customers to be excited and energized...
- This is what we need to be and do in the first place.
- Your energy and attitude radiate - **YOU** go first!

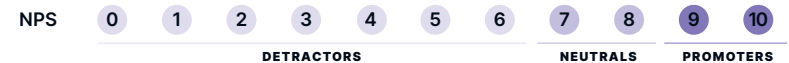
OUR CORPORATE IDENTITY



## WHAT DOES NPS ACTUALLY MEAN?

The net promoter score is one of our core metrics at HRS and describes a widely used market benchmark, always asking this particular question:

- Would you (as a customer) recommend HRS, our products & services to a friend or colleague?



Converting satisfied customers into HRS fans requires special commitment from everyone at HRS. Contributing new ideas and working tirelessly to stay one step ahead of the curve in a dynamic industry. Ultimately, this aspiration requires an environment in which this achievement becomes possible. We work hard with our People Solutions to enable the organization to perform at its best and to provide each individual with the opportunity to develop the best version of themselves.



**Daniel Pangritz**

Head of HR Business Consulting & Transformation, GERMANY

# WHAT: OUR PROMISE

Our reason for being.

- At core level, what do we actually do?
- What do we deliver?



## OUR CORPORATE IDENTITY

### WE ARE MAKING BUSINESS LIFE BETTER

For our customers across various segments and target groups.

### SO, WHAT DOES HRS ACTUALLY DO IN ESSENCE?

The core of our business units is a seamless end-to-end technology-empowered journey, enabled through proprietary platforms.

**OUR END-TO-END  
PLATFORMS  
HELP TO CHOOSE  
THE BEST PLACES TO  
STAY, WORK, AND PAY  
AROUND THE GLOBE  
GEARED TO OUR  
CUSTOMERS' GOALS.**

# WHAT

For our customers, our revolutionary end-to-end platform approach helps them make data-led decisions to choose the best places to stay and work from around the globe.

These decisions are supported by our proprietary payment solutions, which drive secure financial transactions that are tailored to customer goals.



I'm extremely proud to work for a company, which is a trendsetter in designing tech and data digital automated solutions to solve each and every known and hidden pain point in corporate lodging. We have been always leading the industry's evolution with a true customer-centric spirit and this is HRS.



**Marco D'Ilario**

Senior Vice President Global Markets & Operations, ITALIAN, based in SPAIN



I strongly believe that despite unavoidable software bugs and longer SLA at times, HRS Solutions are bringing extra value to corporates. This is what gives me a strong purpose when getting up every morning: that the services we offer matter. I believe that for example the HRS M&G tool and M&G team support make life easier for event planners.



**Piotr Plak**

Business Development Manager Meetings & Groups, POLAND

## OUR CORPORATE IDENTITY



## OUR SERVICE PROMISE MEANS...

- Providing a next-level traveler experience.
- Being future-ready.
- Taking decisive action, driving continuous improvement.
- Global plug and play interoperability.

# WHAT OUR PROMISE

## TAKE A MOMENT TO ASK YOURSELF

These are our three standalone business units.

↓ What do they all have in common?

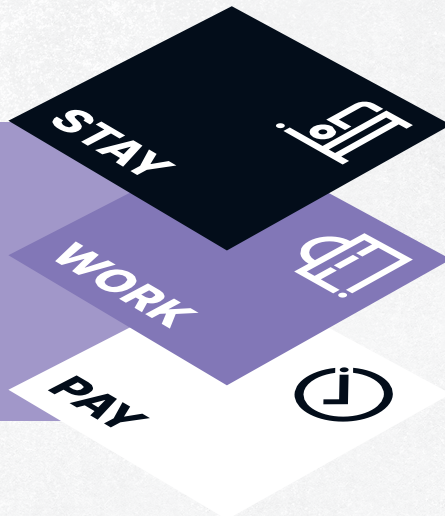
→ Business Travel Club

→ Destination Solutions

→ Enterprise Solutions

### ANSWER

No matter how different they are in their products & services and how diversely the customer is defined, all HRS businesses provide an integrated technological value-creation model.



## E2E TECHNOLOGY VALUE CREATION

In providing **STAY**, **WORK**, and **PAY** technology solutions, our end-to-end approach means accompanying the full customer journey experience in all our business streams - Enterprise Solutions (ES), Destination Solutions (DS), and Business Travel Club (BTC). So whether it's about B2B corporate travel solutions, vacation rental, or B2C booking solutions, what they all have in common is an integrated full-step business model owned by HRS.

This means we are entirely responsible for creating real value for our customers covering their various market needs - be it process management & operations, distribution, finding, selecting & booking, revenue management, or payment processes.

Game changers like Apple and Tesla are proof to us... Providing the full chain of business activities in the creation of HRS services is highly effective in differentiating us from other industry players and building market entry barriers; because the complexity of an E2E chain is much more difficult to manage than individual building blocks.



# WORKING BACKWARDS

OUR DESIRED CUSTOMER EXPERIENCE  
LEADING OUR BEHAVIOR.



# WORKING

# BACKWARDS

## **NOW THAT WE KNOW WHO WE ARE AND WHAT WE DO**

– We are going to focus on: How do we get there?

## **WHAT IS OUR WORKING PHILOSOPHY**

– We are now going to focus on: How do we unlock the customer magic?

Many organizations claim to put the customer first, but in reality this is not always entirely true. When we really care about what customers experience, this should be the starting point for everything we do. Creating a customer experience that is consistently memorable requires different thinking - backwards thinking.



# OUR PHILOSOPHY

# WORKING BACKWARDS

## HRS MANAGEMENT SYSTEM MOONSHOT ENGINE

The HRS Management System ← describes our ways of working.

## LEADING PRINCIPLES & WORKING ATMOSPHERE

Enabling the desired CX ←  
Guide us daily how ←  
to think and act

## GROWTH MINDSET, THINKING BACKWARDS

Our logistics, procedures ← and ways of working

### Solutions and Concepts

Enabling memorable service excellence is achieved through standardized and scalable methods, working instruments, and tools.

### Facilitating Standards, Tools, and Processes

Narratives, Flywheels, Customer Journeys, Objectives, Initiatives, and Input Metrics are elements of the HRS Management System, which is built on the foundation of this Culture Map.

### Leading Principles

Successfully creating the desired CX requires leadership that empowers us to do so. And we also have to empower ourselves. This is why the Leading Principles are 'for all of us' our behavioral framework and help us create the working culture we need in which we can perform and thrive.

### Stimulating Working Atmosphere

A working atmosphere is something that we all create together. Our atmosphere at work, no matter if it is in-person or remotely enables us to perform, stay motivated, and engaged. Consequently, it requires our active participation to shape the environment that we operate in and that is driven by the desired CX.

### Intended Key Behavior

Think from this perspective: YOU are HRS. When you talk with customers, partners or colleagues, you represent HRS. What you say and do impacts their experiences. Even if you are not in direct contact with clients, you make an impact and what you do affects the overall experience.

### Desired Customer Experience

The starting point for all our thinking and creating, delivering a memorable experience for our customers is our daily focus... for each and every one of us, directly or indirectly. Regularly questioning your actions actually serves this end experience.

Working backwards allows us to make the desired HRS customer experience the driving force in our employee behavior, working culture, service development, and optimal leadership.

When reversing the value chain, you start with the experience you want your customers to have. Then you design, act, and work backwards from there, supported by having the right processes and practices in place."

# THINKING BACKWARDS ALLOWS US TO WORK WITH THE TARGET IMAGE IN MIND.

WHETHER IT IS PERSONAL  
OR PROFESSIONAL,  
THE DESIRED EXPERIENCE  
BECOMES OUR  
NORTH STAR  
AND OUR CULTURE MAP  
IS OUR COMPASS  
FOR GETTING THERE!

“

Our customer-centric approach is helping us to focus on understanding our customer needs deeply, offering relevant solutions which are meaningful to the customers, measuring our performance based on metrics that matter, and building a customer-focused team thriving on value creation.




**Neelu Singh**  
Managing Director APAC, INDIA



Understanding where our company is coming from, what we stand for, and why we exist sets the basis to eventually define what Working Backwards really means for HRS.




### TAKE A MOMENT TO ASK YOURSELF

 → What does real customer experience mean for your everyday tasks and decision-making process?

### IMAGINE, IF SOMEONE ASKS YOU WHAT WILL I EXPERIENCE,

- When I work with HRS?
- When I book with HRS?
- When I partner up with HRS?
- When I buy from HRS?

 → What's your answer?

### WE HAVE ALSO ASKED OURSELVES THESE QUESTIONS...

...what every customer, hotel partner, or any other stakeholder should experience when working with HRS. **Find out the answer**



# THE POWER OF ONE CUSTOMER EXPERIENCE

- What we want our customers to experience is directly linked to how we act and interact with them every day.
- Our behavior is derived from the desired experience.



 **YOU ARE IN THE LEAD TO CREATE THOSE MOMENTS.**

WORKING BACKWARDS

**INTENDED KEY BEHAVIOR**

**DESIRED CUSTOMER EXPERIENCE**

 **REAL WORLD HRS WORK EXAMPLES**

<p><b>I OWN COMMITMENTS</b> →</p>	<p><b>I FEEL WELL TAKEN CARE OF</b></p>	<p>“</p> <p>In the HRS world, there is nothing more distinguishing than our customers' experience. We helped our busy customers from Alibaba to have a better stay experience through our priority services. Priority services, for instance mean having a VIP hotline just for them with instant pickup and a highly capable agent to help with domestic and international requests, which most players in China will not offer. From last-minute booking to long-stay arrangements, our customer-driven support team will always be there to ensure the service level is met, the process is seamless, and most importantly, the customer feels in the know and well taken care of.</p> <p> <b>Mike Ding</b> Managing Director China, CHINA</p>
<p><b>I TRULY CONSULT</b> →</p>	<p><b>I FEEL IN THE KNOW</b></p>	
<p><b>I ELEVATE YOUR "MISSION"</b> →</p>	<p><b>I FEEL EXCITED TO MAKE A DIFFERENCE</b></p>	<p>“</p> <p>Crisis situations opened up new opportunities we'd not encountered previously. Our teams had to collaborate rapidly to innovate and deliver urgent solutions which has led to the creation of an entire new business unit. Having strong standards and processes are important and combine that with the magic our people delivered in response, then we know we're on the right road to truly making a difference.</p> <p> <b>Ana Pedersen</b> CEO Government, Insurance, and Crisis Solutions, AUSTRALIA</p>
<p><b>I CONTINUOUSLY OPTIMIZE</b> →</p>	<p><b>I FEEL ONE STEP AHEAD</b></p>	



TAKE A MOMENT TO ASK YOURSELF

→ **WHAT DOES THE  
DESIRED CX LOOK LIKE  
FOR MY TEAM?  
WHO IS MY CUSTOMER?**



→ **HOW DOES  
THE DESIRED CX  
INFLUENCE MY WORK?**



→ **HOW DO YOU  
CONTRIBUTE TO  
BRINGING THE  
DESIRED CX TO LIFE?**



# OUR INTENDED KEY BEHAVIOR DERIVES FROM THE DESIRED CX

WORKING BACKWARDS

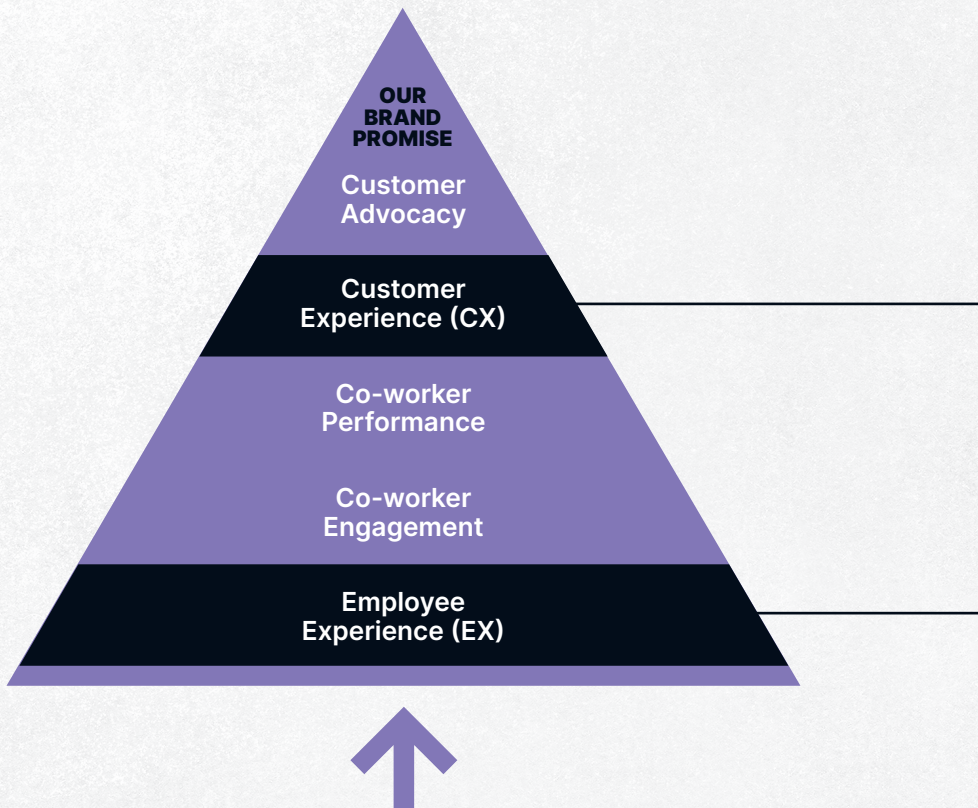


**THESE ARE THE BEHAVIORS WE NEED TO SHOW TO BRING THE CX TO LIFE**

	INTENDED KEY BEHAVIOR = EMPLOYEE EXPERIENCE (EX)	DESIRED CUSTOMER EXPERIENCE (CX)
Each customer needs to feel recognized and truly valued, no matter how big or small their requests, issues or questions. This requires us to commit and comply to resolve any problems. We might also be required to share this problem across HRS and cooperate with other business teams and leaders. At all times, we must care. No request should be beneath us.	<b>I OWN COMMITMENTS</b>	→ <b>I FEEL WELL TAKEN CARE OF</b>
Anticipate the customer's needs: Our customers expect full service and presence in everything we provide. They should feel that they are listened to and assisted appropriately. In fact, it is our job to figure out what the customer actually needs. This requires active listening skills, to really know our industry, and to use data-driven insights and tech expertise to prove it. Ask yourself: How can I enable myself and my team to be better consultants?	<b>I TRULY CONSULT</b>	→ <b>I FEEL IN THE KNOW</b>
We operate in an industry with customers who are serving their customers – the traveler. It is our goal to enrich their work by helping them to fulfill their own missions. We help them to feel that what they do truly matters. We need to put ourselves in our customer's place, show empathy, and understand and embrace their roles and tasks.	<b>I ELEVATE YOUR "MISSION"</b>	→ <b>I FEEL EXCITED TO MAKE A DIFFERENCE</b>
Our customers are highly sophisticated and knowledgeable. They want to feel smart and enriched. Each of us has the ability to uplift our customers through a mindset of optimization and pushing the status quo. Trying out new approaches for better outcomes may feel uncomfortable, but this is not about invention... it's about being proactive, challenging, questioning, innovating! We will always anticipate what's next to create solutions that make a difference tomorrow.	<b>I CONTINUOUSLY OPTIMIZE</b>	→ <b>I FEEL ONE STEP AHEAD</b>

# CX ENABLEMENT THROUGH EX

It is our mindset, our motivation, and our ambition that drives us to deliver the ultimate customer experience. We need to act as an enabler for our customers. In other words: It's our HRS Tribe that makes or breaks the experience.



WORKING  
BACKWARDS



To quote Richard Branson: "Employees come first. Take care of your employees and they will take care of the clients." This resonates with me as I truly believe that HRS cares about their employees' well-being. As a result, I feel motivated to do more than what's expected in delivering exceptional service to hotel partners.



**Rowena Montafia**

Hotel Account Executive, PHILIPPINE based in the USA



The market today is highly competitive both in the business and in the hunt for talent. Retaining employees is very much similar and directly related to retaining customers. At the end of the day be it customers or employees we are just people and understanding what matters most to people is the key to any successful business. An employee who feels comfortable to share his thoughts and ideas, is sufficiently trained and does not fear failure will be confident and engaging in front of the customer!

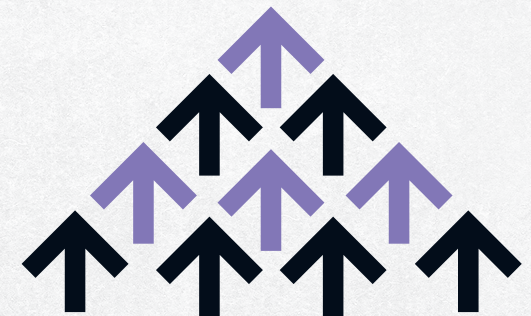


**Dilip Balakrishna**

Head of Reporting & Analytics and BI Architect, INDIAN based in GERMANY

**IN OTHER WORDS IT'S OUR HRS TRIBE THAT MAKES OR BREAKS THE EXPERIENCE.**

When **CX** = Customer Experience, then **EX** = Employee Experience



# OUR WORKING ATMOSPHERE TO EMPOWER BEHAVIOR

So you've just learned - it's the people who weave the magic in creating real brand value. And we also know that the workplace we're in directly impacts and stimulates our behavior. Hence, one way in which HRS empowers its employees to live up to the desired customer experience. is to cultivate a work environment that allows you to think and act comfortably and safely as an Intrapreneur.

“

I love working in an everyday changing environment that requires me to adapt, learn, and grow. And that is something that really gives me a purpose here at this company because we're striving to increase quality, also efficiency when it comes to customer delivery. The secrets to success for me are long night's work. And at the same time be kind and have fun at work. I invite everyone to enjoy the time here at HRS, be brave, never be afraid of asking questions or your colleagues for help, and have fun.



**Sonja Klasen**

Vice President Customer Delivery & Operations,  
GERMANY

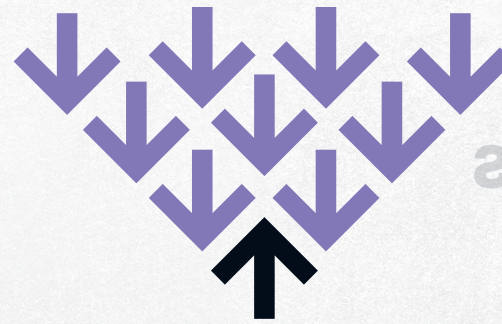
“

Only through passion, entrepreneurship, and uncompromised customer-centricity we have achieved HRS' success. This is what will enable us to harness the massive opportunities ahead.



**Martin Biermann**

Chief Product Officer, GERMANY



WORKING  
BACKWARDS

## OUR OPTIMAL WORKING ATMOSPHERE IS OUR HOW

→ To clearly outline in which workplace we want to support you in unlocking your full potential, we can define the optimal working atmosphere as follows:

→ **PERSEVERANCE**

→ **CONTINUOUS  
LEARNING**

→ **PASSIONATE**

→ **RADICAL  
RETROSPECTIVE**

And everything connects with understanding the role of empowerment to shape our workplace environment.

Find out  
now



# THE ROLE OF EMPOWERMENT... SHAPING OUR ATMOSPHERE & BEHAVIOR

**At HRS,** Empowerment means fostering a “help me to do it myself” mentality. In this rewarding way, we experience a great deal of meaning, competence, self-determination, and influence on our jobs.

Empowerment paired with self-responsibility leads to more employee engagement, job satisfaction, and loyalty to the company, but also proactivity, innovative behavior, and better performance.

It is your very own journey to personal growth.

**At HRS,** we ask you to act like an intrapreneur. Therefore, our ambition is to empower you to live up to that!



## TAKE A MOMENT TO ASK YOURSELF



- Do you have everything you need to act like an intrapreneur?
- If not, what is it that you need more of?  
And what do you need less of?




Share these thoughts with your leader


# OUR WORKING ATMOSPHERE TO EMPOWER BEHAVIOR

The optimal working atmosphere is created by all of us - our leaders, our teams, and it starts with you!



## TAKE A MOMENT TO ASK YOURSELF

 → How do you contribute to create the working atmosphere in Zoom or personal meetings?

 → Imagining that everyone is following your lead in meetings and collaboration environments. How are you setting a good example in terms of mood, attention, interaction, communication?

## TIPS

- Make feedback a weekly habit, in terms of mood, attention, interaction and communication.
- Offer genuine but candid feedback to your colleagues.

# OUR LEADING PRINCIPLES

RAISING THE BAR IN EX & CX  
BRINGING OUR DNA TO LIFE



A photograph of two men in a conference room, seen from behind, looking towards a large screen. The man on the left is wearing a grey sweater and a lanyard with a badge. The man on the right is wearing a brown sweater. The background is filled with other people seated at tables, suggesting a large gathering or conference.

## OUR LEADING PRINCIPLES

“  
**THERE IS A  
DIFFERENCE  
BETWEEN GIVING  
DIRECTION AND  
GIVING DIRECTIONS.**

**Simon Sinek**

British-American author and inspirational speaker

# OUR EVERYDAY LEADING PRINCIPLES NEATLY MESH WITH OUR DESIRED CX, WORKING ATMOSPHERE, AND KEY BEHAVIORS.

We crystallize these priorities in our nine HRS Leading Principles.  
↓ Now it's time to make our HRS Leading Principles visible to you.

## OUR LEADING PRINCIPLES



### TAKE THE CUSTOMER VIEW FIRST

Customer success is what we strive for and this trumps our own commercial success. We always take a long-term perspective by foreseeing customer needs to elevate the experience and engineer backwards accordingly.



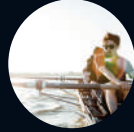
### THINK AND ACT BIG

We are big thinkers and big doers. We challenge the status quo, deliberately leave our comfort zones, work hard and grow from making mistakes. We approach every day with a growth mindset and love to make things happen.



### HIRE THE MOST LIKELY TO WIN, AND DEVELOP TO BECOME THE BEST

We strive for organizational upgrades, constantly Raising the Bar. We look for talents who go the extra mile, are eager to grow and have grit. We hire people based on passion and potential, as we believe that hard work trumps talent. We act as coaches to help our team members grow, through radical, candid feedback, anytime and anywhere.



### MAKE MERITS RULE, NOT ENTITLEMENTS

We share living up to a culture of merit. We know that entrepreneurial leadership is built on a foundation of personal ownership, self-discipline and accountability. We believe placing rights above contribution harms our company culture, and recognition should be earned.



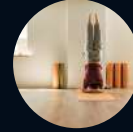
### PIONEER FOR GROWTH

We are learning pioneers who pave new ways and reflect to learn. For us there is never a perfect state, but only perpetual improvement. This includes more effective processes, better products, smarter commercial models, latest technologies and new ways of working.



### DIVE DEEP AND ACT UPON IT

We understand and manage all levels of our business. From strategy to whatever it takes to execute, we consider no task beneath us. We keep exploring input metrics as our executional guardrails and take ownership for the entire customer experience; that entails seeing, owning, solving and doing.



### ACHIEVE MORE WITH LESS

We strive to become more effective every single day. We don't complain about a lack of resources, set priorities and abandon less important activities to concentrate on things that move the needle.



### SEEK TRUTH AND COMMIT

As leaders, we give purpose to each mission, and provide autonomy in order to achieve it. On our way we seek different perspectives and challenge each other with good intentions, all while striving for the best decision for the company. It's ok to disagree but once a call has been made, we follow through with ownership and discipline.



### FOSTER HEALTHY RELATIONSHIPS

We are all part of a team that wants to win championships and is constantly striving to improve. We believe in the power of team work and it is the responsibility of the entire team to create an atmosphere where everyone can become the best version of themselves.

These Principles should accompany you on each task you tackle, driving your actions and decision-making. They guide you to align in meetings and to re-focus.

Find out more here and learn what they are and what they are not. Discover practicable examples and mindset attributes connected to each principle. →



# OUR LEADING PRINCIPLES WHAT ARE THEY?



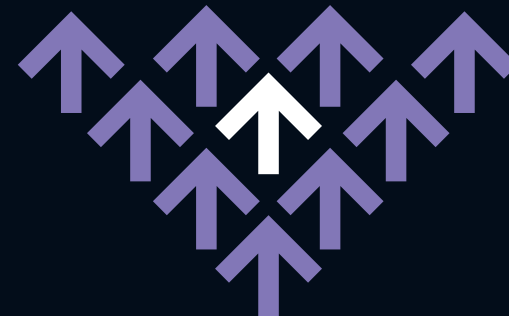
- The Leading Principles define our corporate mindset and intended key behavior. They guide our working day in all facets from how we organize ourselves to how we act to reach our goals. That's why they directly impact the working atmosphere and the desired customer experience.
- They are a crucial part of the company's DNA. They give direction and support for the creation of ideas and products, for discussions, prioritizations, and the decision-making process.
- They are guidance for everyone because every Tribe member at HRS is a leader: Being an Intrapreneur also requires thinking and acting as a leader even though you might not (yet) lead a team. This is why our Principles are called Leading Principles. They apply to each and every one of us.
- They are the basis to challenge ourselves and others; that's how we grow and learn.
- They are a fundamental element of the HRS culture, on which we also measure our company's and personal success.
- They are an important instrument in measuring individual and team performance.



We have an unbeatable value proposition that is a winning recipe. In a world facing new challenges in establishing new ways of work, stay and pay, it is the HRS DNA manifested in our Leading Principles that enables the collective success of our Tribe. These behavioral principles unite the best individuals into winning teams shaping the new ways of working with market-leading innovation.



**Jochen Jaser**  
Chief Information Officer, GERMANY



# OUR CULTURE IN ACTION

HOW TO LEAVE A FOOTPRINT IN  
THE WORLD OF TRAVEL TECH AT HRS



# NOW YOU'VE EXPERIENCED ALL ELEMENTS OF THE HRS CULTURE MAP IT'S YOUR TURN TO PRACTISE AND BRING OUR CULTURE TO LIFE.



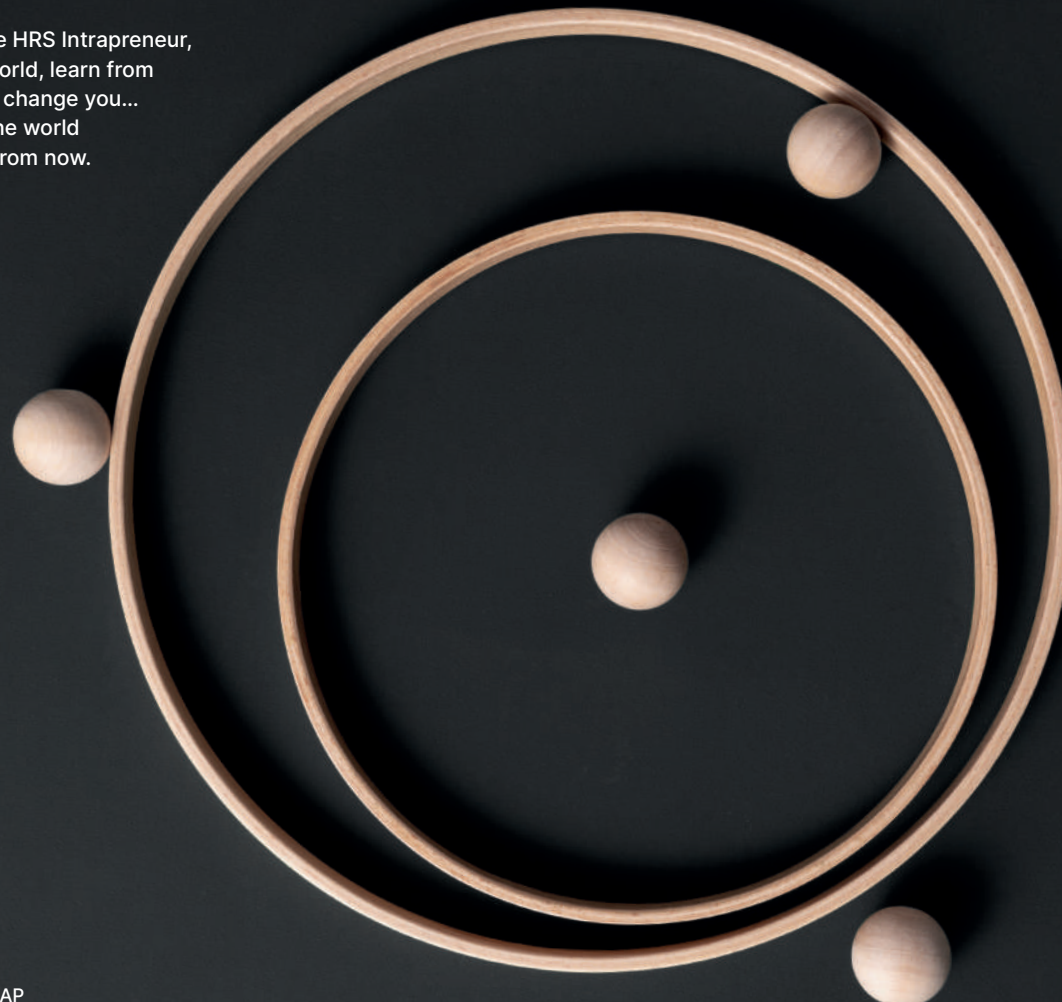
We invite you to be a true HRS Intrapreneur, to experience the HRS world, learn from challenges, and let them change you... and you might just see the world differently a few weeks from now.



The culture of our company is one of the most important assets for me. Through our strong corporate culture, our employees are united in achieving the highest sustainable goals. Especially during large transformation processes like the merger and further global expansion of HRS PAY, it is important to give all employees a tangible "home" within our changing company. This makes our employees and their work feel valued and motivated to work together. I myself try to align our culture with individual values and needs in discussions with teams and employees. Especially trust, transparent collaboration and the structure of the processes should help us to make our culture tangible again and again.



**Helke Vaskovics**  
Chief Operating Officer  
for HRS PAY, GERMANY



## TAKE A MOMENT TO ASK YOURSELF

- Are you ready to dive deep into realization?
- Are you ready to explore how HRS fosters continuing progress by providing you with all the right tools?

# OUR CULTURE IN ACTION

**WORKS WHEN THE WHOLE TRIBE COMMITS TOGETHER TO UNLEASH THE 'POWER OF ONE'.**

## YOU KNOW BY NOW

- The HRS Culture Map will only unleash its magical power when we embed it into our daily work life. When it comes to culture, mindset, working atmosphere, building habits, values, leadership, and our own intended behavior - all those components never stand alone. They all condition each other. They are never a standalone project.



## CULTURE MAP

Understanding and applying the Culture Map as the umbrella of the management system which describes the HRS corporate identity, leadership principles, key behaviors, and working backwards philosophy.

- ✓ Think of the Leading Principles and desired CX in everything you do.
- ✓ Assess yourself, reflect, and give feedback.
- ✓ Understand and embed the Culture Map framework and its elements in your meetings and team sessions.
- ✓ Make meaningful connections.
- ✓ Expand your horizons and professional network.
- ✓ Build habits and routines.



What really excites me of HRS culture to guide us in action is that everyone in the organization believes in a customer-centric approach and work as a tribe in order to improve our customer promise, listening to everyone's ideas and not being afraid of testing new initiatives. For example back in April 2022 we had in Southern Europe a really low percentage of Green Stay sign-up hotels so we worked together with Vladimiro from the Italian team and Mark from Marketing to prepare a call to action communication in local language with some markets specific insights on sustainability and so far we have seen important increases in submission in some key markets". It's great to see what impact we have with such initiatives.



**Juan Leal**  
National Key Account Manager Chains, SPAIN

# WHAT'S NEXT

**KEEP THIS CULTURAL PASSPORT CLOSE TO YOU AND MAKE IT YOUR TRUE WORKING GUIDELINE IN EVERYTHING YOU TACKLE AT HRS!**

## WHY THIS CULTURE MAP MATTERS

It's our very own culture that transforms our company into a team. A team that faces constant new challenges and opportunities in how to deliver real business value to the discerning customer. It's the people that have shaped the DNA and story of this company; through them, HRS has developed into the multifaceted and complex business it is today, and through them it will forge its way forward.

**WE ALSO KNOW** it makes daily communication, collaboration, and decision-making processes sophisticated. There is a need to find common ground despite individual roles, experiences, and interpretations. A clear north to connect the dots to where we are all heading. Clear guidance in how we think and act, what are the Do's and Don'ts at HRS, and how we envision what real customer service means for us.



Regardless of where you are in the world, the right skill set and experience may make you relevant for the HRS mission... but it is the cultural fit that makes you successful.



**Lukasz Dabrowski**

Senior Vice President Global Supplier Relations,  
POLISH, based in GREECE



## TAKE A MOMENT TO ASK YOURSELF



→ What are your favorite working rituals that work well for you?

## NOW THAT YOU HAVE READ THE PASSPORT



→ What is the first thing that comes to mind that you want to do differently at work, starting tomorrow?

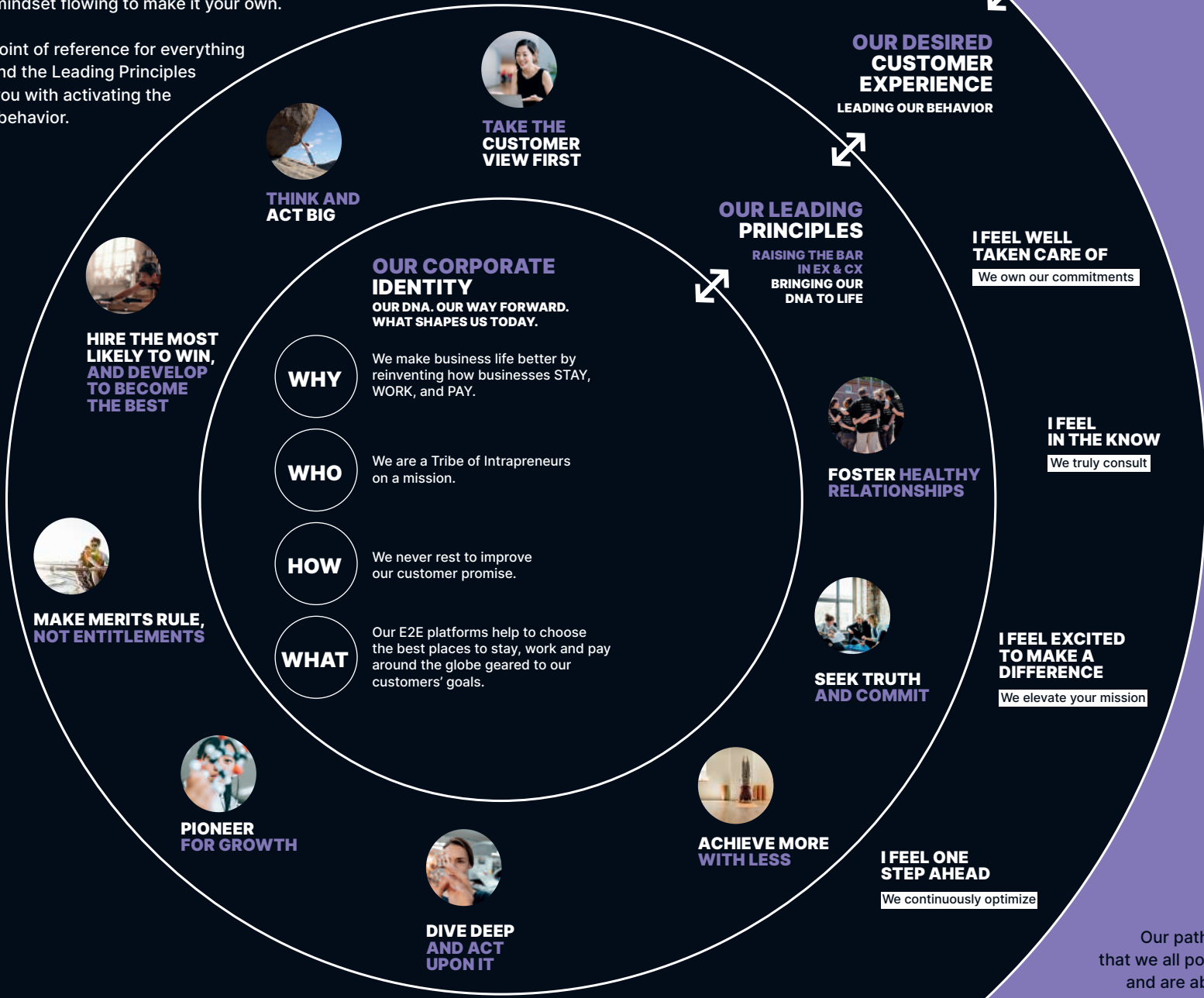
**ARE YOU  
READY  
TO ELEVATE  
OUR MISSION  
AND LEAVE  
A FOOTPRINT  
IN THE WORLD  
OF TRAVEL  
TECH?**



# HRS CULTURE MAP IN A NUTSHELL

This framework helps to keep focus right and within it, get your mindset flowing to make it your own.

It's your point of reference for everything you do. And the Leading Principles will help you with activating the intended behavior.



## ONE LANGUAGE ONE DNA

Our path moving forward means that we all point in the same direction and are able to deliver memorable customer experiences.

HRS GROUP

**ENJOY  
THE RIDE,  
MAKE  
THE MOST  
OF IT!**



## **WHY IS IT ACTUALLY CALLED THE HRS CULTURE MAP?**

Because it is our North Star in everything we do. It embeds our corporate values and details HRS' purpose, working philosophy, ways of working, the desired customer experience, Leading Principles, and our intended key behavior. It offers guidance, support, and direction and is the foundation for our collaboration and for all that is discussed, decided, developed, and created.

## **HRS LEARNING, DEVELOPMENT & CULTURE**

[people-development@hrs.com](mailto:people-development@hrs.com)

