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Our reasons for introducing a quality management system were the growth of the resort to 120 rooms and the expansion of the spa area, reallocation of roles within the family business and the knowledge that only utmost quality and consideration of all interest groups such as guests, employees, suppliers and the region can bring about long-term success. We decided for the EFQM Excellence Model and we started working with it in 2003 with a self-assessment and our first strategy conference. From the beginning we were supported by the EFQM very well. Vision and mission were formulated as well as our **Schwarz Promise** and our **Schwarz Values** that are characterising our business. Combined with a balance of continuity and innovation, this creates a foundation of trust and loyalty among customers, employees and partners.

Our Values are the basis for how we treat each other, both between management and employees, and within our departments. However, it is particularly important that we apply them for all groups involved, such as guests, partners and suppliers. The Values play an important role in our manual, the employee newsletter and the various team meetings. A Value of the month is chosen by the management during the monthly managers meeting and then communicated to all employees. The goal is for the employees to

put the Values into practice and integrate them in their work. That has enabled us to create an open and respectful corporate culture, which involves all employees in the development of the company.

One Value is particularly important for us: Acting as a role model. Directors and management act as role models for their employees and guests. Constant exemplification of this Value is the foundation for the **Schwarz Promise:**

Family cordiality

Active hospitality and enthusiastic employees. Both, we as the host family and our team react to the wishes and needs of our guests, flexibly and individually, and seek personal contact and interaction with our guests. So we receive valuable feedback and we are able to note the wishes for the next visit.

Year-round diversity

We offer a wide range of options for individual moments of pleasure throughout the year and for all generations. The range of sports, leisure, Spa and health activities in a wonderful landscape forms the basis for it.

Lasting zest for life

Attentiveness and an active regional focus are our roots, which make inspiration and new ideas possible.



These Values increase health, vitality and allow us to enjoy our environment even more. We take our social responsibility seriously and inspire our guests to try new things.

After several milestones like the establishment of strengths and areas for improvement, creation of workflow descriptions, the establishment of the Schwarz Academy as an internal training centre and the foundation of our project groups ("Green Schwarz Flower" – social and sustainable responsibility, "Inside" – for employees, "Guests" and "Health"), accompanied by the EFQM, we applied for the EEA in 2010 the first time and reached the finalist status.

We received a detailed feedback report that was the basic for several improvements and for our work during the last years.

Successful measures to promote our Values and the Schwarz Promise:

An annual strategy conference – the management chooses the direction for the future, monthly managers meetings, regular innovation workshops, the comprehensive development of employees and partners and continuous improvement of internal and external communication structures.

A house for all generations:

As a third-generation family company, we want to be a welcoming environment for all generations both for our guests and employees. With our services and facilities, we cater individually to the needs of all age groups. That allows us to host all generations and a wide range of events, and a new generation of young regular customers encourages us in our efforts.

The significance of leadership with vision, inspiration and integrity will have an increasing impact on the company success. Interaction with integrity and esteem creates a foundation of trust, inspiration and sustainable success. Only companies whose corporate culture can generate comprehensive health and meaning for all interest groups will remain inspiring in future, and do so with integrity.

True to our mission – "Health and zest for life for all generations".

Our way of excellence during the last 10 year was characterized by the good cooperation with the EFQM. We would like to thank the EFQM for their support. For us, the exchange of ideas, feedback reports, workshops, good practice examples... are very important and help us in our daily business.

About ALPENRESORT SCHWARZ

Alpenresort Schwarz***** is one of the most diverse tourist and spa resorts in the Alps and offers premium recreational and activity holidays for all generations focussed on health and unforgettable experiences. Genuine hospitality and enthusiastic employees are a key part of the company philosophy.

Alpenresort Schwarz has been using the EFQM Model since 2003. In 2013, we were honoured to receive the overall EFQM Excellence Award (EEA), as well as the individual awards in the "Succeeding through the Talent of People" and "Adding Value for Customers" categories.

The key performance indicators have improved significantly in almost all areas since we started using the EFQM Model. The EEA shows us and our employees that we are moving in the right direction.

We are delighted to pursue excellence together with our team every day, and we congratulate EFQM on its 25th anniversary.

LEADING WITH VISION, INSPIRATION AND INTEGRITY