



ASPIRE® - TAKING ON THE EXCITING
CHALLENGE OF GROWING OUR
GLOBAL BUSINESS TOGETHER



Climb Mount Kilimanjaro our 2017 CSR Challenge

FOREWORD

The business world has many stories of ‘challenger brands’ that have suddenly taken centre stage and achieved remarkable success. Successful companies achieve their growth goals through offering something radically different to traditional competitors. Significantly, they had a clear understanding of what they wanted to achieve.

K2 is a challenger brand that has changed the industry by providing customers with far greater choice. We have built a business and achieved great support from our clients and we now need to carry this momentum into the next stage of our development.

We build relationships with our clients by working together to identify their challenges and develop answers, to help their mobility programmes create long-term value for their international organisations and achieve a sustainable competitive advantage in their market.

Everyone at K2 has a role to play and the opportunity to shape and own a stake in our company.

K2 belongs to us - and so does its future. Let’s rise to this exciting challenge together.





WELCOME TO ASPIRE®

ASPIRE® is the name of our global five-year plan to elevate the K2 brand to the pinnacle of the Global Mobility industry.

Our goal is to challenge the industry and build K2 so it becomes the most respected brand within Global Mobility. At the same time, we'll make our services accessible to as many businesses as possible.

Today, no business can afford to stand still... especially when everything around it is moving so fast. So ASPIRE® sets out our path for the journey ahead.

ASPIRE® embodies our strategic growth objectives. It includes the goals that we must achieve, the projects that involve us all, and the framework for working together to empower us to succeed.

ASPIRE® encapsulates a whole programme of exciting projects, activities, plans, ideas, technologies and collaborations between teams, the world over. The role you play will be essential. So please get involved.

K2
Founded
2002



£1 million
revenue.
And our first office with natural light

First RFP win
SONY



86
countries

The
idea



Scandinavia

Singapore

10,000
assignments

400
partners



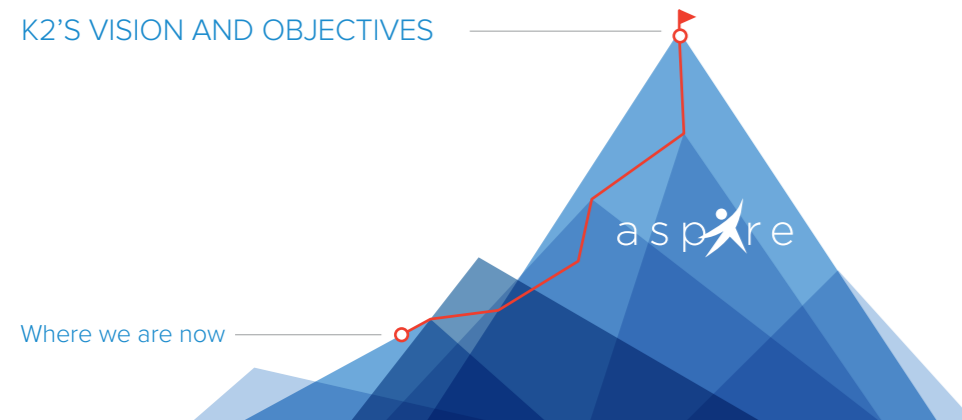
SETTING OUT A CLEAR STRATEGIC DIRECTION

ASPIRE® takes us forward, beyond today's achievements, so we can fulfil our Purpose and achieve our Ambition in ways that reflect our Values.

We're setting out targets and benchmarking ourselves against them continually, so we can see how far we've come and what's next. We'll keep you updated with each important milestone, from financial targets to customer satisfaction scores.

Certainly, the expertise, vision and awareness of our leadership team is critical. But every K2 employee, in every location, has a role - and can take part, as the programme extends, widens and deepens. There will be important roles for you.

K2'S VISION AND OBJECTIVES



Where we are now



“ASPIRE® shouldn't be viewed solely as a corporate initiative. ASPIRE® belongs to everyone. We're all stakeholders - and beneficiaries.”

RICHARD RUTLEDGE, K2 ASPIRE GLOBAL LEADERSHIP TEAM, UNITED KINGDOM

Houston, Texas

01 PROVIDING A CLEAR FOCUS FOR OUR BUSINESS - AND VALUE PROPOSITION FOR OUR CUSTOMERS

OUR AMBITION

“To transform Global Mobility from a cost centre to a centre of value creation and a source of competitive advantage for the business which delivers an identifiable return on investment.”

K2 VALUE PROPOSITION

“K2 Corporate Mobility is an independent global mobility expert, we create value through providing a ZERO Noise service to corporate clients when relocating their employees. We manage and broker services through our global partner network, and strive to be a true business partner – an extension of our clients' HR function. We provide one accountable point of contact for HR teams and assignees throughout the international assignment. We ensure compliance and provide performance reporting to identify the value Global Mobility creates for their business.”

K2 SPIRIT®

Our Values and way of working that will help us achieve our Ambition.

- 01 **To provide** one accountable point of contact for HR and its assignees.
- 02 **To provide** comprehensive mobility service and leading expertise to address critical challenges.
- 03 **To reduce** the time and money that HR need to spend managing vendors and their Global Mobility programme.
- 04 **To consistently ensure** an impeccable assignment experience that enables employees to achieve optimum performance in their role.
- 05 **To provide the services,** systems and expertise to enable people to communicate and collaborate more effectively internationally.
- 06 **To enable** Global Mobility to support their business in achieving its international goals.
- 07 **To provide** the reporting that enables Global Mobility to track performance and demonstrate the value Global Mobility creates for their business.



“K2 feels like a global team where we all support, share knowledge and celebrate each other's success. Waking up and looking forward to going to work is an amazing feeling.”

CARL SUNDRÖM, K2 SCANDINAVIA, SWEDEN

02 ACHIEVING SUSTAINABLE GROWTH

K2 is expanding and thriving. But we need to use this momentum to carry us through to the next stage of growth through ASPIRE®.

WHAT WILL SUCCESS LOOK LIKE?

Some companies alternate between periods of sharp expansion and steep decline. But our growth needs to be steady, predictable and sustainable. At the outset, that means setting ourselves growth targets in terms of revenue, profitability, cases and, most importantly, client retention. Here they are opposite.

HOW ARE WE GOING TO ACHIEVE OUR TARGETS?

The role you play is essential. Every customer experience needs to be world class. Creating stronger bonds with our customers will continue to be about understanding their needs, so we become their most trusted resource.

Retaining existing customers

We will develop an account management programme that provides our clients with the most compelling reason to stay with K2 and to increase their business with us.

Developing contracts

We will use SEQUENTIAL® to develop existing clients, identifying areas where they have key challenges. We'll solve them, either through the services that we offer in-house or provide via our partners.

New Global Assignment Management Hubs

Opening offices in every country isn't sustainable but we'll establish some new locations that are strategically important - where our clients need support.

Creating greater K2 brand awareness worldwide

We'll define a clear value statement and share it globally through collaborative marketing and business development, using the latest digital communication techniques that enables every K2 employee and customer to share our brand.

Building our position as 'thought leaders'

K2 will become the 'go to' brand for best practice. We will introduce a new inbound approach to Global Mobility based on creating content that addresses our customers' challenges and using data to develop new services.

Introducing a new Global Business Development model

We'll be adopting greater consistency and best practice for business development, enabling teams to work more collaboratively.

Implementing contracts quickly, optimised for success

We're working on new ways to on-board clients and services rapidly and effectively, so we can achieve outstanding results, faster.

Maintain profitability

All businesses must remain profitable to have any future. We'll continue to innovate and optimise every aspect of our business - and take new opportunities so we can hit our financial targets. Everybody can contribute.



“ I feel we are here to make lives easier. I love coming up with solutions to make their lives easier. ”

NADIA STANDER, K2 AFRICA, SOUTH AFRICA

OUR TARGETS

CLIENT RETENTION RATE



CUSTOMER SATISFACTION



REVENUE



*Actual figures

Stockholm



03 SUPPORTING OUR PEOPLE & GREATER GLOBAL COLLABORATION

We want to build and foster a K2 Global Culture where we naturally work together on projects and communicate with each other on a daily basis on all elements of our business. ASPIRE® will help us to enrich the way we do this.

WE'RE MAKING K2 THE BEST PLACE TO WORK IN THE GLOBAL MOBILITY INDUSTRY

We'll develop, agree and implement our worldwide K2 people programme to ensure K2 is a great place to work. Building on our success already in this area, we'll make K2 the brand that people want to work for within the Global Mobility industry.

We'll strive to provide our people around the world with the support they need, through industry-leading training, development, mentoring and coaching - so everyone achieves their potential. We'll also celebrate your successes and reward every achievement.

WE WILL DEVELOP OUR K2 TALENT PIPELINE

We've got great talent within K2 - and we need to develop and harness this increasingly. It gives us the edge, ensuring that clients choose us for so many assignments. Our talent strategy will be about nurturing the right approach and expertise we need to achieve our ASPIRE® goals. We'll focus on everything from graduate programmes to developing tomorrow's leaders.

WE ARE GOING TO COLLABORATE IN EVEN SMARTER WAYS

Let's work together, even better. We already have email, Skype and ways of communicating. But we also want to implement an updated communications system that will enable everybody within K2 to collaborate quickly and easily. Face-to-face meetings are still important between teams - and we've got plans lined up for that too.

EVERY K2 EMPLOYEE WILL BENEFIT, WHEREVER YOU'RE BASED

It's vital that a global business treats all its employees consistently- in every location across the world. We'll be making that happen with a new global employee handbook, plus common policies that reflect best practice and benefit everyone.

EMPOWERING EVERYONE WITH A REAL SENSE OF OWNERSHIP

Some of the world's best companies enable their employees to have a stake in their ownership. K2 will be working towards launching a staff share scheme.



“Working at K2 for me is a truly collaborative and inclusive experience; and as an employee I feel invested in a company that wants to succeed by delivering an honest and excellent service. I believe this is reflected in the people that work for K2 and I think our clients feel the same.”

GAVIN CARRUTHERS, K2 EUROPE, UNITED KINGDOM

04 BUILDING A SCALABLE BUSINESS

At our core, K2 is a customer services and supply chain management company, providing assignment management services. Our ability to manage partners is critical to our success. As we grow, we need a business structure that enables us to grow easily without compromising on quality or customer service. ASPIRE® will play a vital role.

K2 HAS AN ADVANTAGE OVER OUR CONVENTIONAL COMPETITORS

Employee-for-employee, we are more efficient in how we support more customers to a higher service standard - because we're not bound by owning assets and the entire supply chain. Our strength is in our ability to manage our GAPP Network and the best service experience to our clients.

OUR SERVICES MUST ALWAYS STAY RELEVANT TO OUR CUSTOMER

We'll keep refining and enhancing our services to customers using the latest systems, skills and techniques - so they'll be relevant today, tomorrow and in 2020.

WE'LL ESTABLISH AND SHARE THE VERY BEST OF K2

As a global business, we'll focus increasingly on enriching our relocation services with K2's own best practice, while being sensitive to local needs. We'll define a global gold standard for managing Immigration, Moving, Relocation, Expense Management and Assignment services.

OUR NEW GLOBAL STRUCTURE AND GROUP FUNCTION

Although we're smaller than some competitors, we've got a big vision and we're ideally placed to build a structure for rapid growth and agility. At the global level, we'll be defining strategy, providing support and helping with projects that enable greater collaboration between our offices. We'll also free up resources locally, so teams can focus on customer service and providing exceptional levels of service.

GAME-CHANGING TECH THAT COVERS VIRTUALLY EVERYTHING

Our ASCENT current system has proven itself, but we need to keep ahead of the competition. We want to build our K2 technology for the 'AirBnB generation' that demands more information and greater choice, based on quality, ratings, performance and price.

We want to provide our customers with the same level of functionality for everything, from moving, immigration services, serviced apartments and to relocation. And afterwards, they can score our service partners - which will result in the best booking the most business.

GROW OUR 'DIRECT TO SOURCE' GAPP NETWORK

Our current Global Approved Partner Programme (GAPP) is one of the best on the market but we want it to work even better. We want to grow our network to include partners for immigration, home search, school search, settling-in, cultural and language training, serviced accommodation, household goods and all other services.

WE'LL INNOVATE AND STAY AHEAD

K2 will further develop ASCENT and our other technology to deliver greater scalability, flexibility and links to all parts of the supply chain, providing transparency of quality and cost, alongside extra functionality for our customers. Our innovation will reflect advances in mobile, self-service and other big tech trends.



“ I would not say our work is easy. Yet thanks to a great friendly atmosphere and amazing support, from both the colleagues and the management, we are not left alone to struggle with problems we encounter. We push forward and excel as K2. ”

KAMIL CWIGON, K2 ASIA, SINGAPORE

Singapore

05 MAINTAINING COMPLIANCE & SUSTAINABILITY AT ALL LEVELS

Our customers rely heavily on K2. But they also expect us to ensure our standards are adopted throughout our global supply chain. That's a key responsibility we carry as an assignment services management company. ASPIRE® will help to point the way ahead for us.

DEMONSTRATE VALUE

We need to ensure we are able to consistently deliver value to our customers and help them to demonstrate the value of their programmes to their business.

OUR CODE OF CONDUCT

We want to be recognised for our ethical standards. We'll update the K2 Code of Conduct defining ethical and compliance requirements for our employees and our GAPP Network.

ISO, CERTIFICATIONS & AWARDS

ISO is at the heart of our business and underpins our compliance programme. We will develop our core business processes, our GAPP Network and our technology systems - with ISO at the heart.



“ K2 provides us with opportunities for both personal and career growth, allowing us to develop with the company. ”

KATIE MUSLOE, K2 AMERICAS, UNITED STATES



Dubai - from the Burj Khalifa

DEMONSTRATING SERVICE EXCELLENCE

Consistency and quality help us to achieve high levels of customer satisfaction. We'll aim to boost this still further through training, processes, GAPP management and technology to manage each assignment successfully. We will develop better ways to track and communicate our performance against targets so we can prove we are the best in the industry.

COMMUNITY & ENVIRONMENT

We will play a responsible and supportive role within our countries and local communities, ensuring that any environmental impact from our business activities is minimised.

WE SUPPORT DIVERSITY

We want to play a leading role in the industry in encouraging diversity and establishing global standards.

THE SIX Cs BEHIND THE SUCCESS

How can international teams become highly effective? For K2 and ASPIRE®, we've identified six components. We'll apply them to each initiative - so it's easy for everyone to get behind them.

CLARIFY

Before starting any journey, you must know your end goal. ASPIRE® will provide clear goals for our business - and will publish internally so everyone can access them. Each project must identify a clear objective and ensure that priorities and responsibilities are clearly understood.

CHALLENGE

Good teams challenge the way we do things today and ask relevant but difficult questions. We want to use this to create innovation and industry-leading service. Every employee can bring fresh ideas to the table.

COLLABORATE

We'll encourage greater collaboration between K2's offices worldwide, so everyone can co-ordinate and work as a global team. We'll create new systems and processes that are consistent and work across our global footprint. Our ambition is to have teams from more than one office involved in every ASPIRE® project.

COMMUNICATE

We'll communicate ASPIRE® and our progress towards our goals to everyone. We want you to communicate with each other between offices and share information on our internal systems. As a business, we intend to set up an intranet to make it even easier.

COMMIT

We need to deliver, time and again. Our ability to manage the achievement of projects and targets within agreed timeframes and budgets is essential. Commitment is needed from everyone.

CELEBRATE

Where there is success we want to share this and reward those employees who shape the future of our business. We want to inspire, enthuse and energise everyone along the way.



“ I have worked in the industry a long time and customer service levels and attention to detail for clients at K2 is second to none and appeals to my own pride in providing a good service. ”

JAMES GILL, EUROPE, UNITED KINGDOM

London

ANY QUESTIONS?



DO YOU HAVE ANY QUESTIONS?

If so, email ASPIRE@k2corporatemobility.com

WE HOPE YOU FOUND THIS GUIDE HELPFUL

Over the coming months, we've got lots of exciting new projects happening. Please get involved. Already, you can begin talking with your colleagues and your manager about ASPIRE® - and how you take part.

Together, we'll achieve our goals - and enjoy the journey together.

WHAT ARE YOUR GREATEST CHALLENGES YOU OR YOUR BUSINESS NEED TO OVERCOME IN THE NEXT 5 YEARS?

Please share this with K2 so we can work together to address these.



we do extraordinary, every day

Email: ASPIRE@k2corporatemobility.com Web: k2corporatemobility.com

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