

# KEPLER<sup>®</sup>

INTERNATIONAL HOSPITALITY ACADEMY



Six Month Senior Executive Leadership Programme  
Now enrolling for 2026

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THE REINVENTION OF LUXURY HOSPITALITY



KIHA



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## Introduction

In the hyper-connected world of the 21st century, large new populations of eco-conscious luxury travellers and an affluent younger generation are demanding impact-positive or regenerative hospitality and tourism, in tune with the way they live. In response to these demands, tourism and hospitality models must create new concepts with positive impact fully integrated into the services, offering clients high-quality authentic experiences, through discovery, interaction and exchange.

As the global marketplace changes, old consumption models of tourism and hospitality need reinventing. Increasingly, we are seeing the emergence of a post-material world, where true value lies in authenticity, discovery and deeper well-being. New luxury is about a sense of freedom, of entering a timeless space where

everything about the way we live is naturally positive in its impact.

Delivering impact-positive service models in the business of luxury hospitality requires acute awareness, rigorous discipline and a deep understanding of the essence of what we do, combined with business and leadership skills of the highest order. It's a challenging combination.

This is why we have created the Kepler International Hospitality Academy (KIHA). Our mission? To develop a new generation of industry leaders to redefine and deliver a new form of elevated luxury in hospitality. Training with the Academy will equip senior professionals to design, deliver and manage new positive-impact hospitality and tourism models.



# KIHA's Unique Educational Model

Learning at KIHA focuses on personal growth and development for hospitality managers and leaders, as well as the acquisition of new business skills and insights. Our philosophy is to develop the unique strengths of each participant. Practically, we have organised the programme around three core themes.

1

## DEEP-SERVICE HOSPITALITY

Trends in luxury hospitality and tourism today. New perspectives on hospitality and service. A fresh look at service design using the 'Listening Hotel' concept. Evaluating how to make the paradigm shift consumer and planet require.

2

## POSITIVE-IMPACT BUSINESS MODELS

Acquiring sustainability knowledge and skills for hospitality. Challenging today's industry business strategies and value chains, and interrogating existing management practices, including people development, to integrate impact.

3

## SELF-MASTERY AND LEADERSHIP CAPACITY

Tailored individual coaching and co-development with peers throughout the programme. Study and hands-on practice of arts and crafts disciplines, including specific Japanese traditions related to hospitality and guest wellbeing. Focus on personal leadership development through deepened self-awareness.



We build understanding by applying lessons from international case studies and beacon examples to participants' own business challenges and projects in their individual workplaces. Each participant will be guided by a personal tutor or mentor, whose task is to ensure that all three streams of learning are integrated, and their interrelation is fully understood and internalised by the participant.

Schools of hospitality management tend to emphasise technical and financial subjects at the expense of personal development, service and cultural aspects. Kepler's intensive, experience-based approach to the development of senior hospitality managers is unique in the international business school world. We balance the three dimensions of business models, service culture and leadership in an holistic way, in order to equip our participants to anticipate and satisfy emerging needs in the luxury hospitality marketplace – essential for a reimaged approach to our business today.





# The KIHA Senior Executive Development Programme

WHO IS IT FOR?

This KIHA programme is highly selective. Each cohort is limited to just 8 participants. The course is tailored to ambitious, successful senior executives in the premium echelons of the hospitality, tourism or other services sectors. Leaders who are looking for a constructive way to challenge their current hospitality model, expand their world view and enhance their leadership capabilities.

PARTICIPANT PROFILE

- GMs and senior executives, working in the luxury hospitality sector.
- Over 10 years' hospitality management experience.
- Seeking to accelerate their professional and personal development as leaders.
- Motivated to discover the keys to the hospitality of the future and new ways of leading mindful service delivery.

A diverse participant mix is an important part of KIHA programmes. We seek candidates who reflect a broad range of hospitality models, management functions, national cultures, and professional backgrounds to enrich the cohort's learning experience.



LEARNING OBJECTIVES AND OUTCOMES

The programme content is designed around three core themes.

DEEP SERVICE  
HOSPITALITY

- Understand the connection between the choices you make in everyday life (your personal practices) and professional performance as a leader.
- Develop the capacity for disciplined practice in a domain or activity of your choice.
- Develop your own philosophy of hospitality.

POSITIVE IMPACT  
BUSINESS MODELS

- Explore how the evolving way of life and aspirations of today's travellers, guests and employees require a complete rethink of current approaches to service provision.
- Understand the connection between business models and realities of the impact of our sector upon nature and society (positives and negatives of tourism and hospitality).
- Grasp the urgency of changing the way we do business in the hospitality sector.
- Learn how to rethink business models and improve impact in the hospitality and tourism value chain.

SELF-MASTERY  
AND CAPACITY

- Understand how deep change in business requires reflective and visionary leadership, capable of influencing all stakeholders.
- Develop your capacity for influencing others by connecting personal values, convictions and vision with the challenges of the change assignment that you define for yourself (and your teams) as you pursue the programme.
- Apply your learning to produce visible outcomes in behaviours, in guest and employee responses, in external impacts and in the evolution of your business towards an ideal hospitality model.

Programme Design  
and Structure

The programme is divided into two consecutive stages of four and two months respectively with a graduation gathering in Paris, closing the programme.

KIHA Programme, Stage One  
Three Intensive Residential  
Study Modules (four months)

The first stage consists of three intensive five-day residential study modules in three different cities, two in Europe, one in Asia. Each study module will include direct experience of outstanding hospitality and service. Development coaching sessions are provided for every participant before and after the study modules. Supervised leadership co-development sessions in peer groups form part of each study module.

Study Module One in Amsterdam –  
Building the Hospitality Models of Tomorrow

- Your philosophy of hospitality today – what will it need to work in tomorrow's world?
- Discontinuities in society, hospitality and other service industries that challenge business-as-usual paradigms for forward-thinking leaders.
- Visits and speaker themes: premium travellers' evolving needs, how to integrate impact into hospitality value chains, breakthrough service innovation cases.
- Commit to pursuing self-mastery practice throughout the six months of the programme and set your development goals.

WHY AMSTERDAM?

In recent years, Amsterdam has been at the forefront of tourism innovation. It is the first major city to have developed a multi-stakeholder tourism strategy, "Tourism that works for everyone". With its young and vibrant cohort of hospitality entrepreneurs, a number of concepts based on innovative business models have emerged in the city.

A hub of impact business, the headquarters of B Lab Europe and home of SDG House (UN Sustainability Development Goals). Amsterdam was the first to use the sustainability framework 'Doughnut Economics' as a platform for its development strategy.

During the first module participants will be inspired by the energy of the city and its ability to innovate. We'll also study the Dutch business culture as a platform for our intercultural management sessions.



|                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| THEORY                                                         | Global sector context, trends, innovations, strategies. Hospitality models, guest needs, intercultural luxury, deep service, impact and sustainability, leadership gaps.                                                                                                                                                                                                                                                                                                                                                                         |
| A SAMPLE OF WHAT WILL BE COVERED DURING THE FIRST STUDY MODULE | <ul style="list-style-type: none"><li>• Exploring today's changing context: macro and sector trends, sustainable business trends and ESG.</li><li>• Envisioning the future of the hospitality sector by understanding its past, using scenario techniques.</li><li>• The senior manager's strategic toolbox for impact-based hospitality innovation.</li><li>• Enabling the conditions for business model innovation through stakeholder engagement.</li><li>• Hospitality as an art and a craft: principles, philosophy and practice.</li></ul> |
| SOFT SKILLS DEVELOPMENT                                        | Observation and intent: in the city where great artists such as Rembrandt and Van Gogh are omnipresent we'll shape our observation and creative skills. Encounters with Dutch egalitarianism and cooperation models will prompt our shared reflection on leadership and culture.                                                                                                                                                                                                                                                                 |
| PROJECTS                                                       | A group study on business model innovation related to our industry context, trends and shifting hospitality needs.                                                                                                                                                                                                                                                                                                                                                                                                                               |
| COACHING THEMES                                                | <ul style="list-style-type: none"><li>• Individual coaching: personal learning and development objectives, purpose and road map.</li><li>• Facilitated group co-development: your leadership style.</li></ul>                                                                                                                                                                                                                                                                                                                                    |
| COMPANY VISITS (EXAMPLES)                                      | City of Amsterdam strategy department, innovative hospitality start-ups, Booking.com.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

Study Module Two in Kyoto –  
Discover the Keys to Delivering Deep Service

- Challenge your service paradigms through carefully selected visits and direct experiences in Kyoto, the historical capital of Japanese hospitality and tourism.
- Visits and speaker themes: discovering the essence of hospitality through Japanese cultural practices, selfless service as a product of discipline and self-mastery, how effective leaders step aside to achieve extraordinary results.
- Successful service models start from impacts and relationships with guests and employees, rather than real estate development.
- With peer support rethink the business model you are currently serving.

WHY KYOTO?

Close to Imamiya Shrine in Kyoto, Ishiwa-san serves grilled mochis, as his family has for over 1000 years. Home to centuries-old family businesses known as ‘*shinise*’, Kyoto has gifted us the world’s oldest, most complete tradition of hospitality, known as ‘*omotenashi*’ (deep service).

At the same time, Kyoto is way ahead of the curve on major societal issues such as shrinking and ageing population, over-tourism and difficulty in maintaining age-old traditions. Which makes it the perfect place to discuss business model renewal.

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| THEORY                                                          | Omotenashi culture, operations, business models and value chains. Change leadership, communication, employment, HR management and motivation. Self-mastery at the heart of leadership.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| A SAMPLE OF WHAT WILL BE COVERED DURING THE SECOND STUDY MODULE | <ul style="list-style-type: none"><li>• Japanese principles of deep service.</li><li>• Adaptive leadership and links between leadership and hospitality.</li><li>• Integrating deep service in the value proposition and business model.</li><li>• Developing a relevant HR offer in line with deep service principles.</li><li>• Learning and career development in today’s professional context.</li><li>• Concept of learning organisation in hospitality sector.</li><li>• How to achieve consistency in operations.</li><li>• Understanding the role of personality and emotions.</li><li>• Leading change in different environments and contexts.</li><li>• Cognitive neuroscience and its implications for leadership.</li><li>• Changing gear on your personal learning journey.</li></ul> |
| SOFT SKILLS DEVELOPMENT                                         | <ul style="list-style-type: none"><li>• Deep service mindset and posture.</li><li>• Ikebana (flowers), Chanoyu (tea ceremony), Togeï (ceramics), Shodo (calligraphy), Shiatsu (healing massage), Kodo (incense), Zen Buddhist philosophy.</li><li>• We will observe, learn and practise at least one of these disciplines.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| PROJECTS                                                        | Together we explore how self-mastery and <i>omotenashi</i> can be integrated into luxury hospitality models.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| COACHING THEMES                                                 | <ul style="list-style-type: none"><li>• Individual coaching theme - personal discipline and impact.</li><li>• Facilitated co-development - working with convictions and beliefs as a leader.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| COMPANY VISITS (EXAMPLES)                                       | <ul style="list-style-type: none"><li>• Leading Kyoto hotel, restaurants and shop concepts representing the full spectrum of hospitality strategies.</li><li>• Ceramics workshop hosted by sixteenth-generation potter.</li><li>• Private visit to Todaiji temple, Nara, one of Japan’s oldest shrines.</li><li>• Kyoto’s oldest incense shop, Shoyeido.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                 |





## Study Module Three in Freiburg & Basel – Committing to New Ways to Live and Lead

- Translate the Amsterdam and Kyoto experiences into a renewal of your hospitality philosophy and personal vocation.
- Visits and speaker themes: innovative designs for light-footprint living, integrating impact in the way we live and do business, innovative models of employment and people development in a service context, cases of business model design to integrate positive impact.
- Envisage in concrete terms how you will apply learning from the study modules in your own workplace.
- Formulate an aspirational change leadership assignment to engage with in your workplace, including how to pitch the changes you want to see to colleagues and teams.
- Set your personal development goals for the next two months and commit to stretching impact targets that will ensure everybody sees a difference in your leadership and management practices.

### WHY FREIBURG & BASEL?

In 1996 Freiburg Vauban became the very first district of a major city to aim for what is now called net zero. A group of visionaries created Quartier Vauban, where community and sustainability went hand in hand to create a positive-impact living model.

Life here is based on aligning individual choices with the collective interest. Quartier Vauban was completed in 2006 when the last row of positive energy houses was completed.

Living with a planet-positive footprint is possible - and inspiring! This is why Freiburg is our host city for this last study module and Quartier Vauban our springboard for the next phase.



|                                                                |                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| THEORY                                                         | Impact integration in luxury value creation and business models and what this means for innovation, HR and motivation, organisation design, leadership, service and operations, target setting and defining success.                                                                              |
| A SAMPLE OF WHAT WILL BE COVERED DURING THE THIRD STUDY MODULE | <ul style="list-style-type: none"><li>• Demonstration of new ways of living.</li><li>• Positive impact business model and operations.</li><li>• Strategy implementation and change management.</li><li>• Setting and managing impact targets.</li><li>• Leadership for positive impact.</li></ul> |
| SOFT SKILLS DEVELOPMENT                                        | Creating a hospitality ritual from soft skills learned in study Modules One and Two.                                                                                                                                                                                                              |
| PROJECTS                                                       | How to implement learnings related to business model alignment and leadership of change back in your workplace.                                                                                                                                                                                   |
| COACHING THEMES                                                | <ul style="list-style-type: none"><li>• Individual coaching - personal impact on colleagues and team.</li><li>• Facilitated co-development - your change leadership challenge in the coming months.</li></ul>                                                                                     |
| COMPANY VISITS (EXAMPLES)                                      | Quartier Vauban and other successful demonstrations of new ways of living including encounters with residents and founders and hospitality concepts delivering planet-positive solutions.                                                                                                         |

KIHA Senior Executive Programme, Stage Two  
Leadership Assignment in the Workplace (two months)

As the intensive study modules of Stage One draw to a close, working closely with your mentor, your coach and your peer group, you will already have scoped your Change Assignment, set yourself clear leadership goals and developed a road map to transform your management practice in preparation for Stage Two.

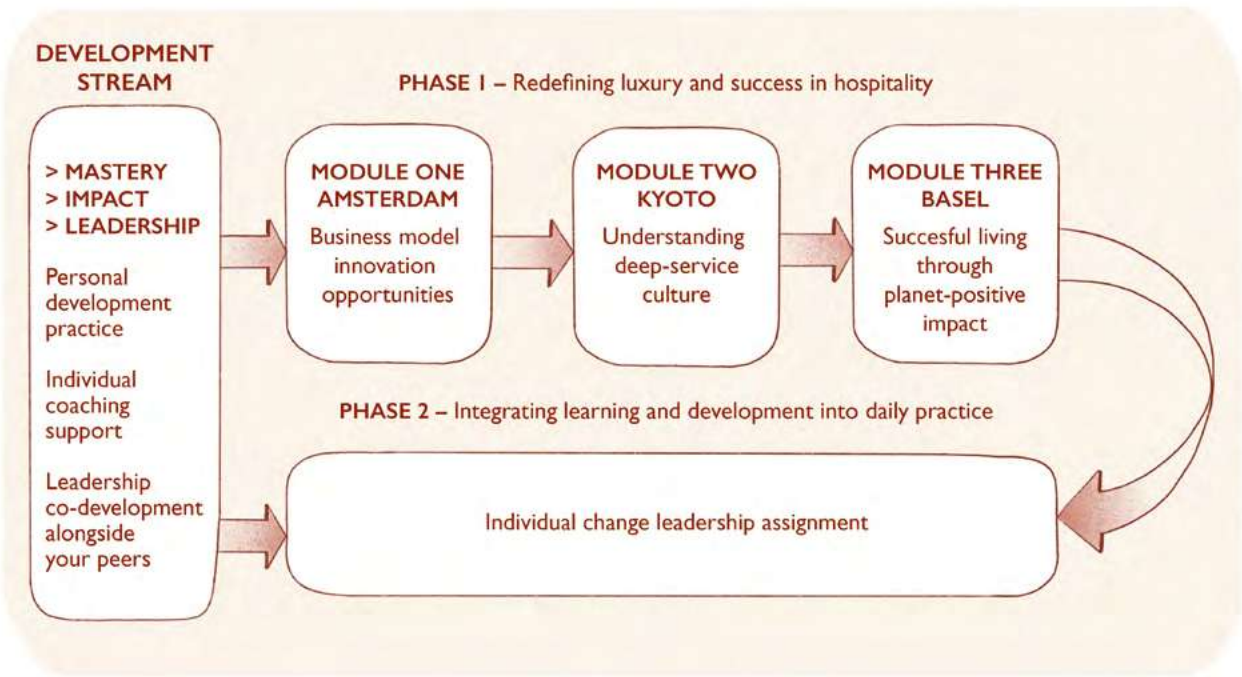
And it is likely you will feel highly motivated to start driving radical change in earnest and at speed. However a roadmap alone will not be enough for you to fully succeed. We are well versed in the challenges that can arise when leading change, especially when you need to perform at the very highest levels in your current role at the same time. So we have structured Stage Two to offer every participant the support necessary to turn theory into daily practise.

The final part of the Programme includes two further individual coaching sessions, a facilitated

co-development session with your peers, and an additional call with your mentor. We will also provide a Kepler Leadership Log in which to record progress with your Assignment throughout Stage Two, and every Participant must complete a progress report at the end of the 6th month in order to graduate the Programme. We will close the programme together in Paris, where you will present your work and make time for reflection, celebration and looking ahead.

Although this marks the end of this course, we continue to offer support after you leave us. Every graduate of the KIHA Senior Executive Programme will be invited to join the Kepler Community of Practice, which gives access to a global network of executives and leaders who are also committed to the self-mastery, impact and transformational leadership required to reimagine luxury hospitality and conscious tourism everywhere.

The Participant Learning Journey  
Through this Programme





## The Team Behind KIHA

### JANNES SÖRENSEN

When Jannes joined The Beaumont Hotel in London he became one of the UK's youngest GMs, and in five years had transformed the hotel into an award-winning landmark destination, with accolades including TripAdvisor's #2 Luxury Hotel in the UK, one of the top 25 luxury hotels in the world, AA London Hotel of the Year, and Best Independent Hotel in the World. He was awarded the title of World's Best General Manager two years in a row. His influential ethos centres on cultivating meaningful relationships with guests and co-workers alike, believing all else flows from there. He has a Master Certificate in the Essentials of Hospitality Management from Cornell University, where he also completed the General Managers Course as a St Julian Scholar.

Jannes started his journey as a concierge, working his way up with roles at the world's most prestigious fivestar hotels, including the Kempinski Hotel Adlon in Berlin, the Four Seasons George V in Paris, the RitzCarlton Hotel Arts in Barcelona, and The Plaza Hotel in New York City. Prior to joining The Beaumont, he was Director of Rooms and a member of the Executive Planning Committee at Le Bristol in Paris, and Director of Rooms at The Connaught in London.

### PHILIPPE KRENZER

In our KIHA Senior Executive Development Programme, Philippe Krenzer is our lead on Deep Service Innovation, is our joint programme lead, co-facilitator and brings decades of expertise to his roles as Participant Mentor and Development Coach.

Phillippe's career has spanned senior leadership roles in some of the world's finest hotels. Positions include General Manager of the Hôtel de Crillon in Paris, and Hotel Manager at The Savoy and Claridge's in London, the Oberoi in Bali, and the Omni in Hong Kong. In 2005, Philippe launched Philippe Krenzer and Associates (PKA), specialising in luxury hospitality, consulting and training. Philippe also teaches on the MBA at HEC Paris and is visiting Professor of Strategy at Les Roches International School of Hotel Management in Switzerland.

### JACOB MAYNE

Jacob Mayne's many years in senior roles in HR and change leadership experience are all drawn upon in his roles as joint programme lead, co-facilitator, Impact Integration lead, Participant Mentor and Development Coach to the KIHA Senior Executive Development Programme.

A UK national based in Paris, Jacob spent 20 years in HR, brand strategy, business development and innovation for Unilever (food & beverage), 13 of which were spent in Japan and Asia. He was both CEO and consultant in the museum sector for the Australian and French ministries of culture, spent 15 years as a consultant in strategy for change and sustainability, including seven years' leadership coaching at Turning Point. In 2005, Jacob co-founded Change Leaders, followed by New Angles in 2009. He teaches, creates programmes and supervises in business schools, HEC Paris, Oxford Saïd, Geneva University, Sciences Po and Les Roches.

### KENICHIRO YOKOYAMA

Joining us as Programme Director leading the Kyoto Module. Kenichiro Yokoyama has enjoyed a 37-year career in luxury hospitality. Best known as a missionary for authenticity in hospitality, Kenichiro has consistently championed a rare commitment to purpose, and is widely celebrated for his marriage of excellence, humility, precise attention to detail, and exceptional and meaningful leadership.

His professional journey has taken him through key roles in Tokyo, the United States, Malaysia, Sydney, Osaka, and Kyoto, during which time he has been instrumental in redefining modern luxury in hospitality. Utilising his extensive network and industry standing, Kenichiro continues to advocate for Kyoto's transformation into a sustainable international tourist city. He is dedicated to enhancing the region's social, environmental, and economic activities through the evolving landscape of the hospitality industry.

## Kepler Community of Practice

On graduating from the programme every participant becomes a member of the Kepler Academy Community of Practice – becoming part of a leadership network dedicated to changing the world of luxury hospitality via the continued sharing of learning and practice on our three key themes, Mastery, Impact and Leadership.

## ROI

The Kepler International Hospitality Academy's (KIHA) Senior Executive Programme is revolutionary.

It offers an exceptional opportunity for industry leaders who recognise the need to develop the knowledge and skills required to grow their businesses during this time of challenge, disruption and unprecedented change. Senior leaders and decision makers in the hospitality industry are under constant daily pressure, leaving little time to look up, look beyond or innovate. Yet business as usual is no longer an option.

KIHA's Senior Executive Programme confronts the myriad notions the industry takes for granted, presenting new ways to structure and shape the present and future of luxury hospitality. Current hospitality models require reinvention and transformation. Senior hospitality leaders acknowledge the sector needs a complete overhaul to meet the changing demands of tomorrow's consumer. KIHA's Senior Executive Programme equips them with the tools to do so.

### WHAT DOES KIHA DELIVER?

- Our programme, combining both hard and soft skills, has been developed specifically for leaders in luxury hospitality.
- KIHA provides the knowledge to empower senior leaders, and demonstrates the practical application of that knowledge.
- KIHA's course assignments take place in the real world to enable participants to apply every lesson, taking action immediately upon their return to work. This ensures that change is real, lasting and effective.
- Our collective expertise in building lighthouse hospitality brands has given us first-hand experience of the issues today's leaders face.

### WHAT IS KIHA'S ROI?

Rather than the standard ways of measuring ROI, we ask the following questions instead:

- What is the cost to your organisation of not re-inventing and evolving your model and practices in line with a changing world.
- What is the cost to your organisation not to have inspired and innovative executives.
- What is the cost of focussing the conversation around short-term outlooks at the expense of urgent and important strategic challenges?

### WHAT KPIS WILL BE IMPACTED BY TRAINING WITH KIHA?

- Staff turnover, productivity, and motivation
- Rate of innovation
- Guest satisfaction
- Profitability
- Property value

## Investment

Participation fee, covering all tuition, coaching, in-module lunches and breaks, local travel, and documentation: £16,000 excl. sales tax.

Costs of travel to and from the host city, evening meals, breakfast and accommodation are not covered by the participation fee.

## Course Dates

The 2026 Kepler Academy Course comprises the following four in-person residential modules:

|              |               |                     |                   |
|--------------|---------------|---------------------|-------------------|
| 1. Amsterdam | (March 09-13) | 3. Basel & Freiburg | (June 22-26)      |
| 2. Kyoto     | (May 11-15)   | 4. Paris            | (September 09-10) |

## Contact

|                    |                    |                    |
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**KIHA**