Atlantis Paradise Island Resort & Casino: Improving Performance with a New Vision and Mission

In January 2009 the leadership team at the Atlantis Paradise Island resort in the Bahamas decided to revisit its vision and mission statement, which had been in place since its launch in the mid-1990s. The world was in the grip of the most severe economic recession in decades and the property’s guest satisfaction and employee engagement metrics were flagging. Atlantis had just completed the largest layoff of employees in its history, paring some 800 workers from its payroll in November 2008. The property had been marketed as a “wonder of the world,” re-creating the Lost Continent myth in its architecture, amenities and attractions since its opening in 1995, and these themes were featured prominently in its original vision and mission statement. Now, however, conditions favored a new approach, so the Atlantis policy board—comprising its key senior managers—set in motion a process that would produce a new vision and mission statement. George Markantonis, president and managing director, recalled the need for a new vision and mission:

There were a lot of little factors. We have to constantly refresh and re-energize how we approach our own people, to make sure that the guests who visit us once do have that feeling of coming back. It seemed logical that we should look at the old vision, because it may be that it’s no longer relevant. It’s not that there was anything wrong with it. But things had changed.

While it was clear to the policy board that a new vision and mission was needed, it was far less clear how they should go about crafting it, to ensure that it would become embedded throughout the organization rather than ending up as a flavor-of-the-month exercise in futility that would fail to lead to improved performance.

Atlantis: Hospitality on a Grand Scale

The Atlantis resort on Paradise Island, Bahamas, was owned and operated by Kerzner International, Ltd., the successor to Sun International, founded by the South African entrepreneur Sol Kerzner. Kerzner attained considerable notoriety with the opening in 1979 of the Sun City resort in Bophuthatswana, but when the South African apartheid regime was replaced, Sun City turned
controversy into success and Kerzner set his sights on a broader international stage for his hospitality ventures.

In 1993 Kerzner divested Sun International of its holdings in Africa and formed Sun International Hotels in order to acquire the resort then known as Paradise Island Resort and Casino. Kerzner renamed his new property Atlantis on Paradise Island. Having already demonstrated his ability to marshal the resources needed to build and operate large-scale destination resorts, Kerzner envisioned for Atlantis an environment that would immerse its customers in a mythical watery world, surrounded by massive marine tanks and pools filled with sea creatures and accented by visual and philosophical references to the lost continent. Indeed, visitors were housed in soaring towers that were integrated with the simulated undersea world.

After opening in 1994 Kerzner almost immediately embarked on an $800 million expansion of the resort, culminating in the completion of the Royal Towers in 1998 and its attraction-filled environment, complete with marine life exhibition tanks, waterfalls, lagoons, water slides, multiple swimming areas, gorgeous beaches, and the largest casino in the Caribbean. A third expansion phase, involving an investment of some $1 billion, was recently brought to a close, further expanding accommodations, attractions, and services. Following the expansion the property featured additional upscale lodging and dining facilities with access restricted to adults unaccompanied by children, joining a product set that included a spa, golf courses, a marina, interactions with live dolphins, a massive convention meeting space, and more beach front. An official fact sheet, shown as Exhibit 1, lists and describes the main components of the resort. Exhibit 2 provides a view of the Royal Towers.

Atlantis now catered to the needs and desires of a wide range of customers, from families with young children, to hipsters and upscale professionals, to gamblers, to golfers to anyone who enjoyed learning about marine life. As the largest non-governmental employer in the Bahamas, Atlantis occupied a unique role in the country’s labor market and its tourism sector. Through its commitment to employee development in a low-income, service-based economy, Atlantis took pride not only in training raw recruits to become service professionals but also in contributing to the larger community of the Bahamas through service projects and environmental stewardship.

**Strategy in Focus**

**Vision, Mission and Strategy**

Given Atlantis’s positioning and scale, constantly expanding and refreshing the product was a key to its success. Markantonis explained:

> We’re going to continue to expand. We’re going to continue to make sure this is the most exciting place that there is. We have to come up with new thoughts, new ideas. We’ve got to come out of this recession. But we don’t just expand. We have to be strategic. We have plenty more land.

Atlantis competed in a global entertainment marketplace, and was positioned “as part Las Vegas and part Disney,” but with the new additions its positioning was tweaked to cater to all generations of customers. Markantonis characterized it as “the only place where you can bring your kids and grandma and everyone is going to have a great time.” Atlantis Kids Adventure (AKA), a state-of-the-art, youth-oriented high-tech entertainment facility for children from 3 to 12 years of age with a “no adults allowed” rule, provided an apt example. Another was Cove Atlantis, an enclave that included hip entertainment with a DJ, luxury cabanas, nightclubs and an adults-only pool (with Mediterranean-style bathing) and bar facilities, and an outdoor poolside casino.
The new children’s facility played into another strategic goal of Atlantis, generating returning customers. Markantonis asserted: “The children are the key to making people want to come back.” Visiting Atlantis was a major commitment of time and money on the part of its typical customers, so after experiencing everything Atlantis had to offer, they needed a compelling reason to return. That’s where the never-ending expansion of products and services came into play, allowing the firm to maintain an estimated 22% to 25% returning customer rate. Exhibit 3 shows the repeat business record for a period spanning 2003 through 2008.

Although its commitments to expansion and renewal as well as community service reflected Atlantis’s unique positioning in its market, Atlantis’s strategy was not entirely unconventional. Alex Kim, general manager of the Coral and Beach Towers, said: “The four ‘pillars’ of Atlantis’s success are revenue, controlling expenses to boost profits, employee satisfaction, and customer satisfaction.” The latter involved a commitment to providing the guest with what chief operating officer Jean Cohen called “the blow-away experience.” Kim expanded on this set, however, describing a recent meeting with his team managers at which he asked them to articulate the Atlantis strategy:

I just asked the question: What is it that we have to do to be successful? I don’t tell them how to be successful. They have to tell me. End result? Leadership, from top to bottom. Leadership is not just the general manager’s leadership. Leadership goes all the way down to the line employee. Room attendants—there are leaders there. So it has to flow up and down the chain of command.

So the Atlantis strategy also focused on familiar touchstones in hospitality—revenue, profit, employee engagement and guest satisfaction—with a focus on company-wide leadership, which was perhaps understandable given the scale of the property.

**IT Connection**

The phenomenal growth that distinguished Atlantis Paradise Island’s storyline increasingly depended on leveraging information technology and electronic media to raise the high-tech bar for the customer experience. Chief information officer Bernard Gay talked about how Atlantis had carved out “a space of innovation and creativity” that would help to drive future growth and continual upgrading of existing facilities. To be sure, Atlantis’s IT organization—with a staff of approximately 80 people divided between full-timers and contractors—channeled many of its resources into running the property smoothly and efficiently and upgrading and integrating software platforms, but the growth imperative provided it with opportunities to innovate and push the customer experience. Nowhere was this opportunity more in evidence than in the aforementioned kids’ club, where the high-tech installations created a feature-laden environment. The IT organization would also play an important role in helping Atlantis to roll out and embed the new vision and mission by facilitating internal communication of the message.

**Focus on Employee Engagement**

As the third phase of growth came to a close in 2007, Atlantis’s sprawling complex of hotels, restaurants, exhibits and attractions had set a new standard for destination resorts in terms of the scale and variety of the offering. Every known customer segment now had something to enjoy at Atlantis. Yet all was not well at the property, even apart from the impending recession. Epic scale alone could not guarantee success.
Many of the challenges Atlantis had to overcome were simply byproducts of its scale. In terms of occupancy, Atlantis needed to manage bookings so as to fill various areas of the property while sometimes shutting down entire building wings, restaurants, or other attractions, based on seasonal occupancy and fluctuating demand. It was especially challenging to keep guests fully informed about the availability, location, and timing of all the options available onsite. In describing what she would regard as the perfect customer experience at Atlantis, Cohen mused:

The guest would know what’s available to them. I still have guests today who will call me and say, ‘I cannot figure this out. You need to tell me what to do because I don’t have time to figure this out.’ So the perfect guest experience would mean that they know what is available and match it to what they would like to do, depending on their likes and their kids’ likes.

The way to the perfect guest experience ran directly through the employees in the guest encounter. Thus Atlantis targeted how employees fit into the property’s strategic focus on the customer experience at the receiving end of the service equation. When the decision to revisit the vision and mission statement was made, the policy board focused on “really aligning the employees with our core values and success factors, to energize them” as the property attempted to navigate in a down economy following a major expansion of facilities and attractions.

Employee engagement posed perhaps the greatest challenge to Atlantis. Managing nearly 8,000 individuals was intrinsically challenging, but conditions imposed by the Bahamian labor market and the local economy upped the ante considerably. Leadership skills, so important in an organization that emphasized employee engagement, were almost entirely absent in new hires. Moreover, the labor pool was relatively small, as the population of the Bahamas was only slightly above 300,000, so the Atlantis workforce featured an uncommonly high number of staff members who were related by family or otherwise acquainted. Karen Carey, the senior vice president for human resources, explained, “We have had to recruit with the understanding that we were going to invest in a lot of training and development…”

Yet even with extensive training programs, including some basic training for potential recruits, a considerable challenge remained with cultivating middle management talent. Cohen pointed to the major challenges:

We struggle with entry-level management, really having them understand what leadership is. Many of them feel that they’re the boss now, so now they can be dictatorial. Their exposure to leadership and management has been limited.

Atlantis Paradise Island thus found itself having accomplished most of the goals related to expansion of its facilities and attractions but facing worrisome trends. These trends included declining customer satisfaction (Exhibit 4), declining reservation enquiries, declining conversion ratios (reservations/enquiries), and reduced average spend/reservation (Exhibit 5). Atlantis also faced forecasting difficulty because, by 2009, more than 50% of customers were making their reservations within 60 days of arrival, likely a symptom of the down economy (Exhibit 6).

It was in this context that the policy board, informed by Markantonis’s instinct that a renewal was needed, turned its attention to its original vision and mission statement.

The Original Vision and Mission

From its inception Atlantis Paradise Island adhered to four core values:

Blow away the customer
Sustainable bottom-line performance

Develop passionate and committed people

Continuously strive for perfection

Its original vision and mission statement built on the theme of “blowing away the customer” with an amazing experience, but also emphasized the presentation to the guest of elements of the lost continent myth. The concept of blowing away the customer came directly from Sol Kerzner and was rooted in the approach he pioneered in South Africa: amaze the guest. Accordingly, Atlantis marketed itself as one of the wonders of the world, a principle that it enshrined literally in its original vision:

To have the Atlantis experience regarded as one of the wonders of the world!

The remaining elements of the core values figured equally literally in its original mission statement:

Our mission is to provide every guest with a “Blow Away Experience” that is inspired by a celebration of the sea and the myth of a lost civilization. We accomplish this by bringing the myth of Atlantis to life by offering warm, positive, engaging service.

At Atlantis we are a team of individuals who are passionate and committed in everything that we do. We continuously strive for perfection. We are proud to work at Atlantis because we are a caring and learning organization which rewards accomplishment and promotes teamwork, respect and innovation.

At Atlantis, we are the pride of our community while providing enduring value for our shareholders. When Atlantis succeeds, we succeed as individuals, and we contribute to the success of the Bahamas.

Atlantis concentrated on creating and presenting the mythical elements to provide the “wow” factor to its guests. As it grew, however, managing such a large workforce and such a huge facility quite naturally made it difficult to bring the promises of the vision and mission statement to the customer encounter.

Challenges related to driving the customer experience and employee engagement were reflected in the metrics Atlantis relied on to gauge its success. Atlantis tracked customer satisfaction through a variety of media, but foremost were monthly figures reflecting the Guest Satisfaction Index (GSI) that it received from J. D. Power and Associates (see Exhibit 4) and a metric Atlantis called its Employee Engagement Index (EEI). Cohen remarked:

When the crisis hit in 2008 we were really struggling with disappointing results in our guest satisfaction ratings. They were frightening, to be honest. Our employees were feeling vulnerable for the first time in our history. Their hearts and minds were no longer in it.

All these management imperatives were never more challenging than in the grip of a worldwide recession, and Atlantis’s business suffered as a result. It may seem perverse then to have pressed forward with ambitious plans for expansion, but as CIO Gay said,

While economic times may not be the best, these are good times in terms of retrenching and rebuilding. We’re taking this opportunity to step back and actually rebuild ourselves and growing ourselves even more applicably to be better than we would have been and would be when we come out of this economy.

Still, with the recession bearing down, reducing occupancy and revenues while undermining workforce morale, Atlantis made the decision to reconsider the core elements of its business strategy towards the end of 2008.
Out with the Old, in with the New

The Run-up

Atlantis forged its new vision and mission statement through a series of steps that began in January of 2009. The end result of that process was a new vision and a new mission statement:

Our Vision: To be the most desired and complete destination resort experience in the world.

Our Mission: We will amaze all who we touch through the uniqueness of our product, the warmth of our people, and the engaging wonders of our mythical world.

These new statements captured the essence of Atlantis succinctly, but the decision to replace the old vision and mission statement was not taken until after the leadership had spent considerable time taking stock of the changing face of the property following the end of the third expansion phase in 2007. Atlantis had continually grown and evolved and as a consequence had become a profoundly different company from what it had been entering the new millennium. Markantonis explained:

As we reflected during the crisis, we realized that it wasn’t business as usual anymore. We added a hundred and twenty acres and doubled the size of two hotels. We really weren’t the same company anymore.

Carey added:

We began to leave the old vision behind, not consciously, but we were shifting, and not everybody was on the same path. The old vision wasn’t coming forth in employees’ collective behaviors. They didn’t feel it; they didn’t see it; they were not passionate about it, and we saw it in our guest surveys. We saw it in our employee feedback.

So with a new identity and a commitment to a multi-generational strategy, Atlantis was looking for a way to re-energize its employees and its customer base.

Carey was the longest-tenured member of the Atlantis policy board, and she had been involved in the adoption of the original vision and mission statement in the mid-90s soon after Kerzner’s company purchased the property. While the property’s physical attributes may have amazed the guest more than ever following two expansion phases, making Atlantis even more of a wonder, Carey summarized the need for a new approach:

And so our market changed, our strategy changed, our customer base changed. And then also the needs of our customers changed. So we began to look and then we found also that we were evolving, we were shifting, and really almost relinquishing the mission to be one of the great wonders, and focusing more on the experience and the memories, but our employees were not entirely in synch with these developments.

It was time to align the company’s vision and mission statement with these new realities.

Crafting the New Vision and Mission Statement

The process began with a policy board meeting that set in motion a series of events culminating in the new vision and mission statement. The next step was to hold a meeting with the next layer of management, at which Markantonis spoke of the “need” for a new vision and mission statement. The policy board then devised an action plan to begin in January 2009 that would result in final approval.
of a new vision and mission statement by the end of March 2009. This was followed by a day-long vision and mission workshop facilitated by Dr. Chekitan Dev of Cornell University, which involved not only key executives and managers, but also some top-performing front-line employees. This event, during which the group hammered out a rough draft of the new vision and mission statement, charged everyone involved with energy and enthusiasm for the vision and mission initiative. The kick-off of Dr. Dev’s workshop began with Markantonis explaining clearly from the outset why adopting a new vision and mission statement made sense to top management: “Yes. That’s what the beauty of this workshop was. That, yes, it made sense,” noted Kim. Kim described it:

Dr. Dev went through his research on global hospitality, travel, and tourism trends. He talked to us about changing customer profiles, intensifying competition, increasing value orientation, escalating concern for the environment, and educated us on where we were positioned. And also went over our existing vision and mission. And then we went through several exercises. So obviously he has done it many, many times. He did a good job of making sure we were involved, that we were doing it.

The theme of the workshop was “Profit from Change.” Dr. Dev stressed that an effective vision concentrates on the future by expressing what an organization wants to become and inspiring its stakeholders. An effective vision also captures the key decision-making criteria on the basis of which the organization will realize the vision in its operations. It was then proposed that an effective mission concentrates more on the present, offering a statement of purpose that sets the performance bar high while defining the customer and identifying the critical processes through which the mission will be accomplished. This part of the workshop closed by distilling the characteristics of effective visions and mission statements into seven key principles:

- CLEAR—to both internal and external customers
- CONCISE—brief and to the point
- CREDIBLE—that we can do it
- ASPIRATIONAL—makes us all stretch
- ACHIEVABLE—in the foreseeable future
- ALIGNED—with our stakeholders
- CONSISTENT—with our core values

Particular attention was paid to understanding customer satisfaction/retention and employee engagement, improvement in which was a major goal of adopting a new vision and mission statement.

By the end of the workshop those in attendance, with Dr. Dev’s facilitation, were able to achieve a strong consensus around the new draft vision and mission statement. Markantonis described the action planning phase of the workshop:

We subdivided into teams who came up with their own options. The presentations were made and very quickly we had consensus. I think we were able to do it this way because everyone was so excited and positive about it. And everyone realized why we were doing it. There was not a case of “Why are we doing this? We already have one!” No one had that issue. So that’s how it came together.
Such a high degree of harmony may have resulted in part from Atlantis’s unique position in the Bahamian tourist market. Most Atlantis employees, managers included, took great pride in working for the country’s largest and most internationally prominent employer and in representing the Atlantis brand. They wanted the company to succeed and therefore were eager to do whatever was necessary to help.

Following the workshop, those involved continued their discussions, at policy board meetings and division meetings. They organized several focus groups to elicit feedback from all staffing levels. The Atlantis leadership team stayed in touch with Dr. Dev, who provided feedback and guidance. By the end of March 2009 the new vision and mission statement had been adopted. The leadership mapped out the next steps needed to roll out the vision and mission across the property.

Embedding the New Vision and Mission Statement

The Rollout

With a new vision and mission statement in place, the policy board turned the major responsibility for rolling them out to Carey. She helped form a team of what Atlantis called Vision Champions, consisting at first of about a dozen front-line employees—later expanded to a larger team of between 30 and 40—who enthusiastically embraced the new vision and mission and were anxious to assist the executive team in embedding them into the work-a-day culture. At their orientation session, the Vision Champions learned what their role would be:

- Know the Vision & Mission by Heart!
- Co-facilitate all Vision and Mission events in your Division
- Generate excitement around events
  - Help create and spread buzz
  - Talk it up!
  - Coordinate contest submissions
  - Visit line-ups
- Share ideas on how to deliver on the Vision and Mission
- Suggest measures of success
- Work with your division head to identify recognition opportunities

With this platform in hand, the Vision Champions then went to their divisions and began the process of embedding the new vision and mission statement. Two components of the Vision Champion role that are mentioned here—the contest and line-ups—figured prominently in the rollout. As the new vision and mission went down to all the divisions and departments, employees, facilitated by the Vision Champions, were asked to help design the process through which everyone would learn and embrace them.

One key piece of this process was an all-property performance competition, in which talented employees in every division put together a musical or theatrical performance to express the spirit of the new vision and mission statement. Offering five-minute raps, poetry, skits, or song-and-dance
numbers that incorporated key words in the new vision and mission statement, the performances were recorded as videos and reviewed by the policy board to determine three finalists who re-enacted their performances at a major all-employee event (Exhibit 7 shows the poster announcing the contest). As Cohen said:

I’ve never seen a better rollout, because the one thing about this culture is, our people are very musically oriented and they love to perform. So every one of these departments put on skits, performed raps, or danced. One was better than the next. It made it fun and it wasn’t just dry. It was a language that the employees understood.

The three chosen finalists then performed their acts at an all-employee rally, about 6 months after the first meeting of the policy board, which served as the official introduction of the new vision and mission statement, an event marked by whooping and dancing and celebratory revelry (including an onstage dance from the COO herself).

The infectious spirit of the rollout carried on from there, as the real work of embedding the vision and mission statement began, with the aid of the expanded Champions team who brought the message to ground level at daily lineups and other events in and out of the workplace including the local community. (Exhibit 8 shows a script that was used by managers at line-ups.) The Champions team even included union shop stewards, who volunteered to serve. Explaining how it was possible for management to achieve buy-in from traditional adversaries (by all accounts management’s relationship with its collective bargaining units was relatively peaceful but nevertheless subject to occasional tension), Carey said simply that they appreciated being included in the process, being given a voice. In making it clear to the unions that their opinions mattered, then, Atlantis earned their support.

Each of the Champions was then involved in customizing the rollout for his or her own division or department. Vision cards with the core values and the new vision and mission statement were printed and distributed to everyone. Other paraphernalia included key chains, T-shirts, mouse pads, and even a screensaver that ran on all Atlantis computers. Orientation and training materials and messages were all revised to reflect the new vision and mission. The new training program focused on the language of the vision and mission, driving home the message that every employee now had to consciously apply the vision and mission principles in delivering service to customers or carrying out their responsibilities within the organization. A typical exercise involved turning familiar words into service-oriented acronyms, such as this example with the word “heart”:

“Create an acronym using the word ‘heart’ that describes the spirit of the employee who serves from the heart . . .”

- **H** – Helpful
- **E** – Engaging
- **A** – Attentive and action oriented
- **R** – Responsive and responsible
- **T** – Thankful

The infrastructure for embedding the new vision and mission statement was in place but, as Kim recognized, the work was just beginning: “The vision and mission are still new. I believe the momentum is building but we are at a junction where we cannot give up. This cannot be ‘the program of the month.’ We have to live it, communicate it and ensure every employee’s buy-in.”
Cohen noted that one obstacle to fully embedding the new vision and mission was represented by mid-level managers:

The challenge—and it’s not just in the vision and mission, it’s in everything—is in this layer of managers. It’s a full-time job to develop them. Some feel that they need to get the data, but nobody else needs it. They still see lineups as a time to make sure your shoes are polished but not as a time to energize and enliven. We are changing that. Continual and effective communication across all levels of the organization is a key priority for us.

Changing the culture to fit the vision and mission was a critical component of the process, but how did Atlantis plan to measure success? How would they know that adopting a new vision and mission statement would lead to better individual and organizational performance?

**Measuring Success and Moving Forward: A Fork in the Road?**

As the Atlantis leadership team reflected in early 2010 on the time that had passed since rolling out the new vision and mission, they felt very good about the progress achieved to date. Carey remarked:

We are headed in the right direction. The feedback that we get apart from the scores—comment cards, telephone calls, and unsolicited letters that we’re seeing—is telling us that we’re closer to delivering the guest experience our vision talks to.

Cohen added:

When it comes to vision and mission, you really get the feeling that it was effective communication with employees that made them get it. That’s a tribute to focusing on getting them aligned and making sure they understand the value of the customer.

The leadership was monitoring several key metrics (Exhibit 9) while focusing in particular on guest satisfaction (see Exhibit 10) and employee engagement (see Exhibit 11). They also hoped that adopting the new vision and mission statement would improve service delivery to help them cope with other challenges, such as the booking window issue (Exhibit 6), as they considered providing specialized services such as quicker reservation confirmation response times, customized airport pick-up arrangements, restaurant and spa reservations, and so on.

Ultimately the success of the initiative depended on improving employee behavior, understanding whether employees were fully committed to realizing the vision in their everyday work tasks and encounters with guests, at what Dev calls “moments of truth.” Measuring such behaviors was not simple, but had to be done through performance reviews and similar tools that were administered by that middle and lower management level of employees. Such a need for candid feedback was at times problematic given the tight-knit fabric of the Bahamian community. Cohen remarked:

In a small social environment like this, everybody knows each other. It’s much harder to manage somebody who you grew up with or is your mother’s best friend or is your church elder. Your immediate supervisor would do your review, and we had such disconnects. Someone would say, “This manager is awful.” Yet he’s got the highest review from his immediate boss. There was no credibility. Now we’re going to have more than one person help with the reviews.
Coupled with improving the approach to employee reviews, new training and orientation programs targeting middle managers were a priority for Atlantis. Cohen herself planned to teach classes about leadership and vision to managers.

Cohen explained:

We have 800 mid-level managers who are critical to this. We’ve put together core classes for managers to take before they talk to an employee. We’ve changed the orientation to involve division heads with their key managers. So from myself to the division heads to the department heads, we’re investing in these mid-level managers.

A more vexing question pertained to the future. While the early phases of the rollout proceeded as planned, the question remained as to how Atlantis would ensure that the momentum accumulated in the rollout would not quickly fizzle out. Atlantis had reached a fork in the road: Should they have planned to simply complete the process of integrating the content and spirit of the new vision and mission statement into their training material, their daily lineups, their customer-facing literature, and their communications with employees? Or should they have “supercharged” the effort by initiating a second or follow-up phase to re-energize the process of embedding the new vision and mission statement throughout the company?

On this question the Atlantis executives had not yet achieved consensus. While Cohen accepted the term “supercharge,” Carey, while noting plans to hold another rally in 2010, explained: “We’re in the process right now of collectively coming together and talking about what else or what next. How do we make sure that we’re keeping the vision and mission alive? How do we keep it fresh? Should all position announcements, job descriptions and standard operating procedures make explicit reference to the vision and mission? Should each business unit be encouraged to adapt the vision and mission with its own team?” Those were the questions facing Atlantis as it moved forward with a new vision and mission statement that it hoped would continue to lift the resort’s performance to new heights.
Exhibit 1  Atlantis Paradise Island Fact Sheet

Welcome to Atlantis, Paradise Island, Bahamas

Only Atlantis can take you to a world beyond extraordinary. Set amidst the lush tropical splendor of Paradise Island, Bahamas, Atlantis is an exhilarating adventure of thrills and discoveries. With a recent $1 billion expansion, Atlantis provides incredible amenities, diverse accommodations and a vast array of activities and attractions. Swim and play with Atlantic bottlenose dolphins, relax at the renowned Mandara Spa, play the challenging 18-hole championship PGA course, and explore Aquaventure, the 141-acre waterscape, featuring thrilling slides and river rides. Adults will enjoy the Caribbean largest and most glamorous casino, Aura nightclub, over 20 dining options and unparalleled duty-free shopping and kids won't ever want to leave the Atlantis Kids Club or teen-friendly, Club Rush.

BEACH TOWER

• You'll be swept away in waves of relaxation at the Beach Tower. Located just steps away from the beach, this Caribbean paradise is also close to marine exhibits, Lazy River Ride, Club Rush, Earth & Fire Pottery Studio, Gamer's Reef, a main pool, Atlantis Theatre and the Conference Center. All 423 Guest rooms feature balconies and offer terrace or water views.

ROYAL TOWERS

• The iconic Royal Towers are most reflective of mythical Atlantis, featuring grand architecture, artwork and design. Standard rooms have French balconies and suites have full balconies. All 1200 rooms and suites are elegantly appointed with an Atlantean theme and offer terrace, harbor or water views. These towers are closest to Mandara Spa, the Fitness Center, Aquaventure, The Dig, Casino, two main pools, marine exhibits and several gourmet dining options.

CORAL TOWERS

• Located in the center of all the action, the Coral Towers is a casual and relaxed place to spend your next vacation. All 600 Guest rooms come complete with either a full balcony or a terrace with a water view. Just steps away from this tropical paradise is the Atlantis Kids Club, marine exhibits, the seven-acre snorkeling lagoon, a main pool, water slides, the casino and lots of dining options.

THE REEF ATLANTIS

• Situated directly on Paradise Beach--one of the most renowned beaches in the world--The Reef Atlantis provides all the comforts of home in 497 spacious well-appointed studios and one-bedroom suites featuring private balconies with water harbor or terrace views. Expertly designed studios have living area with sleeper sofa, kitchen area and master bathroom, while suites offer complete kitchen, dining and living rooms, two full bathrooms and en-suite laundry facilities.

THE COVE ATLANTIS

• Stylish and contemporary, The Cove Atlantis is a private and exclusive haven amidst the activity of Atlantis. Each of the 600 suites offers panoramic ocean views and unparalleled amenities. Set between two of the world’s most stunning beaches and inspired by the beauty of its surroundings, the Jeffrey Beers-designed resort thrives on magical sensate experiences including the gourmet cuisine of celebrity chef Bobby Flay at Mesa Grill, poolside gaming and a vibrant social scene at the adults-only Cain at The Cove Atlantis ultra-pool, lavish private beach cabanas, and complete access to the wonders of Atlantis.

Source: Atlantis Paradise Island Bahamas.
Exhibit 2  View of the Royal Towers

Source:  Atlantis Paradise Island, Bahamas.

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<th>Arrival Year</th>
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<th>Casino Repeaters as % of Total Casino</th>
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Source: Atlantis Paradise Island, Bahamas.

Exhibit 4  Guest Satisfaction Index, 2007 – 2008

Total Atlantis 2007 vs. 2008

<table>
<thead>
<tr>
<th>Overall Factors</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Guest Index Score</td>
<td>801</td>
<td>707</td>
</tr>
<tr>
<td>Reservation Index</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrival Index</td>
<td>824</td>
<td>778</td>
</tr>
<tr>
<td>Guest Room Index</td>
<td>810</td>
<td>753</td>
</tr>
<tr>
<td>Food &amp; Beverage Index</td>
<td>809</td>
<td>733</td>
</tr>
<tr>
<td>Hotel Services Index</td>
<td>810</td>
<td>761</td>
</tr>
<tr>
<td>Recreational Facilities Index</td>
<td>893</td>
<td>801</td>
</tr>
<tr>
<td>Hotel Facilities Index</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value Index</td>
<td>699</td>
<td>508</td>
</tr>
<tr>
<td>Casino Index</td>
<td>817</td>
<td>742</td>
</tr>
<tr>
<td>Departure Index</td>
<td>856</td>
<td>785</td>
</tr>
</tbody>
</table>

Source: Atlantis Paradise Island, Bahamas.

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1 Figures do not include group business because of the difficulty of tracking repeaters.
2 SO/AL = Social and allotment guests, or leisure guests.
3 HH = Households, or the sum of leisure and casino guests.
4 Figures for 2007 based on phone survey with 6,700 respondents; figures for 2008 based on Internet survey.
### Exhibit 5  Key Metrics, 2007 – 2008

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reservation Enquiries</td>
<td>549,958</td>
<td>502,113</td>
</tr>
<tr>
<td>Conversion Ratio</td>
<td>16.0</td>
<td>15.7</td>
</tr>
<tr>
<td>Avg $ per Web Reservation</td>
<td>$2,838.70</td>
<td>$3,042.87</td>
</tr>
<tr>
<td>Avg $ per Call Center Reservation</td>
<td>$4,342.03</td>
<td>$4,267.89</td>
</tr>
<tr>
<td>Avg $ per All Reservations&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$4,053.65</td>
<td>$4,030.50</td>
</tr>
<tr>
<td>Avg Room $ per Occupied Room Night</td>
<td>$310</td>
<td>$341</td>
</tr>
<tr>
<td>Avg F&amp;B $ per Occupied Room Night</td>
<td>$210</td>
<td>$218</td>
</tr>
</tbody>
</table>

Source: Atlantis Paradise Island, Bahamas.

### Exhibit 6  Booking Window Data, 2008 – 2009

<table>
<thead>
<tr>
<th>Reservations Lead Times</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-30 Days</td>
<td>10%</td>
<td>18%</td>
</tr>
<tr>
<td>30-60 Days</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>60-90 Days</td>
<td>30%</td>
<td>29%</td>
</tr>
<tr>
<td>90-120 Days</td>
<td>30%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Source: Atlantis Paradise Island, Bahamas.

<sup>1</sup> “Avg $” for 2007 based on May – Dec. figures
Exhibit 7  Atlantis Paradise Island Poster Announcing the Talent Contest to Energize Employees

Source:  Atlantis Paradise Islands, Bahamas.
Exhibit 8  Script Used During Employee Line-ups to Help Roll Out the New Vision and Mission Statement

Atlantis Vision and Mission Launch

Script for Managers

Managers: Please use this statement to launch the new Vision and Mission statements to your teams at your next line-up meeting. Take time to explore with your teams how they specifically deliver on the mission in their daily activities. After launching the Vision/Mission:

1. Encourage them to memorize the new statements…it may come in handy sooner than they think.
2. Brainstorm with your teams on which activities they can/will do to practice the behaviors that deliver on our mission and our vision.
3. Practice the behaviors
4. Recognize and reward your employees for delivering on the mission and vision
5. Celebrate the success of your team in living the mission and vision

We are all aware of our company’s core values - particularly number three which requires that we “continuously strive for perfection - good enough never is”.

With this in mind, it is critical that we do everything we can to remain on the cutting edge. Sometimes, this means that we must step back and reevaluate the way we do things to ensure that we remain current, relevant and highly competitive...not just in the Bahamas, but globally.

To this end, our President and Policy Board revisited our Mission and Vision statements, which have set the course for our company for the last several years. Our efforts to deliver on these statements have helped us to achieve the success that we enjoy today. However, given the times, we must strive to secure an even a greater market share and higher levels of success. Accordingly, and after extensive collaboration with all levels across our organization, we are proud to present to you our new Mission and Vision statements, which will steer us into the new decade and beyond.

Our Vision:

To be the most desired and complete destination resort experience in the world.

Our Mission:

We will amaze all we touch through the uniqueness of our product, the warmth of our people and the engaging wonders of our mythical world.

Source: Atlantis Paradise Island, Bahamas.
### Exhibit 9  Key Metrics, 2008 – 2009/10

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reservation Enquiries</td>
<td>502,113</td>
<td>494,673</td>
<td></td>
</tr>
<tr>
<td>Conversion Ratio</td>
<td>15.7</td>
<td>16.3</td>
<td></td>
</tr>
<tr>
<td>Avg $ per Web reservation</td>
<td>$3,042.87</td>
<td>$2,983.36</td>
<td></td>
</tr>
<tr>
<td>Avg $ per call reservations</td>
<td>$4,267.89</td>
<td>$4,091.16</td>
<td></td>
</tr>
<tr>
<td>Avg $ per all reservations</td>
<td>$4,030.50</td>
<td>$3,847.91</td>
<td></td>
</tr>
<tr>
<td>Avg room $ per occupied room</td>
<td>$341</td>
<td>$314</td>
<td>$358</td>
</tr>
<tr>
<td>Avg F&amp;B $ per occupied room</td>
<td>$278</td>
<td>$269</td>
<td>$287</td>
</tr>
<tr>
<td>Avg Casino $ per occupied room</td>
<td>$218</td>
<td>$208</td>
<td>$210</td>
</tr>
</tbody>
</table>

Source: Atlantis Paradise Island, Bahamas.
### Exhibit 10  Guest Satisfaction Index, 2008 – 2009

#### Total Atlantis 2008 - 2009

<table>
<thead>
<tr>
<th>Overall Factors</th>
<th>YTD Scores 2008 (Jan-Dec)</th>
<th>YTD Scores 2009 (Jan-Dec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Guest Index Score</td>
<td>707</td>
<td>768</td>
</tr>
<tr>
<td>Reservation Index</td>
<td></td>
<td>790</td>
</tr>
<tr>
<td>Arrival Index</td>
<td>778</td>
<td>801</td>
</tr>
<tr>
<td>Guest Room Index</td>
<td>753</td>
<td>789</td>
</tr>
<tr>
<td>Food &amp; Beverage index</td>
<td>733</td>
<td>766</td>
</tr>
<tr>
<td>Hotel Service Index</td>
<td></td>
<td>777</td>
</tr>
<tr>
<td>Recreational Facilities Index</td>
<td>761</td>
<td>823</td>
</tr>
<tr>
<td>Hotel Facilities Index</td>
<td>801</td>
<td>880</td>
</tr>
<tr>
<td>Value Index</td>
<td>508</td>
<td>531</td>
</tr>
<tr>
<td>Casino Index</td>
<td>742</td>
<td>754</td>
</tr>
<tr>
<td>Departure Index</td>
<td>785</td>
<td>823</td>
</tr>
</tbody>
</table>

Source: Atlantis Paradise Island, Bahamas.

---

1 Figures for 2008 based on Internet survey with 25,556 respondents; figures for 2009 based on Internet survey with 23,363 respondents.
### Exhibit 11 Employee Engagement Index Results, October 2009

#### 2009 Employee Survey: Primary Drivers of Engagement

**Employee Feedback on New Mission/Vision**

<table>
<thead>
<tr>
<th>Priority Items – Paradise Island Overall</th>
<th>Percent Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>I trust the leadership of Kerzner International.</td>
</tr>
<tr>
<td>Future/vision</td>
<td>The leadership of Kerzner International has communicated a vision of the future that motivates me.</td>
</tr>
<tr>
<td>Trust</td>
<td>This company acts with integrity.</td>
</tr>
<tr>
<td>Future/Vision</td>
<td>I believe Kerzner International has an outstanding future.</td>
</tr>
<tr>
<td>PI Supplemental</td>
<td>The mission and vision of Kerzner makes me feel that my work is meaningful and important.</td>
</tr>
<tr>
<td>Future/Vision</td>
<td>I believe in the mission and values of Kerzner International.</td>
</tr>
<tr>
<td>Future/Vision</td>
<td>I am very committed to help achieve my department goals.</td>
</tr>
<tr>
<td>Recognition</td>
<td>I feel valued as an employee of this company.</td>
</tr>
<tr>
<td>Trust</td>
<td>My manager/s keep/s their commitments.</td>
</tr>
<tr>
<td>PI Supplemental</td>
<td>My manager promotes behaviors that are consistent with the mission, vision and values of the company.</td>
</tr>
</tbody>
</table>

Source: Atlantis Paradise Islands, Bahamas.