

Chapter 3

Germany: *The Platzl Hotels* – Where Munich’s Heart Beats for the Health of Its Employees

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Introduction

Two hotels – the *Platzl Hotel am Platzl* and the *Marias Platzl am Mariahilfplatz* – as well as a diverse range of gastronomic establishments are united under the umbrella brand of the *Platzl Hotels* in Munich (see Fig. 1): In the *Pfistermühle* restaurant, Bavarian craftsmanship and a passionate cuisine with culinary creations come together.¹ The Bavarian inns *Ayinger am Platzl* and *Ayinger in der Au* along with beer gardens stand for modern inn culture with typical Bavarian dishes – always fresh and authentically prepared. Guests experience a Bavarian sense of ‘joie de vivre’ with spirits from the region, the best coffee and tea in the *Josefa Bar & Coffee*. The *Platzl Karree Boden & Bar* aperitif bar offers excellent, refreshing drinks under the open sky. In addition, seven banquet and conference rooms are available at the *Platzl Hotel*. The *Marias Platzl* offers events of all kinds in the multifunctional event location *Kreszenz – Der Saal*.²

Under the management of the Inselkammer family, the *Platzl Hotels* have always remained down to earth and committed to both their guests and their staff.

¹For more details, please check the website (in English) <https://www.platzl.de/en>

²‘Kreszenz’ was the first name of Inselkammer’s grandmother – the conference area is named after her.

Attaining the 2030 Sustainable Development Goal of Good Health and Well-Being, 27–42



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Fig. 1. Exterior View of the *Platzl Hotels*.

All facilities are located next to each other in Munich's city centre 'Am Platzl' – in the immediate vicinity of the world-famous 'Hofbräuhaus'.³

Since 2014, Peter F. J. Inselkammer has been the operational manager of the *Platzl Hotels* umbrella brand with over 160 employees, whose family took over the building complex at 'Am Platzl' after the Second World War. The different types of establishments grouped under the umbrella brand are:

- *Platzl Hotel am Platzl*,
- Pfistermühle,
- Ayinger am Platzl,
- Platzl Karree,⁴
- Josefa Bar & Kaffee,

³'Platzl' is to be understood in this context as the typically Bavarian belittlement of the word 'Platz' (=square), around which the various buildings are grouped.

⁴In urban planning, the term 'Karree' refers to a closed rectangular or trapezoidal arrangement of buildings around a common courtyard. Sometimes, however, the 'Karree' is not completely closed, but has a gap (e.g. passage, etc.).

- *Marias Platzl Hotel am Mariahilfplatz*,
- *Kreszenz² – Der Saal*,²
- *Ayinger in der Au*.

The different types of establishments are managed as a so-called *Kommanditgesellschaft* (KG).⁵

The *Platzl Hotels* see themselves as pioneers in sustainability. Among other things, short delivery routes take a central role in gastronomy and the hotel industry: long transport routes and the maintenance of cold chains cause immense emissions and are not necessary for the *Platzl Hotels*. The chefs in the *Pfistermühle* restaurant and the *Ayinger* inns are in constant exchange with farmers, hunters, fish suppliers or cattle breeders from the Munich surrounding area. The proximity to suppliers and the high levels of trust garnered from the close relationship with them guarantees the family business the best quality, short delivery routes and thus also the highest freshness. Finished products such as cheese, baked goods, mustard, coffee, tea, jams or spirits come from regional manufacturers and are sometimes even produced exclusively for the *Platzl Hotels*.

Fast fashion or fast furniture pollutes natural resources and leads to massive waste problems. In the *Platzl* businesses, existing materials are restored – as happened, for example, in the *Pfistermühle* restaurant. There, the decades-old ceilings and floors were refurbished, or the upholstery reupholstered. At *Marias Platzl*, flea market treasures such as porcelain plates are an essential part of the design. As a matter of principle, local craftsmen who work with regional woods, textiles and other high-quality materials are engaged.

In the hotel rooms, there are specially designed *Platzl* bottles made of glass, which are reused and thus save around 40 litres of bottled water per day, which is equivalent to around 100 delivered Euro pallets of water per year. But that's not all: to save water, bed linen is only changed for guests with long stays. This has reduced the volume of laundry by a third since the introduction of the measure. In addition, only biodegradable washing-up liquid from 100% recyclable canisters is used in all operational areas.

In addition to employee training and development, employee healthcare plays a central role. After all, the promotion of health and well-being as a universal good applies to all employees. Overcoming illnesses and health problems require the innovative strength of businesses in addition to efforts by society as a whole. Family businesses have many opportunities to improve the health and well-being of their employees and thus can realise business opportunities. The personal proximity to the employees – unlike in large businesses, for example – is considered a major advantage here. The introduction of a business health management system can support the well-being of the business's employees.

⁵A 'Kommanditgesellschaft' (KG) in Germany is a partnership in which there is at least one personally liable partner and at least one limited partner who operate a commercial business under a common company name.

Products and/or Services Offered by *Platzl Hotels*

- Personal training;
- yoga;
- wellness massages;
- fitness room;
- discounted conditions in body + soul fitness studios;
- employee canteen;
- staff rooms;
- free cleaning.

Background to *Platzl Hotels*

‘*Platzl*’ – even though this name first appears in city maps of the 18th century – is a versatile word. The inhabitants of Munich refer to both the square-like street extension and the traditional house located there as ‘*Platzl*’ – those who are nostalgic about it, still speak of the ‘Grand Restaurant *Platzl*’ today. From the end of the 19th century until the middle of the Second World War, humorous personalities such as Karl Valentin entertained the enthusiastic Munich audience there on the ‘*Platzl* theatre stages’.⁶ Shortly after the end of the Second World War, the entertainment business was resumed, but rather provisionally because the building had suffered severe damage during the war. So, it was no great surprise that the *Platzl* had to close in 1951 due to the danger of collapse.

The Beginning of the Inselkammer Family Era

Given the dilapidated condition of the building complex at the *Platzl* at that time, no businessman wanted to take the risk of an investment. None, except for Franz Inselkammer. The owner of a small brewery in Aying (south-east of the Bavarian capital Munich) decided to rebuild the traditional house. However, the new concept was not limited to a restaurant with a theatre stage. A hotel was to be built at the *Platzl*. The relaunch of the ‘*Platzl* theatre stages’ in 1953 under the new tenants Carl and Hilde Gross was a complete success and paved the way for a successful start for the *Platzl Hotel* in 1956.

Reopening of the Platzl Theatre Stages

When it reopened on 25 May 1953, guests nevertheless found a different *Platzl* than at the beginning of the 20th century. Although the ground plan remained the same, several reconstruction measures were undertaken. For the war-ravaged

⁶A German comedian, folk singer, author and film producer. A Munich original, who even has his own museum dedicated to him in the Bavarian capital. He influenced numerous German and international artists with his humour.

citizens of Munich, this was a welcome enrichment or change, especially as it provided opportunities for many comedians to perform.

Birth of the Platzl Hotel

While jokes were being cracked on stage and laughter was being heard in the guest room, construction work continued in parallel. On 9 July 1956, the most modern 200-bed hotel in the city at the time – the *Platzl Hotel* – was opened. Particularly noteworthy in this context was the music from the hotel's central radio system, which could be heard in each of the 200 rooms. This was a technical sensation for the time. Telephone connections in every room were standard equipment.

Farewell to Carl and Hilde Gross

The *Platzl* owes its success during the challenging post-war years not least to the tenant couple Carl and Hilde Gross. In 1973, after 20 years in business and after the *Platzl Hotel* had established itself as one of the best addresses in Munich, the couple left the business. It was continued by Franz and Maria Kreszenz Inselkammer's youngest son, Peter Inselkammer.

Peter Inselkammer Takes Over the Management

Peter Inselkammer came to Munich's old town as a business economist with brewery training and relevant experience as landlord of the *Ayinger Hof*, and in turn, brought about a series of renovations in the *Platzl*. Thus, the hotel was able to present itself with a new look and feel just in time for its 20th birthday in 1976. Changes and innovations were necessary to remain competitive, as the total number of hotel beds in Munich had increased by 35% due to the 1972 Summer Olympics. As a result, Peter Inselkammer decided on a completely new concept for the *Platzl Hotel* in 1978.

The New Platzl Building

An important concern of Peter Inselkammer was that the new building should fit seamlessly into the existing architecture of the old town. Therefore, the historic rooms of the listed *Pfistermühle* were to be extended, the traditional *Platzl stages* were to be preserved and the hotel rooms directly above were to be renovated. Next to it, on the site of the former 'Bockbierkeller' restaurant, the new hotel building was to be constructed. After the design was approved on 6 August 1986, the former *Platzl Hotel* closed in November and the first demolition work began just one day later. In July 1988 – after only 20 months of construction – the first guests could stay in the new 4-star hotel. The official opening took place on 12 September 1988.

The Platzl Hotel Today

In 2014, Peter F. J. Inselkammer, the son of Peter Inselkammer, took over the operational management of the *Platzl Hotels* (see Fig. 2). A new phase of development was initiated – the *Platzl Hotels* have always continuously evolved (cf. Table 1).



Fig. 2. Peter F. J. Inselkammer, Operational Manager of *Platzl Hotels*.

Table 1. *Platzl Hotels* Key Milestones.

18th century	First mention of the ‘ <i>Platzl</i> ’ in various city maps
End of 19th century until the middle of World War II	Restaurant with theatre stage
After the end of World War II	Resumption of restaurant and theatre operations
1951	Closure due to danger of collapse
Between 1951 and 1953	Acquisition of the building complex at the ‘ <i>Platzl</i> ’ by Franz Inselkammer

Table 1. (Continued)

1953	Opening of the theatre stage by the tenants Carl and Hilde Gross
1956	Opening of the <i>Platzl Hotel</i>
1972	Summer Olympic Games in Munich
1973	Carl and Hilde Gross retire as tenants, Peter Inselkammer takes over management of the hotel
1976	Necessary refurbishment, renovation and conversion measures
1978	Planning for new construction of the <i>Platzl Hotel</i>
1986	Permits for new building, demolition
1988	Opening of the new building
2014	Takeover of the management by Peter F. J. Inselkammer
2018	Extension by <i>Marias Platzl</i>

The 200 rooms of the *Platzl Hotel* have been continuously renovated in recent years. This includes a Junior Suite and a Bavarian Suite. In addition, the hotel offers six equally newly renovated event rooms, the completely renovated *Pfistermühle* restaurant in listed vaults from the 16th century, the Bavarian Inn *Ayinger am Platzl* as well as the *Josefa Bar & Kaffee* and the *Karree Boden & Bar*. In 2018, the *Platzl Hotel* was expanded to include the hotel *Marias Platzl* in the immediate vicinity of a square called ‘Mariahilfplatz’ with the associated inn *Ayinger in der Au*.

The *Platzl* business follows the understanding that one must not rest on traditions but constantly develop them further, especially in the context of sustainability. From over 60 years of experience, something has developed in the hotel and restaurant operations that makes the various establishments unique: the ‘*Platzl* feeling’. An atmosphere characterised by cordiality and respect invites the employees to give their best and helps to shape the family-run business in Munich.

SDG#3 Good Health and Well-Being and *Platzl* Hotels

Most diseases are not congenital but occur during life. People can do a lot to prevent various diseases and strengthen their health. In a society of longer life, targeted health promotion and prevention are crucial at every age. Health promotion and prevention measures address the behaviour of the individual as well as the design of a health-promoting living environment. They contribute to preventing chronic non-communicable diseases from developing in the first place or to reducing their progression, to ensuring that people grow up and age healthily and that their quality of life improves. SDG#3 is dedicated to this issue. This

includes healthy living, learning and working conditions as well as regular physical activities, and a balanced diet or recreation (Buzeti et al., 2020; Macassa, 2021; McBride et al., 2019). These aspects and others like being protected from communicable diseases, having access to basic health services or reducing the risk of health crises are addressed by the SDG#3 indicators to ensure healthy lives and promote well-being for all at all ages (United Nations, 2023). Especially in an entrepreneurial context – as also called for in SDG#3.4, for example – it is important to promote the prevention of diseases, mental health and well-being.

People spend a large part of their working lives at the workplace and encounter working conditions that can have a positive or negative effect on their health, depending on their characteristics. Unfavourable working conditions can not only lead to physical complaints among employees, but they also pose risks to mental health.

Healthy and motivated employees are a basic prerequisite for the success and competitiveness of a business. Particularly against the backdrop of demographic change, modern companies have systematically incorporated the promotion of the physical and mental health of their employees into their operational and human resource management and have recognised it as a central issue for the future (Cinar & Bilodeau, 2022; Meurs et al., 2019).

In Germany, employee healthcare measures fall under occupational health management. The aim of occupational health management is to optimise the stresses and strains on employees and to strengthen personal resources. Good working conditions and quality of life at the workplace, on the one hand, sustainably promote health and motivation and, on the other hand, increase a business's productivity, product and service quality and innovative capacity. This creates a win-win situation for employers and employees and improves the business's image as a good employer in terms of corporate social responsibility (CSR). The latter should not be underestimated due to the demographic development and the associated competition for qualified junior staff.

The fields of action of occupational health management include preventive areas such as occupational health and safety, addiction prevention, workplace health promotion, personnel and organisational development. Corrective fields of action are, for example, emergency and crisis management and absence management.

Platzl business has recognised the importance of healthcare and workplace health management and offers their employees a versatile range of services to strengthen the body and mind. The business has recognised, in line with SDG#3.d, that by investing in the health of employees, health risks can be identified and minimised at an early stage.

Platzl Sport With Personal Training

With the cooperation partner *Bi PHiT*, employees have been able to attend 'functional training' once a week in the fitness room of the *Platzl Hotel* since around 2018 (see Fig. 3). The advantage of 'functional training' is that the



Fig. 3. Seal Training With *Bi PHiT*.

muscles are not trained in isolation as in equipment training. This means that entire movements and sequences of movements can be learnt and improved. The training itself is, therefore, much more efficient. The aim is not to build up muscles quickly but to achieve sustainable training, which has a positive effect on the body. *Bi PHiT* is a sports, fitness and health service provider that offers employees individually tailored support through personal training or fitness trainers and therapists. The focus is on work–life balance and nutrition – whether at home, outdoors or at work. Especially at work, sport plays a major role in sedentary work to strengthen the back through fitness exercises and the prevention of back pain. Everyday situations, such as sitting down and standing up, are simulated with a knee bend. This reduces absenteeism due to back pain and improves the employees’ quality of life (Shiri & Falah-Hassani, 2017). At different fitness levels, the results are documented, analysed and optimised by the fitness trainer and staff. Weekly tasks and newsletters provide round-the-clock support for the employees. In addition, competent massage therapists from *Bi PHiT* treat deep tensions and take care of the employees’ connective tissue, blood circulation and energy flow.

Platzl Sport for Body and Soul

In contrast to conventional fitness studios, the offer of the *body + soul group* (since approximately 2018) includes a holistic course concept: various fitness and yoga courses, cardio and strength training equipment, professional training

supervision and personal service. Climbing walls, sports pools and various wellness landscapes with different themed saunas and a professional range of treatments expand the concept. A daily, free childcare service also offers parents the possibility of a relaxed workout. The focus is on a positive attitude to life in harmony with body, soul and social contacts. The employees of *Platzl Hotels* receive discounted employee conditions from the *body + soul group*.

In addition to the offers for body and soul, the following other measures are intended to contribute to the well-being of the employees:

Employee Rates

For employees, their families and relatives, there are special conditions for overnight stays in the *Platzl Hotels*. There is also a 50% discount on the gastronomy. *Platzl* employees also receive various benefits from the cooperation of 'Die Privathoteliers', e.g. reduced rates or exclusive offers via the corporate benefits platform.⁷

Employee Canteen

Canteens increase employee satisfaction. Having lunch together promotes collegial cohesion. Loyalty to the employer increases when employees feel well looked after by the employer (Bhasin, 2018).

Staff Room

Munich is currently the most expensive city in the rental price ranking in Germany. Therefore, employees in the hotel industry face the great challenge of finding an affordable flat. For this reason, *Platzl Hotels* offers its staff accommodation in the middle of Munich's old town, whether for a transitional period or for a slightly longer time.

Free Cleaning

Work and service clothing is not only provided but also cleaned free of charge. This applies to all areas, including, for example, the business outfits of the office teams.

⁷On the initiative of various private hoteliers, the cooperation 'Die Privathoteliers' was founded in 2008. Members are privately run 4* and 5* hotels that want to expand their market position through synergies. Furthermore, the cooperation serves for a trustful exchange between the businesses. Through network purchasing and an internet-based ordering platform, considerable savings in purchasing have been achieved in recent years. Human resource management and innovations are further topics that are regularly discussed in the cooperation.

Further Training

Internal and external training courses are offered regularly in which every *Platzl* employee can participate. Individual development opportunities and perspectives are discussed with the employees during the annual appraisal.

The Philosophy of the Platzl Family

‘We are *Platzl*’ – this is the philosophy that the family business wants to live every day anew together with its employees. A family business where heartiness and tradition take a very important role and where you can and should feel at home. Peter F. J. Inselkammer and his management team know how important it is to be able to develop and have fun both during and after work. With its various benefits and training opportunities, the business supports to the best of its ability, the development of careers as well as personal and professional skills. Healthy, satisfied and well-balanced employees can prosper from within (Winchenbach et al., 2019). The employees want to pass on this positive aura to their guests.

The commitment to employees does not end when they join the business. Existing talents are continuously promoted according to their strengths. The transfer of responsibility, the formation of a personality as well as independent and proactive work have long been part of the (training) concept of *Platzl Hotels* – this attitude should be reflected in the mental health of the employees. In addition, there are events and activities that promote togetherness and fun away from work: ‘*Platzl Sport*’, yoga after work (see Fig. 4), kick-off parties, team



Fig. 4. Various Health Offers at *Platzl Hotels* Such as Yoga.

events or relaxed summer parties are just a few examples. The physical activities that the employees do together have an effect on the health of the employees on the one hand and, on the other hand, they strengthen the team spirit and the respectful interaction between the employees. Feedback is exchanged at regular team and staff meetings, annual staff surveys or even daily power briefings. This gives both management and *Platzl* employees the opportunity for continuous development. In addition, everyone can post suggestions and ideas on their intranet at any time, express training requests or offer training themselves.

With the outbreak of the global COVID-19 pandemic, so-called appreciation cards were introduced for mutual appreciation to give colleagues a few nice words to make them happy and to contribute to the general well-being. In line with SDG#3.4, this is a manageable measure at first glance, but its impact was all the greater. The employees had the feeling that they had not been forgotten and that they were not alone in their fears. This, in turn, certainly made an important contribution to their resilience.

Business Model and SDG#3 Good Health and Well-Being

The *Platzl Hotels* business model is based on two central pillars: on the one hand, highly efficient revenue management and, on the other hand, a proven commitment to employees.

To ensure that SDG#3 can always be fulfilled, the following values are internalised by all employees:

- The most important concern at the *Platzl Hotel* is to make every guest happy with every visit.
- The high quality of the hotel and the unmistakable *Platzl* character are the great constants.
- To guarantee this, all the people working at the *Platzl* – whether director or housekeeper, porter or receptionist, waitress or bar manager – are guided by certain values and characteristics that are decisive for all of them.
- One of the guidelines for the *Platzl Hotel* and its gastronomy is: REAL.

For *Platzl Hotels*, the attribute REAL is not a platitude but a value that is lived by everyone involved. For the employees, *Platzl Hotels* are REAL because:

- despite modernisation and investment, the tradition and original character of the house have been preserved;
- it is fun to fulfil every guest request – even if tables have to be rearranged, times adjusted or rooms moved;
- every guest is treated equally, and no one has to pretend;
- every employee remains true to himself and is allowed to show his personality; no one is just a number;
- we speak openly and honestly with each other as well as with our guests;
- the employees' word carries weight and promises are only made if they can be kept;
- much is prepared by hand – from the syrups and lemonades at the bar to the 'Spätzle' (= traditional German food) and sauces in the kitchen;

- it creates trust and the staff feel more comfortable when they tell the truth and act honestly;
- the suppliers are precisely known, and the guests can already read on the menu where the products come from;
- guests can already rely on the freshness and high quality of the food and drinks at breakfast;
- sustainable interpersonal relationships with colleagues, supervisors and guests are to be established and maintained;
- a guest should only leave reception with a smile;
- the employees in the team get along well and also enjoy spending time together outside of working hours to strengthen the team spirit and appreciation for each other.

These values, which must be internalised, can only be lived and implemented authentically if the employees not only have a physical but especially a mental balance or well-being. The *Platzl Hotels* have recognised these central challenges and are addressing them with a variety of measures.

Networks and Awards **SDG#3 Good Health and Well-Being**

The integration of mental and physical health issues into the existing human resource (HR) management, such as talent management, appraisal interviews or personnel development, has led to several awards for *Platzl Hotels* and the associated recognition in recent years.

Hospitality HR Award 2021

Within the framework of the ‘Hospitality HR Award 2021’, *Platzl Hotels* was happy to win first place in the category ‘HR Strategy Individual Hotels, Gastronomy & Leisure’. This is about new standards at all levels of HR management – from recruiting to training and employee development. The award documents the efforts of a conscious and sustainable investment in junior staff and (long-term) employees, and their physical and mental health. Behind this is the development of a modern employer brand: with courage, inventiveness and good online marketing, the various types of companies have repeatedly made a positive impression. Especially, the employer branding campaign ‘What you can do makes us even better. Arrive in the *Platzl* family!’ impressively shows what it means to work in the *Platzl Hotels* and to be individual and authentic (see [Fig. 5](#)). Those who can live and enjoy their freedom, feel healthy and well find it easier to work together successfully in a team, according to the philosophy. In a workplace where employees have their roles, receive attention and are respected, people flourish. Only when people are given the opportunity to flourish, they feel comfortable and stay healthy, especially in line with **SDG#3.4** and **SDG#3.5**.



Fig. 5. Employer Branding Campaign *Platzl Hotels*.

Hospitality HR Award 2018

In 2018, *Platzl Hotels* was awarded first place in the category ‘Employee Retention and Development’. This involves a positive working atmosphere and working environment, low staff turnover as well as modern wage policies or flexible working time models.

TOP Ausbildungsbetrieb

These training companies commit to strong guiding principles for high-quality dual training, such as trainees must then confirm the business’s statements in an online survey.⁸

⁸Dual training is a system of vocational education and training. Training in the dual system takes place at two learning locations, the company and the vocational school, and is characterised by learning processes across learning locations (dual learning). The person in dual training is called a trainee. The prerequisite for vocational training in the dual system in Germany is a vocational training contract. The vocational school to be attended depends on the location or regional affiliation of the company. Most of the practical part of the training is provided in-house in the businesses; the theoretical part is mainly provided by the vocational school. The dual vocational training model is not very widespread outside Germany.

- The business enables an optimal start to the training through an appropriate orientation phase and familiarisation period.
- Every trainee has a contact person in the business who is available to answer questions and solve problems.
- The qualification and presence of the trainers guarantee training at a high professional and human level.
- The working atmosphere is characterised by openness, fairness, tolerance and respect.
- The personality and performance of the trainee are valued, and there is openness to constructive feedback.
- The vocational school is a partner in dual training with which companies exchange and cooperate.
- The trainee is encouraged to participate in work-related projects, competitions and training.
- Trainees are intensively prepared for the final examination.
- Provide timely support to apprentices in planning their careers and further education.
- Ensuring a balance between work and private life.
- Compliance with legal requirements is a matter of course: working hours and apprenticeship pay are based on collectively agreed regulations.

Excellent Training in the Hospitality Industry

Hardly any other industry is as customer intensive as the hospitality industry. This places high demands on employees, which is why *Platzl Hotels* is happy to invest heavily in its junior staff. These efforts have once again been rewarded by the Hotel Directors Association Germany e.V. with the 'Exzellente Ausbildung' award.

Challenges of Working With SDG#3 Good Health and Well-Being

The health and well-being programme is primarily of interest to the management and administrative staff, but less so to the kitchen and service staff. This is also reflected in the regular employee surveys, in which employees are asked about health prevention, among other things.

Nevertheless, the *Platzl Hotels* also try to offer low-threshold offers in the area of health – such as a fascia ball – as a birthday present. For this purpose, there is also a professional introduction to regular training by a trainer.

Business and Greater Good

The *Platzl Hotels* have been involved with the *Nicolaidis Young-Wings Foundation* for years. The foundation's services are aimed at young mourners with or without children up to the age of 49 whose partner has died, regardless of the

cause of death or how long ago the loss occurred. These people are in an exceptional mental and emotional situation, which can have a major impact on both their health and well-being. The foundation counsels and accompanies children and adolescents as well as young adults up to the age of 27 after the loss of one or both parents.

What Next for *Platzl Hotels*

Platzl Hotels would like to set further accents in the area of training and personnel development, especially against the background of happy, and thus healthy, employees. An academy for personnel development is planned, which will focus on the topics of appraisal interviews, management, leadership, etc. The findings will lead to individual training that will give the employees perspectives as well as a healthy work–life balance. The findings are to lead to individual training courses that will offer employees perspectives as well as health and mental stability and make a significant contribution to employer branding.

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