



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School



2019
Yearly
overview

HOTELSCHOOL THE HAGUE - HOSPITALITY RESEARCH CENTRE

Hospitality Research Centre Yearly Overview

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1. Preface – Students working in Research

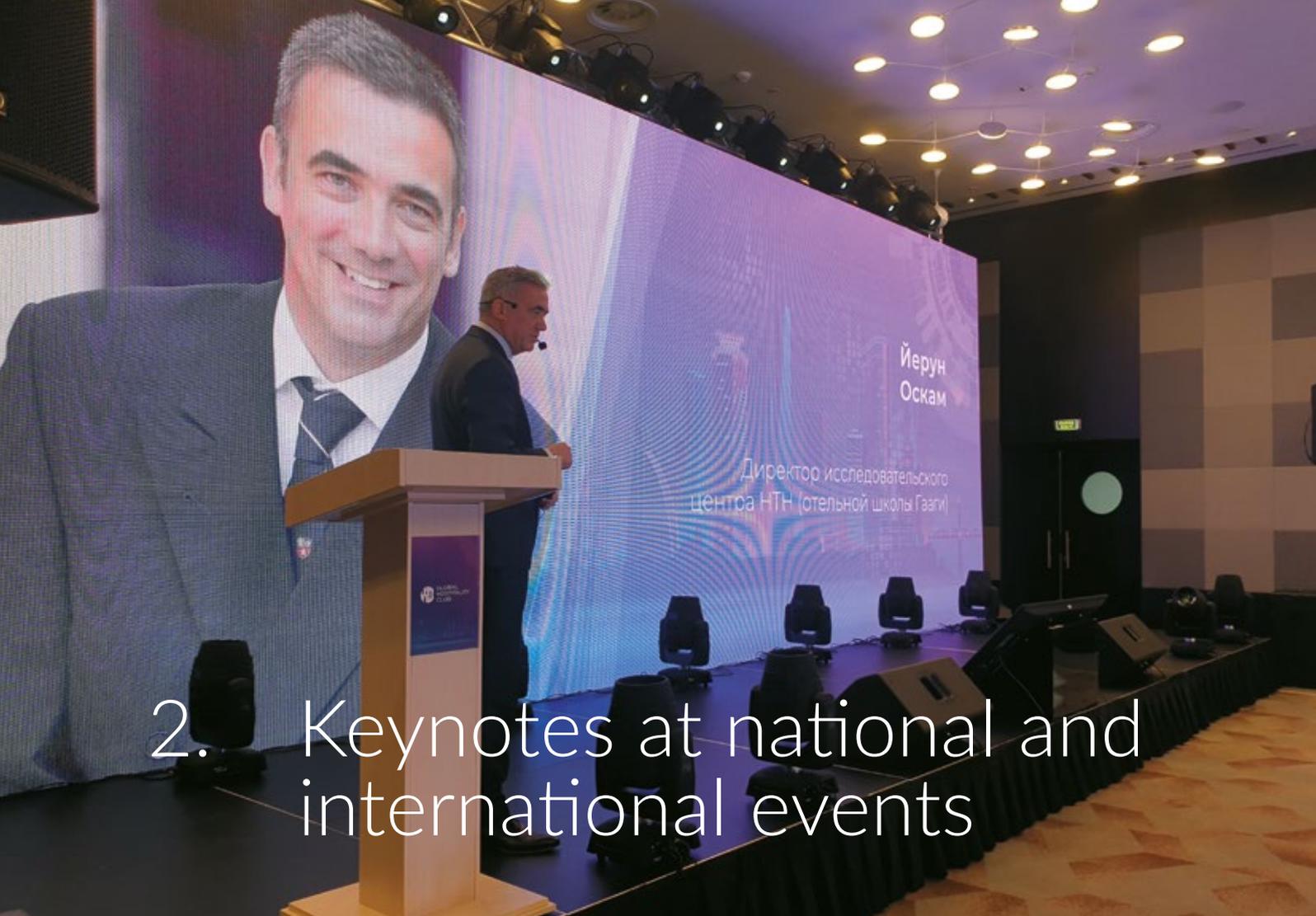
In 2019, more and more Hotelschool students have become engaged in the school's research projects. One of the most visible research activities in the school are the projects in the area of food waste reduction, a best practice that has not only appealed to many student researchers but that is also highly dependent on the efforts and research skills of students.

“When looking for a research topic for the final stage of our study, we wanted to have a project where we could really make a difference and add value. The project we have been working on, the Rabobank Food Waste Challenge, aims at a reduction of food waste in the participating restaurants of at least 12,5% through behavioural interventions or nudges. The beauty of this project is that it is not only important, as a cost saver, for the restaurants we work with; it is also of value for researchers as it shows which *nudges* work and which do not; in the end it is relevant for the restaurant sector as a whole and for society as a contribution to sustainability.

In this research, the tools and skills we have worked with in earlier courses are activated in a full, real-life study that is of impact for the hospitality profession. We are responsible for our entire study project, use SPSS and other tools, and we also have to deal with the limitations of a real life setting: how can we be sure that all restaurant actually implemented the nudges, and therefore, that our findings are valid? This makes it not only a wonderful conclusion of our Hotelschool years, but also a relevant experience for once we start working in this profession”.

Milou Dankers
Shelley Knegt





2. Keynotes at national and international events

Research Centre speakers have represented Hotelschool The Hague nationally and internationally –in places as varied as Spain, Russia, China, Chile, Taiwan, Singapore and Greece— where they were invited to speak about their field of expertise and their research findings. Besides academic conferences for colleagues of hotel, tourism and business schools, our researchers shared their insights with hotel professionals at events such as the Reformbnb conference, the national conference of the Hoteliers Association of Chile, the Moscow Hospitality Club, the Taiwan Hotel Industry Conference, The Toerisme Top NBTC (*Tourism Top Netherlands Bureau for Tourism and Conventions*), the Kennisnetwerk Destinatie Nederland (*Knowledge Network Destination the Netherlands*), Platform de Nieuwe Winkelstraat (*Platform the new Shopping Street*), the Voedingscentrum (*Dutch Nutrition Centre*) or Zorgnetwerk Nederland (*Dutch Network of Health Care professionals*).



3. International Hospitality Management Research Symposium

28-29 March 2019, the Hotelschool The Hague organized its International Hospitality Management Research Symposium. The Symposium title was *Hospitable futures: preparing talents and understanding technology to create meaningful encounters*.

On the first day, the Industry Keynote was delivered by Dirk Bakker (CEO Netherlands & Head of Hotels EMEA at Colliers International), who gave an inspiring presentation about **Technology and consumer trends shaping the future of hospitality**. Subsequently, a panel with prof. Bruce Tracey (Cornell University), Veerle Donders (Zoku), Jeroen Oskam (Director HTH Research Centre) and Dirk Bakker, moderated by David Brannon (HTH), discussed the developments and challenges in the hotel industry they envisioned for the near future. The debate has been summarized in an HTH Whitepaper.¹



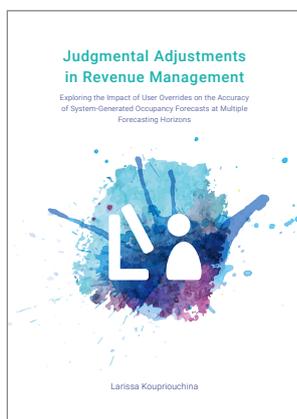
The second Symposium day offered academic keynotes by prof. Rob Blomme (Nyenrode University) on **Horizontal leadership as a prerequisite for success in collaboration** and by prof. Jean-Pierre van der Rest on **The future of Revenue Management: ethical and legal pricing challenges**. Afterwards, scholars, practitioners from various backgrounds as well as students participated in different paper sessions where they debated on several challenging topics such as the Hospitality Experience, HR in Hospitality, Hospitality and Technology, and Sustainable Entrepreneurship. The format of the symposium allowed the participants to cross swords academically, receive critical feedback, and gain new inspiration. Moreover, the exchange between scholars and professionals combined practical applicability and academic rigor.

With this symposium, once again HTH proved not to shy away from putting pressing topics on the agenda. The second edition of the Research Symposium will be held on 2-3 April 2020, this time with the title of *Hospitality Innovation: Ethical Issues and Challenges*.

¹ The whitepaper, *Innovation, personalisation and market forces: HTH Outlook on hospitality 2020* can be downloaded from our website at https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/final_-_hospitality_research_-_whitepaper_0.pdf

4. Can humans improve on decisions suggested by Revenue Management algorithms?

On November 12, Larissa Koupriouchina successfully defended her PhD dissertation about *Human-computer interaction between revenue management professionals and forecasting support systems*, thus concluding years of intensive research with support of a doctorate grant by NWO (023.002.090). Nowadays, automated systems forecast future demand and revenue managers have to decide whether to agree with these estimates. 'As increasing numbers of algorithms are currently used to support human decisions in a variety of fields, an even greater need to successfully combine computer output with human knowledge and intuition arises. Can humans improve on decisions suggested by these data-intensive and sophisticated algorithms?'



Koupriouchina researched anonymized hotel forecasting data obtained from thousands of hotels worldwide through a collaboration with a global hotel Revenue Management System (RMS) provider with more than 10 thousand clients in 124 countries. Firstly, her study examined the accuracy of forecasting accuracy measures. With seventeen different measures, she calculated the accuracy of more than 2000 automated forecasts, which were to be compared to judgmental adjustments introduced by the revenue managers. The research demonstrated that the accuracy of forecasts improves considerably when forecast horizons are relatively small, that frequent manual adjustments are more favourable for the accuracy of forecasts for group bookings than for individual bookings, and that manual adjustments at a late stage have a more favourable effect on accuracy than adjustments at an early stage.

The findings of this study have a number of implications for academia, the hotel industry, and RMS software providers. The findings have been published in the *International Journal of Hospitality Management*, *International Journal of Contemporary Hospitality Management*, and as a book chapter in the textbook *Management Science in Hospitality and Tourism: Theory, Practice, and Applications*. Several academic authors have already incorporated the recommendations in their research. To attract the attention of the hotel industry, as well as to illustrate the need to incorporate these findings in practice, the intermediate results have been shared at various educational sessions, conferences and meetings of Revenue Management associations in the Netherlands and abroad (USA, UK, Germany, France, Croatia, China, Russia, etc.). Moreover, a pilot online training course for hotel managers was created and the research outcomes will be further incorporated in the Revenue Management course taught at Hotelschool The Hague, which prepares hotel managers for the hospitality industry worldwide.²

² Tekst based on the article 'Hotel room rates: human work or algorithmic plaything?', by Floris van den Driesche, Universiteit Leiden. <https://www.universiteitleiden.nl/en/news/2019/11/hotel-room-rates-human-work-or-algorithmic-plaything>

5. #FairKitchens: towards a kitchen culture that is attractive to the next generation



Labour shortages have become one of the most pressing issues for the hospitality industry. The industry needs talents, from every age category, in order to sustain growth. Working in hospitality is diverse and dynamic; it offers great career perspectives and opportunities. Yet the image of the industry is not always appealing for operational level jobs: low pay, long working hours, poor work-life balance are among the key issues that make talents leave the industry or even worse, decide not to enter the industry at all.

Kitchens are among the most stressful environments of the industry. Chefs are vital to the success of restaurants and with a booming restaurant business in cities around the world the influx of young talents is crucial. But research conducted by Unilever Food Solutions shows that about 50% of chefs and their kitchen staff feel pushed to a breaking point, close to 75% suffer from sleep deprivation, are too busy to look after themselves, experience little career opportunities, experience physical abuse, suffer from depression and feel underappreciated. This is alarming.

Hotelschool The Hague's Research Centre was invited by #Fairkitchens, an initiative sponsored by Unilever Food Solutions to help develop a new standard for kitchens. The aim is to establish a movement that calls upon the hospitality industry but especially restaurants to build a better kitchen culture that is attractive to young people to stay in the industry. Currently over 300 chefs globally joined the movement and the ambition is to encourage the more than 17 million restaurants around the world to implement the new FairKitchen standards.

Together with a group of chefs and hospitality experts, dr. Huub Ruël, professor of Global Talent Management Innovation of Hotelschool The Hague, spent two days in a pressure cooker environment to identify and define practical and implementable criteria for FairKitchens and to set up an accreditation and governance structure for the #FairKitchens movement. These criteria will be turned into a checklist that will be used to certify companies as 'FairKitchens'. Among the criteria considered as the minimum for a FairKitchen are balanced number of working hours, compensation for extra hours, regular breaks, a respectful and safe work environment, guaranteed minimum wage per hour, training and developmental and constructive leadership.

On November 29, Hotelschool he Hague hosted the #FairKitchens event at its Amsterdam Campus.

6. HTH as Key Partner National Food Waste Challenge

It comes as no surprise anymore that food waste is defined as one of society's biggest financial, social and environmental challenges. The food service industry aka 'HORECA' (and from here on referred to as Horeca), is responsible for 14% of the global food waste. This means that 1 out of every 6 meals is thrown away! The Horeca was therefore chosen by "Samen Tegen Voedselverspilling" (STV) (a national non-profit foundation against food waste) as a priority to reduce food waste. Rabobank in turn, (key founder of STV) initiated the national 'Food Waste Challenge' to kick start food waste reduction in restaurants. As a thought leader on Food Waste and Food Rescue, STV choose and funded Hotelschool The Hague to become a key partner in the national Food Waste Challenge.



With a 175 restaurants participating, this entailed that we got over 40 students involved for a whole week in taking a '0-measurement' of the current food waste levels at selected restaurants in Noord and Zuid Holland. After that, we implemented behavioural interventions (nudges) aimed at reducing food waste in a simple, non-intrusive and often unconscious manner (see pictures of 2 nudges). The nudges were developed under the supervision of Anna de Visser -Amundson and a team of 5 Lycar (i.e., Bachelor thesis) students and validated by a consumer panel at the Voedingscentrum. The team of Lycar students were also responsible for the initial intake meetings at the restaurants and in coordinating the measurements because a few weeks after the nudges had been implemented, we took a '1-measurement' to register if the food waste levels had been reduced. The data is still coming in from the 1-measurement as this is being written. Thus we cannot (yet) disclose the results but as a sneak peek, we can report that Event Hotels (participating with both Accor and Bilderberg restaurants) reduced their food waste with an average of 36% which equals over €4000 in one week. That is significant and something we are very proud of!



The final results will be presented at the Future Trends Lab at Horecava in Amsterdam on 13 January 2020 by the Rabobank CEO, Wiebe Draaier, and most probably the vice prime-minister, Carola Schouten. So from starting with small rescued soups 3 years ago in La Mangerie, we now have national impact and recognition for our work. With that, we can truly say that we deliver on our promise be thought leaders in the topics we research.

Looking forward to new exciting challenges in 2020!



7. Futureproof Equilibrium: Balancing between diverging interests

(‘Toekomstbestendig Evenwicht: balanceren tussen divergerende belangen’)

HTH Research Centre partners with RAAK PRO Research of Hogeschool van Amsterdam.

Amsterdam increasingly struggles with a changing use of urban public spaces, and with finding the right balance in various urban consumption areas. Areas where living, working, consuming and recreation take place simultaneously and interchangeably.

In certain ‘overheated’ places, this unbalance is caused by a one-sided use, e.g. tourist shops and bars, which results in a decline of its local diversity and its liveability. In certain ‘undercooled’ places, this unbalance is caused by hardly any use at all, leading to people only passing through, vacant buildings and deprived neighbourhoods. The research draws on an urban communing perspective as an approach to re-energize the collaborative governance of such spaces.

In the multi-stakeholder project ‘Futureproof Equilibrium’, action research is conducted to explore the question: Which processes and interventions promote or hinder a communing process in the search to achieve a more stable development of overheated or undercooled urban spaces?

HTH Professor City Hospitality Karoline Wiegerink brings in the hospitality perspective to the RAAK PRO research. How can interventions in the private, social and or commercial domain contribute to balancing the interests of residents, entrepreneurs and visitors / tourists.

8. Design Oriented Research in first year

Recently, a new course was developed to introduce first year HTH students to the main principles of Design Oriented Research by means of a renewed course. Last year, HTH embraced Design Oriented Research –also called *Field Problem Solving*– as an approach to strengthen the inquisitive skills of hotelschool students to prepare them for a volatile future.

This new course replaces other course elements in which research techniques and skills were taught before; despite the fact that these previous course elements were thorough, often students did not trust their own knowledge and skills by the time they were in their management placement and were required to conduct research on their own. One of the reasons for this mismatch was that research methods were not visible as such, but embedded in other courses about Human Resources, Quality Management and Operations.

The necessity of a research course of its own, plus the choice to move towards Design Oriented Research, has led to a 3 EC course that includes basic knowledge of (design oriented) research, statistics and especially critical thinking. Both students and lecturers have received the use of an online learning tool, called GraspLe, so far with great enthusiasm. This tool enables students to prepare well for the classes, and reduces the need for elaborate explanations in class of homework material. As a result, classes are used for further development of the understanding of research issues in the hospitality management.



9. Practice You: Well-being at the Heart of Hospitality

“Welcome at the heart of hospitality where we create hospitable futures together”. This is the purpose of Hotelschool The Hague (HTH). To be able to create an authentic hospitality experience one has to be fully present and aware, as it shows that mindfulness increases learning, supports higher satisfaction and greater understanding. In the current fast paced society where we have approximately 65.000 thoughts a day, we need to train ourselves to pay attention. Students experience many impulses to deal with. In order to improve their overall state of mind and work on their *adversity quotient* (resilience) as a student and as a future hospitality professional we have the duty to make them more aware of their well-being.

Various well-being programmes in education already exist. However, a weakness of many of these programmes is that they miss academic underpinning, integration in actual curriculum, frequency in their offering and a combination of four focus areas: authentic happiness, competency, social- and emotional skills. HTH has in the past been offering a Mindfulness course as an extra-curricular activity. However, our objective was to ensure this approach really makes a difference in the student journey, adds value to the hospitality industry and finally achieves overall happiness. The project “Practice You: Well-being at the heart of hospitality” is based on positive psychology supporting students to understand how to turn obstacles into doable challenges. This groundbreaking project was awarded a Comenius Teaching Fellow grant for innovation in education earlier this year and is currently in progress.



10. Innovative Entrepreneurship in Hospitality course for Bachelor Specialisation

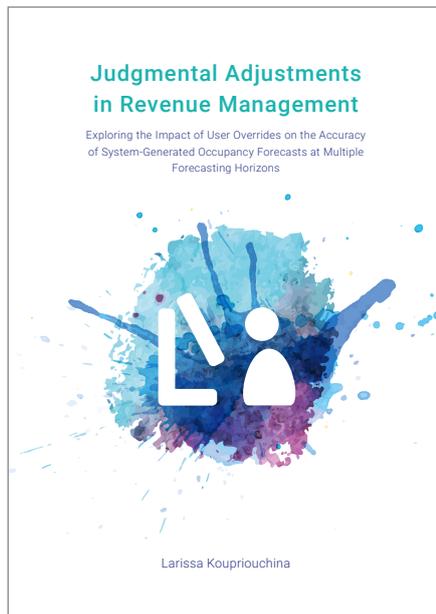
As part of the curriculum renewal for the HTH bachelor programme, new courses have been developed as the specialisations or minors to be run as pilot in the beginning of academic year 2019 - 2020. One of the developed courses is the Specialisation in Innovative Entrepreneurship in Hospitality, developed by Andrew Lim (Professor of Technopreneurship and Innovation) and Simone Williams (Lecturer of Marketing). This course aims to provide learning experiences to final year students on developing an innovative enterprise in the hospitality industry. Starting from defining the goals and context of their business, recognising the opportunities and finding the necessary resources to develop the venture, students will learn the dynamics the of entrepreneurship process that will subsequently develop their knowledge as required for their new business in hospitality industry.



For this course, students worked on their own business concept to prepare the blueprint of their business plan. Their own business idea was the entry ticket to apply for the course. The blueprint of their business plan has the potential to be used for their final project (known as Launching Your Career course), where they would be able to proceed into developing and executing their business plans. The activities for this course included workshops and coaching sessions, and empirical data collection through interviews, observation and surveys. To complete the course, students were assessed on their blueprint of the business plan as the final report that they had to pitch to the lecturers in an Q&A session. This course was piloted in the first block of the year 2019-20, with nine students enrolled. Five of them have extended their learning outcomes as their final projects, as they have developed and executed their business ideas into business ventures.

This course is supported by HTH Entrepreneurship Hub, a platform part of Chair Technopreneurship and Innovation to support HTH community in developing entrepreneurship. It accommodates HTH student startups in developing their venture through various activities. One of the activities is the quarterly networking event once per block, where alumni/entrepreneurs are invited as guest speakers to share their experience and best practices to HTH community. The students who joined the course have enhanced their learning experience through this inspiring networking event.

11. Books

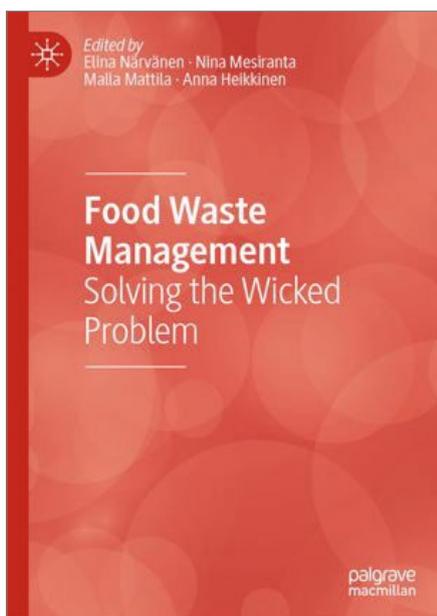


Larissa Koupriouchina, *Judgmental adjustments in revenue management: exploring the impact of user overrides on the accuracy of system-generated occupancy forecasts at multiple forecasting horizons*. Leiden: Universiteit Leiden, 2019.

Automated revenue management systems with complex and protected algorithms have significantly changed the revenue management profession. Hotels have become increasingly reliant on advanced computer systems that continually reforecast hotel demand. However, performance of these systems is not flawless, and revenue managers adjust their computer

system forecasts using their professional judgment. These judgmental adjustments can improve accuracy, but if performed poorly, can result in a cascade of suboptimal decisions. This dissertation explores the influence of judgmental adjustments on the accuracy of system-generated hotel occupancy forecasts. To this purpose, three studies have been conducted. The dissertation first evaluated whether it matters which measure is used to assess the forecast accuracy. It was then investigated whether the timing of judgmental adjustments influenced the forecast accuracy. Finally, the characteristics of judgmental adjustments (e.g., direction, size, frequency) and their effects on forecast accuracy were analyzed. The dissertation shows that (1) the choice of accuracy measure is complex and important, (2) the accuracy of occupancy forecasts improves considerably as the forecast horizon becomes shorter, and (3) the effect of judgmental adjustments differs and differs per hotel. Using a disaggregated reforecasting perspective, this dissertation improves understanding of how judgmental adjustments impact the accuracy of system-generated occupancy forecasts.

This book is available as an open access publication in the Leiden University Repository at <https://openaccess.leidenuniv.nl/handle/1887/80328>

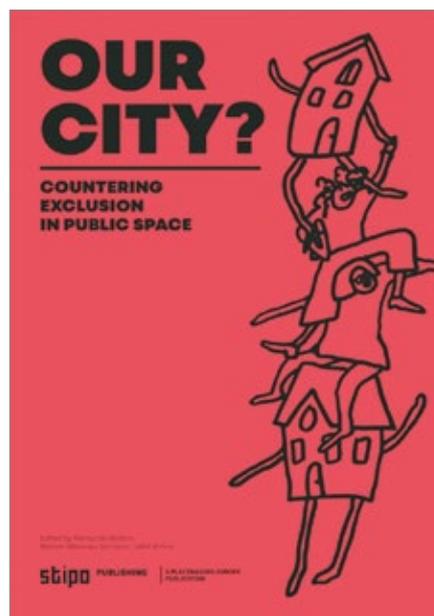


Elina Närvänen, Nina Mesiranta, Malla Mattila, Anna Heikkinen (eds.), *Food Waste Management: Solving the Wicked Problem.* Cham: Palgrave-Macmillan, 2019.

This book includes a chapter by Anna de Visser-Amundson, Mirella Kleijnen, “Nudging in Food Waste Management: Where Sustainability Meets Cost-Effectiveness.” (pp. 57-87).

Food waste in the hospitality industry is a major problem, and solutions to change wasteful behaviours in professional kitchens are scarce. De Visser-Amundson and Kleijnen contribute to this knowledge gap by exploring how nudging can be used to stimulate employees to save more food without impacting the customer experience. In a field setting with a perspective of cost-effective service excellence (CESE), they specifically show that cost-saving behaviours realised by either a social norms nudge or a pre-commitment nudge are promising paths to explore as solutions to reduce food waste in professional kitchens and to achieve CESE. To that effect, the social norms and the pre-commitment nudge reduced daily food waste with 25.02% and with 33.50%, respectively.

Available at <https://link.springer.com/book/10.1007/978-3-030-20561-4>



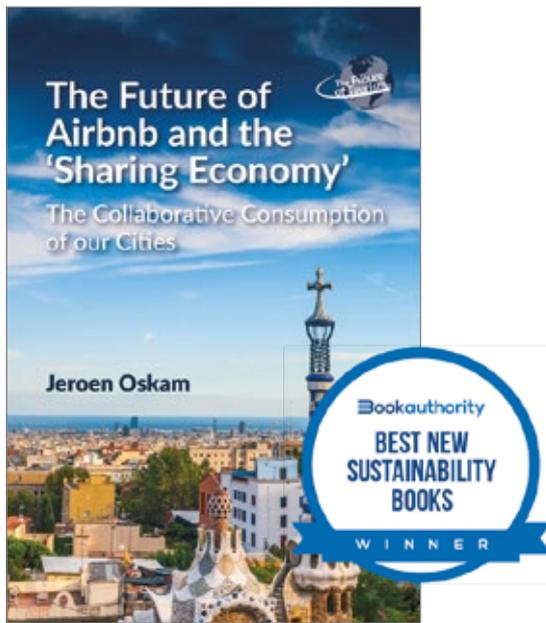
Minouche Besters, Ramon Marrades Sempere, Juliet Kahne (eds.), *Our City? Countering Exclusion in Public Space.* Rotterdam: STIPO, 2019.

This book includes a chapter by Jeroen Oskam, “The impact of urban vacation rentals: is Airbnb an inclusive cure, or an alienating disease for city residents?” (pp. 51-56).

Urban vacation rental platforms as Airbnb were initially welcomed as emancipatory and “sharing” initiatives. Cities embraced growing visitor numbers as a life raft for their problematic economies. The “sharing” platforms seemed to offer a utopian alternative to the abusive profit-seeking behaviour that had caused the crisis.

Advocates of the “sharing” movement, such as Botsman (2010), Gansky (2010) and Sundararajan (2016), explained the advantages of a world that no longer obsessed with ownership, but that would share access to resources. This chapter will analyse how urban vacation rentals have evolved, and how their evolution has differed from these initial promises.

Available at <https://stipo.myshopify.com/products/pre-order-our-city-countering-exclusion-in-public-space>



Jeroen Oskam, *The Future of Airbnb and the 'Sharing Economy'. The Collaborative Consumption of our Cities*. Bristol: Channelview, 2019

This book, already announced in our previous yearly overview, was named “one of the best sustainability books to read in 2020” by BookAuthority, <https://bookauthority.org/books/new-sustainability-books>

This book deconstructs the ‘sharing’ marketing narratives surrounding Airbnb and similar platforms. It provides a conceptual analysis of the ‘sharing economy’ and accommodation sector and furthers the ongoing discussion surrounding Airbnb and the social sustainability of city tourism. The volume analyses the

touristification of neighborhoods in the context of broader economic and ideological shifts, thus bridging the gap between academic and social debate. It presents four different city scenarios of potential future developments and evaluates the effects of different regulatory responses, giving readers an understanding of the forces and factors at work and envisioning the ultimate consequences of current developments. The book will appeal to students and researchers in tourism and hospitality studies, futures studies and urban planning, as well as to policymakers and strategists in the hospitality and tourism sectors.

Available from:

<http://www.channelviewpublications.com/display.asp?k=9781845416720>

12. Publications

Academic Publications

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- Bondarouk, T., Ruël, H. and Ter Harmsel, B. (2019). 'Video Killed the F2F-Interview Star': A Mixed-Method Study into the Effect of Pre-Recorded Video Interviews as a Selection Tool. In *Management and Technological Challenges in the Digital Age*, pp. 65-98. CRC Press.
- De Visser-Amundson, A. (2019) Nudging in Food Waste Management: Where sustainability meets cost-effectiveness, in Närvänen, E., Mesiranta, N., Mattila, M., Heikkinen, A. (Eds.), *Food Waste Management. Solving the Wicked Problem*. Cham: Palgrave Macmillan, pp. 57-87, 2019
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- Oskam, J. (2019). *The Future of Airbnb and the Sharing Economy. The Collaborative Consumption of Our Cities*. Bristol: Channelview.
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- Ruel, H.J.M., Petkewitz, P. (2019). Hospitality and diplomacy. *HTH Working Paper Series 3*.
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- Ruel, H. (2019) "Artificial intelligence in the hospitality industry". *Hospitality Inside*, 2019, <https://www.hospitalityinside.com/>
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