



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School



2020

Yearly overview

HOTELSCHOOL THE HAGUE - HOSPITALITY RESEARCH CENTRE

Hospitality Research Centre Yearly Overview

research@hotelschool.nl

Tel +31 70 351 24 81

Hotelschool The Hague

The Hague Campus

Brusselselaan 2

2587 AH The Hague

The Netherlands

Hotelschool The Hague

Amsterdam Campus

Jan Evertsenstraat 171

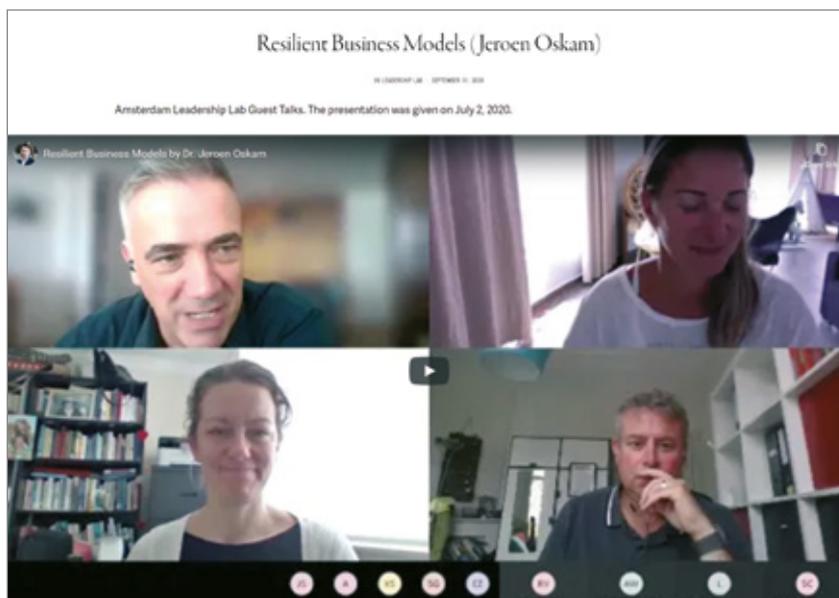
1057 BW Amsterdam

The Netherlands

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1. Research in Covid times

For the Hotelschool The Hague community, but maybe even more so for our entire professional environment, this has been a dramatic year. With well over a million deaths worldwide, a death rate of 3% of (closed) cases¹ and currently still over a hundred thousand cases of severe illness, the Covid pandemic is first and foremost a global health crisis. The secondary economic effects have been felt especially by professionals in hospitality, tourism and travel. All these sectors took an unexpected and unprecedented nosedive in March-April, with international air travel down 88% compared to 2019 in the US, and even 93% in the Netherlands.² Hotel occupancies have dropped to single digits, and restaurants have faced compulsory closures with their only revenue coming from take-outs.



For students and colleagues this has meant that digitisation projects that were foreseen for the next three years were introduced overnight. Practical education and internships were affected in particular. Compared to these activities, the impact on research activities has been minor. Projects with students in school facilities, such as food waste experiments, had to be reorganised, whilst the projects in which we were cooperating with health care organisations on patient journeys in hospitals had

to be postponed because of other priorities. Most other research work has continued, has sometimes even intensified because of new pressing and urgent questions in the industry. More students than usual have become involved in our research to address those issues.

The Hotelschool The Hague Research Centre is also responsible for disseminating research findings among students, faculty and other professionals. We have had to postpone our own International Research Symposium, and all our presentations and congresses have been online. We are currently studying how to achieve the goals of our 2021 symposium –discussing our research with international researchers, establishing a dialogue between researchers and practitioners– with an online or hybrid design. This third yearly overview is also meant to give students, alumni and other contacts of Hotelschool The Hague an impression of the research work done in 2020.

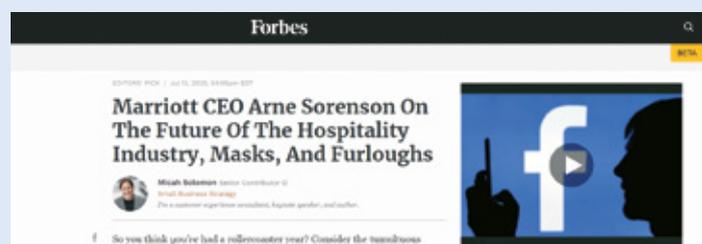
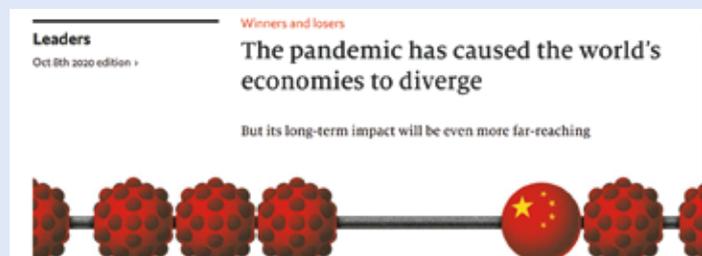
1 Worldometer (24/11/2020) calculates 1,409,064 global deaths with 42,805,903 closed cases. <https://www.worldometers.info/coronavirus>

2 Bureau of Transportation Statistics (13/11/2020), August 2020 US Air Traffic Data, <https://www.bts.gov/newsroom/august-2020-us-airline-traffic-data>; CBS (05/08/2020), Air Travel less than one tenth in June 2020, <https://www.cbs.nl/en-gb/news/2020/31/air-travel-at-less-than-one-tenth-in-june-2020>.

2. The Covid-crisis and its impact on hospitality

Since April, a team of researchers and a large number of students have been looking into the effects of the crisis, potential recovery scenarios and into responses of hospitality companies and professionals to the crisis. Will our travel behaviour permanently change, or have we just postponed our trips and holidays? When will conferences be back? And, when there will be a recovery, will we still see the same companies and brands, or will the industry change forever? While in the early days of the first lockdown many researchers as well as industry experts forecast a quick and full recovery –a so-called V-shaped crisis–, the conclusions of our scenario studies have been less optimistic. We currently see four different scenarios of how this crisis may play out: 'A cautious rebound', 'A sick world', 'Living with the virus' and 'A medicalized world'. Key factors that need to be monitored in order to anticipate in which directions we are heading are:

- 1. the availability and use of an effective vaccine. However, this is not a dichotomous, black-and-white variable: its impact depends on the moment when it will be launched, the effectiveness of the protection it offers, the duration of the protection it offers, how many people can be vaccinated in view of production and distribution capacity, which people will be vaccinated in view of political choices and economic possibilities, and how many people will accept or refuse to be vaccinated.



- Policy responses to the pandemic are the second main uncertain factor. Considering the high mortality in countries that have imposed limited restrictions on social and economic life, it is likely that the resurgence of the pandemic will be fought with stricter measures that, as a minimum, will keep IC hospitalisations under maximum capacity. Support measures and predictability of government interventions will mitigate economic impact.
- Demand and consumer confidence indicators must be closely monitored. One of the unknowns is the long term aftermath of government support packages; especially the evolution of inflation and of interest rates in different countries.
- The recovery of business travel depends on two more variables, besides travel restrictions: travel budgets and the efficiency of substitutes, in particular videoconferencing.
- Obviously, bankruptcies, mergers and acquisitions on the supply side, along with the availability of credit, will determine the configuration of the industry when it will emerge from the crisis.

In this project Hotelschool The Hague cooperates with PACE Research (<https://pacedimensions.com>).

HEALTH AND SCIENCE

Bill Gates says more than 50% of business travel will disappear in post-coronavirus world

PUBLISHED TUE, NOV 17 2020 3:52 PM EST
UPDATED WED, NOV 18 2020 7:20 AM EST

Neah Higgins-Dunn
@HIGGINS/DUNN

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KEY POINTS

- Microsoft co-founder Bill Gates said Tuesday that he predicts over 50% of business travel end over 30% of days in the office will go away in the pandemic's aftermath.
- Moving forward, Gates predicted that there will be a "very high threshold" for conducting business trips and there will always be a way to work from home.

VIDEO 2:52
Bill Gates says more than 50% of business travel will disappear in post-coronavirus world

mint

News • News • **TRAVEL** • How travel will change post-pandemic: 10 expert predictions

Tourists wearing masks to protect from the spread of the coronavirus walk at the August 16a street of Anafiotrio, Athens, (AP)

THE WALL STREET JOURNAL

How travel will change post-pandemic: 10 expert predictions

2 min read • Updated 30 Sep 2020 09:27 AM ET
The Wall Street Journal

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The end of tourism?

WHICH IS SAFER: AIRBNB OR HOTELS? HERE'S WHAT DOCTORS SAY

Published 22 Nov 2020

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HOME • INTERNATIONAL • POST 9/11 PROVED EVEN THE MOST WARRY OF AMERICANS WOULD TRAVEL AGAIN, HERE'S WHY

Post 9/11 proved even the most wary of Americans would travel again. Here's why Booking Holdings' CEO believes the same will happen after COVID-19

Madeline Stone
27 Sep 2020

Partnerexperts

Dit ondernemerschap opende vlak voor de crisis een energieneutraal hotel - met succes



HM HOTEL MANAGEMENT

OWN OPERATE TECH DESIGN PRODUCE HOTEL ROI

New study calculates cost of post-pandemic housekeeping

by Anna Teresa Fox | Jun 5, 2020 11:15am

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Starting over again

The covid-19 pandemic is forcing a rethink in macroeconomics

It is not yet clear where it will lead

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Opinion **Research policy**

This pandemic has exposed the uselessness of orthodox economics

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3. Student research in LYCar (Launching your Career)

The growing interest in research as 'Field Problem Solving' has led to new initiatives in the supervision of graduation students during their LYCar (Launching Your Career) projects. While working on their individual research, students benefit from group coaching in LYCar research classes. In these classes, which started as a pilot early this year, students meet weekly with their coach while doing research for the Research Centre or for an external commissioner. As research coaches, Boukje de Boer and Anemoon Schepel were involved. The students appreciated being part of the project as they had direct access to their coach in case of questions, learned from each other and felt a certain pressure to stick within the 10-week structure. Most students of this block went on a placement afterwards and graduated in the fall of 2020. The two groups (20 students) that started in February 2020 (block C) were forced to follow online classes from mid-March on, and most of these students plan to graduate in the winter of 2020/2021, while some graduated in the fall of 2020.

Due to the COVID-19 crisis, many placements were cancelled. As a result, the number of students that wished to participate in the research classes in May 2020 increased from 30 to around 80. Many external research projects were acquired. Also the number of internal projects led by Hotelschool The Hague faculty increased. The supervision was from now on done by the regular coaches by means of "Peer-to-Peer"- group coaching.

This model of coaching in groups centred around similar topics has been incorporated in the graduation phase, also for students that start in the placement right away. In August about 35 students started their research project. In November an additional 65 students will start their research, most of them for Research Centre projects.

Patient off-boarding in an oncological clinic

Inge van Son studied the off-boarding process in an oncological clinic. In a hotel one often consciously ensures that the last memory, the check-out, is a pleasant one. After all, it is all about building a good reputation, creating repeat visits, loyalty, etc. In a hospital this is different. Hospitals on the other hand want as little repeat visits as possible, especially for the same illness. Nevertheless, they also would benefit from building a good reputation and from assuring 'guest loyalty' from their patients. The check-out or off-boarding deserves more attention and should even be flawless.



“My research aimed to obtain an insight into how patients experience their departure from the hospital. Some interesting key take-aways were:

First, the hospital discharge procedure must be clear and structured. Second, communication between the doctors and nurses on this aspect must improve. Finally, patients must be aware that there will be a follow-up call, with a recognizable telephone number, by the nurses the day after their discharge.

Small improvements with impact, for both the patients who feel themselves be treated in a hospitable way and for the medical staff because their work processes are better aligned”.

Inge's project was part of the research line of 'Hospitality meets Healthcare'

Doggy bags

Bas Gooren and Benjamin van der Weerd were part of a research team with Anna de Visser-Amundson doing experimental research to promote responsible consumption. “During this period we performed a field experiment in Zinq and Le Debut (both campuses). Initially we aimed to research the effect of message appeals in the uptake in doggy bags, with a significant focus on the effects of shame.

Personally, I strongly believe sustainability is one of the most important aspects of the hospitality industry. Besides the increased sustainable engagement of society, sustainability also has a tremendous financial impact. I believe unsustainable operations are unacceptable socially and financially, and therefore this topic was important to me.



When conducting the research we worked with two different experimental conditions. In the first condition the restaurant guests were exposed to a neutral message appeal. This appeal stated the presence of doggy bags in the restaurant, but nothing more. In the second condition the guests saw signs which featured self-motivating message appeals. This appeals focused on the benefits of enjoying the food later at home.

After five weeks of research, we had to stop due to the COVID-19 crisis. Of course this was a worrying period for Benjamin and myself as we were dependent on this research to graduate, besides the amount of energy we had invested into the research. Together with Ms. De Visser-Amundson, we were able to combine our results them with previous research outcomes. Individually this enabled Benjamin and me to create two significantly different studies, which are valuable when further researching the topic of doggy bags.

Finally, we were able to conclude that self-benefit appeals were not a successful approach to increasing the intent to ask for a doggy bag. Neutral message appeals were more effective. Additionally, the research indicated that Le Debut and other fine dining restaurants were not the most efficient locations for doggy bags, due to their smaller portion sizes.

Working with Ms. Amundson de Visser has been a great pleasure. She can be demanding of her students, but she is also willing to go above and beyond if you put in that effort. This combination can provide truly passionate projects, like the doggy bag project. I would like to thank Ms. Amundson de Visser for her coaching, especially in this difficult time, and I am looking forward to reading about her new researches to come!”

Residents' reactions to tourism in London



Sebastian Wright indicates that his research interests lay with tourism and sustainability and that his ambition was for this to be scalable research potentially fitting as a starting point for his master's thesis. "During my internship, my coach, David (Brannon), introduced me to Professor Oskam, whose research focused on residents' perceptions of tourism in Amsterdam. I was immediately sold upon hearing about this research topic as a fantastic opportunity to replicate this focusing on the residents of London. It was a challenging journey, nevertheless through resilience and self-reliance I advanced my statistical knowledge while developing research skills, eventually having my thesis awarded a 90.

The aim of this research is to shed light on the role of certain socioeconomic factors influencing residents' perceptions of tourism in London and in turn uncover ways so-called 'overtourism' could affect residents both positively and negatively. This will not only address a number of gaps in research but also strengthen the global perspective of Tourism. In order to identify the most influential socioeconomic factors, based on academic literature on this topic, Demographics, Socioeconomic status, Quality of Life and Touristic Behaviours were chosen. These were further investigated and categorised and a quantitative study was proposed as most suitable. The results of 260 respondents from a digital survey were evaluated using GENLIN ordinal regression analysis and the variables and models were tested for assumption before they were analysed. During the evaluation, only three of the seven hypotheses came back with a statistically significant result of positive coefficient; two of the resident's demography of their political opinion and profession and their touristic behaviour in regard to how much interaction they have with tourists. Therefore, the research showed that one's political opinion, profession and touristic behaviour or engagement were the most influential socioeconomic factors to predict residents' attitudes to tourism."

Organisational pride of temp workers

Emma Bar Peled did her research for KLM, during her internship. “When looking back on the last phase of my Hotelschool The Hague journey, I cannot help but feel a little nostalgic (already). The first step in which I ‘Launched my Career’, was joining the HR department of KLM Royal Dutch Airlines. My internship was within the field of Temporary Work, a position in which I got to develop myself through learning on the job, inspiring colleagues and an international working environment. My passions for change management and process optimisation were confirmed, and newfound interests in HR strategy and organizational psychology were discovered.

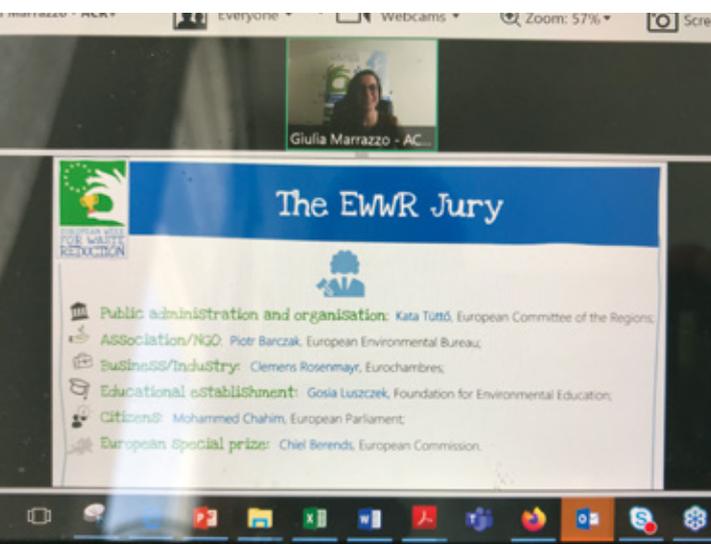


With the guidance and support of my Hotelschool The Hague coach, Dr Brannon, and company mentor, I combined these interests in my thesis as well. I conducted research on the organizational pride felt by temp workers within KLM, allowing me to dive into the company culture and explore different facets of KLM. And although I realised that doing research is not a linear process in the slightest, I truly enjoyed working on this project throughout my last 6 months of Hotelschool The Hague. Kick-starting your career is described to be one of the main goals of LYCar, however, I believe that this isn't limited to finding a job for after graduation. In my case, LYCar made me realise that I wanted to continue studying in order to obtain a Master's degree. So, although my learning pathway does not end here, I am very grateful for my time at Hotelschool The Hague, and I feel well equipped for everything that is to come!

Notably my thesis explored the contradiction of temporary workers' psychological contract with a famous Dutch company. Traditionally temporary workers would anticipate little or reciprocation in the relationship with their employer. Yet, despite the company offering no job security, these temporary remained loyal the company for years without seeking an alternative employment. I though found organisational pride mitigated their psychological contract. This finding though raises ethical questions from the employers' perspective regarding their treatment of temporary workers through organisational pride.”

4. European Week for Waste Reduction

Hotelschool The Hague was a one of the finalists in the 'European Week for Waste Reduction', an initiative by the European Commission of Environment, Ocean and Fisheries to mobilise European business, NGO's government and educational institutions to reduce waste. Interested parties were invited to submit and report their actions to reduce waste. The Hotelschool The Hague Food Circularity Team, a co-operation with the Research Centre, the F&B department and Strategic Marketing & Communication, decided to submit 3 actions. These were (1) internal coffee cup usage reduction with over 30%, (2) rescuing otherwise wasted onions & other food and (3) decreasing restaurant food waste with 21% as part of a national Food Waste Challenge with 174 participating restaurants involving 45 Hotelschool The Hague students.



The European Commission of Environment, Ocean and Fisheries received over 16.750 submissions and our submission was evaluated as one of the finalists in the education category. Thrilled with this great achievement our Executive Chef, Joost de Vos, explains:

"I am glad to see that (food) waste reduction is becoming 'ordinary' at Hotelschool The Hague but sometimes the most ordinary things can be made extraordinary, simply by doing them with the right people! Our students are constantly challenging us to go the extra 'green' mile. It has been a pleasure working on this challenge with our students, and the good thing is that the 'challenge' sustains because I am confident that Hotelschool The Hague's community will keep igniting the spark!"

During the virtual ceremony (due to COVID-19), Hotelschool The Hague had good hopes to win. Yet, another fantastic challenge in Italy involving 246 school, beat us to the finish line and we finished as a runner up with lots of compliments from the jury for our 'action based approach'. When asked by the Master of Ceremony how we were able to combine education and research to achieve such great results, Anna de Visser-Amundson, leader of our Food Waste research, explained:

"At Hotelschool The Hague we have shown, in the context of waste reduction, that targeting behaviour rather than cognition, can make a significant difference in bridging the gap between intention and actual behaviour. Appealing directly to each individual with influence strategies such as nudging, we show that it all starts with saving one cup or one food item at the time to make a collective change. And with that, we make a positive impact on society and contribute to Hotelschool The Hague promise to create hospitable futures together".

Indeed, to create change and to move forward we need to work together. We would to extend a great THANK YOU to all the students, colleagues, managers and Board of Directors who keep supporting these actions both directly and indirectly which makes us want to do more.



5. Amsterdam House of Hospitality Gala: Hotelschool The Hague student wins Award

Amsterdam House of Hospitality is a public-private collaboration involving businesses, educational institutes and local authorities, aiming for excellent hospitality in the Metropool Region of Amsterdam. This is done through education, training, innovation, research and opportunities for hospitality talent. Our school has played a leading role in the Research Lab during the past years. In this Research Lab, more than 30 students of Hotelschool The Hague and Inholland University of Applied Sciences conducted research on the challenging topics related to a welcoming city (welcoming encounters, digital hospitality and hospitality atmosphere), but also to other hospitality related issues as HR, Communication and Smart Technology.

On 20 January 2020 an award show was organized on the upper floor of the impressive, newly opened NHow Hotel. Three Hotelschool The Hague students, Marijn Ouwehand, Sander Ruissaard and Dorothea Niklahs were nominated in the category Innovation and Research because of their LYCar Research projects. Marijn won the first prize for her research study on 'The attitude of Residents towards Tourism in the City Center of Amsterdam', Sander was nominated for his research study: 'Tourism Gentrification and Livability of the Amsterdam Citizen' and Dorothea for her research study into 'Data Security and Smart Technology'.

The Research Lab team, Karoline Wiegerink and Boukje de Boer, were proudly representing the Hotelschool The Hague Community at the gala and celebrated the award together with the winner and nominees.

In 2021, the House of Hospitality will enter into a new stage of development. It will become a network organisation primarily focussing on (future) hospitality professionals. In Covid times, this is a major concern. Hotelschool The Hague will still be the Research partner in the future with a research focus on human talent development and other Human Resources related topics.



6. Reinvent Tourism in a futureproof equilibrium

We never thought that 'reinventing tourism' would be such an important topic in 2020.

When this year started the research agenda of City Hospitality was full of 'overtourism' related issues: balancing experience and interest of visitors, businesses and residents ... searching for an equilibrium between attractiveness for visitors, liveability for residents and opportunities for businesses. These were the perspectives with which we started 2020 as partners of the RAAK Pro project about *Futureproof equilibrium in urban consumption areas* and the Untourist Movement searching for alternative positive tourist experiences in the overcrowded city of Amsterdam.

COVID-19 changed the scene and playing field. And turned crowded destinations to deserted places. Tourists stayed at home, tourism related companies feared for their existence, and residents found themselves alone in empty streets and neighbourhoods.

This new and unique situation has its own dynamics. What will the future look like? How to use this opportunity as a game changer towards sustainable high quality tourism that balances interests and needs of different stakeholders? How can the concepts of commons and communities contribute to that aim? Research that can provide value in this new era of tourism development is where Hotelschool The Hague joined forces with new and renewed initiatives:

For this city wide RAAK Pro project, an experience dashboard is under construction, which must enable policy makers to measure the impact of hospitality interventions on the perceived quality of life, attractiveness to visit and business opportunities.

The Untourist Movement became the Reinvent Tourism Movement and established their position during the last May's Reinvent Tourism Festival (online). As one of the partners, Hotelschool The Hague helped empower the city stakeholders with new energy and delivered new ideas and prototypes for sustainable and balanced tourism of the future. Yasemin Oruc delivered different co-creation workshops with her expertise in the field of mindful tourism. One of the winning solutions, 'The Visitor Contract' is now considered by the city of Amsterdam, to be elaborated for implementation in a post COVID-world.



Following this bustling event a number of actions and projects emerged, in which faculty and students of Hotelschool The Hague are actively involved and are participating with full energy. One example is a digital brainstorm with Amsterdam Hotels: No guests, lots of beautiful space - how to use it? This idea resulted in creative projects for the coming months: f.e. Micro City - Multilayered Co-Living, about hotels as a place to live, work and enjoy, with Hotelschool The Hague LYCar students as active research participants.

To be continued



7. EQ and AQ

IQ has long been the leading factor in determining one's ability. IQ is the quantification of an individual's intelligence relative to peers of a similar age, which is measured on a scale of approximately 55 to 145. Scholars as Matzel and Sauce have defined intelligence as the ability to think rationally, learn effectively, understand complex ideas, and adapt to the environment. Recently, however, researchers have started to question IQ's individual importance, since this measure is thought not to cover all abilities that are connected to today's occupational (hospitality) success.

Hotelschool The Hague aims to deliver well-rounded leaders to the hospitality industry. Today, this entails being prepared to become a manager in a fast-changing, highly competitive environment, in which turnover is notoriously high. In addition, in the service sector, work is not denoted only by cognitive labour but also emotional labour in terms of demanding experiences in dealing with guests. Emotional labour, in general roughly defined as the management of feelings in contact with customers, becomes more and more important, because in the service sector organizations increasingly must concentrate on customer relations in attaining a competitive position.

Therefore, both the Emotional Quotient and the Adversity Quotient have come to the fore.



EQ is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth. The five components of Goleman's framework for EQ can be summarized as follows: 1. Self-awareness, 2. Self-management 3. Social awareness or empathy, 4. Relationship management, 5. Effective communication.

AQ is defined as the ability to recover from setbacks and change. Stoltz is currently considered the world's leading expert on adversity. He describes adversity as something that has a negative impact, or is predicted to have a negative impact, on someone or something you care about. Resilience and self-efficacy are core aspects of the Adversity Quotient. Self-efficacy is the belief in one's self and their abilities and links closely to self-confidence.

In the past year, commissioned by the IQEQAQ Learning Community at Hotelschool The Hague, about 20 studies have been performed in the EQ and AQ area. Many connections with other constructs have been explored, such as wellbeing and self-efficacy. LYCar students as well as Premaster students have worked with a lot of dedication on these projects, often with very nice results. Some of the studies evolved around the COVID-19 crisis.

The last part of 2020 will be used to publish the results of the studies, both internally and externally.

Our plan for next year is to disseminate our research result further, to increase knowledge on EQ and AQ among educators further, and to work with external parties, to help us develop our 'Hotelschool The Hague Hospitality Quotient'.

8. Platform Personalised Health

In hospitality, guest centricity is key. Guest journeys are a common standard for all working in this profession. A related, though completely different professional sector is health care (the Latin word 'hospes' is the root of the words hospitality and hospitals). However, the delivery of care and cure is very much organised around the processes and protocols of the healthcare provider instead of being focused on the healthcare receiver i.e., the patient or client.

The Platform Personalised Health aims to change this and puts the patient in the heart of the service delivery. The platform's members are professors of other Dutch universities of Applied Sciences such as HAN, Hanzehogeschool Groningen, Hogeschool Rotterdam, Saxion, Hogeschool Utrecht, Zuyd Hogeschool, and The Hotelschool The Hague. A broad variety of partners from the private sector, in collaboration with citizens, the business community, care and welfare organisations and the government are also part of the platform.

Personalised care focuses on aspects such as the process and experience of care, contact and interaction between stakeholders, situational context, the integrated approach to care, partnership and participation. By contributing to the further development and implementation of personalised health, the platform focuses on three lines of research:

1. The anchoring of the patient perspective in the healthcare delivery;
2. The meaning of Hospitality;
3. Personal Health Environment with the support of technology

Hotelschool The Hague is involved in the second line and brings in its expertise and knowledge about guest, and –in the case of health care– patient and client experiences.

9. A Hospitality Vision and Toolkit for DMOs: Kennisnetwerk Destinatie Nederland

Kennisnetwerk Destinatie Nederland (Knowledge Network Destination the Netherlands) and the Hotelschool The Hague research team City Hospitality have joined forces to jointly create, support and facilitate the ultimate hospitality experience. Passionate hospitality specialists of different Destination Marketing Organisations (DMOs) – so called hospitality makers – play a pivotal role as co-creators for a clear vision and a practical toolkit for DMOs to enhance the welcoming environments for visitors, residents and entrepreneurs.



How can destination marketing and management organisations contribute to welcoming neighbourhoods, cities, regions, places? Hospitality is one of the key focus areas for Kennisnetwerk Destinatie Nederland, and aligns perfectly with Perspective 2030, the vision of tourism in The Netherlands by Netherlands Board for Tourism & Conventions (NBTC).

Our colleagues Karoline Wiegerink and Jan Huizing (research team City Hospitality) are in the lead. They have contributed various theoretical frameworks, models and plenty of practical examples and have encouraged hospitality makers to share best practices. They both gave well received keynotes at national Destinatie NL events.

Different workshops –both live and online– took place, enabling the various teams of hospitality makers to co-create along the selected main themes:

- Return on Place Hospitality
- Hospitality in a world of social distancing
- Digital Hospitality, and finally a
- Vision and toolkit document

These subprojects bundled the energy of participants, invited to share best practices and experiences and thus led to interesting knowledge transfers between the DMOs as well as other insight for the field in general.

The project will be concluded shortly with a major deliverable: a vision and toolkit document about the strategic role of DMOs, and its practical consequences for place hospitality.

Commissioner Wendy Sieger, Business Development Manager Kennisnetwerk Destinatie Nederland: “with Hotelschool The Hague as a valuable network partner, we help DMOs stay relevant and build hospitable destinations.”



10. The Future of Work

We started 2020 fully enthused to develop our Future of Work minor, which celebrates all things related to work in the 21st century. This was a simple question prior to April 2020, however once the pandemic landed globally, the virtual age was born. Suddenly all our educational tools were outdated, requiring a revised educational toolbox for a virtual era. Gone were chairs, tables and walls creating physical barriers, replaced by the global internet enabling virtual networking. Although 2020 was trying for everyone, it also connected us through a shared struggle. Accordingly, we developed the Future of Work virtual conference providing a co-learning community for students, alumni, industry, faculty, and the research center.



As a kickoff, our virtual conference embraced the inspirational theme, Inclusion. We challenged our students to explore underrepresented groups through five lenses, Job Fragmentation, Labor Market Challenges, Sustainable HRM, Transformational Leadership and Work & Disruptive Technology. Their exploration was realized through our three inspirational commissioners, Guido Helmerhorst (WarpVR), Sabine Fonderson (HelloDoc) and Suzanne Mau-Asam (Doors Open, Female Hub) challenging them to tackle real life concerns. Their journey was guided by several global panel discussions and keynote speakers with thought leaders as well as weekly alumni network sessions bringing the real world into the virtual classroom.

Despite the students' disappointment unable to celebrate their last Hotelschool The Hague course physically, we were pleased we succeeded in leaving them with a unique memory. By consciously building a content course, a student journey and an artificial social environment combining both campuses, we developed an enriched social conference celebrating the virtual age, namely the Future of Work. This led to some great research opportunities with many students continuing their thesis research developed throughout the conference. On a professional level, students from Amsterdam and The Hague developed their social networks with speakers, alumni, and each other.

From the sour grapes we were given in 2020, I truly believe we created vintage champagne

11. Books

The Overtourism Debate: NIMBY, Nuisance, Commodification, Jeroen Oskam (ed.).

Bingley: Emerald Publishers. ISBN: 9781838674885

Many cities focused on tourist development and city marketing to keep their economies afloat during the financial crisis of 2008-2013, but the subsequent economic recovery saw a combination of growing visitor numbers, changing behavior patterns and price hikes, especially in real estate, that created the conditions for a 'perfect storm'. Anti-tourism protests have emerged and have even started to dominate the political debate in cities around the world, especially in Europe. Cities such as Amsterdam, Barcelona, Berlin and Lisbon have developed policies to mitigate the negative externalities of tourism growth for their residents. Jeroen Oskam's wide ranging work examines many of the most important issues in the debate on overtourism including:

- crowdedness and competition between tourists and locals in the use of city services
- displacement of services catering to locals by tourist amenities
- cultural or physical alienation
- protests against overtourism often associate the phenomenon with the presence of urban vacation rentals
- measures against overtourism, e.g. restrictions on short-term rentals, access restrictions, economic measures and reconducting tourist streams.



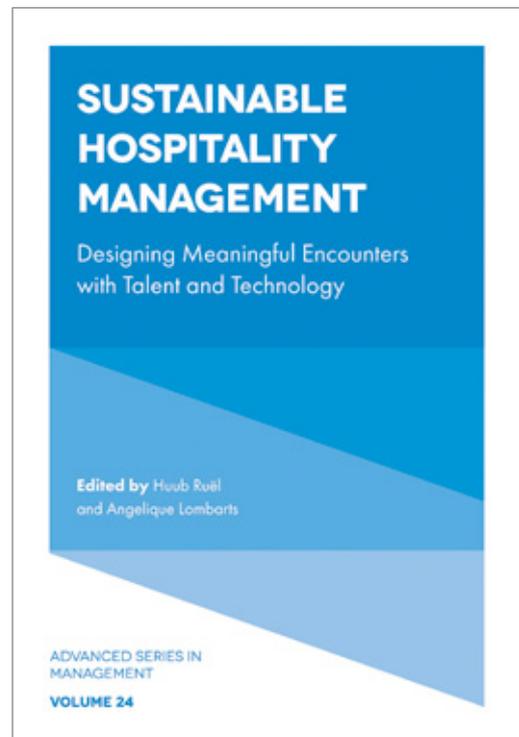
The academic debate in this book spans multiple disciplines, such as Tourism, Geography, Urban Planning, Law and Economics. The approaches are equally varied: while many Tourism scholars try to save or justify tourism growth, Urban Planners may preferably seek to prevent gentrification, to minimize tourism externalities and to 'return' the city to its residents. The purpose of this book is to include the different positions in the debate; to give insight in the potential future evolution of the phenomenon; to propose policies and strategies and to identify underlying mechanisms of the massification of travel.

**Sustainable Hospitality Management:
Designing Meaningful Encounters with
Talent and Technology Vol: 24, Huub Ruël
and Angelique Lombarts (eds.)**
Bingley: Emerald Publishers,
ISBN: 9781839092664

Sustainable Hospitality Management: Designing Meaningful Encounters with Talent and Technology will generate international debate in the research and practice of hospitality management. It considers how the sector can and should innovate to respond to challenges such as talent scarcity, the growing ecological footprint, and technological developments.

Volume 24 of *Advanced Series in Management* explores topics at the very heart of hospitality, by looking at meaningful encounters: positive, welcoming, genuinely service-oriented interactions between humans, and the role of technology in creating or improving these encounters.

Human talent is essential to excellent service delivery and guest experience provision. It is also essential in the design and monitoring of technology-enabled guest or customer experience. Technology may be the service facilitator or it may be an experience enhancer. In today's globalizing platform economy,



hospitality services are established most dominantly via technology-enabled platforms or networks. At the human interaction level, technology can deliver, support or intensify the hospitality experience.

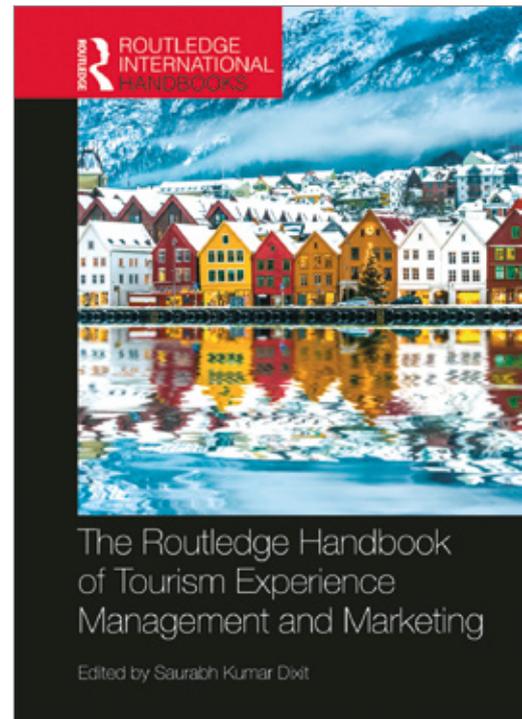
This volume is essential for researchers and students interested in the hospitality sector and the role of technology in creating a sustainable hospitality sector.

**The Routledge Handbook of Tourism
Experience Management and Marketing,
Saurabh Kumar Dixit (ed.)**

London/New York: Routledge. ISBN:
9780367196783.

This new handbook includes a chapter by
Karoline Wiegerink and Jan Huizing on
'Resident-driven city hospitality design
and delivery'.

Destinations are judged by their welcome. The design and management of destination experiences are nowadays increasingly about balancing the interests and needs of tourists, residents and businesses, rather than focussing exclusively on tourists. How to sustainably create value from a resident-driven perspective? The City Hospitality Experience Model helps to define the critical touchpoints in the tourists' journey. Experiences are created through the city offerings (hardware), atmosphere and through hospitable behavior; human encounters make a difference by creating memorable experiences which lead to guest delight, engagement and loyalty. These encounters are provided not only by obvious hosts such as hotel employees, shop personnel and taxi drivers, but also by residents. Therefore, policy makers are seeking to actively involve stakeholders in building collaborative communities, also guided by



societal trends like residents' participation, taking ownership for co-creating the experience in the public space. This leads to a more sustainable but also more complex process of balancing multiple stakeholders and interests. Addressing the three domains – private, social and commercial – leads to a more sustainable approach and a better hospitality experience in cities. This chapter provides examples of programs in which volunteer residents are engaged as city hosts. Visitor experience meets resident experience.

12. Academic publications

De Visser-Amundson, Anna. A multi-stakeholder partnership to fight food waste in the hospitality industry: A contribution to United Nation's Sustainable Development Goals 12 and 17. *Journal of Sustainable Tourism* (accepted).

One of society's greatest challenges, reflected in United Nations Sustainable Development, is the issue of food waste. To address this, the hospitality industry must develop and implement multifaceted solutions from a range of stakeholders in the food supply chain. The paper describes a multi-stakeholder partnership set up to help the Dutch hospitality industry reduce food waste by means of a 'Food Waste Challenge'. It reports findings from the challenge's first edition, a large scale field experiment with 172 participating restaurants, showing that after implementing a range of behavioural interventions, food waste decreased by 21% on average at participating restaurants with complete measurements. This research builds on scarce literature on multi-stakeholder partnerships and 'green' behavioural interventions in tourism in order to battle societal problems such as food waste and thereby contribute to the United Nations Sustainable Development Goals 12 and 17 and build a more sustainable hospitality industry.

Ferguson, Julie; Wiegerink, Karoline; Majoor, Stan. Urban consumption spaces as living labs: A novel hospitality experience measure toward a futureproof equilibrium. *Digital Living Labs, Research in Progress Paper*.

Many cities are facing challenges in finding an equilibrium in the use of urban consumption spaces. Urban consumption spaces comprise different sociospatial relationships, bringing together work, consumption, recreation and habitation in a delimited area within the city. This mixed character is a potential source of creative urban quality, but this quality is not always realized, leading to on the one hand 'overheating' in some urban consumption spaces faced with excessive, imbalanced usage, and on the other 'undercooling', with declining visitors and vacant lots. We focus on Amsterdam as our living lab, in our aim to develop a new perspective toward reinstating the sociospatial relationships between local community stakeholders and to restore the equilibrium of Amsterdam city center as an urban consumption space. In doing so, we address the research question How do residents, entrepreneurs and visitors perceive 'hospitality' in their lived-in experience of Amsterdam as urban consumption space, and how does this contribute to community connectedness?



Klima, Sophie; Augenstein, Marko; Mersmann, Bastiaan; Tshen la Ling, Ottenbacher Lopez, Ricardo; Lombarts, Angelique. *The Medicalisation of Hospitality Properties in times of crisis Best practices, do's and don'ts*. Amsterdam/The Hague: Hotelschool The Hague. ISBN: 9789090337746.

In mid-March the Netherlands was already aware that the Coronavirus (COVID-19) was not just a 'little virus'. Yet, such madness as exhibited in Wuhan (China), shutting the city down completely and ordering residents to stay inside, was really unthinkable. It soon became clear that the situation was serious and that the Netherlands would also be severely affected. Numerous measures were taken to prevent a major disaster. The Netherlands experienced a so-called 'intelligent lockdown', and many activities were not allowed. Although the measures were drastic, the country did not lock down to the same extent compared to the surrounding countries. Nevertheless, it was rigorous for everyone, without exception. In the Netherlands, countless hoteliers offered their hotels for care purposes: to be able to isolate

patients, to give care workers a safe haven in seclusion from their families, to offer the homeless shelter instead of their wandering existence. In many cases it was not necessary to appeal to the hospitality industry, yet they were willing and ready to contribute.

The Hospitality, Happiness & Care research group operates at the intersection of hospitality and care. Together with five students, we mapped out what hotels were able to offer in terms of care, what was used, what the requirements were, and what the possibilities were. This document is intended to provide guidelines for a possible future outbreak. The information given is based on collaborative research and aims to support the hospitality business in times of crisis. It answers the following questions: Can hotels be used as healthcare facilities and under which circumstances? Can hotels be useful as a healthcare facility in times of crisis? And how can they be prepared and overcome possible challenges when converting? Learning from this current crisis, the hospitality business will have more knowledge and time to be prepared for new unforeseen disasters.

Lombarts, Angelique. *The Hospitable Patient Journey in a Dutch Cancer Clinic*. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Emerald Publishing Limited, pp. 43-62.

This chapter seeks to investigate the patient journey of breast and bowel cancer patients at the HMC Antoniushove. It zooms in on specific touchpoints and the possibilities for improvements. Furthermore, it elucidates the learning process and more particular the dissemination between hospital (staff and medical students) and hospitality students and professionals and emphasizes that looking from different perspectives and various disciplines is beneficial for all the stakeholders involved in hospitals.

Diseases are increasingly chronic; patients are more demanding and competition between different hospitals is increasing. That is why, in addition to excellent medical treatment, excellent service (referred to here as hospitality) is becoming increasingly important in the healthcare sector, including in hospitals. What does it have to meet? What do patients appreciate, what needs to be improved and how can these improvements be designed and implemented with the involvement of both patients and hospital staff?

Medical and hospitality students collaborated in this project analysing and describing the patient journey of patients with breast and bowel cancer. They examined the patient journey and elucidated the touchpoints, which patients indicated as critical during their 'journey'.

Most important finding resulted from the learning process of this collaboration and the insight gained, a greater awareness and understanding of the non-medical needs and wishes, i.e. hospitality, of patients. Furthermore, the mutual understanding between the evidence-based stance of thinking of medical students and hospital staff at the one side and the more on soft skills focused attitude of hospitality students on the other hand increased.

Oskam, Jeroen A. *Eiffel Tower and Big Ben, or 'off the beaten track'? Centripetal demand in Airbnb*. *Hospitality and Society* 10(2), pp. 127-155.

In the light of the debate on the growth of visitor numbers to city destinations and the sociocultural footprint of urban tourists, the spatial distribution of urban vacation rentals is a key question: does 'sharing', as Airbnb has claimed, spread visitors to peripheral neighbourhoods and contribute to decreasing the congestion in traditional tourist hotspots? Or does it, on the contrary, worsen this congestion problem, with its consequences for the perception of tourism by residents, in traditional tourist centres? This article analyses the spatial concentration of Airbnb listings in 26 European cities in terms of a distance decay from a central point. Besides the concentration of the offer, it studies the decay of business performance according to the distance from the city centre. The study finds an exponential decay for the number of listings. There is a strong effect on financial performance and a more limited effect on rental performance. While several single city studies show that Airbnb, instead of spreading tourism to neighbourhoods, led to greater concentration, these findings show that these were not incidental excesses but a common development pattern for Airbnb. Implications are that the authenticity sought by Airbnb users is not the same as the search for an unspoilt neighbourhood life. Furthermore, it means that benevolent policies towards urban vacation rentals, aimed at spreading tourism, are based on a false assumption.

Oskam, Jeroen A. Assumptions, plans and actual responses. The uncharted territory of the Covid-19 pandemic. *Hotelschool The Hague Discussion Paper*, DOI: 10.13140/RG.2.2.36157.08169. https://hotelschool.nl/sites/default/files/rc_discussion_paper_-_may_2020.pdf

The Covid-19 Pandemic will probably cause a profound economic crisis with particularly high impact for travel and tourism. This paper combines analyses of past plans and scenarios with information that has become available on the evolving crisis to evaluate potential recovery scenarios. This conceptual discussion paper combines the study of policy documents and scenarios with a study of academic and grey literature on the economic impact of pandemics. Whilst most plans and scenarios foresaw a steep crisis with a swift recovery, an economic lockdown was generally not considered. The consequences for consumer confidence will therefore be more severe.

Oskam, Jeroen A. The Will to Travel. In: Oskam, Jeroen A. (ed.), *The Overtourism Debate: NIMBY, Nuisance. Commodification*. Bingley: Emerald Publishing, pp. 43-58.

This conceptual chapter explores the drivers of tourism demand. The literature about 'push' motives in tourism – motives for people to participate in travelling – have focused on individual motives, and have concluded that a dissatisfaction with daily lives, originating in alienation or anomie, motivate people to 'get away'. It can be argued that the desire to break with routine alone does not explain the choice for travelling to satisfy that desire. Rather, the decision to travel periodically is based on a social convention; specific choices as to where people travel are influenced by social class habitus.

The evolving global distribution of wealth and social comparison through mass media have motivated ever broader social groups to participate in tourism as a preferred way of 'conspicuous consumption'. Travel thus has become one of the most valued currencies in 'cultural capital'.

The consequence is that rational or ethical motives to change travel behaviour are faced with the overwhelming force of social habitus, even though they may contribute to eroding that force.

Oskam, Jeroen A. and Wiegerink, Karoline. The unhospitable city. Residents' reactions to tourism growth in Amsterdam. In: Oskam, Jeroen A. (ed.), *The Overtourism Debate: NIMBY, Nuisance. Commodification*. Bingley: Emerald Publishing, pp. 95-118.

This chapter discusses the recent development of residents' perceptions of and attitudes towards tourism development in the city of Amsterdam. It evaluates whether explanations in extant theories about resident perceptions, such as those based on the Social Exchange and Social Representations theories, are applicable to contemporary developments around residents' reactions to urban tourism, especially their negative attitudes to what has become known as 'overtourism'. The effect of explanatory variables found in these studies is however diverse and inconsistent, and therefore insufficiently contribute to understanding different symptoms of anti-tourist sentiment in contemporary Amsterdam. The conclusion is that residents' perceptions of 'overtourism' in contemporary urban contexts have different manifestations and backgrounds from negative perceptions in other contexts as studied previously. The suggestion is that 'overtourism' be studied in relation to an evolving social context – a reaction to change –, rather than as effects that can be predicted by static individual or group characteristics of city residents.

Oskam, Jeroen A. **Commodification of the 'Local' in Urban Tourism: The Airbnb Contradiction.** In: Oskam, Jeroen A. (ed.), *The Overtourism Debate: NIMBY, Nuisance. Commodification.* Bingley: Emerald Publishing, pp. 151-170.

The development of urban vacation rentals has caused three contradictions to obfuscate the academic and the social debate. This chapter discusses the contradictions between commercial and 'sharing' and between centralised and spreading as promoted by the marketing narrative of market leader platform Airbnb, but not supported by data on urban vacation rental performance. This has caused analyses of consumer motivations, growth dynamics and of the impact of these urban vacation rentals, as well as policies designed to reduce the negative externalities of the phenomenon, to be partly inspired by diffuse concepts as 'living like a local', utopian community ideas and 'going off the beaten track'.

A third conceptual contradiction refers to the nature of 'homesharing' tourism: the discourse that links 'sharing' with authenticity is based on the first two unjustified claims. Therefore, the tourist that apparently seeks greater authenticity contributes to its destruction, and to the commodification of urban neighbourhoods. The conclusion of this chapter is that urban vacation rentals do not only contribute quantitatively to overtourism –by increasing visitor numbers–, but also qualitatively, through the replacement of resident oriented services in neighbourhoods, such as housing and retail, by services targeting visitors.

Park, Youree and Wiegerink, Karoline. **Smart Resident-Driven City Hospitality: An Explorative Study About How Smart Principles Can Create Long-term Value for the Communities of the City Centre.** In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Bingley: Emerald Publishing, pp. 63-82.

The purpose of this conceptual chapter is to discover the connection between City Hospitality and smart technologies in today's cities in to understand how technology-driven solutions can elevate the level of hospitality experienced in city centres. The goal of City Hospitality is to create livability and lovability for the city's stakeholders – comprising residents, visitors and businesses – by finding synergies between their needs and the city's offering. However, we see that the excessive growth of travel and tourism has taken a toll on the livability of cities such as Barcelona, Venice and Amsterdam, where there are repeated cases of resident dissatisfaction and government interventions triggered by overcrowdedness. Can the currently conflicting needs of the stakeholders be realigned through the merge of Smart City and City Hospitality?

The research identifies residents as an indispensable stakeholder in City Hospitality due to their familiarity with the day-to-day mechanics of the city, leading needs and welcoming behaviour, all of which can create a long-term impact on the hospitality experience perceived by all stakeholders. Research further shows that residents are pivotal to the concept of Smart Community-driven – City Hospitality achieved by a network of empowered residents who participate in, and benefit from the travel and tourism industry through implementing information communication systems. The exemplary case of the mobile application InZutphena is discussed to underpin and substantiate the concept of Smart Community-driven City Hospitality.

Teeuwisse, Vicky, & Brannon, David W. (2020). A Qualitative Exploration of Sustainable Talent Management of Hospitality Interns' Career Intentions based on their Pre-, Post-and Present Practical Placement Experiences. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Bingley: Emerald Publishing, pp. 63-82.

Notwithstanding the emergence of hospitality education around the world, the hospitality industry itself has struggled to establish a talent pipeline of young ambitious managers. Typically, only 30% of hospitality students are predicted to develop their careers within the hospitality industry, while the remainder will relocate to other industries such as retail, banking, and consulting. Although this manifestation has been globally documented, most studies have simply adopted a quantitative approach in defining this phenomenon; hence, despite its scale being appreciated, less attention has been paid to defining the underlying causes which drive this concern. This study contributes to this issue by interviewing 18 students at three key stages of their practical placements namely, pre-, during and post their placement, drawing on the "Principles of a Sustainable HRM ROC framework". This paper concludes with significant findings from which some recommendations have been formulated.

Van Rheede, Arjan and Lim, Andrew. Understanding Corporate Responsibility in the Hospitality Industry: A View Based on the Strategy-as-Practices. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Bingley: Emerald Publishing, pp.159-166.

In this chapter, we explore the theory of Strategy-as-Practices (S-as-P), by looking into praxis, practices and practitioners, for better understanding how sustainability can be seen as part of the competitive advantage achieved by an integrated business strategy.

The United Nations has formulated the importance of the Sustainable Development Goals. Within the tourism and hospitality industry, although governmental organizations continue to play an important role for these initiatives, increasing number of industrial stakeholders are contributing by having sustainable oriented goals integrated in their business strategy. Traditionally, companies incorporate Corporate Social Responsibility programmes into their business strategy. However, these corporate responsibility programmes have not always been integrated as part of their strategic development. Moreover, due to the absence of the clear strategic sustainable goals, these corporate responsible practices lead to unclear integration of stakeholders' roles and their impacts to the industry.

Several theoretical approaches are possible to analyse the behaviour of practitioners leads to sustainable practices. With this chapter, we show how S-as-P theory can be used in analyzing the implementation of corporate responsibility within business strategies the hospitality industry.

13. Other publications

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Article contributors



Jeroen Oskam
Director Hospitality
Research Centre



Angelique Lombarts
Professor of Hospitality,
Happiness and Care



Karoline Wiegerink
Professor of City
Hospitality & City
Marketing



**Anna de Visser-
Amundson**
Research Fellow in
Consumer Choice
Behaviour



Jenny Sok
Researcher,
Lecturer Research



Boukje de Boer
Researcher,
Lecturer Research



David Brannon
Research Fellow,
Postdoc Researcher