



**HOTELSCHOOL  
THE HAGUE**

*Hospitality Business School*

Meet Temi,  
our hospitality robot

Temi is able to give you information about



# Yearly overview

**TU Delft** **BOUW  
HUIS**

**Hotelschool The Hague  
Hospitality Research Centre**

**2022**

## **Hospitality Research Centre Yearly Overview**

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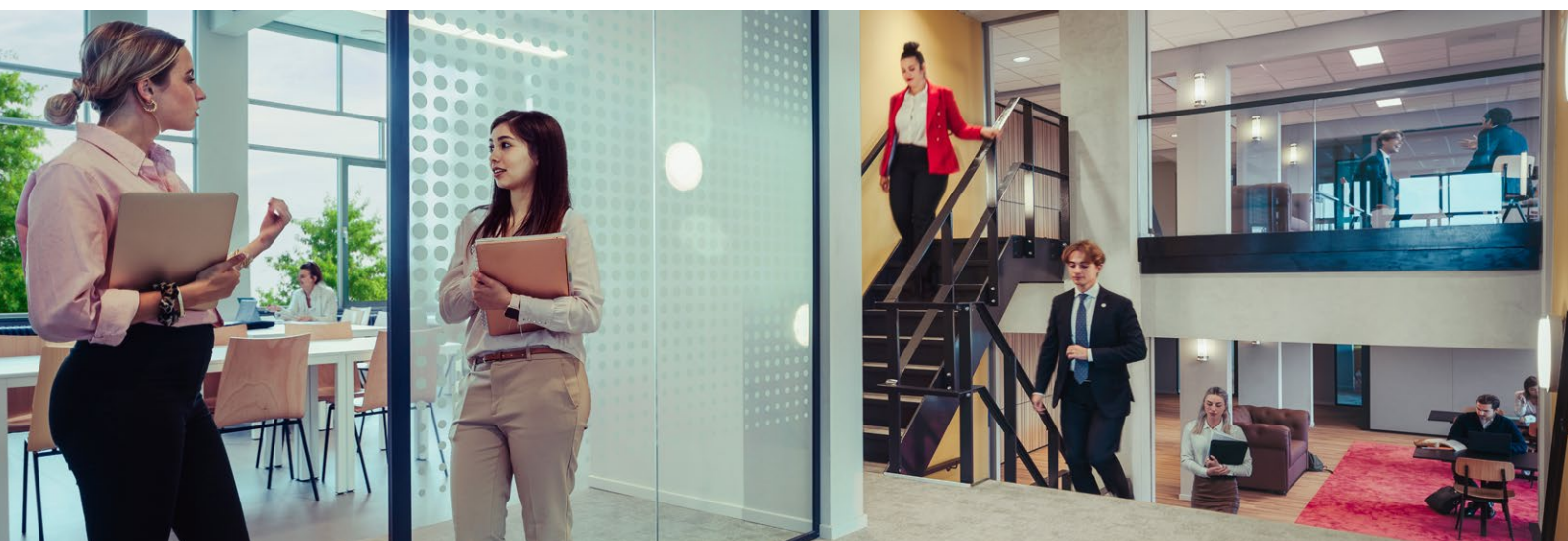


# Introduction

This fifth Yearly Overview of the Hospitality Research Centre at Hotelschool The Hague looks back on a year in which we further invested in industry relevance and in the visibility of our school as a source of innovative insights. We have covered a range of new topics, among which Hospitality Robotics, Food Waste Reduction and Virtual and Augmented Reality perhaps have drawn most attention internationally. But also research lines with a longer history have continued their development. In the first place, City Hospitality has evolved more and more towards social sustainability and the balance between tourists and residents, as can be seen in their activities in the *Koplopersgroep Bewonersprofijs* (*Front Runners Group Residents' Benefit*) promoted by NBTC, but also in the acknowledgment of this research line by the Berlin ITB, for which our professor Karoline Wiegerink now participates in the conference programming through her membership of the Expert Board.

Our work on labour shortages and sustainable talent development has now achieved permanent attention in the House of Hospitality Amsterdam. Technological innovation is becoming more and more important in our research programme, just as ideas about the circular economy. The UN Sustainable Development Goals have been defined, not as a study object in itself, but as an underlying principle in all the research that we do at Hotelschool The Hague. Meanwhile, we keep trying to identify the most prominent and promising developments in the hospitality discipline. The input of HTH students and alumni is a key element in this 'antenna' function.

We welcome your feedback and ideas that can help us stay on top of the latest trends! We hope that this 5<sup>th</sup> Yearly Overview will be inspiring for the entire Hotelschool The Hague community, and that it will not only showcase what we have been doing in the past year, but that it also will facilitate the dialogue between professionals, alumni and students. Feel free to contact us at [research@hotelschool.nl](mailto:research@hotelschool.nl)



# 1. Hospitality Robotics

One year ago, Hotelschool The Hague started a collaboration with the Delft University of Technology and Robohouse about robotics in hospitality. Since then, a lot has happened. Researcher Klaas Koerten has written a chapter for the book *Digital Transformation of the Hotel Industry: Theories, practices, and global challenges*, about the difficulty of implementing robotics and the full impact that robots can have on the stakeholders of hotel operations. This chapter shows that when robots are implemented well, they can improve sales, improve employee satisfaction as well as guest satisfaction.

## **Temi**

Hotelschool The Hague also welcomed its first robot from the Welbo company, Temi, in March 2022. This little robot is capable of supporting reception staff with simple tasks such as welcoming guests, exchanging information and showing people around. The first experiments with Temi were done in June to find out how robots affect the guest experience. New experiments in collaboration with LYCar students are also being conducted in November 2022. These will compliment the previous experiments, and shed light on how advanced programming of the robot can enhance the guest experience, building on the remarks from people that have interacted with Temi.



### **Novel robotics design**

As existing robots are being tested at our school, we are also looking into tasks that are not automated yet to guide novel robotic design. A group of Industrial Design from the Delft University of Technology are digging into the problems that housekeeping and kitchen staff face in hotels. They will then use knowledge on these issues to design robotic assistance for housekeeping and kitchen tasks. To get a practical understanding of housekeeping tasks, these students actually joined the housekeeping staff in the Skotel in Scheveningen. The idea behind assisting the employees is that robotics will be used to take away heavy and repetitive parts of the jobs, resulting in less heavy and more engaging jobs for the employees.

### **Research Conference: Hospitality Robotics, Engineering, Experience, Ethics**

Our next HTH conference in June 2023 will be about hospitality robotics. With this conference we hope to attract researchers from the different fields that are connected to hospitality robotics, such as engineering, social sciences and human resource management. There will be keynotes on robotics design, hospitality and robotics and ethical debates on this issue. This will be the first conference of its kind and we hope it will inspire many new interdisciplinary collaborations.



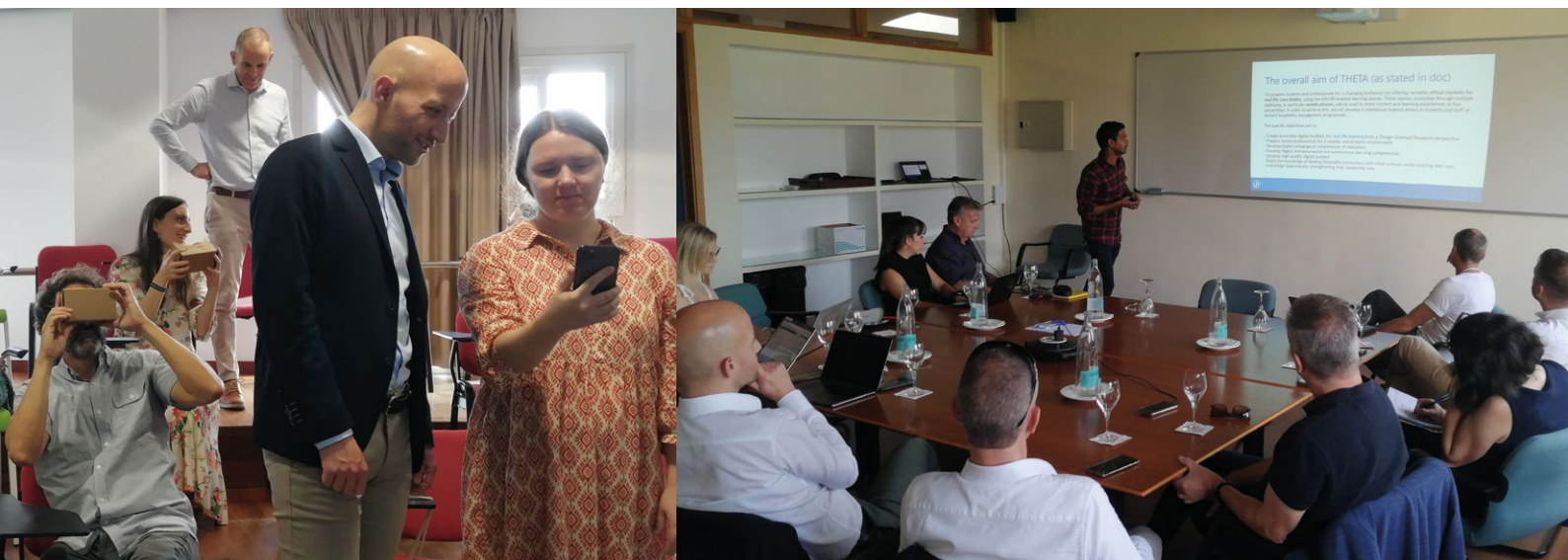


## 2. Using AR/VR in education: the THETA project

Hotelschool The Hague has partnered with Technological University Dublin, Haaga Helia University of Applied Sciences and Universitat de les Illes Balears in the European research project THETA. The Transforming Hospitality Education through Tech Abilities Erasmus + research project aims to enable real-life learning through immersive technologies on mobile phones to enhance hospitality education. The goal of the project is to create real-life AR/VR enabled learning spaces. These spaces will allow faculty, students and practitioner stakeholders to discuss real-life case studies and to explore possible solutions in a way that is not always possible in in-company settings; either because a case context is unavailable or inaccessible at a certain location, or because experimental solutions cannot be explored in those settings. At the same time, these spaces will allow faculty and students to discuss the same case studies at different institutes and across borders, thus allowing for transnational learning experiences and incorporating a cross-cultural perspective.

In the THETA project, we are developing four prototypes of immersive technologies which are being tested in corresponding use cases of hospitality education:

1. The outlets in 360VR – makes students feel present in hospitality outlets such as the kitchen and front-desk without having to be there physically. Combines Instructional videos on how to use equipment
2. Interactive AR Hotel room – students can visually compare the furnishings of a 3 star, 4 star and 5 star hotel room by adding different types of furniture e.g. a luxury bed into their current environment (through the camera view)
3. AR Holographic chef - allows interaction with a holographic chef to practice recipes in one's own time while having a personal connection to the instructor
4. Difficult conversations – uses 360 videos to allow students to experience the emotion of a difficult conversation with a guest, using a decision tree to test decision-making



### 3. Fighting Food Waste: Summer School in Bali



#### Successful IN2FOOD Food Waste to Finish Summer School on Bali, Indonesia

We are happy to report that Hotelschool The Hague (HTH) delivered and executed the IN2FOOD "Food Waste To Finish" (fWTF) Summer School during the summer recess. The summer school is one of the deliverables Hotelschool The Hague (HTH) was responsible for as partner in the prestigious Erasmus + IN2FOOD consortium. Anna de Visser-Amundson together with colleagues Joost de Vos and Conny Valk designed, executed and managed the fWTF Summer School together with our local partner Universitas Katolik Parahyangan (UNPAR). It took place at the One Legian Hotel in Kuta, Bali from 14-27 August 2022 with a total of 50 students participating from all 8 consortia partners and 2 external universities. All partners granted 5 students a scholarship to participate. HTH invited students from the Future of Food minor. In the end, Imèn Kadry, Famke van der Lei, Ronja Kamp, Louise Reeb, and Joris Wiersma were awarded the HTH IN2FOOD summer school scholarship.

The students were assigned to different teams and asked to explore food waste in different 'use cases' (i.e., different food waste contexts such as restaurants, street food, households, hotel buffets etc). As all universities sent students from different faculties, the teams were not only inter-cultural but also very inter-disciplinary (e.g., from chemistry, computer programming, food science, social science, business etc.). This presented many opportunities to tackle the food waste problem from many perspectives and it also presented the necessary challenges to arrive at viable solutions.



The fWTF summer school [programme](#) was designed on the principles of design and systems thinking. We also provided them with teambuilding, theory sessions (together with other IN2FOOD partners) and guest lectures. This allowed the students to grasp the wicked problem of food waste and the challenges to solve it in Indonesia (the world's 2<sup>nd</sup> biggest food waster!).

Most importantly, we sent the students into the streets to embrace the world as their class room and to find solutions applicable for the users in a specific food waste context. You can see some of the examples [here](#). The students presented their food waste reduction solutions / prototypes at a 'fWTF market' where they also offered bites or snacks which was a huge success.

More in general, we are extremely proud of what the students were able to learn and deliver in these diverse teams in only 2 weeks. The students were also very happy with the fWTF summer school and scored the program at a 4.5 or higher out of 5 on all criteria. More qualitatively, students said things like "this is the best team I ever worked in", "massive thank you for your guidance and feedback [...] it helps me to be more critical, more agile and to gain new insights", "thank you so much for your help [...] you encourage us to be good teachers in the future". As IN2FOOD is a capacity building project (i.e., helping the Indonesian partners to prepare their students to tackle societal challenges), we feel that we delivered and met the set goals. Yet, it is also a partnership we feel very privileged to be part of as we learn a lot to take along our journey to create Hospitable Futures Together.

In case you are interested, hereby some more links about the [IN2FOOD consortium](#) and the [fWTF website](#). You are also welcome to contact the HTH IN2FOOD team for more information and if you are interested in our next IN2FOOD activity: *An inter-disciplinary Student Competition* will be held in Jakarta, Indonesia 14 Dec 2022 - 10 February 2023.





## 4. HTH meets EHL – a true 'at the heart of hospitality' connection

Within the world of hospitality and specifically hospitality education, co-creating and disseminating knowledge functions well within an encouraging network. To strengthen HTH's international position and to intensify (research) collaboration amongst top hospitality universities working on extending the international network is realized through a co-creating collaboration with leading hotelschool of the world École Hôtelière de Lausanne (EHL).

During the 2<sup>nd</sup> Russian Hospitality Conference in 2020, Dr. Valentina Clergue (EHL Assistant Professor Branding & Sustainable Consumption) and Yasemin Oruc, MSc. MBA (HTH Research Fellow City Hospitality) took part in a panel discussion. This is where the connection was established and where their journey of collaboration started.



From there it continued to be an inspirational path forward. To name a few significant touchpoints along this collaborative journey:

- Yasemin was invited for a Guest Lecture on City Hospitality and City Branding in June 2022, and reinvented for the coming year again.
- Valentina joined the HTH Research Symposium twice and for the 2022 edition presented a paper as well as supported a student who presented a poster during the special Poster Presentation Session.
- They organize monthly online 'think tank' sessions to share updates, brainstorm and move their collaborative projects forward.
- They are currently working on a co-authored paper around 'brand image and communication strategies for well-being offers of city luxury hotels' where they wish to focus on social impact.
- Also, they are planning their next visits to both EHL and HTH to share knowledge through Guest Lecturers and create new projects to combine forces.

## 5. Student research as a preparation for a hospitality career

The hospitality industry has seen significant changes in the last three decades: from a traditional sector focused on generating revenue from hotel properties to a much more diverse one that has seen several impactful disruptions. As a consequence, education has to move along. Hotelschool The Hague has chosen to strengthen its students' inquisitive skills to prepare them for a volatile future. More than before, bachelor students in their LYCar (Launching Your Career) year, and especially master students, are encouraged to study emergent issues for hospitality businesses and professionals and to contribute to finding solutions.

Many students have produced excellent research products that have drawn the attention of hospitality colleagues and academics. In this overview, we highlight three studies conducted by students who have entered the hospitality industry since then.

In the first place, **Diane Lereculey**, before working at the Sheraton Amsterdam Airport, finalized her bachelor *cum laude* with a study of the underrepresentation of women on Dutch Hospitality corporate boards. She drew upon this research to develop a toolkit for improving gender equality in Dutch businesses. Her work led to a nomination for the Joke Smit Prijs 2021, an award for initiatives that have improved women's position in Dutch society. Together with Dr. David Branon and prof. Angelique Lombarts, a version of her work was also published academically in the *Journal of Hospitality and Tourism Insights*.

Diane looks back on her research experience: "Conducting this research allowed me to dig deeper into the Dutch society and past the view most people have of the Dutch being the most progressive. It also was a fantastic opportunity to meet inspirational women who reminded me of why I wanted to work in hospitality in the first place. Their ideals and paths inspired me to pursue an operations career and make my way up the ladder."

**Nidia Hernández Sánchez** works at Design Hotels in Berlin. For her thesis, she studied the impact of the digital transformation on Small and Medium Tourism Enterprises in the Canary Islands, especially in the light of market changes expected to occur because of the Covid pandemic. Her findings were initially picked up by different trade journals in our sector; they also led to an academic publication in the *Journal of Tourism Futures*.

Nidia links her experience as a researcher to her current work in hospitality: "From my research at HTH, I learned that one size does not fit all in pursuing tourism excellence, but rather something relative to every business' purpose in their sector. Applying this finding in my job at Design Hotels, I experienced that the secret ingredient to excellence is in the people behind every project who curate unique experiences - whatever this might mean for their client in the realms of service, design, and sustainability."



## ¿Cuánto deben transformarse digitalmente las PYME turísticas canarias para asegurar su resiliencia hacia 2030?

OPINIÓN NIDIA HERNÁNDEZ MIÉRCOLES, 16 DE FEBRERO DE 2022

Mientras que la tecnología ha asumido un papel principal de transformación, muchas PYME no son capaces de digitalizarse por falta de recursos o desconocimiento



Nidia Hernández, transformación digital de las PYME turísticas canarias

### LO MÁS LEÍDO

#### EVENTOS

1 "Canarias es el destino más importante para nosotros. Eso es así desde hace sesenta años"



#### EVENTOS

2 "Canarias", Lorenzo Ortega



#### EVENTOS

3 Premios Tournews: "Este galardón lo quiero compartir con todo el que está aquí"



#### NOTICIAS

4 "No tiene sentido que la mascarilla sea obligatoria en el transporte aéreo"



#### NOTICIAS

5 Silken convoca jornadas de puertas abiertas para captar personal para su nuevo hotel en Tenerife



**Silken**  
HOTELS

### RESUMEN DE PRENSA



El sector hotelero de la C. Valenciana, cerca de estar unificado por primera vez desde 1977

EMPRESAS

Before working at the Conservatorium Hotel, **Francesca Larghi** completed her bachelor's and master's degrees at Hotelschool The Hague. For her master's thesis, she chose to study in the area of Sustainable Talent Management. Specifically, she looked at "customer incivility," e.g., verbal aggression or violence against hospitality workers, as a factor that hinders talent retention. Her recent work was presented at the 3d Hospitality Research Symposium, organized by the school at the Amsterdam Campus. Francesca: "I gained a clearer appreciation of how "the customer is always right" can sponsor customer incivility at the employees' expense. Accordingly, my research guides my daily practice balancing serving our guests' needs without implicitly assuming their right to support sustainable employment for our team".

**Thoughts on customer incivility shaping sustainable employability in the hospitality industry**

FRANCESCA LARGHI  
Student enrolled in Master of Arts in Leading Hotel  
Transformations, Hotelschool The Hague

DAVID BRANNON  
Research Fellow in Sustainable Talent  
Management, Hotelschool The Hague

CASE COMPANY  
Le Diable, Hotelschool The Hague

**CURRENT SITUATION**

- Incivility poses, especially in the short term, a relatively known for low-wage, low-skill kinds of work - the hospitality industry is associated with working conditions that are not necessarily conducive to adequate work conditions [1].
- During the pandemic, the hospitality industry has shown its vulnerability and fragility [2].
- Between 100 and 120 million people lost their jobs within the tourism sector [3] and some do not contemplate returning to the industry in the aftermath [4].
- The close contact with guests often blurs the boundaries between private and public life resulting in low status employees being subject to high levels of violence and sexual harassment from customers [4].
- Governmental action such as the Chicago's "Hands Off, Hands On" ordinance was taken [5] and soon after enacted by Marriott International through the introduction of guest behavior and personal care policies for employees [6].
- 2021 was the worst year on record for disruptive online passenger behaviour in the United States [7].

**LITERATURE REVIEW**

- Van der Kleef et al. define sustainable employability as "a work context that facilitates this for [the employee] over the long term, the attitude and motivation to sustain their employment" [8].
- Le Blanc et al. define the hotel network as a sustainable employment when employees are motivated and able while organizations provide opportunities [9].
- The hospitality industry is a labor-intensive sector employing minority groups [10], characterized by low wages, long working hours, scarce promotions and low job security [11].
- An over-emphasis on "the customer is always right" attitude is linked to power imbalances in customer encounters [12].
- Customer incivility is a "low-intensity deviant behavior, perpetrated by customers in a customer or client role, with disruptive intent to harm an employee, in violation of social norms of respect and courtesy" [13].

**GAP IDENTIFIED**

- The current, specific employee-employer relationship that characterizes sustainable employability is identified as a gap: it fails to address the consumer role which poses a prominent role in shaping service workers' working conditions in service industries.

**METHODOLOGY & PRELIMINARY FINDINGS**

- 3 focus groups
- 10 participants in total
- Participants: guests of hospitality companies
- Reflexive and interpretive approach used during focus groups

**DISCUSSIONS**

- Increased visibility expressed by an independent group over a second group.
- Managerial and guest power disparity between individuals (such as the rich and the poor) is necessary to explain the "right" to place others in subordinate positions.
- What do we really mean by "high touch"?

## 6. Towards a professional doctorate in Leisure, Tourism and Hospitality



In June 2022, the Dutch Minister of Education, Culture and Science Robbert Dijkgraaf and the president of the Vereniging Hogescholen (*Association of the University of Applied Sciences*) announced a pilot to offer a Professional Doctorate in seven disciplines. This initiative shows the political desire to strengthen professional research in the Netherlands. In the Strategic Agenda for higher education and research *Duurzaam voor de Toekomst* ('Future Proof') (2019), the universities of applied sciences were invited to make a proposal for the design of a third cycle, "similar to, but different from, the PhD track in academic higher education".

Hospitality, Tourism and Leisure were among the first domains to be selected for this pilot. The proposal for the domain has been elaborated by a task force of the higher education institutes active in the domain, under the administrative coordination of the Center of Expertise CELTH. Hotelschool The Hague has been involved in this project from the start. Partners in the domain are:

1. Breda University of Applied Sciences
2. Inholland University of Applied Sciences
3. Saxion University of Applied Sciences
4. Hotelschool The Hague
5. HZ University of Applied Sciences
6. NHL Stenden
7. Zuyd University of Applied Sciences



The PD will have a taught course component of 30 ECTS, with subjects such as research ethics, data management and academic integrity, a selection of courses in 'Advanced Studies in LTH' developed by the participating universities of applied sciences; and an elective program of 15 ECTS (e.g. quantitative and qualitative research methods, design thinking approaches and methods, writing and presentation skills for academic, professional, and public audiences, negotiation, advisory, and communication skills of change/innovation management/planning for effect).

The PD candidate is ultimately assessed for achieving doctorate level through a portfolio consisting of a number of academic and professional products. "Portfolio products are developed while learning in practice in close contact with the industry environment directly linked to the research topic. They reflect the candidate's ability to design, research, test, implement, and evaluate interventions, and transfer the accumulated knowledge of this research process inside and outside the related LTH environment".

The Professional Doctorate has been designed for the following prospective candidates:

1. "Executives and senior professionals working in private/public organisations in tourism, leisure & hospitality;
2. Academic staff working at Universities (of Applied Sciences) looking for the next step in their research career;
3. Recent graduates from a domain-related Master's program (such as tourism, leisure, and events, hospitality) of participating Dutch or international Universities (of Applied Sciences).

PD candidates will do research on one of the following topics:

1. Sustainability
2. Optimising the contribution of LTH to major society challenges
3. Resilience
4. Meaningful experiences
5. Key technologies and data
6. Governance
7. Financing
8. Human capital

**Interested?** Please contact the Hospitality Research Centre at [research@hotelschool.nl](mailto:research@hotelschool.nl), and register at the programme website <https://www.pd-lth.nl/>.

# 7. 3d International Hospitality Research Symposium: Impact

On the 9<sup>th</sup> and 10<sup>th</sup> of June 2022, Hotelschool The Hague organized the third edition of its International Research Symposium. These encounters are meant to foster the contact between hospitality practitioners and academics. They have been designed as small-scale encounters that enable participants to share the latest insights on pressing topics in the field of hospitality, and to enjoy the hospitable ambiance created by Hotelschool The Hague students.

For this third edition, the symposium theme was: Impact. Impact and sustainability are closely intertwined and are expected to converge further towards 2030. Many universities and businesses have stated their support for the UN Sustainable Development Goals (SDGs). But how can we operationalise this support for hospitality knowledge production and impact, and how can we ensure that our work has a positive or even transformative impact on our business and our stakeholders? How can universities evaluate the work of their researchers for its impact, both in the process of and outcome, rather than for quantitative metrics? What drives businesses to the ambition of having a positive social impact, other than expected effects on firm performance? How can we move beyond “stopping with plastic straws” initiatives and drive fundamental circular projects for true impact?

The symposium included five inspiring keynotes and seven insightful paper sessions related to Innovation in Hospitality Education, Tourism and local communities, Food waste reduction, Food sustainability, CSR and responsible tourism, Digital innovation, and Responsible HRM.

Opening keynote was Prof. Marianna Sigala, a prestigious tourism scholar and editor-in-chief of the *Journal of Hospitality and Tourism Management*, who discussed the importance of research with purpose, especially transformative research in tourism and hospitality. The Dutch NRC journalists Stijn Bronzwaer, Merijn Rengers, and Joris Kooiman, authors of the book *The Machine* explained the history of Booking.com and gave eye-opening insights in how this company has evolved.

Wilfred Mijnhart from the Rotterdam School of Management discussed responsibility and open turns in business and management during the symposium. Prof. Dr. Horst Treiblmaier, Head of the Department of International Management at Modul University, presented potential uses of blockchain in the tourism and hospitality industry and their impact. Finally, Dr. Johanna Renny Octavia, Associate Professor at the Department of Industrial Engineering and Head of Center for Ergonomics, Parahyangan Catholic University, Indonesia spoke about food waste as a societal challenge in Indonesia, and how we can fight it through an interdisciplinary approach and collaborative innovation. Dr. Octavia is the Primary Coordinator of the Erasmus+ IN2FOOD Project.

Special mention must be made of the rescued food dinner prepared by the Hotelschool The Hague kitchen staff, led by Joost de Vos. While all participants showed a high satisfaction with the symposium, many remembered the surprising dinner experience.

The next Hospitality Research symposium will take place on 8 and 9 June 2023 with the theme “Hospitality Robotics: Engineering, Experience, Ethics”.



## 8. RevME: Revenue Management and Pricing in Service sectors

Hotelschool The Hague had the honour of hosting the fourth conference on REvenue MANagement and Pricing in Service sectors (REMAPS), also named RevME Europe, on its Amsterdam campus, on the 13<sup>th</sup> and 14<sup>th</sup> December 2022. The first editions of this small-scale conference of internationally renowned researchers in Revenue Management had been held in Newark (Delaware, USA), Orlando (Florida, USA) and Lausanne (Switzerland). The aim of this conference is to bring together a select group of academics and practitioners to discuss the latest insight in this field.

The conference was supported by STR (Smith Travel Research) Share Center, whose representative Steve Hood presented the new platform for hospitality and real estate data available for research and educational purposes. This first conference day offered three practitioner keynote speeches with perspectives from different fields: Maarten van der Lei, Senior Vice President Pricing and Revenue Management at Air France – KLM, Hotelschool The Hague alumna Sigrid Geldermans, formerly responsible for the Revenue Strategy effort of the Amsterdam Marriott hotels cluster, and who is now an advisor Revenue Management & Business Analytics at FedEx; and Thomas Landen, Chief Marketing Officer at RoomPriceGenie. A panel discussion with our practitioner keynotes and professors Zvi Schwartz (University of Delaware) and Patrick Legohérel (Université d'Angers) concluded the first conference day. The second day was dedicated to academic research papers.



## 9. Labour shortages in the Amsterdam area: the research programme of the House of Hospitality



Since its start in 2017, Hotelschool The Hague has been an active member of the House of Hospitality Amsterdam. In the past period, the core activity has been the creation of hybrid learning spaces for vocational students in hospitality (related) companies. The research focus of the House of Hospitality was on liveability of the city in the light of tourism growth, and on the creation of a hospitable climate for both visitors and residents.

The House of Hospitality now has received further funding to expand its activities in the next four years. The research priority is now to address the talent shortages that affect hospitality organisations in the Amsterdam area and, in particular, the relationship between education and sustainable talent management. Hotelschool The Hague, where sustainable talent management has been an important research line already in recent years, will be in the lead in this research programme. The objective is to help companies and educational institutes to gain insight into how they can attract talent in the hospitality sector by providing quality education.

The Hospitality Lab carries out three research activities per year. The following studies will be conducted this year:

1. Skills based education
2. Inclusion and diversity
3. Sustainable cooperation between education and industry

In addition to these projects, the House of Hospitality will organise company challenges as well. Companies in the network of the House of Hospitality Foundation can submit research assignments. For example, a company challenge could be a question such as "How do we create a policy to attract female employees to management positions?" or "How do we entice potential employees to get started in the hospitality industry?" In an interactive two-day conference European Tourist Information Centers successfully discuss their societal impact and find inspiration on how to practically engage with sustainable, welcoming communities.



# 10. European Tourist Information Centers inspired to connect with community



## Göteborg, November 2022

As part of the 9th ECM TIC Expert Meeting, representatives from Tourist Information Centers around Europe, successfully worked on their societal impact and contribution in their destinations.

During a two-day conference in Göteborg, motivated TIC representatives participated in an exciting journey, which comprised various work forms and methods: interactive workshops, discussions, knowledge transfer, inspirations from best practices and student projects; and a real life city safari experience. The program was developed and hosted by Hotelschool The Hague, professor of City Hospitality, Dr Karoline Wiegerink and Jan Huizing MSc. HTH students contributed before and during the conference, by conducting research on where TICs currently stand with regards to community engagement, and presenting a draft typology to keep monitoring this in the future. Also, the students provided international examples and cases to learn from.

Participants were facilitated to network, actively engage, bring forward their own needs and real-life examples and issues. As a result, and something to take home, every participant created their own play & story book. Key insights in this story book are about:





what role do I aspire as TIC, how can I contribute to the (regional/local) community; what will I do, and what do I need to make that happen. The play & story book contains a selection of practical tools, that were applied during the conference, and that can be applied furthermore by each TIC as a team exercise with their colleagues, stakeholders, or network partners. By this, the insights and storyline become a continuous basis for exchange and follow through in their own TIC and community.

**Pablo Ortega Novillo, Catalunya Tourism Officer and chair TIC network:** "I am very grateful for the positive energy and exchange of ideas. Our goal is to inspire all ECM members to integrate sustainability into their DNA when developing, managing and promoting a destination. Both personally and professionally, many of us are motivated to find ways to make a positive contribution to society and the local community. How can we as a person, and as TIC, become engaged with the community, how can tourism be a positive influencer for sustainable and welcoming destinations? While TICs used to focus most on visitors, it nowadays has become important to also engage with the entire city, region or neighborhood, connecting with residents and business, the inhabitants. The collaboration with Hotelschool The Hague helps us to find our new role, and find opportunities to make a real, visible difference."

**Pauline Froger, European Cities Network:** "We asked Hotelschool The Hague to provide us with practical inspiration and guidance, but also to disseminate their knowledge on how tourism can positively contribute to communities. It was interesting to learn about social cohesion, resident involvement, value creation in communities and the various roles TICs could take on themselves. It triggered us to discuss what a welcoming community is, how stakeholders can be engaged, what actions TICs can take with and for the community."



Annelie Karlsson, Tourist Information Officer **Göteborg**: "According to the Global Destination Sustainability Index Göteborg is the world's most sustainable destination. This made me especially proud of when hosting this expert meeting with colleagues from so many countries, each with their specific interest and approach. I really liked the city safari where we explored beautiful Göteborg, in a pre-Christmas atmosphere, to discover new ideas, and had time to informally connect."

**Nace Koncilja, TIC Ljubljana**: "Firstly I questioned the sustainable community approach, since as TICs we are mainly to welcome guest and tourists and doubted a bit how it could be relevant for us. But, although I did not participate in all activities, in the end it certainly gave me new thoughts and ideas, and I received practical tips from peers that could work for our city; I also feel it will need further follow and support, since it can be quite a change process. I will certainly stay involved."

**Sander Hanenburg, The Hague Marketing**: "We already do many things in The Hague that involve residents and businesses, like our City Hosts. I felt overwhelmed and really energized by all ideas from other TICs; the interactive setup and tools presented helped me to further progress and as TIC and stay relevant for the longer term. I will certainly share these with my team members, and invite them to add, so that we will keep moving forward, and create valuable connections with residents and others in our community"

**My journey towards sustainable welcoming communiTICs**

My name: .....

My TIC: .....

**My role**

- ☐ Welcoming host
- ☐ Hospitality driver, connector
- ☐ Hospitality community, co-creator
- What we already do

**Our itinerary today**

My welcoming experiences → My role? My TIC's role & how connected? → What does theory tell? → How do we create value for the local community? (survey) → With whom & for whom? (survey) → Inspiration stories → How do we want to further improve? → My intentions & new ideas

**HOTELSCHOOL THE HAGUE**  
Hospitality Business School

Market: Total foreign and domestic KPI: Bednights

Period: by 2022 January for max 12 months

City Tourism in Europe			Recovery 2019
1	The Hague	Jan-Sep 22	132.2%
2	Aarhus	Jan-Aug 22	113.6%
3	Klagenfurt	Jan-Sep 22	112.8%
4	Utrecht	Jan-Sep 22	112.6%
5	Turku	Jan-Sep 22	112.5%
6	San Sebastian	Jan-Sep 22	112.4%
7	Warsaw	Jan-Aug 22	110.5%
8	Genoa	Jan-Jul 22	109.1%
9	Copenhagen	Jan-Sep 22	106.8%
10	Bergen	Jan-Aug 22	105.5%
11	Bilbao	Jan-Sep 22	103.2%
12	Rotterdam	Jan-Sep 22	100.5%
13	Valencia	Jan-Sep 22	100.0%
14	Barcelona	Jan-Sep 22	97.3%
15	Split	Jan-Sep 22	95.6%
16	Hamburg	Jan-Sep 22	94.2%
17	Santiago de Compostela	Jan-Mar 22	93.3%
18	Lisbon	Jan-Aug 22	92.8%
19	Stockholm	Jan-Sep 22	92.4%
20	Dijon	Jan-Aug 22	92.1%

Source: www.tourmis.info  
2022-11-21 11:32:09

**Karoline Wiegerink, Jan Huizing, Hotelschool The Hague**

"A real pleasure to share the experience with motivated TIC experts. The partnership is valuable to us, since we learn so much from daily practice and their view; it was great to see the enthusiasm and motivation to follow through! Our city hospitality research links to UNSDG11, building sustainable cities and communities; only in close collaboration with industry partners like TICs our academic knowledge becomes relevant and valuable. The conference is an important step to disseminate knowledge and to further support the future of European TICs .

## About ECM/TIC:

The Tourist Information Centres Knowledge Group's purpose is to generously share knowledge and knowhow, research and insights, contacts and friendships, with the goal of maximising the present and future impact of visitor information servicing across our European network of DMOs.

The Tourist Information Centres Knowledge Group's is part of the European Cities Marketing network, [www.europeancitiesmarketing.com](http://www.europeancitiesmarketing.com)



# 11. Meet Dr. Alexander Lennart Schmidt, Professor (Lector) of Technological Innovation at Hotelschool The Hague.



Alexander Lennart Schmidt is European citizen, born in Germany. Since July 2022 he is part of Hotelschool The Hague as Lector of Technological Innovation. He obtained his PhD on disruptive business models from the VU University in Amsterdam. Building upon his academic experience as Lecturer of Innovation and Entrepreneurship (Hotel Management School Maastricht, the Netherlands; FH Münster, Germany) and Research Associate (Science to Business Marketing Research Center, Germany) Alexander is now lecturing topics such as digital transformation in hospitality while researching digital technologies in the industry. Alexander investigates questions and phenomena at the crossroads of digital technologies (such as robotics, artificial intelligence, and automation technologies) and business model innovation.

Read more about Alexander's professional background, digital innovations and disruption in hospitality.

## Tell us a little bit about your educational and professional background.

Originally, I started with General Business studies in Germany and specialised in Marketing and Sales with an international perspective. While following my Master studies, I was still working in Sales and Marketing in the energy industry. As I was working at a big corporate organisation, where I was responsible for digital transformation projects in marketing and sales, I realized how burdensome it is for big corporations to bring their business into the digital world. I wanted to understand why it is so difficult for big organisations to transform, and why startups often are more successful in transformation. With these questions in mind, I jumped on the opportunity to complete my Ph.D. at the Science, Business & Innovation department at the VU University in Amsterdam to further develop the knowledge base on managing disruptive business models.

## How did you end up in research and education in the hospitality industry?

When I was wrapping up my Ph.D., I studied the similarities and differences of disruptive business models across industries. As I was looking at multiple industries and how far they were in bringing about change based on digital technologies, **I could not help but notice that the hospitality sector is an established industry with a lot of potential for change and innovation.** That is why I am eager to further develop the knowledge basis of technological innovation and disruption in the hospitality industry. I enjoy researching phenomena of digital transformation, co-create with our students and industry partners, and bring insights back into our classrooms at HTH.

## What sparks your passion for technological innovation?

To this day, what keeps sparking my interest in innovation is that there are constantly new technologies emerging. There is Artificial Intelligence (AI), robots, the metaverse, you name it. However, these technologies cannot offer you anything if not wrapped in an experience or a business model. As soon as you wrap up a technology in such a way then you can perform disruption in an industry. "How to design technology-driven business models in hospitality?" – that is the question that keeps me motivated. To answer this question, **I enjoy working with students, who are the next generation of change makers. Based on my research, I equip, facilitate and inspire our students and industry partners in a process of co-creation.**

## What is a revolutionary example of disruption in hospitality?

There are two very famous cases of disruption in the hospitality industry that come to mind. The first one is Airbnb; the big platform business that changed the availability of overnight stay options. When Airbnb entered the market, it was indeed targeting students because it offered air mattresses at festival periods. From that position, Airbnb grew further and further until today, when it is one of the biggest players in our industry. Another example of disruption in hospitality is Booking.com. In fact, Booking.com changed the way distribution works in our industry. These are two examples that we all know of. The main question now is, what is going to be the next big thing? We do not have a crystal ball to predict the future. And the good news is that we don't need this crystal ball. My research underlines the importance of 'perform instead of predict' when it comes to disruption. What does that mean? We see that successful disruptors perform industry change independent of potential obstacles. Thus, instead of trying to predict the next big thing, I encourage our students and industry partners to perform disruption. When you look at other countries you can already get an idea of what is possible. For example, China and other Asian countries have already much

more technology-based hospitality businesses. There are hotels that are fully operated by robots while others combine a lot of digital technologies such as self-check-in, face recognition or room service delivered by service robots. **A lot is happening, but what we need to bear in mind is the challenge of finding the balance between technology and human experience.**

## Why do hoteliers and hospitality entrepreneurs implement digital technologies, such as robots?

If you think about it, there are actually two main reasons why new technologies such as robots are being implemented in hospitality businesses at the moment: staff shortage and COVID-19. On the one hand, staff shortage is indeed a pressing development in our industry, and you can see it across smaller and bigger hotels. Entrepreneurs are now more open towards the transition to digital solutions as they are searching for practical ways to get things done. Clearly, robots can facilitate and streamline processes like check-in, transportation of objects from A to B, or other repetitive processes. On the other hand, the high-paced adoption of these technologies is due to the pandemic as well. Businesses are requested to strictly follow hygiene protocols, social distance etc.; and service robots are a fitting solution. These two streams have been big accelerators for e.g. hospitality service robots, mainly driven through necessity and with a short-term focus.

At the same time, those developments make us re-think of a more creative vision of the future. We can now design totally new hospitality experiences that were not possible before. Think of autonomous hotels where there is no person at the front desk, personalised experiences based on AI, or immersive food experiences through augmented or virtual reality.

Currently, we are setting up a project to better understand digital transformation in hospitality businesses. We closely collaborate with our industry partners to co-create practical blueprints that facilitate entrepreneurs and decision-makers in their digital transformation efforts based on their 'digital readiness'. **My goal is to raise awareness for the manifold opportunities of digital technologies and how those technologies can enhance hospitality business models to become future proof.**



## 12. Hotels in their local environment: meet prof. –Ahmet Vatan

Ahmet Vatan is currently a visiting researcher at Hotelschool The Hague. He has been a member at the Faculty of Tourism at the Istanbul Medeniyet University in Turkey since 2016. Ahmet received his undergraduate degree (Balıkesir University, 2008), his postgraduate degree (Balıkesir University, 2010), and he got his PhD (Sakarya University, 2015) in Tourism Management. He received the Associate Professor title (2020) in Tourism Science in Turkey. In the past, he has done research about the role of women in tourism, the relationship between tourism and art, the relationship between tourism and popular religions in the world, the marketing of cities (subject of his PhD thesis) in recent years, currently he has focused his research on sustainability in hospitality and robots in tourism. He has authored and co-authored 13 research articles, 12 conference papers and 15 book chapters. He has edited 3 books that he designed himself. He has taken part in different kinds of tourism congress organizations and he has also chaired sessions at congresses. He has taken part in seminars as an invited speaker as well. Since he started his academic journey, he has taken part in administrative duties such as Department Coordinator, Head of Department and Vice Dean.



While Ahmet works as an academic, he also writes feature films and scripts for series. He is the story editor of the Netflix original series *Fatma*, which was broadcasted on Netflix in 2021 and made a worldwide impact. He has also served as the story editor of *Asaf*, the new Netflix original series that has recently been written and that will start being shot in 2023.

Ahmet joined HTH in June 2022 as a visiting researcher. "While in Amsterdam, I will focus on 3 main research projects. Two of the studies that connect with the research areas of HTH are related to the use of robots in tourism; in these studies, I will explore the perspectives of tourist guides and cooks on robotization in tourism. Another main research is to investigate how cities achieved the sustainable city label in the European continent. In addition to his academic journey, I am planning to finish my novella named "Oğul" (Son) in Amsterdam which I started in 2017."

# 13. EuroCHRIE – Board Of Directors – Director of Marketing

Yasemin Oruc, research fellow and senior lecturer in Marketing Innovation, is grateful to be successfully elected for the role of Director of Marketing of the EuroCHRIE Board for the period 2022-2024. [EuroCHRIE](#) is the official federation for Europe, the Mediterranean Basin and Africa of International CHRIE, the leading international organisation that supports education and training for the world's largest industry. EuroCHRIE represents over 150 International CHRIE members. The European Federation brings together educators from hospitality, tourism & event management schools and universities into a global network in close co-operation with industry representatives. Under the CHRIE umbrella, both education and industry combine their efforts to shape the future of hospitality, tourism & events.

For this role Yasemin will focus on further expanding the EuroCHRIE community through the creation of memorable experiences. As part of this role she will further connect to the different stakeholders by creating a scalable format of communication through understanding the entire customer journey.

As disseminating knowledge is one of Yasemin's her key working pillars, this is something she will also take along in her appointment of Director of Marketing for EuroCHRIE. Motivating students, practitioners, and researchers to share knowledge is what she is looking forward to further expand.



[EuroCHRIE Board of Directors 2022](#)

# 14. Overview of publications 2022



## **Encyclopedia of Tourism Management and Marketing**

Edited by Dimitrios Buhalis, Bournemouth University Business School, UK

Publication Date: 2022 ISBN: 978 1 80037 747 9 Extent: 3528 pp. <https://www.e-elgar.com/shop/gbp/encyclopedia-of-tourism-management-and-marketing-9781800377479.html>.

The *Encyclopedia of Tourism Management and Marketing* is, quite simply, the definitive reference work in the field. Carefully curated by leading tourism scholar Dimitrios Buhalis, this is the largest tourism management and marketing ontology that has ever been put together and offers a holistic examination of this interdisciplinary field.

Hotelschool The Hague researchers contributed a number of entries to this masterpiece:

*Adversity Quotient* – Jenny Sok

*Choice Architecture* - Anna de Visser-Amundson & Viachaslau Filimonau

*City Hospitality* - Karoline Wiegerink & Jan Huizing

*Commodification* - Jeroen A. Oskam

*Food Waste* - Viachaslau Filimonau & Anna de Visser-Amundson

*Hospitality Experience Model* - Angelique Lombarts

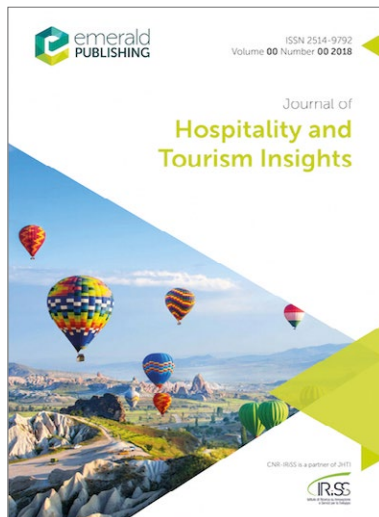
*Not in My Backyard (NIMBY)* - Jeroen A. Oskam

*Residents' Protests* - Jeroen A. Oskam

*Sharing Economy* - Jeroen A. Oskam

*Sustainable Strategies* - Arjan Van Rheede





### **Special Issue: Innovation in hospitality and tourism: ethical issues and challenges, *Journal of Hospitality and Tourism Insights***

In 2020, the Research Symposium we had planned about the topic of "Innovation in hospitality and tourism: ethical issues and challenges" had to be cancelled. As we had already found the *Journal of Hospitality and Tourism Insights* interested in publishing selected papers presented at the conference, we decided to go ahead with the special issue. This issue can be found in volume 5 of the journal, available at <https://www.emerald.com/insight/publication/issn/2514-9792/vol/5/iss/4>.

Contents of the special issue:

**Guest editorial: Innovation in hospitality and tourism: ethical issues and challenges,**  
by Jeroen Oskam & Anna De Visser-Amundson.

**An exploration of female underrepresentation on executive boards in the Dutch hotel industry through an ethical lens,** by Diane Lereculey-Péran, Angelique Lombarts & David William Brannon.

**The mediating effects of green organizational citizenship on the relationship between green transformational leadership and green creativity: evidence from hotels,** by Mert Öğretmenoğlu, Orhan Akov & Sevinç Göktepe.

**The effects of self-efficacy and collective efficacy on customer food waste reduction intention: the mediating role of ethical judgment,** by Li Ding

**Algorithmic pricing in hospitality and tourism: call for research on ethics, consumer backlash and CSR,** by Jean-Pierre van der Rest, Alan M. Sears, Henri Kuokkanen & Kimia Heidary

**A systematic review of ethical issues in hospitality and tourism innovation,** by Jeroen A. Oskam & Anna De Visser-Amundson

## Academic Publications

Oskam, Jeroen (2022). Understanding the Airbnb community and its community impact. The use of scenarios to build resilience. Farmaki, Anna; Ioannides, Dimitri; Kladou, Stella, *Peer-to-peer Accommodation and Community Resilience. Implications for Sustainable Development*. Wallingford: CABI, 2022. <https://www.cabidigitallibrary.org/doi/10.1079/9781789246605.0000>.

This conceptual chapter looks back at two scenario studies of the development of 'home-sharing', and in particular Airbnb, that were conducted in 2015 and 2018, respectively. These studies revolved around analyses of different interpretations and controversies that surrounded the emergent phenomenon: 1) the question, whether 'home-sharing' facilitated a new mode of consumption and, with that, the integration of tourists in resident communities; 2) the empowering effects Airbnb claimed to have in resident communities; and 3) the spatial distribution of tourism that 'home-sharing' would cause. These three debates are closely linked to the 'community' concept as it is used by Airbnb.

The scenario studies gave insight, at an early stage, into the decisiveness of tourism growth in the eventual development of Airbnb. They also gave an early warning that without transparency local communities would be unable to impose their norms to control the phenomenon's undesirable impacts. The implication is that scenarios can help communities in strategic decision making.

Oskam, Jeroen (2022). Mine, yours and 'shared': the ethical discourse of 'Collaborative Consumption'. Rahimi, Roya; Taheri, Babak; Buhalis, Dimitrios (eds), *The Sharing Economy and the Tourism Industry Perspectives, Opportunities and Challenges*. Oxford: Goodfellow Publishers. <https://www.goodfellowpublishers.com/academic-publishing.php?promo-Code=&partnerID=&content=doi&-doi=10.23912/9781915097064-4970>.

This chapter looks at the programmatic texts of 'sharing', to subsequently analyse how its ethical principles manifested itself in the social debate. The so-called 'sharing' movement emerged during the 2008-2013 financial and economic crisis, with a discourse that proposed an alternative to the economic system that had caused it. The businesses and platforms that identified with the movement also adopted the claim that they would represent a more benign and more 'human' economic model than the centralized power that had proven to be harmful to society and to the environment. In other words, 'sharing' introduced a discourse about good and evil that pervaded the commercial performance, the regulation and the academic study of the movement.

This debate has been ongoing especially since the success of platforms such as Airbnb and Uber turned them into disruptive phenomena, that not only affected incumbent competitors —hotels and taxi companies—, but society as a whole. This chapter attempts to distinguish the interpretations of good and evil for five different instances of this debate: the general discussion about 'sharing', including whether the denomination is appropriate; the campaigns before the Proposition F

referendum in San Francisco —to decide whether restrictions should be imposed on vacation rentals to protect the housing market—; the discussion around Airbnb in Amsterdam, that linked vacation rentals to the debate on 'overtourism'; the charitable initiatives by Airbnb and the discussion on rating systems. The analysis will show that different ethical principles collide in these debates. These differences will help understand how the social and political understanding of 'sharing' —in particular, in the regulation debate— have shifted in the second half of the decade.

Oskam, J.A. and De Visser-Amundson, A (2022). A systematic review of ethical issues in hospitality and tourism innovation. *Journal of Hospitality and Tourism Insights*, <https://doi.org/10.1108/JHTI-11-2021-0305>.

The purpose of this paper is to identify the state of academic research on ethical issues connected to innovation in hospitality. Through a systematic review of the literature on this topic, the authors aim to offer a synthesis of research approaches and to provide proposals for future research.

This paper distinguishes two categories of approaches to the topic: a first and predominant approach in which innovations are derived from evolving ethical insights and a more dispersed second category that explores the ethical implications of innovations. In the first category, articles about ethical leadership represent the greatest number, followed by those about corporate social responsibility (CSR). Almost half of the papers studied followed qualitative methods. The implication of the study is that addressing the research gaps in ethics and innovation in hospitality must

provide practitioners with an understanding of the ramifications of their innovations and with criteria for ethical decision-making. Also, the current orientation of the debate underscores ethical innovations in hospitality and tourism, whilst ethical risks of other developments in these industries may remain understudied.

Pommier, Bertille & Engel, Agatha M. (2022). Sustainability reporting in the hospitality industry. *Research in Hospitality Management*, 11:3, 173-175. DOI: <https://doi.org/10.1080/22243534.2021.2006937>.

In 2015, Medrado and Jackson researched corporate non-financial disclosures for the hospitality industry. Their main conclusion was that sustainability reporting in the hospitality and tourism industry is in its infancy. We update and extend this research by using a wider geography and include private, small and medium-sized firms.

Oskam, Jeroen & Davis, Tim (2022). The Covid-pandemic has ended. Again. *Journal of Tourism Futures*, <https://doi.org/10.1108/JTF-03-2022-0091>

This paper discusses the evolving interpretations of the Covid crisis and its impact on hospitality and tourism. With input gathered from research reports in different disciplines and discussions with a hospitality and travel expert panel, the authors propose four scenarios for the backlash of the Covid pandemic. The paper argues that hypothesized recovery scenarios were founded on hope and inaccurate extrapolations, and that hospitality and tourism may head for permanently lower volumes. The authors argue that, instead of just focusing on direct pandemic



impact and that of governmental measures, a third variable of consumer confidence will be decisive, and more important than expected by many initially, in future scenarios for hospitality and tourism.

Lereculey-Péran, Diane; Lombarts, Angelique; Brannon, David William (2022). An exploration of female underrepresentation on executive boards in the Dutch hotel industry through an ethical lens. *Journal of Hospitality and Tourism Insights*. 5: 4. 713-733. <https://doi.org/10.1108/JHTI-07-2021-0164>.

This paper elucidates female underrepresentation on executive boards in the Dutch hotel industry through a “feminist” stakeholder perspective, which persists despite public opinion and government initiatives to resolve this enigma. It finds a prevailing “masculinist” perspective of an idealized shareholder-orientated executive and a “feminist” perspective of a humanized stakeholder-orientated executive expressed within the interviews. While the former sacrifices family for their career, the latter balances their family with their career. The former fosters presupposed gender norms, with females commonly sacrificing their careers while males sacrifice their families. Notably, most executives predominantly supported the humanized stakeholder-orientated executive, while recognizing that micro-, meso- and macro-structural barriers remain. Therefore, this paper addresses a lacuna in the ethical literature in exploring female executive representation in Rhenish stakeholder-focused governance structures, as opposed to Anglo-Saxon shareholder-focused ones.

Oskam, Jeroen; Ladkin, Adele; Turnšek, Maja (2022). The bolthole of self-employment. Migrant workers avoiding prejudice and discrimination. Conrad Lashley (ed.), *Prejudice and Discrimination in Hotels, Restaurants and Bars*. London: Routledge. <https://www.routledge.com/Prejudice-and-Discrimination-in-Hotels-Restaurants-and-Bars/Lashley/p/book/9781032030449>.

This chapter studies to what extent self-employment amongst migrants has been a response to discrimination on the labour market. Those participating in migration have been thought of as rational individuals who are prepared to take risks to improve their livelihoods and can sometimes take advantages of being outsiders. Whilst some have argued that culture plays an important role in the self-employment of migrants, others suggest it is a response to blocked mobility through labour market disadvantage and discrimination and is therefore a matter of strategic survival. Whilst much is understood about migrant workers employed formally, or informally, within tourism and hospitality services, the self-employment of immigrants has received scant attention. This is surprising, given the general tendency in the labour market more broadly towards self-employment rather than paid employment. Evidence from other studies has shown self-employment in tourism, particularly within the hotel and restaurant sector amongst the foreign-born populations is growing rapidly. In Europe in 2016 self-employment constituted 9 per cent of the workforce in accommodation and food services, compared with 5 per cent in the wider economy. This lack of research can be partly explained by a limited amount of data regarding self-employment and ethnicity more broadly, compounded by the challenges of the distinction between registered

self-employment, and that which occurs in the informal sector.

This chapter offers an insight into the self-employment of the migrant population primarily in the restaurant sector, drawing from examples in the Netherlands and the UK. The approach looks at self-employment historically, as well as the current situation, before moving on to the platform era and the implications of this new way of working. In doing so, the chapter questions whether self-employment offers a bolthole for migrant workers as refuge from some of the hospitality employment challenges.

Oskam, Jeroen; De Visser-Amundson, Anna (2022). Guest editorial: Innovation in hospitality and tourism: ethical issues and challenges. *Journal of Hospitality and Tourism Insights*, 5: 4, 709-712. <https://doi.org/10.1108/JHTI-09-2022-341>.

Guest editorial of the special issue that explores the contradictory links between innovation in tourism and hospitality as an antecedent of ethical issues, and ethical issues as a driver of business innovation. The authors argue current research practices favour a reproduction of the same ethical concerns and solutions that have emerged in the corporate environment. If we do not want market driven forces to be the sole agents for social good, the challenge is to not just examine ethical thinking and practices as they exist, but rather provide insights into practices that *should* exist.

Hernández Sánchez, Nidia and Oskam, Jeroen (2022). A "new tourism cycle" on the Canary Islands: scenarios for digital transformation and resilience of small and medium tourism enterprises. *Journal of Tourism Futures*, <https://doi.org/10.1108/JTF-04-2022-0132>.

This paper discusses plausible future scenarios for small and medium tourism enterprises (SMTEs) in the "sun, sea and sand" destination of the Canary Islands (Spain) and assesses to what extent they are prepared to adjust to market changes and technological developments in the light of both sudden disruptions and long-term shocks. Although regional, national and European strategies advocate digital transformation as a step towards building resilience and towards a more sustainable future, this study identifies two major uncertainties that can put that transformation at risk: a change of the traditional "sun, sand and sea" visitor to a more conscious, individual and inquisitive traveller or "Promad", and the business culture of SMTEs. The developed scenarios show that a market change towards the "Promad" type of traveller causes at least a temporary mismatch of demand and supply. As many SMTEs miss either the knowledge or the resources to invest in digital transformation, the process will depend on support and coordination at destination level.

Koupriouchina, Larissa; Van der Rest, Jean-Pierre and Schwartz, Zvi (2022). Judgmental Adjustments of Algorithmic Hotel Occupancy Forecasts: Does User Override Frequency Impact Accuracy at Different Time Horizons? *Tourism Economics*. <https://journals.sagepub.com/doi/10.1177/13548166221126572>.

Judgmental adjustments of algorithmic predictions with the aim of improving demand forecast accuracy are a common revenue management practice. While empirical evidence on the impact of these user overrides is growing, little research attention has been given to the time horizon and the frequency in which these adjustments take place. Utilizing a multilevel regression model for repeated measures, 20,081,973 forecasts comprising seven different time horizons were analyzed. Data were collected from 1752 hotels of different hotel types belonging to 232 hotel chains in seven geographical regions. We find that the accuracy of algorithmic computer forecasts improves as time nears the date of stay and that the number of user overrides impacts this accuracy. The effect of the override frequency depends on the type of the forecasted demand and on the presence of special events. A higher number of user overrides is beneficial for group segment, but damaging for the transient segment. During special events periods, override frequency enhances accuracy.

De Visser-Amundson, Anna; Peloza, John; Kleijnen, Mirella and Aydinli, Aylin (2022). Hiding in Plain Sight: How Imperfect Ingredient Transformation Impact Consumer Preference for Rescue-Based Food. *Food Quality and Preference*. <https://doi.org/10.1016/j.foodqual.2022.104771>.

Rescue-based food (RBF) – food products often made from ingredients that are not able to be sold due to aesthetic imperfections – represent an opportunity to reduce food waste. However, despite consumers' desire to act pro-socially, preference for such products is negatively impacted by the perception that the imperfect ingredients reduce the quality of RBF. Across two studies, one field study and one controlled experiment, we demonstrate that a higher level of ingredients transformation can positively impact demand for RBF. Specifically, when the transformation makes the physical appearance of the initial imperfect ingredients less discernable (e.g., pureed) consumer demand increases in comparison to when the imperfect ingredient is less transformed and more visible (e.g., chunky). The findings have implications on prior literature on how transformation impacts consumer preferences, which shows equivocal results in the RBF domain. Further, the potential to elevate consumer demand for RBF has significant potential to advance efforts to reduce food waste.



## Trade Journals and publications

Hernández Sánchez, Nidia (2022). ¿Cuánto deben transformarse digitalmente las PYME turísticas canarias para asegurar su resiliencia hacia 2030? *Tourinews*, [https://www.tourinews.es/opinion/transformacion-digital-pymes-turisticas-resilencia-tecnologia\\_4467420\\_102.html](https://www.tourinews.es/opinion/transformacion-digital-pymes-turisticas-resilencia-tecnologia_4467420_102.html)

Hernández Sánchez, Nidia (2022). Hoe hoog is de noodzaak van de digitale transformatie? *Hospitality Management*, <https://www.hospitality-management.nl/hoe-hoog-is-de-noodzaak-van-de-digitale-transformatie>

van Rheede, Arjan (2022). World Panel on Sustainable Hospitality: Global standards vs. local realities – how to make it work in hospitality? Considering Materiality. *Hospitalitynet World Panel on Sustainability - viewpoint.*, 22 february 2022. <https://www.hospitalitynet.org/panel/125000128.html>

Wiegerink, Karoline (2022). Mini Case Merk-waardige gastvrijheid. *Boer R. (2022), Brand Desing - met MyLab - het standaardwerk voor het bouwen van merken, 7e editie - maart 2022*

Koerten, Klaas (2022). Robocafé: nieuwe initiatieven in onderzoek naar hospitality robotics. *Hospitality Management*, <https://www.hospitality-management.nl/robocafe-nieuwe-initiatieven-in-onderzoek-naar-hospitality-robotics>

Oruc, Yasemin (2022). Sterke Guest Journey maakt van gasten ambassadeurs. Dossier Guest Journey. *Hotel & Food & Beverage - Hospitality Management, May 2022*

Van der Geest, Youri (2022). Week van de Gastvrijheid. *Groot Nieuws Radio*

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