



HOTELSCHOOL
THE HAGUE

Hospitality Business School

Yearly overview

Hotelschool The Hague
Hospitality Research Centre

2024

Hospitality Research Centre Yearly Overview

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Table of contents

Looking ahead	4
1. Resident profiles: experiences, attitudes and behaviours towards tourism	6
2. Shaping Tomorrow's Hospitality: Welcoming Our New Professional Doctorate Candidates	9
3. High Touch, High Tech Horizons: EuroCHRIE 2025 at Hotelschool The Hague	12
4. Humanoid robots for hospitality	13
5. The Total Human Hospitality Experience: A Regenerative Shift	15
6. CSRD Reporting Action Plan	17
7. Developing a Hospitality Social Sustainability Accreditation Framework	18
8. Yearly Outlook: The future of ...	19
9. HITT Think Tank - A Leading Industry Event Shaping the Future of Hospitality	20
10. Experiment: measuring resident benefits	23
11. Hotel & Science: bridging the gap	24
12. Community Empowerment in Tourism Decision-Making: Insights and Next Steps	26
Academic Publications	28
Trade Journals and publications	36
Who we are	38

Looking ahead

In 2018, the Research Centre of Hotelschool The Hague published its first Yearly Overview. This seventh edition highlights the significant progress we have made, particularly with the increasing involvement of HTH students.

Over the years, we have explored a diverse range of topics relevant to hospitality students and professionals. Our publications have delved into areas such as hospitality robotics, food waste reduction, the role of hospitality in urban contexts and healthcare, as well as Airbnb, overtourism, and the impact of the Covid crisis. Recently, topics such as hospitality technology, circularity, and ESG have become even more important, with city-focused hospitality now considering the interests of residents alongside those of visitors.

The Research Centre is internationally recognised for its rigorous research. However, in line with HTH's tradition, we prioritise the relevance and impact of our research on the hospitality industry and the wider HTH community. Unlike many universities and hotel schools, we place equal value on publications aimed at professional audiences and on traditional research publications. Looking ahead, maintaining industry relevance will continue to be a cornerstone of our work. We aim to participate in national and international projects that address issues such as the digitisation of the hospitality industry, the impact of hotels and tourism on local communities, and circularity in hotel design and operations. This list is not exhaustive; we anticipate that new topics will emerge in 2025 that will impact professionals in our industry. Our researchers strive to stay ahead of emerging trends, and we welcome ideas and suggestions from the wider HTH community regarding topics of concern.

Another pillar of our approach is the connection between research and education. With 95 years of history, HTH combines a rich tradition with a commitment to fostering innovation in the hospitality industry. Research has been integral to this development. Not only are students increasingly involved in research projects—often in the real-life context of hospitality organisations—but their preparation as 'field problem solvers' also equips them to thrive as professionals once they graduate.

Our third pillar is the academic perspective on research. While we embrace academic rigour in our studies, it is not an end in itself but a means to provide reliable and proven insights. Rather than focusing on research metrics, we aim to offer ground-breaking insights that can have both academic and professional impact. This often involves working across disciplinary boundaries. Our work on robotics, for example, has demonstrated how collaboration between engineers and hoteliers can lead to innovation. We believe that such collaborations are the way forward, and that sharing insights between fields is essential to address current and future challenges.

Thank you for your interest in this overview of HTH's research activities in 2024. We invite the HTH community to share their ideas and suggestions about research topics with us via research@hotelschool.nl.

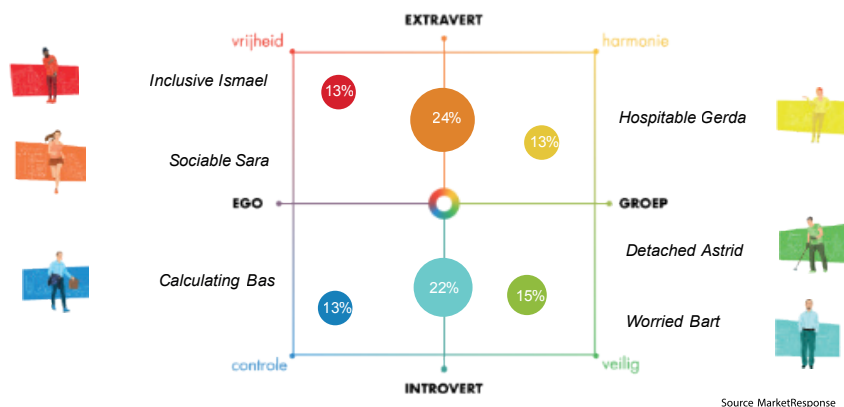
1. Resident profiles: experiences, attitudes and behaviours towards tourism

"Develop a typology of resident profiles that distinguishes between experiences, attitudes, and behaviours regarding local tourism" was the assignment given to the Hotelschool The Hague Research Centre by the Province of South Holland, fitting within the policy line "Insights into Valuable Tourism".

This collaborative project brought together several partners: the core research team was formed by Karoline Wiegerink and Yasemin Oruc, both active in city hospitality research. Two HTH graduate students, Dennis Bos and Annette van Amstel, contributed significantly by conducting workshops and qualitative interviews. MarketResponse provided panel research, statistical analyses, and base personas, while NBTC and Inholland/Ensut acted as sparring partners in shaping the study's framework.

The research investigates residents' perceptions and attitudes towards tourism, employing quantitative and qualitative methods to understand their relationship with tourism, motivations, and effective communication strategies. Using the six Brand Strategy Research (BSR) lifestyle segments, the study developed six resident personas: Calculated Bas (exclusive), Inclusive Ismael (unconventional), Social Sara (active), Hospitable Gerda (sociable), Detached Astrid (calm), and Concerned Bart (comfortable). These personas reveal distinct perspectives on tourism and guide municipalities, DMOs, and stakeholders in tailoring policies and communication.

Though focused on South Holland, the approach provides a scalable model for other regions. By addressing specific resident perspectives, tourism stakeholders can foster sustainable practices that balance tourism development with community well-being, advancing a positive outlook on tourism and sustainable growth within local communities.



BSR Living: segments Zuid-Holland

Two examples:

Yellow: Hospitable Gerda

"I proudly tell tourists about my beautiful hometown."



Person

People in the yellow group are cheerful, sociable, helpful, spontaneous, and enthusiastic. They value hospitality, social connections, and friendship. Family and friends are important to them, and they enjoy being around others. Everyone is welcome, and they appreciate an open and hospitable environment. They have a strong connection with their neighbourhood, where you can rely on one another and take care of each other.

The impact of tourism

- I like that the image of my place of residence improves through tourism.
- I find it enjoyable to see and hear many different people around.
- I proudly share stories about my town with tourists and show them around.
- I would appreciate it if the number of facilities and services in my area increased thanks to tourism.

Quotes from Gerda

- "I enjoy it when the city is vibrant and lively! The more, the merrier!"
- "It feels nice to see people visiting my neighbourhood."
- "Fine that tourists are here, it brings good business."
- "I think it's great that there are so many different people to see and hear."

Aqua: Worried Bart

"Tourists cause unwanted crowds and noise pollution."



Person

For residents in the aqua group, their home and neighbourhood are essential. These residents are caring, serious, calm, and intelligent. Practical provisions and a pleasant environment are important to them. They enjoy activities like gardening and watching TV.

The impact of tourism

- Increase in nuisance, like noise.
- Harm and disturbance to nature and the environment.
- Tourism can lead to commercialisation of the local area.
- Hinders progress in the development of infrastructure.

Quotes from Bart

- "Quality tourists are naturally welcome!"
- "I make an effort to avoid places that are crowded with tourists."
- "I don't want my balcony to look out over masses of tourists."
- "Sometimes people are nice, but it's just too crowded!"
- "Nature and the environment are my main concerns."
- "When I go somewhere, I want peace and quiet."

For more information, please contact research@hotelschool.nl



Blue: Calculating Bas

"As long as tourism brings me (economic) benefits and expands my network, I'm okay with it"



Yellow: Hospitable Gerda

"I proudly tell tourists about my beautiful hometown."



Red: Inclusive Ismael

"Tourism brings the world a bit closer to me"



Green: Detached Astrid

"Tourism is polluting and harmful to nature and the living environment."



Orange: Sociable Sara

"I like tourists who join in and show interest"



Aqua: Worried Bart

"Tourists cause unwanted crowds and noise pollution."

2. Shaping Tomorrow's Hospitality: Welcoming Our New Professional Doctorate Candidates

Hotelschool The Hague is excited to introduce our first candidates for its Professional Doctorate programme—a unique, practice-oriented programme crafted for seasoned professionals in Leisure, Tourism, and Hospitality. This advanced pathway combines rigorous academic study with practical application, equipping candidates with the skills to tackle complex challenges in service design, operations management, and customer experience. Unlike traditional PhD programmes that emphasise theoretical research, the Professional Doctorate is rooted in professional research, allowing candidates to develop innovative solutions that directly address industry needs.

This November, two exceptional candidates, Dana Jiménez Herrera and Klaas Koerten, will begin their journey in this programme at Hotelschool The Hague. Their curriculum includes coursework, immersive industry projects, and research aimed at solving real-world problems and fostering positive change in the hospitality sector. By collaborating closely with faculty members and industry partners, they will have the opportunity to implement forward-thinking strategies to improve service quality, employee engagement, and operational efficiency.

Graduates from this program emerge as thought leaders who bridge the gap between academia and industry, translating research insights into practical solutions that contribute to the ongoing evolution of the hospitality field. With Hotelschool The Hague's strong emphasis on applied learning and industry collaboration, these professionals are well-prepared to lead and innovate in the future of hospitality.

Dana Jiménez Herrera will work under the guidance of primary academic supervisor Daphne Dekker, with Ankie Hoefnagels from Zuid University of Applied Sciences serving as her secondary academic supervisor. Dana's industry collaborators include Elly van der Wouw, Director of HR at Sheraton Amsterdam Airport, and Sebastiaan Lodder, CEO of Hotel Collection International.

Klaas Koerten will be supervised by Jeroen Oskam as his primary academic advisor and Marco Rozendaal, design professor at TU Delft, as his secondary advisor. Klaas' industry partners include Accor Hotels and RoboHouse, a robotics institute dedicated to enhancing workplace processes and well-being through robotic technology.

Read on for an introduction to Klaas and Dana's projects:

Klaas Koerten



"I have been a researcher at the Hotelschool since September 2021, and will start the journey of my Professional Doctorate in November.

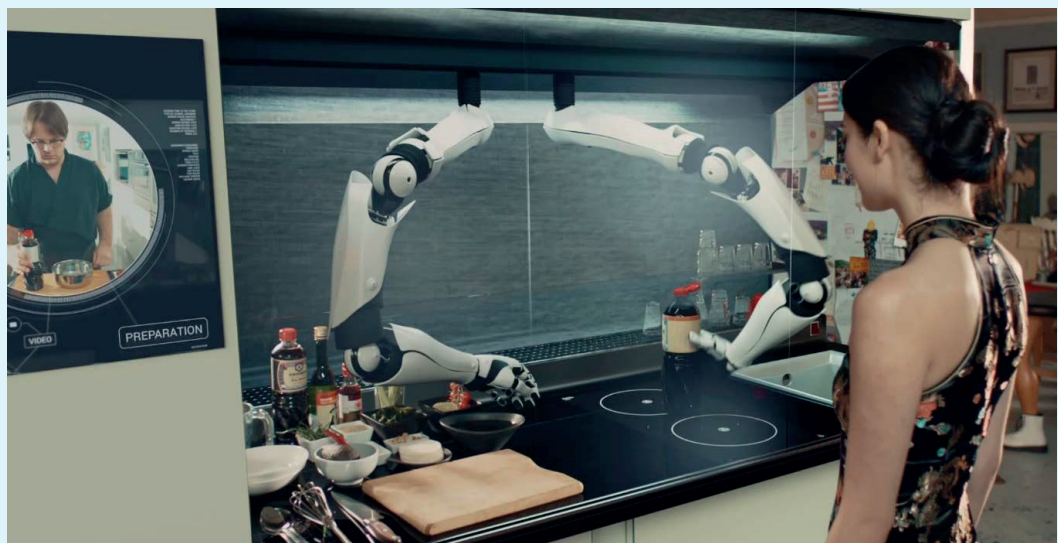
For the last three years, I have been responsible for researching the subject of hospitality robotics at HTH. This is a very interesting and complex subject, as robots are very complex to begin with. Robots have also changed the nature of work in a number of industries, they hold the potential to change guest experiences and they are costly, which makes implementing them a sensitive topic for decision-makers in the industry.

I have seen the industry implementing robots for the wrong reasons, mainly to attract customers or to show their own tech-savviness. At the same time, I have seen scientists researching robots that don't exist yet and drawing conclusions that hotel managers would never be able to do anything with. I am therefore very keen on starting the challenge of performing research that will actually induce change in our industry by using robots.

In the past three years, I have seen that there are workers in our industry that experience real pain on a daily basis. I am talking about housekeepers, whose jobs consist of pushing heavy carts, continuously lifting heavy items over their head, and bending down low to make beds for guests. These tasks are highly non-ergonomic, which is why this type of work has some of the lowest satisfaction and highest turnover in the industry.

My Professional Doctorate will therefore focus on improving the jobs of housekeeping employees, primarily during their bed-making tasks.

I am very excited to start and if you are interested in this project, don't hesitate to reach out to me, I can regularly be found at the research island on the 3rd floor on campus The Hague ."



Dana Jiménez Herrera



"With over eight years of experience teaching leadership skills at HTH, I have witnessed firsthand the mental well-being challenges that our students face. The COVID-19 pandemic has exacerbated these issues. According to the CBS report in 2023, 24.9% of 18- to 25-year-olds are struggling with mental health, waiting times for therapy in the Netherlands are have skyrocketed, and not a week goes by without an overwhelmed student turning to me for guidance.

This alarming trend underscores the importance of nurturing resilience, not just on an individual level, but as a collective responsibility of educational institutions and organisations. A key aspect of my research is to define what hospitality resilience means—specifically, the type of resilience that enables (not only) the next generation to navigate the emotional pressures of our field while maintaining essential social skills. In addition, many misunderstandings surround Generation Z, and I aim to provide a clear picture of who they are and what their needs are, particularly for those working in hotels and studying hotel management.

I believe that by fostering environments where young professionals feel valued and understood, we can significantly improve their well-being and performance in the hospitality sector while also highlighting the strengths of Generation Z, dispelling stereotypes and equipping educators and managers with the necessary tools to create resilient classrooms and workplaces.

I look forward to sharing insights from my research and collaborating with my fellow PD candidates, our students, industry professionals, and educators along this journey. Please reach out to me through the common channels or talk to me on campus to become part of the Hospitality Resilience Collective and let's make our heart for hospitality beat stronger."

More information about the Professional Doctorate programme: <https://www.pd-lth.nl/>

3. High Touch, High Tech Horizons: EuroCHRIE 2025 at Hotelschool The Hague

EuroCHRIE 2025 promises an inspiring exploration of the key challenges and opportunities shaping the future of hospitality and tourism. Under the theme "*High Touch, High Tech Horizons: Leading Progress in Hospitality and Tourism*," the conference will bring together professionals, researchers, educators, and students to address critical questions about balancing technological advances with the intrinsic human connection at the heart of hospitality.



As the proud host, Hotelschool The Hague is eager to foster dialogue and share insights on how innovative practices can drive the industry forward.

The conference is structured around six primary tracks, each addressing a unique facet of progress within the field: from *Business Model Innovations and Market and Concept Innovations* to *Ethically Driven and Technological Innovations*. Attendees will delve into the evolution of operational practices and explore how innovative educational strategies prepare students for the complex demands of the industry. Additionally, two special tracks—*The Future of Talent Management and Innovative Research Methods*—will spotlight emerging methodologies and workforce strategies, essential for sustaining the sector's growth.

With The Hague campus as the backdrop, HTH's students will play a pivotal role in organising this event. Not only will they help coordinate logistics, they will also engage in research discussions, contribute to practical sessions, and host an engaging student poster session, providing a glimpse into the fresh perspectives and innovative ideas of tomorrow's hospitality leaders. This integration of students as active participants encapsulates HTH's mission to place students at the "Heart of Hospitality" and underscores the school's commitment to developing adaptable, impactful graduates.

EuroCHRIE 2025 will be a dynamic platform for ideas that explore the intersection of technology, sustainability, and human interaction. Keynotes from industry and academic thought leaders will engage participants on issues such as balancing travel growth with ecological responsibility, adapting to labour shortages, and blending digital transformation with authentic guest experiences. With its diverse programme and thought-provoking tracks, EuroCHRIE 2025 aims to inspire attendees and drive forward a collaborative vision of a more innovative, sustainable, and human-centred hospitality industry.

We look forward to welcoming the EuroCHRIE community to The Hague, where innovation meets tradition in the heart of hospitality.

4. Humanoid robots for hospitality

For three years now, Klaas Koerten has researched the topic of hospitality in a collaboration between Hotelschool The Hague and the Delft University of Technology. In 2021, Tesla announced that they would be building humanoid robots that every person can afford to have in their home to take over tasks, which would have huge repercussions for the hospitality industry. Klaas researched the possibility of this becoming a reality.

Why humanoids?

Humans have always been intrigued by mechanical copies of themselves that would take over work. The first ever robots, from a science fiction play in the 1930s, were also portrayed by human actors painted silver and many people still remember Rosey, the robotic maid from the science fiction show *The Jetsons*. At the same time, we have not seen such robots function in real life yet. The robots we know from factories are giant mechanical arms bolted to the floor; the robots we have seen in hotels and restaurants are either autonomous wheeled vehicles or wheeled vehicles with a tablet interface on them.



Humanoid robots: according to researcher Klaas Koerten, they are unlikely to be seen in hotels anytime soon.

Existing examples of humanoids

Not that there are no examples of humanoid robots. Most people have seen the Atlas robot from Boston Dynamics execute complex walking and jumping tasks. In the realm of hospitality, Moley presented a kitchen robot consisting of two humanoid arms that autonomously prepares meals by copying movements it learns from human chefs. This is of course not a complete humanoid robot, but you could argue that in the kitchen, you primarily need hands to execute tasks.

But while these companies have thought up elaborate humanoid solutions, the products they sell are not humanoid. The only robots that Boston Dynamics sells is the Spot robot, which walks on four legs, because the walking is more robust according to the company. Similarly, the commercially available Moley robot consists of one robotic arm that doesn't even have a hand, but rather a gripper. In doing so they can offer the robot for \$10,000 rather than the \$100,000 their initial design costs. It seems that when robots are designed for certain tasks,



their design gravitates to something more accustomed to these tasks and away from the generic humanoid design that was initially thought up. This principle also holds for the widely available vacuum robots, which don't look like human shaped robots holding a vacuum cleaner.

The future of the humanoid

Given these insights from earlier humanoids' endeavours, we would not be surprised if in a few years, Tesla will have robots in its factories performing certain specific tasks such as transporting items. But we do not think the generic humanoid that can perform domestic tasks is as close as Elon Musk would have us believe. Furthermore, as

certain key tasks in hospitality such as table setting, complex plating, cleaning bathrooms and making beds have not been automated successfully, it might take a very long time before we see humanoids executing these tasks.

For people wishing to see more scientific backing of these principles, we recommend watching the TED Talk [Why we don't have robot butlers yet By Ken Goldberg](#) on Youtube.

5. The Total Human Hospitality Experience: A Regenerative Shift

In the evolving landscape of hospitality, well-being has emerged as a cornerstone in designing transformative, regenerative experiences.

At ITB 2024's Hospitality Track session (second edition) led by Karoline Wiegerink, titled *Well-being Unveiled: The Total Human Hospitality Experience*, industry leaders gathered to delve into how prioritising well-being can redefine hospitality, extending positive impacts beyond individual guests to include employees, communities, and ecosystems. This approach marks a shift from "time well spent" to "time well invested," emphasising moments that enrich lives and foster lasting connections.

Guided by experts like Valentina Clergue, Assistant Professor in Marketing from EHL Business School, Yasemin Oruc, Senior Lecturer Hospitality Marketing & Innovation and Research Fellow from Hotelschool The Hague, Sonal Uberoi of Spa Balance Consulting and author of *The Wellness Asset*, Eileen Meyer, Architect and Owner of CoCoN, and Michael Altewischer, Managing Partner of Wellness-Hotels & Resorts, the session explored how well-being-centred design contributes to resilience and sustainability within the industry. Each contributor brought a unique perspective, weaving together insights from academia, consulting, architecture, and wellness management to showcase how well-being can be a transformative force in hospitality.



ITB 2024 - Hospitality Track Session Well-Being Unveiled: The Total Human Hospitality Experience
Yasemin Oruc and Valentina Clergue

This conversation highlighted a regenerative approach to hospitality that goes beyond minimising harm and focusing on net-zero outcomes; it aims to create positive change within the destinations it serves through net-positive outcomes. As discussed, "regenerative hospitality" represents a shift from sustainability to active renewal, where hotels and resorts act as stewards of local ecosystems and community well-being. This concept is supported by a recent study, *The Rise of Regenerative Hospitality* (2024), led by Alessandro Inversini (EHL Business School), Lionel Saul (EHL Business School), Sarah Balet (HES-SO Valais Wallis), and Roland Schegg (University of Applied Sciences and Arts Western Switzerland). Place intelligence involves a symbiotic relationship with the environment, where hotels contribute to conserving and enhancing their surroundings. People intelligence, in turn, nurtures connections between staff, guests, and local residents, embedding hotels within their communities to foster well-being on a broader scale.

By embracing regenerative principles, hotels have the opportunity to set themselves apart, championing positive social and environmental impacts that enhance their destinations. As ITB 2024 illuminated, this approach offers a pathway for hospitality to move from being simply sustainable to actively regenerative, preparing the industry to contribute to a more impactful and resilient future. Regenerative hospitality is not just an aspiration—it is the future of a sector increasingly driven to be a force for good.

Article Reference:

Inversini, A., Saul, L., Balet, S. and Schegg, R. (2024), " The rise of regenerative hospitality., *Journal of Tourism Futures*, Vol. 10 No. 1, pp. 6-20. <https://doi.org/10.1108/JTF-04-2023-0107>
<https://www.emerald.com/insight/content/doi/10.1108/JTF-04-2023-0107/full/html>

6. CSRD Reporting Action Plan

Okura Hotel Amsterdam recently collaborated with Melinda Ratkai and master student Rosanne Beentjes on the development of an action plan related to the Corporate Sustainability Reporting Directive (CSRD). As part of her thesis, Rosanne worked alongside the team to help Okura prepare for the upcoming sustainability reporting requirements.

The action plan will support Okura Amsterdam in aligning its operations with CSRD guidelines, ensuring that the company meets the necessary regulatory standards. This collaboration is part of Okura Amsterdam's broader effort to integrate sustainability into its business practices and support new talent to thrive.

The project has provided Okura Amsterdam with a practical approach to CSRD compliance, reflecting the company's commitment to transparency and responsible business operations. Key suggestions from the action plan include a phased approach to improving data collection and reporting processes. Rosanne identified areas where Okura Amsterdam could streamline data management to ensure accuracy and transparency, helping the company stay ahead of the evolving regulations. Her recommendations emphasise the importance of tracking sustainability metrics in areas such as energy consumption and waste reduction.

Additionally, the plan highlights the need for greater stakeholder engagement. The team proposed enhanced communication strategies to involve both employees and external partners in the sustainability journey, ensuring that Okura Amsterdam's CSRD efforts are well-supported across all levels of the organisation. These steps will help the hotel demonstrate its commitment to sustainable operations while fostering a culture of continuous improvement.



Hotel Okura, Amsterdam

7. Developing a Hospitality Social Sustainability Accreditation Framework

External and independent certification processes, such as Green Key and Green Globe, are among the hospitality industry's most rigorous and widely recognised sustainability standards for accommodations. These certifications are grounded in well-defined criteria that formally acknowledge compliance with specific benchmarks. In partnership with GreenKey Netherlands and Novotel Den Haag World Forum Hotel, Melinda Ratkai and David Brannon are investigating a social framework addressing the "own workforce" and "workers in the value chain," as directed by the European Union (EU). This project, with the potential to significantly impact the industry, aims to transition these "guidelines" to "imperatives," informed by the Corporate Social Responsibility Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), among stakeholder groups.

Why Can This Consortium Be Successful?

1. Green Key is a prominent eco-label within the tourism and hospitality sectors, necessitating adherence to stringent environmental and social sustainability standards encompassing 13 essential areas. This consortium is evaluating improvements to this accreditation, which Erik van Dijk, the distinguished CEO of Green Key NL, can introduce according to these revised regulations.
2. The Novotel Den Haag World Forum Hotel is a family-friendly, four-star hotel that comprises 216 well-appointed rooms. Sander de Jong, a prominent hospitality professional, manages Pandox's operation under the Novotel brand, which is part of Accor's international portfolio.
3. Hotelschool The Hague is researching CSRD and ESRS compliance, directed by M. Ratkai, and human resources and talent management, led by D. Brannon. This initiative capitalises on Melinda's expertise in regulatory compliance and sustainability reporting, ensuring the developed framework is closely aligned with evolving EU standards.

8. Yearly Outlook: The future of ...

In 2024, Hotelschool The Hague launched the first edition of its new Yearly Outlook series, marking a significant step in its commitment to providing strategic insights into the future of the hospitality industry. This inaugural report focuses on the future of business travel, a topic of great relevance in an industry that is constantly evolving. The Yearly Outlook series is designed to identify emerging trends and pressing questions before they arise and make these insights accessible to a wide audience, thus bridging the gap between academia and industry.

The report is based on an extensive analysis of business overnight stays in Amsterdam, both before and after the Covid-19 crisis. It utilises this data to project an expected future scenario. By questioning the primary assumptions inherent in this scenario, the report also outlines four alternative scenarios —*What ifs*— that could emerge if any current trends are disrupted. The potential impact and plausibility of each scenario were evaluated by two expert panels: one consisting of executives and senior managers from HTH's International Advisory Boards, and the other comprising HTH students, who represent future hospitality leaders.

The Yearly Outlook report reflects that by 2024, international travel arrivals have surpassed 2019 levels by 2%, indicating a full recovery in the sector. In Amsterdam, the hospitality industry has shown resilience, rebounding to pre-pandemic levels of overnight stays by business guests in 2023, despite a 13% decrease in the number of business travellers. This recovery is accompanied by a shift in visitor demographics, with a decrease in visitors from regions like Russia, but a full recovery from North America, and an increase in domestic business guests and those from Belgium and Germany. Notably, business guests are staying longer in Amsterdam, as reflected by the increase in the average length of stay from 2,34 to 2,71 days. Additionally, there has been a significant change in accommodation preferences, with more business travellers opting for 3-star establishments. These findings seem to indicate a trend towards combined ('bleisure') stays after Covid.



If these developments were to continue in the next ten years, we would get to a 'baseline', or normally expected scenario. The ideal business travel experience in 2035 will be a seamless journey, with smooth and secure airport experiences, comfortable and carbon-neutral flights, and sustainable hotels that adapt to traveller needs and preferences, making business travel a pleasure rather than a chore. Despite predictions that business travel would be partially replaced by online meetings to save costs and reduce carbon emissions, the growth trend will not slow down. By 2035, AI and technology will play a significant role in business travel, with AI assistants handling bookings based on traveller preferences and environmental impact, making travel decisions more autonomous and personalised. The nature of meetings will evolve, favouring online interactions for routine matters and face-to-face meetings for relationship building and important decisions, leading to a blend of online and offline interactions. Geopolitical concerns and health & safety issues will continue to influence travel decisions, with a preference for destinations offering a balance between work and leisure activities, contributing to the concept of 'bleisure' travel. Sustainability will be a key factor, with companies adopting initiatives and complying with ESG regulations, promoting sustainable business travel. A shift from air to train travel for shorter trips is expected, reducing the environmental impact. Hotels will adapt by focusing on personalisation, digitalisation, and sustainability, offering co-working spaces, local food, networking opportunities, and exploration experiences. ESG compliance will correspond with higher revenue from business travellers, incentivising hotels to adopt sustainable practices.

However, any disruptions may lead to alternative or what-if scenarios, analysed in the Outlook report:

1. What if, by 2030, the rise of populist and nationalist movements led to a significant decline in support for sustainability and ESG regulations?
2. What if AI control over travel decisions led to a loss of personal choice and flexibility for business travellers?
3. What if changing business travel habits by 2030 led to a decline in demand for cities that lack an attractive leisure offer?
4. What if, by 2030, escalating geopolitical tensions and conflicts made business travel more difficult, risky, and costly, disrupting trade and travel flows?

The report highlights the practical implications of these potential developments, and provides practical recommendations for hospitality professionals and tourism policymakers.

The full report can be downloaded from:

<https://cms.hotelschool.nl/storage/media/HTH-20161-08-Yearly-Outlook-2024-DEF.pdf?v=1726136388>

9. HITT Think Tank – A Leading Industry Event Shaping the Future of Hospitality

Alexander Lennart Schmidt recently joined the Advisory Committee of the HITT Think Tank, an exclusive, annual industry event connecting top European hospitality executives. Organised by *HospitalityInside*, a renowned German trade journal, this boutique event brings together thought leaders to explore pivotal themes in hospitality. Together with Advisory Committee members Wolfgang Neumann (Neumann Hospitality), Tim Davis (PACE Dimensions), Anthony Williams (Destination 360), and Xenia zu Hohenlohe (The Sustainable Markets Initiative), Schmidt helped craft an engaging two-day programme focused on sustainability and digital transformation.

The 'Digital Transformation' track featured insights from David Abbink, Sylvain Morgaine, and Matt Welle. David Abbink, professor and robotics expert from TU Delft, discussed human-robot collaboration, emphasising robots as supportive partners rather than replacements, especially in addressing workforce shortages. Sylvain Morgaine, VP of Accor's Innovation Lab, showcased Accor's practical tech innovations, such as the Connected Fridges, which enhance guest convenience and generate new revenue streams. Matt Welle, co-founder of the cloud-based



[Alexander Schmidt shares implications for tech-driven hospitality](#)



Alexander Schmidt discusses with 50+ business leaders in Amsterdam.

property management system Mews, highlighted the importance of tech solutions that respect human connection and data privacy, sharing Mews' approach to balancing digital innovation with emotional intelligence to improve guest experiences.

Alexander's keynote contribution underscored the importance of avoiding the "replication trap," where technology merely mimics human roles rather than unlocking disruptive innovations. He showcased field experiments with TU Delft, Hotelschool The Hague, and RoboHouse, focusing on robots and shared how VR trainings drive operational efficiency and enrich employee skills. Schmidt emphasised that embracing technology is crucial, as countries in Asia rapidly advance under the motto "Embrace technology or lose competitiveness."

Pictures: HospitalityInside

10. Experiment: measuring resident benefits

Saturday, September 28, Schouwen-Duiveland, beautiful island in Zeeland, South-West Netherlands. Today is Bewonersdag (Resident Day): tourism entrepreneurs inviting their neighbours, inhabitants of Schouwen-Duiveland to visit and experience their premises. To show appreciation, to let residents experience benefits from tourism. It was the perfect occasion for a research experiment.

The team behind the collaborative research project "Measuring Resident Benefits" chose this event in Zeeland, to conduct a practical experiment. The aim of the experiment is to find out in real-life and build knowledge about methods to measure resident benefits. Partners in this project are BUas (lead), Hogeschool Zeeland, NBTC, Eilandmarketing Schouwen-Duiveland, and Hotelschool The Hague (Karoline Wiegerink and Jan Huizing).

Further to their framework for tourism-driven resident benefits, the project builds knowledge concerning methods for measuring resident benefits. This should lead to a toolkit for regions, cities and DMOs, to help policymakers and practitioners to measure resident benefits, to learn how residents experience impacts from tourism. Next to ordinary methods such as surveys and interviews, the toolkit should provide guidance and inspiration for alternative measurement methods, that can further energise the transition towards balanced communities with positive impacts from tourism.



Jan Huizing (Hotelschool) and Evelien Visser-Jonker (NBTC) engaged in the participatory mapping experiment. (Picture @opschouwenduiveland)

"Due to the enthusiasm and skills of the researchers and the use of the method, residents did not have the feeling of being part of a study but could easily express their views on everything related to tourism. It did provide us with new insights and confirmation of what drives residents."

- Ruurt van der Wel (director Eilandmarketing Schouwen-Duiveland)

Therefore, the practical experiment in Schouwen-Duiveland. At the premises of a welcoming tourist facility, a pop-up setting was created to conduct a 'participatory mapping' method; starting a conversation and collecting resident insights with a geographical map as leading and supportive tool.

Although fewer residents participated than expected because of adverse weather conditions, the experiment was a successful contribution to the project.

Sneak preview of insights gained from the small-scale experiment: while rather time- and labour-intensive, participatory mapping seems a supportive method to interact with residents and gain valuable deeper insights; the visual map enhances a lively conversation and is supportive to illustrating opinions and emotions.



Participatory mapping on Schouwen-Duiveland.

11. Hotel & Science: bridging the gap

Academic hospitality and tourism researchers study issues in the professional world, often with relevant implications and insights. However, scholars are also expected to present their studies according to academic conventions, explaining their methods and demonstrating their rigour. This academic way of presenting results is not always accessible to those professionals who should benefit from these insights. Hotelschool The Hague researchers have initiated a section on 'Hotel & Science' (Hotel & Wetenschap) in *Hospitality Management*. In every issue of this trade journal, we summarise and discuss a recent academic article that we consider relevant and of interest in "normal" language. We hope that this initiative will help bridge the gap between the academic world and hospitality professionals, and thus contribute to innovations in our industry.

The following link leads directly to the Hotel & Science section:

<https://www.hospitality-management.nl/hotel-wetenschap>

Hospitality
Management

hotel & wetenschap



HOTEL & WETENSCHAP 1 NOVEMBER 2024

Anders denken, anders doen

Duurzaamheid is al jaren een 'hippe' term in de samenleving en de gastvrijheidssector vormt hierop geen uitzondering. Veel bedrijven richt...



HOTEL & WETENSCHAP 8 AUGUSTUS 2024

Technologie transformeert de hotelbeleving

Digitale transformatie is niet meer weg te denken uit de hotellerie, de sector die traditioneel draait om menselijke interactie en gepersonaliseerde e...



HOTEL & WETENSCHAP 11 JULI 2024

Sociale media en de hotellerie: de sleutelrol van beeldgebruik

De opkomst van sociale mediaplatforms heeft de manier waarop we communiceren veranderd. Gelet op het succes van visuele platforms zoals Instagram en h...

Hotel & Science, in *Hospitality Management*.

12. Community Empowerment in Tourism Decision-Making: Insights and Next Steps

Stefania Ntregka's two-year study has provided valuable insights into the empowerment of residents in tourism decision-making within urban destinations. This research, which was funded by NWO as part of a postdoc position, collected data from residents, public, and private stakeholders across San Sebastián in Spain, Ioannina in Greece, and The Hague in the Netherlands. The study's outcome highlighted the critical dynamics needed for sustainable and inclusive tourism development, aiming to dismantle existing barriers and enable collaboration between residents and stakeholders.

Focusing on the challenges and opportunities each urban destination faced, Ioannina City in Greece was chosen as a pilot area due to its small-scale tourism growth. The study utilised valuable learnings from both The Hague and San Sebastián to create workshops designed to equip residents to actively engage in tourism-related decisions. Additionally, various sessions were conducted with the Municipality of Ioannina to ensure dialogue platforms with all relevant stakeholders.



Stefania Ntregka with Christos Tatsis, Deputy Mayor for Trade, Development, Entrepreneurship and Tourism of Ioannina Municipality in Greece.



Collaborative working session with residents in Ioannina.

During this pilot, which was co-organised by Hotelschool The Hague and the Deputy Mayor of Ioannina, transparent communication was facilitated, and collaboration was encouraged. Strategic incentives were implemented to emphasise the shared advantages of community-stakeholder partnerships, focusing on adjusting strategies based on continuous feedback and evolving circumstances. This approach has laid the groundwork for a sustainable future, balancing the well-being of each community with the vitality of its destination.

Looking ahead, the aim is to inspire further efforts to empower resident voices in tourism, helping communities shape their own futures. Possible future follow-ups could include expanding the model to other urban areas with varying tourism scales to validate its adaptability and effectiveness, conducting long-term assessments to measure the sustained impact of resident empowerment on tourism development, and utilizing digital platforms to enhance resident engagement and streamline communication between stakeholders.

Academic Publications

1. Antonio, J.L., Schmidt, A.L., Kanbach, D.K., Meyer, N., (2023). Enacting disruption: how entrepreneurial ventures innovate value propositions to increase the attractiveness of their technologies. IJEBR. <https://doi.org/10.1108/IJEBR-07-2023-0688>

Abstract

Purpose

Entrepreneurial ventures aspiring to disrupt existing market incumbents often use business-model innovation to increase the attractiveness of their offerings. A value proposition is the central element of a business model, and is critical for this purpose. However, how entrepreneurial ventures modify their value propositions to increase the attractiveness of their comparatively inferior offerings is not well understood. The purpose of this paper is to analyze the value proposition innovation (VPI) of aspiring disruptors.

Design/methodology/approach

The authors used a flexible pattern matching approach to ground the inductive findings within extant theory. The authors conducted 21 semi-structured interviews with managers from startups in the global electric vehicle industry.

Findings

The authors developed a framework, showing two factors, determinants and tactics, that play a key role in VPI connected by a continuous feedback loop. Directed by the determinants of cognitive antecedents, development drivers and realization capabilities, aspiring disruptors determine the scope, focus and priorities of various configuration and support tactics to

enable and secure the success of their value proposition.

Originality/value

The authors contribute to theory by showing how cognitive antecedents, development drivers and capabilities determine VPI tactics to disrupt existing market incumbents, furthering the understanding of configuration tactics. The results have important implications for disruptive innovation theory, and entrepreneurship research and practice, as they offer an explanatory framework to analyze strategies of aspiring disruptors who increase the attractiveness of sustainable technologies, thereby accelerating their diffusion.

2. Calahorro-López, A., Ratkai, M., & Fernández-Uclés, D. (2024). Assessing the influence of financial fair play on sporting performance: A study of the Spanish league using a data envelopment analysis model. *Managerial and Decision Economics*. [Assessing the influence of financial fair play on sporting performance: A study of the Spanish league using a data envelopment analysis model - Calahorro - López - 2024 - Managerial and Decision Economics - Wiley Online Library](#)

Abstract

The football industry stands as an important economic sector in numerous countries, sparking scholarly discussions on the multifaceted nature of interconnected objectives and the influence of financial, accounting, and management elements on athletic performance. This discussion has gained prominence following the introduction (implementation) of Financial Fair Play

(FFP) regulations, which have substantially reshaped industry management practices. This study introduces two innovative models—financial and sporting—that employ data envelopment analysis (DEA) to evaluate the performance of Spanish league football clubs within the context of FFP regulations. These models illuminate a crucial aspect of sports economic theory: the balancing act between financial and sporting objectives. Moreover, our analysis explores the influence of FFP on the efficiency of the Spanish league by comparing club proximity to the best practice frontier before and after FFP implementation. Our findings uncover intriguing differentiations within the proposed models and across various club clusters, providing valuable insights into the nuanced interplay among finance, accounting, and sports management.

3. Demir, Ö., Vatan, A. (2024), "Robotisation in travel and tourism: Tourist guides' perspectives on robot guides", *Tourism & Management Studies*, 20(2), 13-23. [Robotisation in travel and tourism: Tourist guides' perspectives on robot guides | Tourism & Management Studies](#)

Abstract

This study investigates the advantages and disadvantages of using robot guides and the challenges that tour guides may face when integrating these robotic assistants. Qualitative research methods were employed to explore the viewpoints of tourist guides concerning robotisation in the travel and tourism industry. Semi-structured interviews, conducted via video calls on an online platform with 20

different tourist guides, were selected as the primary data collection method. Thematic analysis was employed to analyse the data. The results revealed that the tourist guides who participated in the study generally held negative views on using robots in tourist guidance. They expressed scepticism about the immediate impact of robot guides on tourist guidance. However, there was a consensus that in the long term, the introduction of robot guides might reduce the number of human tourist guides. Therefore, this study suggests a collaborative approach between robots and human tour guides could yield mutually beneficial outcomes.

4. De Visser-Amundson, A.L., (2024). From Waste to Taste: An investigation of consumers' evaluations of rescue-based food. <https://research.vu.nl/en/publications/from-waste-to-taste-an-investigation-of-consumers-evaluations-of->

Abstract

In an era where resource efficiency and circularity are becoming the modus operandi, the societal problem of food waste is a top priority on many national and international policy agendas. While food waste requires many types of solutions throughout the value chain, on the retail and consumer levels, rescue-based food (RBF) offers interesting opportunities to create value and capitalize on food waste. Rescue-based food (RBF) refers to food that is partly or fully made of ingredients that would otherwise be wasted, yet still fit for human consumption. It is a novel market

phenomenon which offers a flexible, agile and scalable solution to food waste. Due to its 'rescued' past, it has an appealing value proposition that can save financial, environmental and social resources. At the same time, RBF is in fact conventional food 'rescued from disposal' and does not have many of the self-oriented benefits often associated with organic food (e.g., healthiness). It is in that sense a new product category which requires novel marketing approaches to create and retain its potential value in retail as well as in household settings. The present dissertation poses that both retailers and consumers can produce RBF. Organizations as part of their business activities or CSR initiatives and consumers as part of their leftover food management. The aim is, from a consumer perspective, (1) to show how RBF value can be created or retained in both these contexts and (2) by employing diverse methodologies and geographical samples, while addressing different stages of the customer journey, investigate how retailers and policy-makers can harness consumers' desires to act in pro-social ways. This involves strategically positioning RBF to translate noble intentions into behaviors aligned with those values. The first three essays, focusing on retailers, reveal how specific product promotion and product transformation mechanisms can be deployed for enhanced RBF value creation and/or retention. The fourth and concluding essay delves into how consumers deal with leftover food as a self-made RBF. Specifically, it seeks to understand how coping mechanisms as self-designed interventions can help consumers to restore and create value from their food leftovers. While the first three essays primarily concentrate on the pre-consumption phase, with variations in proximity to consumption, the last project shifts its focus to the post-purchase phase.

5. Kiess, A., Schmidt, A.L., (2024). Hospitality in the Cyborg Age: The Power of Brain-Computer Interfaces in a Field-Experiment, in: Berezina, K., Nixon, L., Tuomi, A. (Eds.), *Information and Communication Technologies in Tourism 2024*, *Springer Proceedings in Business and Economics*. Springer Nature Switzerland, Cham, pp. 140–145. https://doi.org/10.1007/978-3-031-58839-6_14

Abstract

This paper explores the emerging role of Brain-Computer Interfaces (BCI) in the hospitality industry. BCI technology allows users to control devices with their thoughts, potentially transforming guest experiences. The study investigates how guests perceive BCI-enhanced experiences compared to traditional ones. Drawing from service and human-computer interaction literature, the paper conducts a quasi-field pre-study, where participants interact with a BCI-equipped waitress. Surprisingly, participants perceived the BCI-equipped waitress as superior and warmer, resulting in an improved service experience. The research contributes in two ways: it advances understanding of how people perceive BCI-augmented interactions in hospitality and explores the use of BCIs in addressing service failures, improving efficiency in handling customer complaints. The paper outlines plans for larger-scale field studies and online experiments across different hospitality contexts. This research offers insights into the evolving landscape of human-computer interaction in hospitality, with practical implications for the industry's future.

6. Koerten, K.O., Abbink, D.A., Zgonnikov, A., (2024). Haptic Shared Control for Dissipating Phantom Traffic Jams. *IEEE Transactions on Human-Machine Systems*, doi: 10.1109/THMS.2023.3315519. [Haptic Shared Control for Dissipating Phantom Traffic Jams](#)

Abstract

Traffic jams occurring on highways cause increased travel time as well as increased fuel consumption and collisions. Phantom traffic jams are traffic jams that do not have a clear cause, such as a merging on-ramp or an accident. Phantom traffic jams make up 50% of all traffic jams and result from instabilities in the traffic flow that are caused by human driving behavior. Automating the longitudinal vehicle motion of only 5% of all cars in the flow can dissipate phantom traffic jams. However, driving automation introduces safety issues when human drivers need to take over the control from the automation. We investigated whether phantom traffic jams can be dissolved using haptic shared control. This keeps humans in the loop and thus bypasses the problem of humans' limited capacity to take over control, while benefiting from most advantages of automation. In an experiment with 24 participants in a driving simulator, we tested the effect of haptic shared control on the dynamics of traffic flow and compared it with manual control and full automation. We also investigated the effect of two control types on participants' behavior during simulated silent automation failures. Results show that haptic shared control can help dissipating phantom traffic jams better than fully manual control but worse than full automation. We also found that haptic shared control reduces

the occurrence of unsafe situations caused by silent automation failures compared to full automation. Our results suggest that haptic shared control can dissipate phantom traffic jams while preventing safety risks associated with full automation.

7. Lariviere, B., Verleye, K., de Keyser, A., Koerten, K.O., Schmidt, A.L., (2024) The Service Robot Customer Experience (SR-CX): A Matter of AI Intelligences and Customer Service Goals. *Sage Journals*, [The Service Robot Customer Experience \(SR-CX\): A Matter of AI Intelligences and Customer Service Goals - Bart Larivière, Katrien Verleye, Arne De Keyser, Klaas Koerten, Alexander L. Schmidt, 2024](#)

Abstract

This research aims to generate a nuanced understanding of service robot customer experiences (SR-CX). Specifically, this work (1) empirically explores the impact of different AI intelligences (mechanical, thinking, and feeling AI) on SR-CX (i.e., SR-CX strength and SR-CX dimensionality) and its downstream impact on important service outcomes (i.e., overall service experience and service usage intentions), and (2) considers the moderating role of consumer service goals (hedonic versus utilitarian). Drawing on insights from two field studies and two online experiments, this research demonstrates that SR-CX—which is impacted differently by varying AI intelligences—affects service outcomes. Specifically, more sophisticated AI intelligences lead to enhanced service outcomes for customers with hedonic service goals across settings by strengthening SR-CX and triggering a

more extensive set of SR-CX dimensions. This pattern, however, is less clear for customers driven by utilitarian service goals. For these customers, the role of SR-CX strength and SR-CX dimensionality varies across settings. These findings, which empirically support the importance of SR-CX, may help organizations to strategically leverage robots with different intelligence levels along service journeys of customers with different service goals.

8. Michopoulou, E., Pappas, N., Oskam, J. (2024). THE INC 2024 Technology Enabled Competitiveness and Experiences in Tourism, Hospitality and Events. Conference Proceedings. Amsterdam: ATHENA, ISBN 9789090381466 [Programme and Proceedings – THE INC 2024](#)

Abstract

Proceedings of the 4th THE INC "Technology Enabled Competitiveness and Experiences in Tourism, Hospitality and Events". The conference focused on technology usage from supply and demand perspectives, covering a wide range of topics. These include competitiveness, sustainability, corporate social responsibility, consumer behavior, smart cities, culture, heritage, storytelling, immersive technologies, human resources, diversity, advanced technologies, innovative research methods, collaborative consumption, innovation management, digital marketing, governance, policy, health, wellness, education, and training. The INC aims to foster a deeper understanding of the interplay between technology, society, and the environment, contributing to sustainable and innovative

solutions for the future. With an interdisciplinary approach, the conference seeks to advance knowledge and practice in these areas, reflecting the dynamic and evolving nature of tourism, hospitality, and events.

9. Ntregka, S., (2024), Book review: Tourism as a pathway to hope and happiness. *Journal of Tourism Futures*. <https://doi.org/10.1108/JTF-03-2024-298> JTF-03-2024-298_proof 147.148

10. Ratkai, M., van Rheede, D. A. (2024). BetterFuture Co. and its CO₂ Footprint: A Case to Learn About ESG (Environmental, Social and Governance)/GHG (Greenhouse Gas)/CO₂, Compliance, and SMART Goal Setting. *Journal of Hospitality & Tourism Cases*, 21649987241291014. [BetterFuture Co. and its CO2 Footprint: A Case to Learn About ESG , GHG/CO2, Compliance, and SMART goal setting](#)

Abstract

Journal of Hospitality & Tourism Cases, 2024•journals.sagepub.com The case study delves into the complex issue of CO₂ footprint from three distinct viewpoints: sustainability, legislative, and managerial. Each perspective offers unique insights into the challenges and opportunities of mitigating greenhouse gas emissions using scope 1, 2, and 3 data. From a sustainability viewpoint, students are encouraged to explore the concept of CO₂ footprint within the broader context of ESG considerations. Key questions delve into understanding sustainability frameworks, assessing the impact of CO₂ emissions on ecosystems and communities, and exploring

strategies for carbon footprint reduction aligned with sustainability goals. From the legislative perspective, students examine the regulatory landscape governing CO₂ emissions. Students learn how legal frameworks shape corporate behavior by studying global sustainability goals such as the UN Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI), and national legislation. Discussion questions focus on analyzing the effectiveness of existing regulations, identifying gaps, and proposing regulatory strategies to incentivize carbon reduction. The managerial perspective emphasizes decision-making and goal-setting within organizations. Students explore how managers can leverage data on CO₂ footprint to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals for departments or individuals. This involves understanding the role of carbon accounting, evaluating trade-offs in sustainability initiatives, and exploring best practices in integrating sustainability into organizational strategy. The case encourages critical thinking and data analysis, allowing educators to pose additional questions based on student interests and course objectives. The rich dataset allows for extensive exploration beyond the core questions, facilitating interdisciplinary learning across various courses. Ultimately, the case is a versatile teaching tool that can be applied to courses focusing on sustainability, environmental studies, business ethics, managerial decision-making, and public policy. It equips students with the knowledge and skills to navigate the multifaceted challenges of reducing their CO₂ footprint while advancing sustainable practices within organizations and society.

11. Van Son I, Guicherit OR, Lombarts A. (2024). 'Help, I May Have to Go Home...' Leaving the Hospital Not Too Early and Not Too Late: Optimising the Discharge Process. *Journal of Health Management*. 26(1):92-101.doi:10.1177/097206342-31222984
['Help, I May Have to Go Home...' Leaving the Hospital Not Too Early and Not Too Late: Optimising the Discharge Process - Inge van Son, Onno R. Guicherit, A. Lombarts, 2024](#)

Abstract

Hospital discharge is a complex matter. For patients it often involves insecurity; for hospitals, efficiency plays a major role. The consequences include uncertainty and anxiety among patients, unnecessary readmissions and rising costs for hospitals. Like in hotels where the check-out is the last part of the guest journey, the hospital discharge is crucial for, among other things, image-building. Improving the hospital discharge procedure contributes to a better patient experience and quality of life, word-of-mouth advertising, efficiency and costs for the hospital. In this preliminary study, the hospital discharge in a cancer clinic was studied. It was assumed that the hospital discharge went according to a protocol and a fixed procedure and to everyone's satisfaction. In order to verify this, the procedure was examined and compliance with the protocol was checked. Amongst others, it became clear that patients experienced the planning of the hospital discharge as unstructured and improvised as there seemed to be no clear moment for discharge. On the staff side, the main focus was on the administrative burden of discharge.

Furthermore, a clear coordination and division of tasks between the doctors and nurses was lacking. Hotel management check-out procedures are suggested to improve hospital discharges.

12. Vatan, A., Gürcü, E. (2024). Difficulties Vegan Tourists Face. MTCON - Conference on Managing Tourism Across Continents Proceeding Book, ISBN: 978-605-254-961-2 [MTCON'24 PROCEEDINGS ABSTRACT.pdf](#)

Abstract

Some changes are required in the tourism industry due to global environmental challenges. One of these changes is to engage in radically changing food services (Gössling, 2020). According to a 2021 study, 81% of visitors stated they intend to book a sustainable accommodation choice in the upcoming years. Over the six years since the survey was performed, the percentage of environmentally conscious tourists has increased steadily. (Hollander, 2023). There is a growing consumer interest in plant-based meals and sustainability (Pettit, 2023). It is thought that healthy eating and vegetarianism are an increasing phenomenon today. People have much more diverse food consumption habits. (Rachão et al., 2020). Vegan Society (2023) defined veganism as a philosophy and lifestyle in which all forms of exploitation and persecution (to the fullest extent possible) against animals for eating, clothing, or other purposes are avoided. Veganism supports the development of animal-free alternatives for the benefit of humans, animals, and the environment. Vatan and Türkbaş (2018) defined a vegan tourist as a person who consumes goods

and services produced by tourism businesses that do not use animals for food, clothing, or other purposes while traveling with tourism motivation. The Meat Atlas Report (2014) shows that the number of people worldwide who choose a vegetarian or vegan diet is estimated to be more than 600 million. This market will play an important role in the tourism industry. It is necessary to ascertain the challenges vegan tourists face. This study investigates the difficulties vegan tourists face. In this direction, the question of present research is "What are the challenges for vegan tourists in the hospitality industry?". As a qualitative research tool, semi-structured interviews with 30 vegan tourists were selected as the primary data collection method. The sampling method of the research was determined to be snowball sampling. Thematic analysis is employed on the data. The lack of vegan hygiene products, the use of animal products like leather and feathers for decoration, limited and inadequate vegan choices/menus in all types of tourism establishments, and the lack of awareness of veganism among tourism employees are some of the research results. Current approaches also make it difficult to travel with pets, and some employees do not take into consideration the requests of vegans, according to the results of research. In summary, increasing the awareness of tourism employees that veganism is a philosophy rather than just a food-related preference is important for customer satisfaction.

13. Wiegerink, K., Huizing, J. Oruc, Y. (2024). A new city hospitality experience model. *Hospitality & Society*, 14(2), 131-151. [A new city hospitality experience model | Intellect](#)

Abstract

The original city hospitality experience (CHX) model outlined essential components of urban visitor experiences and the dynamics inherent in guest–host relationships. Its primary aim was to comprehend the essence of hospitality in destinations, striving to establish a harmonious equilibrium among diverse engaged stakeholders. A new model appears necessary to respond more effectively to societal developments, the escalating complexity of city hospitality within urban contexts, and the evolving academic discourse on customer experiences. Meta-theoretical research provided a conceptual basis for the new CHX model. Recognizing the multitude of perspectives and stakeholder interests, an initial iteration of the revised model was disseminated among scholars and practitioners, prompting valuable input and recom-

mendations that helped to refine the model. The new CHX model encompasses further elements including relationships between stimuli and responses and evaluative outcomes, while acknowledging contextual and contingency factors. The new model adds to the urban tourism literature and supports practitioners to understand how city hospitality experiences arise and develop. From a societal perspective, the new model enables understanding, measuring and sustaining experiences of stakeholders. It aims to support destinations addressing major challenges, such as having hospitable, open and friendly images of places that offer safe, yet stimulating experiences, in a responsible manner, while recognizing the interests of visitors, residents and businesses. The model helps to explain the impact of developments in digitization, sustainability and overtourism through a multi-stakeholder experience lens. Furthermore, the new CHX model serves as a framework for designing and testing specific interventions that lead to a balanced experience while fostering positive community effects.

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