HOTELSCHOOL
THE HAGUE
Hospitality Business School

Yearly overview

**Hotelschool The Hague
Hospitality Research Centre**

2023

Hospitality Research Centre Yearly Overview

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Introduction

We are proud to present the sixth edition of the Yearly Overview of the Hospitality Research Centre at Hotelschool The Hague. This publication is made to inform the Hotelschool community —students, colleagues, alumni—, as well as our industry contacts, about the progress of our work and new insights.

Not only at Hotelschool The Hague, but at Dutch Higher Education in general, professional research conducted at universities of applied sciences is becoming increasingly important, as a result of the ambition to strengthen the innovative capacity of the Dutch economy. A clear example is the pilot for the new Professional Doctorate programme, in which we cooperate with the other schools in the Leisure, Tourism and Hospitality domain in the Netherlands. This programme is aimed at professionals and educators who take on the role of 'change agents' in complex industry issues (more information: https://www.pd-lth.nl/).

At Hotelschool The Hague, our research strategy has the objective to cover those issues and topics that are, or that will be in the near future, relevant for hospitality professionals. This obliges us to an agile approach to the hospitality discipline; we seek to continuously scan new trends and developments in hospitality, and to assess how impactful they will become. Examples are the research we have conducted on robotics and automation, on talent management, but also the evolving insights on sustainability, circularity and ESG (Environmental, Social and Governance), the way residents and visitors can benefit from each other's presence, or how hospitality professionals and businesses are recovering from the Covid crisis. In 2024, we again aspire to be on top of what is changing in our field. We welcome any suggestions from the Hotelschool Community!

In the academic world, our research conferences have been well-received as small-scale research meetings on relevant topics, giving participants the opportunity to discuss their work with renowned, as well as more junior colleagues from around the world, and to have their work benefit from productive feedback. But our work is always aimed at a combined audience of professionals and academics. The new series of articles on 'Hotel and Science' (*Hotel en Wetenschap*) in the trade journal *Hospitality Management* is a new initiative to bridge this gap. This initiative illustrates our vision that professionals should be 'research-informed' or field problem solvers, to be able to face the volatility of the hospitality industry in its broader social environment.

Feel free to contact us at research@hotelschool.nl

1. ITB Convention 2023: Mastering Transformation, Hospitality Track

Berlin, 7 – 9 March 2023. After two online editions, the ITB conference opened the doors for three days of live inspiration, knowledge, and networking around Mastering Transformation in the travel industry.

On March 9, the Hospitality Track, led by Karoline Wiegerink, as a member of the Convention Programme's Board of Experts, focused on addressing the challenges posed by evolving demand patterns, finding a balance in destination interests, and enhancing guest and employee experiences. How do leaders in the hospitality industry navigate these changes? How can they bridge short-term improvements with long-term sustainability? Inspiring stories of resilient leaders that connected with solutions for your business challenges.

Together with HTH colleagues, **Yasemin Oruc** and **Alexander Schmidt**, and very esteemed keynote speakers and panelists we have delivered three valuable sessions to more than 300 delegates in total. With heartfelt thanks to everyone who contributed to the success.

A Future Outlook- Panel Session

1. **Hospitality & society** – How does the hospitality industry contribute to responsible, regenerative tourism? How is value created for guests, employees, businesses and society at large. Keynote: Daniel Rudasevski, CEO Selina. Panel: Sophie Hulgard, Accor; Inge van Ooteghem, Premier Inn; Claire Whitely, Sustainable Hospitality Alliance; Lukas Lauber, winner Sustainable Hospitality Challenge 2021; Moderator: Yasemin Oruc.
2. How does the hospitality industry cope with the transformation to **lifestyle brands with a purpose?** Consequences for guest experience management, branding, human resources and operation? Keynote: Aquin Mathew, Hyatt; Panel: Martin Egner, Porter Hotels; Ingmar Sloothaak, Sircle Collection; Mark James, Marriott; Moderator: James Stuart, Stuart Hospitality.
3. **A future outlook** for innovation that will shape the hospitality industry, new and surprising markets and immersive concepts. New patterns of demand meet amazing innovative concepts and start-ups in developing markets far beyond Europe. Panel: Dirk Bakker, Colliers;; Matthijs Welle, Mews; Sarah Cojocaru, Dunya Living; Connor Ryterski, prizeotel; Patrick O'Meara, Sustainable Hospitality Alliance. Moderator: Alexander Schmidt.

While looking back at a successful and inspirational 2023 edition, we are currently in full swing preparing for the 2024 edition. Sharing a sneak peek with you – the Hospitality Track made it to be an entire day coming year! Looking forward seeing you in 2024!

For more than 50 years the name ITB has stood worldwide for industry knowledge, networking and trendsetting events. The ITB Convention is a premier international travel and tourism event that brings together industry professionals, businesses, and destinations to network, showcase innovations, and discuss the latest trends in the global tourism sector. With a diverse range of exhibitors and informative sessions, it offers a unique platform for collaboration and isights that drive the future of travel.

Hospitality & Society Panel Session

2. Project 'Towards Europe' RAAK – Richting Europa

The Hotelschool The Hague Research Centre has received a SIA grant to enrich perspectives on city developments within Europe. The primary goal is to connect like-minded European cities, enabling them to find solutions to pressing challenges in urban tourism, advance knowledge, and create faster improvements.

The project team City Hospitality offers (North-West) European cities the opportunity to connect and collaborate. Our intention is to establish a meaningful consortium that addresses urban tourism challenges and solutions. The invited participants share and bring forward helpful insights and solutions.

Initially, the consortium will feature four participating cities in three N-W European countries. We aim for a balance in the profile and type of urban challenges, considering the 'City Hospitality Maturity Model' (Figure 1), a helpful framework applied in our research. The 'cities' take an active and collaborative role, requiring a time and energy commitment.
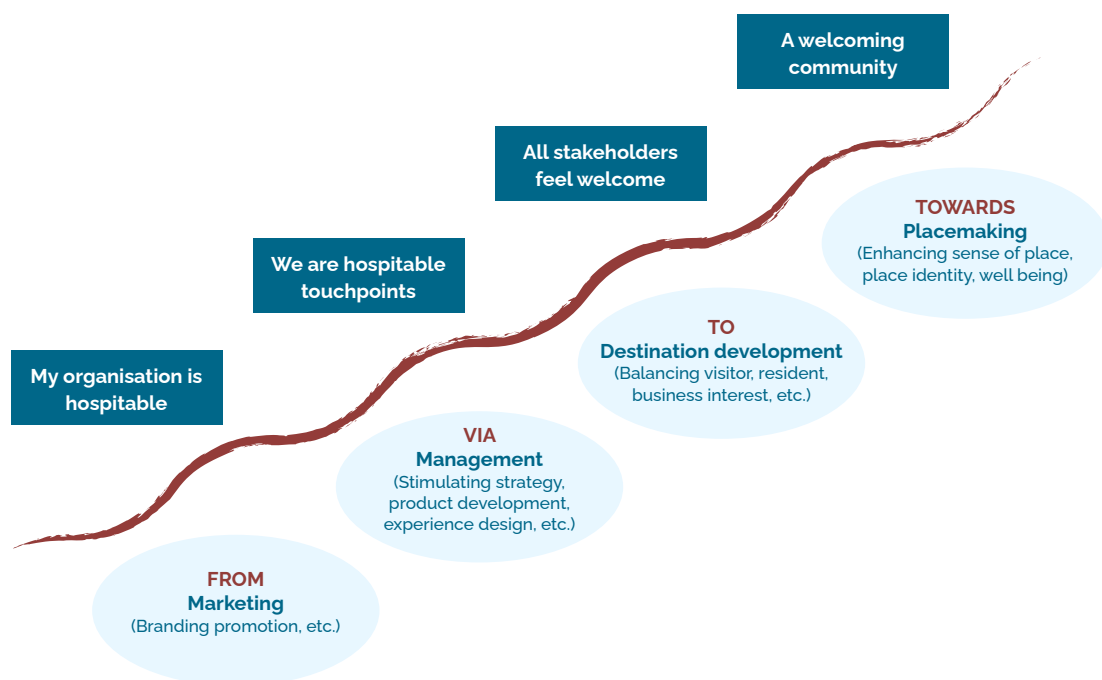

Figure 1 City Hospitality Maturity Model

Source: Hartman et al. (2020), The future of tourism destination management, Journal of Tourism Futures 6.3

By joining, the partnering cities become part of a dedicated (N-W) European network, with like-minded people motivated to advance knowledge and find practical solutions and policies in urban tourism challenges. This could potentially grow into a broader, possibly EU-funded research project, allowing the cities to benefit more and extend their involvement.

Preliminary topics include:
- Conducting capacity-building and awareness-raising activities. This involves focusing on public awareness and acceptance campaigns regarding the benefits and adoption of more sustainable tourism and cultural practices. It also includes training schemes to support workers in the tourism and cultural sectors.
- Implementing pilot actions for testing tools and/or solutions. This involves jointly demonstrating and implementing scalable and replicable solutions, services, and technologies in a real environment to promote natural and cultural heritage or tourism assets (e.g., innovative IT-based solutions).
- Elaborating and implementing joint strategies and action plans. This includes place-based strategies to support the development of tools and skills for promoting cultural heritage, branding, or tourism marketing. It also involves developing risk management and response approaches.

At this first stage, we have concluded a market scan and made connections to different cities to explore potential partnering opportunities. A scale-up of the project is expected for the coming years.

3. Community empowerment in tourism decision-making

This study, conducted by NWO Postdoc researcher Stefania Ntregka, explores the dynamics of resident empowerment in tourism decision-making across three European cities: San Sebastian, Ioannina, and The Hague. The project aims to break barriers and facilitate collaboration between residents and key public/private stakeholders, fostering a collective effort to shape the future of the destination. By encouraging active involvement, the goal is to identify and implement strategies that ensure mutual benefits for both residents and other stakeholders, creating a symbiotic relationship that enhances the overall sustainability of the destination. Through resident and stakeholder collaboration, the project seeks to establish a foundation for a sustainable future, where the well-being of the community and the vitality of the destination are balanced and preserved. In the process of the study, the following items have been identified as the most important restrictions that affect resident involvement in tourism decision-making:

- Diverse Perceptions: Despite similar formal decision-making structures, the study unveils varied interpretations of community participation across San Sebastian, Ioannina, and The Hague.
- Legitimization Tensions: Community involvement is often perceived as a tool to legitimize decisions already made by authorities, introducing complexities in the dynamics of top-down decision-making.
- Empowerment Challenges: Findings highlight challenges where residents may feel disempowered or excluded, posing obstacles for municipalities seeking effective engagement with local communities in the tourism planning process.

Ioannina (Greece)

San Sebastián, Basque Country, Spain

Scheveningen, The Hague

Through empowering community members with educational programs and workshops, residents are equipped to actively participate in tourism decision-making. Fostering open dialogue through regular platforms ensures transparent communication between residents and key stakeholders, promoting collaboration through joint workshops. The implementation of strategic incentives serves to highlight the mutual benefits of community-stakeholder partnerships, with a commitment to adapt strategies based on continuous feedback and evolving dynamics.

4. IN2FOOD Student Competition "From Food Waste to Good Taste at Marriott Indonesia"

The IN2FOOD Student Competition: "From Food Waste to Good Taste at Marriott Indonesia" stood as a significant milestone in Hotelschool The Hague's (HTH) commitment as a partner within the prestigious Erasmus + IN2FOOD consortium. It took place in Jakarta and Bandung, Indonesia, from August 6-19, 2023.

We had a total of 47 students participating onsite (Track 1) and 17 students participating in hybrid from (Track 2). The students from Track 1 represented universities from all 8 IN2FOOD consortium partners, and from Track 2 also from external universities. The Track 1 students were assigned to inter-disciplinary and culturally diverse teams of 5 students whereas Track 2, competed as university teams. With Marriott Indonesia as a real-world case company and brave partner to move from "Food Waste to Good Taste", we provided the students with a case study and they were assigned to one of the Marriott Jakarta case hotels: JW Marriott, Westin, Sheraton, Ritz Carlon Pacific Place, Ritz Carlton Mega Kuningan and Le Meridien.

The consortium partners recruited the students from Track 1 by offering scholarships (funded by the Erasmus + IN2FOOD grant) and from Track 2, the students or their university paid for their participation. Hotelschool The Hague was able to grant 8 students an IN2FOOD scholarship to join the student competition who all made an incredible contribution to our program.

In2Food Student Challenge Official Opening

The student teams worked to design and to develop ideas and prototypes to fight food waste. The structure of the program was shaped by principles of design and systems thinking. Together with our partners we facilitated various design thinking workshops as well as teambuilding sessions, theory classes and keynote speeches. A pivotal facet of the program entailed immersing students within the real-world context and seek contextually relevant solutions. The student teams visited their cases hotels in the first week where they could take a deep dive into their operations, organization and structure to understand also from an 'insiders' perspective what drivers (and potentially levers) of food waste may be for that hotel.

All teams did very well but, as always, there is only 1 winner. The winners for the Marriott Prize for Track 1 was Team 6 with "Taste without Waste" involving guests via the Marriott Bonvoy app in reducing food waste. Ricarda Schneider, Area Director of Operations, said "this solution fits perfectly with the Marriott values and something I can see us do within a short timespan". The winners for the Marriott Prize for Track 2, was Team 14 with their deliciously smelling soaps "Shelder Eggshell Powder". It focuses on the versatility of 3 - 4 million tons of eggshells are wasted each year in Indonesia; and to use these materials to make guest room soaps. For an overview of all the final prototypes and solutions from the IN2FOOD Student Competition: "From Food Waste to Good Taste at Marriott Indonesia", click here.

The evaluation of the IN2FOOD student competition was 4.8 out of 5 along with some qualitative feedback related to that this was the best program the students had ever been part of. As IN2FOOD inherently centers on capacity-building, particularly in preparing Indonesian students to confront societal challenges, we feel positive that we have contributed to these objectives. The student competition was the major last activity for HTH to arrange for the IN2FOOD project which comes to end at this year. Yet, we aim to continue our partnerships in other shapes and forms with some of these incredible partners as we continue our journey to create Hospitable Futures Together.

Further information
- IN2FOOD consortium
- fWTF website (including inspiration from our IN2FOOD summer school in 2022).

5.   Green Hotel Club

Amsterdam hotels are joining forces for sustainability – metropole Amsterdam

A group of leading hotels in Amsterdam is joining forces to ensure an inclusive and regenerative future for Hospitality. Hotels of various classifications continue the initiative of the city of Amsterdam with the 'Koplopersgroep Circular Hotels'. This initiative is called the Green Hotel Club. Arjan van Rheede of the Research Centre represents Hotelschool The Hague in the Green Hotel Club. We will offer knowledge dissemination and jointly formulate placement opportunities and Lycar research projects.

The hotels within Green Hotel Club (GHC) are ambitious to transform the industry. "We are going to proactively write a script for a regenerative future," says chairman Marielle van Rumpt, General Manager at the Tropen Hotel (KIT: Royal Institute of the Tropics).

On 28 March, in the presence of alderman Sofyan Mbarki, the annual plan of the Green Hotel Club was presented. Green Hotel Club is the first branch-oriented club within Green Business Club Netherlands. This impact organization already has more than 360 companies working together in the field of sustainability.

Hotel Jakarta Botanical Garden, Amsterdam

Major impact on climate goals

With more than 88,000 hotel beds in Amsterdam, hotels with all their facilities have a major impact on achieving the Climate Goals. Van Rumpt: "Think of all the food and drinking facilities, bathrooms with high levels of water usage, bedrooms with various bedding, lighting, heating, air conditioning, et cetera. In addition, the hotel industry is known as hierarchical and vertical, with irregular hours and low pay. But precisely the dynamics, diversity in colleagues and guests, different schedules, the international character and simply the pleasure of providing an unforgettable experience in Amsterdam, makes it a fundamentally positive environment."

Converting Ambitions into a concrete annual plan

Based on a holistic framework, different themes are created within eight projects.
The sustainable project themes are: food, mobility, energy, water, materials, culture and society, biodiversity and ecosystems, as well as health and welfare. "In the coming year, various projects will be supervised within these themes by so-called theme leaders" explains Thijs Koster, program manager of Green Hotel Club. Thijs Koster is an Hotelschool The Hague alumnus. The establishment of the Green Hotel Club fits well with the ambitions of the municipality when it comes to the kind of visitor economy it wants, and contributes to a sustainable transformation towards a regenerative visitor economy that gives a positive contribution to the city. The various projects set up by the GHC fit in well with the vision for the Amsterdam visitor economy in 2035 (City of Amsterdam).
"Our goal is to let more and more hotels and related companies join the Green Hotel Club. As a result, we can make a (more) impactful contribution to the circular ambition future-proof of the city and the hotel industry", concludes Koster.

Three examples in 2023 are projects on Corporate Sustainability Reporting Directive (CSRD), Foodwaste and Green commuting for hotel-employees.

More info: www.greenhotelclub.nl

6. Robotics at Hotelschool The Hague

Researchers at Hotelschool The Hague (HTH) have continued to work on projects to discover the impact of robots on the operations of hospitality business and on their guests.

The psychology behind robots

One research line at the Research Centre focuses on the psychology of hospitality operations. In hospitality, we deal with people —guests experiencing hospitality and hosts providing it— interacting with them. Simultaneously, employees work in a complex organization with colleagues, supervisors, and teams within a specific organizational culture. Recently, this hospitality environment has become more complex with the introduction of robots and technological innovations. To shed light on the dynamics and processes that underly hospitality interactions, we have conducted various studies.

Here we would like to discuss highlights with interesting outcomes from collaborative work with Vrije Universiteit Amsterdam.

Does the "gender" of a robot impact the trust that gay men have in a robot?

We were curious to discover whether the "gender" of a robot impacts the levels of trust of gay and straight men differently. Overall it was expected that men in general, would prefer a robot with feminine characteristics. Simply because of their stereotypical pleasant characteristics. In the past it has been found that men indeed trust females more and it has been shown that men, indifferent of their sexual orientation, share the same gender stereotypes. However, from an evolutionary perspective, it could also be argued that straight men have more trust in females, as they can be seen as potential partners. The opposite would be the case for gay men, who might have higher levels of trust in men. Sixty men (of which about half were gay) participated in the vignette study. In this study, participants were confronted with videos in which they were confronted with either a feminine robot versus a masculine robot. Interestingly, it was found that gay men trust a robot with feminine characteristics more than a masculine robot, while straight men trust a robot with masculine characteristics more than a feminine robot.

These findings have several theoretical implications, but also show the importance of taking into account diversity when looking at the effects of robots.

Does the level of "extraversion" displayed by a robot impact our satisfaction with a robot?

To get insight into whether the level of "extraversion" of a robot matters, an experiment was run at the front office of Hotelschool The Hague. A Temi robot joined the team of front office employees and was programmed to either behave in an "extraverted" or "introverted" way. As an extravert, the robot was talkative, invited guests to have a chat, made jokes, and gave compliments. The introverted robot, on the other hand, behaved in a quieter manner. The robot did answer questions but would not start conversations or talk more than was necessary. We found that there was no main effect, indicating that guests, in general, did not have a preference for an introverted or extraverted robot. However, when looking into detail, we found that the level of extraversion of the guest interacted with the level of extraversion of the robot. Guests preferred a robot corresponding with their own level of extraversion. From psychology, we know that people like people like themselves (this is called the similarity-attraction effect), we now see that this also holds true for humans in relation to social robots.

Do restaurant guests prefer to being served by waiters that are assisted by a robot?

This question was answered in collaboration with Sea Palace Amsterdam. This large Chinese restaurant consists of several floors. Each floor is similar, except for one thing. On some of the floors, the crew was assisted by a transportation robot. Other than a social robot, this transportation robot is used to bring plates from the kitchen to the waiters. In this study, we compared the level of satisfaction of the guests on the floors in which the robot was presented to the satisfaction levels of the guests who were dining on the floor in which there were no robots present. Guests were randomly seated a either floor and filled in a questionnaire after their dinner. Interestingly, it was found that guests were significantly more satisfied on the floor where the robot was present. This means that somehow, the robot positively impacts the experience of a guest. Our next step is to dive into the processes behind this finding.

Results were presented at the Robotics conference that was held at Hotelschool The Hague.

Field experiments with Rober

In September 2023, field experiments were conducted at one of the restaurants at Hotelschool The Hague. In this study, guests were served by either a robot or a human waiter, and information is recorded to gain insights into the full effect that a robot has on restaurant operations. This research is a collaboration between Hotelschool The Hague and the service marketing department of the University of Leuven.

New robots on the horizon

Hotelschool The Hague studies existing robots and how they operate in a hospitality context. At the same time, there is a great number of tasks that have not been automated yet. Housekeeping is one of the most physically demanding jobs in the hospitality industry because of the amount of extreme movements that housekeepers need to make when changing beds. At the start of 2023, a bright student from Delft University of Technology designed a bed that cleans its own mattress using steam. The design seems promising, but there are still many technological hurdles to overcome. To start this development, a group of TU Delft students from the robotics program have started building a prototype of the self-cleaning bed. This prototype will be finished at the end of January 2024 and will be presented at Robohouse, on the TU Delft campus.

Co-designing new robots with Hotelschool students at Robohouse

In 2023, the new minor program at Hotelschool The Hague, Future of Digitization, kicked off. This program has been developed by dr Alexander Schmidt to introduce students to the world of technology and the different kinds of new developments in hospitality. As part of the program, 30 students from our school visited the TU Delft campus. Here they received a workshop in robotic solution design after which they had to design new robotic solutions for problems in hospitality. The knowledge of our students on the side of hospitality gave rise to some exciting new robotic ideas. There was also a chance for the students to discuss their ideas with Robohouse personnel to make the designs more technologically viable. All in all, the day was a great success and will most likely be a recurring activity during the minor program.

7. How can hotels contribute to their local community?

Case study The Social Hub

Cities and the tourism industry are increasingly seeking effective ways to include residents and engage with the local community. Recent developments, such as negative impacts and perceptions of tourism, along with a heightened awareness of resident interests and quality of life, pose challenges to the tourism industry. How can tourism be a positive contributor to the local community and create sustainable value for and with locals?

As a prominent 'inhabitant' in the community, albeit not always interconnected, what role do hotels play? How can hotels contribute to the local community, foster social cohesion, and enhance quality of life, engaging with locals? These themes form the basis of a new research collaboration with The Social Hub.

About The Social Hub
The Social Hub, with 16 international locations open and 8 under construction, is a hybrid space featuring hotel rooms for tourists, co-living for students and young professionals, coworking for digital nomads, and a creative playground for entrepreneurs and locals. Founded by Charlie MacGregor at 26 years old, initially as The Student Hotel, it evolved into The Social Hub with a growing community, national and international expansion, and an evolving concept.

The Social Hub Lobby

Expected outcomes

The purpose of our case study is to better understand how The Social Hub engages with locals and the local community, and how results are measured. The insights gained should support and inspire other hotels to find effective ways to strengthen their role and strategies while contributing to real solutions for the industry and society.

Jan Huizing, research fellow in City Hospitality at the Research Centre and lecturer in Strategy and Business Transformation, explains, "The case study relates to our City Hospitality research. How can cities be meaningful and value-creating for residents, businesses, and visitors? Specifically, how can hotels play a pivotal role and engage with the local community? How can hotels create value for and with locals, and how can this be a solid business model?"

In our scanning, we encountered various practical examples, with The Social Hub standing out due to its community-oriented concept and growth strategy. To explore their interest, I contacted former student Roman Kulik, who immediately showed enthusiasm and committed to participating in a case study collaboration, which has pleasantly taken off and will further materialize in the coming year. I already found helpful insights from explorative talks in Amsterdam and Delft properties and from guest experiences.

Roman Kulik, alumnus of Hotelschool The Hague, started his career at Zoku in business development and real estate development and is currently Chief of Staff at The Social Hub, playing a central role in the overall strategy and further development of the platform. "We are happy to support the research. Engaging with locals and fostering communities is at the core of our values and growth strategy. The company is growing fast, many initiatives are being launched, and it is an interesting time to reflect. The research helps us to further support our vision and to advance. If we can inform and inspire others, that would be great. Moreover, I have a strong academic interest and feel this type of research is welcome in our industry. Collaborating in the case study is a great way to be in touch with Hotelschool again."

8. From Hungary via Spain:

Meet Dr Ratkai, professor of Hospitality Business at Hotelschool The Hague

Dr Melinda Ratkai is a Hungarian researcher, newly based in The Netherlands. With studies in Economics, International Relations, Cognitive Sciences, and Tourism, she is a passionate educator, researcher, manager, and thinker in the fields of business and social sciences.

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

I would like to define my background as multidisciplinary. I have a degree in Economics (Budapest Business School), in International Relations (King Sigismund College), a master in Tourism (University of Huelva) and a postgraduate in Cognitive Sciences (University of Malaga). I studied my PhD in Spain at the University of Huelva; it was related to social media and reporting tools and directed by Dr Enrique Bonsón Ponte, whose name is well known, and it is a privilege to work with him. Then, I started working in different roles at various universities. I was mainly teaching business and management-related subjects but also —and this is probably a unique selling point —I worked at the European International Projects Office. This means that my profile is unique as I combine academic skills with an understanding of the administrative and managerial aspects of that, including funding schemes, how policymaking works, what the philosophy behind is, when to reach out, and when to jump in. And this is why I am here; I will focus on financial and economic aspects related to hospitality.

Since 2019 you have been working in Hospitality Education. What did originally spark your passion for the industry?

My background is in tourism. Also, my hometown Szentendre in Hungary is a small tourist town. There are a lot of shops, cafes and restaurants, and probably everyone who visits Hungary visits my hometown and some of the surrounding cities in the Danube band. When I was 14, I started working in the tourism industry in Szentendre and met many people from different cultures. Hence, my connection with hospitality started very early as these encounters drew my attention. That is when I realized that offering a good service mattered to me - I think that is very important as it makes your and their day better!

During my academic journey, I have worked at various public and private universities. When I started working at Les Roches in Marbella, Spain, I understood how distinguished hospitality education is from any other kind of university education, and how student research and education can contribute to industry questions. All in all, teaching has always been a passion of mine, contributing to the education of future hospitality leaders. This is exactly why I am happy to have joined Hotelschool The Hague! **Here I am offered the opportunity, apart from teaching, to join the course creation process, tackle industry questions, and come up with solutions.**

Being a professor in Hospitality Business is quite broad. What kind of research questions will you be exploring?

The research I will be conducting will be related to Economics and Finance. There will be many obligations the hospitality industry will need to face in the upcoming years, which will affect the valuation of companies. Naturally, questions such as Financial and non-Financial reporting will be posed. Further, questions on the topics of Sustainability and Corporate Social Responsibility (CSR) will also be explored. In collaboration with Jeroen Oskam, Director of the Research Centre at HTH, I will work in these fields, create new strategies, and pursue the goal of turning Hotelschool The Hague into a thought leader on these topics. This can be further achieved by paying close attention to the challenges of the industry, understanding them, and then developing courses and disseminating the acquired knowledge through symposia, publications, and industry events.

How can Hotelschool The Hague support businesses with ESGs?

One of the unique strengths of hotel schools, including Hotelschool The Hague, it's that we can put ideas easily into practice. For example, HTH has its own hotels in Amsterdam and The Hague, as well as different kinds of restaurant concepts such as a fine dining restaurant, a brasserie-style restaurant, a vegan restaurant, and a food truck. This facilitates us because, when we come up with new ideas to support ESGs, we can cooperate with industry partners and test them at our facilities. What makes this even better is the fact that we involve students in these projects, making them part of the experience of this 'living' lab. So, our strength in terms of sustainability is that we can put our solutions into practice and find even better solutions, make proposals, and introduce them to the industry.

Having worked in public and private universities, and being an internationally experienced researcher and educator, what's your impression of Hotelschool The Hague?

Hotelschool The Hague is a dynamic university of applied sciences. Recently, strategic decisions have been taken to become even better in its field; HTH's focus on robotics, digitalization, well-being in hospitality at the Research Centre, and the commitment to sustainability with the student competition called Sustainable Hospitality Challenge to name a few. It's a university with a great international reputation that strives for innovation within our industry – and I can see that happening in the near future. I have only been part of HTH for a week, but I can already say I am inspired and excited to be here!

Complete the sentence: My goal is to...

My goal is to become a leader in the field of researching Finance and Economics questions in the hospitality industry, which are on the rise at the moment. I think we are at a time where important and very interesting things are taking place, such as the EU Corporate Sustainability Reporting Directive (CSRD) which brings Sustainability Reporting on par with financial reporting, and I would like to have the privilege of becoming an expert and leader in the field. By understanding these new challenges and the industry's codependence on real estate and investment decisions, we could contribute meaningfully to the hospitality industry through strategic initiatives and forward-thinking approaches.

9. Navigating the robotic revolution in the hospitality industry:

Meet Dr Dekker, Professor of Hospitality and Hospitable behaviour at HTH

With interests in Hospitality, Tourism, Guest Experience, Education, and Curriculum Development, Daphne Dekker is a distinguished member of Hotelschool The Hague's Research Centre.

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

I studied Organisational and Social Psychology at the University of Utrecht and afterwards, I joined the Eindhoven University of Technology. There I did my PhD in Human Performance Management and my research revolved around virtual teams, not so much about the technological communication systems they use, but about the underlying psychological processes and behaviours. How can they be more effective? How does trust develop if people do not see each other? What team behaviours are related to positive outcomes, such as satisfaction?
It was about the "human" part of working together in the virtual environment. I completed my PhD in 2008, and back then virtual teams were quite a new subject to work on.
Big multinationals, such as Phillips, Shell, and Hewlett-Packard were already working virtually, but after COVID-19, the working conditions changed, and working remotely became the new norm. Therefore, suddenly, my studies became very relevant again and currently many people are referencing my work.

After finishing my PhD and before joining Hotelschool The Hague (HTH) as a Professor of Applied Sciences (Lector) in 2011, I worked at the Radboud University. From 2011 till 2017 I worked at HTH as a Professor. From 2017 till 2023 I worked remotely from Spain as a lecturer and now recently, joined HTH as a professor again. Besides HTH, I am affiliated with the Organisational Psychology group at the Vrije University (VU) in Amsterdam. At HTH, I focus on people in a professional environment, on the interactions and behaviours between host and guest, and the underlying psychological processes. Some of the questions that we try to answer focus on what guests perceive as hospitable. But also, on fundamental questions such as what hospitable behaviour is.

Currently, at HTH's Research Centre, we focus on digital developments such as robotics. More and more companies in the hospitality industry are adopting robots. An important question that we focus on is, how does the implementation of robots impact the relation between the host and the guest? Additionally, how do people feel if suddenly robots approach them at reception? Do they enjoy it or feel uncomfortable? Further, what can and cannot be done from an employee perspective? Do employees feel at ease because robots can take over repetitive 'boring' tasks? Or do they feel threatened by them? All in all, these are a few of the questions my colleagues and I are exploring within the Research Centre.

From Psychology you transitioned into Hospitality Education. What originally sparked your passion for the industry?

Psychology is about people and psychological knowledge can be applied to any environment or industry where people come together. My focus has always been on the work environment, of which the hospitality industry is a very exciting example.

My life has never been within the borders of The Netherlands. I have lived abroad in various countries, including Spain, the United States and Canada. Hence, I have always been part of this international, travelling community. Moreover, hospitality is a dynamic industry that strives to improve traveling, provide opportunities, and respond to challenges. We may be witnessing the appearance of robotics now, but the industry is always developing. Hospitality is an industry always 'on the move', progressing daily. It is very interesting to look at this from a psychological perspective. This way we can improve the experiences of guests but also of employees.

Of course, there are exceptions. Some very traditional hotels keep things the way they are. This is also interesting to observe and delve into the reasoning behind it. Overall, hospitality is an interesting field to apply psychological knowledge on. When it comes to Hospitality Education, knowing that HTH has a vibrant community of international students and employees makes it a very attractive environment to work at!

What kind of questions will you be researching as a Professor of Hospitality and Hospitable Behaviour at Hotelschool The Hague?

My main focus will be on introducing robotics in the hospitality industry and its psychological impact on the way hotels and restaurants are operated. Another project I am undertaking is getting to know how much the hospitality industry has adapted to technological innovations and AI. This is a greatly dynamic environment, and we need to best prepare our students with the right knowledge and skills to keep up with and excel in a world that is changing constantly.

Will you also be involved in the development of courses at HTH?

In general, Hotelschool The Hague seeks to integrate research and education. This means that all researchers are involved in education, and that lecturers will get more opportunities to do research. In my case, I am heavily involved in the new Professional Doctorate, the research programme aimed at professionals who have already completed a master's degree. Also, I am involved in the MBA programme and Launch Your Career (LYCar). For the MBA, I have developed the 'Hospitality in Perspective' and in this course, I challenge students to explore fundamental questions like 'What is Hospitality?' For LYCar, which is in the last phase of the Bachelor programme where students launch their research on their final thesis, I am doing research with students on the topic of AI. In all my educational activities, I try to integrate knowledge that we have gained at the Research Centre.

Having worked at Radboud, and currently working at VU and HTH, what is your impression of our school?

They are all quite different environments. The first two are exclusively academic whereas Hotelschool The Hague is both academic and practical with strong ties to the industry. VU is a very theory-driven university with high-quality research. Amongst other things, I supervise theses of VU Master students, and I can confidently say that their work is of great academic and analytical level.

Compared to HTH, the difference is that here the students 'have their feet on the ground'. Everything being taught is relevant and up-to-date, and research findings get implemented instantly. What is remarkably interesting about HTH is how tight the connection with the hospitality industry is; there is a direct link between what we do, what the students do, and the industry. HTH students are very enthusiastic, willing to experiment, and knowledgeable about hospitality. They know what is going on in real life since HTH is constantly bridging the gap between academic knowledge and the industry. At HTH we involve our strategic, industry partners in our educational activities to offer our students the best possible preparation for their future career, which I fully embrace.

You recently joined Hotel Summit, the annual conference for senior hotel management, as a keynote speaker. Can you tell us more about it?

I was very pleased to attend the conference and discuss robotics. In particular, I explained the current state of robotics, shared various examples, and discussed what is and is not feasible. Furthermore, I presented the innovative research we are currently conducting at HTH regarding hotel robots, which includes assessing the impact of existing service robots and the development of new robot designs aimed at transforming the hotel sector. In the research,

we questioned whether there were different reactions from guests when the robot was male or female. Of course, guests differ from each other, so we avoid generalisations and keep personalised service in mind. Hospitality is all about delighting the guest and focusing on the individual. And this is exactly the reason we talk about robotics in hospitality; it is not about offering a generalised experience, but a customised one.

Complete the sentence: My goal is to...

My goal is to conduct practically relevant research, together with colleagues, students, and the industry. I want to do this in an academic and in-depth way. Our findings can help the industry to improve their guest and employee experience. Of course, gaining all this knowledge will also improve the quality of education of our students, which is another important goal I am pursuing.

About Research Center at Hotelschool The Hague
If you are looking for information or you are an industry partner interested in collaborating with HTH on these research projects, please contact Daphne Dekker Research[@]hotelschool.nl

10.   The THETA Project

The THETA project, short for "Transformative Hospitality Education through Tech Abilities," started in 2021 as a cooperation between TU Dublin, Haaga Helia University of Applied Sciences, Universitat de les Illes Balears and Hotelschool The Hague, co-funded by the Erasmus+ programme of the European Union. Its purpose was to explore the accessible use of eXtended Reality (Augmented and Virtual Reality) in higher education. The hospitality and tourism industry has long been a vital source of employment and mobility across the EU. However, the COVID-19 pandemic exposed vulnerabilities in these sectors, emphasizing the urgent need for innovation. In particular, the lockdowns reduced the possibility for real-life immersive experiences, e.g. during internships and student jobs.

The project's overarching goal is to equip students and professionals with the skills needed to thrive in a changing profession through immersive real-life learning experiences. These experiences are offered in versatile virtual contexts using AR/VR-enabled learning spaces. These spaces, accessible via common platforms like mobile phones, facilitate active learning, providing safe environments for experimentation and problem-solving.

The project's results will include AR/VR-enabled Learning Spaces, courses utilizing these spaces, research studies, and a faculty training manual. THETA seeks to bridge the gap between education and the ever-evolving hospitality industry, ensuring graduates possess the 21st-century skills necessary for success. Ultimately, THETA aims to revolutionize hospitality education and prepare students for the challenges of tomorrow's hospitality business.

Che Govender (Hotelschool The Hague) demonstrating AR prototypes at the EuroCHRIE Conference, Vienna

Ralf Burbach (Technological University Dublin) giving the THETA presentation at the EuroCHRIE Conference, Vienna

At the EuroCHRIE Vienna (3-7 October, 2023), the outcomes of the project so far were presented by Ralf Burbach (TU Dublin), David Cortés (UIB), Praneschen Govender, Alexander Schmidt and Jeroen Oskam (HTH). The workshop was attended by approximately 25 participants from universities worldwide, who had the opportunity to engage directly with these prototypes, gaining practical insight into their potential applications in hospitality education. The immersive technologies showcased the possibilities offered by augmented and virtual reality, leaving attendees with a sense of the capabilities these technologies provide.

The following prototypes were shown in Vienna:
1. **AR Pilot: The Hotel Room** – AR technology used to explore different augmented reality hotel room scenarios, assessing how changes impact the room experience.
2. **AR Pilot: Holographic Chef/avatar** – Used to provide step-by-step instructions for recipes and information on educational content. Allows the learner to project an instructor/lecturer into their personal space through the camera view of their phone. Assists in building a personal connection with the lecturer during remote learning.
3. **VR Pilot**: The Outlet – 360 video used to provide information to learners on how to use kitchen equipment and provide an understanding of context through immersion in an environment.
4. **VR Pilot**: Difficult Customer – 360 video used to expose learners to situations where they have to take decisions when dealing with a difficult customer in a restaurant.
5. **Additional Pilot**: Matterport virtual tour of hotel training room and room assessment.

These Digital Learning Spaces have been designed to enhance learning by providing real-life contexts from the hospitality industry, allowing flexible, time-independent, and place-independent experiences. Interactivity within these spaces fosters active and engaging learning while creating a safe environment for making and learning from mistakes.

More information: https://theta-project.eu.

11.   Hospitality Research Conference

On the 8th and the 9th of June, Hotelschool The Hague hosted the 4th edition of the Hospitality Research Conference. This year, the event delved into the rapidly evolving landscape of hospitality robotics. With the theme "Hospitality Robotics: Engineering, Experience, Ethics," the conference brought together experts, researchers, and enthusiasts to explore the intersection of technology and hospitality. The academic participants originated from universities in eight different European countries.

Before the official opening of the conference, attendees had the chance to witness prototype demonstrations by Industrial Design students from TU Delft. The students had developed different prototypes as part of their assignment to alleviate and dignify hard and tedious tasks in hospitality, and the examples shown focused on housekeeping, and in particular bed making.

Prof. Iis Tussyadiah (University of Surrey) spoke about "Integrating AI into the Hospitality Workforce", highlighting the importance of understanding how employees adapt to and collaborate with intelligent systems. In his keynote titled "Understanding and shaping new Worker-robot relations in hospitality – a transdisciplinary research challenge", Prof. David Abbink (TU Delft) highlighted the importance of transdisciplinary learning and research to solve complex robotic issues.

Panel discussion at the Hospitality Robotics Conference: David Abbink, Iis Tussyadiah, Stanislav Ivanov, Koen Hindriks and Lea Jordan

Abbink highlighted the necessity to bring together educators, researchers, policymakers, diverse societal actors such as communities, industry, youth, and many others to address both scientific and societal challenges when creating future robotic solutions for the hospitality industry. At the end of the first conference day, Hotelschool The Hague alumna Lea Jordan, Co-founder of techtalk.travel, moderated a dynamic panel discussion with Profs. Abbink, Tussyadiah, Ivanov (University of Varna), and Hindriks (Vrije Universiteit Amsterdam), delving into the future of robotic scenarios within the hospitality industry. The discourse highlighted the potential efficiency and experiential benefits robots bring, while also emphasizing the critical need for addressing ethical and inclusivity concerns inherent in integrating such technologies into the hospitality landscape.

Dr. Stefan Buijsman's keynote on "Responsibly developing hospitality robotics: letting values guide design" focused on the need to make AI algorithms more transparent and responsible, as a future dependence on AI-powered systems will make it imperative that the output does not reproduce biases inherent to the systems.

The conference included five paper sessions, featuring a total of 18 papers on the intricate topic of hospitality robotics. The diverse range of studies delved into crucial aspects, including automated decision-making in hotels, re-engineering job descriptions in fine-dining restaurants through robots and AI, and analyzing guests' experiences with robot-employed hotels through online reviews. From exploring the challenges and opportunities of service robot adoption to investigating the impact of robots on both guests and employees, the breadth of topics showcased the depth of research in this specialized field. This strong representation underscored the conference's success in fostering a comprehensive dialogue on the multifaceted landscape of hospitality robotics.

The overall outcomes of the satisfaction survey indicate overwhelmingly positive responses, with participants strongly agreeing on various aspects such as enjoying the conference, finding it easy to navigate, and appreciating the relevance and enjoyment provided by moderators and keynote speakers. One attendee enthusiastically remarked, "This was a delightful and interesting two days. Thank you so much for your organization!"

In 2024, Hotelschool The Hague will host the THE INC conference on its Amsterdam Campus, from 5-7 June. This conference will revolve around "Technology Enabled Competitiveness and Experiences in Tourism, Hospitality, and Events".

More information: https://www.hotelschool.nl/research/conference-2024/

12. HS Talks: Introduction to Hospitality Management

In The Business & Management Collection, Henry Stewart Talks provides over 1.800 lectures, case studies and interviews on different business subjects. The different subject series were specially commissioned from leading experts in industry, commerce, the corresponding professions and academia. For Hospitality Management, Jeroen Oskam (Hotelschool The Hague) was invited to edit the subject series.

The "Introduction to Hospitality" series of HS talks introduces the professional hospitality sector from different business perspectives, including experience management, investment in real estate, marketing, finance, and innovation. It also looks behind the screens to study the changes that are occurring in the business models and the effects these have on all stakeholders. This series was designed to provide students with a comprehensive introduction to the dynamics at work inside the hospitality industry and how they may further evolve.

Renowned scholars from top universities around the world have contributed to the series. The different lectures are being published starting October 2023. So far, the following episodes have been recorded:

1.	Hospitality Marketing	Prof. Ioannis S. Pantelidis (Ulster University)
2.	Hospitality Distribution	Prof. Dimitrios Buhalis (Bournemouth University), Prof. Peter O'Connor (University of South Australia)
3.	Disruptive innovation in Hospitality	Dr. Alexander L. Schmidt (Hotelschool The Hague)
4.	Sustainability and Circularity in Hospitality	Prof. Dr. Willy Legrand (International University Bad Honnef)
5.	Revenue Management – Capacity Management	Dr. Detlev Remy (Singapore Institute of Technology)
6.	Market-Entry Strategies: the Case of Hilton Hotels Worldwide	Dr. Simone Bianco (Hong Kong Polytechnic University)
7.	Hospitality management: a rapidly changing field	Dr. Jeroen Oskam (Hotelschool The Hague)
8.	What activities are covered under the term 'Hospitality'?	Dr. Jeroen Oskam (Hotelschool The Hague)
9.	Customer Service: What Disney Taught Me About How to Deliver "Wow" Customer Experiences	Dr. Robert Ford (University of Central Florida)

The following link leads directly to the Hospitality series:
https://hstalks.com/playlist/1123/introduction-to-hospitality/?business.
HS Talks offers the readers of this Yearly Overview to a temporary free access to the series.

Academic Publications

Schmidt, A., Lahme-Hütig, N., Trabucchi, D., Petzold, N., 2023. *Challenges in Studying Multi-Sided Disruptive Platforms: Combining Topic Modeling with Qualitative Content Analysis*. SAGE Publications, London. https://doi.org/10.4135/9781529669312

This research case study presents a novel way to study the development and growth of a multi-sided disruptive platform built on digital technologies. The corresponding business model unfolds industry-changing dynamics eventually changing competition logic in established markets. Despite the appeal of those models, developing and managing such a multi-sided disruptive platform is challenging because multiple platform sides need to be strategically aligned to develop along a disruptive path. Hence, scholars and practitioners are increasingly debating about the dynamics arising in the development and growth of such platforms. The focal case study discusses a research project which contributes to those debates:
This case study discusses how we used topic modeling and qualitative content analysis to make sense of a large amount of historical data from and about multiple platform sides to understand the strategic management and alignment mechanisms that unfolded over time. We discuss how we studied an entrant that was spun off from an established catalog retailer and is steering a multi-sided disruptive platform in the German fashion retail industry. We present how we faced the challenges of collecting data from multiple platform sides and how we used topic modeling to overcome data asphyxiation (i.e. difficulties in making sense of an overwhelming amount of qualitative data). Readers of this case study are equipped with practical insights about a) studying the development of multi-sided platforms over time, and b) using topic modeling and qualitative content analysis as complementing methodological approaches.

Koerten, K., Abbink, D, 2023. Selecting Robots to Take Over Tasks in Hospitality Settings: Joining Two Research Fields. In: Marques, J., Marques, R.P. (Eds.), *Digital Transformation of the Hotel Industry, Tourism, Hospitality & Event Management*. Springer International Publishing, Cham, pp. 65-86.

Robotic assistance for work processes in the hospitality industry is receiving increased attention both in the hospitality industry and in academic research. Unfortunately, academic literature about hospitality robotics is currently disjointed, making it hard for hospitality professionals to decide which processes to target, and which available robotic systems would result in benefits (or limitations) for the organisation, employees or guests. Similarly, it is hard to understand what robotic functionalities need to be developed for particular processes, or what future functionalities to expect from ongoing developments in the robotics field. Researching hospitality robotics requires expertise in both fields. With this chapter, we try to give an insight in the things that should be considered when designing and evaluating the effectiveness of robots in a hospitality work environment. We do this by illustrating how robots can influence many interactions in a work environment and we present a conceptual framework for mapping these different interactions.

Schmidt, A.L., 2023. Changing the Rules of the Hotel Business: The Case of citizenM's Digital Business Model Disruption. In: Marques, J., Marques, R.P. (Eds.), *Digital Transformation of the Hotel Industry, Tourism, Hospitality & Event Management*. Springer International Publishing, Cham, pp. 233–246. https://doi.org/10.1007/978-3-031-31682-1_12

Both managers of hospitality businesses and researchers are discussing how hospitality businesses manage digital transformation. While recent contributions focus on technological innovations and their impact on optimising existing operational processes, we lack insights into how hospitality businesses build on digital technologies for continuous business model innovations. Recent reviews highlight the need to better understand shifts in competitive positioning based on technological innovations.

This paper investigates how citizenM, a Netherlands-based hotel business, designs a disruptive business model based on digital technology. To this end, secondary data has been systematically collected to analyse citizenM's strategic decisions and business model innovation activities. This study presents in-depth insights into the disruptive mechanisms based on qualitative content analysis. Moreover, it is showcased how the case company operationalises a business model of a 'performance reducer'.

This study makes a twofold contribution to the ongoing debates. First, this paper delivers knowledge which furthers our understanding of the intertwined mechanisms of digital disruption in hospitality. Second, a tentative framework is presented to understand the performance reducer's digital disruption.

Bermejo, Belen, Carlos Juiz, David Cortes, Jeroen Oskam, Teemu Moilanen, Jouko Loijas, Praneschen Govender, Jennifer Hussey, Alexander Lennart Schmidt, Ralf Burbach, Daniel King, Colin O'Connor, and Davin Dunlea (2023). AR/VR Teaching-Learning Experiences in Higher Education Institutions (HEI): A Systematic Literature Review. Informatics 10, no. 2: 45. https://doi.org/10.3390/informatics10020045

During the last few years, learning techniques have changed, both in basic education and in higher education. This change has been accompanied by new technologies such as Augmented Reality (AR) and Virtual Reality (AR). The combination of these technologies in education has allowed a greater immersion, positively affecting the learning and teaching processes. In addition, since the COVID-19 pandemic, this trend has been growing due to the diversity of the different fields of application of these technologies, such as heterogeneity in their combination and their different experiences. It is necessary to review the state of the art to determine the effectiveness of the application of these technologies in the field of university higher education. In the present paper, this aim is achieved by performing a systematic literature review from 2012 to 2022. A total of 129 papers were analyzed. Studies in our review concluded that the application of AR/VR improves learning immersion, especially in hospitality, medicine, and science studies. However, there are also negative effects of using these technologies, such as visual exhaustion and mental fatigue.

Tracey, J.B., Le, V., Brannon, D.W., Crystal-Mansour, S., Golubovskaya, M. and Robinson, R.N., 2023. The influence of diversity management initiatives on firm-level diversity: evidence from the restaurant and foodservice industry. *International Journal of Contemporary Hospitality Management*. https://www.emerald.com/insight/content/doi/10.1108/IJCHM-11-2022-1502/full/html

This study aims to broaden the existing knowledge base on the determinants of firm diversity by exploring the impact of various firm-level diversity management initiatives. These initiatives encompass diversity, equity, and inclusion (DE&I) policies, oversight structures, senior leader values, and utility perceptions related to DE&I, as well as strategies for disseminating DE&I information. The investigation focuses on their associations with overall firm-level diversity and diversity specific to gender, ethnicity, race, and disability.

Data for this study were collected in the third quarter of 2021 from a national sample comprising 200 US restaurant and foodservice companies, facilitated by an independent data collection firm. Through regression analyses that controlled for factors such as firm size, age, ownership structure, and chain affiliation, the results underscored positive relationships between formal diversity management policies and procedures (beyond legal mandates), structural oversight of diversity initiatives (e.g., having a designated diversity leader), and senior leaders' beliefs in the utility of diversity management initiatives, with firm-level diversity. Noteworthy differences in the significance of findings across the four diversity groups were observed, supporting a contingency explanation. This study contributes to the field in

two key ways. First, it advances understanding by adopting a support-based approach, authenticated by senior leadership's beliefs in the utility of DE&I, to explore the nature and scope of diversity management initiatives influencing firm-level diversity in restaurant and foodservice settings. Second, it provides industry-specific insights into the adoption and relevance of DE&I policies and practices among restaurants and foodservice organizations, offering prescriptive guidance for future research in this domain.

De Visser-Amundson, A., Kleijnen, M., & Aydinli, A. (2023). From trash to cash: the effect of product construal and benefit appeals on consumer evaluations of rescued meals. *International Journal of Contemporary Hospitality Management*. https://www.emerald.com/insight/content/doi/10.1108/IJCHM-09-2022-1128/full/html

This research investigates the growing trend among hospitality companies to sell their unsold meals, known as rescued meals, through food waste reduction applications like Too Good To Go (TGTG). The primary aim is to explore the impact of product construal and benefit appeals on consumer evaluations. In Study 1, an online experiment involving 277 participants utilized a 2x3 between-subject design, with data analyzed using ANOVA and planned contrast analysis. Meanwhile, Study 2, a field experiment with 147 sold rescued food boxes, employed chi-square tests for the primary analysis. The findings reveal that an abstract product description, such as a magic box with an opaque content, paired with an environmental benefit appeal leads to significantly higher consumer

evaluations compared to when the same product is associated with financial benefits. Conversely, a concrete product presentation featuring financial benefits instead of environmental benefits increases consumer purchase intentions and willingness to pay.

This study contributes by empirically demonstrating how the interaction and congruency between product construal and benefit appeals impact evaluations in a last-minute purchase context. Significantly, this research is the first to examine the interactive effects between product construal and benefit appeals in the specific context of food waste and technology.

Petzold, N., Schmidt, A.L., Scaringella, L., 2023. How to overcome the disruptor's dilemma: Exploring strategic alliance reconfiguration of new market entrants. *Technovation* 126, 102812. https://doi.org/10.1016/j.technovation.2023.102812

Disruptive innovation studies show entrants face the disruptor's dilemma — an interplay with the incumbents they stand to disrupt. Previous research has characterised this interplay by relational and contextual tensions that may dissuade the entrants from disrupting. Yet, we know little about how entrants develop and grow disruptive business models despite such tensions. So, we studied two entrants that continued disruptive business model developments in the German fashion retail and insurance industries from 2014 to 2019. We found that these two entrants continuously reconfigured alliance portfolios, developing alliances with

partners unaffected by the disruption who supported the entrants' value creation, delivery, and capture. These partners shielded the entrants from relational and contextual tensions. Our study contributes to the relational view in the disruptive innovation literature by showing that entrants reconfigure alliance portfolios unaffected by the disruption. It also demonstrates that entrants proactively and strategically combine social and timing defence mechanisms to overcome the disruptor's dilemma and continue disruptive business model development. Finally, our study contributes to the ex-ante view of disruptive innovation by showing how entrants can overcome the disruptors' dilemma by combining alliance portfolio reconfigurations and social and timing defence mechanisms to continue disrupting. This contribution holds vital managerial implications for disruptive entrants.

Ntregka, S. (2023) Fourth revenue management education RevME workshop, 13–14 December 2022, Amsterdam, The Netherlands. *Journal of Revenue Pricing Management* (2023). https://link.springer.com/article/10.1057/s41272-023-00430-0

The paper provides a review of the fourth edition of RevMe conference that was hosted in Amsterdam, The Netherlands by Hotelschool The Hague. Professionals and educators in the field of revenue management from institutions in the USA and Europe shared their views and latest research in the field.

Trade Journals and publications

Arjan van Rheede (2023) World Panel on Sustainable Hospitality: Moving the Needle on Sustainability: Cooperation in Hospitality. *HospitalityNet World Panel on Sustainability*. https://www.hospitalitynet.org/viewpoint/125000187.html.

Alexander Sassen (2023) Interest Rates Aren't the Only Thing Impacting Hospitality Real Estate—Here Come ESG and Sustainability. *HotelsMag.com*. https://hotelsmag.com/news/interest-rates-are-the-only-thing-impacting-hospitality-real-estate-here-come-esg-and-sustainability/.

Daphne Dekker (2023) A 5 out of 5 rating. *Hospitality Management*, A '5 out of 5' rating. *Hospitality Management*. https://www.hospitality-management.nl/a-5-out-of-5-rating.

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