



**HOTELSCHOOL
THE HAGUE**
Hospitality Research

2018

YEARLY OVERVIEW

HOTELSCHOOL THE HAGUE - HOSPITALITY RESEARCH CENTRE

Hospitality Research Centre Yearly Overview

research@hotelschool.nl

Tel +31 70 351 24 81

Hotelschool The Hague
The Hague Campus
Brusselselaan 2
2587 AH The Hague
The Netherlands

Hotelschool The Hague
Amsterdam Campus
Jan Evertsenstraat 171
1057 BW Amsterdam
The Netherlands

Copyright © Hotelschool The Hague, The Netherlands All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the Hotelschool The Hague.

INTRODUCTION

In the last few years the Hospitality Research Centre has sought to increase its visibility for students and for hospitality professionals (we actually consider these to be one single group). We believe this is important for two reasons. The first being, as a higher education institute we must prepare our students for living and working in a volatile, uncertain, complex and ambiguous (VUCA) world. Inquisitive skills must support their “power of anticipation”. Secondly, the relation between education and industry or professional field is slowly changing. As Airey and Tribe [1] describe, formerly discipline knowledge would be generated elsewhere: in business environments, governmental studies, think tanks etc.. Now that the hospitality discipline has become more mature, universities and hospitality business schools increasingly assume this role of “thought leaders”. Hotelschool The Hague has formulated this ambition as “shaping the industry” with new knowledge and insights.

Our research concerns two broad areas: hospitality and hospitable behaviour, on the one hand, and the future of our business and our profession, on the other. Within these two areas, our portfolio of projects and publications is steadily growing. We have deliberately chosen not to specialize but rather keep our eyes open for new developments that may become important in the future; the same kind of anticipation we seek to instil in our students. The current overview summarises our activities and our production in 2018.

[1] Airey, D., & Tribe, J. (2001). Education for hospitality. In *In search of hospitality* (pp. 276-292): Elsevier.

OUR RESEARCH VISION

Why

Technological developments and globalisation are profoundly changing our economies. Higher education is adapting to international standards, mainly as a consequence of these same developments. Hotelschool The Hague seeks to position itself as a thought leader for the hospitality profession, by generating new insights and inspiring thinking about where the industry is heading.

What

The professional research conducted at Hotelschool The Hague must be relevant and accessible for professionals and for students. It must contribute to new insights on hospitable encounters –in the hospitality industry as well as in other businesses– or on future developments in the hospitality profession. Research findings are not only disseminated in academic journals and conferences, but also in publications and presentations for professional audiences.

How

The educational programmes at Hotelschool The Hague instil inquisitive powers in their students, preparing them to strategically anticipate future changes in the profession. The findings of research conducted by faculty and students help provide the educational programmes with the latest insights. The Learning Communities bring students, faculty and practitioners together, to develop new research lines and to discuss research findings.

LEARNING COMMUNITY STRATEGIC HR MANAGEMENT

One of the most important responsibilities of the Research Centre is to make sure that the school, its students and other professionals remain up-to-date and connected to recently developed insights in their discipline. Whereas the traditional school setting not always facilitates the discussion on current issues, a free and open discussion among researchers, faculty, students and professionals keeps education aware of the most pressing concerns in the work field, and helps disseminate and evaluate research findings with professionals who, hopefully, can benefit from them. This exchange is precisely the objective of Hotelschool The Hague's Learning Communities, the first of which has grown successfully in the area of strategic HR Management.



The creation of this Learning Community in Strategic HRM perfectly illustrates how these are envisioned to grow, bottom-up, from the organic need of students and professionals. This first Learning Community started spontaneously as an initiative by David Brannon to address the need for additional research guidance, peer support and recurring content issues in a The Hague café. The coaching sessions became popular among students; subsequently, speakers on HRM topics would be invited. Over time, the HRM learning community grew as participating students had become industry partners in their own rights. Equally, as the HRM network developed it seemed clear they could share their own experience with our aspiring HRM talent who in turn could fill vacancies in their properties. Similarly, it seemed a shame to restrict these evenings from inviting earlier phase students still finding their passions in life. Finally, as the Young HRM Professionals borrels grew, so came the opportunity to introduce topics shared with our community by inviting leading experts throughout the HRM field.

So today we can proudly say the Young HRM Professionals' borrel is truly an established component of the yearly calendar. It regularly hosts over 60 attendants at each event with a waiting list which is steadily growing. A dedicated core of both future and present HTH graduates, faculty and industry partners, sharing their interest on hot topics such as HR Analytics, Sustainable HRM, Digital Transformation and International HRM with leading figures in their respective fields. Offering students an additional 60 hours of HRM content compared with the initial 4 offered in the current curriculum, providing them with a clearer appreciation both of the field as well as its salience in an ever increasingly turbulent world.



HOSPITALITY IN HOSPITA

There are many similarities that hospitals and hotels share; they both offer (private) rooms, F&B facilities, distraction possibilities (e.g. swimming pool, prayer rooms, lobby), there are security and cleaning services, reservation offices and administration or financial desks. Of course, there are also quite some differences. The most important one is the reason to visit a hotel or a hospital. A hospital visit is usually a necessity, often not by choice, pure interest or joy. One's own illness or that a beloved one is the main reason for a hospital visit. Although the differences are fundamental, our research focuses on the similarities, as more and more hospitals have adopted hospitableness and patient centricity in their strategies.

Hotel staff adhere to the brands' hospitality features, as it is an important part of their proposition. Will this be the same in a hospital, where the prime focus is on medical treatments? Differently put, will different hospital employees –more precisely, pertaining to the various 'tribes' (doctors, nurses and facility staff)– define hospitality in the same way? We conduct this research nationally and internationally. Future studies envision to also include the patients' perspective.

At the same time, we investigate patients journeys and identify numerous touch points. What are critical points, how can they be improved, how can stakeholders (patients and staff) be involved in the decision making process on these improvements and how can the impact of improvements be measured. The collaboration between medical and hospitality students is an absolute unique fact in this research and delivers new fruitful and interesting viewpoints for students, hospitals and HTH.

On the following pages you can find more information about this topic.

Hospitality in Hospitals

Dr. Angelique Lombarts

Professor in Hospitality, Happiness & Care



**HOTELSCHOOL
THE HAGUE**
Hospitality Research

General Research Line

Healthcare is increasingly patient-centered, focusing on and improving patient journeys. The patient journey comprises the total of experiences patients are undergoing i.e. not just the medical treatment. We want to prove that hospitality provides a social, cultural and economical impact for the main stakeholders involved.

Long Term Goal

Proving that hospitality contributes to the social wellbeing/happiness of all stakeholders involved.

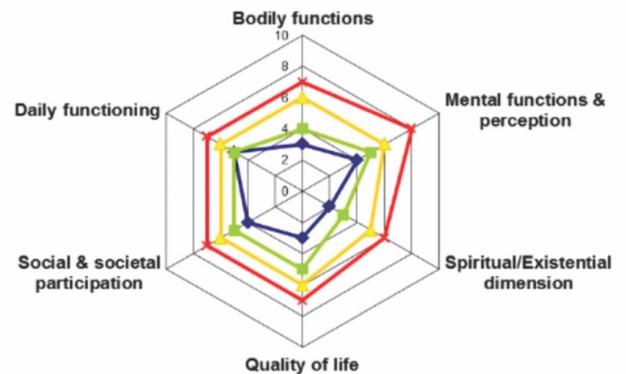
Looking at a new perspective on 'Health'

A more holistic view of health by Machteld Huber (Huber, Knottnerus, & Green, 2011)

Therefore, hospitals are introducing hospitality programmes. However, in order to implement lasting hospitality in a hospital environment, one should ensure that employees in hospitals have a common understanding of hospitality.

Main Research Question

How do the different 'tribes', doctors, nurses, and facility staff, define hospitality?



Methodology

Using hospitality connotations of Pijls, 47 connotations classified in 9 categories.

1 Welcome	2 At ease	3 Acknowledgement
1 Open	9 Safe	16 Contact
2 Inviting	10 Secure	17 Feeling important
3 Welcome	11 At home	18 Appreciation
4 Warm	12 At ease	19 Interest
5 Approachable	13 Comfortable	20 Respect
6 Courteous	14 Relaxed	21 Taken seriously
7 Friendly	15 Knowing what's coming	22 Taking time
8 Polite		
4 Empathy	5 Servitude	6 Autonomy
23 Understanding	28 Helpful	34 Being in control
24 Understanding needs	29 Available	35 Having influence
25 Involvement	30 Relief of tasks & worries	36 Having choice
26 Support	31 Effort to take care	37 Independence
27 Same wavelength	32 Sincere	38 Freedom
	33 Treated like a king/queen	
7 Entertainment	8 Efficiency	9 Surprise
39 Distraction	42 Efficient	45 Unexpected (positive)
40 Pleasure	43 Easy	46 Exceeding expectations
41 Entertainment	44 Fluent	47 Surprising

(Pijls, Groen, Galetzka, & Pruyn, 2017)

Three 'tribes' of respondents:



Doctors, Nurses and Facility Staff

Per hospital 20 members of each tribe had to choose 5 of the 47 connotations.



Research Field



2 Academic Hospitals



2 Urban Hospitals



3 Rural Hospitals

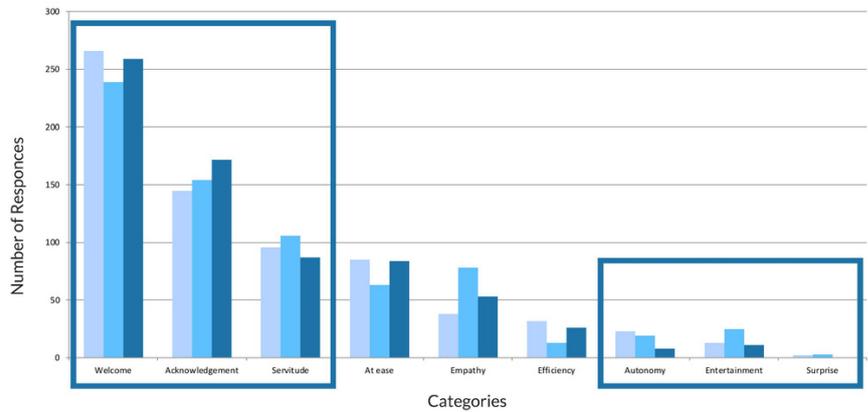
Our Findings

About The Tribes

- The differences between the three tribes were not as big as expected.
- The three categories, welcome, acknowledgment and servitude, were regarded as the most important by all three tribes.
- The categories, autonomy, entertainment and surprise, were judged as the least significant.

The Tribes:

- Doctors
- Facility Staff
- Nurses



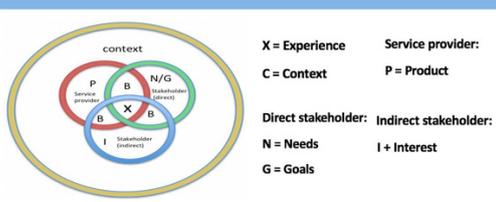
- Amongst doctors the importance given to 'interest' varies the most.
- Whereas 'respect' in urban and rural hospitals is judged the most important by nurses and facility staff, this is found far less significant in academic hospitals.
- Being helpful is estimated more imperative amongst nurses in rural hospitals than to the ones in academic and urban hospitals.



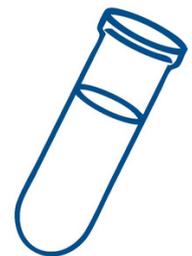
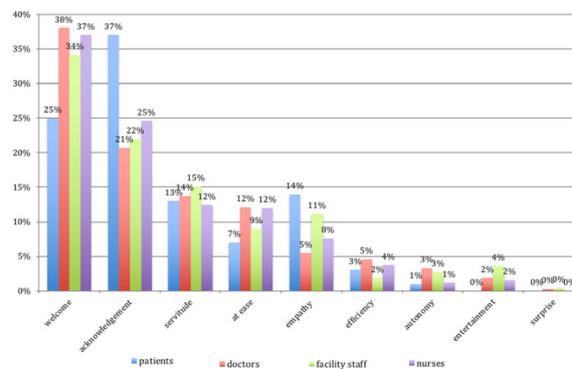
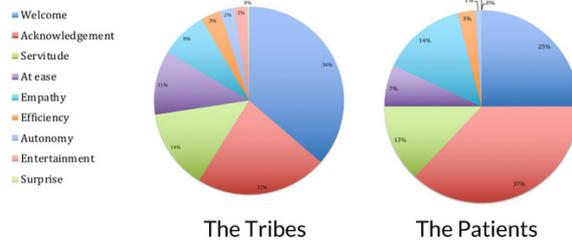
Further Research

As there are quite some similarities between the non-medical part of hospitals and hospitality, we are going to study how hospitality can be improved in hospitals by using the revised hospitality model (Lombarts 2018).

- What aspects (products/services) can be improved?
- What needs/ goals of patients/clients (direct stakeholders)?
- What the interests of indirect stakeholders (family, board of directors, owners, insurance companies etc.)?



Comparison of The Tribes and Patients



Although a first comparison with patients is only indicative (20 patients / 100 connotations), it is clear that patients also value other aspects. Especially the connotation 'acknowledgement' is given more weight by patients.

DESIGN ORIENTED AND RESEARCH INFORMED CURRICULUM

How can hospitality management education be adapted to the future needs of the profession? These needs are understood to change as a consequence of an increasing complexity of the industry, thus urging hospitality education to evolve from its vocational origins to an ever increasing attention to strategic and analytical skills. The Hospitality Research Centre supports this process at Hotelschool The Hague with three innovations. In the first place, systematically incorporating critical thinking and inquisitive powers in all programmes through design oriented and research informed approaches, not as a separate course or subject, but as the epistemological backbone of the entire curriculum. In the second place, involving students and faculty in the development of research lines through learning communities. Finally, making a constant use of research findings to innovate educational content through a connected curriculum.

The school thus seeks an academic development that does not jeopardise its proximity to the industry, by prioritising professional relevance. It will contribute to a challenging academic and professional environment for faculty, and to the competitiveness of Dutch hospitality professionals, businesses and educational institutes.

These ideas were submitted to the prestigious Comenius programme, and after the proposal was qualified as 'very good' by an international jury, the project was awarded one of the first Comenius Leadership Grants. More information: <https://www.knaw.nl/nl/de-knaw/comeniusnetwerk> (Dutch)



CITY HOSPITALITY EXPERIENCE MONITOR

City hospitality is about managing the customer experience. Customer insights help set priorities in programmes that create value for city stakeholders and lead to a welcoming climate. Understanding the hospitality experience of visitors, tourists and inhabitants is important for city policy makers. What is the actual experience and what are underlying causes? Which factors in the experience do have impact on satisfaction, engagement and loyalty? What are the dissatisfiers and what are the delighters? Where to invest and what to achieve?

The City Hospitality Experience Monitor, a joint initiative by Hotelschool The Hague's City Hospitality research group and the market researchers of Mobile Centre, answer these questions. The monitor combines proven measurement techniques (street interviews, real-time measuring), best practices and scientifically tested questions, to measure the touchpoints of the visitors' journey. It is meant to become a tool for developing sustainable city hospitality and – in the long run – benchmarking city hospitality with other places.

The design process took place in co-creation with four pilot cities: The Hague, Eindhoven, Utrecht and Almere. The prototype questionnaire was tested in The Hague and Amsterdam. Besides becoming a valuable benchmarking tool for cities, HTH will obtain important insights from generated data that will further the academic development of City Hospitality.

Please find an infographic of the 2018 measurement in The Hague (in Dutch) on the next page.



BELEVINGSMONITOR

RESULTATEN DEN HAAG



NPS
36

ONZE INSPIRATIEBRON IS DAT GASTVRIJHEID WAARDE OPLEVERT VOOR DE STAD!

WANNEER JE JE ERGENS WELKOM VOELT, DAN VIND JE HET LEUK OM WAT LANGER TE BLIJVEN, JE VERTELT EEN POSITIEF VERHAAL EN KOMT VAKER NOG EENS TERUG. JE VOELT JE VERBONDEN MET DE PLEK. GASTVRIJHEID DRAAGT BIJ AAN HET LEEF-, WERK- EN BEZOEKKLIAMAAT VAN EEN STAD! VOLGENS HET HOTELSCHOOL THE HAGUE HOSPITALITY MODEL WORDT STADSBELEVING GEVOED DOOR PRODUCT, ATMOSFEER EN GEDRAG, VOOR, TIJDENS EN NA EEN BEZOEK.



PROMOTORS

GEZELLIGE STAD 30X
WINKELS 19X
CULTUUR / MUSEAU 19 X
GENOEG AANBOD 13X
STRAND 11X
ARCHITECTUUR / HISTORIE 9X
GASTVRIJ 8X
BEZIENSWAARDIGHEDEN 6X
GROEN 6X
TWEDE KAMER / POLITIEK 4X
DIVERSITEIT 3X
BEREIKBAARHEID 2X
HORECA 2X



PASSIEF

SCHONER 11X
WINKELAANBOD, MEER AANDACHT 7X
MEER TERRASSEN, HORECA 7X
GOEDKOPER PARKEREN 5X
GEEN FIETSEN 7X
BEWEGWIJZERING, NAAMBORDJES 4X
VEILIG VERKEER 4X
MEER GROEN 3X
MEER FESRIVALS 3X
MINDER STRAATVERKOPERS 2X



CRITICASTER

MEER GEZELLIG 3X
HISTORISCHE ASPECTEN 3X
SCHONER 3X
MEER WINKELAANBOD 3X
GOEDKOPER PARKEREN 2X
UITGAANSLEVEN VERBETEREN
MEER GROEN
FIETSEN EN OV UIT DE BINNENSTAD



VERANTWOORDING
DEN HAAG 2018 - N=250



26, 27, 30 MAART EN 1 APRIL 2018
GROENMARKT TUSSEN
HGM EN 'T GOUDEN HOOFT



LOCATIES: BUITENHOF
(INGANG BIJ DE HARINKRAAM), DAGELIJKSE

DE NATIONALE CITY HOSPITALITY MONITOR IS EEN INITIATIEF VAN HOTELSCHOOL THE HAGUE EN MARKTONDERZOEKERS MOBIEL CENTRE. ONZE DOELSTELLING IS BIJ TE DRAGEN AAN STADSGASTVRIJHEID: DOOR MODELFORMING: AAN WELKE KNOPPEN MOETEN WE DRAAIEN? BENCHMARK: HOE SCOREN WE TEN OPZICHT VAN VERGELIJKBARE STEDEN? DEZE RAPPORTAGE LAAT DE RESULTATEN ZIEN VAN ONDERZOEK IN DH.

ALS U MORGEN BURGEMEESTER ZOU ZIJN, DAN ZOU U

MEER FIETS PARKEERPLEKKEN CREËREN.
DE STOEP IN HET CENTRUM VERHOGEN, IS VEILIGER
HET OV VERSIMPELEN, MET KAARTJES EN TRAMS EN BUSSEN DIE OP TIJD EN VANAF DE JUISTE LOCATIE RIJDEN.
MEER BLOEMEN, MEER GEZELLIGHEID, MEER INFORMATIEBORDJES EN CULTUUR.
DUIDELIJKERE BEWEGWIJZERING EN MEER EN GOEDKOPERE PARKEERPLEKKEN.
BRON = ONDERZOEK 2017

CONTACT US

NATIONALE CITY HOSPITALITY MONITOR
MARKERKANT 1401
1314 AP ALMERE



HARM WEBER
harm.weber@mobiellecentre.nl



(+31) (0)36 531 46 04

LINK TO OUR DEDICATED WEBSITE:
www.gastvrijestad.nl



AMSTERDAM HOUSE OF HOSPITALITY

House of Hospitality (HoH) Amsterdam Metropool Regio is a unique public private collaboration, initiated by ROC van Amsterdam, partnering with Hotelschool The Hague, InHolland and more than 25 other stakeholders from business, education and local government. HoH focuses on enhancing the welcoming atmosphere of the Amsterdam region by means of education, research, innovation, image building and above all: creating opportunities for (future) hospitality talent.

HoH runs three programmes: House of Hospitality School, that develops student oriented hospitality programmes, attractive for both newcomers and experienced workers, hybrid learning environments and blended learning for mbo students; it aims to have 1.000 extra students in hospitality education within 4 years. House of Hospitality Talent Development aims at engaging and keeping hospitality talent in the industry. And House of Hospitality LAB, led by Hotelschool The Hague, generates and shares knowledge about the hospitality experience and City Hospitality.

Karoline Wiegerink is chairing the Research LAB, for which the following research lines have been defined:

- The power of Meaningful encounters in a hospitable environment
- Determining what makes the difference in city hospitality performance and experience and how this pays off (with Boukje de Boer as leader of this research line)
- Hospitality and Technology, when digital becomes human and even merges with human; hospitality experience in the robotics era (connected to HTH research on Technopreneurship)

HTH students already participated intensively, either as part of their LYCar [1] or in a BMI [2] case: Creating innovative hospitality concepts and solutions that contribute sustainably to the balance of Amsterdam Noord as both an authentic liveable place for residents and a loveable destination for tourists. Topics studies by our students include the factors that contribute to the perceived atmosphere in public places, the attitude of city centre residents towards tourism, identifying the Return on Hospitality within the retail sector or exploring how hosts can increase the level of both hospitality and safety. Once a year –first time in 2019 - a House of Hospitality Gala will be the event where research projects and challenges will be awarded and disseminated and where the partners will celebrate the city's hospitality.

More information: <https://houseofhospitality.amsterdam/>

[1] LYCar = Launching Your Career, research and internship activities with which Hotelschool The Hague students finalize their Bachelor.

[2] BMI = Business Model Innovation, a third year course at Hotelschool The Hague.



HOUSE OF HOSPITALITY
metropoolregio
Amsterdam

MOVING AHEAD WITH FRONT RUNNING CIRCULAR HOTELS

The Hospitality Research Centre of Hotelschool The Hague, represented by Arjan van Rheede, joined forces in a project with the municipality of Amsterdam to stimulate the circular economy within the city's hotel sector. Other consortium members are Ambassade Hotel Amsterdam, Amsterdam Tropen Hotel, Conscious Hotels, DoubleTree by Hilton Amsterdam Centraal Station, Hotel Jakarta Amsterdam, Hotel V, QO Amsterdam, Stayokay Amsterdam, The Albus and Mercure Amsterdam Centre Canal District and The Student Hotel. This front runners group started exploring possibilities for hotels in November 2017. The group met on a regular basis, looking at best practices (such as the circular festival DGTL), but also by measuring and analyzing their own waste streams, and by exploring the circular scan and investigating circular ideas during thematic sessions.

The result of the group was presented during the seminar on circular hotels (Dutch title: Grondstof tot nadenken) in the recently opened energy neutral Hotel Jakarta on 5 October 2018. Next to the contribution of Arjan during the workshop on "Motivating the team", also HTH students Esnart Soeters and Dick Rensen supported the seminar, in which 80 hotels participated.

During the seminar, actions that every hotel can implement right away were presented and discussed, but also concrete initiatives were taken to scale up the cooperation. One concrete result is the Hospitality Charter: an initiative to define shared purchase conditions to eliminate package waste. Another initiative is the transformation of orange peels and coffee grounds into soap (Amsterdam SOOP). A third project that will be introduced on a larger scale is the recycling of circular hotel linen.

For more information about this initiative please see the (Dutch) infographic on the following pages or visit <https://vimeo.com/294517664> (English subtitles).



CIRCULAIR HOTEL IN DE STAD

KANSEN EN STAPPEN



A. Kamers

- Beddinnen is ongebleekt en duurzaam gecertificeerd
- Bedden, vloerbedekking en lampen blijven eigendom van de producent
- Bedden en meubilair te repareren, demontabel en herbruikbaar
- Meubilair en (vervangbare) tapijttegels van gerecycled materiaal
- Circulaire afspraken bij inkoop worden vastgelegd en gecheckt
- Er zijn afspraken over het recyclen van afgedankte matrassen
- Informatie in de kamer maakt gast enthousiast voor circulaire aanpak

B. Keuken

- Minder vlees: van dierlijke naar plantaardige eiwitten
- Meer lokale groente
- Inkoop van onverkochte groente en fruit via een "Food Rescue Centre"
- Korte lijnen met leveranciers: overleg en samenwerking
- Vergeten groente en vlees op het menu
- Verkoop overgebleven maaltijden aan de buurt via een app
- Scheiding monostromen voor hergebruik in nieuwe producten

C. Restaurant

- Geen ontbijtbuffet, maar ontbijt a la carte
- Menukaart vertelt het circulaire verhaal
- Gebruik van kraanwater

D. Management hotel

- Circulaire ambities passen in visie, missie en waarden van het hotel
- Een circulaire scan biedt inzicht in impact, kansen en prioriteiten
- Het team voelt zich onderdeel van de circulaire ambitie
- Actieve samenwerking met andere hotels en gemeente

E. Inkoop

- Circulaire inkoopkracht door samenwerking met andere hotels
- Contract duurzame linnenverhuur en wasserij
- Samenwerking met toeleveranciers op inkoop diensten, inzet gerecycled materiaal, voorkomen verpakkingen en monostromen
- Overleg en afspraken met afvalverwerkers over inkoop en verwerking
- Beperking vervoersstromen door samenwerking logistieke hub
- Transport over water beperkt vervoersbewegingen

F. Receptie

- Vertelt het verhaal en maakt het zichtbaar
- De gast kan meedoen, duurzaam gedrag wordt beloond
- Vervoer van gasten via elektrische taxi, fietsen en elektrische scooters

G. Facilitaire dienst en Technische dienst

- Zorgvuldig gebruik van linnengoed verlengt de levensduur
- Schoonmakers zijn actief betrokken bij de circulaire aanpak
- Gebruik van gerecyclede bedrijfskleding
- Onderhoud met tweedehands onderdelen en materialen
- Continue monitoring van het energie- en waterverbruik

H. Daktuin / groen dak

- Groen dak voor waterberging en biodiversiteit
- Productie van eigen groente en kruiden
- Daktuin met bijenhotel
- Daktuin is toegankelijk voor de buurt

I. Afvalscheiding

- Scheiding monostromen voor hergebruik in nieuwe producten, zoals verwerking sinaasappelschillen en koffiedik in hotelzeep
- Vervoer schone afvalfracties via retourlogistieke hub en leveranciers
- Periodiek overleg met afvalverwerkers over hergebruik en recycling
- Samenwerking afvalscheiding met de buurt

J. Energiegebruik en -opwekking

- Energiebesparend klimaatbeheersysteem
- Inkoop groene stroom uit Nederland
- Energiegebruik hotel en kamers is zichtbaar voor de gast
- Gast kan energiegebruik kamer vergelijken met de gemiddelde gast
- Eigen energieopwekking hotel door zonnepanelen, WKK, warmte-koude opslag

STAPPENPLAN

01

Sluit aan bij je missie

Waarom wil je circulariteit en hoe sluit dit aan bij jouw identiteit? Een visie die bij jou past is herkenbaar voor je medewerkers en voor de gasten. Daar kun je op terugvallen. Kostenbesparing is een mooie bijvangst, maar kan nooit het hoofddoel zijn.

02

Breng je kansen in beeld

Door een circulaire scan uit te (laten) voeren wordt duidelijk welke onderdelen in de bedrijfsvoering de grootste impact hebben op het milieu. Gebruik dit inzicht om gericht naar circulaire kansen te zoeken waarmee je echt een verschil kunt maken.

03

Spreek niet van afval, maar van grondstoffen

In een circulaire bedrijfsvoering is het hotel is geen producent meer van afval, maar de eigenaar van (secundaire) grondstoffen. Grondstoffen die het hotel kan verwaarden. Door te praten over grondstoffen denk je automatisch na over de herbestemming hiervan.

04

Daag je leveranciers uit op het gebruik van grondstoffen

Via de inkoop kan het hotel sturen op het vrijkomen van grondstoffen en de waarde van deze grondstoffen. Bijvoorbeeld door afspraken te maken met leveranciers over terugname van producten voor hergebruik, over verpakkingen en over de inzet van gerecyclede en recyclebare materialen. En bedenk: wat niet naar binnen gaat, hoeft het hotel ook niet te verlaten. Dat bespaart opslag en kosten.

05

Van Bezit naar Gebruik

In een hotel staan dienstverlening en gastvrijheid centraal. Het is in het belang van het hotel om deze diensten zo goed en zo efficiënt mogelijk te organiseren. Deze manier van denken kun je doortrekken naar de leveranciers van producten. Door businessmodellen gericht op gebruik in plaats van bezit stimuleer je innovatie op de plek waar dit het meeste oplevert: bij de producent/leverancier die eigenaar blijft van het product en de grondstoffen. Efficiency, levensduur en hergebruik varen hier wel bij.

06

Motiveer het team en enthousiasmeer de gast

Door medewerkers actief te betrekken bij de circulaire aanpak kun je ze motiveren. Laat zien hoe een ieder kan bijdragen en sta open voor nieuwe ideeën. Laat gasten zien welk verschil het hotel maakt en hoe de gast en de omgeving hiervan profiteren. Beloon duurzaam gedrag.

07

Doe het samen: binnen de keten, binnen de branche en met de buurt

Alleen gaat snel, maar samen kom je verder. Krachten bundelen, meer invloed en meer impact, daar moeten we naar toe. Samen met toeleveranciers, met inzamelaars, met vervoerders, met de buurt en vooral: met andere hotels.

HOTELS DRAGEN BIJ AAN EEN GASTVRIJE GEMEENTE EN DUURZAME STAD

In de circulaire economie is verspilling verleden tijd. Afval bestaat niet meer; alles is een grondstof en maakt deel uit van een kringloop. De circulaire economie is de noodzakelijke economie van de toekomst. De Koplopergroep Circulaire Hotels onderzoekt samen met de gemeente Amsterdam wat de hotels hieraan kunnen bijdragen en vooral: hoe ze krachten kunnen bundelen. De Koplopergroep bestaat uit twaalf hotels die duurzaamheid hoog in het vaandel hebben en die nieuwe stappen willen zetten. Wilt u meer weten, dan kunt u een e-mail sturen naar: f.karsten@amsterdam.nl

De Koplopergroep Circulaire Hotels: Ambassade Hotel Amsterdam, Amsterdam Tropen Hotel, Conscious Hotels, DoubleTree by Hilton Amsterdam Centraal Station, Hotel Jakarta Amsterdam, Hotel V, Q0 Amsterdam, Stayokay Amsterdam, The Albus, Mercure Amsterdam Centre Canal District, The Student Hotel, Hotelschool The Hague.

De Koplopergroep Circulaire Hotels is mogelijk gemaakt door de Gemeente Amsterdam, Provincie Noord-Holland en Rijkswaterstaat/VANG Buitenhuis.

WORKING PAPER SERIES

To encourage the research activities within Hotelschool, the Research Centre initiated HTH Working Paper Series. This online publication series is based on research conducted by the HTH community, typically a collaboration between students and faculty members. Interested authors may submit the paper to research@hotelschool.nl for internal (double blind) review by our Research Centre members. The target audience for this publication ranges from academic to industry readers. Initially we aim at four publications per year, depending on the number of submissions we can receive.

Currently three papers have been published, based on research work of students. The first paper discusses measuring customer experience through emotions, as a result of a study conducted by master students Jaime B. Martinez, Hannah Seo, Annamaria Suba and Tanya van Ravenswaay Claasen together with Karoline Wiegerink. The second paper provides an overview of the price determinants of Airbnb in Rotterdam by LYCar student Marije Koomans supervised by Jeroen Oskam. The last paper discusses the role of the Scotch whisky distillery and brand owner in defining their marketing strategy by Johannes Straaijer and Andrew Lim.

More information: <https://hotelschool.nl/en/research/working-paper-series>



Hospitality Research Centre
HTH Working Paper Series Vol.1 No.1, March 2017



objective manner depending on the component and web page (Airbnb and TripAdvisor), resulting in 320 reviews in total. Following selection, all reviews are read, and the sentences that describe a tourist-local interaction were highlighted. But how are these interactions graded in order to come to objective conclusions?

In the tourist-local interactions, people grade the experiences based on their emotions. By using the research of Scherer (2005) "What are emotions? And how can they be measured?", these emotions can be categorised. In his study, Scherer uses a list of 38 main emotions from which all the emotion descriptions can be brought back to. For each of the four components, (1) public transportation, (2) Airbnb, (3) restaurants/café and (4) museums, the total amount of emotions identified from the online reviews were counted and distributed among the 38 main emotions listed. Knowing the total amount of emotions and how many of the main emotions per category are present in the reviews is relevant information, but does not quantitatively show the value of these emotions. As a second step, Scherer used a framework to categorise his emotions into negative or positive, and into active or passive, creating four distinct emotion categories (see Figure 3).



Figure 3. Framework of Emotion Intensity Distribution (Scherer, 2005)



The Price Determinants of Airbnb in Rotterdam

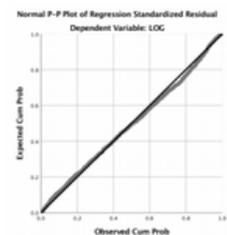


Figure 5: Normal P-P plot of regression standardised residual (Log ADR)

The histogram in figure 8 indicates that after the log transformation the residuals associated with listing characteristics are equally distributed. Moreover, the plot in figure 9 shows that the values are now "hugging" the line of least squares.

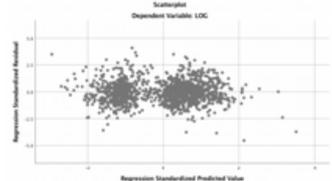


Figure 6: Plot of standardized residuals vs standardized predicted values (Log ADR)

FOOD WASTE AND FOOD RESCUE

2018 was a defining year for the Food Waste and Food Rescue project. It developed from being an ad-hoc activity consisting of 'food rescue' actions driven from a research perspective to an established entity "HTH Food Rescuers" with a clear research line. We feature our activities not only within Hotelschool The Hague but also externally. We have presented our actions and research findings at numerous companies, instances and conferences such as HBO Jaarcongres, ROC Mondriaan, KHN Onderwijs Dagen, NIBC bank, Verspillingsfabriek and Ministerie van Landbouw, Natuur en Water.

From a research perspective, Anna de Visser-Amundson prepared a number of academic publications which are listed in the corresponding chapter. All the food waste and food rescue research is done in collaboration with LYCar students and most often operationalized in form of field studies. This means that we are able to use our Food and Beverage outlets as 'living laboratories' which in turns enables us to observe real consumer behavior and choices. The collaboration with our practical outlets is invaluable in that regard and a partnership which is truly beneficial on all levels. Through these synergies, we have further:

- Rescued over 30'000 kilos otherwise wasted food
- Created awareness and change in our students and community at large about food waste
- Fueled a numerous of impactful student 'PATE' assignments to e.g., produce own rescued soap "SOOP" and own HTH "Rescued Tomato Soup"
- Actively contributed to UN Sustainable Development goal number 12
- Launched the 1st edition of 'Rescued Food Market'
- Received an award for biggest contributor to the HTH community 2018
- Set up a nudging campaign to reduce own food and plastic waste with 25%-30%



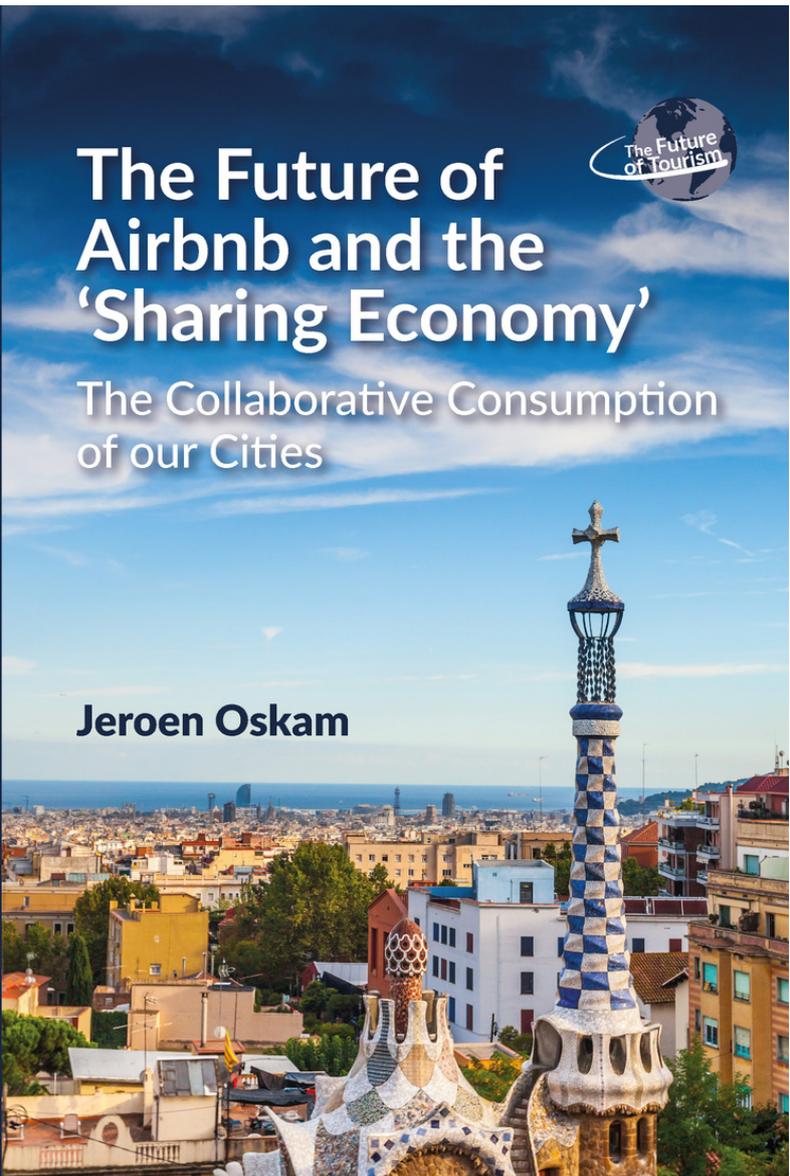
AIRBNB

Our research on Airbnb started in 2015, when “sharing accommodation” still seemed a marginal and relatively harmless phenomenon. Two scenario workshops were organized at the Amsterdam campus of Hotelschool The Hague, with the participation of external experts, HTH alumni, hotel and tourism professionals and researchers. Initially, the focus was on the experience innovation. But during the workshops we discovered that none of the researchers had any insight in the magnitude of the phenomenon: how many tourists were visiting Amsterdam through Airbnb? And then, when we got hold of the first ‘scraped’ data, we realized that Airbnb could potentially become something purely commercial.

Although this view is commonly accepted in 2018, it was extremely controversial in 2015, when “sharing” was still seen as an idealistic movement. One year later, we found 474% demand growth in one year in Amsterdam, and we saw Airbnb hosts expanding their offer. Cities around their world have since then struggled with overtourism and the impact of “sharing” on the housing market.

Together with Real Estate advisor Colliers international, Hotelschool The Hague publishes yearly city reports on Airbnb performance in most European cities. After several academic articles and publications in trade journals, our findings have now been collected in a book on The Future of Airbnb and the ‘Sharing Economy’.

More information: <http://www.colliers.com/en-gb/emea/research/airbnb>



The Future of Airbnb and the ‘Sharing Economy’

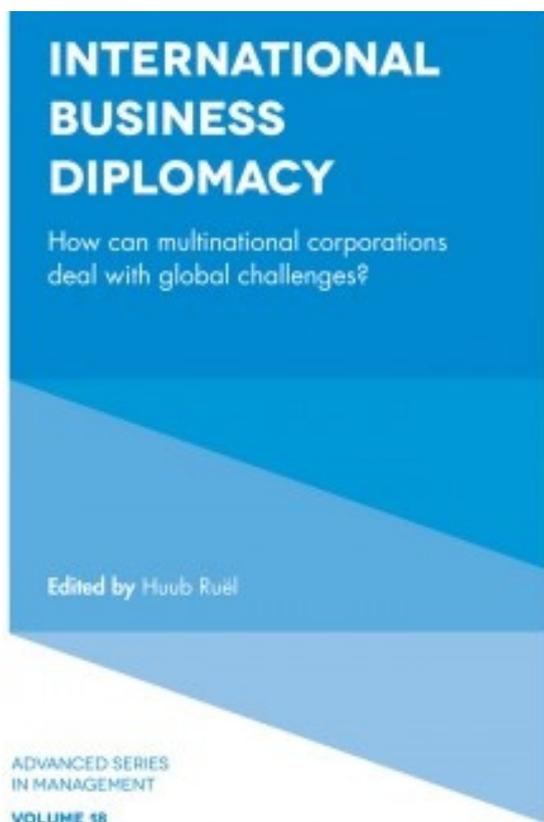
The Collaborative Consumption of our Cities

Jeroen Oskam



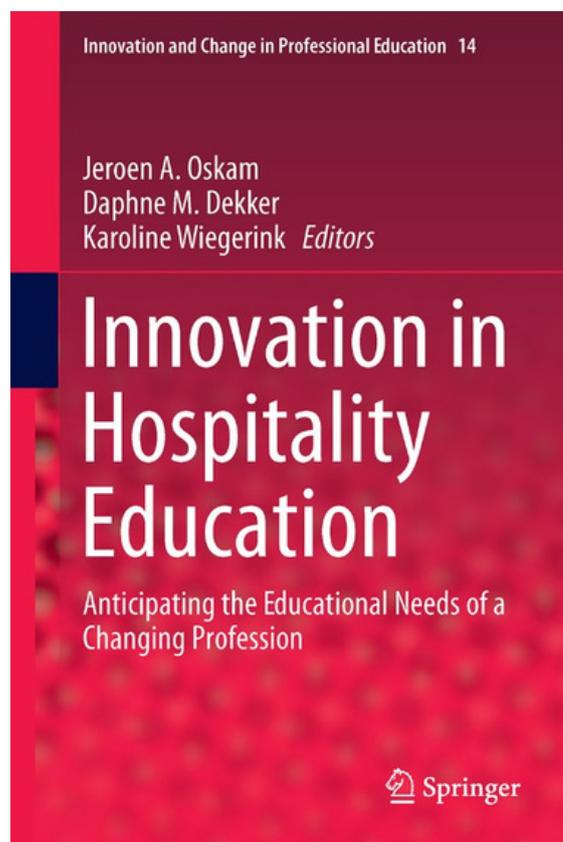
PUBLICATIONS

BOOKS



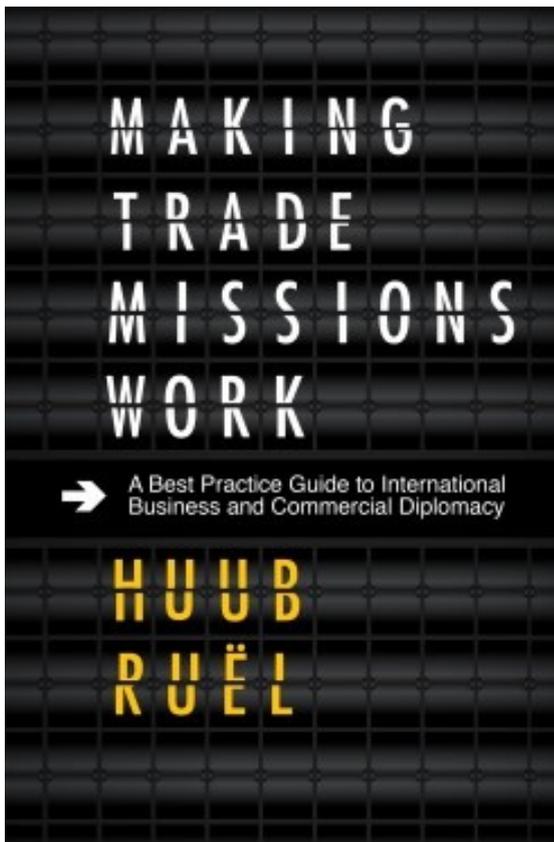
Huub Ruël, *International Business Diplomacy: How Can Multinational Corporations Deal with Global Challenges?* (Advanced Series in Management). Emerald Insight, 2017, ISBN-13: 978-1787430822
ISBN-10: 1787430820
<https://www.emeraldinsight.com/doi/book/10.1108/S1877-6361201718#>

Business diplomacy involves developing strategies for long-term, positive relationship building with governments, local communities, and interest groups, aiming to establish and sustain legitimacy and to mitigate the risks arising from all non-commercial or exogenous factors in the global business environment. Business diplomacy is different from lobbying or strategic political activity; it implies an (strategic / holistic) approach of an international business to look at itself as an actor in the international diplomatic arena. Representation, communication and negotiation are key in such an approach.



Jeroen Oskam, Daphne M. Dekker, Karoline Wiegerink (eds.), *Innovation in Hospitality Education. Anticipating the Educational Needs of a Changing Profession*, Springer, 2018, ISBN 978-3-319-61378-9
<https://www.springer.com/gp/book/9783319613789>

This book analyses the development of hospitality education from vocational to higher education, and discusses the positioning of hotel schools. It addresses questions such as: Should hospitality management become part of generic business education? Are the technical training programmes that have defined the identity of these schools a remnant of their vocational past, or have they contributed to the successful careers of many hospitality graduates? Topics discussed in the book are curriculum innovation, the theory of experimentation, the nature of hospitable behaviour, information technology, life-long learning and developments for future curricula. The book makes clear that the debate on the balance between theory and practice will not only define the future of hospitality management education, but can also be considered a relevant case study in other business disciplines.



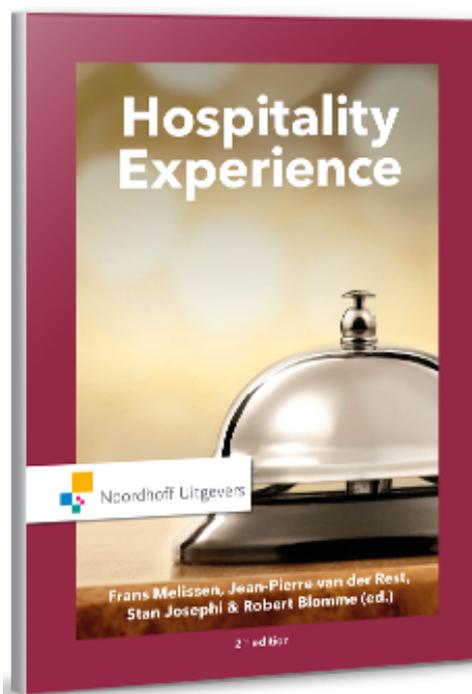
Huub Ruël, *Making Trade Missions Work: A Best Practice Guide to International Business and Commercial Diplomacy*. Emerald Insight, 2018, ISBN: 9781786354723
<https://books.emeraldinsight.com/page/detail/Making-Trade-Missions-Work/?k=9781786354723>

This book presents a clear view on commercial diplomacy and defines trade missions as a firm internationalization learning experience. It outlines that trade mission's preparation, programme, and follow up, are key to making trade missions work. This book presents a research informed three-staged model of a trade mission and presents in detail how a real life trade mission was organized along this model.



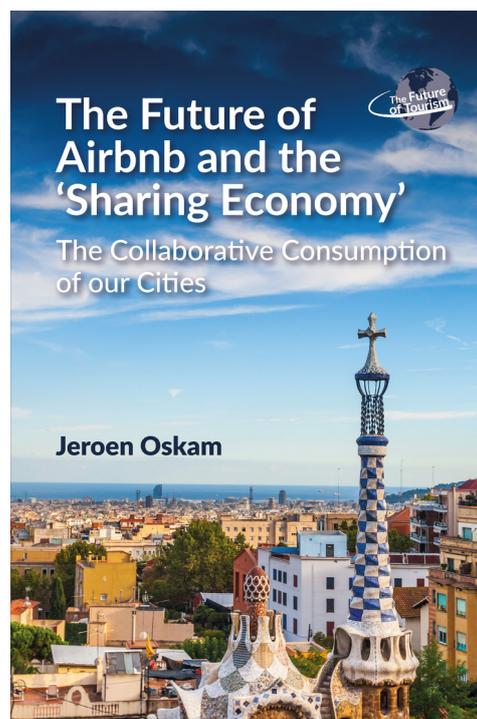
Research Centre Hotelschool The Hague, *Ondernemen in de restaurantsector. Het heden, verleden en toekomst van de Nederlandse gastronomie*. PS, 2018, ISBN: 9789082939606
<http://shop.uitgeverijps.nl/ondernemen-in-de-restaurantsector.html>

This book is aimed at restaurant entrepreneurs and investors; it gives an overview of recent research findings, in the Netherlands and internationally in order to professionalize management and investment decisions (in Dutch).



Frans Melissen, Jean-Pierre van der Rest, Stan Josephi, Rob Blomme, *Hospitality Experience*. Noordhoff, 2d edition, 2018. ISBN 9789001885786 <https://www.noordhoffuitgevers.nl/product/-/w ebshop/hoger-onderwijs/management-bedrijfskunde/hospitality-experience/9789001885786>

Hospitality Experience is an exciting introduction to Hospitality Management. It shows students how to create and manage unique hospitality experiences step-by-step. The second edition includes a new chapter on intercultural hospitality experiences and provides clear answers to the following questions: What is hospitality management? Who are the (future) players involved in it? How to design, deliver and manage the ultimate hospitality experience? This book started as an initiative by NHTV and Hotelschool The Hague; chapters by lecturers from the different Dutch hotel school, among them several HTH Research Centre members.



Jeroen Oskam, *The Future of Airbnb and the 'Sharing Economy'. The Collaborative Consumption of our Cities*. Channelview, 2019. ISBN: 9781845416720 <http://www.channelviewpublications.com/display.asp?k=9781845416720>

This book deconstructs the 'sharing' marketing narratives surrounding Airbnb and similar platforms. It provides a conceptual analysis of the 'sharing economy' and accommodation sector and furthers the ongoing discussion surrounding Airbnb and the social sustainability of city tourism. The volume analyses the touristification of neighbourhoods in the context of broader economic and ideological shifts, thus bridging the gap between academic and social debate. It presents four different city scenarios of potential future developments and evaluates the effects of different regulatory responses, giving readers an understanding of the forces and factors at work and envisioning the ultimate consequences of current developments. The book will appeal to students and researchers in tourism and hospitality studies, futures studies and urban planning, as well as to policymakers and strategists in the hospitality and tourism sectors.

ACADEMIC ARTICLES

Bondarouk, T., Ruel, H., Ter Harmsel, B. (2017). Video killed the f2f interview star: a mixed-method study into the effect of pre-recorded video interviews as a selection tool. In: Melo, P.M., Machado, C. (Eds.) *Management and technological challenges in the digital age*, CRC Press /Taylor & Francis, 2018.

This chapter focuses on a rapidly growing approach to e-selection that allows communication with applicants by using webcam technology, independently of time and place. Applicants use a webcam and a microphone to broadcast a video with the answers to programmed interview questions over the internet, while recruiters or other HR specialists can watch this video at any time and location. Several claims have been made to justify business cases to implement such a pre-selection tool. The main ones are that the use of such a pre-selection tool results in a reduction in the number of face-to-face interviews, cost and time savings, and a better qualified candidate pool. We explored the consequences of using pre-recorded video interviews in the selection process of job candidates by means of 18 semi-structured interviews with recruiters and HR experts followed by an experiment with recruiters to explain the interview results through observation of the pre-selection process. Results show that in most situations where video interviews were implemented, we observed an increase in the quality of applications. Further, recruiters seem to be able to make better decisions on whom to invite for face-to-face interviews based on the recorded video. As a result, in our sample, fewer face-to-face interviews had to be conducted to fill a vacancy.

Lombarts, A. (2018). The hospitality model revisited: Developing a hospitality model for today and tomorrow. *Hospitality & Society* 8(3), pp. 297-311.

The main purpose of this research note is to propose a revised version of Reuland, Choudry and Fagel's hospitality model; the original model took into account the tangible elements such as product and environment and the intangible elements such as behaviour (from both the managerial and the customer's perspective). The transaction was the actual interaction. The renewed and broadened interest in hospitality demands an updated and broadly applicable hospitality model. To adapt the hospitality model, the concept of hospitality was studied, along with contemporary societal developments of sustainable development (SD) and stakeholder relation management (SRM). The adaptation should meet the needs of present generations without compromising those of future generations. The complexity of today's networked world was also taken into account. This resulted in a revised model that builds on four sustainability pillars: economical, ecological, social and cultural. It proposes considering hospitality as an experience in which a myriad of stakeholders may interact, involving a variety of products and taking place in various contexts. The main limitation of this note is that this conceptual elaboration has yet to be proven in practice. Therefore, the note ends with suggestions for further research into the applicability of the model in other fields such as healthcare and city management.

Ruël, H., Bondarouk, T. (2018). The intersection between information technology and human resource management from a crossnational perspective: towards a research model. Chris Brewster, Wolfgang Mayrhofer and Elaine Farndale (eds.), *Handbook of Research on Comparative Human Resource Management*, 2d. edition, pp. 339–357.

This chapter develops a model for future comparative qualitative and quantitative e-HRM (human resource management) research in an international context, based on a constructivist view of the relationship between technology and organisations. The authors present a picture of what is known about e-HRM in different national contexts, and a discussion linked to the convergence/divergence debate.

Oskam, J., Van der Rest, J-P., Telkamp, B. (2018). What's mine is yours—but at what price? Dynamic pricing behavior as an indicator of Airbnb host professionalization. *Journal of Revenue & Pricing Management* 17(5), pp. 311-328.

This paper seeks to clarify the nature of the urban vacation rental business, in particular in relation to the so-called “Sharing Economy,” by analyzing the dynamic pricing behavior of Airbnb hosts in Amsterdam. It explores Airbnb’s host “professionalization,” building on the strategic management literature showing efficient pricing behavior to be the result of an acquired capability required to interpret complex and incomplete information. Through an analysis of 11,264,907 daily observations from 32,815 units, it finds that hosts who adjust their prices more frequently outperform others in RevPAR, ADR, and occupancy. Specifically, it finds that the number of properties per host (as an indicator of Airbnb professionalization) is positively associated with RevPAR, ADR, occupancy, and number of reviews through the number of negative price changes, respectively mean negative price change, and that this effect differs depending on the level of the number of positive price changes, respectively mean positive price change. Implications for social and academic perspectives on Airbnb as “Sharing,” and research on the externalities of urban vacation rentals are discussed.

OTHER PUBLICATIONS

- Wiegerink, K. (2017). De mens is de kracht van persoonlijk contact! Toch?, *Tijdschrift voor Marketing*, December.
- Ruël, H. (2018). Diplomats and social media”. *The Diplomat Magazine*, May 2018.
- Kobessen, G. (2018) “Hotelschool leert student onderzoeken. Transformatie vakschool naar kennisinstituut”, Interview with Jeroen Oskam, *Misset Hotel*, 11 mei 2018, pp. 36-38
- Ruël, H. (2018) Van ad-hoc-oplossingen naar strategisch human resourcesmanagement, *Misset Horeca*, 31 August 2018, pp. 22-25
- Lim, A. (2018), Blockchainhype biedt kansen voor hotelsector. *Misset Hotel*, 7 december 2018, pp. 16-19.
- Lombarts, A. (2018) “Hotelschool en ziekenhuizen onderzoeken gastvrijheid”, *Hospitality Management*, 17 July 2018 .
- Lombarts, A. (2018). QuoteFirst: Angelique Lombarts (Hotelschool The Hague, *Customer First*, 30 August 2018
- Lombarts, A. (2018) ” Snel beter in gastvrij ziekenhuis”, *Gooi en Eemlander*, 25 August 2018
- Lombarts, A. (2018) “Hoe gastvrij is het ziekenhuis?”, *AD*, 26 August 2018.



ARTICLE CONTRIBUTORS



Jeroen Oskam

Director Hospitality
Research Centre



David Brannon

Lecturer in
Organisational Behaviour
and Leadership



Angelique Lombarts

Professor of Hospitality,
Happiness and Care



Huub Ruël

Professor of International
Hospitality Business and
Global Talent
Management Innovation



Karoline Wiegerink

Professor of City
Hospitality & City
Marketing



Jan Huizing

Research Fellow in City
Hospitality & City
Marketing



Boukje de Boer

Lecturer in Professional
Development



Arjan van Rheede

Senior Research Fellow in
Research Methodology



Andrew Lim

Professor of
Technopreneurship and
Innovation in Hospitality



**Anna de Visser-
Amundson**

Research Fellow in
Consumer Choice
Behaviour