



**HOTELSCHOOL  
THE HAGUE**  
*Hospitality Business School*

# Yearly overview

Hotelschool The Hague  
Hospitality Research Centre

2021

## **Hospitality Research Centre Yearly Overview**

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# 1. Introduction

This is already the fourth Yearly Overview in which the members of the Research Centre share some highlights of the past year with the community of Hotelschool The Hague students, faculty, alumni and industry contacts. Research at our school has seen a steady growth. This growth reflects not only a general trend in Dutch higher education, but also a strategic choice of HTH to become a provider of new insights to hospitality professionals. With this choice, we seek to contribute to our school's strategic goals: strengthening its international reputation and ranking, serving the UN Sustainable Development Goals and building the HTH Community.

The second omnipresent factor this year has, again, been the Covid pandemic. In our scenario research on this topic, we cautioned against a too optimistic confidence in a swift recovery. For the activities of the Research Centre, the pandemic and lockdowns have had more limited effects than for other departments at Hotelschool The Hague. But the impact on our industry has led to many new questions and uncertainties we are trying to address. As we hope to show in these pages, it is our ambition to be a knowledge partner for the hospitality and professionals in finding solutions for the re-start: how to avoid the unsustainable excesses of the past, how to adjust our offer to the new circumstances, how to be attractive as an employer and how to prepare students and practitioners as 'field problem solvers', able to deal with emerging new situations and issues.



## 2. Research Café

In November, the Research Centre launched a new initiative to share outcomes and findings with practitioners and students. The *Research Cafés* are informal meetings, organised once per quarter, for those who are interested in developments in hospitality research. With a drink, a bite and networking opportunities, selected research highlights are discussed; besides, other research is presented and explained in poster presentations.

At the first Research Café (early November, Amsterdam), Arjan van Rheede presented the latest results on Circularity in Hotels: Since 2017, Hotelschool The Hague has been a partner in de Koplopersgroep (Front runners group), an initiative by the Municipality of Amsterdam to explore the implementation of circularity measures in the Amsterdam hotel sector. Arjan Van Rheede discussed the main findings, issues and dilemmas encountered in these research projects.

David Brannon spoke about Sustainable Talent Management: Talent shortages have been a chronic concern for hotels and restaurants in many countries around the world. David Brannon works on sustainable approaches to talent management, with the objective of improving the long-term attractiveness of this sector as an employer. As he argues, this will require collaborative initiatives as opposed to the the traditional single company perspective.

We look forward to the second edition of the Research Café, 1 February 2022 in The Hague.



# 3. Erasmus+ Capacity Building Project: IN2FOOD

The 'IN2FOOD' project, officially titled "Resolving A Societal Challenge: Interdisciplinary Approach Towards Fostering Collaborative Innovation in Food Waste Management" started in February 2021. It is an Erasmus + Capacity Building grant that HTH won together with a consortium of 8 universities: 5 Indonesian Universities (Universitas Katolik Parahyangan, UNPAR; Universitas Bina Nusantara, BINUS; Universitas Prasetiya Mulya, UPM; Universitas Ma Chung, UMC and Universitas Pembangunan Jaya, UPJ) and 3 European Universities (Hotelschool The Hague, The Netherlands; Ghent University, Belgium; Tampere University, Finland). The project aims to ensure that Indonesian partner universities have the capabilities to deal with societal challenges in Indonesia through education and research promoting interdisciplinary and collaborative innovation in food waste management. We aim to achieve this through building a network of collaboration and facilitating transfer of knowledge and best practices between EU partners and Indonesia.



## Food Waste to Finish (FWTF) Trends and Developments

**Combat Food Waste with Solutive and Innovative Ideas!**



**Joost de Vos**  
Executive Chef  
Hotelschool The Hague



**Anna de Visser-Amundson**  
Lecturer and Research Fellow  
Hotelschool The Hague

Guest Lecture with Hotelschool The Hague,  
Netherland Europe

**15.00-17.00 WIB**  
**SEPTEMBER, 28<sup>TH</sup> 2021**

**REGISTRATION LINK** [bit.ly/in2foodSTEM](https://bit.ly/in2foodSTEM)

**HOSTED BY DIGITAL BUSINESS TECHNOLOGY STEM**

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[stemprasetiyamulya](https://www.instagram.com/stemprasetiyamulya) [stem.prasetiyamulya.ac.id](https://www.stem.prasetiyamulya.ac.id) [STEM Prasetiya Mulya](https://www.youtube.com/STEMPrasetiyaMulya)

In doing so, Conny Valk and Anna de Visser-Amundson have delivered benchmark sessions and curriculum development lectures and workshops to help our fellow Indonesian lecturers to modernize their courses such that they build 21<sup>st</sup> century skills and contribute to resolving societal challenges. Joost de Vos and Anna de Visser-Amundson have provided an online lecture on "Food Waste Trends and Developments" for 500 Indonesian students and instructors as well as a smaller interactive workshop of 50 Indonesian students. In the workshop, the students presented Indonesian food waste problems in different contexts (e.g., at the wet market) and possible solutions. An extra treat for the students was that Joost had arranged the internationally acclaimed Indonesian chef, Petty Pandean Elliott, to join the session and help us to provide feedback to the students. It was a great success!

One of the concrete objectives of the IN2FOOD is to develop and organize inter-university interdisciplinary co-curricular activities across all partner universities dealing with food waste management in Indonesia by January 2023; this part of the project is the main responsibility of Hotelschool The Hague. We will do so by organizing an international summer school in Bandung in August 2022 and an international student competition in January 2023. The planning for the summer school is in full swing with Anna, Joost and Conny in the lead. Building on our own internal assignment for our Managing an Outlet (MO) students titled 'food Waste To Finish' (fWTF), we aim to deliver an inspiring, innovative and change making experience for the summer school participants. We embrace the expertise of each partner university yet view the world as our class room where we send the student teams out in Bandung to discover food waste challenges. On that basis also trigger them to think of immediate solutions (i.e., 'what can we do today?'), longer-term interventions, system changes and contribute to building a [fWTF community](#).

## 4. Robotics

In 2022, guests and hotel employees can take part in experiments with robots, executed by Hotelschool The Hague, TU Delft and Robohouse. Experiments will be conducted in the Skotel and F&B outlets. The experiments revolve around the interaction between people and robots.

Robots are already being used in several hotels. There are robots to deliver meals to guests, robots to vacuum hotel rooms, to welcome guests and to prepare meals.

But there is also doubt about the benefits of robotics. "It is often unclear what is gained by implementing these types of robots", said Klaas Koerten, robotics researcher at Hotelschool The Hague. "Robots are often used as a gimmick, to draw attention."



## A serious solution for current challenges

In both the engineering world as well as the hospitality industry, however, people feel that robots can offer a real solution to current challenges, but only if the technology is there to serve the guests and the employees. Because of this Hotelschool The Hague, the TU Delft and Robohouse will join hands to research the applications of robotics in the hospitality together.

“Our initiative arose from enthusiasm about the possibilities, but also from the cliché-like use of robotics in hospitality”, says Jeroen Oskam, director of the Research Centre of the Hotelschool The Hague. “We need to start conducting our own research on robotics instead of just looking at what other people do, or we will fall behind.”

## Letting robots contribute to better jobs

The hospitality industry is dealing with challenges like shortages in personnel, Covid restrictions and delivering constant quality. “In hospitality, there is no shortage in personnel, but a shortage in good jobs”, says Jaimy Siebel, managing director at Robohouse. “If we help to make jobs enjoyable, people will get enthusiastic about these jobs.” It is our mission to let robotics contribute to better jobs.

## How do guests experience contact with robots

To improve the experience and working conditions in hotels and restaurants, the partners will conduct experiments in different aspects of the industry. They will look at the front-end, robots that interact with guests as well as the back-end, robots interacting solely with employees, for example as a part of an intelligent refrigeration system.

David Abbink, Professor human-robot interaction at the TU Delft says: “The question will always be: How do our guests and employees experience the cooperation with robots? And what kind of improvement does a robot bring, looking at quality and speed?”

# 5. The changing role of DMOs: creating welcoming destinations

Karoline Wiegerink (Lector City Hospitality) and Jan Huizing worked in 2021 with a team of so-called hospitality makers from DMOs affiliated with Destination Netherlands (Kennisnetwerk Destinatie Nederland) on a toolkit for creating and sustaining welcoming destinations. The outcomes of this project have been published in English and Dutch,<sup>1</sup> and were presented by the Hotelschool The Hague researchers to the European Cities Marketing Knowledge Group TIC on 2 December 2021.

A welcoming destination is a place where visitors feel appreciated, residents enjoy living, and businesses can grow and flourish. Hospitality is a growing priority for many cities and regions. Increasingly, it has become a matter of balancing a wide variety of issues concerning living, working, and recreation. Truly welcoming places are the product of team work between all parties: valuable visitors, inclusive residents, and involved businesses.



<sup>1</sup> <https://issuu.com/kennisnetwerkdestinatienederland>.

# Perspective 2030: Hospitality throughout the Netherlands

By definition, DMOs are all about hospitality – they are not just responsible for stimulating the visitor economy, but also, and most importantly, for providing a warm welcome to multiple stakeholders of the destination. As the playing field changes, DMOs will also need to change the way they fulfil this role. But no matter what, they will continue promoting welcoming destinations to potential visitors and ensuring they are met with a warm welcome. In 'Perspective 2030', the Netherlands Board of Tourism & Conventions outlines its goal of making all of the Netherlands an attractive, welcoming destination. This offers a wonderful opportunity for DMOs to play a crucial role.

## The changing roles of DMOs and Hospitality

The publication entitled 'The changing role of the DMO' addresses an important point when it comes to developing hospitality: 'Drive the development of hospitality at the destination – not only at your DMO's own touchpoints, but also in cooperation with businesses, local government, residents, and cultural institutions.' Encouraging and promoting hospitality among all stakeholders is a role that is well suited to DMOs, thanks to their position and influence. In order to ensure a well-balanced hospitality experience for visitors, residents and businesses, the DMO can function as a linchpin, helping to drive the development of inclusive, welcoming communities.



# Seven building blocks of welcoming communities

**In the guide outlines seven crucial building blocks for developing welcoming communities:**

1. Add value, as DMO, as hospitality expert, as driver, connector, coordinator, and facilitator for partners and as initiator, visionary, concept developer, and strategist from within the community.
2. Create awareness about the value of hospitality.
3. Know your stakeholders: visitors, residents, businesses.
4. Set priorities: where can you create the most value?
5. Implement an appealing hospitality programme.
6. Connect: get involved in building and maintaining welcoming communities.
7. Use the Dashboard to celebrate successes and share progress



## 6. Talent shortages

*“Covid merely exposed cracks in the industry, like receding snow reveals cracks in the pavement. The question is whether we repair the cracks or await fresh snow to once more cover them.”*

Like many industries, the hospitality industry revved up its engines following the Covid 19 lock down. Unlike many other industries, it experienced a stuttering start due to exponential industry talent shortages. Although sourcing talent has historically proven challenging for its people intensive operations, its post Covid scenario has escalated the issue. While many other organizations limped through the past 18 months on-line, the global hospitality laid off swathes of operational and managerial staff as it closed down. Hence, the industry could not simply open its doors but must hire and train legions of replacements. Especially as many former hospitality workers found lucrative employment alternatives with improved working condition resulting from their upskilling following their dismissals. Truthfully though Covid did not necessarily create fresh challenges but simply escalated issues the industry faced before the lock down.

Fortunately, the Luxury Hotels of Amsterdam grasped this opportunity together with the Research Center to repair the pavement. David Brannon led this initiative following several calls from the industry seeking support improving their employer value proposition. Based on his postdoctoral research focusing on attraction and retention of early career professionals in the hospitality industry, he argued for radically changing talent management from an organizational to an ecological approach. Noting especially hospitality graduates, but society at large, hold a negative impression regarding the industry at large as opposed towards any single employer. Accordingly, for hospitality employers to continue investing in their own practices without addressing the wider industry would prove fruitless. Instead, a collective action was initiated to improve not only their individual image but distinguish the Luxury Hotels of Amsterdam from the wider industry.

Since then, David Brannon has teamed up with Xander Lub, Hogeschool Utrecht, and Pascale Peters, Nyenrode Business University to research a sustainable talent management framework. Together with the Luxury Hotels of Amsterdam, the Research Center and the Future of Work minor, several proposals have been implemented to strengthen the HR Learning Community. Today students from the Future of Work immerse themselves in diverse Work-related concerns for their essay. Subsequently they have a glimpse behind the curtain by a partner hotel hosting a corporate L&D workshop. Then they partake in an industry HR networking lunch before closing with a co-creation workshop on improving the industry employer image. They round off the minor rounds off with some students consulting the industry on their solution design which carries over into their theses. Collectively the journey has started but there is a long way to go before the project achieves its desired destination.

# 7. Research Symposium

In 2019 Hotelschool The Hague organised its first International Research Symposium, with the title "Hospitable futures: Preparing talents and understanding the technology to create meaningful encounters". The objective of this initiative was to create a platform to discuss research findings with practitioners and to involve faculty and students in this debate. A second objective was to facilitate a productive debate leading to useful feedback on conference papers, a feature that was found sometimes missing at large scale international conferences.

The second edition ("Hospitality Innovation: Ethical Issues and Challenges") coincided with the start of the Covid crisis and had to be cancelled; instead, the Research Centre has prepared a publication in this topic that is due in 2022.

With the Covid pandemic still ongoing, in 2021 it was urgent to discuss the state of the industry, on the one hand, but also impossible to organise a live meeting, on the other. On April 15-16, 2021 the second edition of the symposium was hosted online. Instead of keynotes, 4 combined interviews with industry leaders and academics discussed the central topics of the conference. The first discussion welcomed Petra de Ruyter (Transavia) and Brian King (The Hong Kong Polytechnic University) to discuss the future of travel, and how they envision the re-opening of tourism and the lessons to be learnt from the Asian experience.

**2<sup>ND</sup> INTERNATIONAL RESEARCH SYMPOSIUM**

## Business resilience in hospitality

15-16 April 2021

**HOTELSCHOOL THE HAGUE**  
*Hospitality Business School*

**2 days - 8 speakers - Q&A sessions**  
**Top Hospitality Journals: Editors' session**  
[hotelschool.nl/research](https://hotelschool.nl/research)

**Speakers:**

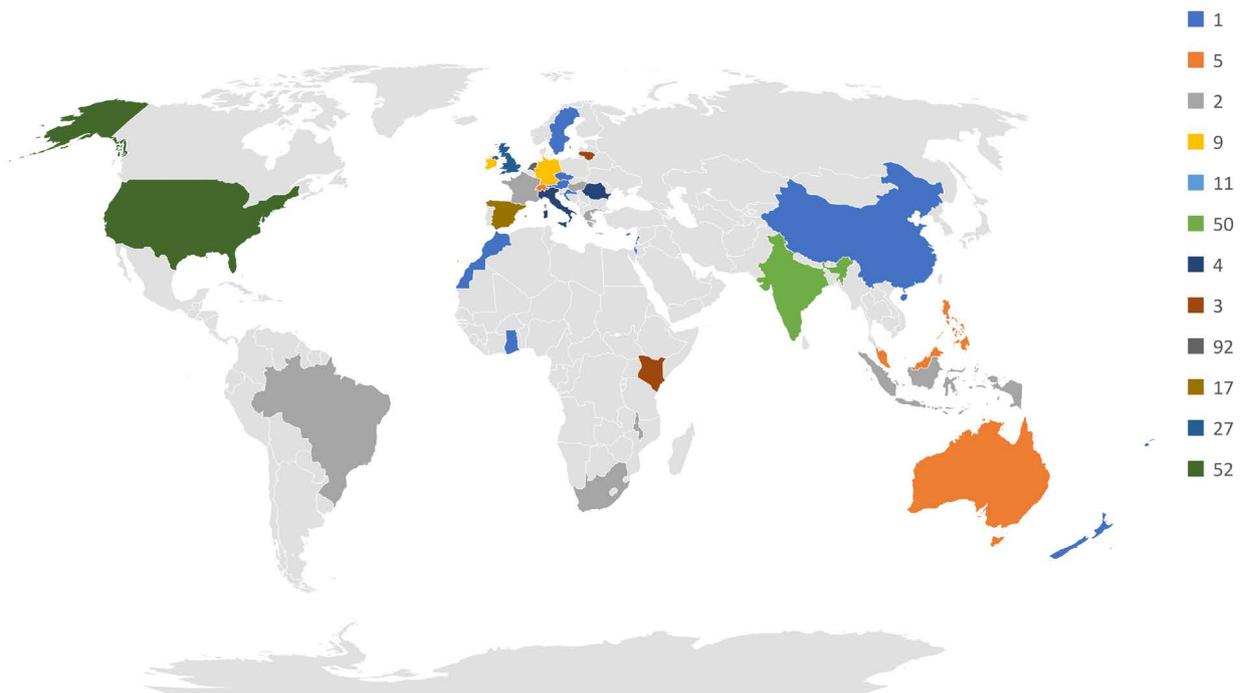
- Dimitrios Buhalis, Bournemouth University Business School
- Petra de Ruyter, Transavia
- Tom Baum, University of Strathclyde
- Tim Davis, PACE Dimensions
- Bernardo Cabot, Meliá Hotels International
- Brian King, The Hong Kong Polytechnic University
- Caro van Eekelen, Future proof transformations
- Jeroen Oskam, Hotelschool The Hague

In the second session, Tim Davis (PACE Dimensions) and Jeroen Oskam (Hotelschool The Hague) discussed the most likely scenarios out of this crisis. Then, Dimitrios Buhalis (Bournemouth University) and Bernardo Cabot (Meliá Hotels International) explained how China is recovering from the pandemic, from the point of view of the hospitality industry. The fourth session was about the future of the hospitality profession, with the perspectives of Tom Baum (University of Strathclyde) and Caro Eekelen, as the crisis will probably change the way we work for years to come. Finally, the editors' session brought together a panel of editors of *Cornell Hospitality Quarterly*, *Hospitality and Society*, the *International Journal of Contemporary Hospitality Management*, the *Journal of Hospitality and Tourism Research* and *Tourism Review*.

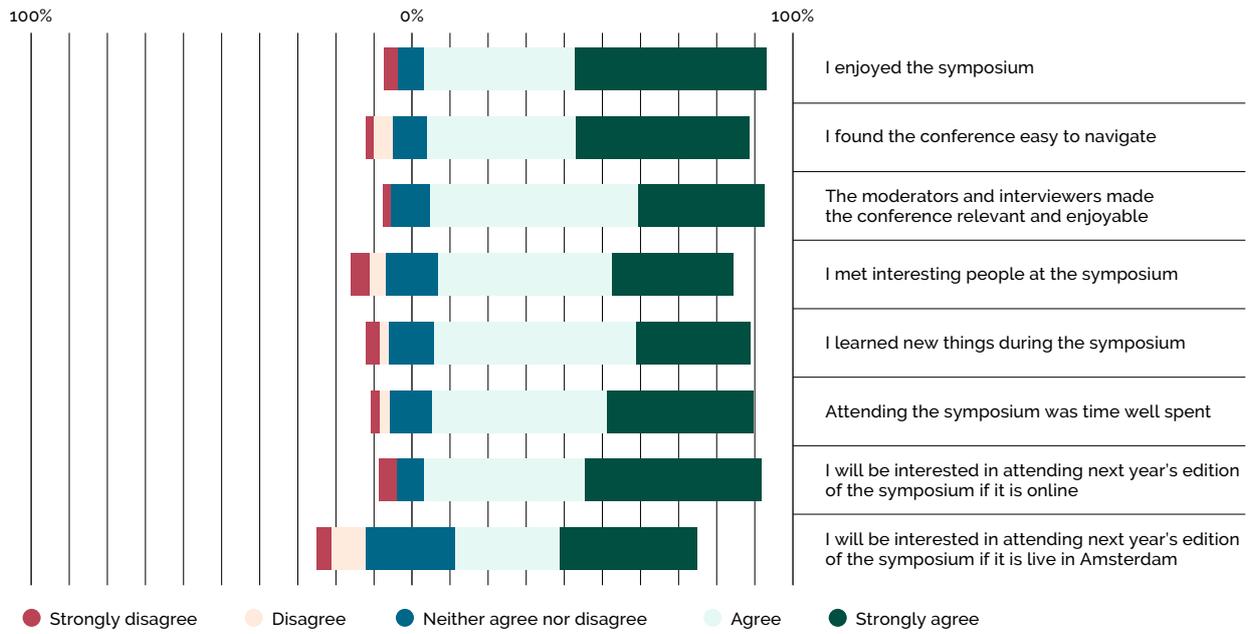
The programme also included 11 paper presentations and a journal editors' session. The symposium had 340 registered attendees from all around the world. The keynote interviews are available at <https://www.hotelschool.nl/blog/research/international-research-symposium-business-resilience>.

The next edition of the International Research Symposium is planned for 9-10 June 2022, on the topic of 'Impact'.

Conference attendees 2021



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International Research Symposia

# 8. Comenius and HTH Labs – an update

## 8.1 Research education

The exponential growth of international travel between 1970 and 2020, globalization and the growing importance of China, or the emergence of Online Travel Agents are only a few examples of the changes that have affected the hotel industry in recent decades. Ever more, hotel school graduates will enter a professional future in which they cannot just apply the knowledge they acquired in four years of study; instead, they must be prepared for professional issues we know of, but also for challenges we cannot anticipate yet. In other words, future hotel school graduates should not only be good managers; they should also be trained as 'field problem solvers'.

In 2018, Hotelschool The Hague started an ambitious project to renew its educational programmes around the importance of inquisitive skills and field problem solving. Financed by a Comenius Leadership Grant, awarded by the Dutch Ministry of Education, Culture and Science, Design Oriented Research was introduced as a guiding principle for education at Hotelschool The Hague.

The goal of these reforms is therefore to provide the hospitality industry with leaders who are able to navigate successfully in new professional realities. At the same time, higher education has embraced the urgency to contribute not only to industry but also to society at large in meaningful ways: Hotelschool The Hague has included the UN Sustainable Development Goals in its strategy. These changes have led to an increasing focus on training 'human skills', such as collaboration, critical thinking, creativity and communication.

These principles are gradually becoming visible in the new curricula. The first elements to be fully renewed were the fourth year courses of the Bachelor programme. The Design Based Research (DBR) course was first taught in the fall of 2020. In this course students learn about the principles of DBR and the practices underlying Evidence Based Management by means of an online learning tool. These principles are then applied in student graduation work as part of Launching My Career (LYCar), and since 2021, in the new minors.

The next step, to be completed in the coming period, is the integration of these research skills throughout the four years of the Bachelor programme. Starting in the first year, students will be trained to critically assess the multiple aspects and diverging interests in emerging professional issues, described as a 'problem mess'. They thus analyse complex hospitality problems in order to develop practical answers and solutions to emerging professional issues.

Research is integrated in the Bachelor course as follows:

Year	A	B	C	D	
4	Minor	Minor (15)	LYCar	LYCar (30)	Y4: Entire DBR cycle-individual based
	Individual research	Individual research (15)			
3	MO leadership (9)	MO leadership (6)	Business Development Analysis (13)	Business Development Solutions (13)	Y3: Entire DBR cycle-team based
	MO research lab (6)	MO research lab (9)		Study trip (2)	
			EQ/AQ skills	EQ/AQ skills (2)	
2	Practical placement	Practical placement (30)	Entrepreneurial plan (6)	Entrepreneurial plan (6)	
			Extended Finance (5)	Revenue management (5)	
			Data analysis (3)	Project management (3)	Y2: Evidence based management
			EQ/AQ skills (1)	EQ/AQ skills (1)	
1	PE outlet (9)	PE outlet (6)	Finance (5)	Marketing (5)	
	Operations (5)	Leadership (4)	HR/Culture (5)	Data analysis (5)	Y1: Fundamentals of DBR
	EQ/AQ skills (1)	EQ/AQ skills (1)	EQ/AQ skills (1)	EQ/AQ skills (1)	
	English (1)	English (1)	English (2)	English (2)	
	2nd language (1)	2nd language (1)	2nd language (2)	2nd language (2)	

## 8.2 Minors

Hotelschool the Hague distinguishes itself as a thought leader by sustaining a healthy learning community through collaborating with all stakeholders. Accordingly, equal emphasis is placed on supporting students perform robust research, a trait appreciated by our industry partners when choosing students to conduct research. While traditionally students have explored many diverse topics based on their own interest and their placement company's needs, this led to a scatter gun outcome with limited research focus. Accordingly, instead of building on previous research this commonly meant reinventing the wheel with each subsequent study.

In the fourth year of the Bachelor programme, minors have been introduced as a way to introduce more consistency in the work conducted by students in their final year: the Future of Food, the Future of Business, the Future of Work and the Future of Guest Experience. Since the minors are seen as a pre-LYCar preparation phase, student research has been further enhanced.

In the Future of Work, students are immersed for 5 weeks within wide ranging topics in preparation for writing their essay. From this learning they then design a solution to a concern introduced by a commissioner; for example, the Luxury Hotels of Amsterdam request guidance improving their employer brand. Subsequently some exemplary students have continued researching their solutions for their research client, Luxury Hotels, under supervision of David Brannon. Moving forward, Luxury Hotels of Amsterdam will remain closely tied with Future of Work, forming a rich learning community where students can build on each other's solution with immediate industry impact while assuring rigorous research

As of this year a fourth minor has been launched, the Future of Guest Experience. In this minor, students are introduced, inspired and engaged around the landscape of Guest Experience and invited to think along what the future directions entail. Like in the other minors, the journey involves delivery of an essay and a solution portfolio regarding a commissioner's challenge. The first edition has not only been successful based on student evaluations, commissioner reflections and core team learnings. It resulted in students truly defining their next steps in their LYCar journey. A few students have a confirmed placement organized with the commissioner of the first Future of Guest Experience edition, and a large number of students will continue their LYCar research in the same direction. Here they are focusing on the link between guest experiences and city hospitality from different perspectives, where they are also introduced to potential real-life partners inviting them to embark on an experimental research journey. These outcomes showcase relevance of the minor and further deepening the research projects around Guest Experience and City Hospitality.



## 8.3 Master Leading Hotel Transformation

The new Master 'Leading Hotel Transformation' is built around the principles of Design Based Research and Field Problem Solving, although naturally the issues and problems discussed in this programme show a higher level of complexity. Thus, this MA programme must prepare students to lead the way in tackling the challenges and opportunities facing the international hotel industry today and in the future.

The Research Centre faculty have been involved in the development of the new programme, and lecture on their topics in the different modules. The programme is structured as follows:

Leading Hotel Transformation			
Block 1 - Developments	Block 2 - Business	Block 3 - Transformation	Block 4 - Integration
10 weeks	10 weeks	10 weeks	10 weeks
<p><b>Strategic Foresight (5 EC)</b> The aim of this course is to introduce strategic planning in the context of a volatile external environment. During this course you will become acquainted with Futures Thinking and Strategic Foresight.</p>	<p><b>Innovation and Culture in Hotels (5 EC)</b> This course explores the principles, theories and tools needed to create an innovative corporate eco-system for accelerating. You will work with a real-life case company from the hotel industry and will be challenged to think and innovate the corporate eco-system to propose/shape a more agile and lean approach to innovation.</p>	<p><b>Transformation of the Hotel (6 EC, 168 hr)</b> The aim of this course is to discover and apply approaches and methodologies to transform an organisation and in particular hospitality organisations. You will become acquainted with why hotels are transforming their business (models), how this changes working approaches, organisational structure and employee competencies, what approaches can be pursued to transform the hotel and how to manage and lead the transformation.</p>	<p><b>Final Thesis (15 EC)</b> All acquired knowledge and skills culminate in the final part of the programme, in which you conduct research in one of the areas covered by the programme.</p>
<p><b>Digital Developments for the Hotel Industry (6 EC)</b> The aim of this course is to discover and discuss the potential impact of technological innovations that occur in within the larger hospitality industry and how to best integrate these innovations into the hotel industry.</p>	<p><b>Circular Thinking in the Hotel Ecosystem (6 EC)</b> The aim of this course is to master the concept of triple bottom line thinking in the hotel ecosystem, with a specific focus on circularity from both an academic but also an industry perspective.</p>	<p><b>Guest Experience in the Hotel Industry (5 EC)</b> This course focuses on Technology entering the hospitality industry at a staggering pace. Designing and managing (technology enhanced) valuable guest experiences, is about a perfect combination of high tech and high touch, leading to engagement and loyalty. Based on a vision, (data-driven) guest insights and a guest centric DNA. This is what this course is all about.</p>	
<p><b>Sustainable Leadership in the Hotel Ecosystem (2 EC)</b> In this course a number of these different hospitality models will be reviewed, and their usability will be discussed and defined. You will subsequently zoom in on a specific part of these models, i.e. the external stakeholders.</p>	<p><b>Sustainable Leadership of Internal Stakeholders (2 EC)</b> In order to adequately manage hotels' internal stakeholders, this course raises awareness on 'pressing issues', in sustainable human resource management and provides an informed opinion on human resource management in the hospitality industry.</p>	<p><b>Writing your thesis (2 EC)</b> Building on the knowledge and activities in the Design Based Research course, this course concentrates on the reporting process and products of the research.</p>	
<p><b>Design Based Research (DOResearch) (1 EC)</b> This course will introduce you to the principles of Design Based. This course functions as a building block in working towards the final thesis, at the end of the programme.</p>	<p><b>Design Based Research (DOResearch) (1 EC)</b> This course will introduce you to the principles of Design Based. This course functions as a building block in working towards the final thesis, at the end of the programme.</p>	<p><b>Design Based Research (DOResearch) (1 EC)</b> This course will introduce you to the principles of Design Based. This course functions as a building block in working towards the final thesis, at the end of the programme.</p>	
<p><b>Personal Leadership (1 EC)</b> During this course you will become acquainted with influencing factors and biases that play a role in a managerial decision-making process. The courses focuses on the development of self-awareness as a leader and managerial decision-making skills in uncertain situations.</p>	<p><b>Personal Leadership (1 EC)</b> During this course you will become acquainted with influencing factors and biases that play a role in a managerial decision-making process. The courses focuses on the development of self-awareness as a leader and managerial decision-making skills in uncertain situations.</p>	<p><b>Personal Leadership (1 EC)</b> During this course you will become acquainted with influencing factors and biases that play a role in a managerial decision-making process. The courses focuses on the development of self-awareness as a leader and managerial decision-making skills in uncertain situations.</p>	

## 8.4 MBA Extra Curricular Course

The impact of city tourism on tourist experiences and resident perceptions is becoming a pressing issue.

An integrating concept for enhancing the quality of tourist experiences while creating more concern for others, is socio-cognitive mindfulness. This provides insightful opportunities for student research projects; hence the first edition of the MBA Extra Curricular Course Reinventing City Tourism has taken place in June 2021.

The purpose of the course is to introduce students to the concept of socio-cognitive mindfulness in a city tourism context and encourage them to conduct an exploratory research project. By means of this project students will apply the construct of socio-cognitive mindfulness to understand tourist experiences better.

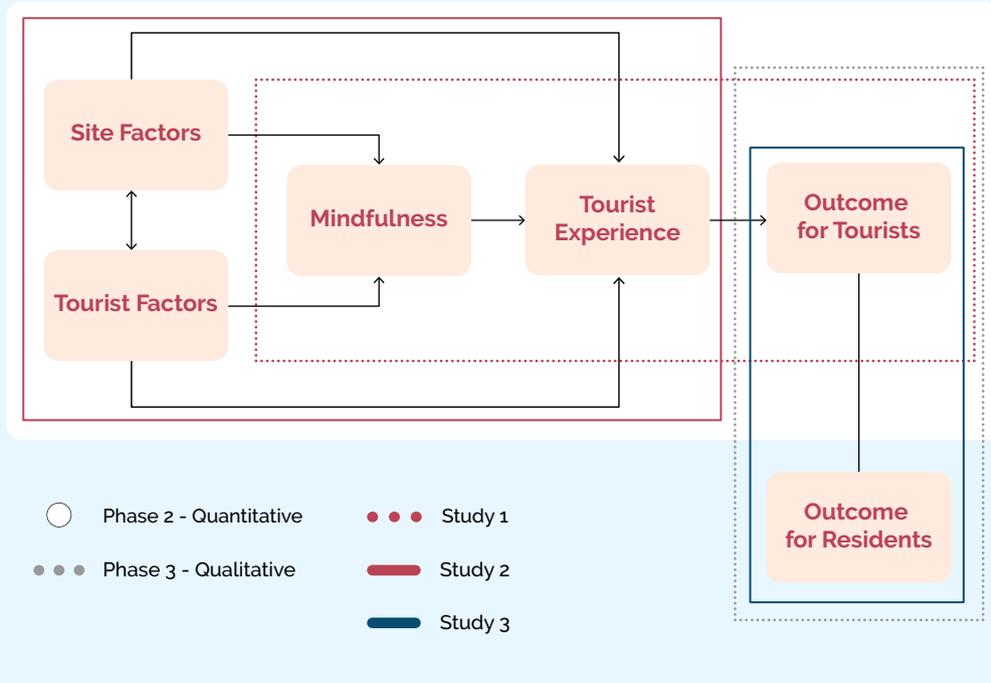
A conceptual model (see figure 1) is introduced, inviting students to take their own perspective on the application of the model in a city (Amsterdam) context.

At the end of the course the students are familiar with specific content and research (i.e. interventions, experiments), knowledge that they can apply to understand how to create present their findings to multiple stakeholders. The course design, execution and monitoring lays with the Course Team; Prof. Ed Peelen (UvA), Karoline Wiegerink and Yasemin Oruc (HTH) with as final client amsterdam & partners. To test a few relevant interventions collaboration is established with Reinvent Tourism Collective.

After successful completion of the first edition the course team has been invited for a second edition in June 2022.



Conceptual Model (draft)  
**Reinventing City Tourism: a socio-cognitive mindfulness approach**  
**Explanatory Mixed-Method Approach**



Conceptual Model - Y.Oruc (2021)

## 8.5 Experimental research in the outlets

Hotelschool The Hague is proud of its strong industry relations and prioritises the relevance of its education for the hospitality professions. Practical education is an essential and valued part of its Bachelor programme. Not only does it provide students with insights in operations and with a foundation for their professional socialisation; it has shown to be an excellent context in which students can develop their inquisitive skills, e.g. by designing and testing operational improvements. In 2020, Hotelschool The Hague received 'Impuls' funding to maintain its research capacity during the Covid crisis. This funding gave us the opportunity to sustainably develop the potential of this practical context by creating the 'Hotelschool The Hague Labs' as an activity that takes place in the practical outlets (hotels and restaurants) operated by the school.

The Hotelschool The Hague Labs must become:

- An experimental space where our design-oriented approach to running a successful hospitality operation is fully integrated and failing is part of the success.
- An educational space where knowledge is built, shared and disseminated contributing to HTH thought leadership and learning communities
- An innovative space where researchers and students conduct ground-breaking research that contributes to the school's reputation for relevant research.
- An inspirational space where experiments are run in a natural setting which contribute to better students, better business, and a better society.
- A collaborative space where researchers and students (internal and external) work together with organisations, companies and policy makers to contribute to "hospitable futures".
- An innovative space where researchers and students conduct ground-breaking research that contributes to the school's reputation for relevant research. An inspirational space where experiments are run in a natural setting which contribute to better students, better business, and a better society.

With this development, Hotelschool The Hague follows the pleas for a methodological diversification that have been voiced in the academic community. The editors of the *Journal of Sustainable Tourism* observe that they have had "an abundance of quantitative surveys, qualitative interviews, secondary data analysis and literature review papers"<sup>2</sup>, an observation that in general is true for hospitality and tourism research, and that would make a case for such this diversification. Different international authors have underscored the usefulness of field experiments as findings on human behaviour can be taken at face value rather than relying on extrapolations from findings in a different setting. "Properly executed experiments using actual behaviour of real stakeholders as a dependent variable add to conclusions with high external validity"<sup>3</sup>.

So far, experiments on food waste reduction have taken place in the HTH Labs; currently, research around the use of robotics is being planned.

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2 Bramwell, B., Higham, J., Lane, B., & Miller, G. (2017). Twenty-five years of sustainable tourism and the *Journal of Sustainable Tourism*: looking back and moving forward. *Journal of Sustainable Tourism*, Vol. 25(1), pp. 1-9, DOI: 10.1080/09669582.2017.1251689

3 Viglia, G., & Dolnicar, S. (2020). A review of experiments in tourism and hospitality. *Annals of Tourism Research*, Vol. 80, 102858.



## 8.6 Student Well-being

In April 2021 the Comenius Teaching Fellow Grant project around Student Well-Being has been completed. The project 'Practice You: Well-being at the heart of hospitality' provides insights into student well-being within the context of Hotelschool The Hague (HTH) and hospitality in a broader sense. The aim of this project is to provide practical and sustainable outcomes that are integrated in the HTH-curriculum, with as its main goal to support awareness and application of educational innovations around student well-being. By applying a design-based research approach, the project took a bottom up perspective (through a diverging converging process) by collaborating with almost 40 graduating bachelor LYCar students.

Practical solutions that can be used and implemented in the curriculum to directly foster creating impact are:

- *HTH Student Well-Being Framework*: This framework, based on the outcomes of the research, is envisioned to be part of the HTH Strategy and Educational Plan to be integrated in the curriculum (currently in process of development).
- *HTH Initiatives*: Outcomes have been shared and will be further integrated in ongoing initiatives around student well-being.

Sustainable (i.e. long-term viable) recommendations that came forward from this project are a *Transformational Implementation Inspirator*, a *Mindfulness Course* and a *Celebration Event*.

# 9. Publications

## 9.1 Academic publications

Brannon, D.W. and Burbach, R. (2021), "Sustaining Hospitality Talent Pools Through a Common Pool Resource Lens", Jooss, S., Burbach, R. and Ruël, H. (Ed.) *Talent Management Innovations in the International Hospitality Industry (Talent Management)*, Emerald Publishing Limited, Bingley, pp. 53-78. <https://doi.org/10.1108/978-1-80071-306-220211004>.

This chapter addresses hospitality industry talent shortages by proposing the creation of sustainable regional industry talent pools rather than focussing on firm-level talent management practices.

Coşkun, A. and Filimonau, V., 2021. 'I waste food but this is not my fault!': Exploring the drivers of plate waste in foodservices of Turkey through the prism of neutralisation theory. *Journal of Cleaner Production*, Vol. 329, p.129695. <https://doi.org/10.1016/j.jclepro.2021.129695>.

Plate leftovers account for a substantial portion of food waste generated in foodservices. Although consumers acknowledge this wastage, they blame others or circumstances beyond their control for why plate leftovers occur, thus showcasing deviant behaviour. This study advocates that neutralisation theory can aid in understanding the

antecedents of this deviance. The study employs modified theory of planned behaviour to test the role of selected neutralisation techniques in the context of the hospitality and foodservice of Turkey, an established market of out-of-home food consumption. The findings show that denial of responsibility and appeal to higher loyalties, as the key neutralisers, predict wasteful consumer behaviour. Knowledge of food waste and personal attitudes can reduce the impact of these neutralisation techniques, but cannot eliminate it entirely. To tackle plate leftovers, industry practitioners, policy-makers and academics should identify effective counter measures against customer deviance driven by neutralisation. Financial (dis)incentives, (re) design of business operations and more flexibility given to consumers when placing food orders may represent such counter measures.

*De Visser-Amundson, A., Pelozo, J. and Kleijnen, M., 2021. How Association with Physical Waste Attenuates Consumer Preferences for Rescue-Based Food. Journal of Marketing Research, Vol. 58(5) 870-887. DOI: 10.1177/00222437211031243.*

In an effort to combat food waste, many firms have introduced rescue-based foods (RBFs), which are made from ingredients that are safe to eat but would otherwise be wasted, often due to aesthetic issues or oversupply. Although the benefits of RBF are varied, some firms adopt strategies that highlight RBF's waste-reduction benefits, such as reduced landfill use or lower environmental impact. This research posits that when firms adopt strategies that highlight associations between physical waste and RBF, those associations can generate negative mental imagery, which can trigger disgust and mitigate positive consumer attitudes toward RBF. When such associations are not present, demand is consistent with demand for conventional foods. The authors find support for the role of mental imagery in this demand mitigation process, with some promotional appeals stimulating thoughts of physical waste. Counterintuitively, this research reveals that when marketers adopt the common practice of using environmental benefit appeals that can trigger physical waste associations, such as the color green, consumer demand for RBF diminishes. Conversely, focusing on the societal benefits or limiting the number of cues available to create physical waste associations generates consumer demand for these foods on a level equivalent to that of conventional food.

*Engelberts, L., van Rheede, A., Kievit, H. and Nijhof, A., 2021. Appreciating Multiple Realities in the Transformation towards a Sustainable Dairy Sector: An Explorative Study from the Inside-Out Perspective. Agronomy, Vol. 11(11), p.2116. <https://doi.org/10.3390/agronomy11112116>.*

The dairy sector is in a systemic lock-in due to reinforcing cycles. This qualitative study, based on 13 in-depth interviews with frontrunning dairy farmers and additional observations, challenges this impression by looking at the sustainable business model innovation from the inside-out perspective of the sustainability-driven niche. The theoretical foundation rests in market transformation, looking at the co-evolution of sustainable business models, regime, system barriers and niche players. The objective is to gain a better understanding on the practices of frontrunner dairy farmers that innovate and overcome system barriers in the transformation from the current regime. The data is collected in 2020 and the analysis is based on template analysis. This study clustered the practices in five groups: an extra margin on milk, perceived support for product diversification, partnerships with specialists, increased transparency, and use of modern technology. Additionally, the appreciation by the farmers of multiple realities and their entrepreneurial competencies helped the dairy farmers to re-establish a closer connection between farmer and consumer, and a better connection between farmer and the production environment, resulting in more biodiverse and landscape-inclusive dairy farming. These insights will help policy makers better cater to the beliefs and values of dairy farmers.

Filimonau, V. and Ermolaev, V.A., 2021. Exploring the potential of industrial symbiosis to recover food waste from the foodservice sector in Russia. *Sustainable Production and Consumption*, Vol. 29, pp. 467-478. <https://doi.org/10.1016/j.spc.2021.10.028>.

The challenge of food waste in the global foodservice sector is significant, and novel approaches are required for its minimization. These approaches can be grounded on the principles of industrial symbiosis which promote inter-sectoral collaboration for better resource efficiency. Foodservices can partner with farmers for food waste collection and its subsequent use as fertilizer or animal feedstock. Anecdotal evidence of industrial symbiosis adopted by foodservices and farmers exists, but no empirical research has been undertaken to understand the determinants of broader industry adoption of industrial symbiosis and how these determinants could be reinforced. This study explores the potential of industrial symbiosis to minimize food waste in commercial foodservices in Russia. By interviewing foodservice providers and farmers, the study demonstrates willingness of selected stakeholders to uptake industrial symbiosis as a means of food waste recovery, but also as an opportunity to reinforce social and network capital of foodservice operators and farmers. To encourage broader industry uptake, policy-makers should build inter-sectoral capacity by connecting foodservices and farmers. Not only will this minimize food waste but can also build more resilient and responsive food supply chains.

Filimonau, V., Santa Rosa, M., Franca, L.S., Creus, A.C., Ribeiro, G.M., Molnarova, J., Piumatti, R.G., Valsasina, L. and Safaei, A., 2021. Environmental and carbon footprint of tourist accommodation: A comparative study of popular hotel categories in Brazil and Peru. *Journal of Cleaner Production*, Vol. 328, p.129561. <https://doi.org/10.1016/j.jclepro.2021.129561>.

The environmental externalities of tourist accommodation are substantial, but their scientific appraisals have been far from holistic. Existing environmental impact assessment studies focus on hotel operations and exclude indirect material inputs and outputs due to data (un)availability. Important environmental 'hotspots' can be ignored in the result as these are often concealed in the diversity and complexity of a hotel's products and services. This study employs the method of environmental life cycle impact assessment to appraise the environmental externalities occurring through the life cycle of four popular comfort categories of hotels (hostel, budget, upmarket and luxury) in two countries of South America (Brazil and Peru). The appraisal is facilitated by the ecoinvent database (version 3.6, Allocation cut-off by classification) and the SimaPro software (version 9.1.1). The intra-sectoral and cross-country analysis reveals correlation of the environmental and carbon footprint with hotel comfort categories. The study finds that (1) treatment of solid waste generated in hotel operations; (2) construction of the hotel building; and (3) operational energy use; generate the largest footprints across all major impact categories. The contribution of (4) consumer goods, such as furniture, electric and electronic equipment, bathroom/sanitary fixtures and carpets, is also significant. The study

advocates that these operational and non-operational material inputs and outputs should be accounted for in future environmental and carbon impact assessments of hotels. The study provides the first benchmarks of major embodied, indirect environmental and carbon impacts of hotels that can be used, with appropriate adjustments, in future research.

Oskam, J.A., de Visser-Amundson, A. and de Boer, B., 2021. *Preparing Hospitality Graduates for a Volatile Future: The need for "Field Problem Solvers"*. *Journal of Hospitality & Tourism Research*, Vol. 45(5), pp.902-904. <https://doi.org/10.1177/10963480211020554>.

This note explains that, faced with rapid and volatile developments in the hospitality profession, Design Based Research was identified at Hotelschool The Hague as a way to address the need to prepare hospitality graduates as 'field problem solvers', and thus to bridge the gap between practice and academia. The school curricula have been reformed around the principles of Design Based Research. Different examples are provided of practice oriented research projects as they have been incorporated in the hospitality curriculum.

Van Herpen, E., De Hooge, I.E., De Visser-Amundson, A. and Kleijnen, M.P., 2021. Take it or leave it: How an opt-out strategy for doggy bags affects consumer food waste behavior and restaurant evaluations. *Journal of Cleaner Production*, 325, p.129199.

Plate leftovers are an extensive source of food waste in restaurants. One solution to reduce this waste would be that consumers take plate leftovers home (i.e., use doggy bags). Yet, existing social norms in many countries and feelings of shame currently inhibit consumers from using doggy bags. The present research examines whether switching to an opt-out system, whereby consumers are offered a doggy bag by default, can decrease these feelings of shame and positively affect doggy-bag uptake. Yet, next to these positive effects, negative firm-related consequences may occur. Consumers may perceive a limitation in their freedom of choice, which can negatively affect their evaluations of the restaurant and its service staff. A series of five experiments (total n = 1166) shows that an opt-out strategy increases doggy-bag uptake more (on average 74% uptake compared to 27% for an opt-in strategy) than offering an explicit choice to consumers (average 49% uptake), but that an opt-out strategy indeed has negative effects on restaurant and service staff evaluations. Our research also shows that by (1) giving consumers a subordinate choice (e.g., a choice between different types of doggy bags) and by (2) providing friendly service when presenting the doggy bags, restaurants can ensure an effective doggy-bag uptake without detrimental effects on restaurant or service staff evaluations, or on household food waste. These findings provide new and valuable insights for research on food waste and on influence strategies towards sustainable behaviors.

## 9.2 Working paper series

Albert A., 2021. Leader Wellbeing Within Remote Work Through Sustainable Human Resource Management. *HTH Working Paper Series, June*.  
<https://www.hotelschool.nl/blog/research/leader-wellbeing-remote-work>

Following the remote work transition, leaders faced magnified responsibilities imposing wellbeing vulnerabilities. Through a qualitative Design-Based Research approach, composed of two studies, the researcher explored how sustainable Human Resource Management may support leaders' wellbeing within remote work. Study 1 unveils which sustainable Human Resource Management practices support leader wellbeing, while reinstating the industry wide problem: leader wellbeing negligence. Study 2 investigates the effectiveness of three interventions on leader wellbeing in the remote environment by using before-after measurements and evaluating the solution blueprint. The findings suggest a degree of leader negligence; however, amplify the potential to support wellbeing through wellbeing, learning and development and work-life balance practices. By completing the Design-Based Research cycle, the researcher appraised and improved the solution blueprint and the implementation process. Despite perceived wellbeing improvements being minimal, this research initiated a crucial conversation amongst leaders, demonstrating the importance of wellbeing and need for systematic change within organisations.

Bos L., 2021. Socialisation Tactics to Facilitate the Adjustments of Self-Initiated Expatriates. *HTH Working Paper Series, March*.  
<https://www.hotelschool.nl/blog/research/socialisation-tactics-expats>

We explored the strategies self-initiated expatriates of a global consulting firm within the Netherlands drawing from the expatriation literature. Although expatriate assignments are well established both in practice and theory, self-expatriate strategies are less clearly outlined despite the global mobility. Particularly in contrast to expatriates, whose redeployment is driven by the employer, self-initiated expatriates are motivated either by their curiosity, affective, or personal economic rational, cognitive. Furthermore, whilst the former may expect organisational support, the latter, due to their agency, are largely self-supported especially when socialising with their work and living environments. For organisations expatriation can provide valuable talent development yet equally perilous for losing talent who fail to socialise. Developing onboarding for both affective and cognitive self-initiated expatriates to socialise with their environments can thus be crucial for retaining talent. Accordingly, we identified socialisation tactics through interviews with both affective and cognitive self-initiated expatriates of a global consulting company, to inform their onboarding practices.

## 9.3 Trade journal publications

Spruyt, Ernesto (2021), Scenarioplanning als routekaart uit de crisis-Jeroen Oskam.

<https://www.youtube.com/watch?v=v4-bcOHh-t8>

Van Rheede, Arjan (2021), Sustainable Hospitality during COVID. <https://vangbuitenshuis.nl/publish/>

[pages/186172/vrm20\\_124\\_duurzame\\_hospitality\\_in\\_tijden\\_van\\_corona\\_def.pdf](https://vangbuitenshuis.nl/publish/pages/186172/vrm20_124_duurzame_hospitality_in_tijden_van_corona_def.pdf)

Spruyt, Ernesto (2021), Wat kun je als ondernemer verwachten van 2021?

Met scenarioexpert Jeroen Oskam.

<https://youtu.be/2h5cPhhkLoo>

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