SUSTAINABLE HOSPITALITY MANAGEMENT
ADVANCED SERIES IN MANAGEMENT

Series Senior Editors: Miguel R. Olivas-Luján and Tanya Bondarouk

Previous Volumes:

HRM 4.0 For Human-Centered Organizations
Rita Bissola and Barbara Imperatori

Diversity within Diversity Management: Types of Diversity in Organizations
Eds. Andri Georgiadou, Maria Alejandra Gonzalez-Perez, Miguel R Olivas-Lujan

Diversity within Diversity Management: Country-based Perspectives
Eds. Andri Georgiadou, Maria Alejandra Gonzalez-Perez and Miguel R Olivas-Lujan

Eds. Uchenna Uzo and Abel Kinoti Meru

Organisational Roadmap Towards Teal Organisations
Tanya Bondarouk, Anna Bos-Nehles, Maarten Renkema, Jeroen Meijerink, Jan De Leede

International Business Diplomacy: How can multinational corporations deal with Global challenges?
Ed. Huub Ruel

Age Diversity in the Workplace
Silvia Profili, Alessia Sammarra and Laura Innocenti

New Ways of Working Practices: Antecedents and Outcomes
Jan De Leede

Dead Firms: Causes and Effects of Cross-Border Corporate Insolvency
Miguel M. Torres, Virginia Cathro, and Maria Alejandra Gonzalez Perez

Human Resource Management, Social Innovation and Technology
Eds. Tanya Bondarouk and Miguel R. Olivas-Luján
Shared Services as a New Organizational Form
Tanya Bondarouk

Social Media in Human Resources Management
Eds. Tanya Bondarouk and Miguel R. Olivas-Luján

Social Media in Strategic Management
Eds. Miguel R. Olivas-Luján and Tanya Bondarouk

(Dis)honesty in Management: Manifestations and Consequences
Eds. Tiia Vissak and Maaja Vadi

Commercial diplomacy and international business: a conceptual and empirical exploration
Ed. H. Ruël

Electronic HRM in Theory and Practice
Eds. T. Bondarouk, H. Ruël, and J.C. Looise

Relational Practices, Participative Organizing
Eds. Chris Steyaert and Bart Van Looy

Autopoiesis in Organization Theory and Practice
Eds. Rodrigo Magalhães and Ron Sanchez

Tracks and Frames: The Economy of Symbolic Forms in Organizations
Ed. K. Skoldberg

Systems Perspectives on Resources, Capabilities and Management Processes
Eds. John Morecroft, Ron Sanchez and Aimé Heene

Managing Imaginary Organizations: A New Perspective on Business
Eds. Bo Hedberg, Philippe Baumard and A. Yakhlef

Complex Systems and Evolutionary Perspectives on Organizations: The Application of Complexity Theory to Organizations
Ed. Eve Mitleton-Kelly

Organizations as Learning Systems: ‘Living Composition’ as an Enabling Infrastructure
Ed. Marjatta Maula
SUSTAINABLE HOSPITALITY MANAGEMENT: DESIGNING MEANINGFUL ENCOUNTERS WITH TALENT AND TECHNOLOGY

EDITED BY

HUUB RUËL
Hotelschool The Hague, The Netherlands

ANGELIQUE LOMBARTS
Hotelschool The Hague, The Netherlands

emerald PUBLISHING

United Kingdom – North America – Japan
India – Malaysia – China
CONTENTS

List of Figures ix

List of Tables xi

About the Contributors xiii

List of Contributors xvii

Introduction 1

SECTION I
HOSPITALITY AND EXPERIENCE(S)

Critical Discourse Analysis of Airbnb Reviews: Exploring Value Co-
creation 11
Levi van der Heijden and Tanya Bondarouk

Smart Resident–Driven City Hospitality: An Explorative Study About
How Smart Principles Can Create Long-term Value for the Communities
of the City Centre 27
Youree Park and Karoline Wiegerink

The Hospitable Patient Journey in a Dutch Cancer Clinic 43
Angelique Lombarts

SECTION II
TALENT(S) AND WORKFORCES IN THE HOSPITALITY
SECTOR

A Qualititaive Exploration of Sustainble Talent Management of
Hospitality Interns’ Career Intentions based on their Pre-, Post- and
Present Practical Placement Experiences 63
Vicky Teeuwisse and David W. Brannon

The Role of Organizational Culture Types on Person-Organization Fit
and Organizational Alienation Levels of Hotel Workers 83
Yurdanur Yumuk and Hülya Kurgun
Making it Happen – A Strategy for Learners with Disabilities: Full Inclusiveness as an Innovation Agent
Karl A. Russell and Anja Hellenschmidt

SECTION III
TECHNOLOGY AND SUSTAINABILITY

Conformity of Hospitality Services to SDGs Related to Accessibility and Technology
Nil SONUÇ

Understanding Corporate Responsibility in the Hospitality Industry: A View Based on the Strategy-as-Practices
Arjan van Rheede and Andriew Lim

Business Process Management Approach in the Hospitality Industry
Jan Hán, Martin Petřiček and Štěpán Chalupa

Sustainable Development Goals in Hospitality Management
Aldo Alvarez-Risco, Alfredo Estrada-Merino and Ricardo Perez-Luyo

A Case Study on the Impact of Artificial Intelligence on a Hospitality Company
Myriam Bounatirou and Andriew Lim

Index
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.</td>
<td>Drivers of Hospitality Industry Growth.</td>
<td>2</td>
</tr>
<tr>
<td>Figure 1.</td>
<td>A Theoretical Framework: Manifestation of Values through the Cocreation Process in Airbnb.</td>
<td>14</td>
</tr>
<tr>
<td>Figure 1.</td>
<td>City Hospitality Model.</td>
<td>30</td>
</tr>
<tr>
<td>Figure 2.</td>
<td>Resident-driven City Hospitality Model.</td>
<td>31</td>
</tr>
<tr>
<td>Figure 3.</td>
<td>Two Components of Smart City.</td>
<td>33</td>
</tr>
<tr>
<td>Figure 4.</td>
<td>Smart City Hospitality Model.</td>
<td>34</td>
</tr>
<tr>
<td>Figure 5.</td>
<td>Strategy Pyramid.</td>
<td>36</td>
</tr>
<tr>
<td>Figure 6.</td>
<td>Summary of the Governance Structures and Design Principles.</td>
<td>36</td>
</tr>
<tr>
<td>Figure 7.</td>
<td>Resident-driven City Hospitality of the App InZutphen.</td>
<td>39</td>
</tr>
<tr>
<td>Figure 8.</td>
<td>Current Governance Structure and Design Principles of the Mobile App InZutphen.</td>
<td>40</td>
</tr>
<tr>
<td>Figure 1.</td>
<td>Research Model.</td>
<td>91</td>
</tr>
<tr>
<td>Figure 1.</td>
<td>Conceptualization of eTourism for Development.</td>
<td>122</td>
</tr>
<tr>
<td>Figure 2.</td>
<td>Data Flow in Smart Hospitality Network.</td>
<td>124</td>
</tr>
<tr>
<td>Figure 1.</td>
<td>A Conceptual Framework for Analyzing Strategy-as-Practice.</td>
<td>142</td>
</tr>
<tr>
<td>Figure 1.</td>
<td>Overview Model of a Hotel.</td>
<td>147</td>
</tr>
<tr>
<td>Figure 2.</td>
<td>Model of Links.</td>
<td>148</td>
</tr>
<tr>
<td>Figure 3.</td>
<td>Process Area: Provision of Accommodation Services.</td>
<td>150</td>
</tr>
<tr>
<td>Figure 4.</td>
<td>Company Structure – Accommodation.</td>
<td>152</td>
</tr>
<tr>
<td>Figure 5.</td>
<td>Overview of Application Systems.</td>
<td>153</td>
</tr>
<tr>
<td>Figure 6.</td>
<td>Framework of Simulator Algorithm (Version 2.2.19).</td>
<td>154</td>
</tr>
<tr>
<td>Figure 7.</td>
<td>Basic Simulator Indicators Scheme (Version 2.2.19).</td>
<td>156</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 1. An Overview of the Analyzed Profiles on Airbnb. 17
Table 2. An Overview of All Values, Indicators and Manifestation of Values in Discourse. 18
Table 1. The Most Important Findings of Stage 1. 50
Table 2. Findings on Touch point Communication, in Particular on Shared Decision-Making. 51
Table 3. Findings on Touch point Food Delivery. 51
Table 1. Demographic Attributes of Participants. 92
Table 2. Organizational Culture Types. 93
Table 3. Participants’ Levels of Person-Organization Fit. 95
Table 4. Participants’s Levels of Organizational Alienation. 96
Table 5. Participants’ Levels of Person-Organization Fit. 98
Table 6. Participants’ Levels of Organizational Alienation. 99
Table 1. Examples of the Sustainable Applications of Technology and Accessibility Found at Hotels in İzmir According to the Interviews. 129
Table 2. Awareness Level of Hotels in İzmir on the Technology Conformance to SDGs. 129
Table 3. Conformity of Hotels by Category in İzmir to Accessibility Requirements in Line with SDGs. 132
Table 1. Definitions on the Three Key Concepts of S-as-P. 141
Table 1. Type of Processes. 150
Table 1. Main Barriers to Implementing Building Retrofitting (Alam et al., 2016). 166
Table 2. Research Linking Innovation in Hospitality Industry. 167
ABOUT THE CONTRIBUTORS

Aldo Alvarez-Risco is a Researcher at the Universidad de Lima in Perú. He is PhD, Doctor in Pharmacy and Biochemistry, Master in Pharmacology and Pharmacist at the Universidad Nacional Mayor de San Marcos (Perú); also, he is Master Pharmaceutical Care at Universidad de Granada (Spain). Researcher with experience in sustainability, circular economy, public health and health policies. Also, he is editor and author of book “Building Sustainable Cities – Social, Economic and Environmental Factors”.

Tanya Bondarouk is Professor of HRM and Technology at the University of Twente, The Netherlands. She is recognized as a co-founder of the interdisciplinary scholarly field of Electronic/Digital Human Resource Management. She leads the HRM & Technology research programme that integrates sociological, technological and political developments in organizations. She has published more than ten books and well over a hundred articles about different aspects of an integration of Human Resource Management and Information Technology Implementations, where she conducts interdisciplinary projects. Her latest research covers such topics like the role of robotics in HRM, HR analytics and Digitalization of Talent Management practices. In 2018 Tanya was awarded an honorary Best Dutch HRM Scientist award.

Myriam Bounatirou is Market Associate for Paris hotels at Expedia Group. She is passionate about technology innovation, in particular the development of Artificial Intelligence, and its impact on the society and business. For this reason, she pursues her career at one of the biggest technology companies in the hospitality industry. Myriam holds a bachelor in Hospitality Management from Hotelschool The Hague, the Netherlands.

David W. Brannon is a Sustainable Talent Management postdoctoral researcher for Hotelschool The Hague focussing on the attraction and retention of early career graduates in the hospitality industry. Initially having graduated from Hotelschool The Hague with a BBA in International Hospitality Management, he moved to Dubai to work for global luxury hotel brands. After a decade of hospitality industry experience across different global brands, he completed his PhD in Organizational Behavior at Henley Business School at the Reading University.

Štěpán Chalupa works at the Institute of Hospitality Management in Prague (Czech Republic). His research interests are business intelligence, data mining and text mining and business modelling use in the hospitality industry as well as ICT and specific systems of hospitality business and modern methods of marketing.

Alfredo Estrada-Merino is a Researcher at the Universidad de Lima in Perú. He is PhD, Doctor in Education at San Martin de Porres University Perú, whit Doctoral Studies in Global Business Administration at Ricardo Palma University Perú, Master in Business
Direction at Rey Juan Carlos University - Spain, Master in Research at San Martin de Porres University in Lima, Master of International Business Management at ESIC-Spain. Researcher whit experience in sustainability, gender studies, international policies studies, academic internationalization and global business. Whit experience as co-chair in track “Human Resources Management and Sustainability” in Cladea 2019.

Jan Hán, works at the Institute of Hospitality Management in Prague (Czech Republic). He is the Vice-Rector for research and partnership at the institute. His field of interest is mainly modelling and simulation of business processes. Complementarily he focusses on modern marketing tools and methods in hospitality and culture and social aspects of gastronomy.

Levi van der Heijden has a MSc in both Human Resource Management as well as Business Information Technology, specializing in Data Science. He is currently working at VodafoneZiggo, one of the largest Dutch telecommunications companies, where he combines data science and HRM in novel ways as a People Analyst. His special interests lie in Artificial Intelligence, Organizational Network Analytics, Big Data and Design Science, and their potential to add value to the HRM domain. His ambition is to introduce continuous experimentation with digital solutions as a common HRM practice, as well as the integration of structural quantitative and qualitative analysis to support strategic decision making regarding people.

Anja Hellenschmidt is a Global Curriculum Designer leading five regional curricula implemented in 14 countries in Central and Eastern Europe with the aim to strengthen digital security and media literacy skills of 1,4001 researchers, online media professionals, civic-minded journalists, activists and CSO representatives. Mrs. Hellenschmidt has 10 years of higher education experience and wide-ranging expertise in eLearning, management systems for educational organizations and consultancy in the public and nonprofit sector. Within her doctoral research, Mrs. Hellenschmidt developed a programme to enable libraries and media centres to design inclusive learning experiences.

Hülya Kurgun has an undergraduate degree in tourism and hotel management, an MSc and a PhD in Tourism Management. Her teaching areas include gastronomy and culinary arts, tourism marketing and tourism management. She works as a professor at Dokuz Eylul University Reha Midilli Foca Tourism Faculty. Her research focusses on gastronomy, organizational behaviour, marketing and management in hotel businesses. Kurgun has authored/coauthored 13 academic journal articles, 11 conference presentations, one book and five book chapters.

Andrew Lim is Professor of Technopreneurship and Innovation in Hospitality at Hotel-school The Hague (Hospitality Business School), the Netherlands. He holds the chair of Technopreneurship and Innovation. His research focusses on entrepreneurship and technology innovation for the hospitality industry, where he focusses on the influence of technology innovation on the development of entrepreneurship in the hospitality industry. Next to his research activities, he also teaches Strategic Management to the final year students, as well as supervises student graduation projects. Andrew holds a PhD in Industrial Engineering and Innovation Sciences (Technology Management) from Eindhoven University of Technology, the Netherlands.
Angelique Lombarts is Professor of Hospitality in non-profit organizations at Hotelschool The Hague (The Netherlands) and holds the chair of Hospitality and Hospitable behavior in non-profit organizations. Mrs. Lombarts has a PhD in organization anthropology. The first 20 years of her career she worked amongst others as a (commercial) director in hotel management and in conference management. After that she added an academic career to her curriculum. Therefore, having an extensive experience in the hospitality and tourism industry, both from a professional point of view as from an academic perspective, she seeks to improve services incrementally by using design thinking and ethnographic methodologies. Mrs. Lombarts research focuses on hospitality and hospitable behaviour in not-for-profit organizations such as hospitals and mental health institutes in the healthcare sector.

Ricardo Perez-Luyo has Doctoral Studies in Education at Universidad Internacional Iberoamericana – Mexico. Master of Arts in Development Economics – Williams College (USA), Master in Finance at Universidad del Pacífico – Perú. Professor Perez-Luyo is Director of International Business Program at Universidad de Lima. Researcher whit experience in competitiveness, Global Business and Business Science.

Youree Park is a Graduate from Hotelschool The Hague in Amsterdam, the Netherlands. During her studies, she took interest in urban planning in light of tourism and participated with a research role in the City Hosts of Amsterdam. This collaborative initiative between the municipality of Amsterdam and House of Hospitality aimed to improve the quality of life for the residents and tourism experience for the visitors through City Hosts, resident volunteers providing help to visitors in the city centre of Amsterdam. Mrs. Park researched the recruitment strategy and selection methodology for the City Hosts.

Martin Petříček, works at the Institute of Hospitality Management in Prague (Czech Republic). His research focusses mainly on the possibility of using probability simulation in revenue optimization. Besides, an analysis of consumer behaviour towards price elasticity can be considered as another area of interest.

Arjan van Rheede is Senior Research Fellow in sustainability at Hotelschool The Hague (The Netherlands). He has worked on labour market issues and is currently researching how value is created in organizations by positively impacting environmental, social and economic sustainability. Topics related to circular economy have his special interest. Especially the emerging process of strategizing on sustainability and the alignment with overall business strategy has Mr. Van Rheede’s attention in his current research.

Huub Ruel is Professor of Global Talent Management and International Business at Hotelschool The Hague (The Netherlands). His research focuses on talent and HR management & technology (e-HRM), in the international hospitality industry and on internationalization processes of hospitality businesses. Mr. Ruel publishes in international journals, he authored and edited books and guest edited multiple special issues for international journals.

Karl Russell is a Lecturer in Strategic Hospitality Management at Hotelschool The Hague (The Netherlands). Mr. Russell has 30 years teaching experience within higher education. His area is strategic hospitality management. He has taught on various Hospitality and Tourism management programmes in the United Kingdom, UAE, Iran, France, the Far East and Switzerland. His research interest focusses on the hospitality industry and its strategically economic growth and significance, having published articles, conference
papers and book chapters on related subjects within the field. His recent research has focused on the hospitality strategic growth within the Middle East hotel industry. He has extensive hotel work experience prior to joining academia where he has worked in several operational positions becoming an IT manager within the Accor hotel group. He has more recently participated in a range of hotel and tourism consultancy, research, project management and training projects both within the United Kingdom and overseas.

Nil SONUÇ graduated from DokuzEylül University (Turkey), Faculty of Business, Department of Tourism Management (Education in English and French languages). The fourth year of her bachelor and master she studied in Université Savoie in Chambery (France) as part of the European Hospitality Management programme. Mrs. Sonuç has a PhD in Tourism Management from Dokuz Eylül University, the Institute of Social Sciences (Izmir, Turkey). Her PhD thesis focused on sustainable social tourism in Izmir. Since year 2007, she is teaching tourism and hospitality management and tourism guidance at universities in Izmir and with Erasmus Teaching Exchange in several European countries: e.g., in Belgium, Germany, Italy, Portugal, Denmark, Hungary. Mrs. Sonuç’s academic publications in academic journals in Turkish and English on tourism management, sustainable tourism management, wellness tourism.

Vickey TEEUWISSE graduated from Hotelschool The Hague (The Netherlands) with a BBA in International Hospitality Management completing her practical placement as a Front Office Trainee for Ritz Carlton in Abama. She then completed her management placement as an International Recruitment Intern for Travel Bird before becoming a Customer Success Manager for OneFit.

Karoline WIEGERINK is Professor of Hospitality and City Marketing at Hotelschool The Hague (The Netherlands) and holds the chair of City Marketing. She is also a Hospitality Maker of House of Hospitality, a public–private partnership based in Amsterdam, which acts as a junction between industry, government and education to create learning opportunities for students and young professionals of the hospitality industry. As a researcher consultant, co-creator and keynote speaker, she focuses on creating customer value through hospitality experience. Focus areas are cities, urban spaces and neighbourhoods wherein different dimensions of hospitality contribute to liveability and lovability.

Yurdanur YUMUK has an undergraduate degree in tour guiding and holds a PhD degree in tourism management from Dokuz Eylül University (Izmir, Turkey). She worked as a tour guide and a research assistant at Dokuz Eylül University. She was a visiting researcher at Kemmy Business School, University of Limerick, Ireland. She works as an assistant professor at Istanbul Gelisim University (Turkey). Her research areas include organizational behaviour, cultural tourism, sustainable tourism and gastronomic tourism. She publishes on a regular basis journal articles, conference presentations and book chapters.
LIST OF CONTRIBUTORS

Aldo Alvarez-Risco
Tanya Bondarouk
Myriam Bounatirou
David W. Brannon
Štěpán Chalupa
Alfredo Estrada-Merino
Jan Hán
Levi van der Heijden
Anja Hellenschmidt
Hülya Kurgun
Andriew Lim
Angelique Lombarts
YouRee Park
Ricardo Perez-Luyo
Martin Petříček
Arjan van Rheede
Huub Ruel
Karl A. Russell
Nil SONUÇ
Vicky Teeuwisse
Karoline Wiegerink
Yurdanur Yumuk

Universidad de Lima, Perú
University of Twente, the Netherlands
Expedia Group, Paris
Hotelschool The Hague, the Netherlands
Institute of Hospitality Management in Prague
Universidad de Lima, Perú
Institute of Hospitality Management in Prague
VodafoneZiggo, the Netherlands
Technische University, the Netherlands
Dokuz Eylül University Reha Midilli Foca Tourism Faculty, Turkey
Hotelschool The Hague, the Netherlands
Hotelschool The Hague, the Netherlands
Hotelschool The Hague, the Netherlands
Universidad de Lima, Perú
Institute of Hospitality Management in Prague
Hotelschool The Hague, the Netherlands
Hotelschool The Hague, the Netherlands
İzmir Katip Çelebi University, Turkey
Hotelschool The Hague, the Netherlands
Hotelschool The Hague, the Netherlands
İstanbul Gelişim University, Turkey
This page intentionally left blank
INTRODUCTION

This edited book is the result of Hotelschool The Hague’s first international research symposium, which was held in April 2019. Hotelschool The Hague celebrated its 90th anniversary in that particular year, and next to all kinds of festivities, this 90th anniversary provided an excellent opportunity to organize an international research symposium. This 2-day event was a great success in our view, with excellent key notes and research paper presentation sessions. Thank you, all of the participants for joining in and to Hotelschool The Hague’s board of directors for their full support.

This introduction chapter to the book aims to ‘warm up’ the reader for the central theme of the conference Hospitable futures – Preparing talents and understanding the technology to create meaningful encounters. This theme summarized and emphasized the three great challenges for the international hospitality industry: talent management, technological innovation and meaningfulness human guest experience encounters in a digitalizing global society and international business environment. We will briefly touch upon these challenges in this chapter.

CORONA CRISIS

However, at the moment of writing this introduction, the world is in the middle of the coronavirus crisis which pushed countries and economies to a standstill. International travel in major markets, such as the Americas, Europe and Asia has almost completely stopped, restaurants are closed and hotels have seen enormous drops in bookings for months to come. The coronavirus crisis has given a truly big ‘blow’ to the international hospitality industry, and the effects will be felt long after. It may even be a ‘game changer’ in terms of the way our global economy was organized and the principles upon it was built. International relations are at stake. Hospitality and international solidarity will be the only way to deal with the effects of the corona pandemic. Especially privately owned small- and medium-sized hotels and restaurants will suffer, and unfortunately, quite a number of them may not survive the effects of the crisis. And about 75 million jobs in the global Travel and Tourism industry are at immediate risk due to the corona crisis (WTTC, 25 March 2020). The World Travel and Tourism Council (WTTC) called on ‘all those in positions of power to help the powerless and enact policies to support and sustain a sector which is a driving force of the global economy and responsible for generating one in five of all new jobs’. (WTTC, 25 March 2020). An economic meltdown may occur with a domino effect for the entire supply chain. The WTTC calls(ed) for significant and swift measures upon the
moment of writing this introduction chapter. It urges governments to implement policies that will directly support the sector across the following three areas, namely:

- Protecting the livelihoods of workers: Financial help must be granted to protect the incomes of the millions of workers in severe difficulty.
- Fiscal support: Government must extend vital, unlimited interest-free loans to global Travel and Tourism companies as well as the millions of small- and medium-sized businesses as a stimulus to prevent them from collapse. Governments’ dues and financial demands on the Travel and Tourism sector need to be waived with immediate effect for at least the next 12 months.
- Injecting liquidity and cash: Cash flow assistance to support players big and small of the Travel and Tourism sector is critical as well as to offer targeted support to severely affected industries within the sector.

We, as editors of this book, find it our responsibility to support(ed) this call and also to contribute to in-depth analysis, idea and solution generation for our students, who will be the future managers, leaders and hospitality entrepreneurs, for faculty and for the international hospitality business on how to deal with the effects of the corona pandemic.

A MORE SUSTAINABLE FUTURE?
Perhaps the corona pandemic could offer the opportunity to turn to a more sustainable future? And Europe could lead the way. A recent Booking.com study found that 70% of travellers are more likely to book ecofriendly accommodations (The 2020 Ultimate Guide to the Hospitality Industry2). Consumers seem to show a preference for more sustainable business models, that hotels go ‘green’ which goes beyond encouraging guests to reuse towels for an extra day. But will the corona crisis trigger a speedy adoption of sustainable business models?

Until today, the basic logic for growth in the international hospitality industry was built on two factors, economic growth and tourism expansion (Fig. 1 adopted from Yang et al.,

\[ Fig. 1. \] Drivers of Hospitality Industry Growth. Source: Yang et al. (2020).

---

Tourism expansion and economic growth are driving the growth of the hospitality industry. A key question is: will this logic hold in the aftermath of the corona crisis? And referring to the sustainability issue raised above, should the same logic be applied to the hospitality industry in the aftermath of the corona crisis?

In China, for example, where the corona crisis hit first, hotel investors felt forced to reconsider their strategic plans, and it put risk management of hotels to the test. The Chinese market is characterized by about 45% of the hotel companies that are state owned and only about 7% foreign owned. The current trend for China’s hotel market is renovating existing assets, after two decades of rapid growth. China is feeling the results of urbanization and city development, land is becoming scarce in cities which brought about a slow-down in new hotel investments, while at the same time, many older properties have become less competitive due to age and outdated facility. Interestingly enough, some regions and cities in China experience an oversupply and heavy competition. This forces investors and owners to be more careful with new projects. There are no signs of concerns about talent management or about implementing more sustainable business model paths, unfortunately. The explanation may be that investors still see it as their major concern to catch up with developed markets in terms of the average service and innovation level rather than to invest in sustainable business models.

A FAST-GROWING INDUSTRY

The international hospitality industry, however, consists of more than only hotels. If defined in a broad sense from lodging to entertainment and from offline only to online entirely, from food and beverages to travel tourism, the hospitality industry contributes more than 10% of the global GDP and provides directly 1 in 10 jobs of the world. Until recently, hospitality companies were competing fiercely for talent due to the high employee turnover and global labour shortage. As a result, until recent, competing for talent and retaining qualified employees had become the most important concern of hospitality managers. And all this in an industry that until the worldwide corona crisis grew impressively the past decade, a growth that was faster than the world economy on average for 8 years in a row. For example, in the United States, the hotel industry grew from 116 billion USD to 185 billion USD between 2009 and 2017 and the airline travel revenues grew in that same period from 155 to 222 billion dollars. Ground transportation, restaurants and cruise business all benefitted from this growth.

MERGERS AND ACQUISITIONS

Over the past two decades, the hospitality industry experienced a mergers and acquisition boom, for example Marriot, a US-based hotel chain became the biggest hotel chain in the

---


4Horwarth HTL, China Hotel Investment & Asset Management Outlook 2020.

5Horwarth HTL, China Hotel Investment & Asset Management Outlook 2020.


world in terms of annual revenues, after its merger with Starwood Hotels and Resorts in 2016. Marriot holds about 30 brands (such as Sheraton) across over 5,700 properties in 110 countries. Its annual revenue in 2019 was about 14.5 billion USD. Second largest hotel chain in 2019 was Hilton, also US based, which covers brands such as Astoria and Double Tree. Hilton holds over 5,000 hotel in about 100 countries. Third largest hotel chain is Accor, a Paris-based corporation which includes brands such as Sofitel, Novotel and All Seasons. Accor has about 3,700 hotels worldwide. Other major hotel chains that cover multiple brands are Best Western Hotels and Wyndham, a US-based chain. Wyndham is the largest chain when it comes to the number of properties worldwide, which count more than 8,000. Despite the fact that small- and medium-sized hotels and restaurants, in most cases family-owned businesses, in terms of numbers are the biggest group segment, the hotel and restaurant industry became an industry consisting of large multinational corporations (MNCs).

TRENDS IN THE HOSPITALITY INDUSTRY

The word hospitality originates from the Latin *hospitalitis*. It is about the relationship between guest and host, the latter coming from the word hospes which means host, guest or visitor. Hospitality is about welcoming a guest genuinely, without expecting a reward. The hospitality industry then turned into a service industry, however with a special flavour – the aim of the service is to provide people with a pleasant temporary stay, provide people with a pleasant entertaining experience and the industry is literally global – it is all around, from the poorest to the world’s wealthiest. What then are the challenges and trends that this exiting industry which offers jobs for so many is facing?

As explained earlier, on March 28–29, 2019, Hotelschool The Hague organized its first international research symposium with the central theme: Hospitable futures: preparing talents and understanding the technology to create meaningful encounters. The symposium’s aim was to bridge the gap between academic research and the views and experiences of practitioners. As part of the symposium, a panel debate was held. The panel consisted of Dirk Bakker (Chief Executive Officer for Colliers in the Netherlands), Veerle Donders (Concept and Brand Director at Zoku), Bruce Tracey (Cornell University) and Jeroen Oskam (Hotelschool The Hague) discussing the future outlook for the hospitality industry from this combined practitioner and academic perspective. The following statements, submitted by Hotelschool The Hague researchers and external experts, were discussed by the panel:

(1) What does authentic, personalized hospitality look like in a high-tech environment?
(2) The GAFAM (Google, Apple, Facebook, Amazon, Microsoft) five, not the leading hotel brands, are the real competitive threat.
(3) Technology will supersede human interaction, redefining our industry as a negligible employer.

In 2030, the lodging industry counts only five, predominantly Chinese, global brands. Our industry must be a forerunner of sustainability to maintain legitimacy in major markets.

General conclusions of the debate were that the panel saw a future that combines human interaction and customer centricity with facilitating technologies. Hospitality expertise is therefore not likely to be replaced by technology. Consolidation and globalization of the market will continue alongside a presence of local innovative brands with specific market intelligence. Sustainable policies have become indispensable, not only as an ethical principle but as a financing requirement. However, given the corona pandemic and its aftermath, it remains to be seen how solid these conclusions are.

HOW TO READ THIS BOOK?
The research paper presentations at the international research symposium were categorized in several themes. We bundled these various themes in three comprehensible sections. The first section deals with hospitality and experience(s). The second section dives into talent(s) and workforces in the hospitality sector. It is quite disappointing to see that issues that have been around for years still appear to be neglected. At the same time, we also see that new and innovative initiatives are emerging. The same applies to the third section: technology and sustainability, an indispensable part of any self-respecting industry. The final section covers a variety of hospitality perspectives.

Although the sections each have their own focus, there are often overlaps. In an industry where the most important elements, i.e. the parties involved and the products and the context in which they are produced and reproduced, is this enormous interdependence undeniable or perhaps even indispensable.

Section I: Hospitality and Experience(s)
Hospitality is an experience par excellence. Hospitality is service plus. Service and hospitality are both characterized by impalpability; heterogeneity; perishability; reciprocity; simultaneity of production and consumption and interactive consumption. It is the hospitable behaviour that makes hospitality an outstanding service, the cherry on the service cake, so to say. The more open and perceptive one is for a hospitable context, the greater the chance one is really appreciating and will be immersed by it thoroughly. Amongst others, the corona pandemic and climate challenges might change our awareness of the context we are actually living in. Meaningful experiences are long-lasting and life-enriching experiences. Moreover, as it takes multiple perspectives in consideration, it builds on a better understanding and reciprocity towards all tangible and intangible stakeholders. In the opening chapter, Van der Heijden and Bondarouk explore which values are created during the co-creating process when making use of AirBnB. Those who use AirBnB, see this as part of creating a meaningful experience. However, AirBnB is a contested subject: people either love it or hate it. This counts for many so-called sharing platform solutions. The users are fond of its’ possibilities and choices the platforms usually offer. And of its’ transparency: one knows beforehand what it cost, there is a huge range of different offers with varying prices range, and there is an enormous amount of reviews instantly informing a prospective user of the quality and what to expect. The sharing principle of the platforms as AirBnB invites the user to co-create its’ experience.
The second chapter is partly inspired by the nuisance caused by users of AirBnB. In recent years, cities are increasingly experiencing tensions between the various groups of stakeholders, such as citizens, entrepreneurs and visitors, who make use of the city. Many cities have to deal with over-tourism, and especially residents as the main stakeholder group continuously complain. As a result, local authorities are forced to take measures to guarantee the quality of life of their inhabitants. However, by favouring one group, the other group is disadvantaged, inter alia, by tourism businesses that earn their living from visitors. Park and Wiegerink are looking into the possibilities of creating a liveable and sympathetic city for all those involved. They combine hardware with software, propose a smart solution that bridges the diverging needs of all stakeholders and support the residents not only to regain control but also to increase the hospitality of the city.

Whereas the first two chapters have a clear link with tourism, this third chapter by Lombarts deals with the experience in a hospital. Initially, hospitals do not immediately evoke a hospitable image, but as the essence of the word hospital says, a hospital essentially offers what hospitality is all about: safety, protection, care in the form of food, drink, a bed and, above all, illness treatment. How hospitable that can be is described in this chapter. By mapping the patient journey from a hospitality point of view, it is revealed what is going well and where there is room for improvement.

Section II: Talent(s) and Workforces in the Hospitality Sector

Teeuwisse and Brannon tackle an important, long-standing issue: why do so few hotel school students enter the hospitality industry? Recognizing the fact that there are numerous research studies undertaken in this area, they assert that most of these are of quantitative nature. Hence, they dive into this important question and aim to substantiate the issue with a qualitative response. In order to obtain an understanding of the reasons of withholding entering the hospitality industry, they looked into the impact of students’ internships in the hospitality industry. They interviewed students at three key stages of their practical placements, namely, pre, post and during their practical placement resulting in some with notable findings and useful recommendations in this chapter (4).

The previous chapters already made it clear: the hospitality industry is a people business by definition. The success of an organization is therefore largely dependent on the performance of its employees. Here too, reciprocity plays an important role when it comes to employees. Yumuk and Kurgun look at the influence of the organizational culture on the employees. In particular, they look at the staff fit and the organizational culture in the hotel companies. They distinguish between hotels with a clan culture and hotels with a hierarchical culture. Chapter 6 provides valuable insights for recruiting new employees and for retaining existing employees related to the organizational culture of the hotel.

Like Teeuwisse and Brannon, Russell and Hellenschmidt focus on students, more precisely they emphasize the potential of students with disabilities. They compare the requirements that companies set for their employees next to the possibilities for students with disabilities to follow hospitality education. If the hospitality industry is to be an inclusive industry, they say, more innovation combined with technology applications is needed to create access and meaningful encounters with students from all sectors of society. They look at how hospitality education can contribute to the inclusion and participation of talent from all sections of society.
Section III: Technology and Sustainability

Sustainability and technology are two key drivers in the highly competitive field in which the hospitality industry operates. The author of this chapter, Nil SONUC, combines both in her search for the requirements and accessibility that guests have. A positive image in this area can offer a competitive advantage. Reason to use qualitative research to explore the commitment and awareness of hotel staff in management positions for accessibility and technological requirements in line with the Sustainable Development Goals (SDGs) mentioned above.

In the next chapter, the focus will remain on achieving competitive advantage in relation to sustainability. Van Rheede and Lim dive into sustainability in a hospitality business strategy. Although corporate social responsibility (CSR) is embedded in business strategies, they are not always integrated as part of strategic development. In this chapter, they consider the roles of stakeholders and their impact on the sector. And this chapter also looks at the increasingly complex processes and tougher requirements that companies in the hospitality industry are facing.

Hán, Petříček and Chalupa also list factors that affect business processes, such as the level of competition mentioned above, but also more demanding customers, the call for improved results and labour market problems. All these issues call for a more systematic approach to hotel management. Using Business Processes Management (BPM) approaches already used by other industries, they are investigating the possibilities for the hotel industry.

The next chapter of this section gives a clear overview of the knowledge gap with regard to sustainability in the hospitality industry. Alvarez-Risco, Estrada-Merino and Perez-Luyo are following up on the various SDGs relating to the hospitality industry. They look at each of the aspects mentioned by them and indicate where and how more knowledge can and should be obtained about them.

The final chapter deals with the importance of AI in business. Just like the slow adoption of AI in the hospitality industry. Bounatirou and Lim draw attention to this and researches the impact of AI on business processes in the hospitality industry. They foresee not only improvements in business processes and workplace efficiency success but also opportunities to improve returns. However, as said before, we are at the cradle of both research and application of AI in the hospitality industry.

We, the editors of this volume, are very thankful to all the authors for sharing their work. We hope that this volume will contribute to advance the debate on how to create hospitable futures.

Huub Rueël
Angelique Lombarts