

# ***EuroCHRIENews***

The European Federation of International CHRIE  
The Hospitality and Tourism Educators

Fall 2014

## **Special Dubai Conference Edition**



# A Message from the President



Dear Friends,

It is my pleasure to share with you my EuroCHRIE 2014 conference experiences. The EAHM (Emirates Academy of Hospitality Management) organizers had put in many efforts to offer a phenomenal hospitality experience to more than 250 delegates. I was extremely happy to see that the very diverse backgrounds of all delegates made this a truly international conference.

A group of delegates started in advance of the conference as they joined the “Train the Trainer” session for the “Certification in Hotel Industry Analytics” course jointly offered by ICHRIE, the American Hotel and Lodging Educational Institute and the STR SHARE Center.

Key note speakers on the first and second day highlighted their views on hospitality and tourism and inspired the audience to become engaged in lively panel discussions. More

discussions took place during workshops about accreditations, part-time faculty and methods of qualitative data analysis. The career academy session on “Charting the Future: Hospitality and Tourism Education in Africa” was an eye-opener for many delegates while clarifying the potential of Africa.

The NEON Night was undoubtedly one of the highlights of this conference.

Mixing and mingling on the beach and having the EuroCHRIE logo projected on the world famous Burj Al Arab made a lasting impression. On the last night, during the gala dinner, several illustrious individuals and organisations were recognized for their contributions to the hospitality and tourism industry, congratulations to them all and you will find full details in the newsletter



Many delegates returned home with new ideas and lasting memories. I would like to express my gratitude to the entire EAHM conference team for an impeccable event! If you have any questions relating to EuroCHRIE, please do not hesitate to contact me – Regards Jan

[j.w.meijerhof@saxion.nl](mailto:j.w.meijerhof@saxion.nl) telephone: +31 45594017 - Dr. Jan W. Meijerhof is Head of the Tourism Management program at Saxion University of Applied Sciences, Netherlands

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## EuroCHRIE Dubai 2014 – Awards Gala



This year the EuroCHRIE 2014 was held in Dubai at The Emirates Academy of Hospitality Management where over 250 delegates from over 50 countries attended. The culmination of the conference was the Awards dinner that was hosted at the Jumeriah Beach Hotel next the Burg Al Arab. Updates from the conference and photographs can be found at [www.eurochrie.org](http://www.eurochrie.org)

There were a number of awards presented during the evening to honour EuroCHRIE colleagues and organisations. The proceedings were opened by Richard Ginioux – Chair of the Awards Committee. We are pleased to announce that the following recipients received a range of prestigious awards.

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### 2014 EuroCHRIE Presidents Award went to Herve Fournier



**The President's Award** is the highest individual recognition a member of EuroCHRIE may receive. It is presented to a EuroCHRIE member in recognition of the individual's lifetime contributions and outstanding service both to hospitality and tourism education and the EuroCHRIE Federation. For the first time this award was being sponsored by REDGlobal

Herve has also been a very active member of EuroCHRIE for almost 15 years. He served on the Board of

Directors of EuroCHRIE between 2001 and 2013, for many years as the Treasurer. He served as Vice President, President and Immediate Past President between 2002 and 2004. He also served as a member of the ICHRIE Finance Committee for 10 years. He has attended and presented papers at EuroCHRIE, ICHRIE and APAC Conferences. Throughout this time, Herve added a good deal to the 'social fabric' of EuroCHRIE, ensuring all who attended the conferences were welcomed and that a good time was had by all, especially on his pre or post conference outings.

Following a career in the food and beverage industry, in the USA and Switzerland, Herve began his academic career as a Food Service Lecturer. Throughout his 22 years in academia, Herve undertook many roles predominantly within the Cesar Ritz Colleges.

As Vice President and School Director, Herve was responsible for campuses with 500 students and 135 staff members. He also led the Cesar Ritz team of staff and students who operated the House of Switzerland, the official restaurant of the Swiss Olympic delegation at three Olympic Games; Athens, Torino and Beijing, and a team of students who catered for the 2005 European Youth Olympic Winter Festival in Monthey/Portes-du-Soleil. During that time, Herve also managed to successfully complete an MSc in International Hotel Management at Manchester Metropolitan University in the UK.



Despite leaving academia, Herve has continued to be an active member of EuroCHRIE, attending conferences, Board meetings and continually supported, Susan his wife, during her Presidency in International CHRIE. Herve's advice and wise counsel is always welcomed.

**Peter Stark - President of REDGlobal presented the 2014 EuroCHRIE Presidents Award to Herve Fournier.**



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## The Nestle Pro Gastronomica Award went to Steve Hood

The Nestle Pro Gastronomica Award is sponsored by Nestle Pro Gastronomica Foundation and honours a professional who has demonstrated excellence in training, education and development work in the hospitality industry.



Steve grew up in the Baltimore/Washington area, received his undergraduate degree from the University of Maryland, and now lives in Nashville with his wife and four children. In 2013, he was named an honorary faculty member at the University of Delaware. This true gentleman has been an active member of our EuroCHRIE Federation actively

organising workshops for members and the industry in Europe and in many of our developing nation countries.

Steve is Senior Vice President of Research for STR (Smith Travel Research, Inc). He has been with STR for over 18 years and played a major role in the historical launch of programs that incorporated daily, group/transient, and international data. He is currently responsible for research-related activities at STR, while helping to manage STR's relationships with several major organizations.

Steve also serves as the Founding Director of the SHARE Center, STR's outreach to universities around the world. He represents STR at national and international lodging and tourism conferences. Steve currently serves on several advisory boards for industry and academia and in 2012, he was recognized by ICHRIE with the Industry Recognition Award for demonstrated commitment to advance hospitality and tourism education.



**Christian Perrette – Executive Director Fondation Nestle Pro Gastronomica and Jan Willem Meijerhof - President of EuroCHRIE presented the 2014 Nestle Pro Gastronomica Award to Steve Hood.**

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## The Laureate Hospitality Achievement Award went to Stephanie Jameson

Teacher Fellow at Leeds Beckett University in the UK – Unfortunately Stephanie was unable to be at the conference but a photo was taken back in Leeds UK



The Laureate Hospitality Achievement Award is sponsored by Laureate Hospitality Education, honours an educator or trainer for outstanding achievement in contributing innovative ideas, methods or programs that have advanced teaching, learning or practice in the field of hospitality education or training.

Stephanie is a Principal Lecturer for Academic Integrity at Leeds Beckett University. She was the first ‘Academic Conduct Officer’ at the University and led her Faculty in designing processes and procedures to prevent and detect academic misconduct.

She piloted the Leeds Mets Unfair Practice Board and supported the implementation of a new university tariff on academic misconduct. She chaired the working party which revised the ‘Leeds Met Little Book of Plagiarism’. Stephanie has recently been made Chair of the newly formed Academic Integrity Group and is a University Teacher Fellow, based on her work on promoting academic integrity in her University.

She has won a Teaching Quality Enhancement bid to produce two DVDs on plagiarism financially supported by the Higher Education Academy and another bid for a ‘Curriculum Innovation’ project which has resulted in an open learning resource to help students to reference properly to avoid plagiarism.

She has presented papers on academic integrity at the Teaching and Learning Forum at Edith Cowan University in Australia and at the 6<sup>th</sup> International Integrity and Plagiarism conference organised by Turnitin/iParadigms.

*Jan Willem Meijerhof - President of EuroCHRIE presented the award to Maureen Brookes who accepted the 2014 Laureate Hospitality Achievement Award on behalf Stephanie Jameson from Leeds Becketts University, England*



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## The EuroCHRIE Regional Industry Award went to Dubai Department of Tourism & Commerce Marketing (DTCM)



The EuroCHRIE Regional Industry Award is sponsored by EuroCHRIE and recognizes an outstanding regional industry or organization for demonstrated commitment and service to the hospitality and tourism industry. The potential of the tourism sector to stimulate economic and social development thereby

transforming economies has been internationally acknowledged. Since its inception, DTCM has played a pivotal role in promoting Dubai and growing the economic contribution of tourism to the Emirate





With its numerous initiatives in promoting Dubai as a tourist destination, the DTCM has done exceptionally well and tourism numbers have been on the rise for the past few years. Occupancy rates in hotels are consistently above 80% and passenger arrival numbers to Dubai International airport have increased substantially, overtaking London Heathrow in 2014. (Dubai handled 29.6 million passengers while London Heathrow handled 28.47 passengers in the first 5 months of 2014). The winning of the EXPO2020 bid is also a credit to the efforts of the DTCM in attracting major exhibitions to Dubai and the UAE.

**Ron Hilvert – Managing Director of The Emirates Academy of Hospitality Management and Kevin Nield – Vice President of EuroCHRIE presented the 2014 EuroCHRIE Regional Industry Award to Dubai Department of Tourism & Commerce Marketing. Yosuf Lootah accepted the award on behalf of DTCM**

**The EuroCHRIE International Industry Award** is sponsored by EuroCHRIE and recognizes an outstanding international industry or organization for demonstrated commitment and service to the hospitality and tourism industry and this year the award went to **Hospitality Connection**



HOSCO (Hospitality Connection) is rapidly positioning itself as the leading meeting point for students, alumni, schools and employers of our industry. HOSCO offers the ideal platform to optimize both employers' recruitment of top talents, schools' placement efforts in regards to internships and jobs, as well as students and alumni job search and networking ambitions.



Over 13'000 students and alumni, 800 employers and 57 schools have joined HOSCO since the launch in 2011 and the growth is exponential.



**Richard Ginioux – Immediate Past President of EuroCHRIE and Kevin Nield – Vice President of EuroCHRIE presented the 2014 EuroCHRIE International Industry Award to Hospitality Connection – HOSCO. Olivier Bracard, Co-Founder and CEO of HOSCO accepted the award.**

## The Institute of Hospitality Research Award – Best Paper at Dubai 2014

The Institute of Hospitality Research Award is sponsored by the Institute of Hospitality and is given to a superior research publication submitted for the EuroCHRIE annual conference on a topic relevant to the field of hospitality or tourism management by an International CHRIE Member or members.



The Scientific Committee in Dubai and Elizabeth Ineson, EuroCHRIE Director of Research, selected 3 papers to be considered by the Institute of Hospitality for this award – they were:

1. The Role of Knowledge Exposure and Supreme Wine Attributes in Genetically Modified Wine Consumption - authors
  - Lu Lu, Washington State University
  - Imran Rahman, Auburn University
  - Christina Chi, Washington State University
2. The Employer Perspective of Sustainability: Implications for Hospitality Education - authors
  - Alisha Ali, Sheffield Hallam University
  - Hilary Murphy, Ecole hôtelière de Lausanne
  - Sanjay Nadkarni, The Emirates Academy of Hospitality Management
3. Acceptance of GPS-based Augmented Reality Tourism Applications - authors
  - Timothy Jung, Senior Lecturer, Manchester Metropolitan University
  - M. Claudia Leue, Research Assistant, Manchester Metropolitan University
  - Mincheol Kim, Professor, Jeju National University

Maria Lockwood from the Institute of Hospitality announced the recipients of this year's best paper that went to:

- Alisha Ali, Sheffield Hallam University
- Hilary Murphy, Ecole hôtelière de Lausanne
- Sanjay Nadkarni, The Emirates Academy of Hospitality Management

For their paper titled

**“The Employer Perspective of Sustainability: Implications for Hospitality Education”**



*Maria Lockwood (FIH) from the Institute of Hospitality and Kevin Nield (FIH) – Vice President of EuroCHRIE presented the Institute of Hospitality Research Award to Alisha Ali (MIH) from Sheffield Hallam University in the UK on behalf of her co authors Hilary Murphy and Sanjay Nadkarni*



## THE ICHRIE STRATEGY

All of you (our members) will have been invited to take part in a survey that sought your opinion

on ICHRIE. You were asked questions about ICHRIE's vision, mission and values alongside other questions.

The purpose of the questionnaire was to inform the future shape and strategy of ICHRIE and with it EuroCHRIE. The results of the survey will be made known to members after there has been a suitable time for analysis and reflection.

This and further research will then enable us to position ICHRIE at the forefront of global hospitality and tourism education. In the meantime can I ask you to let us know your views and to take a full part in any future surveys and in dissemination of strategy. It's your Federation and we need to ensure that we fully represent the views of all members.

### Kevin Nield

EuroCHRIE Vice President  
Sheffield Hallam University  
Sheffield, United Kingdom

Tel: +44 (0)114 225 3336

E-mail: [k.nield@shu.ac.uk](mailto:k.nield@shu.ac.uk)

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## Thanks from Bulgaria

I was very happy to have the opportunity to participate for the third time in a row at a EuroCHRIE conference – this time in Dubai. This chance was given to me thanks to the generous sponsorship of EuroCHRIE for which I want to sincerely express my deepest gratitude.

The conference participation motivated me to put serious efforts into my research so that I would be able to produce conference papers accepted for presentation. I was proud to be the only East European delegate at the Dubai EuroCHRIE conference. This year I had also the opportunity to attend the pre-conference two day Train-the-Trainers seminar, delivered by

Steve Hood, which will help me in conducting some new seminars and workshops at my University.

The most important benefits I got from this and previous EuroCHRIE conferences are the useful scientific and professional contacts I made and the interesting presentations I was able to attend which



always give me ideas about future tourism research and educational innovations at my University.

The excellent organisation of the 2014 Dubai EuroCHRIE conference and its rich programme allowed me also to visit this famous resort and to see for myself the achievements in tourism and hospitality in this part of the world. Expressing again my deepest appreciation of the possibility offered to me by EuroCHRIE to be part of its big family, I sincerely hope that I will have further opportunities to attend this important hospitality educational event in the future.

### Prof. Maria Vodenska

Sofia University St Kliment Ohridski.

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## From the Editor

If you have any articles for the next newsletter then please contact me at [admin@eurochrie.org](mailto:admin@eurochrie.org) alternatively if you would like to chat via Skype send me a contact request [rai.shacklock](https://www.skype.com/en/contacts/rai.shacklock) Premium or Institutional member then we may promote forthcoming conferences.



***Please remember to keep a check on the website [www.eurochrie.org](http://www.eurochrie.org) and don't forget to occasionally refresh your view if you have book marked the EuroCHRIE webpage otherwise you will not be viewing the latest updates.***

Rai Shacklock

EuroCHRIE Federation Administrator

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## EuroCHRIE Conference Dubai2014 – by Herve Founier



*"Hospitality and Tourism Futures"*, a very appropriate theme for the 32nd EuroCHRIE conference taking place at the Emirates Academy of Hospitality Management in Dubai, UAE on 6-9 October 2014. As quoted by John Fong, EAHM Director of Marketing & International Relations / Associate Professor and EuroCHRIE Dubai 2014 Conference Chair, Dubai is often referred to as "The City of the Future". The future of Dubai is closely linked to the continued development of the hospitality and tourism sector. The conference was a big success and the EAHM team led by



Managing Director Ron Hilvert did a fabulous job: at EAHM, they really practice what they teach! More than 250 delegates from over 50 countries representing almost 100 institutions were able to experience a very warm welcome by EAHM staff and students, as well as to enjoy the great facilities at the Jumeirah Beach Hotel.



Prior to the conference on 5<sup>th</sup> and 6<sup>th</sup> October, the EuroCHRIE Academy proposed a "Train the Trainer" session for the "Certification in Hotel Industry Analytics" course jointly offered by ICHRIE, the American Hotel and Lodging Educational Institute and the STR



SHARE Center – thanks to Steve Hood from STR who facilitated the session. Federation leaders met at the EuroCHRIE Board meeting to discuss follow-ups from the I-CHRIE conference in San Diego and to prepare the AGM.

The First Attendee and the Welcome Receptions on the sun deck of the Jumeirah Beach Hotel with the Burj Al Arab in the background gave the participants a taste of what was to come. It was a great time for new delegates to find out about EuroCHRIE and for the members to meet again and catch-up. A special welcome was given to a group of students from the University of Nebraska (led

by Dipra Jha and Marilyn Schnepf) who were on a Study Tour organised by EAHM.



The next day, at the opening ceremony, EuroCHRIE President Jan Meijerhof from Saxion University, NL and Ron Hilvert welcome the delegates, while Conference Chair John Fong introduced the first three keynote speakers: David Russell Chairman TSC- The Total Simulation Company, Gaurav Sinha Founder & CEO Insignia Worldwide and Steve Hood Senior Vice President STR SHARE Center.



Their presentations were really informative and the joint panel after their key note allowed many questions from the audience. Their presentations can be downloaded [http://www.emiratesacademy.edu/en/EuroCHRIE\\_2014/keynote-speakers/](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/keynote-speakers/)

In the afternoon, the delegates attended the concurrent session with paper presentations and three workshops: "Charting the Future: Hospitality and Tourism Education in Africa" was well attended and given the potential of Africa, it was certainly an eye opener for the participants. Pauline Tang and Stuart Jauncey provided a good overview of THE-ICE's accreditation process and given its rigor, international recognition and not to mention prestige, this is certainly something that institutions will



find worthwhile. Susan Fournier, Elizabeth Ineson and Lea Dopson gave an international perspective on the selection, role and expectations of part-time faculty members.

Susan Fournier also presented the paper she co-authored : *Cross-cultural Study of Hospitality Students' Perceptions of Responsible Beverage-alcohol Consumption* - Thomas Leib, Imran Rahman, Susan Fournier & Dennis Reynolds.

To finish the day, John Fong, Ariella Adachi and Ashil Shah put up the Futuristic NEON night, with many delegates dressed to shine! NEON : New Era Of Networking (as John Fong coined it), the highlight of the



party was definitely the projection of a huge EuroCHRIE Conference logo on the facade of

the famed Burj Al Arab! According to local sources, this had never be done before!

The next day, the conference resumed with again three outstanding keynote presentations :



Salwan Finj, Divison Head and Regional Senior Key Account Manager LG Electronics, Peter Stark, President REDGlobal and James Mabey, Senior Vice President Development – Asia Pacific Jumeirah Group. Again, their presentations can be downloaded [http://www.emiratesacademy.edu/en/EuroCHRIE\\_2014/keynote-speakers/](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/keynote-speakers/)

In the afternoon, the delegates attended the concurrent paper presentations as well as the *Hotel and Business Acumen Instructor (HBAI)* certification session given by Peter Starks from REDGlobal and the workshop led by Liz Ineson *Methods of Qualitative Data Analysis*, while Mathew Boice’s session on “A New Vision for New Systems to Drive Continuous Performance” gave practical tips on how to close the gap between information and action.



The conference ended with the Gala Dinner Award ceremony recognizing the outstanding



individuals and organisations of the hospitality and tourism industry:

The EAHM team handed over the task to organize the 2015 conference to Manchester Metropolitan University. We will *EXPERIENCE* Manchester on 15-17 October 2015. Call for papers is already posted <http://www2.mmu.ac.uk/hollings/conferences/manchester-eurochrie-2015/>



More photos on the EuroCHRIE website <http://www.eurochrie.org/conferences/dubai/photos/>

Read Herve’s full blog <http://hfidc.blogspot.ch/2014/10/dubai-eurochrie-conference-6-9-october.html>



# Register for the University Challenge 2015



## Inaugural Event

The first annual EuroCHRIE lodging business challenge is

offered to teams of students from 8 colleges and universities. Each team of 4 senior students and 1 instructor will be supported by an online industry coach using e-learning and web conference.

## Benefits

1. Students experience the same professional level management training used to build business acumen skills among lodging professionals around the globe. In doing so they weave together the various elements of their academics; blend them with e-learning lessons, and apply them in a world class, real-time competition with other school teams, in a dynamic and competitive market. This is superb preparation for their first career steps.

2. Each participating student will receive a gold sealed certificate in Hotel Business Acumen, demonstrating the successful completion of an advanced application of their studies. These certificates are given recognition by recruiters.

3. In addition, each student member of the winning team will receive a cash award of €250 and their Instructor will receive paid transport, accommodation, and conference fees for EuroCHRIE 2015 in Manchester, UK.

## Schedule

All e-learning and inter-school simulation competition will be held during the weeks beginning:

**Feb. 15, Feb. 22, Mar. 01, Mar. 08.**

## Format

In each of the four weeks students will complete:

[info@redglobalgroup.com](mailto:info@redglobalgroup.com) with your name, telephone number, and school name and we will call you to answer your questions and arrange registration.

- A 60 minute e-learning lesson in lodging acumen
- A 60 minute web conference with the external coach
- A 60 minute decision meeting to determine and enter the strategy and tactics for the next business quarter of their hotel.

The simulation competition uses the world's leading lodging simulation, **REVSIM**<sup>®</sup> heralded by thousands of hotel professionals around the globe. Learning is as learning does. The simulation competition is an application of learning that takes it to a new level of understanding, strategic thinking, and tactical precision. Student teams operate their hotels in real-time and in direct competition with other teams. There is no artificial intelligence at work. All simulation outcomes are the result of the decisions made by all teams in the dynamic market. *There is a 50 short answer online quiz at the end of the Challenge to confirm certification level learning. It is designed to be a learning reinforcement rather than a control.*



## Winning

The "big win" is an opportunity to add an extra level to a student's education, one that consolidates many course learning and one that illuminates the business realities that lie ahead. And all of this... documented with a certification. To win the simulation competition, a hotel will produce the best Balanced Score Card, providing positive rating in market performance, profit, return on equity, guest loyalty, and staff retention and performance.

## Registration

Registration is done on a first-come basis and completed by the teams Instructor/Coach. Team member names can be added later. Registration is easy. Just email

***A Complimentary Members Benefit from REDGlobal and EuroCHRIE***

## EuroCHRIE sign a three year partnership with REDGlobal.



**Peter Stark President of REDGlobal and Jan Willem Meijerhof President of EuroCHRIE**

We are honoured to announce that we have signed a 3 year partnership with REDGlobal from 2015. This is the first partnership that EuroCHRIE has signed. REDGlobal is also the new sponsor of the EuroCHRIE President's Award from 2014

REDGlobal's single company give-back program is focused on hospitality educations. In accord with this remit, REDGlobal intends to enter into an explicitly non-commercial collaboration with EuroCHRIE in the interest of supporting hospitality education and the goals of the EuroCHRIE organization.

The intended outcomes of the collaboration are:

- Financial support for EuroCHRIE conferences and awards
- Value adds for Members in the form of Instructor professional development
- Practical business training and certification for students and faculty in the form of the University Challenge commencing in 2015



FONDATION NESTLÉ  
PRO GASTRONOMIA

### **Christian Perrette – Executive Director is standing down from the EuroCHRIE Board**

It is with regret that Christian Perrette Executive Director of Fondation Nestlé Pro Gastronomie is resigning from the EuroCHRIE Board and his role as Director for Industry Relations. Christian has been a valued member of the Board for many years and we will miss contributions to the EuroCHRIE. We wish Christian every success in the future and thank him and Fondation Nestlé Pro Gastronomie for their support.

**Christian Perrette receiving a token of thanks from EuroCHRIE President Jan Meijerhof at the Awards Dinner in Duba**



## Keynote speakers EuroCHRIE Dubai 2014- *Susan Horner, EuroCHRIE Director of Education*



*Day One - 7<sup>th</sup> October 2014 L-R Professor David Russell, Jan Meijerhof, Ron Hilvert, Gaurav Sinha, Steve Hood.*

The keynote speakers in Dubai gave the participants much food for thought. A summary of the ideas presented are as follows:

### **Professor David Russell – founder of The Russell Partnership.**

David provided the audience with an overview of strategic planning and simulation exercises. He considered the art of customer profiling and the importance of the consideration of individual personal experience. The ideas presented also included the importance of consistent messaging within the framework of a sustainable process. He outlined the messages that had been learned from his involvement with The Olympics including the inspiration that had been created as a result of the engagement of local people in the practical hospitality processes that had contributed to sustainable development.



### **Mr Gaurav Sinha – Founder and CEO Insignia Worldwide.**

Gaurav provided the audience with his insights into the hotel guest. He said that his business acumen had led him to understand the importance of personalisation, the creation of individually designed products and the creation of bespoke products. He suggested that hospitality companies have to evolve in reaction to a new set of circumstances. He suggested that connection in the new setting was key with the emergence of ‘digital immigrants’ amongst the staff and ‘digital natives’ amongst the guests. He suggested that travel, hospitality and lifestyle brands would be critical in the quest to offer a truly international perspective.

### **Mr Steve Hood, Senior Vice President STR SHARE Centre**

Steve explained that an understanding of performance, development trends, hotel branding, and Revenue Management principles add to an understanding of the global hospitality industry. He outlined the global hotel development trends and provided detailed statistics to illustrate the points made. He mentioned that there had been a 'boutification' of the hotel industry. He also explored the new features of personalization and the development of new niches such as eco-tourism, health and wellness and food and farm offerings. A lively question and answer session followed which led to a debate about the role of practical learning and simulation in the class room environment.



### **Day Two - 8<sup>th</sup> October 2014 - Ms Salwan Finj - Division & Regional Senior Key Account Manager LG Electronics**

Salwan gave a very engaging address about the power of new technology and the impact both in our homes and in the hospitality industry. She gave endless examples of the use of new high definition technology and the impact that this would have both in our homes and in the hospitality world. A new vision of our daily lives included the use of automatic ordering systems and online desk based ordering systems which she suggested will all have an incredible effect on our buying behaviour in hospitality markets.

### **Mr Peter Starks - President REDGlobal**

Peter discussed the results of a piece of research that he had personally undertaken with a wide range of hospitality industry representatives. This research had been conducted with 10 major executive sampled from the hospitality industry. The process of personalization emerged from the research with the importance of strategic Revenue Management and the use of digital web analytics as a major are for attention by industry managers. This all meant that staff would have to be analytically and digitally competent to suit the new environment. In the food and beverage arena the research suggested that the focus would be on nutrition, food culture and the use of local producers. The housekeeping function would require increased focus on personalisation with the use of increased technological mechanisms. There would be an increased emphasis on Talent Management within the industry and a focus on overall business acumen. Consolidation of competitors,



branding and co-operation between companies would also be critical in the future, he suggested. A lively question and answer session followed his presentation.

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**Dr James Mabey – Senior Vice President Development-Asia Pacific Jumeirah Group**

James provided a very entertaining final keynote address considering the cognitive processes that underpin our choices of hospitality products and service. He considered the psychological state that we are in when we choose particular hospitality products and services and the various complex decision making processes that underpin our choices. He focused on the particular elements of design and discussed the particular aspects that are critical for a successful hospitality business. He used many fascinating illustrations from the hotel industry to demonstrate the points made. His presentation was followed by many questions related to his industry experience and personal knowledge.



The key note speakers were questioned on a whole series of issues including their opinions on the future influences on hospitality business, their predictions for the future, and the importance of Talent and Revenue management principles and practices. Everybody agreed that the keynote speakers had provided much food for thought. Their slides are available on the EuroCHRIE website.

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**L-R Peter Starks, Jan Meijerhof, Salwan Finj.**



**L-R Peter Starks, Dr James Mabey, Salwan Finj, John Fong**

## **Africa Forum at EuroCHRIE – by Belinda Nwosu**

The 32<sup>nd</sup> annual EuroCHRIE conference provided a platform for more than 250 delegates from over 50 countries to discuss cutting-edge research results in tourism and hospitality education, to learn about educational issues and to develop professional networks. A special segment to the programme entitled “Charting the Future”: Hospitality and Tourism Education in Africa focused in particular on matters pertaining to tourism and hospitality education on the continent. Ms Belinda Nwosu coordinated the session.

Speakers were from South Africa, Kenya and Denmark. Scenarios regarding the stance of tourism and hospitality education was shared. The indication was that there is a lack of quality standards regarding tourism and hospitality education as well as the lack of quality curriculums. Other challenges highlighted included uncoordinated levels of education, not many accredited providers, lack of industry relevancy in offerings, lack of qualified and experienced staff and bureaucracy. Although these challenges exist, various regions in Africa are expanding and the World Bank (2013) has indicated that the potential for tourism and hospitality in Africa is very positive and that 1 in every 25 people on the African continent can have employment in this industry. The area consultants for Africa, Belinda, Deborah and Nabil are passionate about the tourism and hospitality industry in Africa and suggests that to move forward positively active research needs to be conducted on a more frequent level to investigate performance problems and to suggest solutions; that there should be more collaborative relationships between institutions; empowerment of people through quality tourism and hospitality education and more active involvement in EuroCHRIE on the African continent.



**L-R Susan Horner, Ms Birgite Hvingel Jorgensen (University College of Northern Denmark), Mr Steve Hood (STR Share Centre), Guy, Kevin, Deborah Johnson, Ms Marianne Jordan (Tourism Finance Corporation of Kenya) and Belinda Nwosu.**



### **How to post your advert with us**

If you would like to have your job advertisement featured on the EuroCHRIE website contact Rai Shacklock ([admin@eurochrie.org](mailto:admin@eurochrie.org)). Rates start from just €100 so get in touch today!

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# The September 2014 Top 5

Year-over-year RevPAR change in local currency

## September 2014 vs. September 2013

Countries	Occ (%)		ADR		RevPAR		Percent Change from Sept 2013		
	2014	2013	2014	2013	2014	2013	Occ	ADR	RevPAR
Estonia	74.5	68.8	79.81	70.72	59.49	48.68	8.3	12.8	22.2
Greece	82.3	73.5	113.95	105.54	93.81	77.61	12	8	20.9
Czech Republic	83.2	79.1	2314.8	2031	1926.44	1606.73	5.2	14	19.9
Denmark	78.5	73.6	898.68	815.58	705.35	599.95	6.7	10.2	17.6
Austria	82.3	78.8	109.84	99.18	90.35	78.14	4.4	10.7	15.6

## September 2014 vs. September 2013

Markets	Occ (%)		ADR		RevPAR		Percent Change from Sept 2013		
	2014	2013	2014	2013	2014	2013	Occ	ADR	RevPAR
Madrid	79.1	69.9	107.91	83.24	85.31	58.16	13.1	29.6	46.7
Athens	88.6	75.2	111.35	98.34	98.62	73.92	17.8	13.2	33.4
Edinburgh	92.7	91.3	104.48	86.06	96.85	78.61	1.5	21.4	23.2
Tallinn	74.5	68.8	79.81	70.72	59.49	48.68	8.3	12.8	22.2
Copenhagen	83.1	78.1	980.78	858.22	814.79	670.26	6.4	14.3	21.6

Source:



## Is your institution interested to host a EuroCHRIE Conference?

The next EuroCHRIE conference will be organized in **Manchester UK 2015**. Planning of these conferences is now in progress and it is time for us to seek new candidates for future conferences.

Bids for the 2016 conferences need to be submitted by **1<sup>st</sup> of February 2015**. We are also open for proposals to 2017. You will find a Bid document at [www.eurochrie.org/downloads/EC,BidDocument2013.pdf](http://www.eurochrie.org/downloads/EC,BidDocument2013.pdf) or by sending an me an email. This document describes the required elements and procedure for hosting a EuroCHRIE Conference.

EuroCHRIE conferences will be awarded to the Institution that has presented an acceptable Bid. Usually there is more than one candidate bidding for conference and the EuroCHRIE Board makes its final decision based on the quality of the Bid (e.g. location, theme, fees, budget etc). You will be required to make a presentation to the Board.

Organisations must have been Institutional or Premium Members of ICHRIE for a number of years and must have had a presence at 3 consecutive conferences. Should you have any questions regarding the EuroCHRIE conferences, please do not hesitate to contact me.

**Risto Karmavuo** [risto.karmavuo@haaga-helia.fi](mailto:risto.karmavuo@haaga-helia.fi)  
Director of Networking

## **SPOTLIGHT on International Transfers of**

**Knowledge and Innovation** Susan Moulding,  
Senior Lecturer, Researcher, International  
Management Consultant, Manchester  
Metropolitan University

Federica Montaguti, Senior Researcher, Ciset –  
Università Ca' Foscari Venezia

Presenting their paper at EuroCHRIE 2014, Susan Moulding and co-author Federica Montaguti discussed how International Transfers of Knowledge are one of the main instruments used to foster innovation in education, and more specifically in tourism and hospitality education, from both a Global and European perspective.

Susan states: *“During the last five years we have collaboratively been responsible for a number of European funded, international projects which have developed and implemented some form of Transfer of Innovation between and amongst universities and higher education institutions. This has included transfers within six different countries and nine universities overall. Our focus has not only been within Europe but in Nairobi, Kenya as well, which was funded by the British Council.”*

Transfers of knowledge are essential for innovation within tourism and hospitality education enabling and providing direct improvements for those involved, including developments and improvements to the teaching and learning strategy particularly where the transfer has adopted experiential learning. Overall, Transfers of Knowledge improve areas of competitiveness linked to modules, units and courses. Susan and Federica have specifically been involved with transfers addressing units of study focusing upon innovative student consultancy, management development and professional skills, which have engaged in an experiential learning environment and have contributed to increased employability skills for young people.

Federica states: *“Over the last five years we have discovered that Transfer of Innovation are an uneasy process and certainly no easier than within industry. We have frequently encountered many problems and issues that have needed to be addressed and solved. At times we were simply ‘banging our heads together’ to find not only the solution but also some means of preventing the problems/issues in the first place. We*

*believed that the source, recipient and sponsor, were all in need of an assessment system.”*

Hence, both Susan and Federica addressed the issues of innovation transfer and their application, with a focus on prevention through empirical studies and research. From this they were able to identify levels of difficulty or ‘stickiness’ and the main causes attached to them.

Susan and Federica continue: *“By extending the research and work of other academics specifically the work of Suzulanski (2008) and his identified areas of stickiness, we began to create, develop and apply a prototype of an Assessment System specifically for implementation within higher education and research institutions. Our system, rooted in empirical evidence and research gained through consultancy work identified specific factors facilitating and hampering a successful transfer of knowledge. By creating a number of indices we were able to address preventative measures and arrive at a total stickiness index, indicating how difficult the transfer was likely to be and where it could be prevented.”*

**Call for support!!** Susan and Federica are searching for opportunities to complete further testing of their new prototype assessment system by applying to new international projects (European and Global) which involve a transfer of knowledge/innovation with a specific focus on experiential learning. They are both keen to raise awareness of their system at both an academic and political level with the possibility of the system being officially adopted by external European and Global funding organisations. Contact details; Susan Moulding: [s.moulding@mmu.ac.uk](mailto:s.moulding@mmu.ac.uk)  
Federica Montaguti: [fedem@unive.it](mailto:fedem@unive.it)

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