

# ***EuroCHRIENews***

**EuroCHRIE: The European Federation of International CHRIE  
The Hospitality and Tourism Educators**

**Spring 2014**



## **Congratulations Maureen! Elected Vice President of International CHRIE**

Maureen Brookes is a Reader in Marketing and a Teaching Fellow within the Oxford School of Hospitality Management where she has taught for 21 years. She is currently the Immediate Past President of EuroCHRIE. She previously was the Area Consultant for the UK. She also sits on the Board of Directors for the Council for Hospitality Management Education (CHME); is a member of the Institute of Hospitality's (IOH) Professional Review Panel and a Director of Oxford Gastronomica, a specialist centre for the study of food, drink and culture. Maureen has previously served as the Hospitality Liaison Officer for the UK's Higher Education Academy's Hospitality, Leisure, Sport and Tourism (HLST) Network.

Her research and journal publications are on franchising and plural organisations, covering diverse topics such as partner selection, entrepreneurship, relational development and knowledge transfer. Pedagogic publications have encompassed internationalisation, personalisation, the use of podcasting and quality management in higher education.

Maureen will take up her new role as International CHRIE's Vice President in San Diego in July 2014.



## FOCUS ON AFRICA

**Nabil Kouhen, Belinda Nwosu, Deborah Johnson**

According to the World Bank (2013) for African countries looking to create sustainable economic growth and increase economic growth, the potential of tourism is still not being fully appreciated as an important source of economic development on the continent. It is suggested that African countries are in a positive position to harness the development of sustainable tourism. Although there was a financial global slowdown since 2008, international tourist arrivals in Africa have grown by 8 percent (World Bank, 2013). This makes the Africa region the second fastest growing globally, after East Asia and the Pacific. The World Bank suggests that global hotel

chains are positioned to spend millions of dollars in Africa over the years to come to meet the increasing demands from international tourists and the continent's own fast-growing middle class. If managed and developed in a sustainable manner tourism can become a lucrative form of economic development for Africa. Part of a sustainable development path for tourism to be successful in Africa is quality education and training for tourism and hospitality. Locals will have to manage their industries and be empowered to do so. Quality curriculum development is going to be essential to address the human resources needs and requirements as tourism expands in Africa.

### North Africa, Nabil Kouhen

North Africa comprises the regions of Morocco, Mauritania, Algeria, Libya and Egypt. Much work needs to be done in these regions to promote EuroCHRIE. Challenges in these regions are similar to regions throughout Africa and in general the need of quality curriculums is necessary. Employment opportunities and adequate standards for hospitality education also need to be developed. As EuroChrie is part of the broader ICHRIE concept the exchanges of information, ideas, research, products and services related to education, training and resource development for hospitality and tourism can assist to develop these regions in order to make hospitality and tourism part of local economic development structures. The strategy to grow the EuroChrie concept is to network with Tourism Ministries of these regions and to establish contact with industry professionals.



### Belinda Nwosu, West and East Africa

The West and East Africa regions comprises 26 countries of which Nigeria, Sudan, Ghana, Kenya, Ethiopia, Tanzania, Cameroon, Uganda, Ivory Coast and Senegal represent the top 10 economies. Developments within the industry are fairly new and the quality of the workforce has to undergo a radical transformation to meet the demands of the growing market. Infrastructural developments in certain regions have overtaken human capital development. This is a critical gap as our industry is primarily

people-driven. Existing institutions lack the infrastructure, knowledge base and quality of students to drive these developments. EuroCHRIE is positioned to contribute significantly to sustainable development in the region. By providing opportunities for sharing experiences, professional development and curriculum reviews, educators from the region will be empowered to drive for change in their institutions.



**Deborah Johnson, Southern Africa**

The Southern African regions comprises countries such as Angola, Botswana, Comoros, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. EuroCHRIE is very much needed in the Southern Africa region. Many people in this region do not have the adequate means to travel but having the opportunity of being a member of EuroCHRIE can eliminate some of these challenges. EuroCHRIE can assist to bridge many gaps virtually and allow for contact and sharing on a global scale. This again can lead to positive collaborations if managed sustainably and effectively. I am a firm believer of working in teams to be successful in this industry and sharing gained knowledge and experiences to assist others, in particular the younger generation tourism and hospitality professionals to grow and move forward. Part of the strategy to grow memberships will involve networking with Ministries of Tourism, Departments of Education and private sector industry associations.

---

**An Update from the Director of Research – Liz Ineson**

Prior to the April 29<sup>th</sup> deadline for the return of reviews for EuroCHRIE 2104 papers, Dubai reported having received 123 papers and around 143 reviews had been returned. The response rate from reviewers was 58% with four days to go. All paper evaluations are being sent to the authors by email as soon as they are available rather than wait for all reviewers to complete. A decision was taken by the Dubai Committee in March 2014 to use Easy Chair for submission but not reviewing purposes. Also, they decided at that point to leave submissions open via direct email to John Fong (Conference Chair). All reviews will be completed as soon as is practicable and communicated to the authors following late paper submissions.



Susan Fournier, César Ritz Colleges, Switzerland, Dr. Elizabeth Ineson, Manchester Metropolitan University UK and Dr. Andy Nazarechuk, Taylor’s University, Kuala Lumpur have been invited to facilitate two round table discussions:

- (i) **How Can We Break the Barriers in Assessing Group or Team Work?** at the 12<sup>th</sup> Asia Pacific Conference (APacCHRIE) ‘Breaking barriers; shifting gears’, organized by Taylor’s University, Kuala Lumpur Malaysia, on Thursday, May 22<sup>nd</sup> from 14.00 to 16.00pm. The number of attendees is limited to 30 persons (First come; first served). Advanced registration is possible through Susan Fournier ([susan.fournier@ritz.edu](mailto:susan.fournier@ritz.edu)). This open international discussion welcomes the active participation of faculty and industrialists, in particular those who are involved in the assessment of group or team work. The participants will create and prioritise the session’s discussion agenda. Issues under consideration in the context of group or team work, focusing on assessment, include:

activities which lend themselves well to group tasks; group size and composition; facilitation and progress monitoring assessment criteria; methods of assessment and peer assessment. For details of APacCHRIE 2014, see:

<http://www.taylors.edu.my/tchtevents2014/apacchrie/apacchrie-main.html>

- (ii) **Part Time Faculty Round Table** at EuroCHRIE 2014 at the Emirates Academy of Hospitality Management in Dubai, UAE, 'Hospitality and Tourism Futures', on Tuesday 7th October from 15:30-16:30. This open international discussion welcomes the active participation of part time faculty, full time faculty, administrators and staff members and industrialists, in particular those who contribute on a part time basis to teaching programmes. The group will create and prioritise the session's discussion agenda. Some questions and topics under consideration include:

What are the reasons for hiring part time faculty? Advantages and challenges?

How are part time faculty members selected?

What role do part time faculty members play in the institution?

What does the institution expect of part time faculty?

Life balance challenges – integrating one's role in the university with other jobs.

Perception versus reality in the classroom; experience versus subject matter; expertise versus pedagogy.

Sink, swim or tread water? Support systems and services (or lack thereof).

For details of EuroCHRIE, 2014, see: <http://www.eurochrie.org/conferences/>

Also at EuroCHRIE 2014 in Dubai, Liz Ineson will chair a research workshop entitled: Qualitative Research Methods, focusing on data analysis. The team of co-presenters includes: Dr Alisha Ali, Sheffield Hallam University, UK; Dr Amanda Miller and Dr Steven Rhoden, Manchester Metropolitan University, UK; Dr Marianna Sigala, University of the Aegean, Greece and Dr Matthew Yap, University of Macau. The authors will use extracts from their previous journal publications to illustrate: content analysis, discourse analysis, framework analysis, grounded theory, narrative analysis; pattern matching, explanation building and cross case synthesis; systemic network analysis; and template analysis.

### **Elizabeth M. Ineson**

Director of Research, EuroCHRIE, April 2014

---

## **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 If you are a 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 refresh your view if you have bookmarked the EuroCHRIE webpage otherwise you will not be viewing the latest updates.*



*See you all in Dubai ..... [www.emiratesacademy.edu/en/EuroCHRIE\\_2014/EuroCHRIE\\_2014](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/EuroCHRIE_2014)*

Rai Shacklock  
EuroCHRIE Federation Administrator  
[admin@eurochrie.org](mailto:admin@eurochrie.org)



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

The next EuroCHRIE conferences will be organized in **Dubai (2014)** and **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 future conferences need to be submitted at least 2 years prior to the planned conference. Therefore we are now open for proposals to 2016. 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 email to [risto.karmavuo@haaga-helia.fi](mailto:risto.karmavuo@haaga-helia.fi). This document describes the required elements and procedure for hosting a EuroCHRIE Conference.

A EuroCHRIE conference will be awarded to the Institution that has presented an acceptable bid. Usually there is more than one candidate bidding for a 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**

Director of Networking



## The EuroCHRIE Presidents Award – a new Sponsor!

The EuroCHRIE Presidents Award is the highest recognition for a member's lifetime contributions and outstanding service to both hospitality and tourism education and the EuroCHRIE Federation. This year, and for the first time, the award is being sponsored by REDGlobal. Peter Starks, President – REDGlobal says ***'we deeply appreciate the opportunity to sponsor this annual Award. It provides a tangible opportunity to honor such contributions and service and a moment for us to articulate our shared dedication to the recipient and to EuroCHRIE'***

We are pleased to announce that REDGlobal will be powering a Hotel Business Acumen Instructor Certification [8th October 2pm-6pm in Dubai. For more details go to

<http://www.hotelsims.com/certifications/lodging-business-acumen-instructor.html>

RED GLOBAL

RENEW • EXECUTE • DELIVER

## The 2014 EuroCHRIE Slate of Office

The following candidates are standing for elections to the EuroCHRIE Board. To cast your vote go to <https://vod.votenet.com/ICHRIE>

### Vice President



**Dr Kevin Nield. FHEA, FIH.**

#### Biography

Dr Kevin Nield is Head of Department of Service Sector Management in Sheffield Business School. Before taking up his present position at SHU Kevin has worked in a wide variety of positions within the catering and retail industries and in further education. He has co-researched three editions of the British Hospitality Association's annual *British Hospitality: Trends and Statistics* and is joint author of *Contemporary Issues in Hospitality and Tourism in China and India*. Kevin has a particular interest in education and is a honorary associate of the HE Academy network for Hospitality, Leisure, Tourism and Sport and the Director of Education for EuroCHRIE. He has represented the sector on QAA working groups and panels. Kevin has been responsible for setting up a highly successful collaboration with Hong Kong Institute of Vocational Education.

### Vice President



**Susan Fournier**

#### Biography

Susan Fournier currently serves in a dual role of Lecturer and Curriculum Developer at Cesar Ritz Colleges Switzerland, an institution welcoming students from over seventy nationalities on three Swiss campuses. During the past twenty years, she has lectured in a variety of subjects including EFL, Leadership, Applied Research, Career and Hospitality Management. She has an MSc from Manchester Metropolitan University, a Post Graduate Certificate in Higher Education and has been a CHE since 2002.

Susan is Past President of I-CHRIE, the International Council on Hotel, Restaurant and Institutional Education. During her 3-year tenure as I-CHRIE Executive Board Member, she worked to develop each federation and strengthen the I-CHRIE brand to fulfil the vision of excellence in education and training for the tourism sector worldwide. One of her principle efforts was initiating the reduced membership fee for educators from nations with developing economies. She also served on the Commission on Accreditation of Hospitality Management Programs (ACPHA-CAHM) from 2006-2008. She has been a long standing member of EuroCHRIE and previously served on the Board as Director of Networking. This included refining the bidding document process as well as assisting the EuroCHRIE conference organizers with the procedures of hosting the organization's major yearly event. Currently she serves as the Area Consultant for Switzerland.

## Director of Marketing



### **Dr John Fong Biography**

Dr. John Fong is the Director of Marketing & International Relations and an Associate Professor in The Emirates Academy of Hospitality Management (EAHM). Assisted by a team of talented individuals, he oversees all marketing related activities such as advertising, branding, corporate communications, online/offline media, together with international relations and student recruitment for EAHM.

He is also an Associate Professor of Marketing at both the undergraduate and postgraduate levels, a published author, an academic reviewer for journals and textbooks and a sought after speaker; having conducted numerous seminars in Asia, Australia, the Americas, Europe and the Middle East.

His background is in Project Management, specialising in International Marketing and Strategic Planning. John is not only versatile; he is a consummate marketing professional and believes in applying what he has taught from the classrooms into the real world.

## Director of Marketing



### **Patricia Cueva Sarria Biography**

Patricia Cuevas is the Managing Director at Centro Superior de Hosteleria de Galicia (CSHG), in Santiago de Compostela Spain. The CSHG keeps close ties with University of Santiago de Compostela which grants the CSHG Diplomas as part of their own programs. She has an MSc in Hospitality Management and a Bachelor Degree in Arts from the University of Sevilla, Spain. She has a 12 years' experience in the hospitality industry and hospitality training. She joined ICHRIE in 2010 and two years later she became part of the Board as Area Consultant (Spain & Portugal). Spain as one of the world leaders in tourism and hospitality industry represents a great opportunity for EuroCHRIE and its benefits among educational institutions and memberships.

Her key strengths include strong commercial awareness, analytical skill, a keen eye for detail and quality, and positive communication and interpersonal skills. She enjoys working in a team and helping others to progress.

## Director of Education



### **Dr Susan Horner BSc, MBA, D.Ed., TESOL, FHEA Biography**

Susan is currently Associate Professor in Hospitality, Tourism and Events at Plymouth University where she is the Programme Leader for the Hospitality Management, International Hospitality Management, Tourism and Hospitality Management, and Cruise Management undergraduate courses.

Susan wrote her first book 'Marketing for Hospitality' in 1996 and has gone on to write further books with collaborators including Professor John Swarbrooke, Professor Roy C. Wood and Professor Stephen Ball. Susan's books include key texts such as Consumer Behaviour in Tourism, International Cases in Tourism Management, Business Travel and Tourism and Leisure Marketing. These books are used internationally and have been translated into a variety of languages including Chinese. She has also helped a number of students to publish their research over the last decade.

Among her other skills and experience, Susan has an interest in the learning styles of hospitality students, and relationship marketing and management issues for hospitality. She has also developed an international reputation as a marketing specialist, and been responsible for the academic content of hospitality courses at undergraduate and postgraduate level that have been delivered both locally and internationally in the distance learning environment.

Susan was previously a Senior Lecturer in Marketing and Consumer Behaviour from 2009-2011 in César Ritz Hotel School Switzerland based in Brig and taught students from all over the world who went on to successful careers in the hospitality sector worldwide.

She has worked on the recently launched development of The Plymouth University Hotel School which has an emphasis on sound educational programmes, practical industrial experience in co-operation with industry patrons and partners, and the development of long term alumni networks that all contribute to the personal career progression of talented individuals. Susan is developing a Talent Management research group in Plymouth and has founded an international network, the findings of which will feed into the development of new educational programmes of study.

## Director of Education



### Dr. Eda Gurel Biography

Dr Eda Gurel is an Assistant Professor teaching marketing in the Tourism and Hotel Management Department at the School of Applied Technology and Management, Bilkent University, Turkey since 1998. She completed her MSc at the University of Surrey, UK as a Chevening scholar and received her PhD in Business Administration from Hacettepe University, Turkey. She has publications in the Annals of Tourism Research, Journal of Business Ethics and European Journal of Marketing. In 2010, she was awarded as the Young Academic of the Year by the Association of Young Tourism Professionals founded by the graduates of the Bosphorus University in Turkey. She is currently a Board member in EuroCHRIE as the area consultant for Turkey.



Dear EuroCHRIE members,

We are asking you to vote for the next EuroCHRIE Board who will be sworn in at the ICHRIE business meeting in San Diego. Please go to <https://vod.votenet.com/ICHRIE> where you find the Biographies and Platform statements of the candidates identified on the Slate of Office. The ballot will close on Tuesday 1<sup>st</sup> July 2014 at 12 noon GMT. The results will be announced once the votes have been verified.

#### This is a secure system:

- You will be allowed only one vote;
- These elections are only open to EuroCHRIE Federation members;
- You will need to log in with your membership number;
- You must use the email address by which you receive this email from ICHRIE.

Please register your vote now - if you have any problems contact [admin@eurochrie.org](mailto:admin@eurochrie.org)



### ICHRIE Conference in San Diego 30<sup>th</sup> July – 1<sup>st</sup> August 2014

- ✚ The EuroCHRIE Board meeting will be held on Wednesday 30<sup>th</sup> July
- ✚ The EuroCHRIE General meeting will be held on Friday 1<sup>st</sup> August

*Agenda, details of rooms and times will be sent out to all EuroCHRIE members.*

## Perspectives on Enhancing the Student Experience

Enhancing the student experience has become a mantra that is chanted in many universities. To many it is seen as a means to increasing student satisfaction and climbing up league tables. But what does it mean in practice? How may we achieve it? If we do achieve it, which benefits, if any, will it bring? Here are 3 articles, 2 indicate how enhancement of the student experience is carried out in different contexts, the third is a thought provoking piece that questions the operation of the student experience and asks if it is too mechanistic. I hope that you enjoy reading the articles.



**Belinda Nwosu**  
Wavecrest College of Hospitality is a private Monotechnic offering higher diplomas in hospitality management in Lagos, the commercial capital of Nigeria. Inspired by the teachings of St Josemaria, the

founder of Opus Dei, Wavecrest is committed to women's empowerment through education. One key focus of our recruitment policy is to target needy young women and equip them with the skills needed to develop in a hospitality career. This philosophy has created and developed a tight-knit community of staff and students keen on mutual respect and concern for others. Working on their sense of personal worth is a process that begins in two stages - their first encounter with an assigned mentor who guides them through academics and life-issues to that experience as an intern after their first year. For us educators, there is nothing quite like witnessing that singular moment when our students return from their internships with improved self confidence. The exposure to operations in a real-life setting has proved a springboard for our students to start believing

in themselves, not very different from watching a butterfly emerge from its cocoon. These experiences are then captured, discussed and strengthened through mentoring sessions. Over the years, we have found that these internship experiences shape students' perceptions of the hospitality industry as an employer. And this is where careful planning needs to take place to ensure that the chosen organisations are committed to facilitating the achievement of learning outcomes for the interns. If these experiences are memorable, then there is a greater chance that the student will commit to a career in the industry. Students who have experienced an internship in an unstructured setting have usually returned to college determined to get it over with and exit the programme. Mentoring and internships have proven to be an effective means for enhancing our hospitality student's experience at Wavecrest.

---

**Samantha Giove**  
Sheffield Hallam University and Sheffield Business School (SBS) have an explicit and public commitment to enhancing the experience and employability of students. Student experience and employability both feature as core values of the university.



The journey of a Hospitality students starts the minute they come to an open day. Here prospective students are invited to become part of the dynamic and proactive community of Hospitality staff and students. Student's pride and sense of belonging develops throughout their journey and continues as they become active alumni.

There are a wide range of opportunities for Hospitality students to engage and add value to the core content of their course of study. All

students experience work related learning and most experience a yearlong placement as part of their course. Many also engage in volunteering and sector specific part time work.

In addition students develop skills in a variety of other ways. Typically 15% of hospitality students are actively engaged in student representation. In this role they work in partnership with staff and as proactive members of their community they enhance the student experience for themselves and the students they represent. Student representatives also have the opportunity to develop key graduate skills as Executive faculty reps where they can have a significant impact sitting on committee and leading projects at faculty and university level.

Each year Hospitality student have the opportunity to lead their own society. These societies provided the time and space for students and staff to build trusting relationships, to work in partnerships, co-create, develop knowledge and skills and take risks away from timetabled sessions and assessment.

As part of a recognition and talent management scheme students have the unique opportunity to develop their management competencies and leadership skills. Management skills workshops, Leadership Days and a Leadership Award Programme all offer distinctive and intensive experiences for students. Participants meet, engage and collaborate with leaders from local organisations 'on equal terms' which helps to build the confidence of participants in relation to the validity and utility of their own insights and ideas.

This provides a brief insight into the opportunities open to Hospitality students at Sheffield Business School. It is not anticipated that students will engage in all that is on offer but rather that they all have the opportunity to add value to their course of study and

differentiate themselves in a highly competitive graduate market.

---

### Phil Race

Some say the student experience is too mechanistic. Yes, but it needn't be! Einstein said



'it is simply madness to do the same thing, and expect different results'. So to improve the student experience, we need to do something *else*. We need to *elsify* (to coin a new verb). It's all very well to have some learning outcomes, and some well-worked-out evidence of achievement, and some carefully linked assessment criteria, and align this lot constructively – well intentioned – but mechanistic.

Students learn. So do we. We learn together how to answer questions including question-words such as 'what?', 'why?', 'how?', 'where?', 'when?' and 'who?' A bit mechanistic? Perhaps we should add 'so what?' – that helps. But better, 'what *else*?', and 'how *else*' and 'why *else*?' and so on. But don't stop there. 'Why *else, else, else*' and so on. 'What *else else* may happen?'

'E' is an important first-letter. Employability, Enterprise, Entrepreneurship, even just plain old Education. 'Else' has this first letter, but also ends with another 'E'. What do employers really want – they want people who can do something else as well as what's in the job description. What is enterprise? Something else. What does an entrepreneur do? Something else. Making progress is never just mechanistically doing the same thing, and expecting better results – it's about trying something *else*.

If researchers want their work published, what do editors look for to make a great paper? Something *else*. What do examiners want in a new PhD thesis? Something *else*. Something a

bit different, something that goes a bit further, something that hasn't been thought of before. Be realistic, of course. Not everything else is better. Some is worse. But progress happens by trial and error, and if we don't keep experimenting with what else we can do, we'll never find anything better. It's good, in fact, everytime we find something that's worse – we can avoid that altogether from then on. Learning (and teaching) is about finding out what works, what works better, and what doesn't work.

'Oh dear, but I've got to keep to the published curriculum and those damned learning outcomes!' you may think? Elsfy them too. Here's an example:

'By the end of this afternoon, you'll be able to work out the pros and cons of six things you can do *other* than the one which everyone normally does in the context of such-and-such'. That's a lovely open-ended outcome isn't it? Spot on for a bit of enterprise. So how are we going to measure the evidence of achievement of this outcome? Pen and paper? Fingers on keyboard? Yes, but how *else* could we get the evidence? We could listen to it, perhaps. It could be visual. It could be audio-visual. It could be kinaesthetic – a dance or a ballet. We can bring the 'else' into assessment too.

Variety may indeed be the spice of learning, and of teaching. But the yeast is else. 'Else' is what makes things grow. Else adds to knowledge. Else adds energy. Else adds freedom. Freedom to experiment. Freedom to get things wrong as well as right, and the opportunity to tell the difference. That's learning, and is far from mechanistic.

---

### **CAREER ACADEMY, Dubai, 2014**

The EuroCHRIE conference in Dubai will see the 3<sup>rd</sup> annual career academy. This year the content of the career academy will be in two parts, first it will lend its support to optional

courses that are aimed at hospitality educators and have been demanded by the membership. Second, it will provide a forum that considers the future of hospitality education in Africa. The courses that are on offer are:-

1. **"Train the Trainer"** session for the **"Certification in Hotel Industry Analytics"**, jointly offered by ICHRIE, American Hotel and Lodging Educational Institute, and the STR SHARE Center. 5<sup>th</sup> -6<sup>th</sup> October 9am-5pm
2. **Hotel Business Acumen Instructor Certification [Powered by RED Global]** 8<sup>th</sup> October 2pm-6pm  
<http://www.hotelsims.com/certification/s/lodging-business-acumen-instructor.html>
3. **Certified Hospitality Educator (CHE)** Course 10-12<sup>th</sup> October 9am-6pm

These are tentative dates at present so please check the conference schedule before you book your flights as some of the courses are delivered just prior or just after the 6<sup>th</sup> October 2014 (Separate registration is necessary and additional fees may apply to some courses)  
[www.emiratesacademy.edu/en/EuroCHRIE\\_2014/Conference-Programme/#sthash.loPslx5D.dpuf](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/Conference-Programme/#sthash.loPslx5D.dpuf)

A new forum that considers the future of hospitality education and educators in Africa is being led and developed by Belinda Nwosu and is entitled **"The Africa Forum"**. The forum will bring together educators and keynotes from the African hospitality and tourism industries, it will be held on 7 October 2014 from 2pm to 3.30pm. Please make every effort to attend; I look forward to meeting you at the conference.



**Kevin Nield**  
**Director of Education**

---



## Membership News – John Lohr

Dear EuroCHRIE friends and colleagues,

Throughout the last year you may have heard the term “Premium Member” pop up and asked yourself, “what exactly is Premium Membership and does it have any value for my school/university?” To help you better understand the newest category of ICHRIE/EuroCHRIE membership I’ve put together a little self help table outlining the various benefits of Individual and Premium Membership.

If you have more than one person at your school/university who would like to attend the EuroCHRIE/ICHRIE conference and want to market and promote your school and its faculty throughout the ICHRIE network to a global audience, then Premium Membership is for you.

A full list of current Premium Membership can be found at:

<http://www.chrie.org/membership/premium-members-list/index.aspx>

Thanks and look forward to seeing all of you in Dubai!

Regards John

Membership Benefits	Individual Membership	Premium Membership
<b>COST OF MEMBERSHIP</b>	<b>\$205 / €155 (approx)</b>	<b>\$1,030 / €781 (approx)</b>
One Primary Contact Membership	✓	✓
Reduced Conference Registrations	✓	✓ (for 3 individuals)
Two Secondary Contact Memberships	X	✓
Listing as a Premium Member in all ICHRIE Publications	X	✓
Advertising opportunities Communiqué for faculty searches	X	✓
Free Professional Opportunity Ads on the ICHRIE website	X	✓
A Program Description including Logo insertion in The Guide to College Programs in Hospitality, & Tourism & Culinary Arts	X	✓
Advertising opportunities in ICHRIE Conference Program Book	X	✓
Listing in Conference Program Book (Distributed on site to all conference attendees).	X	✓
Access to online members directory	✓	✓
25% Discount on ESD Ceremony Kit (a \$37.50 US dollar value)	✓	✓
ICHRIE Communiqué - Monthly Mailed Publication	✓	✓

Journal of Hospitality & Tourism Education (JHTE) – Quarterly Mailed Publication	✓	✓	
Journal of Hospitality & Tourism Research (JHTR) – Quarterly Mailed Publication	✓	✓	
Publishing opportunities for both students and professors	✓	✓	
Solicit information through participation in Special Interest Groups (SIGs)	✓	✓	
Eligibility to Apply for Faculty Internships	✓	✓	
Career Day Events Calendar	✓	✓	
Voting Member	✓	✓	(for 3 individuals)

It should be noted that EuroCHRIE offer Premium Members additional benefits and these are:

- Reduced conference registrations by any 3 individuals from that institution not just the named members;
- Opportunities for your institution to be showcased in the e-newsletter;
- Job adverts posted on the EuroCHRIE website for as little as 100 euros;
- Your logo posted in every EuroCHRIE e-newsletter;
- Institutional logo posted on the home page of [www.eurochrie.org](http://www.eurochrie.org) and a link through to your website.

**Stop Press - We have 166 members currently in EuroCHRIE**

---

## Free Articles from Taylor and Francis/Routledge

I'm pleased to inform you that Taylor and Francis/ Routledge have agreed to make the following articles available free of charge (for the moment, anyway) please feel free to circulate to your colleagues:

- **Making sense of urban food festivals: cultural regeneration, disorder and hospitable cities**  
[Joanne Hollows](#), [Steve Jones](#), [Ben Taylor](#) & [Kimberley Dowthwaite](#)
- **Place attachment, place satisfaction and pro-environmental behaviour: a comparative assessment of multiple regression and structural equation modelling**  
[Haywantee Ramkissoon](#), [Betty Weiler](#) & [Liam David Graham Smith](#)
- **Transporting 2014 FIFA World Cup to sustainability: exploring residents' and tourists' attitudes and behaviours**  
[Acácia Cristina Mendes Malhado](#) & [Rainer Rothfuss](#)
- **Pop-up cinema and place-shaping: urban cultural heritage at Marshall's Mill**  
[Brett D. Lashua](#)
- **Volunteer tourism policy in Thailand**  
[Mary Mostafanezhad](#) & [Nick Kontogeorgopoulos](#)



## **Spotlight on The School of Events, Tourism & Hospitality, Leeds Metropolitan University, UK**

Home to the UK Centre for Events Management, Leeds Metropolitan University is the leading provider of events education in Europe. Our team of 40 academic and events professionals has been developing world-class courses since 1996 - providing our graduates with excellent career prospects in the sport, arts, music, conference, exhibition, and charity sectors.

Leeds Metropolitan University was the first UK university to be recognised as a Centre of Excellence for tourism education by the UK's professional body for the industry, the Institute of Travel & Tourism and we are the only university in the world recognised by the United Nations World Tourism Organisation for our work in Responsible Tourism. Our tourism graduates are much sought-after and can be found in organisations such as tour operators, airlines, public sector tourism agencies, travel distribution companies and tourist attractions.



**Joe Milner (Events Management, 2010)**

Our Hospitality and Retailing academic group is one of the most successful of its kind in Europe - offering student work placement opportunities around the world, real consultancy projects and visits from industry speakers giving our students the hands-on experience they need to succeed. We are active in developing continuing

professional development opportunities for employees of leading licensed retail businesses.

In addition to courses in events, tourism and hospitality Leeds Metropolitan University's English Language and Modern Languages provision is also based in our School. We specialise in English as a foreign language and language teacher development and work collaboratively with a number of leading international companies on 'live' project work with students, in addition to consultancy and development work in interpreting. We offer a range of English language preparatory and foundation courses to prepare international students for further study in Leeds as well as postgraduate degrees for language teachers across a range of learning routes.



**Rebecca Harwood (Language Studies, 2010)**

Our English Language courses are accredited by the British Council and we are a Centre of Excellence for this. The School also offers a part-time languages programme that gives students the opportunity to study fifteen modern languages that includes: Arabic, Dutch, French, German, Greek, Italian, Japanese, Mandarin, Norwegian, Portuguese, Polish, Russian, Spanish, Swedish and Urdu. Summer Schools and bespoke short courses in languages are also provided by our Languages team.



**Yoko Murata (English Language Teaching, 2012)**

Research and enterprise are undertaken by our International Centre for Research in Events, Tourism & Hospitality (ICRETH) which has established an international reputation for the quality of its research, publications, conference, and consultancy activities. Our Centre undertakes high quality multi- and inter-disciplinary research and disseminates the findings using a range of mechanisms, including research reports, articles and books, bespoke programmes of continuing professional development, consultancy, short courses and specialist events. Our priorities are to strengthen the quality of our work continuously and to make an impact on policy and practice.



**Rhodri Thomas - Head of the International Centre for Research in Events, Tourism and Hospitality (ICRETH).**

In addition to University investment, research is funded by various international, national and local agencies or businesses. In recent years, these have been as diverse as the British Institute of Innkeeping (BII), the Economic and Social Research Council (ESRC), the European Commission, Meeting Professionals International (MPI), Organisation for Economic Co-operation and Development (OECD), the Institute of Travel and Tourism (ITT), United Nations World Tourism Organisation (UNWTO), and government departments, NGOs in various European, African and Asian countries, sports governing bodies and private companies. We have more than thirty PhD students from the UK and internationally and welcome visiting scholars regularly.

An exciting new development for our School is the investment in and commitment to online learning. In 2007 our first distance learning course was offered – MSc Responsible Tourism Management - and this course was soon followed by MSc Events Management in 2009. In 2014 two courses designed in association with the travel industry

were launched – MSc Travel Business Leadership and BSc (Hons) Travel Business Management (level 6 top-up).

Internationally, we collaborate with a small number of partners in key strategic locations, for example the Bandung Institute of Tourism in Indonesia and Sun Yat Sen University and Yunnan Normal University in China.

Our School is committed to providing the best possible learning and work experiences for students, staff and external stakeholders and we welcome the opportunity to collaborate with new partners where mutual benefits can be achieved.

For more information about our School visit: [www.leedsmet.ac.uk/carnegie/school-of-events-tourism-hospitality.htm](http://www.leedsmet.ac.uk/carnegie/school-of-events-tourism-hospitality.htm)



**David Hind**  
[d.hind@leedsmet.ac.uk](mailto:d.hind@leedsmet.ac.uk)  
**Head of School for Events, Tourism and Hospitality.**



**From 22<sup>nd</sup> September 2014  
Leeds Metropolitan University will become  
Leeds Beckett University**



## EuroCHRIE 2014 Awards

Dear Fellow EuroCHRIE Members,

Do you know of a colleague deserving of special recognition? We are currently seeking nominations for the 2014 EuroCHRIE awards which will be presented at the October conference in Dubai during the Gala Dinner.

It is easy to nominate someone - all you need to do is send a recommendation email detailing why you think the nominee is a deserving candidate for a specific award and provide some background information on the nominee (e.g. resume or bio) to Rai Shacklock at [admin@eurochrie.org](mailto:admin@eurochrie.org)

We are more than happy to receive nominations up until the 4<sup>th</sup> of August 2014. Once the nominations are all in, the final decisions will be made by the nominating committee, chaired by Richard Ginoux as Immediate Past President. In the meantime, I remain at your disposal for any information you may need at [meabrookes@brookes.ac.uk](mailto:meabrookes@brookes.ac.uk)

You can find the EuroCHRIE award descriptions below.

With kind regards,

Maureen Brookes  
[meabrookes@brookes.ac.uk](mailto:meabrookes@brookes.ac.uk)



### The EuroCHRIE Presidents Award – sponsored by REDGlobal

The EuroCHRIE Presidents 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.

- Plaque
- EuroCHRIE 2014 Registration
- 500 Euros

**RED** GLOBAL

RENEW • EXECUTE • DELIVER

---



FONDATION NESTLÉ  
PRO GASTRONOMIA

## The Nestle Pro Gastronomica Award

The Nestle Pro Gastronomica Foundation sponsors an award that honours a professional who has demonstrated excellence in training, education and development work in the hospitality industry.

- Plaque
  - EuroCHRIE 2014 Conference Registration
  - 500 Euros
- 



**LAUREATE**  
INTERNATIONAL  
UNIVERSITIES™

Hospitality  
Education

## The Laureate Hospitality Achievement Award

The Award 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. Award recipient must demonstrate exceptional professional ability and commitment through service to the hospitality industry or education.

The Award is proudly sponsored by Laureate Hospitality Education with Colleges in Switzerland, Spain, China and Australia, and programs in Chicago, Mexico, Brazil, Jordan, and the Philippines.

- Plaque
  - EuroCHRIE 2014 Conference Registration
  - 500 Euros
- 



Institute  
of **Hospitality**

## Institute of Hospitality Education Research Award

The award 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.

- Certificate or plaque
  - Complimentary Institute of Hospitality membership for one year
  - An invitation to an Institute of Hospitality annual event
  - A summary of the research to be published in Institute of Hospitality magazine
  - 500 Euros
-



### The EuroCHRIE International Industry Award

The award recognizes an outstanding international industry or organization for demonstrated commitment and service to the to the hospitality and tourism industry.

- **Plaque**
- 



### The EuroCHRIE Regional Industry Award

The award recognizes an outstanding regional industry or organization for demonstrated commitment and service to the to the hospitality and tourism industry.

- **Plaque**
- 



### Swiss EuroCHRIE Members reserve June 3 on your calendar!

The team from Glion Institute of Higher Education Bulle campus and online MBA invite you to discover the new Academic Center opened in July 2013 and to share experiences focusing on **Hospitality education in the online environment**. Speakers will include members of the MBA online faculty and course designers from the USA.

Are you interested in learning more about course design and development, teaching, learning and conducting student research for hospitality education in the online environment or the opportunities and challenges created by the virtual classroom? Plan to join us for this day of discovery. An invitation with further details will be at [www.eurochrie.org](http://www.eurochrie.org) or register at <http://swisseurochriebulle.eventbrite.com>



### The Votes are In!

### Congratulations to the Newly Elected ICHRIE Leaders!

Please join us in congratulating the future leaders of International CHRIE:

**Vice President:** *Maureen Brookes*, Oxford Brookes University

**Treasurer:** *Stephanie Hein*, Missouri State University

**Director of Research:** *Amit Sharma*, The Pennsylvania State University

**Director of Membership:** *Godwin-Charles Ogbeide*, University of Arkansas, Fayetteville

**Director of Industry Services:** *Brooke Luedke*, Hyatt Hotels

**Four-Year Nominating Committee:** *Ruth Lee O'Rourke*, University of Maryland, Eastern Shore

**Two-Year Nominating Committee:** *James Giordano*, LaGuardia Community College



## **Spotlight on Hotelschool The Hague**

Hotelschool The Hague is one of the last independent single sector Universities of Applied Sciences in The Netherlands. It was founded and funded in 1929 by the hospitality industry to create a central place where industry partners could gain and share new insight, skills and knowledge. 2000 students from all over the world study at one of the two campuses, in The Hague and in Amsterdam. The school focuses on international hospitality management: a single English language curriculum taught by international experts in the field of hospitality. The small size of the university means there is close contact between students and staff, and this encourages the professional and friendly attitude found throughout the school.



### **Bachelor's & Master's Programme**

A business study set in the context of hospitality, students learn all there is to know about hospitality from a strategic, tactical and operational perspective. This knowledge and experience is not only valuable for those seeking careers in hospitality, but for those with interests in other industries where hospitality makes a difference as well, such as Retail, Financial Services and Event Management. Graduates can be found all over the world, working as Hospitality Leaders, Hospitality Entrepreneurs, Consultants and Management Specialists in a variety of industries.



The degree is respected by a broad and varied group of employers. They know that Hotelschool The Hague graduates combine business skills with practical experience, excellent social and communication

skills, a true hospitality attitude and a strong personality.

As of September 2014 Hotelschool The Hague will offer a Master's programme, designed to deliver the next generation of hospitality leaders and focuses on hospitality concept innovation, business development and change.

### **Research Centre**

In 2010 Hotelschool The Hague has founded a Research Centre, encouraging interdisciplinary research with a strong practice-oriented focus, and (inter)national collaborative dimensions. The Research Centre conducts research with the goal to discover, exchange, apply and disseminate knowledge at the highest academic level that meets the needs of the international hospitality business, research and educational community. The centre seeks close and international co-operation with the international hospitality industry, and academia in the field of international hospitality management research. They are committed to forging strong links with professional associations, societies, organisations, and educational councils concerned with hospitality management practice.



The Centre is developing a strong research competence in three areas:

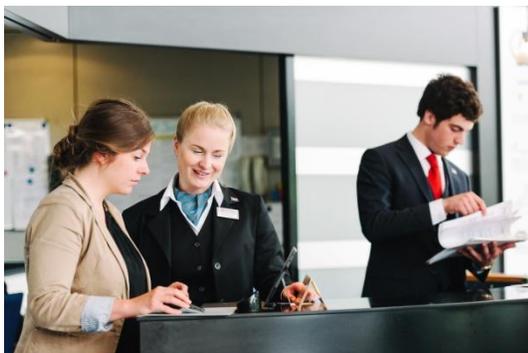
- Personality, attitude and behaviour of hospitality professionals
- Pricing and revenue management decision-making
- Guest experiences, the hospitalities of cities, and city marketing



Lecturers and students at the Research Centre work closely together with leading industries, hospitality organisations and research institutes in the Netherlands and abroad. The Research Centre and the Hotelschool course programmes benefit directly from each other: research results are directly fed back into our Bachelor's and Master's programmes: students are involved in the research programmes, and lecturers remain in touch with the latest business concepts and hospitality innovations: truly an example of excellence in practice. Dr. Jean-Pierre van der Rest, Professor & Director: "We are a passionate and dynamic team dedicated to contribute to the advancement, innovation and excellence of the international hospitality industry. Our hospitality research is relevant to practice, theoretically rigorous, and methodologically impeccable."



Since the foundation over 85 years ago Hotelschool The Hague has become bigger, more internationally oriented and has professionalised immensely. But the original fundamentals stayed the same; the dedicated focus on hospitality and the strong connection with the industry. The 'core business' of the school also stayed the same; a centre where hospitality knowledge and skills are bundled, developed, researched, shared and transferred as realistic as possible in order to prepare young hospitality leadership talents for a successful career in the business.



Hotelschool The Hague is a keen contributor to EuroCHRIE and considers the federation as a premier exchange community for applied hospitality research in the world. Faculty frequently presents papers at the annual conference, reviews papers, moderates sessions or is active on the board. In 2009 and 2010 the school received a best paper award and a highest commendation for its research.

---

## We have 2 new area Consultants



### Scandinavia.

**Mats Carlbäck**

[Mats.carlback@fivepointfive.se](mailto:Mats.carlback@fivepointfive.se)

**Tel:** +46 (0)708 427296

Mats Carlbäck has a long practical experience from the hospitality industry, in Sweden and on the international arena, both as entrepreneur and from various management positions. This has led to an extensive network in the industry, on a local, national and international level.

Related to his ongoing PhD-studies, the network has expanded to include the academic world, foremost Gothenburg Business School, RHS at Örebro University and Penn State University, USA. Mats' research is based on relevant questions from the practitioners and the aim is primarily to find new applicable solutions/models/methods/ for an industry in great need of new thinking and increased professionalism. Also important for Mats' work is to connect academia with the industry in order to ensure the results from the research is filtered down to the people who would use it – the practitioners and at the same time identify relevant questions and put this forward to the research community. An important part of this is teaching/instructing, which gives an opportunity to spread the information about interesting research and useful results, as well as gathering feedback from the future industry leaders.

At present Mats teaches management accounting, business development and strategic management at RHS at Örebro University and also takes on several training courses for hotels and restaurants.



### Italy

**José Roblès**

[direzione@ihma.it](mailto:direzione@ihma.it)

**Phone:** 00.39.340.53.69.934

In order to further facilitate the spreading of research Mats' contributes in various blogs in Sweden and with columns and editorial work in leading magazines and papers. Sprung from the past experience as entrepreneur is the focus on SMS's and how this part of the industry could be developed and more professional.

José Roblès has 25 years experience in the International Hotel Industry. After the Hotel School in Paris and the Butling School in London, ha worked in Worldwide famous restaurant as Maxims's or La Tour d'Argent, and served as Private service for President François Mitterrand.

He has worked in many positions for several Hotel Chains as HYATT INTERNATIONAL, LE MERIDIEN, HILTON INTERNATIONAL, STARWOOD HOTELS & RESORTS. From 2001 to 2008, José Roblès served as Managing Director for OPTIMS ITALIA, OPTIMS GROUP Italian subsidiary, worldwide Leader for Revenue-Management software within the Hospitality industry. From 2009, José Roblès is Managing Director of IHMA-INTERNATIONAL HOSPITALITY MANAGEMENT ACADEMY, the most important HOSPITALITY BUSINESS SCHOOL in Italy.

José Roblès holds an MBA-MASTER IN BUSINESS ADMINISTRATION cum Laude, with specialization in REVENUE-MANAGEMENT. José Roblès holds worldwide teaching activities within REVENUE-MANAGEMENT for both professionals and schools audience.



**Registration is now open**

**Dear EuroCHRIE Friends, just a courtesy email to let you know that registration for the EuroCHRIE Dubai 2014 Conference is NOW OPEN!**

Please click on the following link to register:

[http://www.emiratesacademy.edu/en/EuroCHRIE\\_2014/Register-Here/](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/Register-Here/)

As mentioned previously, we have a limited number of affordable on-campus accommodation available at The Emirates Academy Lodging. To make a booking, please email [reservations@emiratesacademy.edu](mailto:reservations@emiratesacademy.edu) and reference "EuroCHRIE2014". Alternatively, there is other accommodation available off-campus and details can be found here: [http://www.emiratesacademy.edu/en/EuroCHRIE\\_2014/Accommodation/](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/Accommodation/)

To date, we have received 123 papers and the review process has gone on fairly smoothly thanks to our very efficient Conference Coordinator, Ariella Adachi. **Please note** as well that we are still accepting late submission of papers on a case-by-case basis and if you know of anyone who would still like to submit a paper, please ask them to contact me directly.

Looking at the authors of the 123 papers, it is interesting to note that 50% are from Europe, 25% are from the USA and the remaining 25% are from MENA and Asia. With this mix of participants, the Conference is shaping up to be a diverse and well attended one! We are currently projecting about 200 – 250 participants so it will be quite a busy Conference!

The Organising Committee is working in full swing now with preparations and if you need any help with your travel to Dubai, please do not hesitate to contact us. We look forward to welcoming you soon!

---

## **EuroCHRIE Dubai - Call for Conference Session Moderators**

EuroCHRIE is pleased to announce a wide array of presentations that will be offered during the EuroCHRIE Conference in Dubai from 6<sup>th</sup>-9<sup>th</sup> October 2014.

We are currently looking for volunteers to serve as moderators to assist in session proceedings. Moderators may be assigned to one or more sessions and duties include: ensuring the session proceeds in a timely and efficient manner, introducing the session speaker, assisting with any handouts and collecting evaluations forms (as needed).

The contribution of moderators is invaluable to a successful conference and we encourage you to serve your association in this role. Anyone interested in being a moderator can email [Ariella.Adachi@emiratesacademy.edu](mailto:Ariella.Adachi@emiratesacademy.edu) or [annelie.bea@emiratesacademy.edu](mailto:annelie.bea@emiratesacademy.edu)

The deadline for moderator sign-up is Friday 7<sup>th</sup> September 2014. All moderators will be notified thereafter and may be required to attend moderator training on-site at the conference. We look forward to seeing you in Freiburg and thank you in advance for serving as a session moderator.

---

## The Top 5 results for February 2014 from EMEA

We have been lucky enough to secure a regular feature based on hotel data from **Duane Vinson** Assistant Director, **SHARE Center** (Supporting Hotel-related Academic Research and Education)

This is going to be a regular feature in the newsletter and possibly our website. Duane also produces results for the rest of the world. If you would also like to see this published then please let me know.

### Here is a Top 5 for EMEA for our EuroCHRIE Member Schools

1. **Copenhagen, Denmark**, continued to post double-digit growth in revenue per available room since July 2013 to DKK480.58 (+22.3%) in February. Although occupancy increased by 5.6%, average daily rate was the driving force behind positive hotel performance (+15.8%). A similar trend can be seen year-to-date, where occupancy grew by 8.4% and ADR by 13.7%. In particular, the increase in demand (+8.9%) coupled with limited supply growth (+0.5%), resulted in the highest occupancy levels since 2000 YTD for this market and helped drive rates in the beginning of 2014.
2. **Ireland** continued its positive trend and reported an increase in occupancy (+3.9%) and ADR (+5.2%), resulting in the highest RevPAR levels of any February since 2008 (EUR52.52). Hotel performance continued to increase YTD (RevPAR +13.1%) after two years of double-digit growth in this measure. Demand growth (+7.1%) for this market picked up, while supply growth remained flat (+0.2%), pushing occupancy levels up to 56.7% (+6.9%) YTD. Hotels in Ireland seemed to benefit from the growing economies of its key source countries like the United Kingdom or the United States. Also, the continued recovery of the Irish economy seemed to have a positive impact on hotel performance and drive, in particular, domestic room demand.
3. **Jordan** posted double-digit demand growth for the second month in a row (+18.0%), off the back of a weak February in 2013 (-24.1%). Supply remained flat for the country, pushing occupancy levels above 50% (+18.0%). RevPAR climbed to JOD52.62, the second highest level of any February after the peak in 2013 (JOD56.67). Occupancy was also the driving force behind positive RevPAR performance YTD (+18.7%), while ADR increased moderately (+1.2%). The country seemed to have suffered from on-going riots in adjacent regions in previous years; however, in 2014 hotel performance showed first signs of recovery.
4. **Pretoria, South Africa**, continued to post declines in supply growth (-0.7%) since March 2012. Also, demand remained flat compared to 2013, despite the recent presence of the market in the global news. Occupancy (+0.7%) and ADR (+6.9%) reported a positive trend for this month, resulting in RevPAR levels of ZAR507.87 (+7.6%). Overall, ADR (+6.4%) is driving the positive RevPAR performance for the South African city YTD, also impacted by the high inflation for the country.
5. **Turkey** again for a sixth straight month saw year-over-year occupancy fall (-3.3%) in February, whilst room rates experienced double digit growth (+18.3%). Trouble in neighbouring Syria has forced some international travellers to look elsewhere and a recent resurgence of the Lira to the Euro and US dollar has precipitated a drop in room demand (-1.4%). Room supply was up slightly (1.9%) for the month.

---

**CHME 23rd Annual Research Conference 2014**  
- 28th- 30th May 2014 to be held at The University of Derby Buxton Visit [www.chme2014.org](http://www.chme2014.org) for full details



Bonjour,

We are delighted to announce you the launching on April 2<sup>nd</sup> 2014 of our third edition of the Accor challenge **Take Off!** that will involve worldwide students from Hospitality Management Schools, Business Schools and Universities.

We would be glad to have students from your school joining this challenge. Indeed, it will give them opportunity to:

- **Represent your school** on a worldwide and famous challenge
- Work on a real **Accor case study** and add value to their resume
- **Be evaluated by teachers from top Schools and by our Accor professionals**
- Develop their **network**
- Win **superb Holidays** at Accor Hotels
- And last but not least: **HAVE FUN!**

We would be glad to get your **support to communicate to your students** about this challenge.

The next steps will be first to open the website on the **2<sup>nd</sup> of April**.  
Then, students will be able to put their projects online about digital.  
The three jury dates and conditions are the following:

- April 29<sup>th</sup> will be the first jury.
- May 21<sup>st</sup> : second round jury
- June 17<sup>th</sup>: final in Paris.

**We hope to get many wonderful projects from your school!**

**For any further information, feel free to let us know!**

**TESSIER Fabrice**  
Schools Relations Director  
01 45 38 85 94  
[fabrice.tessier@accor.com](mailto:fabrice.tessier@accor.com)

**CHARRIAU Héloïse**  
Schools Relations Assistant  
01 45 38 48 66  
[heloise.charriau@accor.com](mailto:heloise.charriau@accor.com)



## Striking Success: IUBH School of Business and Management receives FIBAA Premium Seal for five Programmes (24/03/2014)

With more than half of the criteria exceeding the quality requirements, five study programmes of IUBH School of Business and

Management in Bad Honnef, Germany were re-accredited with the FIBAA (*Foundation for International Business Administration Accreditation*) Premium Seal. IUBH is the seventh University whose study programmes receive this special award.



### Motel One and IUBH: an exclusive cooperation

Starting in July 2014 at the new One Campus in Munich, Motel One employees and first year students will have the opportunity to pursue study and training programmes developed by the IUBH.

The programmes offered at One Campus range from certified training modules and online bachelor and master degree courses for Motel One employees, to job-concurrent study programmes. This dual Bachelor course in Tourism with a focus on hotel management provides on-the-job practice periods in the Motel One company, an internship abroad as well as lectures at One Campus.

*Motel One Egg Chairs*

### New Hospitality Management guest lecturer with extensive industry experience



*Ms. Sabrina Finkbeiner*

Sabrina Finkbeiner is working as a guest lecturer at the IUBH. She offers lectures as a freelance lecturer at the Steinbeis Business University and the Bodensee Campus for Marketing and Hotel Management. She studied Business Administration with an emphasis in Advertising Marketing Communication at the University of Applied Sciences in Pforzheim and Bilkent University in Ankara, Turkey.

After spending some time abroad in the United States and in Australia, she began her first work experience as a marketing assistant and later as the marketing manager at the award-winning property located in the Black Forest, the Traube Tonbach. There, she managed projects and provided strategies including product line extensions and expansion strategies, which strengthen the hotel

brand image as well as marketing activities that developed the brand identity. The main focus of her work has been the successful translation of theoretical marketing aspects into consistent practice within the hotel sector. Having the opportunity to develop the marketing department in a family-owned luxury hotel has given her the opportunity to gain valuable insight into the operational aspects of the industry and furthermore interests her with additional research activities. Further experiences were gained during her time at a strategic communication agency, in which she worked as a project manager. Currently she is a lecturer of Principles of Marketing, Culinary Hospitality and Tourism as well as Rooms Division Management at the IUBH with the aim of motivating students to transfer theory into action.

## IUBH Hospitality scores again and again



*Ms. Friederike Harms*  
Photo: © [www.fotografie-keck.de](http://www.fotografie-keck.de)

### **IUBH Alumna wins German Young Hotel Professionals Award 2014**

This year's German Young Hotel Professionals Award, which is awarded by the Allgemeine Hotel- und Gastronomie-Zeitung (AHGZ) and the Hoteldirektorenvereinigung Deutschland (HDV), goes to IUBH Hospitality Management Graduate Friederike Harms. Friederike asserted herself in the final round of the contest against two other finalists and convinced the Jury and 150 guests with her professional appearance and her excellent performance. The 31-year old completed a Bachelor in International Hotel- und Tourism Management at IUBH School of Business and Management and serves as Resident Manager at the Grandhotel Hessischer Hof in Frankfurt since 2012. She gained work experience in renowned hotels such as the Gleneagles Hotel in Schottland and the Grand Hotel Quellenhof in Bad Ragaz.

As part of the award she will be invited to the industry summit conferences „Hotelier des Jahres" and „Deutscher Hotelkongress", as well as taking part in summer courses at the famous Cornell-University in Ithaca, USA. „The German Young Hotel Professionals Award is an outstanding and professional event and a unique distinction - to me it is honor and incentive at the same time", says a happy Friederike Harms. „We congratulate Ms. Harms and we are very happy for her. This new success of an IUBH Graduate makes us proud and leaves us with the good feeling of preparing our students with the best possible education for a successful future career", so Professor Dr. Peter Thuy, Rector of IUBH. Photo: © [www.fotografie-keck.de](http://www.fotografie-keck.de)

## **Worldwide Hospitality Awards in Paris: IUBH Alumnus among top three finalists**



Michael Todt, IUBH Hospitality Management Alumnus and Manager of the Motel One Wien-Prater, Austria, was selected by the Jury at the Worldwide Hospitality Awards as a finalist in the category Best Professional Success Awards. The Worldwide Hospitality Awards is a hospitality industry-wide competition crowning achievements in categories such as Best Communication Campaign, Best Marketing Strategy, Best Initiative in Sustainable Development, Best General Manager Luxury Segment and so on. Universities are also participating alongside industry players. The ceremony was held in the Salon Opera at the InterContinental Paris Le Grand on Tuesday November 12th 2013. While the first prize was awarded to the Director eCommerce at Marriott France, our congratulations go to Michael Todt for being one of the three finalists selected amidst a strong competition from graduates of other renown hospitality business universities.

Michael Todt has always been committed to excellence and was nominated for the IUBH Best Bachelor Thesis award. After his studies, he quickly moved on to a Management Traineeship at Motel One in Munich in 2010 and was promoted to Assistant Manager in Salzburg in 2011 where he helped in the opening of the company's first hotel in Austria. With Mr. Todt's support, the hotel was successfully introduced into the market. It became quality leader at Motel One and has become one of the hotels with the lowest staff turnover and best guest satisfaction values. Mr. Todt's current project, Motel One Wien-Prater, is located right next to the exhibition centre in Vienna.

## **IUBH: Being a EuroCHRIE Premium Member**

As a premium member of EuroCHRIE, the IUBH benefits from the various publications offered via the network (such as the CHRIE Communiqué, the Journal of Hospitality & Tourism Education and the Journal of Hospitality & Tourism Research), and also takes advantage of the multiple opportunities to present the university on the EuroCHRIE website or in the Annual Conference Program Book for example.

## **FUTUAeroport II**

### **– Visions and Futures of Service Landscape and Innovations at Tomorrow's Airport**

**V.A. Heikkinen**  
**Principal Lecturer**  
**University of HAAGA-HELIA Applied Sciences**

Helsinki Airport is already a significant urban centre and traffic point, with 20,000 jobs and 1,500 companies. In 2013, over 15 million travellers passed through it. The airport is also the most international travel area in Finland and an important transit junction. It is alive and dynamic, *glocal* in nature (= *global* + *local*) and a hub of networks and people.

As it is now, Helsinki Airport is already one of the most important travel and *transit* destinations in Northern Europe. It is also a significant *gateway* to the metropolitan area of the capital region and to anywhere else in Finland. Fast, efficient and reliable connections to Asia are particularly appealing to foreign travellers.

Every day, approximately 550 flights take off from Helsinki airport to 130 cities. The top destinations in Europe are Germany, Sweden and Spain, which are closely followed by other parts of the world, namely Japan, Thailand and China. The special attraction of the airport is its fast connections between Europe and Asia.

Helsinki Airport was chosen to be one of the development cases in the *World Design Capital 2012* year. Above all, the development of a future airport is about improving the service landscapes, technologies and innovations in a rapidly changing travel and business environment.

Many students, teachers and researchers of HAAGA-HELIA University of Applied Sciences (Hospitality Management and Business Administration) and several specialists have taken part in the *FUTUAeroport* and *EKO Aeroport* projects in 2008–13. These people have sketched different ways to solve the

problems and develop processes, created proposals for future airport concepts and searched for (mega)trends and weak signals.

FUTUAeroport publication presents the views of researchers, experts and students who participated in the projects. The work consists of both in-depth articles and shorter case presentations and visionary texts.



#### **Case Future Lounges**

In general, lounges will become specialised and create a theme, because the customer will also be individualised. The trend is moving from the masses towards minorities and groups mixed from different cultural styles. This will be shown in the choices of personal own space (*my space*). Personal space will be enclosed with sound landscapes (headphones), partitions (own egg chairs) and visual landscapes (computer screens). The customer will also be willing to pay for his or her mini break.

Lounge worlds will be designed, developed and styled to be even more versatile. Table 1 introduces the lounge ideas created by students in Hospitality, Tourism and Experience Management programme at HAAGA-HELIA University of Applied Science

**contd overleaf:**

**Table 1.** Lounge ideas.

Adventure	All inclusive	Beach	Fashion	Top business	Casino	Chain	City
Turku	Archipelago	Lapland	Baltic Sea	Video conference	Finland	Couple	Desert
Asia	Forest	Drive-in	Eco	Amusement park	Hiking	Exercise	Erotic
Exotic	Extreme	Family	Fantasy	Lego	Fishing	Diving	Football
Ice hockey	Sports	Slow	Flow	Heavy music	Hiphop	Game	Fly straight
Gay	Golf	Health	Vacation	Personal	Honeymoon	Sleeping	Hunting
Sewing	Child	Express	VIP	Secret garden	Lake	Nature	Rock
Date	Chess	Beauty	Food	Wine	Champagne	Sleep	Religion

The development of lounge facilities begins with *My private lounge* idea. The customer is very thorough in selecting the brands and concepts and wants that they fit exactly his/her values and lifestyle. In particular, ecological and environmentally friendly choices will be highlighted

---

## 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!



---

**EuroCHRIE Dubai Conference registration is now open go to**  
[http://www.emiratesacademy.edu/en/EuroCHRIE\\_2014/Register-Here/](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/Register-Here/)

For any questions or queries regarding the Dubai Conference please contact the following:

- **Conference Chair**  
Dr John Fong ([John.Fong@emiratesacademy.edu](mailto:John.Fong@emiratesacademy.edu))
- **Programme Chair**  
Dr Stuart Jauncey ([Stuart.Jauncey@emiratesacademy.edu](mailto:Stuart.Jauncey@emiratesacademy.edu))
- **Publication Chair**  
Dr Sanjay Nadkarni ([Sanjay.Nadkarni@emiratesacademy.edu](mailto:Sanjay.Nadkarni@emiratesacademy.edu))
- **Registration and Accommodation Chair**  
Mr Andreas Beisser ([Andreas.Beisser@emiratesacademy.edu](mailto:Andreas.Beisser@emiratesacademy.edu))
- **Sponsorships and Exhibitions Chair**  
Ms Marianne Saulwick ([Marianne.Saulwick@emiratesacademy.edu](mailto:Marianne.Saulwick@emiratesacademy.edu))
- **Culinary Chair**  
Chef Michael Kitts ([Michael.Kitts@emiratesacademy.edu](mailto:Michael.Kitts@emiratesacademy.edu))
- **Conference Secretary**  
Ms Annelie Bea ([Annelie.Bea@emiratesacademy.edu](mailto:Annelie.Bea@emiratesacademy.edu))

# EuroCHRIE Board Meeting - Dubai 2014

Report based on the EuroCHRIE Board meeting at the Emirates Academy of Hospitality Management, Dubai, UAE. 27th February 2014 - Written by Herve Fournier



The EuroCHRIE governance met in Dubai for their traditional Spring Board meeting. EuroCHRIE President Richard Ginioux chaired the meeting. Also present were Vice President Jan Willem Meijerhof, Past President Maureen Brookes, Secretary Anders Justenlund, Treasurer Jouni Ahonen, Director of Networking Risto Karamavuo, Director of Marketing Robert Wetterauer, Director of Research Liz Ineson, Director of Education Kevin Nield, Federation Administrator Rai Shacklock, and the Area Consultants: Susan Fournier, Belinda Nwosu, Jean-Pierre van der Rest and John Fong from the Emirates Academy of Hospitality Management, host of the 2014 EuroCHRIE

conference which will take place on 6th-9th October 2014.

The agenda included reports from all the officers as well as the debriefing from the Freiburg 2013 conference. Upcoming EuroCHRIE elections and EuroCHRIE award nominations were discussed, as well as the role of Area Consultants in the future. The 2015 Conference will take place in Manchester, United Kingdom, hosted by Manchester Metropolitan University. The Board expressed their thanks to the work of Liz Ineson and Steven Rhoden who had to complete the bid rather quickly since Bruxelles unexpectedly withdrew.

## Views from the Emirates Academy of Hospitality Management (EAHM)



EAHM Pool on Campus



The Emirates Academy (EAHM)



Jumeirah Beach Hotel



Views from EAHM



## Burj Al Arab

The Emirates Academy of Hospitality Management (EAHM), Director Ron Hilvert, Dean Stuart Jauncey and Conference Chair John Fong went through the program, highlighting various events. The welcome party will take place at the Emirates Academy while the opening ceremony and key notes will be held at the Jumeirah Beach Hotel with concurrent paper presentations at EAHM. The School being located across the street from these properties, with a great view of the towering Burj Al Arab. The Gala Dinner will be held at the Music Hall Jumeirah

Zabeel Saray on the famous Palm Island.

Educators attending the conference will have the opportunity to register for the following seminars which will take place both before and after the conference.

**Optional Courses to be held at EAHM** (Separate registration is necessary and additional fees may apply)

**5 - 6 Oct 2014 (9am - 5pm)** - "Train the Trainer" session for the "Certification in Hotel Industry Analytics", jointly offered by ICHRIE, American Hotel and Lodging Educational Institute, and the STR SHARE Center

**8 Oct 2014 (2pm - 6pm)** Hotel Business Acumen Instructor Certification [Powered by RED Global]

<http://www.hotelsims.com/certifications/lodging-business-acumen-instructor.html>

**10 - 12 Oct 2014 (9am - 6pm)** Certified Hospitality Educator (CHE) Course

[http://www.emiratesacademy.edu/en/EuroCHRIE\\_2014/EuroCHRIE\\_2014/](http://www.emiratesacademy.edu/en/EuroCHRIE_2014/EuroCHRIE_2014/)

During the meeting, Nicholas Clayton, Jumeirah Chief Executive Officer, Group Operations, came by to greet the group of hospitality educators. Besides the famed Burj Al-Arab, Jumeirah Beach Hotel and Madinat Resort, the Jumeirah Group boasts another 6 luxury hotel properties in the UAE and 12 others in 9 countries. On the restaurant front, the group offers 9 different brands such as The Noodle House, Urbano, Rivington Grill, The Ivy, etc. It also operates the Wild Wadi waterpark, but its jewel is definitely the Emirates Academy of Hospitality Management, offering degrees to international students since 2001, this in academic partnership with EHL, the Ecole Hoteliere de Lausanne, Switzerland.

The facilities are spectacular and students have the opportunity to refine their work experience in the most prestigious properties right across the street or elsewhere in Dubai and beyond. The EuroCHRIE Board is looking forward very much to Dubai 2014. [View Pre-Conference Photos on Skydrive >](#)

*Nicholas Clayton, Jumeirah Chief Executive Officer, Group Operations meeting Dr. Maureen Brookes – EuroCHRIE Past President*



For any questions or queries regarding the Dubai Conference please contact the following:

- **Conference Chair**  
Dr John Fong ([John.Fong@emiratesacademy.edu](mailto:John.Fong@emiratesacademy.edu))
  - **Conference Secretary**  
Ms Annelie Bea ([Annelie.Bea@emiratesacademy.edu](mailto:Annelie.Bea@emiratesacademy.edu))
-



EuroCHRIE wishes to thank you for being a Premium Member  
 For more details go to <http://www.eurochrie.org/membership/premium-members/>