



Proud Host of EuroCHRIE Dubai 2014
THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT
In academic association with Ecole hôtelière de Lausanne



EUROCHRIE

Dubai **6-9** **2014**

HOSPITALITY AND TOURISM

FUTURES



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Welcome Message from EuroCHRIE President

Dear friends and colleagues,

I am delighted to welcome you to the 32nd annual EuroCHRIE conference and thank you for joining what promises to be a memorable event. During the next few days you will have plenty of opportunity to discuss cutting-edge research results, to learn about educational issues and to develop professional networks and personal friendships.



'Hospitality and Tourism Futures' is the overarching theme of this year's conference. These futures are uncertain and affected by a range of topical developments. Technologies enabling direct trade between travellers and suppliers, the global shift of economic power from West to East and the need to do business in a responsible manner calls for new ways of doing business. We, as hospitality and tourism educators, should align our programmes in order to provide students with the competencies to handle and anticipate these megatrends.

While trends come and go, the art of hospitality is an everlasting constant. It is exactly this, making people feel welcome through personal interactions, which is at the core of our programmes. As educators in tourism and hospitality, we can therefore make a small, yet important, contribution to a better future world.

I am happy to observe that all these issues are central to our conference. My special thanks go to the organising team of our host, The Emirates Academy of Hospitality Management. They have done a splendid job in creating the best conditions for debating and socialising. Now it is up to us, as Conference delegates, to make this happen. I wish you a wonderful Conference!

A handwritten signature in blue ink, consisting of a stylized 'J' and 'M' that are interconnected.

Drs Jan W. Meijerhof
EuroCHRIE President

Welcome Message from Managing Director of EAHM

Dear Friends,

On behalf of the faculty and staff at The Emirates Academy of Hospitality Management, we would like to extend a warm welcome to you. Having the privilege of hosting the prestigious EuroCHRIE Conference twice in the past six years (2008 and 2014) is truly an honour and we would like to thank the EuroCHRIE Board members for their vote of confidence.



Dubai has seen tremendous change since 2008 and we believe we have emerged stronger and wiser from the financial crisis. Investments within the hospitality and tourism sector are thriving and this is evidenced by Dubai having the most hotel openings in the world in 2013. Jumeirah, our parent company, has seen occupancy levels climb back to the pre-crisis levels.

The tremendous growth of Emirates Airline continues to propel the development of the hospitality and tourism sector and the airline is poised to become the largest in the world. Dubai International Airport will also in the near future become the busiest international airport in the world. Dubai's successful bid to host the World Expo in 2020 has ignited a new growth spurt within the United Arab Emirates and the years leading up to 2020 will indeed be exciting ones with the creation of over 270,000 new jobs.

We invite you and your institution to consider partnering with The Emirates Academy of Hospitality Management if you have not done so. Apart from our well established "Study Abroad" programme, we are also able to offer customised Study Tours – you would notice that we have a group from the University of Nebraska here at the Conference doing just that! (Information about partnering with us can be found in the USB within your conference packs.)

Finally, enjoy this Conference and experience the hospitality that we have to offer. I hope you will return for more.

A stylized, handwritten signature in black ink, appearing to read 'Ron' followed by a flourish.

Ron Hilvert

Managing Director

The Emirates Academy of Hospitality Management

Welcome Message from Conference Chair

Dear Friends, Marhaba!

More than 250 delegates from over 50 countries, 143 paper/poster submissions, 65 reviewers, 41 moderators, 24 sponsors, 6 keynote speakers, 7 workshops and 3 fun-filled evenings all make up for ONE very special conference – EuroCHRIE Dubai 2014! It is our pleasure to be hosting the 32nd annual EuroCHRIE Conference and we would like to extend a big EAHM welcome to all of you!



“Hospitality and Tourism Futures” is the theme of the conference and it is particularly appropriate since Dubai is often referred to as “The City of the Future”. More so, the future of Dubai is closely linked to the continued development of the hospitality and tourism sector and you would have seen and heard much about it in the media – it is truly thriving in this part of the world!

Friends, we live in exciting times and as educators, we are tasked with shaping the young minds of the future. Let’s use this Conference to expand our network, stretch our horizon and increase our influence so as to benefit the next generation. May we never cease to surprise and amaze ourselves and the people around us!

Last but not least, we hope that you enjoy this Conference and have as much fun as we have had organising it. My special thanks go to Ariella Adachi (Conference Coordinator), our EAHM colleagues and of course our very own EAHM Student Ambassadors who have all contributed to the successful planning and execution of the EuroCHRIE Dubai 2014 Conference. It has been my privilege working with all of you!

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Dr John Fong
Conference Chair
EuroCHRIE Dubai 2014

Keynote Speaker - Theme 1: Education Futures

7th October, 9:30am - 10:00am, JBH Conference Centre

Prof David Russell

Founder of The Russell Partnership
Chairman of The Total Simulator Company

David Russell founded The Russell Partnership in 1989, now recognised as the UK's leading Strategic Food & Technology Consultancy with over 400 clients and a team of 50. At the outset, the Partnership vision was the creation and effective delivery of bespoke commercially viable solutions. Twenty five years later that passion and vision remains intact. David has pioneered and driven solutions within organisations as diverse as Accenture, Ashridge Business School, BAA, The BBC, Chandon Estates, The Eden Project, English Heritage, The House of Commons, InterContinental Hotel Group, Marsh, MCC at Lord's, The NEC, The International Olympic Committee, Wimbledon and the United Nations. David led the creation and delivery of the Food Strategy for the London Olympic Games in 2012 and for the Winter Olympics in Sochi 2014.



David is Chairman for The Total Simulator Company and speaks at various industry events about the use of technology and simulation training for use within both education and industry. The HOTS simulation continues to evolve and now features live STR Global STAR Reports, which is a feature David is particularly proud of.

In his former corporate career he was the Group Managing Director of Town and County Limited, then Europe's largest private catering company, holder of three royal warrants and operating in three sectors of the industry: corporate, public and events.

Prior to this appointment he was Food and Beverage Director for the 240 Forte (UK) hotels; successfully introducing food modelling and developing and implementing the group's branded restaurant strategy.

David read Hospitality Management at Leeds, is a Freeman of the City of London, a Professor of Tourism, Hospitality and Leisure, a Fellow of the Royal Society of Arts and is a qualified nutritionist. He is regularly named in the list of most influential individuals in the UK Food and Leisure Sector.

Board roles include: Chairmanships of; LOCOG Food Board, London Food Legacy Board, LOCOG Food Innovation Board, The Total Simulator Company, The Brian Bio Centre, STEMS By RP and Board appointments for Imago Services Loughborough, Food For The Brain, New Covent Garden Market Advisory Board, The British Food Trust and The Royal Society of Medicine.

Keynote Speaker - Theme 2: Sectoral Futures

7th October, 10:00am - 10:30am, JBH Conference Centre

Mr Gaurav Sinha

Founder & CEO
Insignia Worldwide

Since the 90's, Gaurav Sinha, Founder & CEO of Insignia Worldwide, has achieved international recognition and acclaim for his expertise in the travel and hospitality industries. Sinha is respected as both an innovator in creative strategy as well as a protagonist in his sector.

After a decade of progressive experience in the advertising industry ending at global advertising giant Lowe, Sinha served five years as the Head of Marketing at Hilton Worldwide in the Middle East until 2002. His impeccable track record in launching and managing numerous brands worldwide has won him accolades from the travel industry, including his most recent award - "Top 100 Indian Power List in GCC, 2013" by Arabian Business.



Established in 2003, Insignia Worldwide has earned the enviable position of being the leading brand, communication and creative services agency, dedicated to luxury, travel and lifestyle brands. The agency boasts an exemplary list of clients with some of the world's most revered brands, including, Jumeirah Hotels & Resorts, The Address Hotels, Conrad, Waldorf Astoria, Kempinski Hotels & Resorts, Fairmont Hotels, Hilton Worldwide, Starwood Hotels, Anantara Hotels & Resorts, Le Meridien Abu Dhabi, Armani Dubai, and Dubai Tourism. Headquartered in Dubai with representative offices in London, Delhi and Sydney, the agency currently works with over 60 hotels across 20 countries, 120 restaurants, and 30 lifestyle destinations.

Sinha also launched Insignia Travel Media Group (ITMG) in 2008, the region's only media buying company specializing in the travel industry. Following the success of ITMG, Sinha incorporated hospitality consultancy, Insignia Hospitality Solutions (IHS), within the global agency in 2012.

In 2009 Sinha and his wife Lucy Bruce set up Harmony House, a day shelter for destitute children in India providing food, education and medical care for nearly 500 children as well as social support and vocational training to mothers and young women. Bruce has been awarded for her efforts in the 'Humanitarian Category' for the 'Emirates Woman of the Year 2010' and 'Top 50 Most Influential British Nationals in the UAE 2013' by Arabian Business.

In 2012, Sinha established the region's first independent luxury travel company, The Travel Attaché, for which he takes the seat as Vice Chairman. Next year sees the launch of 'Arabian Travel Council', a highly exclusive members club for the travel and hospitality professionals in the Gulf region.

The launch of Insignia PR also marks Insignia Worldwide's 10th anniversary. Progressive, insightful and influential in its approach, Insignia PR offers travel, hospitality and lifestyle brands a truly international perspective in addressing their brand communication needs.

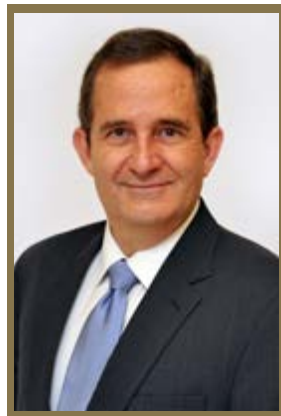
Sinha is also the Brand Ambassador for The Luxury Marketing Council's Middle East chapter and is currently working on a new progressive luxury hotel concept, which is set to rejuvenate the light luxury segment within the hospitality industry.

Keynote Speaker - Theme 3: Product Type Futures

7th October, 11:00am - 11:30am, JBH Conference Centre

Mr Steve Hood

Senior Vice President
STR SHARE Centre



Steve is Senior Vice President of Research for Smith Travel Research. He has been with STR for 18 years and was involved in the original development of the STAR program.

Steve is currently responsible for research-related activities at STR and serves as the Founding Director of the SHARE Center. He represents STR at national and international lodging conferences and serves on several advisory boards for industry and academia.

In 2012, Steve was recognized by ICHRIE with the Industry Recognition Award for demonstrated commitment to advance hospitality and tourism education. He has also received honors from numerous universities.

STR is the leading authority on lodging industry performance trends and performance benchmarking. The STR family of companies includes STR Global, HotelNewsNow.com, STR Analytics and the Hotel Data Conference. In 2011, STR launched the SHARE Center, providing hotel-related data, training materials, and additional resources to over 200 universities around the world to support their research and classroom activities.

The SHARE Center has just helped to introduce the "STAR Certification in Hotel Industry Analytics" for students graduating from hospitality programs, being jointly offered by AHLEI, ICHRIE, and STR.

Apart from being the keynote speaker for "Theme 3: Product Type Futures", Steve will also be presenting in "Charting the Future: Hospitality and Tourism Education in Africa" on 7th October from 2:00pm - 3:30pm at EAHM Lecture Theatre 1.

Keynote Speaker - Theme 4: Technological Futures

8th October, 10:00am - 10:30am, JBH Conference Centre

Ms Salwan Finj

Division Head & Regional Senior Key Account Manager
LG Electronics

Salwan is the B2B sales division head and regional key account manager at LG Electronics. The products which fall under her responsibility are Hotel TV, Monitor Signage and Lighting. Salwan's 10 plus years' experience lies in successfully leading regional and national sales teams to exceed revenue and profit goals.



Salwan has specialised skills in B2B technology sales with diverse-industry clients within MEA, and exhibits a strong command of international business protocols and has a host of experience conducting business with foreign organizations and executives across the region.

In addition, Salwan is a member of the "B2B Global Advisory Board" representing MEA.

Keynote Speaker - Theme 5: Functional Futures

8th October, 10:30am - 11:00am, JBH Conference Centre

Mr Peter Starks

President
REDGlobal

Peter is the Co-Founder and President of REDGlobal, serving lodging, cruise, and destination clients in over 70 countries while at the same time supporting schools, colleges, and universities around the globe.

REDGlobal is the 2011 International CHRIE, and the 2013 EuroCHRIE Industry award honoree for service to education.



In industry, Peter served as General Manager of restaurants, private clubs, and international five-star hotels. He is a past SVP of JHM Hotels and past Regional Director of Marriott Hotels for Europe, the Middle East and Africa. In government, he served as a Director of Tourism Projects for the United Nations, Geneva. And in education, he has been an instructor and consultant in 12 hospitality colleges, including Cornell and Ecole hôtelière de Lausanne. With this unique career bridging industry, government, and universities, Peter brings a studied, yet pragmatic and multi-dimensional perspective to his work.

He holds a Bachelor's degree from the Cornell University School of Hotel Administration; a Master's Degree in Human Resources Development; and a Masters of Business Administration, both from Webster University, Geneva Switzerland.

Peter is a Certified Hotel Educator; a member of the American Society of Training and Development; an elected Fellow of the prestigious Institute of Hospitality, United Kingdom; and an industry sponsor of CHRIE International, Europe, and Asia.

Keynote Speaker - Theme 6: Futures Topics

8th October, 11:30am - 12:00pm, JBH Conference Centre

Dr James Mabey

Senior Vice President, Development - Asia Pacific
Jumeirah Group



Dr. James Mabey is Associate Professor of Hotel Development and Strategy in The Emirates Academy of Hospitality Management (EAHM). He is also the Senior Vice President of Development – Asia Pacific, for Jumeirah Group. He is a frequent speaker at industry and academic conferences and events and the author of multiple published articles and studies on hotel development. He is also a guest lecturer at universities throughout Asia Pacific including institutions in Japan, the Philippines, Thailand, Shanghai, Beijing and Hong Kong.

As Senior Vice President of Development – Asia Pacific, for Jumeirah Group, James is responsible for the company's growth and development across the Asia Pacific region. Prior to joining Jumeirah Group, he held key management positions throughout the region including Country Manager of International Resort Development Group in Beijing, Director of Business Development of Jumeirah Private Island in Thailand, Economic and Tourism Management Advisor to the Thailand Government, and Senior Director of Development for Marco Polo Hotels, based in Hong Kong. James is a native of the US and has lived in Asia for more than 15 years and has over a decade of business consulting and real-estate development experience in the region. He has lived and worked in Beijing, Hong Kong, Bangkok and Singapore and has worked on hotel development projects in Cambodia, People's Republic of China, Hong Kong SAR, Indonesia, Japan, South Korea, Laos, Malaysia, Philippines, Singapore, Thailand and Vietnam.

EuroCHRIE Career Academy

“Train the Trainer” session for the “Certification in Hotel Industry Analytics”

5 - 6 October, 9:00am - 5:00pm, EAHM Auditorium

“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.

EuroCHRIE Career Academy

Hotel Business Acumen Instructor Certification [Powered by RED Global]

8 October, 2:00pm - 6:00pm, EAHM Auditorium

This certificate course is designed for hospitality academic instructors who wish to incorporate more real-to-life experience into their courses to ensure a sound balance between theory and practice. Often instructors don't have time to gain industry experience due to their teaching and research responsibilities. This course is an efficient way to bring “real-world” experience to them so, in turn, they can use this experience to strengthen their courses for their students. It is an exceptionally efficient, cost effective and enjoyable way to learn the business of the business.

The course content is the same as the professional course, “Certified in Hotel Business Acumen” delivered world-wide to hotel practitioners but with the addition of techniques for bringing the course learning back to the classroom. Instructors who take this course gain the confidence that they are not only current with the business indexes and metrics of today's dynamic markets but they know how to incorporate them into their courses.

EuroCHRIE Career Academy

Charting the Future: Hospitality and Tourism Education in Africa

7th October, 2:00pm - 3:30pm, EAHM Lecture Theatre 1

Mr Trevor Ward

Trevor Ward is a specialist consultant in the hospitality, leisure and real estate industries. He is the Principal of the W Hospitality Group, and a Founding Member of Hotel Partners Africa, with offices in the UK, Dubai, Kenya, Nigeria and South Africa. He started his consultancy career in 1983, having previously completed a university degree in hotel management at the University of Surrey, and worked in hotel management positions in the UK. From the late 1980s he has specialised in the provision of advisory services to clients in developing countries, and since 2003 has been based in Nigeria, advising clients there and throughout Africa.

His international experience includes advising clients on hotel and tourism development in more than 80 countries in Europe, North and South America, the Caribbean, Africa and Asia. With a special focus on sub-Saharan Africa, he is working with many of the international hotel groups who are seeking a presence there, from the oil-rich countries of the west to the tourism hotspots of the south and east. He is regarded as one of the foremost experts on the hotel industry in sub-Saharan Africa, and is engaged primarily in development consultancy ranging from investment appraisals to operator selection, owner's representation and asset management, valuations, financing, development management, procurement and agency.

In addition to his advisory work, Trevor is an active member of the Institute of Hospitality, for which he is their Ambassador for Africa, and of the International Society of Hospitality Consultants. Trevor is a regular speaker at industry conferences, and writes in various professional and Africa-focused journals, including the Hotel Yearbook.



Ms Marianne Jordan

Marianne Ndegwa Jordan is the Managing Director of Tourism Finance Corporation which is the only Development Financial Institution in the Tourism Sector in Kenya. Marianne holds a BSc in Hospitality and Tourism Management from Florida International University, a Diploma in Hotel Management from Center Internationale de Glion, Switzerland and a Master of Science in Financial Investment (Tourism) from Florida International University.

She has experience in the Tourism sector and has previously worked for PricewaterhouseCoopers, the United Nations Development Programme, and the International Finance Corporation before she joined KTDC as Investment Manager in 2004 and was appointed to her current position as Managing Director in 2010.



Ms Birgitte Hvingel Jørgensen

Birgitte Hvingel Jørgensen is currently a part of the Export- and Marketing programmes at University College of Northern Denmark (UCN). Birgitte is the initiator of the UCN African specialisation programme which is a unique educational programme offered to students who have an interest in becoming business professionals and/or entrepreneurs in an African business context. The UCN African programme closely links industry, education and research and development together.

In recent years, Birgitte Hvingel Jørgensen together with UCN-students have made sure that Danish businesses have had success in multiple African markets. A prime example that underlines the success of the African Programme, have been the introduction of the Danish cider-brand, Mokai to the Tanzanian market. Mokai is now available at selected night club venues in Dar es-Salaam. Birgitte Hvingel Jørgensen and UCN have made Africa – open for business for Danish businesses.



EuroCHRIE Career Academy

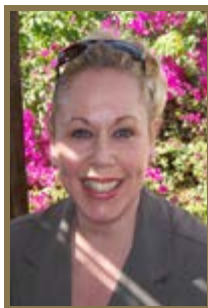
Charting the Future: Hospitality and Tourism Education in Africa

Dr Deborah Joanne Johnson

Deborah is owner and director of the tourism and hospitality education consultancy, The Tourism Collaboration Network (TTCN). Deborah is a shareholder of the Private Hotel School, Stellenbosch and Vice Dean of Innovation and Strategic Planning. Deborah represents EuroCHRIE as the consultant for Southern Africa. She also serves on the management board of EuroCHRIE. Deborah was also the Vice Dean of Innovation and Strategic Partnerships, Al Faisal University, Prince Sultan College for Tourism and Business (PSCJ), Jeddah, Saudi Arabia. As part of her portfolio with PSCJ she travelled to the United Arab Emirates, Qatar, Kuwait, Jordan, Egypt, France, the United Kingdom, Greece, Cyprus, Turkey and Switzerland to establish collaboration with educational institutions.

Deborah holds a Masters Degree in Post School Education and a Doctorate in Tourism and Hospitality Management with a specialisation in sport tourism event management. She worked for South African Tourism, 1987 – 1996, involved with marketing, business development, tourist guiding, tourism development and event organising. She is also an accredited trainer in Responsible Tourism Development and Planning.

Deborah has been involved with the tourism and event industry for the last 25 years. She has also worked for Cape Peninsula University of Technology (CPUT), 1996 – 2008, and was the Head of Department for Tourism and Event Management. She developed and co-ordinated the tourism and event offerings of CPUT. Deborah assisted in developing event management standards for South Africa in association with the global event organisation, Event Management Body of Knowledge (EMBOK), based in the USA. She was chairperson of the convenor council for Higher Education Establishments for tourism in South Africa 1996 – 2006. She further served on numerous tourism industry associations and councils. Deborah has co-authored books on event management and tourism business development.



Dr Henrietta Onwuegbuzie

Dr Henrietta Onwuegbuzie leads sessions in entrepreneurship on the MBA and Executive programmes at Lagos Business School (LBS), and is currently the Academic Director for the Owner-Manager Programme and Project Director for the Impact Investing policy initiative at the Lagos Business School. She has an MSc in Economics and Business Administration from the University of Navarre in Spain and an MBA from Lagos Business School. She concluded her PhD in entrepreneurship, at Lancaster University, UK.

Henrietta has spoken at several international conferences on developmental issues. Her conference paper on indigenous entrepreneurship won the award for the best overall conference paper in 2011, at the IAABD conference in Canada. She also won the first prize 2010/2011 Emerald/ALCS African Management Research Fund Award. She has written several case studies in entrepreneurship and Decision-making and won the first prize for the Emerald/AABS case writing competition for 2012. She was also conferred the 2013 African Women Development Champion Award by the Centre for Economic and Leadership Development.

Prior to joining the LBS faculty, she managed non-profit educational projects for the development of women in different states in Nigeria and subsequently worked in the banking sector with key responsibilities in corporate banking. Henrietta is a member of the Governing Council of the African Forum in Brussels, and sits on the Board of a number of Nigerian companies. She has extensive consulting experience, spanning projects at the State level to conglomerates and SMEs in various industries. On a voluntary basis, she mentors a number of aspiring and established entrepreneurs.

Her areas of interest include strategies for entrepreneurial growth in developing countries, indigenous entrepreneurship, as well as the development of low-cost high impact business models that can be applied to both small and large-scale businesses. Other areas of interest include designing frameworks for generating systematic innovation and writing winning business plans.



Tourism and Hospitality Education Futures and Accreditations

7th October, 2:00pm - 3:30pm, EAHM Lecture Theatre 2

Ms Pauline Tang

Pauline is the Chief Executive Officer of THE-ICE (International Centre of Excellence in Tourism and Hospitality Education), an Australia-based not-for-profit international accreditation agency specialising in the assessment of tourism, hospitality, events & culinary arts (TH&E) education, training and research. Being the founding Director of Business Development when THE-ICE was seed-funded by the Australian Federal Government in 2004, Pauline oversaw the brand creation and development of THE-ICE Accreditation and Membership portfolio, as well as being the nominated rapporteur liaising with the Australian funding authority on the successful implementation of agreed milestones under the funding agreement.



In 2008 when THE-ICE became an independent, not-for-profit international accreditation organisation, Pauline became the Director of Accreditation & Benchmarking, responsible for research projects on student satisfaction, ongoing involvement of THE-ICE accreditation schema, and providing management support to THE-ICE Assessment Panel, auditors, member institutions and prospective accreditation applicant institutions.

In addition to serving on the Board of INQAAHE (the International Network of Quality Assurance Agencies in Higher Education) Pauline is also closely involved with the UNESCAP-APETIT network (the United Nations Economic and Social Commission for the Asia and the Pacific-Asia Pacific Education and Training Institutions in Tourism), being the elected Vice-Chair of their Executive Committee in 2007 and 2008. As well as being an active committee member of the Australia-China Business Council, and a member of the Australian Marketing Institute, Pauline is also a recipient of the Australian National Training Legends Platinum Award. Her strong background includes the promotion of international education, organisation of confidential student satisfaction benchmarking surveys, and creation of brand identities through image and value.

Dr Stuart Jauncey

Dr. Jauncey is the Dean of The Emirates Academy of Hospitality Management. He is a consummate hospitality professional, with many years of experience in the field. In fact, his interest in the hotel industry dates back to the age of 13, when he persuaded a hotel near his home to let him work there for a few hours each weekend, just because he "loved the idea of being in and around hotels". His commitment to the industry naturally led him to study both Culinary Arts and then Hospitality Management, taking a Bachelor of Science with honours in hospitality management at Oxford Polytechnic.

Unusually, two of his early jobs involved palaces - Blenheim Palace in the UK, and the Emir's Palace in Kuwait, where he was Operations Manager. He also worked in a number of hotels.



Part-time Faculty Round Table

7th October, 4:00pm - 5:30pm, EAHM Lecture Theatre 2

This open discussion welcomes the active participation of administrators, part-time and full-time faculty as well as members of industry who may be considering teaching. An international perspective on the selection, role and expectations of part-time faculty as well as best practice will be shared.

Ms Susan Fournier

Susan Fournier is Past President of I-CHRIE, the International Council on Hotel, Restaurant and Institutional Education. This organisation of approximately 1,400 leading professors and educators from around the world is the global leader in hospitality and tourism education and research. She actively participates in international research and attends major academic and tourism industry conferences in Asia, Europe and the USA. She has been a long standing member of EuroCHRIE and previously served on the Board as Director of Networking and as the Area Consultant for Switzerland.



After studying in the USA and Canada, she moved to Switzerland where she worked in the hospitality industry. She began teaching English as a Foreign Language and obtained a Master of Science from Manchester Metropolitan University UK.

Susan is currently serving in a dual role of Lecturer and Curriculum Developer at Cesar Ritz Colleges Switzerland, an institution welcoming students from over 70 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.

Dr Lea Dopson

Dr. Lea R. Dopson is the Dean and James A. Collins Distinguished Chair of The Collins College of Hospitality Management at California State Polytechnic University, Pomona (Cal Poly Pomona). She earned a B.S. in Restaurant, Hotel, and Institutional Management and a M.B.A. from Texas Tech University, and she earned an Ed.D. in Higher Education Administration from the University of Houston.



Previously, she was Chair of the Hospitality and Tourism Management department at the University of North Texas, and she has taught at the University of Houston and Texas Tech University. In addition to her academic career, she has held management and corporate positions with Sheraton Hotels and Harvey Hotels. Her areas of teaching include hospitality finance, accounting, and cost controls, in which she has authored two textbooks. Her research includes hospitality curriculum development and ecotourism in developing countries. She also created a MS in International Sustainable Tourism joint degree between the University of North Texas and Centro Agronómico Tropical de Investigación y Enseñanza (CATIE), Costa Rica.

In addition, Dr. Dopson lived 9 months in Zimbabwe, Africa developing a degree program in international hospitality and tourism. She also served two terms as Treasurer for the International Council on Hotel, Restaurant, and Institutional Education, and she served four years as Commissioner of the Accreditation Commission for Programs in Hospitality Administration. Her travels and work have taken her to six out of seven continents in the world, most recently, Antarctica.

Methods of Qualitative Data Analysis

8th October, 2:30pm - 4:00pm, EAHM Lecture Theatre 2

Dr Elizabeth Ineson

Elizabeth M. Ineson read Psychology and Mathematics before completing a PhD in Hospitality Education and Management. Her interests focus on experiential and action learning to underpin research and consultancy through industrial links. Since 2001, she has worked with the charitable trust, La fondation pour la formation hôtelière, delivering research seminars in Central and Eastern Europe. In 2007, Liz took over the role of the UKbased seminar organiser for the trust, a position which she still holds.



Liz is an internationally renowned researcher in the field of management education, selection and development, having conducted over 120 Hospitality research projects, seminars and short courses for companies in the UK, USA and Europe. The results of her efforts are reflected in over 250 research publications, conference contributions and reports. In 2005, Liz edited the textbook 'Current Issues in International Tourism Development' focusing on Central and Eastern Europe, followed by five recent co-edited books entitled: International Case Studies for Hospitality and Tourism Management Students, Volume 1 (2010) and International Case Studies for Hospitality and Tourism Management Students and Trainees, Volumes 2 (2011), 3 (2012), 4 (2013) and 5 (2014).

For her research contributions, Liz was awarded fellowship of the Institute of Hospitality and the Institute of Travel and Tourism then, in 1999, she won the EuroCHRIE President's award for outstanding achievement and an honorary Professorship was conferred by Budapest Business School. During 2000-02, Liz oversaw the development of a Manchester Metropolitan University (MMU) validated MSc course in International Hospitality Management at the University Center César Ritz in Switzerland where she continues to mentor staff. Subsequently, she initiated the set-up of a parallel MMU programme in the National Kaohsiung University of Hospitality and Tourism, Taiwan.

Liz has been a member of ICHRIE since 1989, was a founder member of EuroCHRIE and was invited to join the EuroCHRIE Board as Central and Eastern Europe Area consultant in 2008; currently, she is the Director of Research for EuroCHRIE.

Apart from being the speaker for "Methods of Qualitative Data Analysis", Liz will also be presenting in the "Part-time Faculty Round Table" on 7th October from 4:00pm - 5:30pm at EAHM Lecture Theatre 2.

A Vision for New Systems to Drive Continuous Performance

8th October, 4:30pm - 5:30pm, EAHM Lecture Theatre 2

How do you drive continuous performance? How do you close the gap between information and action? In this session we will talk about the importance of incorporating data from various sources and mapping it to your institutional objectives. Using key performance indicators, faculty and staff are able to engage, plan, measure, analyse, adjust, and re-measure which as a result provides you with a strategic approach to learning.

Mr Mathew Boice

Vice President, EMEA and India
Ellucian

Mathew Boice is Vice President, EMEA and India, covering countries from Russia to Africa, the Middle East, Europe, India and Pakistan. He has achieved dramatic growth in the last five years and has an expanding network of strategic partners throughout the regions. Formerly, Mathew held technical and sales roles at Ellucian in the United Kingdom and has over 10 years' experience working with education institutions. He has been instrumental in the development of Ellucian's EMEA and India strategy. Mathew's background includes training as a Chartered Management Accountant and managing the challenges of a Chief Information Officer at a large teaching University. He holds a BA with Honours in International Business from Brunel University.



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Conference Programme Day 1 - Monday 6th October 2014

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	EAHM	
9:00am – 5:00pm (5 & 6 Oct Only)	“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 [Participants must register separately for this course]	EAHM (Auditorium)
12:00pm – 4:00pm	EuroCHRIE Board Meeting (By Invitation Only)	EAHM (Classroom 3)
5:30pm – 6:30pm	First Time Attendee Reception	JBH (Sundeck Level 2)
6:30pm – 8:00pm	Welcome Reception	

Conference Programme Day 2 - Tuesday 7th October 2014

	Jumeirah Beach Hotel (Conference Centre)	
8:00am	Registration & Morning Tea	
9:00am	Welcome Address - EuroCHRIE President, Drs Jan W. Meijerhof - EAHM Managing Director, Ron Hilvert - Jumeirah Group, President & Group CEO, Gerald Lawless	
9:30am	Keynote Addresses Theme 1: Prof David Russell (Education Futures) Theme 2: Mr Gaurav Sinha (Sectoral Futures)	
10:30am	Coffee & Tea Break	
11:00am	Keynote Address Theme 3: Mr Steve Hood (Product Type Futures) Panel Discussion for Themes 1 – 3	
12:00pm – 1:30pm	Networking Lunch / Poster Sessions Rethinking Field Trip Experiences as Bildung: An Exploratory Study of Students' Travel Diaries During a Field trip in Surinam Inge Hermann, Krina Huisman & Kim Meijer Advancing Tourism Study Abroad through Gagné's 9 Events of Instruction: A Case Study Knut Scherhag & Robert Frash Relevance of Facilities Management in Hospitality Management Education Joy Goopio One University's Approach to Reducing the Number of Cases of Unintentional Plagiarism in the University Stephanie M. Jameson Encouraging Cross-industry Innovation: Taking Students from Different Backgrounds and with Cognitive Distance on a Journey in a Multiple Disciplinary Project to Create a Value Adding Design for Tourists based on GIS Technology (work in progress) Christa Barkel Millennial Students' Perception of Teaching, Learning and the Hospitality Industry in Nigeria: An Emerging Market Lauretta Togonu-Bickersteth VeggieEAT – Increasing Vegetable Consumption through Foodservice Heather Hartwell, Armando Perez-Cueto, Erminio Monteleone, Agnes Giboreau, Laure Saulais, Laurence Depezay, David Morizet, Caterina Dinella, Ann Hemingway, Ann Bevan, Katherine Appleton & Laurits Rohden Skov	

Buses depart from JBH Conference Centre to EAHM at 1pm, 1:20pm and 1:40pm

	EAHM (Lecture Theatre 1)	EAHM (Lecture Theatre 2)
2:00pm - 3:30pm (Concurrent Session)	EuroCHRIE Career Academy Charting the Future: Hospitality and Tourism Education in Africa [Facilitated by Trevor Ward, Marianne Jordan, Deborah Johnson, Henrietta Onwuegbuzie & Birgitte Jørgensen]	Tourism and Hospitality Education Futures and Accreditation [Facilitated by Pauline Tang, CEO, THE-ICE and Stuart Jauncey, Dean, EAHM]

	Classroom 1	Classroom 2	Classroom 3	Classroom 4	Classroom 5	Classroom 6
Theme	Education	Education	Sectoral	Sectoral	Product Type	Product Type
Moderator	Camila Baunvig Elgaard	Ioanna Karanikola	Ivan Ninov	Paul Aspinall	Anthony Brien	Rai Shacklock
2:00pm - 3:30pm (Concurrent Session)	*The Employer Perspective of Sustainability: Implications for Hospitality Education Alisha Ali, Hilary Murphy & Sanjay Nadkarni *Nominated for IOH Best Paper Award	Transfer of Knowledge as a Source of Innovation for Tourism Education. Assessing an International Tourism Case Study Susan Moulding & Federica Montaguti	Slowing Down into Future Travel Consumption: Conceptualizing the Slow Tourism Process Haemoon Oh & Albert Assaf	Implementation of a Food Safety System based in HACCP R. Carvalho, Liz Martins, & Ada Rocha	Competitive Benchmarking International Jazz Festival Destinations: The Six Alpha Competitiveness Criteria Jukka Laitamaki	Destination Loyalty and Destination Fatigue: Factors of Destination Image and Destination Attraction Pedro Moreira & Christina Iao
	Best Practices in Teaching Business Ethics Online: A Proposed Survey of Hospitality Students in the U.S. Christina Dimitriou	Ghanaian Hospitality Industry Education and Employability: Emerging Trends Adiza Sadik, Kevin Nield & Alisha Ali	Social CRM with Offline Digital Communities and Localization Systems: the Case of Cruises Lidia Aguiar, Rafael Perez-Jimenez, Daniel Celis, Jose Rabadan & Julio Rufo	Impact of Organized Tourist Animation on Hotel Competitiveness and Destination Attractiveness - A Case Study of Istria Region Tamara Floričić	Next Generation Hotel In-Room Guest Experiences Anna de Visser-Amundson & Eveline Sijbrandij	Measuring Cognitive Indices of Tourist Satisfaction for Internal Destination Performance Evaluation in an Exploring Tourist Destination Toney Thomas

2:00pm - 3:30pm (Concurrent Session)	Educational Excellence in Hospitality and Tourism Career and Technical Courses: The state of Texas (USA) looks to the future Lynda Martin	Preliminary Results of a Pilot Study About Information Sources Used by Students Regarding the Hospitality and Tourism Industry Cynthia Deale, Barbara White & Robert O'Halloran	Input-Output as an Analytical Tool for Hotels: The Case of a Business Hotel in Spain Casiano Manrique-de-Lara-Peñate & Raimundo Viejo	Children's Mid-morning Snacks Quality and their Influence on Food Consumption at School Lunch A. Santos, Liz Martins & Ada Rocha	The Restorative Power of Forests: The Tree House Hotel Phenomena in Germany Philip Sloan, Willy Legrand & Sonja Kinski	Factors Influencing the Perceived Impacts of Medical Tourism on Resident Quality of Life Courtney Raeisinafchi & Sehymus Balolgu
	A Cross-cultural Study of Hospitality Students' Perceptions of Responsible Beverage-alcohol Consumption Thomas Leib, Imran Rahman, Susan Fournier & Dennis Reynolds	Criteria for Active Reasoning on Externships: The Long-Term Effectiveness of Guiding Students to Critical Thought William Thibodeaux, George Kaslow & Amelie Zeringue	Higher Education Hospitality Programmes in Bahrain: Challenges and Opportunities Evangelia Marinakou & Charalampos Giousmpasoglou		Sun, Sea, Sand... Shame? Young Tourist's Attitudes to Holidays and Risk Taking Feng Yi Huang	Analysis of Consumer Patronage and Willingness to Pay at Different Levels of Service Attributes in Restaurants: A Study from Kenya Joyce Njoroge, Rahul Parsa, H.G. Parsa & Jean Pierre van der Rest
3:30pm	Coffee & Tea Break in EAHM Courtyard					

	Jumeirah Beach Hotel (Conference Centre)
9:00am	Morning Tea
10:00am	Keynote Addresses Theme 4: Salwan Finj (Technological Futures) Theme 5: Mr Peter Starks (Functional Futures)
11:00am	Coffee & Tea Break
11:30am	Keynote Address Theme 6: Dr James Mabey (Futures Topics) Panel Discussion for Themes 4 – 6
12:30pm – 2:00pm	Networking Lunch / Poster Sessions Entrepreneurs' Academic Ties: An Explorative Study of Seven Economy Hotel Chain Founders in China Zhaoping Liu, Cathy Hsu & Songshan Huang Determining Future Development Scenarios and Tourism Products through Tourism Carrying Capacity Assessment for the Tourist Resort of the 'Polis Chrysochous', Cyprus Alexis Saveriades & Melinda Kuthy Branding Future Boutique Hotels Lara Ozarslan & Ning-Kuang Chuang Destination Management: Learning from Dubai and Charleston David Desplaces Why Do People Go to Spas? An Analysis of Benefits Sought by Spa Goers Ahmad Al Hallaq & Ivan Ninov Virtual Tourism Based on Virtual Vision and Induction Technology Pengfei Y., Ying Z. & Xiuying G. Japanese Food Industries Expand to Foreign Markets—Possibility of Co-operation with Increasing Popularity of the Japanese Restaurants Miki Michihata Exploring How MOOCs Might Be Effectively Used in Hospitality and Tourism Education Cynthia Deale

Buses depart from JBH Conference Centre to EAHM at 1:30pm, 1:50pm and 2:10pm

	EAHM	
2:00pm – 6:00pm (Concurrent Session)	Hotel Business Acumen Instructor (HBAi) Certification [Prior Registration Required. This Session is powered by RED Global.]	EAHM Auditorium
2:30pm – 4:00pm (Concurrent Session)	Methods of Qualitative Data Analysis [Facilitated by Elizabeth Ineson]	EAHM (Lecture Theatre 2)

	EAHM (Lecture Theatre 2)						
4:30pm – 5:30pm	A Vision for New Systems to Drive Continuous Performance [Facilitated by Mathew Boice, Vice President, Ellucian]						
	Classroom 1	Classroom 2	Classroom 3	Classroom 4	Classroom 5	Classroom 6	Lecture Theatre 1
Theme	Technological	Functional	Functional	Futures	Futures	Futures	Futures
Moderator	Kim Meijer	Pedro Moreira	Colin Johnson	Michael Ferrell	Bob O'Halloran	Angela Anthonisz	Seyyed Amin
4:30pm - 5:30pm (Concurrent Session)	From Brand Awareness to Brand Interest: A New Measurement Suggestion based on Online Search Queries. Application to Luxury Hotel Brands Samad Laaroussi	An Investigation of Information Channel Management and Monitoring by Swiss Hotels Hilary Murphy, Meng-Mei Chen & Mathieu Cossutta	Managing Revenue during the Arab Spring: Experiences from the Hotel Industry Morgane Bedu & Henri Kuokkanen	New Service Development: Structured Model and Development Management in Hospitality Industry Markus Häyhtiö	Does Internal Reality Impact External Image? The Sad But True Story of Hotel Employees Who Do Not Consider their Organisations a Good Place to Work Anthony Brien & Nicholas Thomas	The Key Factors of Relationship Quality between Tour Operators and SME Hotels Paraskevi Fountoulaki, M. Claudia Leue & Timothy Jung	Influence of Satisfaction with School Lunch on Plate Waste in Fourth-grade Children Figuera, J., Liz Martins & Ada Rocha
	Dominant Stressors of Expatriate General Managers in 5 Star Hotels in Dubai, U.A.E. Mieray Arotine & Ioanna Karanikola	Progress and Development of Hotel Revenue Management: A Comparative Content Analysis Stan Josephi, Florian Aubke & Marc Stierand	Understanding Talent Management in Hospitality: Developing the Conceptual Framework Aliaksei Kichuk, Susan Horner & Adele Ladkin	An Analysis of the Online Organic Food Purchasing Behaviors based on TPB Model Austin R. D. Liang & Wai Mun	Hospitable Behavior as Perceived by Guests from a Social Media Perspective Milou Los, Xander Lub & Daphne Dekker	Legacy Planning of Mega Events: The Organic Growth Strategy of Amsterdam as a Sustainable Development Model? Stefan Hartman & Tjeerd Zandberg	Suka Duka and Sustainability: A Study on the Organizational and Sociocultural Factors that Influence a Sustainable Project Initiative in Luxury Hotels in Bali, Indonesia Annina Binder & Peter Varga
4:30pm - 5:30pm (Concurrent Session)	Expected Climate Change Impacts on Bulgarian Tourism Maria Vodenska	A Study of Waiting Lines on Fast Food Restaurant Operations ChenFeng Kuo, Donald Gotcher & ShaoJen Weng		Exploring Cultural Perceptions of a Tourism Destination Yi-Chin Lin	Images of Hospitality - a Students' View Brenda Groen	Impacts of Workplace Relationships on Employees' Perceptions of Productive Work Environment in hotels Osman A. El-Said & Mohammad A. Shaaban	Wind Tunnelling Qatar's 2030 Tourism Strategy Jeroen Oskam & Graciëlla Karijomedjo
5:30pm – 6:30pm	EuroCHRIE Annual AGM at EAHM Lecture Theatre 1						
8:00pm – till late	Gala Dinner (Formal Dress Code – Come Dressed to Impress!) at JBH Conference Centre						

Conference Programme Day 3 - Wednesday 8th October 2014

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	EAHM (Lecture Theatre 2)						
4:30pm – 5:30pm	A Vision for New Systems to Drive Continuous Performance [Facilitated by Mathew Boice, Vice President, Ellucian]						
	Classroom 1	Classroom 2	Classroom 3	Classroom 4	Classroom 5	Classroom 6	Lecture Theatre 1
Theme	Technological	Functional	Functional	Futures	Futures	Futures	Futures
Moderator	Kim Meijer	Pedro Moreira	Colin Johnson	Michael Ferrell	Bob O'Halloran	Angela Anthonisz	Seyyed Amin
4:30pm - 5:30pm (Concurrent Session)	From Brand Awareness to Brand Interest: A New Measurement Suggestion based on Online Search Queries. Application to Luxury Hotel Brands Samad Laaroussi	An Investigation of Information Channel Management and Monitoring by Swiss Hotels Hilary Murphy, Meng-Mei Chen & Mathieu Cossutta	Managing Revenue during the Arab Spring: Experiences from the Hotel Industry Morgane Bedu & Henri Kuokkanen	New Service Development: Structured Model and Development Management in Hospitality Industry Markus Häyhtiö	Does Internal Reality Impact External Image? The Sad But True Story of Hotel Employees Who Do Not Consider their Organisations a Good Place to Work Anthony Brien & Nicholas Thomas	The Key Factors of Relationship Quality between Tour Operators and SME Hotels Paraskevi Fountoulaki, M. Claudia Leue & Timothy Jung	Influence of Satisfaction with School Lunch on Plate Waste in Fourth-grade Children Figuera, J., Liz Martins & Ada Rocha
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5:30pm – 6:30pm	EuroCHRIE Annual AGM at EAHM Lecture Theatre 1						
8:00pm – till late	Gala Dinner (Formal Dress Code – Come Dressed to Impress!) at JBH Conference Centre						

Conference Programme Day 4 - Thursday 9th October 2014

	EAHM	
9:00am – 10:00am	Morning Tea	EAHM Courtyard
10:00am – 11:00am	EuroCHRIE and APacCHRIE Joint Federation Meeting [By Invitation only]	
11:00am – 11:30am	Coffee & Tea Break	EAHM Courtyard
11:30am – 1:30pm	Optional Walking Tour of Jumeirah Hotels [Prior Registration at Information Desk is Required.]	Meet at EAHM Main Gate

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The EuroCHRIE Dubai 2014 Organising Committee would like to acknowledge and thank the following Reviewers and Moderators for their contribution. Without you, the Conference would not have been a success – your timely reviews, thoughtful insights during moderation and your overall willingness to help is much appreciated. Here's a BIG thank you from all of us!

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The Organising Committee for the EuroCHRIE Dubai 2014 Conference reports directly to the Managing Director of The Emirates Academy of Hospitality Management, Ron Hilvert.

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It has been our pleasure serving you!

About Dubai

Dubai became an independent sheikhdom in 1833 when members of the nomadic Bani Yas tribe migrated from Abu Dhabi to settle in this coastal village. As Dubai was not endowed with fertile land, the people set about making a living from the sea, concentrating on fishing, pearling and trading. Britain declared Dubai its principal Gulf port in the 1870s and trade flourished, bringing an influx of craftsmen, which led Dubai to become known as the City of Merchants.



By the time oil was discovered in Dubai in 1966, the city was already poised to become the Gulf's busiest trading centre. Oil wealth was poured into improving the standard of living of the population and into building the commercial infrastructure that would secure their future against the day when oil stops flowing.

When Britain withdrew from the Gulf in 1971, the sheikhdoms of Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Quwain and Fujairah formed the federation of the United Arab Emirates (UAE). They were joined by Ras Al Khaimah the following year.

Although the country has been rapidly transformed into a highly developed nation, its local population remains attached to its heritage. Dubai's culture is firmly rooted in the Islamic traditions which serve as a guideline for every detail of the daily activities.

The vast community of expats, with individuals from more than 160 different countries comprises approximately 90 percent of Dubai's population. Furthermore, foreigners are free to practice their own religion and the dress code is liberal.

Religion

The basis of Islam is the belief that there is only one God and that the Prophet Mohammed is his messenger. There are five pillars of Islam, which each Muslim must follow:

Shahadah: The profession of faith: 'There is no God but Allah, and Mohammed is his prophet.'

Salat: Muslims are required to pray five times every day: at dawn, noon, mid-afternoon, sunset and twilight. During prayer Muslims perform a series of prostrations while facing the Kaaba, the ancient shrine at the centre of the Grand Mosque in Mecca. Before a Muslim can pray, he or she must perform a series of ritual ablutions, and if water is not available for this, sand or soil is substituted.

Zakat: Muslims must give part of their income to help the poor if they can afford to do so. The operation of this practice has varied over time: either it was seen as an individual duty or the state collected it as a form of income tax to be redistributed through mosques or religious charities.

Sawm: It was during the holy month of Ramadan that Mohammed received his first revelation in AD 610. Muslims mark this event by fasting from sunrise until sunset throughout Ramadan, during which smoking and sex are also forbidden. Young children, travelers, those in poor health and pregnant women are exempt from fasting, though those who are able to are supposed to make up the days they missed at a later time.

Haji: All able Muslims are required to make the pilgrimage to Mecca at least once in their lifetime, if possible, during a specific few days in the first and second weeks of the Muslim month of Dhul Hijja. Visiting Mecca and performing the prescribed rituals at any other time of the year is also considered spiritually desirable, and such visits are called umrah, or 'little pilgrimages'.



Useful Arabic words

Welcome	Ahlan wa sahlan
Greetings	A salaam alaikum Alaikum a salaam (said in reply)
Hello	Marhaba
How are you?	Keef il haal?
I am fine	Al ham dulilah (Praise be to Allah)
Thank you for your hospitality	Shukran ala dhi-l-dhiafah
I am grateful	Ana muttashakkir
Sorry	Affowan
No problem	Mafi mushkila
My name is (John)	Isme (John)
What is your name?	Shu ismak?
Thank you	Shukran
Yes	Na'am
No	La
Hurry!	Yallah!
Stop	Qif
Go	Imshi
I don't speak Arabic	La ata kallam Arabi
What time is it?	As-sa'a kam?
Where is the market?	Wain is-souq?
Good bye	Mah asalaamah



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- What is the next level in making hospitality sustainable?
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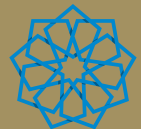
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