

# EuroCHRIE – Special Conference News – Winter 2017



**Jambo**

**What an African Adventure with New Ventures Ahead**

I am very happy and proud EuroCHRIE President! The first ever EuroCHRIE conference (and first ever ICHRIE event) on African soils was a great success. Our conference organisers from Strathmore University (Kenya), Saxion University (The Netherlands) and University College Northern Denmark made sure to tell the story and showcase the opportunities that lies ahead for both hospitality industry and academia in this part of the World. It was great to see how the paper and posters reflected the conference theme “*Reach the Unreached – Touch the Untouched*” and at times “*Expect the Unexpected*”! It is no secret that our conference was challenged by the ongoing presidential elections in Kenya and that this had an impact on the planning process. I am however very happy that the conference organisers chose to follow through with the conference and that the EuroCHRIE board supported this decision. The result was one of the most memorable EuroCHRIE conferences ever! I would personally like to send my deepest thanks to Birgitte Hvingel Jørgensen (Conference Chair), Joy Goopio (Conference Manager), and Jan Willem Meijerhof (Conference Manager), without their dedication to this project it would never have been the success it was. I have personally had the honour of chairing a conference earlier this year, and I know how stressful this can be. Our conference team topped this by planning a conference in a complete different cultural context than we are normally use to and succeeded! Thank you very much for this!

I am proud of our federation that we took the decision and have green lights to a conference in East Africa. We went out of our comfort zone on this venture, something that I as president finds essential if we want to boost EuroCHRIE membership! It is important that our organisation takes a lead in ICHRIE, when it comes to new initiatives, that will benefit membership and create unique value propositions. EuroCHRIE offers a generic conference concept in a market that is characterised by new more specialised conferences. If we want to stay ahead it is important that we can offer something unique and of value to our members. I am certain that one of these value propositions would be to engage more with our African members in the future. This is the reason why the EuroCHRIE board have chosen to budget €3000 to support activities which can create engagement between European, Middle Eastern and African member institutions in Africa. Currently we have already started the development of an online “small meeting” conference concept where the intention is to make an affordable and easy way for our African members to meet and share knowledge. Of course, members from the Middle East and Europe to participate if interested. It is the intention that this concept will grow and develop based on the engagement and activities of our members.

We have started new initiatives, but if these are going to be successful it is important that members are supporting them. If you or your institution would like to engage more with EuroCHRIE and be a part of the future development of our federation, please do not hesitate to contact us via the website contact details ([eurochrie.org](http://eurochrie.org)) and/or [Facebook.com/eurochrie](https://www.facebook.com/eurochrie).

I look forward to hearing more from our membership and bring EuroCHRIE into new ventures.

Anders [ajus@ucn.dk](mailto:ajus@ucn.dk)

Inside this Edition	
A Message from the EuroCHRIE President – Anders Justenlund	1
Inside this Edition and Nairobi Media wall	2
Thanks to the Nairobi Conference Team – 2017	2
Report on Nairobi Social Events – Joy Goopio	4
Saxion Student Experience	6
From the Editor	7
Call for Conference Location 2020	7
Overview of Conference/Poster/Workshop papers – Brenda Groen	8
Thanks to out 2017 Paper Reviewers	13
Nairobi Conference Report - Joy Goopio	14
2017 Award Winners and speeches – John Fong	16
ICHRIE Call for Papers - 2018	25
Hotel Yearbook – free download – Willy Legrand	26
Save the date AEME conference Leeds Beckett University	26
STR SHARE Centre Forthcoming workshops	27
Event Bible – Free Download	28
Refugee Employment Article – Professor Frederick DeMicco	28
Institute of Hospitality New Management Standards	31
EuroCHRIE Area Consultants and new Board Members	32
4th EuroCHRIE University Challenge – sponsored by REDGlobal	34
Renew your 2018 ICHRIE Membership	35
Dublin 2018 - Call for Papers	36
EuroCHRIE Director of Membership – John Lohr	38
Top 5 for Europe supplied by STR	39
Thanks to our Premium Members	40

Remember to Visit the Nairobi [media wall](#)

## EuroCHRIE thanks go to the 2017 EuroCHRIE Conference Team



**Birgitte Jørgensen – Conference Chair**

Mail: [bihj@ucn.dk](mailto:bihj@ucn.dk)  
 Phone no.: +45 72691415  
 LinkedIn: Birgitte Jorgensen

Birgitte is a lecturer and coordinator for the African programme at University College of Northern Denmark. She has many years of experience within the marketing sector and holds a Master's degree in International Business Economics from Aalborg University.



**Joy Goopio – Conference Manager**

Mail: [jgoopio@strathmore.edu](mailto:jgoopio@strathmore.edu)  
 Phone no.: +254 710757837  
 LinkedIn: joy-g

Joy is one of the key persons who started the hospitality school at Strathmore University in Nairobi, Kenya in 2008. Her area of expertise is in hospitality facilities management. She has obtained the international Certification in Hotel Industry Analytics (CHIA) and is an accredited CHIA trainer who has continuously trained her hospitality and tourism students for the CHIA exam. She plays a key role in the formation of the Tourism Professional Association in Kenya where she currently sits as the interim Vice-Chair. She is a member of the EuroCHRIE board as Area Consultant for East Africa.



### Jan Willem Meijerhof – Conference Manager

Mail: [j.w.meijerhof@saxion.nl](mailto:j.w.meijerhof@saxion.nl)  
Phone no.: +31 645594017  
LinkedIn: [jan-willem-meijerhof](https://www.linkedin.com/in/jan-willem-meijerhof)

Jan is Head of Internationalisation at Saxion University of Applied Sciences' Hospitality Business School. He is also responsible for the School's external relations, which involves industry, partner universities and network collaborations. He co-organised the EuroCHRIE 2010 conference in Amsterdam and is a Past President of EuroCHRIE. He holds a Master in Economics from the University of Groningen.

---



### Brenda Groen – Academic Chair

Mail: [b.h.groen@saxion.nl](mailto:b.h.groen@saxion.nl)  
Phone no.: +31 645594501  
LinkedIn: [Brenda-groen](https://www.linkedin.com/in/Brenda-groen)

Brenda Groen is associate professor Experience & Service Design at the Research Centre Hospitality of Saxion University of Applied Sciences. She has been course director for the Master Facility and Real Estate Management, and the MBA programme, and has over 20 years experience in education at bachelor and master level. She has presented her research at several international conferences and published in international journals.

---



### Lars Falk – Marketing Manager

Mail: [lafa@ucn.dk](mailto:lafa@ucn.dk)  
Phone no. +45 72691409  
LinkedIn: [falklars](https://www.linkedin.com/in/falklars)

Lars Falk is a lecturer at the Service, Hospitality and Tourism programme at University College of Northern Denmark. Besides lecturing, Lars is involved in various boards within the Danish tourism industry, e.g. treasurer at a national organisation for stakeholders working on local tourism development. Lars holds a Master's degree in International Tourism Management from Aalborg University.

---



### From the Editor

If you have any articles for the next newsletter then please contact me at [admin@eurochrie.org](mailto:admin@eurochrie.org)  
Alternatively if you would like to chat via Skype send me a contact request [rai.shacklock](https://www.skype.com/add?contact=rui.shacklock)



Premium or Institutional member can now promote forthcoming conferences.

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

Finally, we have a new logo. If you are a premium or institutional member of EuroCHRIE you will be able to use the logo for your advertising materials or address line. I will send you a high resolution attachment if you contact me at [admin@eurochrie.org](mailto:admin@eurochrie.org)

---



## EuroCHRIE Nairobi Conference 2017 Social Events

### Sunday, 22<sup>nd</sup> October – Kiambethu Tea Farm (optional tour)



Those who came a day before the conference were engaged in a tour of the Kiambethu Tea Farm. Only 40 km drive away from the

heart of the busy streets of Nairobi, the delegates were met with a breath-taking view of the green tea plantation that looked like green carpet spread over hills and valleys and the refreshing green tea scent in the air.

The tour started with a briefing from Fiona Vernon, the 5<sup>th</sup> generation owner of Kiambethu, on the different types of tea, the art of tea-picking and methods of tea production. The delegates were then taken for a tour around a small forest full of indigenous trees, some of medicinal use. The tour ended with a sumptuous lunch around the beautiful garden overlooking the tea plantation.

### Monday, 23<sup>rd</sup> October – Social Tour and Welcome Reception

All the delegates took part in the social tour guided by the hospitality students of



Strathmore. The first stop was at Strathmore University where the delegates were shown around the campus and they were all delighted with the hub of student activities at the Student Centre. After the 1-hour tour of Strathmore campus, the group left on time to see the baby elephants running to grab their feeding bottle at the David Sheldrick Elephant Orphanage. There they spotted *Sana-Sana*, the



EuroCHRIE 2017 adopted elephant. After 30 minutes of viewing and listening to the story of each orphaned

elephants, the group then proceeded to the

Giraffe Centre to feed and pose with the giraffes. Of course some daring delegates 'kissed' a giraffe.

By then hunger struck the excited delegates so they had a sumptuous lunch at the Tamambo Garden Restaurant in an open air buffet set-up under the trees.

After lunch, the delegates had the shopper's delight at Kazuri Beads, a variety of colourful beautifully designed necklaces, earrings and bracelets of ceramic beads made by the marginalized women of the community. Bead-making became the livelihood project for these women.

The last stop was at the Karen Blixen Museum where the story of "Out of Africa" came alive. The drive back to Radisson Blu Hotel took longer than usual as the delegates experienced the Nairobi traffic jam including a herd of

cows

crossing the highway. Luckily, the delegates reached the hotel with



enough time to freshen up for the Welcome Reception at the hotel's patio. There were fifty first time attendees being welcomed by EuroCHRIE board officials over cocktail and raffle prizes.

An hour later, the regular EuroCHRIE attendees joined in and socialized with the new comers. When all were happy with drinks and bites, a surprise group of authentic Maasai dancers in full regalia came chanting in and jumping up and down in a rhythmic synchronized move. Some delegates joined in the dance.

### Tuesday, 24<sup>th</sup> October – Tusker Night



Tusker Night, so called because of the endless flow of the famous Kenyan Tusker beer, was held at the poolside

of Radisson Blu appropriately decorated to set the mood.

The EuroCHRIE Regional Award was given on that night to the Basecamp Explorer Mara, a company that runs tented camps and conservancy at the Maasai Mara National Park and has set up community livelihood projects for the Maasai community.

The highlight of the event was the surprise performance of twenty kids from Kibera slums who won the hearts of the delegates with their songs and dance to the tune of “*Nowhere be like Africa, nowhere be like home*” and “*We are the stars of Kibera*” where each kid stepped forward singing... “*I want to be the best... Teacher/ballet dancer/cook/President/etc... in Africa*”. This moved the delegates to tears.



Just when the kids ended their performance, it started to drizzle. However, the children were undeterred by the rain especially when the DJ started playing a famous African beat which made them take the stage again and danced to their hearts’ content, each with their own style. It was such a delightful sight that everyone – students, delegates – joined them dancing in the rain. It was an exhilarating experience that left the delegates speechless.

### Wednesday, 25<sup>th</sup> October – Gala Dinner

Gala dinner took place at the main conference hall of Radisson Blu. There was live band performance by Wendy, a Strathmore student,



which set the ambiance of the event. Awarding ceremony took place, followed by

handing over of the EuroCHRIE 2018 conference to Dublin. Officially, EuroCHRIE 2017 Conference ended while guests continued to eat, drink and dance the night away...

### Thursday, 26<sup>th</sup> October – Optional Maasai Mara Safari

Optional tour to Maasai Mara National Park. Approximately 40 delegates with their spouses participated in the safari tour for 3 days. *(The adventure can be narrated by those who took part).*

### SPOUSES’ TOUR

While the delegates were busy attending and presenting papers during the conference, their spouses were enjoying the sites in Kenya.

### Tuesday, 24<sup>th</sup> October – Crescent Island and Lake Oloiden

The spouses took a two-hour drive along the fascinating view of the Great Rift Valley on their way to Crescent Island Game Sanctuary in Lake Naivasha. The spouses walked around the island among the giraffes, zebras, water bucks, gazelles and impalas. At the top of the hill, they had the fantastic 360-degree view of the lake with the surrounding Mt. Longonot and the distant peaks of Aberdares. Along the shore, they saw a variety of birdlife including pelicans, cormorants, egrets, ibis and the African fish eagle among others.



After the two-hour walk around the island, they had a picnic lunch at Lake Oloiden while watching the hippos bob in and out of the water and a fish-eagle diving for its prey.

### Wednesday, 25<sup>th</sup> October – Nairobi National Park

The spouses left early morning for a game drive at the Nairobi National Park, only 10 km drive from the hotel. The group was



lucky to spot three of the Big Five, having a rare close encounter with a rhino who was threatening to charge at their vehicle. It was an exciting adventure for them – a real adventure in the wild where animals rule and have the right of way.



Students assisting with the social tour – thank you



## Saxion University students experiencing the EuroCHRIE conference in Nairobi

As part of our Service Design minor, we visited Kenya to do field research for our project in and around Amboseli National Park. But before that, we had the opportunity to attend the EuroCHRIE conference in Nairobi. To be honest, we did not really know what to expect of the conference. When we arrived, we had a very warm welcome from the Strathmore University students who were hosting us during the conference. Then we participated in the social tour on the first day and visited some of the tourism highlights of Nairobi. The side program of the conference was very well facilitated by the Radisson Blu Hotel. We experienced a lot of the Kenyan food and culture while we were here. During the evening programme we took part in the network dinner and the Tusker night. There, we networked a lot with different EuroCHRIE conference delegates. It

was very educational and inspiring for our project.

### Keynote speakers & workshops

The first keynote speaker we heard (as we missed the first key note speaker due to heavy traffic) was the General Manager of the Radisson Blu, Mr Ian Rydin. He told us about successes and challenges of his work in the hospitality industry in Nairobi. Secondly, we attended the inspirational speaker Mrs Judy Kepher-Gona, the founder and director of Sustainable Travel and Tourism Agenda. Topics she talked about were impacts of tourism, managing tourism, waste management, benefit sharing and tour operators.

The conference offered different kinds of workshops. We could go to the ones we found the most interesting. Some of the workshops most of us attended were: 1. Cross-cultural differences in emotions, 2. Culturally specific well-being phenomena in tourism and 3. Impacts of pre- and post-mega-events on residents' perception.

Finally, we attended the world café workshop. We were asked to prepare emerging questions about school programs and education in the Netherlands and some of us acted as facilitators. We discussed the questions with the other attendees to get inspired by their opinions and experiences with the topics. The outcome was very useful for the lecturers who led the workshop—and for us.

### What is Saxion Expedition?

This is the name of a semester programme which deals with an international service design project. In our project, we are asked to design solutions for individual stakeholders in the Amboseli Area. The motivation behind the research project is that tourism should benefit the local community. We carried out qualitative research in Amboseli, engaging with individuals like lodge employees, tourists and locals across the area. The outcomes of the research lead to deep insights into their needs and aspirations, and this information is the basis for solutions to improve lives and work of the people involved. This project is facilitated by and carried out in cooperation with Strathmore University. Our lecturers work together and aim to publish a paper, using data we have gathered for this project. We hope to share these results with you at the next EuroCHRIE conference.





We would like to thank you for offering such good hospitality and the possibilities to get in touch!

Kind regards,

Students of Saxion University of Applied Sciences,  
Deventer/Apeldoorn (NL)

---

## Advertise through EuroCHRIE

For more information contact Rai Shacklock at [admin@eurochrie.org](mailto:admin@eurochrie.org)

From as little as 100 euros (depending on your membership status) you can advertise a job posting for 4 weeks. This entitles you to an advert on the EuroCHRIE website, with your logo and 2 emails to over 1000 academics in mostly Europe. For another 50 euros, we can boost your post through Facebook and Twitter.



At the recent Board meeting in Nairobi, the Board agreed that it would start to accept a limited number of advertisements for new programmes and events from **EuroCHRIE Premium and Institutional** members as an added **membership** benefit. If you would like to post something then please send me (this is free)

- Institutional logo in Jpg format;
- Title of the programme or event;
- The link to the programme or event on your website.

I am also publishing in the newsletter any new books that EuroCHRIE members have written or edited. If you would like to promote then please send me the following details.

- Book cover in JPG format;
- Title of book and author;
- 50-100 word description;
- Link to publishers website

---

## Organising a EuroCHRIE Conference - Call for Conference Location 2020 by Patricia Cuevas – EuroCHRIE Director of Membership

Organising an international conference requires a dedication of time, financial and manpower resources to undertake the planning and execution of a successful event.

At [www.eurochrie.org](http://www.eurochrie.org) the organiser-host will find a complete working document that will help any institution to evaluate whether you are ready to organise an international conference or not. A simple **100 points questionnaire** will help you to understand the bidding process.



The goal is to analyse the feasibility for your institution to organise a EuroCHRIE conference. The emphasis is on general aspects such as manpower, financial control, accessibility, location, conference facilities, security (to mention a few). Your institution should fill in a questionnaire and submit to the Director of Conference 24 months prior to the conference. [patycusa@gmail.com](mailto:patycusa@gmail.com)

Once the organizer-host receives EuroCHRIE approval to their questionnaire, the institution should submit a definitive global bidding proposal.

We hope this guide will encourage your university to present a candidacy for organising a very successful conference in 2020. Remember the deadline for **2020 Conference is February 2018**. We are looking forward to receiving your proposals soon.



## **Brenda Groen – Chair of the Scientific Committee**

The conference offered good quality presentations of 30 papers and 1 symposium, 14 posters, 9 workshops on a variety of topics relevant for the tourism and hospitality industry, as well as education that prepares students for this industry. Sustainability, pricing, culture, niche tourism, hr, but also presentations on innovative teaching methods, student perceptions and preferences of millennials.

For more details contact [b.h.groen@saxion.nl](mailto:b.h.groen@saxion.nl)

## **Papers presented at EuroCHRIE17:**

### **Does Willingness-To-Pay for Rate Conditions Change over the Booking Horizon? A novel time-dependent conjoint analysis approach**

- Bjorn Arenoe, Arenoe Marketing Intelligence,
  - Jean-Pierre van der Rest, Leiden University
- 

### **How to Throw a Bird? – Towards a Framework for Pro-Poor Tourism Development**

- Charlotte Bruun and Anne Lassen Zakaria, University College of Northern Denmark (UCN)
- 

### **The transformative power of travelling – A case study among youngsters studying in the Netherlands**

- E. Cavagnaro, Stenden Hotel Management School, Academy of International Hospitality Research, Leeuwarden, The Netherlands
  - S. Staffieri, Italian National Institute of Statistics, and University of Rome 'La Sapienza', Department of Literature and Philosophy, Rome, Italy
  - F. Vrenegoor, Stenden Hotel Management School, Research Group Sustainability in Hospitality and Tourism, Leeuwarden, The Netherlands
- 

### **Comparing Impacts of Pre- and Post-Mega Event on Residents' Perception**

- Christina G. Chi, Washington State University, U. S. A.
  - Xun Xu, California State University, Stanislaus, U. S. A.
- 

### **Expatriates' Sense of Place and Local Information Forwarding**

- Suh-hee Choi, Institute for Tourism Studies, Macao
- 

### **Cross cultural differences of inner expressions in service delivery: Evidence from the hospitality and tourism industry**

- Prokopis Christou, Cyprus University of Technology
  - Anthi Avloniti, University of Central Lancashire- Cyprus
- 

### **Self versus relationships: Examining the effects of personal values on travel attitudes and behaviour**

- Chun-Chu, Chen, University of Idaho, USA
  - Yueh-Hsiu (Pearl) Lin, National Kaohsiung University of Hospitality and Tourism, Taiwan
- 

### **More than a game: Football kicks off tourism in the case of SSC Napoli and the destination image of Naples among fans based in Denmark**

Luigi D'Ambrosio, Kenneth Holm Cortsen & Zora Saskova, University College of Northern Denmark

---

### **The paradoxical path towards the memorable guest experience – An investigation of the authentic guest experience at the Lake Avernus in Campi Flegrei**

- Luigi D'Ambrosio & Jan Halberg Madsen, University College of Northern Denmark

#### **Travel behaviour in post-conflict destinations**

- Anna Farmaki, Cyprus University of Technology,
  - Katerina Antoniou, University of Central Lancashire Cyprus,
  - Prokopis Christou, Cyprus University of Technology
- 

#### **Environmental Buying Decisions of Restaurant Customers in Kenya**

- Lucy Gikonyo & Pauline Thumbi Strathmore University, Nairobi, Kenya
- 

#### **Developing Responsible Leaders for the Hospitality Industry: Beyond Disciplinary Borders. A Theoretical/Academic Paper**

- Stefan Gröschl, ESSEC Business School, France
- 

#### **The contexts for student learning: international students in Denmark**

- Anna Hammershøj, Berit E. Simonsen & Tanja Miller, University College of Northern Denmark
- 

#### **Understanding Cultural Diversity when handling guest complaints in Hotels**

- H. Kesa & M. 't Hart, School of Tourism and Hospitality University of Johannesburg
- 

#### **The Role of Sensation Seeking Styles on Travel Risk Perception and the Need for Travel Insurance (Institut Paul Bocuse 'Research' Award 2017)**

- Cindia Ching Chi Lam, Ut Lon Im & Xinyi Xiao, Institute for Tourism Studies
- 

#### **Hotel Strategy Response upon Gaming Market Liberalization: A Case Study of Macao – the World Gaming Capital**

- Lei Weng Si (Clara), Institute for Tourism Studies Macau
- 

#### **To leave or not to leave? A myth of the employment market in the casino industry in Macao (Institute of Hospitality 'in Practice' Award 2017)**

- Kim-leng Loi, Weng-si Lei & Fernando Lourenco, Institute for Tourism Studies, Macao
- 

#### **Tourism education and training in Uganda; the case of Makerere and Nkumba Universities**

- Jockey Nyakaana, Makerere University, Uganda
- 

#### **In Need for Engaged Talents? Apply the Customer Journey! Armand Odekerken, Research Centre for International Relationship Management, Zuyd University of Applied Sciences**

- Gaby Janssen, Marleen van Kaam, Anniek Kahmann, Sascha Uelderink & Lotte Wijnen, Hotel Management School Maastricht, Zuyd University of Applied Sciences
- 

- **State of Review: Minority Hospitality and Tourism Research from 1996-2016**  
Eric D. Olson, Heelye (Jason) Park, and Yu-Chih (Karen) Chiang, Iowa State University
- 

#### **Advancing Hospitality Management Students Employability Through Virtual Field Trips**

- Anoop Patiar, Sandie Kensbock & Ying Wang, Department Tourism, Sport and Hotel Management, Griffith University, Australia
  - Pierre Benckendorff & Richard Robinson, School of Business, University of Queensland, Australia
  - Hugh Wilkins, Edith Cowan University, Australia
  - Andy Lee, School of Business, University of Queensland, Australia
  - Edmund Goh, Hotel Management School, Torrens University, Australia
  - Scott Richardson, Royal Melbourne Institute of Technology University, Australia
-

---

**Using UGC to Investigate Chinese Tourists' Evaluation and Perception on Macau's Destination Image**

- Shanshan Qi, Tourism College, Institute for Tourism Studies, Macao, China
  - Ning Chen, Department of Management, Marketing
- 

**Incidence of General Self-efficacy Among First Year Hospitality Management Students: An Exploratory Study**

Clement H. Ryan & Louise Bellew, Dublin Institute of Technology

---

**How to combine research and teaching - creating engaging teaching projects**

Dorthe Simonsen & Niels Høyer, Lillebaelt Academy of Applied Sciences, Denmark

---

**The Millennials and Their Travel Preferences: Case of Strathmore University**

Isabelle Tabitha Wasike & Fredrick N. Oduori – Strathmore University

---

**How do Airbnb hosts set a price for their rental?**

Cindy Yoonjoung Heo, Ecole Hôtelière de Lausanne  
Kwangsoo Park, North Dakota State University

---

**The Cultural Triangle: A Conceptual Model**

Henrik Vejlggaard, Copenhagen Business Academy

---

**Cultural Values and Behaviour in a Destination Country: An Integrative Approach**

Henrik Vejlggaard, Copenhagen Business Academy

---

**Culture-specific Well-being Phenomena in Tourism: An Evaluative Approach to Establish Uniqueness**

Henrik Vejlggaard, Copenhagen Business Academy

---

**Assessing NGO's contribution to the overall quality of life and sustainability of the community, A Case Study**

Pieter van den Westhuizen, Hema Kesa, University of Johannesburg

---

**Symposium EuroCHRIE17****Research and design thinking as synergy for innovation; exploring up to date approaches in hospitality and tourism management education**

Jelmer Weijsschedé & Geoff Marée, NHTV Breda University of Applied Sciences  
Mário Passos Ascenção, Haaga Helia University of Applied Sciences  
Bastienne Bernasco-Otten & Brenda Groen Saxion, University of Applied Sciences  
Josje van Dongen, Hotel Management School Maastricht  
Xander Lub, NHTV Breda University of Applied Sciences, VU University Amsterdam

---

**Posters presented at EuroCHRIE17:****Application of Cost Leadership and Differentiation Strategies in Influencing Occupancy level of Five, Four and Three star Hotels in Nairobi**

Rose Abidha, School of Hospitality and Tourism Strathmore University, Nairobi, Kenya

---

**How hospitality management education can be enhanced using the CBT approach in developing countries. A case study**

Maarten Bos, & Ton Stekelenburg, Hotel Management School, Maastricht

---

**Creating sustainable change agents via Pressure Cooking: The case of the elective module 'Future Proof Hospitality, the CSR challenge'**

E. Cavagnaro Stenden Hotel Management School, Academy of International Hospitality Research, Leeuwarden, The Netherlands

F. Vrenegoor Stenden Hotel Management School, Research Group Sustainability in Hospitality and Tourism, Leeuwarden, The Netherlands

---

**Career Behaviours of Tourism Students**

Ning-Kuang Chuang & Xue Xiao, Kent State University

---

**Employer policy and support for sustainability of employees over the age of 50?**

John Hornby, Stenden University, Netherlands

---

**Beach management strategies in Kenya in the new dispensation: the untapped potentials**

Samwel Ikwaye & John Ogembo, Kenya association of hotel keeper and caterers

---

**Social entrepreneurship in hospitality industry. The case of operators at the coastal tourism circuit in Kenya**

Samwel Ikwaye & John Ogembo, Kenya association of hotel keeper and caterers

---

**E-learning and the potential for addressing the talent gap in Hospitality and tourism: an exploratory study of three developing tourism countries**

Colin Johnson, San Francisco State University, USA

Mehmet Ergul, San Francisco State University, USA

Miriam Scaglione, HEVS, Switzerland

Roblyn Simeon, San Francisco State University, USA

---

**The Role of Hotel Design in Destination Attractiveness**

Rachel Kirito Kirima, Kenya Utalii College

---

**Student Perceptions of Event Planning for Attendees with a Disability**

Erik D. Olson, Iowa State University, USA

---

**The role of warmth in the experience of hospitality - an exploratory study (Best poster)**

Pijls, R., Saxion University of Applied Sciences

Galetzka, M., Universiteit Twente

Groen, B.H. Saxion University of Applied Sciences

Pruyn, A.T.H., Universiteit Twente

**Understanding U.S. Young Consumer's Sustainable Food Consumption Behaviour**

Ching-Hui Su, Eric D. Olson & Chin-Hsun Tsai, Department of Apparel, Events, and Hospitality Management College of Human Sciences Iowa State University

---

**Antecedents of sustainable hotel entrepreneurship**

F. A. Vrenegoor, Academy of International Hospitality Research, Stenden University Leeuwarden, the Netherlands.

---

**Student Reflections on the Attainment of Competencies in a pre-WIL module in Hospitality Management**

Pieter van den Westhuizen, Hema Kesa, University of Johannesburg

---

**Equity in Education: Enhancing Cultural Competencies & Quality among Lecturers at UCN, Denmark**

Anne L. Zakaria, Department of Marketing & Export, University College Northern Denmark

---

## **EuroCHRIE17 Workshops**

### **EuroCHRIE**

Introduction of I-CHRIE and EuroCHRIE by Anders Justenlund

---

### **Meet the editors**

The editors' view of publishing: A workshop for researchers to meet with editors by Chris Roberts and Amit Sharma

---

**Combat Human Trafficking in the Hotel Industry** by Maureen Brooks, Oxford Brookes University

---

### **Red Global Simulation**

Using New Generation Simulations for New Generation Students in a New Generation Marketplace by Heidi Anaya

---

**Research methodologies workshop** by Jean-Pierre van der Rest, Rob Blomme and Amit Sharma

---

### **Russell Partnership Technology**

Hotel Industry Insights and Revenue Management Outlook: An Interactive Simulation Workshop by Peter Russell

---

### **STR SHARE Center**

Introduction to data available for research and training resources for the class room by Steve Hood

---

### **The amazing Influence of hospitality (workshop)**

By Godwin Charles Ogbeide, Indiana University, USA

---

**Touching an Untouched Topic:** (Un)Professional Boundaries and Relationships in the Academy by Dr. Catheryn Khoo-Lattimore, Griffith University

---



## Reviewers

**for Nairobi 2017** - a big thank you, without your expertise we could not have managed.

- Ain Hinsberg
- Ajay Patel
- Alana Harris
- Alisha Ali
- Amanda White
- Amanda Miller
- Amit Sharma
- Anders Justenlund
- AndreaSaayman
- Anita Medhekar
- Anita Zatori
- Ankie Hoefnagels
- Anthony Foley
- Arjanvan Rheede
- Arne Kuder
- Betsy barber
- Bill Thibodeaux
- Brenda Groen
- Bruce Tsui
- Bruno Eeckels
- Caroline Westwood
- Carolyn Branston
- Cesar Guala-Catalan
- Chris Stone
- Clare Hindley
- Clayton Barrows
- ColinO' Connor
- Conrad Lashley
- Cynthia Deale
- Dan Crafts
- Danielle Allen
- Darko Prebežac
- David Egan
- David Chiawo
- Deborah Fowler
- Deborah Johnson
- Ding Li
- Dr Felicity Kelliher
- Eda Gürel
- Effie Lagos
- Elaine Yang
- Elena Cavagnaro
- Eric Olson
- Eunkyong Park
- Florian Aubke
- Fred Mayo
- Fred DeMicco
- Georgiana Busoi
- H.G. (Sir) Parsa
- Haiyan Song
- Hanqun Song
- Harold Lee
- Heelye (Jason) Park
- Henri Kuokkanen
- Ian Elsmore
- Iride Azara
- Jaemun (Sir) Byun
- Jamie Power
- Jan Meijerhof
- Jebрил Alhelalat
- Jerald Chesser
- Jihye (madam) Min
- Jin Young (madam) Im
- June Clarke
- Jungyun Christine (madam) Hur
- Kevin Nield
- Kirsten Tripodi
- Kwang-Woo Lee
- Lenna Shulga
- Levent Altinay
- Lisa Yixing Gao
- Lyn Fawcett
- Ma'moun Habiballah
- Maria Vodenska
- Marianna Sigala
- Mark Johnson
- Marketa **KUBICKOVA**
- Matthew Stone
- Maureen Brookes
- Meehee Cho
- Melanie Smith
- Mia Touzin
- Michael Papaioannou
- Michael Ottenbacher
- Mike Taylor
- Ming-Hsiang Chen
- Natalie Haynes
- Nataša Artič
- Nicola Mccullough
- Nikolaos Pappas
- Norman Dinsdale
- Olga **Kampaxi**
- Paolo Mura
- Pasi Tuominen
- Paul Fynn
- Peter Odgers
- Piotr Zientara
- Rai Shacklock
- Ralf Burbach
- Rebecca Finkel
- Regina Schwab
- Rest, van der Jean-Pierre
- Reza Etemad
- Robert Hayward
- Robert Schønrock Nielsen
- Sandra Jankovic
- Sanjay Nadkarni
- Shu-Yun Cheng
- Siri McDowall
- Snezana Stetic
- Stephanie Jameson
- Steve Rhoden
- Sungsoo Kim
- Susan Fournier
- Susan Roe
- Teun Wolters
- Thanasis Spyriadis
- Thorsten Merkle
- Timothy Jung
- Trisha Dwyer
- Vanessa de Oliveira Menezes
- Wallace Rande
- Willy Legrand
- Xander Lub
- Yan (Grace) Zhong
- Yangsu (sir) Chen
- Yu Chih (sir) Huang
- Zarina Charlesworth



**Giraffe Interaction and delegates on tour**

## Conference News Joy Goopio

It went extremely well, way beyond our expectations!



Even John Fong announced in his speech during the gala dinner that it was the best conference ever - he explained that being the host of the Dubai conference with all the "bling-bling" of Burj al Arab and all... nothing in comparison to the "bling-bling" that the kids of Kibera slum offered when they sang during the Tusker night that moved the delegates to tears!



The social tour on Monday was a hit! They loved every bit of it - from the Strathmore campus tour, to the

elephant orphanage, Giraffe Centre, then lunch at Tamambo garden restaurant, then shopping at Kazuri beads and visit to Karen Blixen Museum - they were thrilled! Of course, coming back, they had a taste of the terrible Nairobi traffic, including a herd of cows crossing the highway:)

The welcome reception on Monday night was also a pleasant surprise to all. We had almost 50 first time attendees. While all the delegates were enjoying their drinks and bites at the open terrace, suddenly emerged five Maasai's dressed in their full regalia with spears and beads dancing along. Some delegates, including Anders and John Fong and Lene the VC of UCN, jumped and danced with them.

Tuesday morning was the official opening of the conference, and to start off - I invited Rev. Fr. John Kuria, chaplain of Strathmore University, to say the opening prayer. The first time in the history of EuroCHRIE! He started



with reading a passage from the bible, then he asked everyone to stand up for the prayers - there was dead silence!!!

Then Anders spoke, followed by the VC of

Strathmore, then VC of UCN, and Dean of Saxion. Then keynote speaker, Edith Szivas of UNWTO. Concurrent sessions followed thereafter until afternoon. The GM of Radisson, Ian Rydin, gave a very insightful speech on what to train our students to match with industry needs.



Tuesday night social event we dubbed as Tusker night, because of the flow of Tusker beer,

sponsored by East African Breweries, which was held at the poolside. The highlight of the event (and of the conference) was the surprise appearance of 25 kids from Kibera slums singing 'Africa, no place like home' and "We are the stars of Kibera" where each child stepped in front singing 'I want to be the best ... farmer - teacher - doctor - president - etc ....in Africa'. As they were winding up with the last song, it started to drizzle. Then the DJ played a famous African music, so the children rushed to the 'stage' and danced spontaneously - and guess what - we all joined in the dancing (students, delegates, spouses.) in the rain. It was so much fun, and we were all very happy dancing in the rain with the kids. It was an experience that left our delegates speechless!

Wednesday morning started with keynote speech of Judy Kepher-Gona who gave a good insight on sustainable tourism development in Kenya. Thereafter, concurrent paper presentations and workshops took place well into the afternoon. It was only slightly interrupted by Birgitte's announcement as she went from room to room to give an update on the security situation (remember this was the day before election) assuring everyone that we

are safe in the hotel, but we asked them not to go out unless we know where they were going.

Gala dinner went very well, we had a live band with my student as lead singer. Awarding ceremony was conducted by John Fong, and we then happily handed over the plaque to the 2018 host - Dublin Institute of Technology.



We give thanks to God for the success of the conference. Despite the challenges we faced in Kenya with political situation and security issues - the delegates felt safe and did not hear nor see any riot nor demonstrations.



We had a total of 120 participants (97 delegates and 8 spouses and 15 students who were

helping us in the preparation - 7 UCN, 7 Strathmore and 1 Saxion). Though still very low in comparison to the usual EuroCHRIE conference, this was good enough considering the location and timing of election that we had many cancellations.

I wish more photos will be uploaded in the website, but unfortunately Rai did not attend - she's normally the official photographer who takes good shots.



I hope I have painted for you the whole picture of the events. All the delegates were very happy and thanked us for organizing such a wonderful conference. Many of them said this was the best EuroCHRIE conference ever! From the conference kit (which consists of a

cloth bag of African prints made by a Kibera woman, handmade folder covered with African material, lanyard of beads, bones and stones made by my student, Out of Africa macadamia nuts, potato crisp cooked by a Kibera woman, and a Kazuri key chain), to the food and service of hotel staff, to the social tour, the social events, and the hospitality of our students...

Of course, I can't fail to mention the wonderful job done by the students of Strathmore, Saxion and UCN who helped us in



planning, organizing and running of the conference. It had been a learning experience for them in many ways. They learned how to work as a team despite cultural differences and they enjoyed the interaction with the delegates.



We thanked all the 15 students and applauded with standing ovation for their excellent performance that contributed to the success of the 35<sup>th</sup> EuroCHRIE Conference!



**Amit Sharma**  
**ICHRIE**  
**President at**  
**EuroCHRIE**  
**AGM**

**EuroCHRIE**  
**Secretary**  
**Chrystel**  
**Masdupuy**





## The 2017 EuroCHRIE Awards

Your colleagues received special recognition at this year's EuroCHRIE Nairobi Conference



**John Fong**  
Chair of the Awards Committee

Winners were selected by the nominating committee, chaired by John Fong as Immediate Past President. **Our thanks to our generous award sponsors and congratulations to all award winners:**

---



## 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.

### This year is awarded to Dr. Maureen Brookes

---



## STR Global “Bridging the Gap” Award 2017 – in recognition of significant contributions related to bridging the gap between academia and industry.

**This award** honours a professional who has worked to build closer cooperation between academia and industry in relation to training, research and development in hospitality and tourism education. The recipient will normally be a EuroCHRIE member.

### This year is awarded to REDGlobal Learning

---



Institute  
of **Hospitality**

## Institute of Hospitality 'in Practice' Award 2017

The award is given to a superior industry focused research publication that has been submitted to the 2017 EuroCHRIE conference

### The nominees were:

- **To leave or not to leave? A myth of the employment market in the casino industry in Macao** by Kim-leng Loi, Weng-Si Lei and Fernando Lourenco, Institute for Tourism Studies, Macao
- **Environmental Buying Decisions of Restaurant Customers in Kenya** by Lucy Gikonyo and Pauline Thumbi Strathmore University, Nairobi, Kenya

- **How to Throw a Bird? – Towards a Framework for Pro-Poor Tourism Development** by Charlotte Bruun and Anne Lassen Zakaria, University College of Northern Denmark (UCN)

## Winners:

**To leave or not to leave? A myth of the employment market in the casino industry in Macao**

- **Kim-leng Loi,**
- **Weng-Si Lei and**
- **Fernando Lourenco**

Institute for Tourism Studies, Macao

---

## Institut Paul Bocuse 'Research' Award 2017



The award will commend an individual piece of research, submitted to the 2017 EuroCHRIE conference, that has made a significant contribution to our industry and to education

### The nominees were:

- **The Role of Sensation Seeking Styles on Travel Risk Perception and the Need for Travel Insurance** by Cindia Ching Chi Lam, Ut Lon Im and Xinyi Xiao Institute for Tourism Studies, Macao
- **Does Willingness-To-Pay for Rate Conditions Change over the Booking Horizon? A novel time-dependent conjoint analysis approach** by Bjorn Arenoe, Arenoe Marketing Intelligence and Jean-Pierre van der Rest, Leiden University
- **Environmental Buying Decisions of Restaurant Customers in Kenya** by Lucy Gikonyo and Pauline Thumbi Strathmore University, Nairobi, Kenya
- **Do Cultural Values Matter in Hotel Customers' Positive Emotions and Electronic Word-of-Mouth (eWOM) Behaviour?** by Yaou Hu and Hyun Jeong Kim, Washington State University, USA

## Winners:

**The Role of Sensation Seeking Styles on Travel Risk Perception and the Need for Travel Insurance**

**Cindia Ching Chi Lam,  
Ut Lon Im and  
Xinyi Xiao**

Institute for Tourism Studies, Macao

---



## The EuroCHRIE International Industry Award

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



This year is awarded to



## The EuroCHRIE Regional Industry Award

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

This year is awarded to



## The 2017 EuroCHRIE University Challenge Award sponsored by REDGlobal

The winner is **Budapest Business School**



Runners up **Stenden South Africa**



## The EuroCHRIE Best Poster Award

The award is given to a superior research poster presented at the EuroCHRIE annual conference.



**Winner:**

**The role of warmth in the experience of hospitality - an exploratory study**

- Ruth Pijls and Brenda Groen from Saxion University of Applied Sciences, The Netherlands
- Mirjam Galetzka and Ad Pruyun University of Twente, The Netherlands





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



**This year we are pleased to announce that the 2017 EuroCHRIE Presidents Award goes to Dr. Maureen Brookes.**



Dr. Maureen Brookes began her hospitality career at the age of 14 working in a restaurant near Niagara Falls, Ontario. After graduating with a first-class degree in hospitality management from Canada's Guelph University, she undertook a fast track management programme for Westin International Hotels & Resorts. After a series of management positions in North America, Maureen moved to England and was Owner/Director of a hotel in the Cotswolds for 14 years before joining Oxford Brookes University.

Having served as the Director of 5 undergraduate programmes, and as the Hospitality Liaison Officer for the UK's Higher Education Academy, Maureen is now a Reader in Marketing in the Oxford School of Hospitality Management and holds an Oxford Brookes University Teaching Fellowship. Maureen completed her doctoral thesis on the implications of diverse market entry strategies of international hotel groups. She is a Past President of I-CHRIE and Past President of EuroCHRIE and during her time on both Boards made significant changes

to focus on the research and international aspects of the Associations. Maureen has been awarded an Honorary Doctorate by NAFEM in the USA and an Honorary Fellowship from the Council of Hospitality Management Education in the UK. She sits on the Professional Panel for the Institute of Hospitality which accredits hospitality and tourism degrees from around the globe.

Maureen has published numerous articles in refereed journals on franchising, entrepreneurship, plural organisations, international marketing standardisation and the centric orientation of international hotel groups. Maureen has also published a number of pedagogic research articles on internationalisation, personalisation, the use of podcasting and quality management within higher education. Most recently she has published articles on human trafficking in the hospitality industry as a result of her work on a European Commission funded project. The Combat Human Trafficking Toolkit is currently being used by hotels, NGOs, law enforcement, government anti-slavery commissioners and academics. Maureen regularly runs training workshops for hoteliers to help them protect their business from human trafficking. She has published two textbooks, *Entrepreneurship in Hospitality and Tourism* and *Hospitality Marketing*. She also sits on the editorial board of 5 academic journals and is the owner of three business enterprises, one of which is in the hospitality industry.



Maureen is never too busy to help others in the Association and to offer many wise words.

Dr. Maureen Brookes is recognised for a lifetime's contribution and outstanding service both to hospitality and tourism education and the EuroCHRIE Federation

**Heidi Anaya, Educational consultant of REDGlobal presented the 2017 EuroCHRIE Presidents Award to Dr. Maureen Brookes.**



Thank you, Heidi and John, for the kind words, I am delighted to be given this reward, by a fellow Canadian because it validates a decision I undertook in my native Canada as a teenager.

I began working in this industry since I was 14 years old in a part-time job after school and at weekends in a restaurant. It wasn't glamorous by any means and it was definitely hard work, but I loved that job. I met so many friendly and interesting people, both colleagues and customers. I became convinced that a career in the industry was definitely for me and decided I wanted to apply for a hospitality management degree. Well, I was told in no uncertain terms that this definitely was not an option for someone like me by guidance counsellors, teachers, friends and family. I was told it was not a proper degree for someone who was academically capable. I was told it was not a proper career for but only one that people past through on route to something else. I was also told it was not a proper career for a woman. But I was stubborn, (no surprise there for those of you who know me) and also fortunate, as the manager at my restaurant applied for a scholarship for me from the National Restaurant Association and that, along with one from the Canadian Club Managers Association and the Ontario government and later Westin Hotels, allowed me to enrol and complete my degree despite the opposition. The rest, as they say, is history.



And when I look back over that history, despite some ups and downs, I realise what an enjoyable journey it has been. And what has made that journey so enjoyable is the people I have met along the way. I have been fortunate to get to know and work with so many different people, colleagues within industry, colleagues within academia and most importantly, for many years now, colleagues within EuroCHRIE and of course, the other CHRIE Federations. I have learned so much from these colleagues, about their countries and cultures, about different ways of doing business and about hospitality in their home countries.

And even though along the way, we have been known to share a glass of wine or too, we have worked hard towards the same goal. Together, we have worked hard to try to raise the standard of hospitality management education and research, to fight against any prejudice against our degrees and industry and to encourage young, academically capable people to join our programmes and forge 'proper' careers, be they male, female or transgender. And we have had fun doing so, travelling together to new places, creating and sharing some very memorable experiences and receiving so much wonderful hospitality.

So, I really want to say thank you to all of you who have helped create such wonderful memories for me and for validating my career decision. Thank you EuroCHRIE and thank you RedGlobal

**Students after the Gala Dinner**





SHARE  
c e n t e r

**Sponsored by STR Global, this award** honors a professional or organization who has worked to build closer cooperation between academia and industry in the areas of training, research and development in hospitality and tourism education.

**This year - the 2017 STR Global 'Bridging the Gap' Award goes to REDglobal Learning.**

Supporting Hospitality Education began ten years ago when REDGlobal wanted to identify a way to "give-back" to both industry and academia. They bridged the gap by using their industry ties to assist academia in maintaining a sound balance between underpinning theory... and current industry practice. This, in turn, provided faculty and students with cutting edge hospitality business simulations delivered on a not-for-profit basis as a service to colleges and universities.



And... REDGlobal was EuroCHRIE's first partner. Along with financial support, they team with EuroCHRIE to deliver the annual EuroCHRIE University Challenge, where students experience the same professional level management training used to build business acumen skills among lodging professionals around the world. In doing so, students consolidate their academics,



blend them with e-learning lessons, and apply them in a world class, real-time, real-world simulation competition with other school teams. Each Student receives a highly regarded certification and the winning team, and their tutor, receive



valuable monetary prizes. Heidi Anaya is the REDglobal corner stone of this event.

Also, this year REDglobal sponsored an online certification in Hotel Business Acumen for EuroCHRIE Instructors who wished to learn more about the business aspects of hospitality.



Now working in 40 countries, and 8 languages, REDglobal touches over 8000 students and 500 professionals a year with real-to-life hospitality business simulations that incorporate STR reports and promote CHIA analytic skills. They truly are bridging the gap between the industry and academia.



**Right Above - Heidi Anaya accepted the award from Steve Hood CEO of STR**

**Left Above- Heidi running an online session with students**



The 2017 EuroCHRIE International Industry Award is sponsored by EuroCHRIE and recognizes an outstanding international industry or organization for demonstrated commitment and service to the hospitality and tourism industry and this year the award goes to **The Institute of Hospitality**



The Institute of Hospitality is a long-established professional body that seeks to improve the quality of the hospitality, tourism and events management industry and associated educational programmes. It was founded in 1938 as the Institutional Management Association (IMA) later merging with the Hotel and Catering Institute (HCI) in 1971 to form the Hotel and Catering Institutional Management Association (HCIMA), changing its name in 2007 to Institute of Hospitality.



The Institute has members in over 100 countries and many are also EuroCHRIE members. The Institute has supported EuroCHRIE for many years through sponsorship of the best research paper award, which recognises excellent research that contributes to best management practice. The Institute is one of the premier organisations for global institutional programme accreditation also offering professional recognition for training and development programmes through its endorsement service. In addition, the Institute offers programmes for advancing management knowledge and provides a wide range of benefits and services to support learners and industry professionals in their career development.



Dr. William Samenfink an Institute Fellow accepted the award on behalf of the IoH. The award was then later presented to Peter Ducker FIH Chief Executive by Maureen Brookes – below.

Jambo!

I am extremely grateful both to EuroCHRIE for bestowing this honour on the Institute of Hospitality and to William, a longstanding member of our College of Fellows, for accepting it on our behalf.

My colleagues in the Institute share my pride in this recognition, we all know that attracting talented people into hospitality is absolutely critical - that you recognise our small contribution to our support of your vital work in educating tomorrows leaders is very much appreciated. Wherever you look in the world our industry faces massive challenges – from emerging markets trying to keep up with the rapid expansion of their capacity, to mature markets with retaining talent when the skills of hospitality managers are so well recognised by other industries. The Institute of Hospitality is a vital bridge between academics and practitioners, between education and the industry that we all love. This recognition gives us a boost, fresh impetus to continue in our role, and, I hope to add power to your elbows and supporting you and your students.



I very much regret that I am unable to be with you tonight. At one point in my hotel career I had the privilege to be a Director of Sarova Hotels, whose African flagship is the Stanley Hotel. I have many happy memories of Nairobi - a wonderfully diverse and vibrant city. I wish you all a pleasant evening and hope you take home fond memories of your time in Kenya.

Once again thank you for this honour.

**Peter Ducker FIH, Chief Executive Institute of Hospitality receiving the Award from Maureen Brookes.**



The 2017 EuroCHRIE Best Poster Award is given to a superior research poster presented at the EuroCHRIE annual conference and is sponsored by EuroCHRIE.

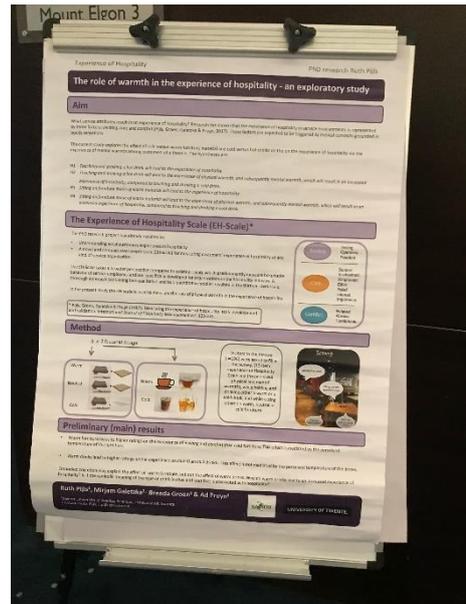


Our task was not an easy one because, the quality of the submissions was high in general.

The winning poster was titled

**The role of warmth in the experience of hospitality - an exploratory study** by

**Ruth Pijls and Brenda Groen from Saxion University of Applied Sciences, The Netherlands, Mirjam Galetzka and Ad Pruyn University of Twente, The Netherlands**



*The winning poster took a novel approach to understanding the meaning of hospitality. A very well-developed framework in line with the overall aim. Refreshing to see experimental research in this field. Also, the methodological approach was very appropriate for the aim of the study and clearly built on recent published work by the same authors. Potential contribution beyond the realms the study in many different hospitality sectors and beyond.*



The Institut Paul Bocuse 'Research' Award 2017 commends an individual piece of research, submitted to the 2017 EuroCHRIE conference, that has made a significant contribution to our industry and to education.



The winner of this year's Institut Paul Bocuse 'Research' Award 2017 is:

**Cindia Ching Chi Lam, Ut Lon Im and Xinyi Xiao Institute for Tourism Studies, Macao**

For their paper titled

**The Role of Sensation Seeking Styles on Travel Risk Perception and the Need for Travel Insurance**





# Institute of Hospitality

The Institute of Hospitality 'in Practice' Award 2017 is sponsored by the Institute of Hospitality and is given to a superior industry focused research publication that has been submitted to the 2017 EuroCHRIE conference

The Scientific Committee in Nairobi and myself as the EuroCHRIE Director of Research, selected 3 papers to be considered by the Institute of Hospitality for this award.



Peter Russell on behalf of the Institute of Hospitality, who unfortunately cannot attend this year, announced the winner of this year's best paper.

**This year the 2017 Institute of Hospitality 'in practice' Award went to:**

**Kim-leng Loi, Weng-Si Lei and Fernando Lourenco, Institute for Tourism Studies, Macao**

For their paper titled

**To leave or not to leave? A myth of the employment market in the casino industry in Macao**



## The EuroCHRIE Regional Industry Award

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

**This year is awarded to**



## 2018 ICHRIE Call for Papers

International CHRIE is excited to announce the Call for Scientific Papers and Posters for the 2018 Annual Conference to be held on 25-27 July in Palm Springs, California.

The EasyChair Platform is now open for the submission of your scientific papers and posters, as well as symposiums. All information, including the official call for papers, submission guides, and links to access EasyChair can be found on the ICHRIE website or by clicking [on the link](#)

**The 2017-18 ICHRIE Scientific Paper Review Committee looks forward to receiving and reviewing your submissions.**

## Subject: Hotel Yearbook 2018 Sustainable Hospitality Now Released!

I am very happy to announce that the "Hotel Yearbook 2018 – Sustainable Hospitality" is now live and can be downloaded beginning immediately- it is free!

The full edition can be downloaded here:  
<https://www.pineapplesearch.com/content/37000021.html>

It has been an honour to be the guest Editor-in-Chief for this first edition - with more than 100,000 downloads and an email reach of +55,000 recipients in previous Hotel Yearbook editions, this is a great read – making a change, one publication at the time!

I think you will be interested by the final result –I am very happy with the range of views, opinions and organisations (industry, NGOs, consultancy, academia) placed in this first edition – from leaders in our fields including the *Director of the International Tourism Partnership (ITP)*, the *VP Sustainable Development at Accor*, the *CEO of the Global Sustainable Tourism Council (GSTC)*, the *Founder of Soneva Resorts*, and the *Global VP Responsible Business at Carlson Rezidor* to name a few contributors.

Please feel free to share the link on LinkedIn, Facebook, Twitter and all the other social media you are active on.

Just for information: The Hotel Yearbook is only published digitally, so no paper version is produced. To download it, it's necessary to register your name and e-mail address at Pineapplesearch - but do not worry, your contact is not put on any mailing list - Pineapplesearch will not contact you, and will not pass this information to any third parties. So you can reassure your network that registering here to get their copy will not result in any unwanted contact.

Once again, thank you and my best greetings from Bonn, Germany

Willy

**Prof. Dr. Willy Legrand**  
Professor  
Department of Hospitality, Tourism and Event Management

IUBH Internationale Hochschule · **IUBH Campus Studies**  
Mülheimerstraße 38 · 53604 Bad Honnef · Germany

Guest Editor in Chief: **The Hotel Yearbook: Sustainable Hospitality 2017** (<http://www.hotel-yearbook.com/edition/37000021.html>)

tel: [+49 2224 9605 209](tel:+4922249605209)  
[w.legrand@iubh.de](mailto:w.legrand@iubh.de)  
[www.iubh-campusstudies.de](http://www.iubh-campusstudies.de)



The UK Centre for Events Management (UKCEM) at Leeds Beckett University is proud to announce that we will be hosting the 15<sup>th</sup> AEME Events Management Educators Forum in Leeds on Wednesday 4<sup>th</sup> and Thursday 5<sup>th</sup> July 2018.

Please keep an eye out for further details and the Call for Abstracts.



## **Certification in Hotel Industry Analytics (CHIA)**

The “Certification in Hotel Industry Analytics” is the leading hotel-related certification for university students graduating from Hospitality and Tourism programs.

Over 7,000 certifications have been earned. This recognition provides evidence of a thorough knowledge of the foundational metrics, definitions, formulas, and methodologies that are used by the hotel industry. Recipients have proven that they can “do the math” and interpret the results. They have demonstrated an ability to analyze various types of hotel industry data and to make strategic inferences based upon that analysis. Certification also confirms a comprehensive understanding of benchmarking and performance reports. Achieving this distinction announces that these students have a place among the best graduates in their profession and opens the doors to future career opportunities. Recipients receive a certificate and can use the CHIA designation on their business cards and resumes. Student testimonials and a content outline are available. The Train-the-Trainer session reviews the CHIA training content, including Analytical Foundations, Math Fundamentals, Property Level Benchmarking and Industry Reports. The session also prepares instructors to be able to present the CHIA training to their own students. The training package, supporting materials, application exercises and quizzes are covered. There is a discussion of how the program is being implemented by schools around the world. It is easy to personalize the training related to your own area of the world. Instructors can receive the CHIA certification themselves by taking an online exam after the session.

### **Fort Worth, Texas, USA – January 3, 2018**

This will be a one-day CHIA training session before the 23<sup>rd</sup> Annual Graduate Conference. The location will be the Hilton Fort Worth, [815 Main Street](#).

### **Manila, Philippines – January 29-30, 2018**

One and half day CHIA training session. The location will be LPU.

### **Melbourne, Australia – February 1-2, 2018**

One and half day CHIA training session. The location will be at William Angliss Institute of Higher Education.

### **New Castle, Australia – February 5, 2018**

CHIA training session prior to the CAUTHE 2018 Conference. The location to be determined.

### **Netherlands – February 17, 2018**

CHIA training session. The location is to be determined.

### **Switzerland – March 16, 2018**

CHIA training session. The location is to be determined.

### **Las Vegas, Nevada, USA – April 19, 2018**

CHIA training session prior to the KAHTEA 2018 Conference. The location will be at UNLV.

### **Dubai, UAE – April, 2018**

CHIA training session. The location will be the Emirates Academy.

### **Honolulu, Hawaii, USA – May 16, 2018**

CHIA training session. The location will be the University of Hawaii.

### **London, United Kingdom – May 22, 2018**

CHIA training session prior to the CHME 2018 Research Conference. The location will be at Bournemouth University.

### **Guangzhou, China – May 30-31, 2018**

One and half day CHIA training session prior to the 16<sup>th</sup> APacCHRIE Conference. The location will be at Sun Yat-sen University.

### **Miami, Florida, USA – June 29th, 2018**

CHIA-T training session following the 2018 TTRA Annual International Conference. The location is to be determined.

### **Palm Springs, California, USA – July 24-25, 2018**

One and half day CHIA training session prior to the 2018 ICHRIE Summer Conference. The location is to be determined.

### **Nashville, Tennessee, USA – August 14-15, 2018**

One and half day CHIA training session conducted by the STR SHARE Center prior to the 10<sup>th</sup> Annual Hotel Data Conference. The session will be conducted at the STR’s main Hendersonville office.

### **Venice, Italy – August 30, 2018**

CHIA training session following the 68<sup>th</sup> Aiest Conference. The location is to be determined.

### **La Paz, Bolivia – October, 2018**

CHIA training session in conjunction with CONPEHT

### Dublin, Ireland – November 6, 2018

CHIA training session prior to the EuroCHRIE 2018 Conference. The location will be the Dublin Institute of Technology.

### New York, USA – November 10, 2018

CHIA training session prior to the 2018 HX: Hotel Experience Show. The location will be NYU.

As you can see we have many planned Certification in Hotel Industry Analytics (CHIA) Train-the-Trainer/Workshops for 2018 and would like to invite the members of your organization to join us for a session that is convenient for them. Please feel free to pass this information along or place on your website and encourage anyone that may be interested or wish to register to contact us at [sharecenter@str.com](mailto:sharecenter@str.com). Detailed workshop information is available for each location. Space is limited, so if anyone thinks they may be interested let us know and we will hold a seat.

Thank you and we look forward to many educational and fun sessions.

Regards

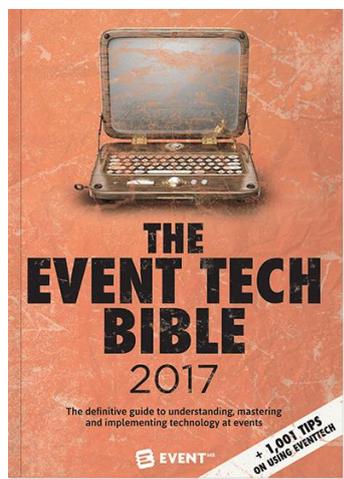
### The STR SHARE Center Team

STR SHARE Center  
[735 East Main Street](#)  
Hendersonville, TN 37075, USA  
Tel: [+1 \(615\) 824 8664](tel:+16158248664)  
[sharecenter@str.com](mailto:sharecenter@str.com)

Steve Hood: [shood@str.com](mailto:shood@str.com) ext. 3315  
Duane Vinson: [dvinson@str.com](mailto:dvinson@str.com), ext. 3329  
Melane Rueff: [mrueff@str.com](mailto:mrueff@str.com), ext. 3322  
Fax: [+1 \(615\) 824 3848](tel:+16158243848)

---

## The Event Tech Bible 2017



The definitive guide to understanding, mastering and implementing technology at events. [The Event Tech Bible. A New Chapter for Event Technology \[Report + 1,001 tips\]](#)

## Refugee Employment in Tourism: Strategy for Careers in the Travel and Hospitality Industries



Frederick DeMicco, PhD, Professor, the University of Delaware and Kendra DeMicco, M.A.; Building Leaders for Peace (BL4P)

### Abstract

Approximately 65.3 million people were displaced by conflict and persecution in 2016, the most since the office of the UN High Commissioner for Refugees began keeping records. Nearly 41 million of them are displaced inside their native countries. Half the world's refugees came from just three war-torn countries: Syria, Afghanistan, and Somalia. As a large employer of workers, the tourism and hospitality industry depends heavily on recent immigrants for its labor force in an increasingly tight labor market. Continuing migration will ensure a steady supply of workers at a cost hospitality and travel businesses can afford to pay. In the interim, it is possible that businesses in some countries will find the supply of their domestic workers temporarily shrinking and their labor costs rising, herein lies the opportunity for hiring refugee employees for a growing travel and hospitality industries.

### Key Words

**Tourism Refugees Hospitality Employment Education Leadership**

### Introduction

Migration is redistributing the world's population. Historically, population flows have carried people in large numbers from the southern hemisphere to the northern and from the east to the west. Although the specific countries involved have changed somewhat over the years—for example, movement from the former Soviet Union to Western Europe has slowed since the 1990s and early draughts—the basic pattern remains constant.

Some 247 million people have moved out of their native lands. Ninety percent of them have relocated voluntarily, usually in search of economic opportunity. About half of all migrants globally have moved from developing to developed countries. In major destination countries, immigrants accounted for 40 to 80 percent of growth in the labor force. One study found that immigrants to Germany who became entrepreneurs and small-business owners created 1.3 million jobs in 2014 alone (DeMicco, Cetron and Davies, 2017).

Most migration takes place inside geographic regions. For example, in 2015 nearly 23 million people moved from one country in Eastern Europe and Central Asia to another country in that area. Approximately 10.1 million changed countries within the Middle East and North Africa.

Migrants contribute nearly 10 percent of global GDP. In 2015, that amounted to roughly \$6.7 trillion, nearly twice as much as they would have produced in their countries of origin. The developed countries received more than 90 percent of this benefit (DeMicco, Cetron and Davies, 2017).

However, 65.3 million people were displaced by conflict and persecution in 2016, the most since the office of the UN High Commissioner for Refugees began keeping records. Half the world's refugees came from just three war-torn countries: Syria, Afghanistan, and Somalia. Nearly all the 1 million-plus refugees who arrived in Europe in 2016 came from these lands.

About 3 million refugees have found homes in the United States since Congress created the Federal Refugee Resettlement Program in 1980.

A 2016 survey of people in twenty-seven countries found that two out of three respondents around the world believed national governments should do more to help refugees. More than 75 percent in twenty of the countries would accept refugees into their country. Only 17 percent would refuse (DeMicco, Cetron and Davies, 2017).

### **Impact on Hospitality and Travel**

As one of the world's largest employers, the tourism and hospitality industry depends heavily on recent immigrants for its labor force. Continuing migration will ensure a steady supply of workers which hospitality and travel businesses can afford to pay (DeMicco, Cetron and Davies, 2017).

The large numbers of people who believe in helping refugees and accepting them into their own countries ensure that populist bans on immigration will not survive. However, because the xenophobic minority is much louder, it may be well into the 2020s before the developed countries begin to deal effectively with refugees and integrate them into their populations, rather than banishing them to isolated camps. In the interim, it is possible that businesses in some countries will find the supply of tourism and hospitality workers temporarily shrinking and their labor costs rising, herein lies the opportunity for refugee employees for a growing travel and hospitality industries (DeMicco, Cetron and Davies, 2017).

Immigrant populations are a major cause of growth in the restaurant industry. Wherever large numbers of migrants settle, restaurants will spring up to provide their native cuisines. Like Italian, Mexican, Chinese, and more recently Vietnamese restaurants, they will find a ready market among novelty-seeking natives and eventually become fixtures in the industry. In turn, they will provide employment for later waves of immigrants that follow.

Since the Syrian conflict in the Middle East began, 320,000 people have been killed, 1.5 million people have been disabled and nearly 4.5 million refugees are in need of resettlement. A big hurdle after the bare necessities of housing, food and clothing is access to resources and information to begin a new

life through finding viable and sustainable employment. The tourism sector can help refugees in finding employment as tourism and hospitality is a growing area of employment with labor shortages in many countries. Syrian refugees generally have a very good education, speak several languages and are eager to forge new employment links to provide for their families in a new country (Vachet, 2016).

### **A New Model Building Leaders 4 Peace (BL4P): Providing Skills, Education and Opportunities that Could Lead to Tourism Development in the Future**

Building Leaders 4 Peace (BL4P) is a holistic peacemaking initiative aimed at providing leadership development and skill building opportunities to young people in conflict regions around the world. BL4P is dedicated to developing and catalyzing young leaders who are passionate about building a future of peace through friendship, reconciliation, and service.

In August 2016, BL4P hosted its first week-long peace camp in Antakya, Turkey. Over the last 3 years, hundreds of thousands of Syrian refugees have fled their war torn cities and crossed into Turkey. Some still live in refugee camps, but the majority of Syrians are living in overcrowded apartment complexes and are doing whatever they can to make a living. Former pharmacists and politicians are starting pizza shops, recycling trash, or volunteering to teach in makeshift schools for a generation of children in peril. For the pilot peace camp in Turkey, 75 remarkable young people came together, ranging in age from 15-27, from Turkey, Syria, Iraq, Armenia, Canada, The United States, and Mexico, to engage in a communal experience focused on collaboratively building a future of peace through reconciliation and forgiveness. This past year, BL4P help peace camps in Colombia, Turkey, and Iraq, where over 200 young people engaged in learning skills like collaboration and conflict transformation.

The basic framework for a BL4P Peace Camp runs over the course of a week, the first 5 days are spent building a community and learning about peace values. Participants are put into "teams" where they engage in discussions, challenges, activities and creative projects together. The teams are created strategically to intermingle all nations/people groups present. They participate in large and small group activities, shared meals, informal free time, and peace values sessions. Each of the five days has a theme which serves as the focus for the day:

- celebrating diversity
- cross cultural collaboration
- conflict transformation
- catalytic leadership through reconciliation and forgiveness
- changing our community and the world

The last two days of a BL4P Peace Camp are spent in collaborative service in the surrounding area. Through BL4P, young people in these regions of

conflict have experienced personal and collective transformation and a strong sense of community fostered among our participants as a result of a week spent together, despite the prejudice, tension, and differences that were present at the beginning of the week.

BL4P students engage in an intentional, cross-cultural community; foster a passion for peace and reconciliation; acquire practical skills and tools to be catalytic peace leaders in their communities and are exposed to a variety of languages, cultural ideals, personal stories and perspectives through the friendships they build at BL4P Peace Camp.

Peace Camps are hosted in a hotel or resort where 100-150 young people stay for the week, where they are utilizing hotel facilities, i.e. the conference room, the lobby, the pool, other public areas, and having all of their meals together on-site at the host hotel.

Starting entrepreneurial businesses related to travel, tourism and hospitality could certainly be an off-shoot of these BL4P activities for the future of these areas of the world which face barriers and challenges in creating employment and educational opportunities.

#### **Reaching Refugees Through Education: Opportunity for Tourism and Hospitality Programs at Universities**

Southern New Hampshire University has received \$10 million from anonymous donors to expand its refugee education initiative, which it has piloted in the Kiziba refugee camp in Rwanda.

The university, which is known for its online programs and its competency-based degrees, says the \$10 million in funding will allow it to begin programming for refugees at four additional sites, including in Kenya, Lebanon and two additional locations to be determined. The university hopes ultimately to secure funding from the same group of donors to allow it to educate up to 50,000 refugees a year at 20 sites by 2022.

"The anonymous donors who are supporting this project have said to us, 'Let's do a phase one. Do this within two years and come back to us and show us the following: that you can have similar success as you've enjoyed in Rwanda in other places and that you can do it at greater scale than one camp,'" said Paul LeBlanc, Southern New Hampshire's president.

"Understanding the refugee context is very idiosyncratic," LeBlanc said. "It goes from camps like Kiziba, which is very remote and isolated, to someplace like Lebanon, where you don't really have camps -- you have integration of refugees in the millions in urban areas -- to places like northern Jordan, where you have enormous sprawling tent camps with real challenges in infrastructure. They want to see our ability to do this in various contexts."

At the Kiziba refugee camp, Southern New Hampshire just graduated its first group of 16 students with associate degrees. The university says all of the graduate's work as interns outside the camp and are now pursuing their bachelor's degrees.

"It's like Maslow's hierarchy of needs," LeBlanc said. "First we started with security. We needed a secure facility, a place that we could store the laptops and know that they would be there the next morning and make sure it was a good environment for our people to go in and out of."

The university also started a program to bring in food for its students after learning that they were selling their food rations. Academically speaking, LeBlanc said, "we had to get a handle on what level of readiness students were at, and we put in a series of summer bridge programs before they could join the program. And then we struggled with the question of gender. There's an expectation that to the extent that there's subsistence work that needs to get done every day-- getting water, cooking, cleaning the hut -- that that fell to the oldest girls, and the oldest girls were often the young women we were seeking for our program. We had to find ways to support them and their families."

The United Nations refugee agency estimates that just 1 percent of young refugees go to university. "We often say that this is an institution that often serves people for whom college is not a guarantee," LeBlanc said of Southern New Hampshire. "That guarantee is probably no more fragile than it is for the 65 million refugees in the world."

LeBlanc described Southern New Hampshire's plans as unique. "No institution has tried to go into refugee camps at scale to do a full-blown American degree at no cost to refugees," he said.

Other entities that have been involved in expanding access to online higher education to refugees in camps and elsewhere include Kiron Open Higher Education, a Berlin-based nonprofit that partners with universities and massive open online course providers to offer two-year online course modules, after which students can apply to transfer their credits to a partner university. Another initiative, the Jesuit Worldwide Learning: Higher Education at the Margins program (formerly known as Jesuit Commons), has enrolled more than 5,000 forcibly displaced people and other marginalized individuals in its programs since 2010, according to its website. The initiative, which has learning centers in about 10 countries, offers English-language and certificate-level courses as well as a 45-credit diploma program through its U.S. partner Regis University.

Arizona State University, which has a large online presence, has also recently entered this space, having announced in May a partnership with the Rwandan NGO Kepler to offer one of its online

courses at the Kiziba camp to evaluate how its model works in that setting.

The University of the People, an online institution that offers tuition-free degrees, enrolls more than 1,000 refugees -- more than 10 percent of its 9,000-member student body -- including more than 500 from Syria, according to Shai Reshef, the university's president. Reshef said the university has another 1,000 Syrian students who are waiting for scholarships (though tuition is free, the university charges a \$100 exam fee per course, which adds up to \$4,000 over a four-year degree).

The above innovations in education, could be an opportunity for tourism and hospitality business management programs around the world to offer certificates and degrees in these growing industries for refugee students.

### Conclusion

This paper described the current refugee migration crisis around the world. This crisis is an opportunity for the tourism and the hospitality industries. Given the impending shortage of workers and the expected increase in global travel for leisure and business, refugees can fill many of these jobs successfully. Today, an estimated 14 percent of the world's people work in the hospitality and tourism industries. Several decades on, it will be 25 percent. In part, we will owe this dramatic growth to the explosion of leisure time when shorter work weeks and forced vacations spread from Europe to the rest of the world (DeMicco, Cetron and Davies, 2017).

The paper also looked at some unique educational and skill and leadership building programs that can help foster and inspire refugees to consider a career in the travel, tourism and hospitality industries (especially for work and careers in hotels, resorts, and food service businesses).

### References

DeMicco, F.J., Cetron, M. and O. Davies (2017). Hospitality Strategy 2025: The Future of Hospitality and Travel. Book in press with Kendall-Hunt Publishers (2018), Iowa, USA.

Vachet, V. (2016, February 12). How the tourism industry can help Syrian refugees [Blog post].

Retrieved from <http://quoteendquote.ca/how-the-tourism-industry-can-help-syrian-refugees/>

Elizabeth Redden "Inside Higher Education" (2017) In July 19, 2017 Press Release from Southern New Hampshire University (SNHU).



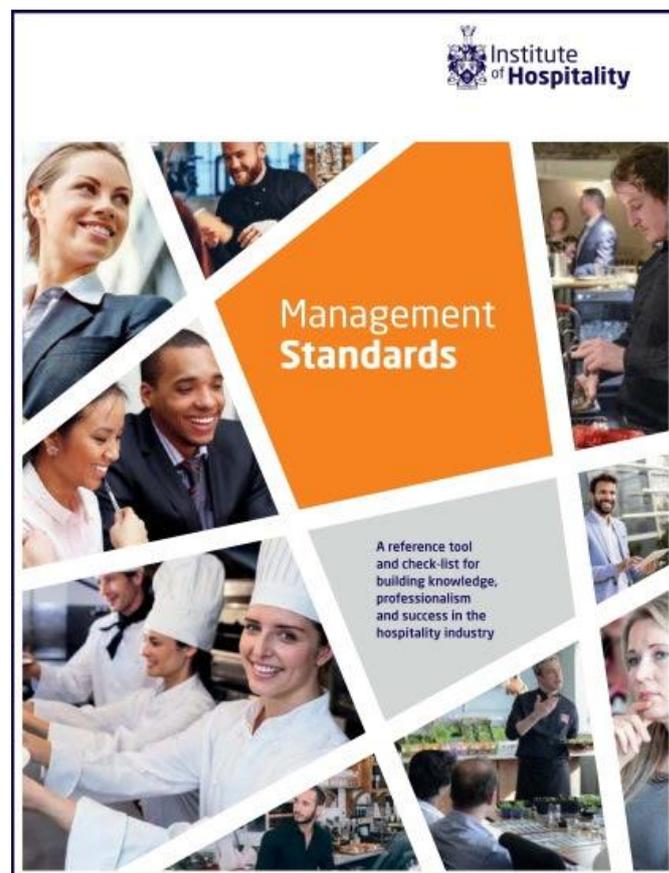
The Institute of Hospitality is delighted to announce the Institute's new Management Standards, an essential and valuable resource designed to help you and your staff to achieve success and professionalism in hospitality management.

Presented in three sections the Standards cover:

- Personal and Professional Skills
- Managing People and Operations
- Managing the Business

For more details contact

<https://www.instituteofhospitality.org>



Tusker night



Tusker night

## Introducing some old and new faces to the EuroCHRIE Board



### Andy Heyes – Co- Area Consultant for the UK

[Andy.Heyes@instituteofhospitality.org](mailto:Andy.Heyes@instituteofhospitality.org)

+447814441661

<https://www.instituteofhospitality.org/>

Andy holds numerous positions within organizations in the UK and mainland Europe. Graduating from the University of Derby with a first class BA (Hons) in Culinary Arts and Hospitality Management, as well as holding both an dual distinction in his MA and MSc degrees in International Hospitality and Service Management from Stenden Hotel Management School in the Netherlands, Andy currently works within the Institute of Hospitality (UK Head Office), assisting in developing academic and industry partnerships between the educational charity as well as developing new initiatives for academic school and students to be involved within. Andy is co-creator of the **Institute of Hospitality Digest** research journal, an initiative which allows hospitality, tourism, leisure and events students from around the world to market their research to industry practitioners which in turn helps to build relations between both industry and academia. Andy is a Member of Institute of Hospitality and is also Executive Student Representative for the Council of Hospitality Management Education Committee (CHME) in the UK and is a regular guest lecturer at Internationally re-knowned hotel schools in the UK, Europe and Middle East.

Andy is currently drafting his PhD proposal exploring the concept and scientific understanding of luxury hotels which he hopes to submit and then enroll onto in the coming 1-2 years. He is actively researching around the luxury the topic and has published research in academic journals, authored and contributed numerous book chapters on hotel operations and strategic brand management and has presented at International Conferences both in the Europe and the Middle East.

Andy's passion lies in inspiring youngsters to join the hospitality industry as a chosen and respected career profession and to strengthen relationships between both the hospitality industry and hospitality academic institutions. He is delighted to be able to contribute to the cause and join the EuroCHRIE family!

---

### Henri Kuokkanen – Interim Director of Education

[henri.kuokkanen@gmail.com](mailto:henri.kuokkanen@gmail.com)

+41797811074

H.Kuokkanen Research and Education,  
Le Biolerot 14, 1923 Les Marécottes, Switzerland



Henri Kuokkanen is an independent visiting lecturer and researcher in the fields of revenue management and corporate social responsibility (CSR) with a decade of experience in hospitality education. He is also an associate research fellow at Leeds Beckett University, where he is taking the final steps of his PhD. His industry experience includes treasury and business control management in the global telecoms industry; he has also been a partner in a consulting company focusing on transforming CSR into a competitive advantage. His main field of research and PhD candidacy focuses on the business potential that responsibility offers from a consumer perspective. He has also published articles in the area of revenue management, with a focus on the potential the discipline can offer in tourism destinations. In addition to education and research, Henri is a co-founder of an NGO that supports rural livelihood development in Mali.





## Hjalte Brøndum Mansa - Area Consultant for Denmark

Email: Hjalte Brøndum Mansa [HJBM@eal.dk](mailto:HJBM@eal.dk)  
Tlf. (direkte): [+45 65434596](tel:+4565434596)

EAL  
[Seebladsgade 1](#)  
5000 Odense C  
Denmark

Hjalte holds a position as assistant professor and multi-project manager at University of Applied Sciences Lillebaelt in the south-central region of Denmark, teaching the Hospitality management programs at the university and working with international co-operation and student possibilities, through company co-operation agreements, international network development, local alumni & business relations through network and development.

Hjalte has a Bachelor degree from University of Applied Sciences Lillebaelt in International Hospitality Management. During his years of studies, he worked intensively with event and tourism development through gastronomy event development based on the regions strengths and furtherly helped develop and manage a tourism development project, as part of the national tourism development strategy. Currently he is studying an MSc. In International Hospitality Management through the University of Derby, England.

Hjaltes interests covers a wide range, from hotel property and organizational development to regional area tourism development by local strength utilization, co-operation and synergy creation.

He joined EUROCHRIE in 2017 and was directly appointed to the board as Area Consultant for Denmark, taking over the position from Anders Justenlund, at the point of time, President of EuroCHRIE.

## Professor Florian Hummel – Interim Director of Marketing

### Area Consultant - Region North & East Germany

Academic Director School of Business, International University of Applied Sciences  
[f.hummel@iubh.de](mailto:f.hummel@iubh.de)  
[www.iubh.de/en](http://www.iubh.de/en)  
[+4930208986-839](tel:+4930208986839)

Rolanderufer 13  
Berlin, Berlin 10179  
Germany



Florian Hummel looks back at industry experience in airport marketing and the international car rental business. He studied at The University of Brighton (BA Travel Management), Cranfield University (MSc Air Transport Management) as well as The University of Sheffield (Doctor of Education). After leaving the industry Florian was involved in setting up a business school in Germany which he directed for nine years before he took on academic roles as Professor and Dean at Cologne Business School which he subsequently led as Managing Director. Florian currently holds a Professorship at IUBH. He is based in Berlin and is the academic director of four IUBH campus locations in Germany.



# EuroCHRIE University Challenge 2018 *sponsored by*



Winning Team  
2017:  
Budapest  
Business  
School

The annual EuroCHRIE University Challenge is offered to teams of students from member colleges and universities.

## Benefits

1. Students experience the same professional level management training used to build business acumen skills among lodging professionals around the globe. In doing so they consolidate the various elements of their academics; blend them with e-learning lessons, and apply them in a world class, real-time competition with other school teams. It is real-world learning.

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

3. In addition, each student member of the winning team will receive a cash award of €125 and their Instructor will receive €400 toward EuroCHRIE 2018 travel and accommodation expenses.

## Schedule

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

**February 12, 19, 26 March 5, 12, 19**

Each week there will be a mandatory one-hour web conference on Wednesday.

## Format

In each of the weeks, students will complete:

- A 60-minute e-learning lesson in lodging acumen
- A 60-minute web conference with the online coach

- A 60-minute decision meeting to determine and enter the strategy and tactics for the next business quarter of their hotel.

Each team of 4 senior students and 1 instructor will be supported by an online industry coach using e-learning, web conference, and email.

The simulation competition uses the world's leading lodging simulation, **REvsim**<sup>®</sup> heralded by thousands of hotel professionals around the globe.

Learning is as learning does. The simulation competition is an application of learning that takes business skills and mindset to a new level of understanding, strategic thinking, and tactical precision. Student teams operate their hotels in real-time and in direct competition with other teams. There is no artificial intelligence at work. All business outcomes are the result of the decisions made by all the hotels competing in a dynamic market.

There is a 50-short answer online quiz at the end of the Challenge to confirm certification level learning. It is designed to consolidate and confirm the learnings.

## Winning

The "big win" is an opportunity for each participating student to add an extra level to their education, one that integrates course learning, and one that illuminates the business realities that lie ahead. And all of this... documented with a certification.

The team "win" goes to the hotel that produces the best Balanced Score Card, providing leading ratings in market performance, profit, return on equity, guest loyalty, and staff performance.

## Registration

Registration is easy and is offered on a first-come basis. It is completed by the teams' Instructor/Coach. Team member names can be added later. Simply email your name, telephone number, and school name and we will be in contact to answer your questions and complete the registration. Please start the registration by contacting Heidi Anaya at: [heidi@redglobalgroup.com](mailto:heidi@redglobalgroup.com)





## We've made it easy for you to renew for 2018 online!

Instant access, print your receipt and membership cards immediately!

---

*Dear International  
CHRIE/EuroCHRIE Member,*

On behalf of International CHRIE, we would like to take time to thank you for your commitment! Your membership is invaluable to ICHRIE facilitating the exchange of knowledge, research, trends, and being a leader in hospitality and tourism education.

We value members like you! Thank you for making the most of the opportunities to engage, network, advance and explore through Federation events, educational workshops and networking opportunities throughout the year. The 2017 Annual International CHRIE Summer Conference & Marketplace in Baltimore, Maryland USA was a great success. New attendees were welcomed at the first-timers' reception and all of our members enjoyed the opening of the Marketplace with the Orioles Mascot "O". The annual duck race was not only loads of fun, but most importantly supported **CHRIE FUTUREFUND™**. Throughout the conference, members were able to network and enjoy a great atmosphere while learning new tools to take back to their classrooms.

International CHRIE is a network filled with great leaders and innovators who influence the ever-changing scope of our industry. Members of ICHRIE network and share lasting opportunities that support professional growth and open

the door to new career opportunities.

ICHRIE continues to partner with relevant organizations and companies such as Hyatt, AHLEI, Cvent, Knowledge Matters, Marriott, STR, Wiley and many more to bring additional value to our members. We look forward to increasing our network, strengthening current partnerships and developing new.

As a renewing member, we encourage you to actively participate in Special Interest Groups (SIGs) and join with your Federation to impact the region you live in. International CHRIE is continuing to provide useful resources for our members and we hope you have experience the benefits of our new website at [www.chrie.org](http://www.chrie.org). The new site allows ease of access to member accounts, SIG forums and different areas of interest, such as research and teaching. Our members are able to connect and network even more as we grow with technology.

**Renew today! Don't miss out on any of your ICHRIE benefits!**

As you renew your membership, consider recruiting a colleague or graduate student to join ICHRIE. You could be recognized at the 2018 Summer Conference for your recruitment efforts!

We will continue to provide networking and publication opportunities, memorable experiences like our Annual ICHRIE Summer Conference, as well as creating new and exciting experiences for your educational and research needs. We are listening to the needs of our members and look forward to you growing with us!

We value your membership!  
Sam Kohli  
[skohli@chrie.org](mailto:skohli@chrie.org)  
ICHRIE Director of Membership

---

Gift bags from Nairobi





## EuroCHRIE 2018

### Call for Papers

#### Overview

EuroCHRIE brings together educators from hospitality & tourism management schools and universities into a global network in close co-operation with industry representatives. Under the CHRIE umbrella, both education and industry combine their efforts to shape the future of hospitality & tourism. We are excited to bring EuroCHRIE 2018 to the Island of Ireland and we are working hard to make it an extra-special event for you!

EuroCHRIE 2018 will take place in Dublin from **6<sup>th</sup> November 2018 – 9<sup>th</sup> November 2018**.

We have an academically stimulating and culturally exhilarating programme prepared for you. In the coming months, we will provide you with ever more detailed information on what we have in store for you.

The basic conference programme is listed below:

Date:		Activity
Tuesday, 6 <sup>th</sup> November 2018	AM / PM	<ul style="list-style-type: none"> <li>Euro CHRIE Board Meeting</li> <li>Workshops and Seminars</li> </ul>
	Late	<ul style="list-style-type: none"> <li>Social Gathering (at Delegates' Expense)</li> </ul>
Wednesday, 7 <sup>th</sup> November 2018	AM / PM	<ul style="list-style-type: none"> <li>Conference Keynotes, Parallel Sessions, Symposia</li> </ul>
	Late	<ul style="list-style-type: none"> <li>Social / Cultural Event</li> </ul>
Thursday, 8 <sup>th</sup> November, 2018	AM / PM	<ul style="list-style-type: none"> <li>Industry Day, Conference Keynotes, Parallel</li> </ul>

		Sessions, Symposia
	Late	<ul style="list-style-type: none"> <li>Social / Cultural Event</li> </ul>
Friday, 9 <sup>th</sup> November, 2018		<ul style="list-style-type: none"> <li>Conference Keynotes, Parallel Sessions, Symposia</li> </ul>
	Late	<ul style="list-style-type: none"> <li>Gala Dinner</li> </ul>

You can register and find more detailed information on the conference website <https://www.eurochrie18.org>

#### Call for Papers Schedule

Registrations Open:	24 <sup>th</sup> October 2017
Call for Papers / Posters:	4 <sup>th</sup> December 2017
Deadline for Full Paper (not Abstracts) / Poster Submission:	16 <sup>th</sup> March 2018
Review Deadline:	15 <sup>th</sup> June 2018
Early Bird Registration Closes:	6 <sup>th</sup> July 2018
Registration Deadline for Presenters:	3 <sup>rd</sup> September 2018
Conference	6 <sup>th</sup> – 9 <sup>th</sup> November 2018

#### Details

Authors are invited to submit original papers that have not been previously published, accepted to be published, or are being considered for publication in any other forum. Papers may be of a purely theoretical nature or inclusive of applied research underpinned by theory within the broad theme of the conference.

All papers will go through a double-blind peer review process by two reviewers, to ensure good quality paper presentations. The theoretical / academic contribution and relevance to the conference of papers will be assessed (among others) on timeliness and appropriateness of literature used, appropriateness of research method, quality

and relevance of discussion of data and data analysis, and contribution to knowledge and academic debate.

Accepted papers will be published in the conference proceedings of EuroCHRIE 2017. Authors of accepted papers are expected to make a 15 minutes presentation (plus 5 minutes for questions) during the conference. Please note that the proceedings will not have an ISBN number, so you can send your paper to a journal of your choice after the conference.

We also encourage the submission of poster presentations, which are particularly suited to new researchers or researchers aiming to test the waters with new ideas and concepts. The review process for posters is the same as the above and presenters will showcase their posters at dedicated times throughout the conference.

### Paper Guidelines

All papers should meet the following guidelines:

- Maximum 3,000 words excluding the title, abstract and references
- Abstract maximum of 150 words
- Maximum of six keywords
- Identify whether the paper is Theoretical / Academic
- Indication of which of the eight tracks the paper fits into
- Be written in English (UK spelling) and be free from grammatical and spelling errors
- Be prepared in MS Word
- Authors of accepted conference papers are expected to make a 20-minute presentation; at least one author of an accepted paper must register for the conference and be prepared to make a presentation.
- To assist you in preparing your conference paper for submission, a "[style guide](https://www.eurochrie18.org/call-for-papers)" guideline has been prepared in MS Word. Typing directly into the document is an easy and effective way to ensure your paper meets the style requirements (<https://www.eurochrie18.org/call-for-papers>).

### The Theme

The theme of EuroCHRIE 2018 is "**Be Inspired**" and aims to assemble scholars and practitioners from around the globe to share their expert hospitality and tourism knowledge and experience in a conference that will showcase exceptional research and engender critical debate.

### Subthemes

1. **Be Inspired by the management of hospitality and tourism operations (Operations)** for example: revenue management, human resource and talent management, entrepreneurship and innovation, supply chain management, international management of operations, strategic management, asset management, financial management, operations management (focusing on any functional area)
2. **Be Inspired by new and emerging hospitality and tourism sectors (Emerging)** for example: new types of accommodation and accommodation providers, wellness tourism, dark tourism, health tourism
3. **Be Inspired by hospitality and tourism technologies (Technologies)** for example: web 2.0 and 3.0, virtual reality and augmented reality, advances in hospitality and tourism technologies, management information systems, user experiences
4. **Be Inspired by hospitality and tourism consumer experiences (Consumer)** for example: service delivery, consumer behaviour and consumer experience in hospitality and tourism, imagineering, sales and marketing, market segmentation
5. **Be Inspired by sustainability (Sustainability)** for example sustainable practices in hospitality and tourism, sustainability as a source of competitive advantage, CSR, globalisation,
6. **Be Inspired by culture (Culture)** for example: managing diversity, culture and heritage, cross-cultural management, expatriate management,
7. **Be Inspired by hospitality and tourism education (Education)** for example: continuing professional development, vocational training, experiential learning and work based learning, the flipped classroom, emerging teaching, learning and assessment methodologies, use of technology and simulation in the class room, blended and online learning approaches,
8. **Be Inspired by research in hospitality and tourism (Research)** for example: new approaches to hospitality and tourism research, use of data mining and big data.

## Submission

Please refer to the "Style Guide" document as a style guide for standards to follow in the preparation of manuscripts. Papers must be uploaded to the online reviewing platform: [EASY CHAIR for EuroCHRIE 2018](#). All papers will be double-blind peer-reviewed by experienced researchers who are members of the extended scientific review committee. Final acceptance will depend on whether the author(s) can adequately address review comments to the satisfaction of the reviewers. Authors must submit their revised manuscripts by the deadline (16<sup>th</sup> March 2018) **and** must register for the conference by 3<sup>rd</sup> September 2018 to have their papers included in the Conference Proceedings.

## CONTACT US



Dr. Denise O'Leary  
Scientific Committee  
Chair  
[+353 1 402 4465](tel:+35314024465)  
[denise.oleary@dit.ie](mailto:denise.oleary@dit.ie)



Handover from Nairobi to Dublin



What can you expect??

John S. Lohr  
e: [john@hosco.com](mailto:john@hosco.com)  
hosco.



Director of  
Development -  
School Relations

## Dear EuroCHRIE family,

It's that time of year again to renew your membership and stay engaged and active in our thriving EuroCHRIE community.

EuroCHRIE membership goes far beyond just attending our amazing conferences, it's a connection to a world of top hospitality and tourism institutes and those connections very often yield real life benefits.

Remember as a EuroCHRIE member you are automatically part of the ICHRIE Family, which consists of ICHRIE (USA), EuroCHRIE (Europe, Middle East and Africa) and APacCHRIE (majority countries in Asia) and your members rate applies for attending any of these worldwide conferences.

Looking to tie up with a school in Asia? Come to APacCHRIE 2018 hosted by Sun Yat Sen University in Guangzhou China. Want to meet both European and US schools at the same time, EuroCHRIE 2018 will be hosted by the Dublin Institute of Technology in Dublin and it already looks like a good number of US universities will be attending (partly for the conference and partly for the Guinness!)

International collaborations, teacher exchanges, top up programs, student study tours, all are possible when you join and stay active in EuroCHRIE.

Finally, if you want to boost your brand and also hire some top academic talent, please consider becoming one of our "Premium Members." Premium membership allows for three individuals from your institute to become EuroCHRIE members, gives you increased visibility at the EuroCHRIE conferences and lets you advertise your open school positions to all EuroCHRIE members. More can be found [here](#).

Thank you and hope to see you somewhere in the world in 2018.

**With Best Wishes**  
**John**  
**EuroCHRIE Director of Membership**

## The Europe Top 5

Based on year-over-year monthly RevPAR change in local currency

### September 2017 vs September 2016

Countries	Occ (%)		ADR		RevPAR		Percent Change from prior year		
	2017	2016	2017	2016	2017	2016	Occ	ADR	RevPAR
Turkey	70.5	54.7	326.48	274.52	230.24	150.06	29.0	18.9	53.4
Estonia	77.6	72.5	86.26	70.52	66.91	51.14	6.9	22.3	30.8
Belgium	77.1	69.5	113.37	102.33	87.44	71.12	11.0	10.8	23.0
Portugal	89.0	88.2	129.68	107.63	115.39	94.89	0.9	20.5	21.6
Latvia	84.1	74.5	71.47	66.79	60.13	49.75	13.0	7.0	20.9
Markets	2017	2016	2017	2016	2017	2016	Occ	ADR	RevPAR
Istanbul	77.3	56.0	372.29	299.24	287.92	167.63	38.1	24.4	71.8
Lisbon	92.6	90.6	145.07	111.25	134.37	100.81	2.2	30.4	33.3
Brussels	74.6	64.4	124.71	110.33	93.06	71.09	15.8	13.0	30.9
Tallinn	77.6	72.5	86.26	70.52	66.91	51.14	6.9	22.3	30.8
Madrid	83.8	81.7	129.28	101.92	108.29	83.31	2.5	26.8	30.0

### October 2017 vs October 2016

Countries	Occ (%)		ADR		RevPAR		Percent Change from prior year		
	2017	2016	2017	2016	2017	2016	Occ	ADR	RevPAR
Turkey	64.2	52.2	272.08	234.67	174.55	122.46	22.9	15.9	42.5
Portugal	78.5	77.6	116.99	93.88	91.83	72.83	1.2	24.6	26.1
Russia	66.2	60.7	5187.58	4748.76	3432.96	2883.30	9.0	9.2	19.1
Israel	79.1	62.3	824.82	880.59	652.20	548.25	27.0	-6.3	19.0
Croatia	67.7	62.8	774.95	703.50	524.51	441.66	7.8	10.2	18.8
Markets	2017	2016	2017	2016	2017	2016	Occ	ADR	RevPAR
Istanbul	68.2	52.0	334.53	287.30	228.11	149.51	31.0	16.4	52.6
Baku	53.9	43.7	171.49	143.73	92.48	62.87	23.3	19.3	47.1
Tel Aviv	80.4	61.8	922.79	900.33	742.14	556.75	30.1	2.5	33.3
Lisbon	90.1	88.2	143.20	109.93	128.98	96.91	2.2	30.3	33.1
Belgrade	82.1	70.0	10020.95	9094.09	8229.89	6369.26	17.3	10.2	29.2

Source:



Our thanks to STR for supplying this data to our members each quarter

**List of EuroCHRIE  
Premium Members.**



**ACCOR Hotels**  
[www.accorhotels.com](http://www.accorhotels.com)



**César Ritz Colleges  
Switzerland**  
[www.ritz.edu](http://www.ritz.edu)



**Cphbusiness**  
[www.cphbusiness.dk](http://www.cphbusiness.dk)



**Cyprus University of  
Technology**  
[www.cut.ac.cy](http://www.cut.ac.cy)



**DIT - Dublin Institute  
of Technology**  
[www.dit.ie](http://www.dit.ie)



**Ecole Supérieure  
Internationale de  
Savignac, France**  
[www.ecole-de-savignac.com](http://www.ecole-de-savignac.com)



**Endicott College**  
[www.endicott.edu](http://www.endicott.edu)



**Free University of  
Bolzano**  
[www.unibz.it](http://www.unibz.it)



**Glion University**  
[www.glion.edu](http://www.glion.edu)



**HAAGA-HELIA  
University of  
Applied Sciences**  
[www.haaga-helia.fi/en](http://www.haaga-helia.fi/en)



**Hotel Management  
School - Stenden  
University**  
[www.stenden.com](http://www.stenden.com)



**Hotelschool The  
Hague**  
[www.hotelschool.nl](http://www.hotelschool.nl)



**Institut Paul Bocuse**  
[www.institutpaulbocuse.com](http://www.institutpaulbocuse.com)



**International Uni. of  
Applied Sciences,  
Bad Honnef - Bonn**  
[www.iubh.de](http://www.iubh.de)



**Jordan Applied Uni.  
College of  
Hospitality &  
Tourism**  
[www.aauc.edu.jo](http://www.aauc.edu.jo)



**Lillabaelt Academy  
of Professional &  
Higher Learning**  
[www.eal.dk](http://www.eal.dk)



**Manchester  
Metropolitan  
University**  
[www.mmu.ac.uk](http://www.mmu.ac.uk)



**National University  
of Ireland, Galway**  
[www.nuigalway.ie](http://www.nuigalway.ie)



**NHTV Breda**  
[www.nhtv.nl](http://www.nhtv.nl)



**Oxford Brookes University**  
[www.brookes.ac.uk](http://www.brookes.ac.uk)



**REDGlobal**  
[www.redglobalgroup.com](http://www.redglobalgroup.com)



**Rochester Institute of Technology - Croatia**  
[www.croatia.rit.edu](http://www.croatia.rit.edu)



**Russell Partnership Technology (HOTS)**  
[www.russellpartnership.tech](http://www.russellpartnership.tech)



**Saxion University of Applied Sciences**  
[www.saxion.edu](http://www.saxion.edu)



**Strathmore University**  
[www.strathmore.edu](http://www.strathmore.edu)



**STR Share Center**  
[www.str.com](http://www.str.com)



**University College of Northern Denmark**  
[www.ucn.dk](http://www.ucn.dk)



**University of Surrey**  
[www.surrey.ac.uk](http://www.surrey.ac.uk)



**Zealand Institute of Business & Technology**



**ZUYD Hogeschool**  
[www.zuyd.nl](http://www.zuyd.nl)



If you have any questions regarding Premium Membership or EuroCHRIE membership in general please do not hesitate to contact me or your area consultants. Their details can be found on <http://www.eurochrie.org/management>.

With Best Wishes

**EuroCHRIE Director of Member Services & Development**

**John S. Lohr**  
hosco.  
Director of Development - School Relations

e: [john@hosco.com](mailto:john@hosco.com)

