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# EuroCHRIE

*Conference Special Edition*



**Edited by Manchester  
Metropolitan University**

Newsletter: 2016



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## From the EuroCHRIE President at Experience EuroCHRIE 2015 Manchester



Dear Colleagues,

When the venue of the 2015 conference in my presidential year was announced I wondered how many Presidents of a multinational organisation attended a conference that was 40 minutes away from where they lived (albeit) on the right side of the Pennines.

However what strikes me about conferences is not where they are but more what we learn, the people and the friends we meet. Too often we are sold conferences not on their content but on their location. The Manchester conference has been an unprecedented success where everyone present has offered nothing but compliments and I have basked in reflected glory. Everyone has commented on the quality of the papers and the quality of their learning. For these reasons I am proud to have been president at such a fantastic place and time. Thanks once again to Steven Rhoden and his marvellous team at Manchester Metropolitan University.

I would like to reflect on what EuroCHRIE means to us all. Often we hear of the EuroCHRIE family. Upon first hearing this I wondered what this meant and if it was just one of those 'warm' things that is said but that is actually quite empty. After six years of being a member of the 'family' I can answer that these words are not empty. EuroCHRIE is about nurturing all of our members, welcoming and looking after all of them. This is what I wish the ethos of EuroCHRIE to be.

To all of you the "EuroCHRIE family" I wish you all the best for a very happy new year.

**Kevin**

**Dr Kevin Nield**  
**EuroCHRIE President**  
**k.nield@shu.ac.uk**

# Experience EuroCHRIE 2015 Conference Report

In October 2015, over 220 colleagues from universities and hotel schools across the world travelled to Manchester Metropolitan University, UK, to take part in Experience EuroCHRIE 2015, the organisation's 33rd annual conference.

The conference theme – Experience – was particularly appropriate for the city of Manchester. As the birthplace of the industrial revolution and a home to modern scientific discovery, Manchester has a proud history as a centre for innovation. In recent years, it has transformed to reflect the changing nature of global economies with a move towards service and experience based industries. Global brands, such as Manchester United and the British Broadcasting Corporation (BBC), are based in and around the city. Annually, the city attracts millions of visitors from the UK and overseas, supporting the growth of our hospitality, tourism and event industries and providing jobs for our graduates.

The conference had five experience-based research tracks: consumer, management, technologies, sustainable and educational. The response to the call for papers was fantastic and, after a rigorous review process, the conference showcased the very best of these works. On behalf of the team at Manchester Met, I thank all authors, presenters and reviewers for their hard work, which made the conference a vibrant and intellectually stimulating event.

I thank our sponsors for their generous support of the conference:

- **Gold Sponsors** – The Total Simulator Company; Manchester City Council
- **EuroCHRIE partners** – REDGlobal
- **Silver Sponsors** – STR Global SHARE Center; The American Hotel and Lodging Educational Institute
- **Bronze sponsors** – The Emirates Academy for Hospitality Management; KP Education Systems; Taylor and Francis; THE-ICE; Goodfellows Publishers; Dusit Thani College; The Institute of Hospitality; Sage; CABI.

I would also like to thank the Organising Committee at Manchester Met for their hard work planning and hosting the conference: Emily Gilhooley, Dr Amanda Miller, Danielle Allen, Lucy Pittaway, Jackie Langdon, Dr Feng Yi Huang, John Theodore and John Cooper.

Finally, thanks go to the EuroCHRIE Board for their support. In particular, I thank Dr Liz Ineson, EuroCHRIE Director of Research, for advice on the paper review process and help securing sponsorship, and an extra-special thanks to Rai Shacklock for taking the time to meet/Skype, for invaluable advice and being generally wonderful!

It has been a privilege for Manchester Metropolitan University to host the 2015 EuroCHRIE conference and I enjoyed meeting colleagues in attendance. I hope to meet you all again at the 2016 conference in Budapest.

**Dr Steven Rhoden**

**Experience EuroCHRIE 2015 Conference Chair  
EuroCHRIE Area Consultant – United Kingdom  
s.rhoden@mmu.ac.uk**





# Experience EuroCHRIE 2015: Delegate Survey Results

A questionnaire was emailed to 262 delegates who had attended EuroCHRIE 2015 (160 CHRIE members, 57 non-members, 34 students, 11 day delegates). This resulted in a response rate of just under 25% (64 usable responses). Questions were quantitative but there was also an opportunity for respondents to write free comments.

## Awareness

Just over a third of respondents (36%) knew about the conference because they attend annually and so were already aware of the event. Word of mouth was also effective in creating awareness, with 34% finding out about the conference through a personal contact. 13% found out about the conference via the call for papers email. Only 6% found out about the conference from the EuroCHRIE or ICHRIE websites.

## Main reason for attending

Networking was the main reason for attending EuroCHRIE 2015 (41%). An opportunity to present research was also important (31%) followed by 'EuroCHRIE Board Member duties' (12%).

Respondents were asked whether attending the conference had in reality fulfilled their reason for attending. Overall, most respondents (85%) felt that the conference had fulfilled their main reason for attending the conference.

## Main benefits of attendance

Networking was again shown to be the most beneficial aspect of attending the conference (48%). Listening to keynote speakers (22%) and listening to the research of others/updating knowledge (14%) were also frequently stated as main benefits of attendance. Other beneficial aspects mentioned included workshops (5%); presenting own research (5%); venue and organisation (5%); Human Trafficking Awareness seminar (1%) and the Awards and Recognising Achievement (1%).

## Satisfaction with Experience EuroCHRIE 2015

Respondents were asked to rate their satisfaction with the conference. All six aspects of the conference listed scored highly in terms of satisfaction. Of these six aspects, respondents appeared to be most satisfied with the registration process (92% satisfied or very satisfied), followed by keynotes (88%), the venue (86%), social events (80%), paper/poster programme (72%) and food and beverage (67%).

**Danielle Allen**

**Experience EuroCHRIE 2015 Registration Co-Chair**  
**d.allen@mmu.ac.uk**



# Experience EuroCHRIE Programme Chair Report

Experience EuroCHRIE conference attracted 141 submissions across the five conference themes: consumers' experiences; the management of experiences; sustainable experiences; experience technologies; educational technologies. Authors submitted their work via EasyChair which proved an effective mechanism for storing all submissions, allowing authors to make changes according to the review process. Sixty-seven reviewers from all over the world contributed to the blind peer reviewing of all the submissions. We were very grateful for their efficiency as all reviewing decisions were communicated to authors within the stated deadlines. The reviewing process would not have been the great success it was had it not been for the wonderful reviewers – thank you.

During the conference, there was a vibrant schedule of workshops, paper presentations and poster sessions. Submissions were received from authors from all around the world, leading to a truly international environment for discussion and sharing. The poster sessions were scheduled for the lunch times on the Thursday and Friday and over the two days 11 posters were presented. These posters were located in the Market Place and allowed delegates to engage

in lively debate with the posters' authors. The scheduled paper sessions (105 in total) took place over two and a half days. The 105 registered paper presenters were allocated to one of the 28 sessions that took place. A special note of thanks to the moderators who ensured the sessions were effectively managed and ran to time. Moderators commented favourably upon the moderator packs provided which included copies of the papers being presented; guidelines to moderators; prompt cards of 5 minutes, 2 minutes and STOP. The conference papers and posters were made available to all conference delegates via a sponsored pen drive.

I wish all member of EuroCHRIE a very happy New Year. I hope you all enjoy a well-deserved break and some quality time with family and friends.

With kind regards

**Dr Amanda Miller**  
**Experience EuroCHRIE 2015 Programme Chair**  
**[a.miller@mmu.ac.uk](mailto:a.miller@mmu.ac.uk)**

## New Year Message From ICHRIE President

I wish all members of EuroCHRIE a very happy New Year. I hope you all enjoyed a well-deserved break and some quality time with family and friends.

With kind regards

**Maureen**

**Maureen Brookes**  
**ICHRIE President**



# 2015 Award Winners

The 2015 **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. This year the award went to **Scandic Hotels**.

Scandic Hotels is the market leader in Nordic hospitality with a network of almost 230 hotels with 42,000 rooms in seven countries and run by 14,000 team members. Scandic Hotels has, with 1,5 million members, the biggest loyalty program in the Nordic hotel industry. Responsibility is a key part of Scandic's DNA and this has made Scandic Hotels the 'best and most sustainable hotel brand' in the Nordics.

Stephan Stahl, Director of Learning and Development at Scandic Hotels said *"We are honored to have received this prestigious award. This is proof and recognition of our continuous effort towards building excellence and business value through education. It is when business and academia work together hand-in-hand that greater value is created."*



The 2015 **Laureate Hospitality Achievement Award** is sponsored by Laureate Hospitality Education and honours an educator or trainer for outstanding achievement in contributing innovative ideas, methods or programs that have advanced teaching, learning or practice in the field of hospitality education or training.

This year the Laureate Hospitality Achievement Award went to **Christopher Mitchell** from Manchester Metropolitan University.

Chris has made an outstanding innovative contribution to the undergraduate and postgraduate teaching programmes and professional development in Manchester Metropolitan University over the last 15 years. He made excellent use of his own substantial international hotel industry experience in training to develop educational concepts and curricula, working in collaboration with various industrial partnerships.



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# 2015 Award Winners

The 2015 **EuroCHRIE Regional Industry Award** is sponsored by EuroCHRIE and recognizes an outstanding regional organization for demonstrated commitment and service to the hospitality and tourism industry.

This year the EuroCHRIE Regional Industry Award went to **Visit Manchester** in recognition of the excellent work the team does to champion the hospitality and tourism industries in the region.

Visit Manchester is the tourist board for Greater Manchester. It promotes Manchester on the national and international stage. Its objective is to improve the quality of life for the three million people who live or work in the city. It provides strategic leadership, guidance and advice on tourism and the visitor economy in Greater Manchester, delivering services that attract and service the visitor and that support tourism businesses.

Jane Randall, the Head of Visitor Economy, accepted the award on behalf of Visit Manchester and said *"we are absolutely delighted to have been presented with this award. This is the first time we have been recognised for our services to the tourism industry and the award has been very well received by colleagues back in the office and across the Manchester Growth Company. Thank you EuroCHRIE."*



## **The EuroCHRIE Challenge Award** sponsored by REDGlobal

The winners of this inaugural years award were **University College of Northern Denmark** with runners up Hague Hotel School.



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# 2015 Award Winners

## Institute of Hospitality Education Research Award

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

This year the 2015 Institute of Hospitality Education Research Award went to:

- **Jean-Pierre van der Rest**, Leiden University
- **Paolo Cordella**, SKIM
- **Gerard Loosschilder**, independent researcher
- **Zvi Schwartz**, University of Delaware

For their paper titled 'Revenue Management and Booking Channels: using conjoint analysis to optimise OTA commission percentage'.



## Best PhD Student Paper Award

The Emirates Academy of Hospitality Management in conjunction with Emerald's International Journal of Contemporary Hospitality Management (IJCHM) is proud to present the Best PhD Student Paper Award for the first time this year. The winner of this award will receive Euro500 cash prize and a Certificate. The paper will also have an opportunity to be submitted to the IJCHM to go through a double blind review process for subsequent publication in the Journal.

The winner of this year's Best PhD Student Paper Award went to:

- **Jin Young Im**, Oklahoma State University
- **Hailin Qu**, Oklahoma State University

For their paper titled '*The effect of familiarity and self-efficacy on value co-creation process in the dining experience*'.





# 2015 Award Winners

## STR Global 'Bridging the Gap' Award

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 and is sponsored by STR Global. This year the 2015 STR Global 'Bridging the Gap' Award went to **Christian Perrette, Executive Director, Nestlé Pro Gastronomie Foundation.**

In 2011, Christian Perrette was appointed Executive Director of the Nestlé Pro Gastronomie Foundation which supports training in the Hospitality and Food & Beverage industry, mainly in developing countries in Eastern Europe, Africa and South America. He served on the EuroCHRIE Board as Director of Industry from 2011 until 2014.

Christian Perrette, on accepting the award from Steve Hood, said, *"It was a great honour for me, for the Nestlé Pro Gastronomie Foundation to receive the prize for 'Bridging the gap between academia and industry', but also for all my predecessors who, ever since the first days of this federation, supported its actions and objectives. My predecessors – I am thinking of Otmar Mueller, before him Otmar Sorgenfrei, and also, many years ago of Gilbert Valtério. It is they, who contributed to the building, block after block, of this bond, this bridge that links us, that favours communication, understanding and support between the worlds of academia and industry."*



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powered by STR and STR Global

**The EuroCHRIE Best Poster Award** sponsored by CABI is awarded for a superior research poster presented at the EuroCHRIE annual conference. This year the award went to **Florian Aubke**, Modul University, Austria.



# 2015 Award Winners

**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 year the 2015 EuroCHRIE President's Award went to **Ron Hilvert**.

Ron Hilvert is the Founder and Managing Director of The Emirates Academy of Hospitality Management in Dubai. Ron is an Ecole hôtelière de Lausanne graduate and previously held the Global Vice President, Human Resources position for Hyatt and Hilton International.

Ron was asked to spearhead the launch of The Emirates Academy of Hospitality Management in 2001. Ron put together a winning formula with EAHM – combining the academic association with Ecole hôtelière de Lausanne and also the luxury hotel management company, Jumeirah: The best of both worlds.

The Emirates Academy of Hospitality Management is today a great success and since its inception, there have been close to 1000 graduates working in almost 100 countries. This year's intake was an all time record for EAHM as it saw more than 200 students from 60 different countries enroll.

Ron has also been very supportive of EuroCHRIE's activities having organised two conferences in 2008 and 2014.

Ron left EAHM at the end of 2015 and EuroCHRIE wishes him every success in his new venture starting in early 2016 – opening a new world class hotel school in Manila again in association with Ecole hôtelière de Lausanne. The hotel school is projected to open in late 2017.

Ron's contribution to the industry and to education as a whole makes him a worthy recipient of the 2015 EuroCHRIE President's Award.



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For more photos of the Awards ceremony go to  
[www.eurochrie.org/experience-eurochrie-2015/awards/](http://www.eurochrie.org/experience-eurochrie-2015/awards/)

# The Change of Name

As promised we balloted members regarding the change of name from EuroCHRIE to EMEACHRIE. It is fair to say that passions were high on both sides of the debate. Those in favour of the change believed that a change of name meant that we more properly represented our constituency. Those against pointed out that we have a well-known and respected brand, changes to that brand would cause an inevitable confusion that could impact upon future events.

In summary, any decision either for or against would be a major change. Against this background the decision was taken to ballot our members to gauge the actual depth of feeling. The ballot was, in fact, inconclusive. There was no clear mandate either for or against the motion. With this in mind the executive debated what to do next. The answer was compromise, quite simply the decision was to retain the name EuroCHRIE and to add a “tag line” that indicates our geographical spread. Quite simply, this is “serving Africa, the Middle East and Europe”.



I believe that this change helps us to identify all of our constituents while retaining the brand and is best for all of our members.

In conclusion, I would like to thank all of you that voted and for your messages of support. I would also like to thank the board and the area consultants for efforts in reaching this solution.

**Kevin Nield**  
**EuroCHRIE President**

## Welcome to our new Area Consultant for Austria

Florian Aubke is an Assistant Professor/Senior Lecturer for Hotel Management at the Department of Tourism and Service Management at MODUL University Vienna. He currently also serves as the Dean of the Undergraduate School. Florian gained operational experiences in a number of positions in the hospitality and events industry before deciding on an academic career. After completing his undergraduate and postgraduate studies at Victoria University Melbourne, Australia, he joined MODUL University Vienna in 2007. Since his doctoral studies (completed with distinction at the Vienna University of Economics and Business), his research revolves around organizational networks – with a particular application to the hospitality and tourism industry. His teaching covers a broad range of subjects, including strategic hotel management, revenue management, hotel development and asset management.

As an area consultant for Austria, Florian strives to function as a linking pin, joining efforts with colleagues to the East and West.

To read more about Florian visit the EuroCHRIE management pages.



**Dr. Florian Aubke**  
Dean of the Undergraduate School  
Department of Tourism and Service Management  
**MODUL University Vienna Private University**  
[florian.aubke@modul.ac.at](mailto:florian.aubke@modul.ac.at)



# Director of Membership

Dear EuroCHRIE members,

Another exciting year has ended. For those of you who made it to Manchester, the Experience was truly a worthy culmination for our 2015 activities. We are currently 185 members in 34 countries, as visualized in the maps on this page. In 2016, we hope to bring yet more academics around Africa, Europe and the Middle-East, according to the new strategy developed, to enjoy the benefits that our network can offer, simultaneously creating further opportunities for existing members. The potential for future cooperation and joint projects across continents looks exceptionally promising. If you are not a member of ICHRIE and wish to join go to [www.chrie.org/membership/membership-application.aspx](http://www.chrie.org/membership/membership-application.aspx)

We have also added a new Area Consultant to serve our members. In Austria, Dr. Florian Aubke from MODUL University Vienna has taken up the role of advocating EuroCHRIE in his country. I would like to welcome him warmly to the Board and I look forward to seeing all of you as members of the EuroCHRIE family also in 2016. If you have ideas about what the membership should offer in the future, or how we could serve our members (you!) better, please don't hesitate to contact me and please don't forget to renew your membership at [www.chrie.org/membership/renew-your-membership/index.aspx](http://www.chrie.org/membership/renew-your-membership/index.aspx)




I wish you a very happy New Year!

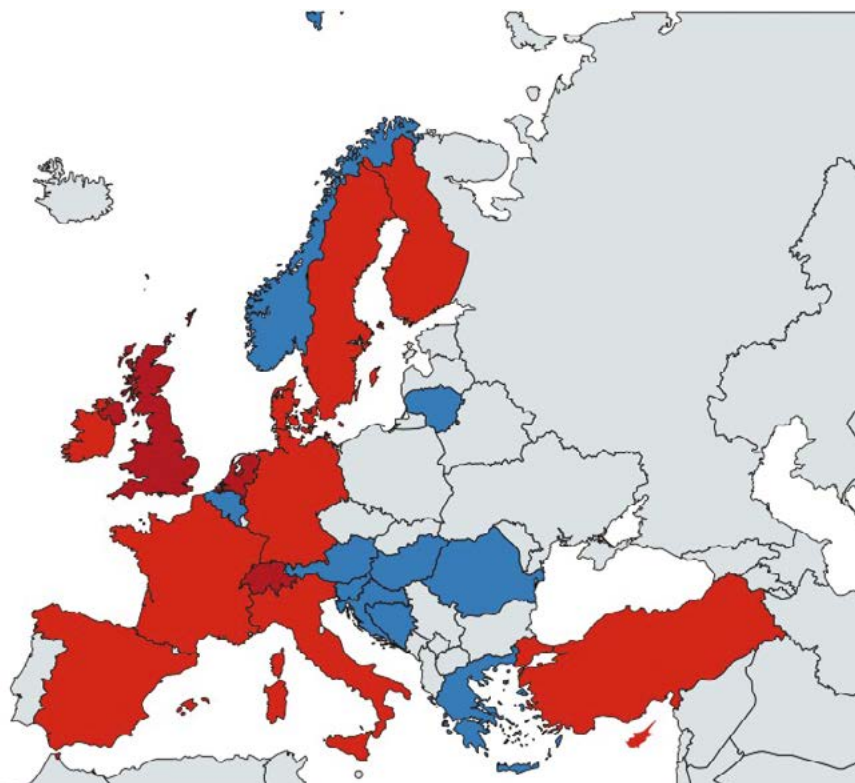
**Henri Kuokkanen**  
**Glion Institute of Higher Education**  
[henri.kuokkanen@glion.edu](mailto:henri.kuokkanen@glion.edu)



Number of EuroCHRIE members by country in Europe. Blue indicates countries with 1-2 members, and red signifies at least three. At least twenty members come from countries in dark red.

## Membership

-  Core
-  3 or more
-  1-2

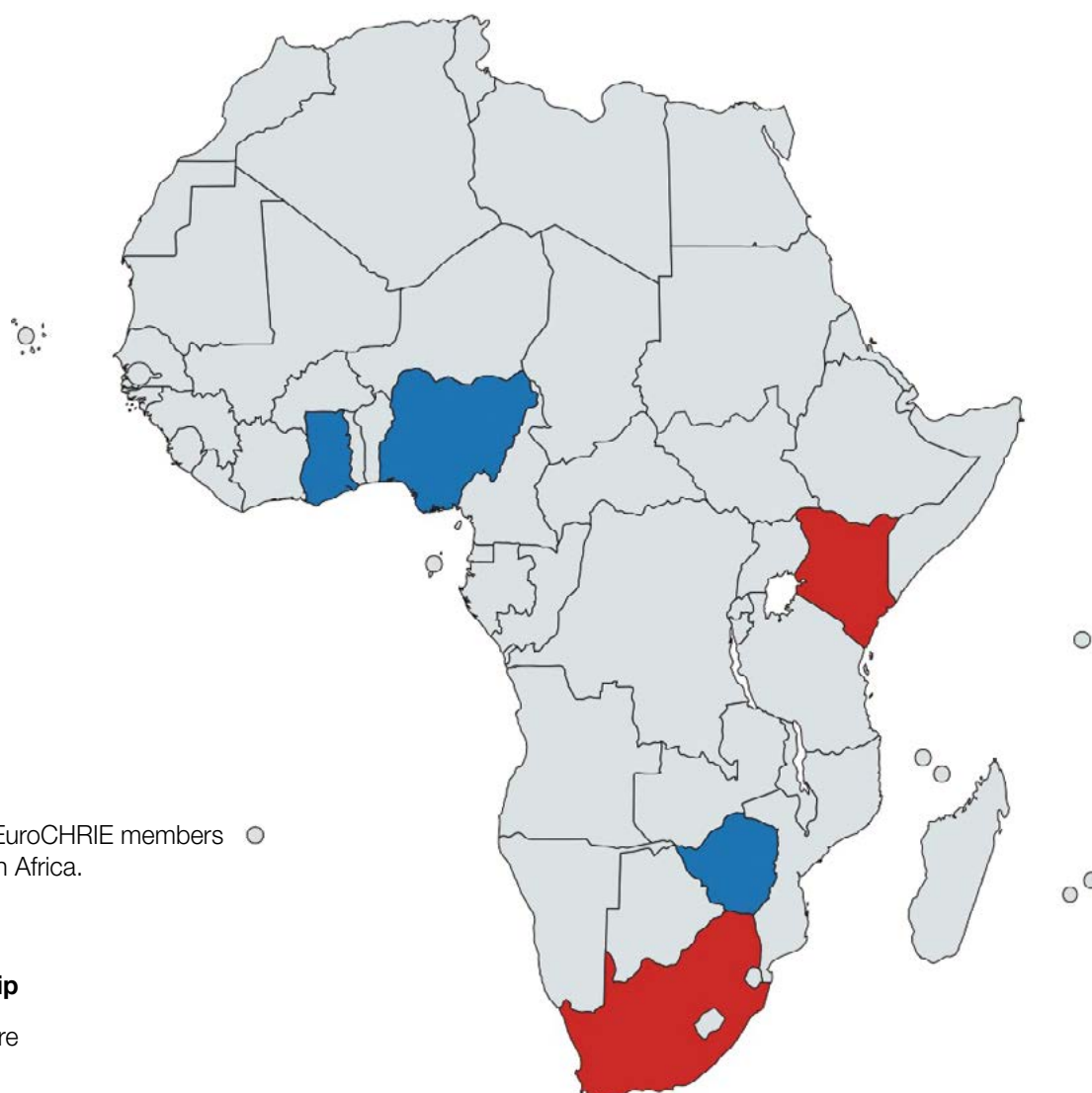
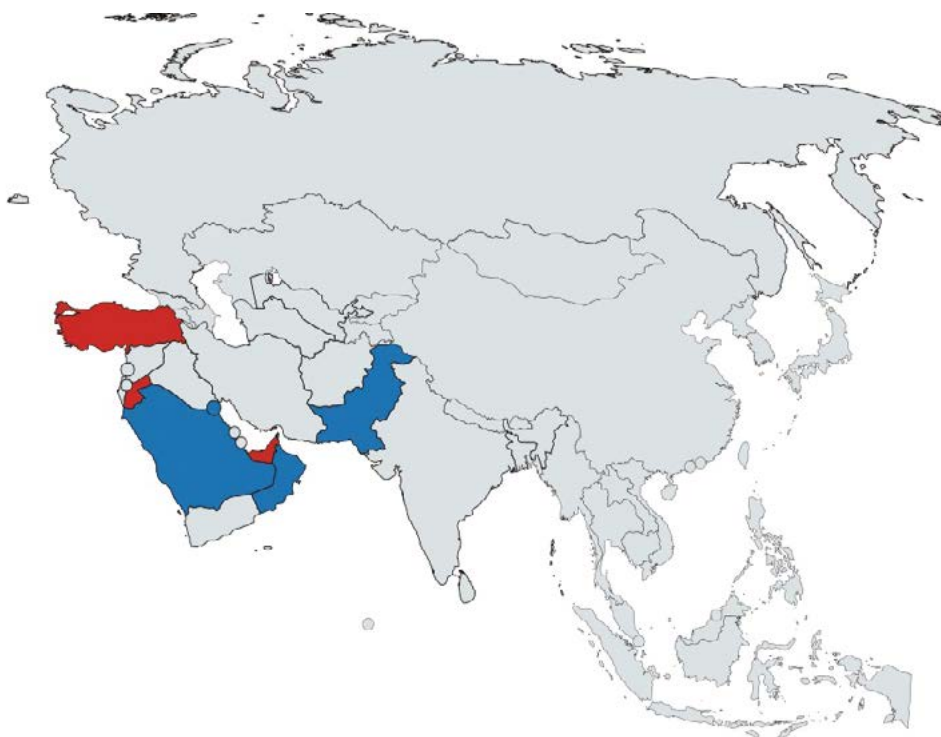


Number of EuroCHRIE members  
by country in the Middle East.

**Membership**

■ 3 or more

■ 1-2



Number of EuroCHRIE members  
by country in Africa.

**Membership**

■ 3 or more

■ 1-2

# From the Director of Research: Thanks for supporting Manchester 2015; Welcome to Budapest 2016

Thank you for presenting your papers and posters in Manchester; the response was above expectations both in terms of quantity and quality.

The theme for the Budapest 2016 EuroCHRIE conference (26th – 28th October 2016) is: **'What's going well in Hospitality, Tourism and Events Education?'**

The submission date for both posters and papers is at the beginning of March 2016. The short paper (3000 word) format continues to be conducive to sufficient paper submissions whilst allowing for subsequent expansion of the papers for journal publication; it also saves reviewing time. To increase awareness of industry relevant research, authors will be again requested to categorise their submissions as being more suitable for academia (theoretical) or industry (practical/applied). As is the current practice, all of the accepted papers will be run through Turnitin.

A maximum of five outstanding papers, each of which must be authored by at least one ICHRIE member, will be put forward to the Institute of Hospitality for adjudication. PhD students, who are on-going or have graduated within the last 12 months, are encouraged to submit papers developed from their research to compete for the 'best PhD paper award', a new award in 2015 that is sponsored by Emirates Academy, Dubai and Emerald. The winner will be invited to submit the paper for review, with a view to subsequent publication in The International Journal of Hospitality Management. **All best paper recommendations must follow the guidelines.**

The full Budapest 2016 conference proceedings will be available to each registered delegate in electronic format.

In Manchester, the standardised process for EuroCHRIE paper and poster guidelines with submissions via EasyChair worked well, thanks to the sterling efforts of Amanda Miller and Danielle Allen. The number of global reviewers in the EuroCHRIE bank, ably managed by Rai Shacklock, now tops 100. Please let Melanie Smith ([m.smith@metropolitan.hu](mailto:m.smith@metropolitan.hu)) know if you are willing to be added to this list for 2016. Reviewers are encouraged to make at least some positive comments and not to reject any papers outright, rather to advise on how they can be improved then ask for resubmission or recommend a poster session. Reviewers are encouraged to mentor the authors, as opposed to just being critical, so helping to develop high quality papers. Authors will be informed of the decisions on their submissions as soon as the comments are available, i.e. well within the early bird registration deadline.

The Manchester research workshop focused on further methods of qualitative data analysis using examples from published papers including: Content analysis; Delphi technique; Ethnography; Narrative analysis; Netnography; and Thematic analysis. Ideas are welcome, and contributors are invited, for the Budapest 2016 research workshop.

**If you would like to help, please contact me with your ideas and/or offerings ([lizineson@gmail.com](mailto:lizineson@gmail.com)).**

**Elizabeth M. Ineson**  
**EuroCHRIE Director of Research**

## Industry Update

I am delighted to be serving EuroCHRIE as Director for Industry and as mentioned at the AGM my main role is going to be making links with industry in order to best serve the needs of members. In order to do this effectively I would be thrilled to hear from any members who have ideas for industry links that would be useful for them. Please email me about this in the first instance using my contact details on the website. I will look forward to driving forward any initiatives that come about through this and as part of the conference in 2016.

**Peter Russell**  
**Director for Industry**





# A Message from the Director of Marketing

As the interim Director of Marketing for EuroCHRIE I've set a goal to finally quantify and qualify the member benefits that EuroCHRIE membership has to offer. As many of you have experienced at EuroCHRIE conferences companies like STR Global, HOTS, AHLEI, hosco, RedGlobal, etc... have been quite active in promoting their programs to you, their end users. As each has its own value to bring I see absolutely nothing wrong with allowing them to access our members through the conferences and to inform you of their latest products many of which are adopted by a wide range of EuroCHRIE members already.

However to bring everyone closer I believe that we should combine their companies' offers with a benefits package that comes with EuroCHRIE membership. Many members I meet at conferences have noted that the conferences are wonderful but there is little EuroCHRIE activity before and afterwards. I want to change this and offering incentives to engage with these excellent companies is one way to keep and increase EuroCHRIE involvement throughout the year.

Going forward I am also exploring ways to streamline an already valuable EuroCHRIE benefit provided to premium members, the ability to directly recruit academic talents via EuroCHRIE. I'm working with some of the above mentioned companies to create a EuroCHRIE member database that is dynamic and allows schools who are premium members to search and find their best academic talents from a pool of EuroCHRIE members. For too long we have relied on the very static ICHRIE database to access EuroCHRIE members and to learn about who is in fact a member. A change is needed and I hope to be able to unveil this at the EuroCHRIE Budapest conference. Fingers crossed!

Finally as you have seen more and more companies are taking interest in EuroCHRIE and some are even offering to sponsor. Rather than taking a typical "Gold, Silver, Bronze" approach for companies that wish to provide sponsorship to the EuroCHRIE organization (conference organizers set up their own sponsorship packages) I'm taking a different approach; Who are you, what do you want to accomplish, how should it look... and how much are you willing to pay :) That said, look for some more "creative" sponsorship promotions in the future.

If you have any marketing or EuroCHRIE promotional ideas you would like to share please feel free to contact me directly. The more we know about our members' needs, the more we can do FOR our members!

Best Regards

**John Lohr**

**Interim Director of Marketing – EuroCHRIE**  
**Director of Development – hosco.**  
**john@hosco.com**



## 2016 Edition

The 2016 edition of the annual EuroCHRIE University Challenge is offered to student teams from EuroCHRIE 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 €200 and their Instructor will receive paid European transport, accommodation, and conference fees for EuroCHRIE 2016 in Budapest, Hungary.

## Schedule

All e-learning and inter-school simulation competition will be held during the weeks beginning: **March 2, 9, 16, 23, 30, April 6, 2016.**

## Format

In each of the four 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®** 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 learning.

## 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: **info@redglobalgroup.com**



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You are cordially invited to attend one of several upcoming CHIA or HIFIA Workshops planned around the world. The sessions are open to professors and instructors. Students are invited if space allows. Industry professionals are also welcome to attend any of the CHIA workshops for a fee. The events are slightly different and are described below. The training will include a thorough review of all training content, a series of quiz questions and a demonstration of application exercises. For more information or to reserve a seat, please contact us at [sharecenter@str.com](mailto:sharecenter@str.com)

## Manila, Philippines

**January 30** (HIFIA), prior to the 22nd COHREP Convention

A one-day session will be conducted on Saturday, January 30th, at Lyceum Philippines University hosted by Beth Aragon and Tina Aquino, [christina.aquino@lpu.edu.ph](mailto:christina.aquino@lpu.edu.ph)

## India

We are tentatively planning a workshop during the week of **February 1-5**. Exact dates and location(s) will be announced shortly.

## Sydney, Australia

**February 8**, prior to CAUTHE 2016

A one-day session will be conducted on Monday, February 8th, at Blue Mountains International Hotel Management School, hosted by Scott Richardson, [scott.richardson@bluemountains.edu.au](mailto:scott.richardson@bluemountains.edu.au)

## Belfast, Ireland

**May 3-4**, prior to the CHME Conference 2016

A two-day session will be conducted on Tuesday and Wednesday, May 3rd and 4th, at Ulster University hosted by Una McMahon-Beattie, [usm.mcmahon@ulster.ac.uk](mailto:usm.mcmahon@ulster.ac.uk)

## Bangkok, Thailand

**May 10-11**, prior to the 14th APacCHRIE Conference

A two-day session will be conducted on Tuesday and Wednesday, May 10th and 11th, at Dusit Thani College hosted by Pichaya Noranitiphadungkarn, [pichaya.no@dtc.ac.th](mailto:pichaya.no@dtc.ac.th)

## Hong Kong, China

**May 16**, prior to the 2nd Global Tourism & Hospitality Conference and the 15th Asia Pacific Forum for Graduate Students Research in Tourism.

We are tentatively planning a one-day session on Monday, May 16th.

## Chicago, United States

**May 20**, prior to the NRA Show 2016

A one-day session will be conducted on Friday, May 20th, at the Center for Hospitality Research and Education, School of Hospitality Leadership at DePaul University hosted by Nick Thomas, [nthoma15@depaul.edu](mailto:nthoma15@depaul.edu)

## Vail, United States

**June 13**, prior to the 2016 ttra Annual International Conference

A one-day session will with a special emphasis on tourism will be conducted on Monday, June 13th, at Marriott's Vail Mountain Resort.

## Dallas, United States

**July 18-19**, prior to the 2016 Annual ICHRIE Summer Conference

A two-day session will be conducted on Monday and Tuesday, July 18th and 19th, at the Gaylord Texan Resort & Convention Center.

For more information or to register – If you have any questions or need more information, please contact [sharecenter@str.com](mailto:sharecenter@str.com) Space is limited, so if you think you might be interested, please let us know, and we will hold a seat for you. There is a brief enrolment form to fill out. If there are students or industry professionals that would like to attend, please contact us.



Certification in Hotel Industry Analytics (CHIA) – The “Certification in Hotel Industry Analytics” is being offered globally to undergraduate and graduate students, as well as professors through a joint effort between AH&LEI, ICHRIE and STR Global. Nearly 4,000 CHIA certifications have been granted and over 40 TTT sessions have been conducted. The CHIA is the leading hotel-related certification for university students graduating from Hospitality and Tourism programs and interest is growing quickly among industry professionals in many positions. 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 are able to use the CHIA designation on their business cards and resumes.

The Train-the-Trainer session covers the CHIA training content, which includes:

- Hotel Industry Analytical Foundations
- Hotel Math Fundamentals, the metrics used by the Hotel Industry
- Property Level Benchmarking
- Hotel Industry Performance Reports

The session also prepares instructors to be able to present the CHIA training to their own students. 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.

Hotel Industry Foundations and Introduction to Analytics (HIFIA) – The “Hotel Industry Foundations and Introduction to Analytics” is an abbreviated version of the CHIA described above. The HIFIA is shorter, 5 modules instead of 16. There is less of an emphasis on math, analyzing data, and reports. It emphasizes that the math required by a hotel industry professional is not “rocket science”. It also builds an appreciation for analytics and industry reports used by hotel companies and tourism organizations around the world. We would be delighted to have you join us for an educational and enjoyable experience.

Best regards

**Steve and Duane**

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PRESS RELEASE



## PolyU Study Finds Information Given Critical to Selling Travel through Television

The successful sale of travel products on TV shopping channels benefits from the emotional connection established with and depth of information presented to the viewer, according to Professor Brian King of the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University and co-author in a recently published article. Drawing on the concepts of “information transportation” and “information richness”, the researchers show that viewers presented with the

right types of information are likely to perceive purchasing a travel product on TV as less risky than they otherwise would have, and thus be more likely to actually purchase the product. Their findings, the researchers argue, provide “a starting point to understand consumers’ purchase intentions for travel products in non-store retailing” To read the full article go to: [http://hotelschool.shtm.polyu.edu.hk/wcms-common/temp/20151127112330403/news\\_selling\\_travel\\_through\\_television\\_20151127.pdf](http://hotelschool.shtm.polyu.edu.hk/wcms-common/temp/20151127112330403/news_selling_travel_through_television_20151127.pdf)

# The Emirates Academy of Hospitality Management Witnesses Record Student Enrolments in 2015



**Dubai, 13 September 2015:** The Emirates Academy of Hospitality Management (EAHM), one of the world's leading hospitality business management schools and an integral part of the global luxury hotel company, Jumeirah Group, has seen a record number of students enrol during 2015.

Throughout the year, EAHM has welcomed almost 210 students from more than 50 countries across its three intakes which is an all-time record since its inception in 2001. The number of students who enrolled onto the one-year MBA programme increased by more than 50% from last year. In addition, the number of students undertaking the flagship three-year Bachelor of Business Administration with honours in International Hospitality Management programme has increased significantly.

Since 2001, EAHM has been one of the leading providers of University-level hospitality business education. Both undergraduate and postgraduate degrees are offered to help develop the hospitality leaders of the future. Owned by the Jumeirah Group and located directly opposite the Burj Al Arab Jumeirah, students at EAHM receive excellent internship and employment opportunities upon graduation. To read more go to [www.emiratesacademy.edu/](http://www.emiratesacademy.edu/)

**Celebrating 15 Years of Excellence**  
**THE EMIRATES ACADEMY**  
**OF HOSPITALITY MANAGEMENT**  
In academic association with Ecole hôtelière de Lausanne



# Planning and Managing the Perfect Event

*'Event Planning and Management'* is the collaborative effort of David Bassett and Ruth Dowson, both working at the UK Centre of Events Management at Leeds Beckett University.

The book launch coincided with the start of the new academic year which saw over 250 new students join the Events Management course at Leeds Beckett – one of the largest and most popular courses in the UK.

An experienced event organiser and educator of events managers and industry practitioners, David said: "Planning an event can be great fun – it unleashes the creative side in us; giving us the opportunity to dream up unique and unusual venues to host an event, to conjure up new and exciting activities for the event attendees to enjoy, and to create weird and wonderful menus for the guests to sample. But planning an event is no easy task and, with much to do, it can prove quite stressful."

With over 30 years' experience in strategic development, management and delivery of events, conferences, seminars and exhibitions, Ruth added: "As an event organiser, you are only too aware that much of the success of the event will be down to how well you plan it and even the most experienced event organiser can overlook critical details. Which is why we – with the help of our academic colleagues, fellow industry professionals and UK Centre for Events Management students and graduates – have written this practical guide to planning and managing events, packed with practical advice, top tips and checklists to help you put on a great event."

The guide, published by Kogan Page, offers a structured, practical approach to events; from the initial planning, to final evaluating stages. Part of the PR in Practice series, it introduces key models and theories but focuses on the practical side of building and working with a team, choosing a location, creating a programme, dealing with stakeholders and sponsors, promoting the event, essential financial and procurement considerations and finally evaluating the event.



Kogan Page are offering a 20% discount – to redeem, visit **[www.koganpage.com](http://www.koganpage.com)** and quote MKTLEEDSBECKETT



**Ulster University, Belfast**  
**4th – 6th May 2016**

# Inspire, Innovate, Succeed

## CALL FOR PAPERS

The Department of Hospitality and Tourism Management within the Ulster University Business School is proud to host the 25th Council for Hospitality Management's Annual Research, Learning and Teaching Conference in May 2016.

Today's hospitality industry is thriving with innovative practices and new ways of thinking in the communication, design and operations of businesses to inspire, change and elevate the guest experience. CHME 2016 seeks to explore the dimensions of innovation and customer-centricity in hospitality.

We have encouraged contributions that address future orientated and customer focused research in hospitality theory, practice and education.

Research papers and posters will be presented on the following themes:

**Hospitality Management**

**Critical and Cultural Studies of Hospitality**

**Learning, Teaching and Assessment in Hospitality Management Education**

**Innovation and the Food & Beverage Consumer**

**Niche Tourism**

For full details on the conference, the themes and paper and poster guidelines see conference website:

**[www.ulster.ac.uk/chme16](http://www.ulster.ac.uk/chme16)**



# Next EuroCHRIE Conference: Budapest 2016

## What's Going Well in Hospitality, Tourism and Events?

26th-28th October 2016

Budapest Metropolitan University of Applied Sciences, Budapest, Hungary

**[www.eurochriebudapest2016.org](http://www.eurochriebudapest2016.org)**

**The next EuroCHRIE Conference will take place in Budapest in Hungary, which is officially known as the City of Spas! What better place to focus on issues of wellbeing and wellness, the main themes of the event.**

The concept of wellbeing has become an increasing focus of research and academic study as well as industry reports. Numerous studies have attempted to measure the wellbeing, quality of life or happiness of citizens (e.g. Eurofound, OECD, Gallup). Wellbeing or wellness has become an important focus for the hospitality sector too. This includes the wellbeing of employees as well as the satisfaction and happiness of guests. The growth of spa and wellness hotels, as well as specific brands such as 'Healing Hotels of the World' or 'Starwood's Seven Pillars of Wellness' is firm evidence of this.

In addition to papers relating to wellbeing, health, wellness and spas, we are also interested in a broader conceptualisation of wellbeing and would like to consider all themes which relate to the question 'What's going well'? These might include: good practice and positive experiences from education (e.g. staff wellbeing and student satisfaction); guest satisfaction and happiness; quality of life of residents in destinations; innovative and successful research projects and methods. We would also like to know what you think is going well in different areas of your specialism whether it is events, marketing, operations, human resources, finance, revenue management or technology? Our main aim is to collect examples of good and positive practice which can enhance the wellbeing of all those working in, studying, teaching, researching or simply enjoying hospitality, tourism and events!



As a summary, our main themes will be:

**1. Wellbeing, health, wellness and spas**

This includes all research on wellbeing, quality of life or happiness of citizens, residents or tourists. Research relating to spas and wellness hotels or health and wellness tourism is also encouraged, as well as healthy gastronomy.

**2. What's going well in education and teaching?**

This can include staff wellbeing and occupational health issues. Research may focus on student satisfaction and experience enhancement in the classroom. It can include placements or internships, student research, as well as examples of good practice from teaching and learning, especially using new technologies.

**3. What's going well in research?**

This section welcomes papers that examine good or new practice in research, such as the usage of unusual or innovative approaches or methods.

**4. What's going well in hotels and hospitality?**

Papers are welcomed on all aspects of hotel management and hospitality, including employee wellbeing as well as guest satisfaction and experience enhancement. It might also include the integration of wellbeing into hotel development, such as healthier food or improved fitness facilities.

**5. What's going well in tourism and events?**

This section will focus on research relating to tourism and events. Case studies of good practice are welcomed which exemplify good or positive management or marketing of events. This might include issues of sustainability or ethics, as well as sound business practices.

**6. What's going well in your own specialism?**

Here, delegates have the chance to present research from any relevant field where they can demonstrate examples of good or positive practice. This can include any areas of business or management (e.g. marketing, operations, human resources, finance, revenue management, etc).

In addition to presenting your own papers, you will have the chance to enjoy the following:

- **Pre-Conference workshops organised by industry leaders and specialists**
- **Inspiring Keynote Speakers from education, hospitality and spas**
- **World class Hungarian hospitality including national gastronomy and wines**
- **Exciting evening entertainment with extensive opportunities to network including the Gala Dinner**
- **Optional excursions, tours and cruises to historic spas and heritage attractions**

Submission deadline  
 Tuesday 1st March 2016



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