



WITTENBORG

 University of Applied Sciences

Research Centre

Internationalisation

KA2 Projects **Sustainability & Corporate Responsibility**

Capacity Building **Over 50% Facility Active in Research**

Student Mobility **Staff Mobility**

Summer School Programmes

Interreg

ERASMUS+

leading & Participating in Research Projects

DIVERSITY & INCLUSION

EFRO Dissemination & Communication

Project & Quality Management

Horizon Europe

Ethics

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www.wittenborg.eu

WUAS Research Centre

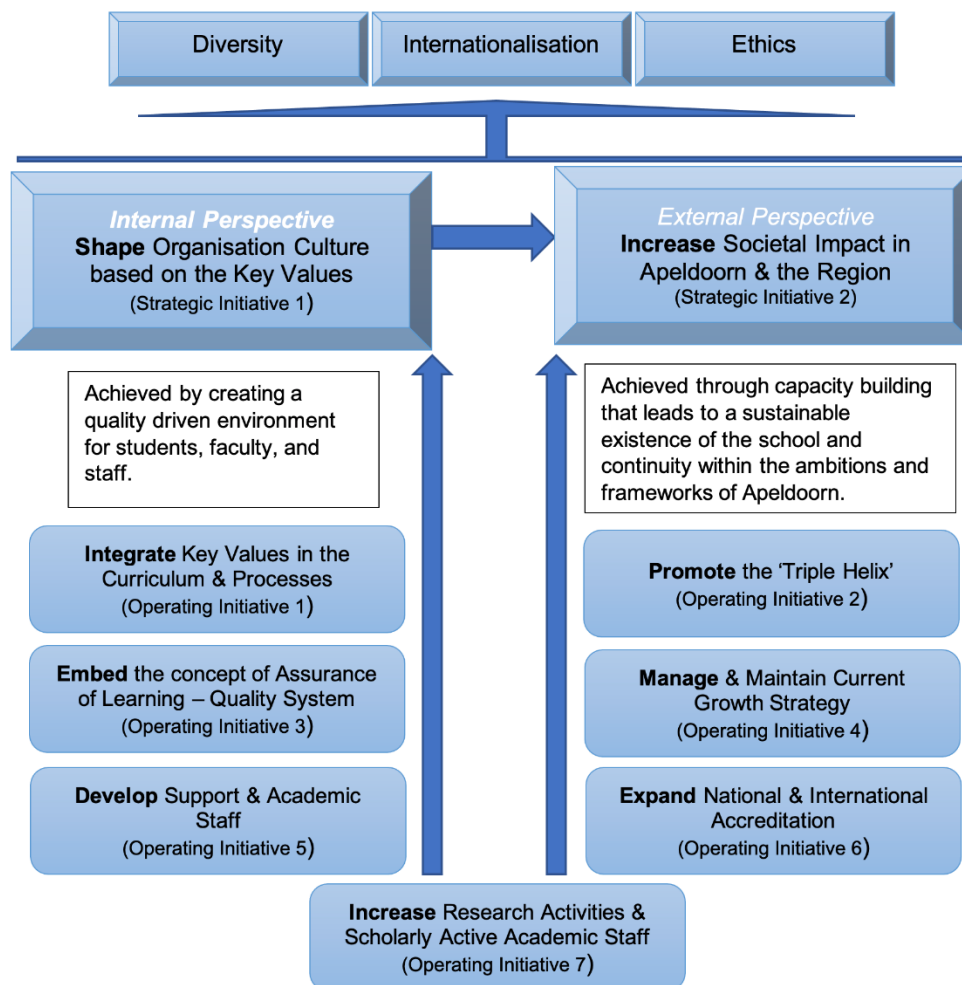
 Annual Report

 Year 2022

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1. Introduction

Wittenborg strongly believes that its stakeholders: students, professionals, businesses and society at large all benefit from integrated applied research. Expressed in its mission WUAS aims: "Contributing to society in Apeldoorn & the region by promoting excellence in teaching and learning of international business and management, as well as by creating the best environment for students and staff where internationalisation, diversity and ethics set the premises for successfully applied, research-informed, global learning."



To pursue creating an environment of research-informed global learning at the school, WUAS has taken serious efforts to create its Research Centre and work towards concrete outputs beneficial to all its stakeholders. As outlined in the Strategic Plan 2022-26 WUAS has developed 2 strategic initiatives:

- (1) Shaping the Organisation Culture on the Key values: Internationalisation, Diversity and Ethics,
- (2) Increase Societal Impact in Apeldoorn & the Region, which are supported by 7 operating initiatives.

The Research Centre plays a role in several operating initiatives:

- *Operating Initiative 1* with the goal of becoming best practice for internationalization, the school targets through the Research Centre to secure student and staff mobility, with the goal of becoming best practice for diversity through diversity promoting themes and elements in research, and with the goal of incorporating ethics throughout the organization the Research Centre aims to improve the overview of research produced at WUAS in alignment with its Ethics Policy.
- *Operating Initiative 2* with the goal of carrying out European funded projects promoting key values and keep them within the region.
- *Operating Initiative 5* with the goal of further developing the employability strategy to fit with its participation in the European Erasmus+.
- *Operating Initiative 7* is to 'Increase Research Activities & Scholarly Academic Staff' with the goal of supporting staff in their research, publications & applied research-led education.

To reflect on these initiatives Research Centre's annual report illustrates all the works that have been delivered in the year of 2022. Despite global challenges such as COVID-19 pandemic and geopolitical turbulences that have affected all spheres of living, including education, Research Centre has demonstrated steady growth in its international collaborations, its contribution to local and regional development through research projects, as well as its active involvement with researchers and students in a vast number of activities.

In the academic year of 2021-2022 Research Centre had undergone major transformations. We have introduced periodical meetings which bring together researchers to collaborate and contribute to the development of the region. 2022 saw the culmination of Research Centre's first Erasmus+ funded project which was a major success both from the international collaboration perspective as well as Wittenborg's institutional success in managing a wide transnational project with a remarkably diverse consortium. In addition, Wittenborg joined two new research consortiums in 2022 with the focus on digital skills. In total, more than 10 researchers have been involved in 2022 in our ongoing research projects with main research areas such as sustainability, digitalization and quality assurance in higher education.

In 2022, the Research Centre also hosted Wittenborg's biggest academic conference to date – 38th edition of EuroCHRIE, which focuses on latest developments in hospitality and tourism sector. This was the first edition of the conference since the outbreak of COVID-19 held fully in-person with researchers, PhD students, lecturers and industry representatives travelling from all corners of the world to Apeldoorn. The conference was delivered through 3 intensive days of workshops, symposia, paper and poster presentations and culminated with a gala dinner where the best paper and posters were awarded.

The Research Centre has bigger plans for 2023. Research collaboration and output will continue to grow. The Centre will also continue its international research collaboration to further contribute to the societal impact in the region of Apeldoorn. We will also work on staff and student mobility within Erasmus+ programme to enhance the school's internationalization strategy as the holder of Erasmus Charter on Higher Education.

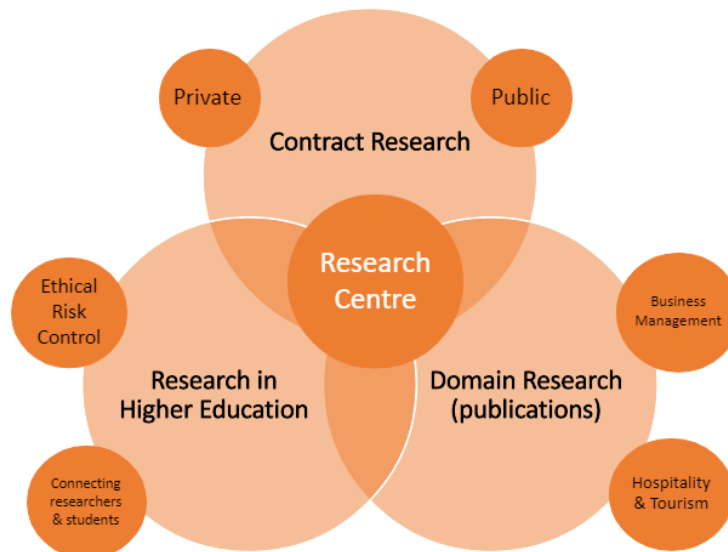
2023 will also see another major international event to be hosted by Wittenborg in its premises – European Sales Competition which will attract students and lecturers from more than 20 business schools to Apeldoorn on May 31-June 2, 2023.

2. Research Centre Agenda, Objectives and Structure

Wittenborg Knowledge Hub seeks to promote business and management theory, practice, and/or instruction in business, hospitality, tourism, sport, health, and education, focusing on sustainability and innovation. The organizational ideals of International Orientation, Diversity, and Ethics of Wittenborg are ingrained in all knowledge-based activities. As will be discussed later, the Knowledge Hub encourages the sharing of already existing knowledge and the production of new knowledge. The Knowledge Hub can serve as a "knowledge broker," converting academic research from worldwide and scientific knowledge into information suitable for your company. Experts and specialists from various fields and disciplines are drawn to the Knowledge Hub.

Since Wittenborg is the University of Applied Sciences, we aim to look at direct applications our research has in practice and how it can inform decision-making in real-world business settings. This may involve collaborating with industry partners, conducting case studies, or engaging in action research that addresses practical problems faced by businesses and provides actionable insights.

The Research Centre strategy is based on a 3-circle model presented below:



This model consists of the following components:

- Research in Higher Education. Research Centre's role is to ensure ethics in research both among Wittenborg students as well as in the works of its faculty members. Research Centre is part of Ethics Committee and provides necessary tools to ensure ethics in research is observed to the fullest. In addition, Research Centre can also serve as bridge between Wittenborg students and its faculty by creating necessary environments for its key stakeholders to collaborate.
- Domain Research (publications). As business school, research at Wittenborg focuses on core domain of business management. In addition, Wittenborg University of Applied Sciences has hospitality school thus hospitality and tourism is yet another research domain.
- Contract research. Here Research Centre focuses on potential fundings and grants, both from private and public sectors and creating possibilities for its faculty to contribute to the societal development of the region of Apeldoorn through the ways of creating new knowledge.

Research Centre operations are aligned with Wittenborg's strategic plan, and its objectives are synced with school's strategic initiatives. The long-term strategic direction of Wittenborg's Research Centre is to grow into a knowledge hub for the region of Apeldoorn where it can contribute to the societal development and serve as the bridge between education and industry by focusing on applied research and addressing the needs of industry. This long-term goal is achievable by building a strong governance structure of the Research Centre that defines the roles, responsibilities and decision-making processes within the Centre.

Research Centre objectives include the following:

- Building and maintaining a diverse research team. Wittenborg has assembled a diverse team of more than 150 faculty members which include researchers, scholars, and experts who have the necessary skills and expertise to contribute to the center's research areas.
- Securing research funding. Research Centre identifies and secures funding sources to support its operations, including research grants, contracts, and partnerships with external organizations. This involves applying for grants from funding agencies, cultivating relationships with potential donors, and developing collaborative projects with industry, government or international partners.
- Fostering collaboration and interdisciplinary research. Research Centre encourages collaboration and interdisciplinary research among the researchers within the research center, as well as with external partners. This involves creating opportunities for interdisciplinary research projects, organizing seminars, workshops, and conferences, and facilitating collaborations among researchers from different disciplines.
- Providing research support services. Research Centre provides research support services to enable faculty members to conduct their research effectively. This includes

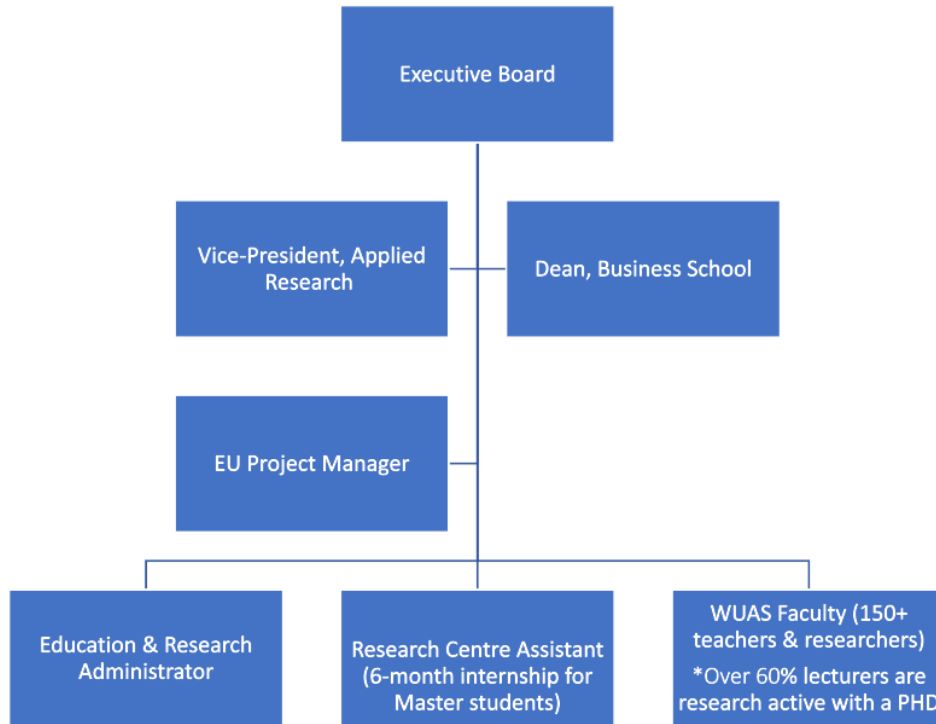
providing access to research facilities, equipment, and resources, as well as offering training, mentoring, and administrative support to researchers.

- Promoting knowledge dissemination. The Research Centre has established mechanisms for disseminating research findings and knowledge generated by Wittenborg researchers. This includes publishing research papers, organizing conferences and workshops, delivering public lectures, and engaging in knowledge transfer activities to promote the practical application of research findings.
- Fostering a collaborative and inclusive culture. Research Centre fosters a collaborative and inclusive culture that promotes open communication, diversity of thought, and mutual respect among researchers and staff. This creates a positive working environment that encourages innovation, creativity, and collaboration, as well as attracting and retaining top talent.

To ensure that the Research Centre operates with good governance practices and maintains accountability in its operations certain measures are put in place. They include:

- regular reporting to the Executive and Advisory Boards, as well as International Academic Advisory Panel,
- conducting periodic reviews and evaluations of the Centre's activities,
- complying with relevant laws, regulations, and ethical guidelines.

Research Centre Structure



Research Centre Meetings

Starting from the academic year 2021-2022, the Research Centre organizes periodical meetings for its faculty members. These meetings take place six times a year during the exam weeks. To date, the Research Centre had hosted eight meetings, with six being organized in 2022. The goal of the meetings is manifold. First, the meeting serves as an informal platform to bring together new and seasoned researchers where they can share their ideas, build new collaborations, get insights into latest research and findings in the field of business and management. On another hand, these meetings also equip researchers with institutional support and learning from peers when it comes to the research activities. It serves as a forum where faculty members contribute to the strategic and tactical development of the school by reviewing research related policies, joining international research projects, supervising student research and so forth.

In total more than 50 faculty and professional staff members attended the Research Centre meetings to date. In addition to the ongoing research topics and project progress, multiple workshops have been organized such as

- *Workshop on the publication in the peer-reviewed journals by Wittenborg's Vice-President on Academic Affairs Ronald Tuninga*
- *workshop on the qualitative research techniques and the supervision of qualitative research among students by Doron Zilbershtein*
- *workshop from recent PhD graduates such as Associate professor Fahad Shakeel on practical advice and tips and tricks in pursuing a PhD degree*

These meetings also served as a discussion platform to peer-review Research Centre policies and procedures, develop and design the research guidelines, identify best practices and improve internal processes. As the result, research policy was designed by the end of 2021 and introduced starting from 2022. The policy addresses the guidelines and internal institutional support for research publications. To date, the policy has stimulated a dozen publications by the faculty members, some of which have been also rewarded as the result of rigorous review and selection of the Research Committee.

In the coming three years accreditation will be the central and leading theme at Wittenborg. Working towards the achievement of the AACSB accreditation creates a demanding yet positive effect on our research quality and output, on our staff development and prestige of our school. Not to forget individual professional advantages to contribute and be part of this all and discovering new scholarly venues.

The Research Centre is in this phase to encourage staff participation in research and publication, in scholarly activities. To support its academics to regularly undertake (funded) research and publish. Also, to encourage research-led education in the programs they teach. Furthermore, to develop programs with other (research) universities for PhD/doctoral studies possibilities. To meet these goals also in 2023 the Research Centre will continue organizing its periodical meetings to ensure active scholarly collaboration among the faculty members.

3. Conferences

At the Research Centre, we believe that conferences play a critical role in advancing knowledge and driving progress in the education of business and hospitality. That is why our conference delivery strategy is focused on providing a platform for leading academics, researchers, and industry professionals to connect and exchange ideas. Through our conferences, we promote innovation and collaboration, thus driving progress in the industry through education and research. We believe that by facilitating dialogue and fostering meaningful connections, our conferences will help to shape the future of academia, business and hospitality sectors.

The 38th EuroCHRIE Conference hosted by the Research Centre in Apeldoorn was a prime showcase of our conference strategy in action. Over 180 international attendees from more than 20 countries participated in a conference which took place from October 24th to 27th, 2022. The conference featured a total of 55 paper presentations, 20 posters, and three panel discussions, as well as over 10 workshops, symposiums, and seminars. This four-day conference provided a unique opportunity for industry stakeholders to connect and exchange ideas, mainly highlighting the importance of collaboration and innovation in the tourism and hospitality sector. In addition to the industry professionals in attendance, the conference also involved over 100 Bachelor students and more than 140 Master students from Wittenborg, who gained an excellent opportunity to engage with leading researchers and professionals.

4. The 38th Annual EuroCHRIE 2022 Conference

From 24 to 27 October, Wittenborg University of Applied Sciences had the pleasure of hosting the 2022 European Council on Hotel, Restaurant and Institutional Education (EuroCHRIE) at the ROC Aventus building in Apeldoorn. EuroCHRIE is an event where members of the hotel, catering and tourism sectors come together to share knowledge and connect with each other to form stronger relationships. Experts took time out of their busy schedules by travelling to Apeldoorn to present their research around innovative entrepreneurial strategies, emerging technologies and rising trends in a post-pandemic industry.

The conference theme 'Thrive on Innovation & Entrepreneurship' resulted in an insightful program of panel sessions, research papers, poster presentations, interactive workshops, and engaging symposiums. It was the first EuroCHRIE conference post-Covid to be fully hosted on-site; the delegates were eager to meet old acquaintances and create new ones; Next to the variety of value adding research paper presentations the conference hall boasted poster presentations the entire conference week. The below links are provided in the official EuroCHRIE 2022 website to view the papers and posters abstracts:

[Abstract – Papers](#)

[Abstract – Posters](#)

[Full-text – Papers](#)

About 170 delegates from more than 20 countries, including countries such as Japan, France, Morocco, Australia and Finland, came to the conference to network and share information. Wittenborg thanks them for enriching this event with their attendance. The preparations for the conference started months in advance. The paper and poster review process had already begun when the Scientific Committee established a board of reviewers. EuroCHRIE 2022 received and reviewed in total 102 manuscripts; papers (72), posters (28), and lecturers' lounge presentations (2). All these manuscripts were evaluated by an experienced and committed Board of Reviewers of 73 lecturers/researchers from different institutions all over the world.

The Research Centre extends its sincere gratitude to all the delegates for their attendance and active participation. Additionally, we are honoured to have presented three research papers authored by Wittenborg faculty members and students. The papers cover extensive topics such as cultural stereotyping in marketing practices by Tue Puong Nghi Luong, Vanessa de Oliveira Menezes, Myra Qiu, and Emmah Muchoki, adaptive management for wildlife conservation by Emmah Muchoki, Myra Qiu, and Vanessa de Oliveira Menezes, and perceptions of green practices adoption in the hotel industry Laureta Nyamutswa and Lucy Omwoha. The research Centre remains committed to advancing research and contributing to the development of business and education in hospitality and tourism industry through academic excellence and collaboration.



The research addressed distinct topics, divided into different tracks, including (1) Management; (2) New and Emerging Hospitality and Tourism Offerings, (3) New Technologies, (4) Culture, (5) Education, (6) Research Methodologies, (7) Consumer Behaviour and Experiences, (8) Sustainability and Ethics, (9) General Track, and (10) Resilience - Covid19 Implications. Many of these studies discussed the current challenges and the future of hospitality. Researchers from different continents (Europe, Asia, Africa, and North America) were in Apeldoorn to present these topics and were open to sharing and discussing their ideas with the other delegates.

It couldn't have happened without the help of Wittenborg's hospitality students, who joined EuroCHRIE 2022 conference as part of their project week activity. Hospitality students were challenged to gain hands-on experience in the delivery of a large-scale conference by facilitating the logistics of the event, as well as attending the workshops, presentations, panel discussions and other conference activities.

In addition to academic activities within the conference the delegates were also treated to exclusive events, including tours, dinners, songs from an Irish choir and a whiskey tasting hosted by Wittenborg's in-house expert. On the final night, there was a gala during which awards including the President's Award and the Regional Award were handed out at the Theatre Orpheus in Apeldoorn.



5. EU funded projects

Following Wittenborg's mission, vision and values, the Research Centre plays a vital role in advancing the development and dissemination of knowledge in partnerships with the (business) community. At the Research Centre, not only do we serve as a hub for academic inquiry, innovation, and collaboration, but also recognize that research must be conducted with the highest ethical standards. That is why we are committed to improving the overview of research in alignment with Wittenborg's Ethics Policy.

To achieve our goal of conducting research with the highest standards, the Research Centre is implementing Operating Initiative IO-2 'Promote the Triple Helix: government/business/HEI' to collaborate in funded projects that align with UN's Strategic Development Goals (SDGs) and WUAS' pillars of internationalization, diversity, and ethics. The selection criteria include promoting diversity and employability strategies that fit with our participation in the European Erasmus+ program, carrying out EU-funded projects that promote key values in Apeldoorn and have societal impact in the region, developing staff mobility, and increasing research activities, publications, and applied research-led education that fall within the school's area of in-house expertise and qualifications.

At the Research Centre, we have built an internal network of researchers with more than 150 Wittenborg's faculty members, including over 60% PhD holders and 55% active in applied research. Our international network includes over 70 partners from more than 25 countries which embraces over 20 Higher Education Institutions. As with regional partners, we have succeeded in networking with Gemeente Apeldoorn, Provincie Gelderland, Oost NI, VNO-NCW Midden, NewTechPark, MKB Deventer and many more local and regional organizations and authorities.

During the period of 2020-2021, Research Centre was successful in collaborating on a total of three approved proposals, which included Eco-systems of Open Science Schooling, Capacity Building in Higher Education (IQainAR), and Innovation in the Furniture Industry in the era of circular economy (INFURI). As the coordinator in all three projects with a combined budget of €1,298,719.00, the Research Centre showcased Wittenborg's ability to create, collaborate and contribute to impactful projects across different fields and with various partners.

In 2022, our collaborations contributed to the submission of eight proposals: two projects approved (Digital Hygiene for Startups and Project on Digital Influencers) with a total budget of 310,000.00 €, two proposals awaiting decision and four rejected. Among these proposals, Wittenborg acted as the coordinator in two and the beneficiary in six. As of March 2023, we have continued to submit and develop ten new proposals where we are acting as coordinator in three and beneficiary in four projects.

	2020-2021	2022	2023
Projects submitted/ being developed		8	10
Approved	3	2	
Awaiting decision		2	10
Rejected		4	
Wittenborg as coordinator	3	2	3
Wittenborg as beneficiary		6	7
Total budget	€1,298,719.00	€ 310,000.00	

We carefully select projects based on ethical standards that align with and are subsequent to our operational initiatives, ensuring that our research is conducted in a manner that is responsible, transparent, and beneficial to all stakeholders and upholds our commitment to specific criteria. The following showcases the projects we have undertaken over 2022, highlighting the ways in which they align with Wittenborg's missions, vision, values, and operating initiatives, and outlines our perspective for how we can continue to contribute to the scientific community of Wittenborg and society as a whole.

5.1 Eco-systems of open science schooling

Project Reference: 2020-1-NL01-KA201-064504

Status
Completed

Start date **01-10-2020**
End date **30-09-2022**

Eu Grant
238.492,00 €

Programme
Erasmus+

Key Action
Cooperation for innovation and the exchange of good practices

Action Type
Strategic Partnerships for school education

Countries covered
7

Website
<http://eco-oss.eu>

Ecosystems of Open Science Schooling (Eco-OSS), a follow-up project led by Wittenborg University of Applied Sciences in collaboration with knowledge partners the University of Eastern Finland and Working with Europe/Treballant amb Europa Associació from Spain and four schools from Lithuania, Poland, Romania and Turkey, began in October 2020 and ran through September 2022. The project's findings demonstrated how educators and students could advance significantly in both improving their digital competence and growing their cognitive skills by using the OSS strategy.

The primary goal of the project was to assist secondary schools and science teachers in transforming conventional scientific instruction into mission-based science learning alongside other ecosystem participants, including families, individuals, and organizations. Partner schools from Lithuania, Romania, Spain, and Turkey carried out numerous intriguing science missions and activities in their respective nations throughout the two years. The successful initiatives have had a significant social influence on the neighborhood communities in addition to improving kids' science learning.



Science missions carried out by four participating schools have generated extensive insights into building and maintaining eco-systems of open science schooling. As a result, the partners developed guidelines for schools and teachers on how to build those eco-systems. A policy paper was also penned from the findings of the project that can guide and support policy makers in the field.

In addition, a research study was completed as part of the intellectual output. The primary purpose of the research study is to pinpoint the issues with the Ecosystems of Open Science Schooling (Eco-OSS) project's implementation that must be addressed in the European funding priorities and to identify the areas in which more research is needed.

Students should have systematic direction, enduring opportunities, and facilities to practice and solve real-world problems as part of the OSS ecosystem. The importance and relevance of their contributions, such as the advancement of education, the accomplishment of their missions, societal impact, and interaction with the younger generation, motivate ecosystem partners. However, the success of OSS depends on the availability of outside partners and sources, the desire of school personnel, and the adaptability of the educational system concerning curricula and scheduling.

LTTA organized in the Netherlands



Within the project, Wittenborg also organized a learning and training activity for students and teachers in May-June 2022. More than 40 students and 10 teachers have flown to Apeldoorn for a one-week training. The activities organized throughout the training week helped the students gain social and academic skills when working together on the missions. For example, they learn how to research, study, collaborate, think critically, present themselves creatively and confidently, and support their arguments with facts. The most crucial factor is that the missions increased their enthusiasm for learning science.

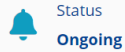
Official website:

WWW.ECO-OSS.EU



5.2 Innovation in the Furniture Industry in the Era of Circularity

Project Reference: 2020-1-NL01-KA202-064554



Status
Ongoing



Start date **01-12-2020**
End date **31-05-2023**



Eu Grant
350.858,00 €



Programme
Erasmus+



Key Action
Cooperation for innovation and the exchange of good practices



Action Type
Strategic Partnerships for vocational education and training



Countries covered
7



Website
<http://infuri.org>

A complementing alliance of nine institutions from seven different European nations are carrying out the project, which is designed for furniture SMEs, and other key stakeholders in the furniture and circular economy sectors. The INFURI Project consists of several intellectual outputs, learning activities, and multiplier events to achieve its goals which are to transfer circularity-related knowledge to the furniture industry employees as well as contribute to the development of prototypes for more circular furniture products.

The research within the project was led by Wittenborg's senior lecturer and researcher Gilbert Silvius. The main aim of the research was to identify barriers the companies perceive on their transition to more circular business processes. Since the start of the project partnership have organized 12 working labs in 6 partner countries with furniture SMEs and end consumers. In total 36 companies have been involved in research studies on the barriers that prevent companies from transitioning to circular business models. These living lab sessions resulted in a research paper which was published in autumn 2021. The research found that although the circular economy is a potential solution to the overburdening of Earth's resources in our global economic system, implementation of circularity is still in its initial stages, attributed to various barriers that companies experience. Studies on these barriers identified a substantial number of potential barriers using Q-methodology with the participation of 30 furniture companies from five EU countries; the study revealed four patterns of the perception of barriers. Our analysis showed that the perception of market and resource categories of barriers make the difference between the identified patterns. The study demonstrated that barriers to circularity are not experienced in a single generalizable way and provided valuable insight for developing supporting or stimulation policies for circularity.



Based on the results of Living Labs the consortium was able to identify the gaps in the knowledge about circularity and skills necessary for the company transition. These findings served as input in the design of second intellectual output within the project training courses on, "Managing a Furniture Company in the Era of Circular Economy". The courses cover topics such as sustainable transportation and distribution, marketing and sales, servitisation and circular design and many more topics within circular furniture production. The courses are accessible through the major MOOC platforms such as Udemey as well as the project's YouTube channel.

The consortium had worked also on the best practices in the industry by interviewing and studying the cases of companies across all participating partner countries that have successfully transitioned into circularity and at least some of their operations can be demonstrated as sustainable and conscious. These cases have been compiled in a book of lectures that will be soon available on the website of the project. The book of Lectures, "Integrated Competencies and Systemic Approach in the Era of Circular Economy," will also be available on YouTube in video format.

Partners have also organized six national multiplier events to disseminate the progress of the project as well as get input from the industry, VETs and other stakeholders on the development of project outputs.



In March 2023 the partnership organized a learning and training activity in Slovenia where MOOC and Book of Lecturers have been piloted.

Partners will further collaborate on the development of the Guidelines on circular office furniture which will be presented at the final conference of the project in Italy on May 11 and 12, 2023. The project comes to an end in May 2023.

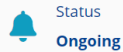
Project website:

www.infuri.org/



5.3 Enhancing Internal Quality Assurance in Higher Education Institutions

Project Reference: 619477-EPP-1-2020-1-NL-EPPKA2-CBHE-JP



Status
Ongoing



Start date **15-01-2021**
End date **14-01-2024**



Eu Grant
675.790,00 €



Programme
Erasmus+



Key Action
Cooperation for innovation and the exchange of good practices



Action Type
Capacity Building in higher education



Countries covered
5



Website
<http://iqainar.org>

On 10 -11 March 2021 Wittenborg University of Applied Sciences (WUAS) hosted its first Transnational Peer-Learning Seminar for one of its ongoing Erasmus+ IQAinAR projects. The IQAinAR (acronym for Internal Quality Assurance in Azerbaijan and Russia) Project was officially launched on 16 February 2021 and involves representatives from five partner countries.

The 2-day seminar, entitled “Enhancement of internal quality assurance of education in teaching, learning and assessment in HEIs of Azerbaijan and Russia” was attended by researchers, quality assurance experts and management representatives from all 10 project partner institutes from Russia, Azerbaijan, Spain, Germany, and the Netherlands. The special guest was Diane Freiberger, Managing Director of Foundation for International Business Administration Accreditation (FIBBA) - a European accreditation agency that works internationally and is an associate partner of project IQAinAR.

The main objectives of the seminar were to clarify the different national contexts and the specific characteristics of existing or non-existing IQA systems, to share and discuss best practices of EU HEIs, and to conduct discussions on the first version of IQA Indicators. Three vital takeaways arose from the seminar: how IQA can enhance students’ satisfaction and career success, how to strengthen an IQA system and what is meant by “quality” in higher education. The full report on the peer-learning seminar is available on the project website.

Throughout the 9-month stint, national online seminars were hosted by partners in Azerbaijan and Russia, and students, teachers, and employers in the two countries attended the seminars to provide feedback on the quality of education and quality assurance of the universities in both countries. Proceeding with the seminars, the consortium developed the IQA indicators and conducted a survey involving all partners.

The findings showed that most students, alums, and teachers positively perceive the quality of education and quality assurance of their HEIs. Furthermore, based on the employers’

perception, 'good quality' in higher education does not necessarily mean lovely buildings and infrastructure. However, better facilities, knowledgeable and up-to-date staff, suitable teaching methodologies, externally accredited programs, and quality feedback to students are more pertinent and essential.

Initial work and data collected through extensive surveys that were conducted in all participating countries resulted in the roadmap and strategy on the development of internal quality based on international standards. The key indicators reflecting the needs of participating institutions have been developed which will serve as the base for the development of next works within the project. The roadmap and policy are available on the project website.

In addition, a separate session was organized where three EU project partners, UCAM (Fundacion Universitaria San Antonio) from Spain, Wittenborg University of Applied Sciences from the Netherlands and IUBH (International University of Applied Sciences Bad Honnef) from Germany presented their institutions' IQA systems and strategies as well as policy documents which are already in place.

The main objective of the sharing session was to familiarize the consortium members with the institutional practices of the EU project partners and their success factors in IQA. The sharing of the EU partners' IQA Systems and Processes was part of the Work Package 2 (WP2) of the project. The goal of WP2 is to develop IQA indicators designed in WP1 by taking into account the specificities of each HEI and the national background in teaching, learning, assessment and research. It is to enable consortium partners to learn new methodologies for the improvement of their own IQA models, tools for self-analysis and models to help them imagine how to refine existing processes. As a result of this learning, and with the intention to improve the common educational space and harmonise it in compliance with the Bologna agreement, the consortium will develop an international IQAS with a focus on student mobility and internalisation of education, thereby helping the Russian and Azerbaijani HEI partners to improve student mobility programmes, make them transparent and remove the existing obstacles in this area.

Note: With Russian invasion of Ukraine in February 2022, the project was consequently halted till further instructions from the EACEA. The project works resumed in June 2023 after EACEA's approval of the project amendment request.








Official website:

www.iqainar.org



5.4 Entrepreneurial Toolkit for the Digital Influencer

Project Reference: 2021-2-PL01-KA210-YOU-000049841

 <p>Status Ongoing</p>	 <p>Start date 01-03-2022 End date 30-06-2023</p>	 <p>Eu Grant 60.000,00 €</p>
 <p>Programme Erasmus+</p>	 <p>Key Action Partnerships for cooperation and exchanges of practices</p>	 <p>Action Type Small-scale partnerships in youth</p>
 <p>Countries covered 4</p>		

With the goal of promoting digital literacy, skills and entrepreneurship among young people, Wittenborg University of Applied Sciences has joined Erasmus+ research project #INFLUERA.

The project includes three other organizations: Fundacja Eduvibes, from Poland, Social Cooperative Enterprise Drosostalida (Greece), and Tum Engelliler Kultur Sanat Dayanisma ve Spor Dernegi (Turkey). Together, the four partners will develop a mapping of digital influencers, which aims to enable young people to better understand this professional role and the skills that it requires, by highlighting the stories of successful individuals in the sector.

Additionally, a training kit on social media literacy will be compiled, by using the innovative method of learning nuggets – small, interconnected activities – with the purpose of making the process more interactive. The material will cover topics such as digital skills & media literacy, as well as entrepreneurship, and will instruct its target audience on how to create a digital influencer’s campaign.

All the information will be included in an open-access online platform and mobile app that will be developed, meaning that young people from everywhere will be able to freely download and use the training kit. Apart from that, a handbook for trainers will be produced, covering topics that include how to build an online personal brand, strategies to monetize work as a digital influencer and the development of critical skills related to this field of work.



As part of initial work, the partners have conducted surveys among digital influencers to collect their view on digital skills and the need for further development.









In total, 14 participants from four partner countries have filled in the questionnaire. The age of participants is between 21 and 40, and they have several types of activities in sports, fashion, lifestyle, history and education, photography, creativity, and beauty. The number of followers the participants have varies from 5000 up to 1000000. All participants are active mostly on two platforms – *Instagram and Youtube*.

The results of the questionnaire identified substantial needs in the area of digital influencing for a digital skillset, especially at the early stage of engagements on social media. This includes both soft and hard skills such as communication and presentation, creativity and creation of high-quality digital content, technical skills such as knowledge of algorithms, video and photography editing. Partners are currently working on the training toolkit that will help young adults to enhance their digital skills as well as support their careers in the field.



5.5 Good Digital Hygiene For Start-ups (“Good Start”)

Project Reference: 2022-1-LV01-KA220-VET-000086725

 <p>Status Ongoing</p>	 <p>Start date 01-11-2022 End date 31-10-2024</p>	 <p>Eu Grant 250.000,00 €</p>
 <p>Programme Erasmus+</p>	 <p>Key Action Partnerships for cooperation and exchanges of practices</p>	 <p>Action Type Cooperation partnerships in vocational education and training</p>
 <p>Countries covered 6</p>	 <p>Website https://www.good-start.eu</p>	

“Good Digital Hygiene for Startups” (No. 2022-1-LV01-KA220-VET-000086725), known as ‘Good Start’ is a two-year project, which commenced on 1 November 2022 and is scheduled for completion on 31 October 2024. Wittenborg is a project partner in this project and is collaborating with four other project partners spread across four different countries: *Mugla Sıtkı Kocman University* (Turkey), *Fundacja Eduvibes* (Poland), *Mathemagenesis Idiotiki Kefalaiouchiki Etaireia* (Greece), and *eLearning & Software* (Romania). The project coordinator is ‘*Baltijas Datoru Akadēmija*’ (BDA), or Baltic Computer Academy, one of the largest IT training and certification businesses in the Baltic region.

Good Start aims to support startups in acquiring and developing key competences, including critical thinking and cooperation in technological competences in order to reduce the digital hygiene practices’ skills gap in a fast-changing world. For this reason, Good Start is prioritising the “addressing digital transformation through development of digital readiness, resilience and capacity”. The objectives and results of Good Start are:

1. To measure digital hygiene behaviour of startups and small businesses with a standardised approach. The result will be the creation of a “Digital Hygiene Behaviour Index” for startups and small businesses.
2. To provide customised training materials for both startups and VET providers/institutions. The result will be the creation of a “Handbook for startups and VET providers/institutions” which will present training modules for startups and VET institutions and providers.
3. To provide high quality and timely education and training responses to evolving enterprise and skills needs. The result will be the creation of a “OER Platform and Digital Hygiene Assessment Tool”. This platform and tool will describe the basic and advanced digital hygiene implementation qualifications of startups.

Target group:

Good Start has two primary target groups:

1. The first group: the owners of the startups and managers or employees of the startups that aim to shape their daily routines in relation with digital hygiene requirements and needs.
2. The second group: Supervisors, managers and employers in large companies in partner countries, HEIs, technology Transfer Offices (TTO), Technoparks, VET trainers, VET providers and academicians interested in acquiring competencies for training managers or staff or students/graduated students in partner countries, SMEs operating in all sectors and interested in upskilling competences and techniques on digital hygiene, individuals interested in exploiting the project results, individuals and organizations (associated partners) able to disseminate the project results and to support sustainability, policy makers or public authorities able to bring the project at a systemic level.

Works to Date

Project Good Start officially kicked off with the first Transnational Partner Meeting which took place in Riga, Latvia on 30-31 January 2023 which was attended on behalf of Wittenborg by Aydan Ismayilova, EU Project Manager & Junior Researcher and Myra Qiu, Process & Quality Manager. This meeting involved in-depth discussions and brainstorming between the project partners and helped the partners to align the project works, address any potential issues and plan the project activities for the next six months. Project works are ongoing and the partners meet online on a monthly basis to update each other and collaborate.

Formal project works have commenced with Work Package 2 (WP2), the creation of a Digital Hygiene Behaviour Index. From December 2022 to March 2023, Wittenborg Research Centre and project researchers Adeyemi Banjo and Myra Qiu were involved in researching and defining the current digital hygiene skills gap in the Netherlands and a national current situation analysis report was published. This national report was then included in a combined EU level report which provided a comparative analysis of the digital hygiene practices gap in the partner countries.

As of April 2023, the consortium is working on preparing the item pool for the creation of the Digital Hygiene Behaviour Index. Wittenborg is leading the item development for this project output. To prepare these items, an assessment of the digital hygiene gap was made, noting areas of commonality and divergence between the partner countries. This was followed by a literature review of current and innovative best practices in the realm of digital hygiene and cybersecurity, leading to an integration of the findings to create a comprehensive item list for the Digital Hygiene Behaviour Index. The resulting item list is now being assessed and reviewed by a panel of experts from each partner country.

Official website:

www.good-start.eu



6 Other funded projects

LONKT Project

In 2020, Wittenborg University of Applied Sciences became a member of [LONKT](#), an Apeldoorn-based initiative to facilitate local entrepreneurship. The partnership involved stakeholders such as large companies, SMEs and members of government, who came together to stimulate the economy in the region through various methods, including the launch of the [LONKT B2B Matching Tool](#). This tool links businesses to local suppliers in the region, stimulating the local economy.

Due to developments such as automation, flexibilisation and regionalisation, the labour market is changing. To keep pace with these changes and to prepare the Gelderland region for the future, the Apeldoorn Business Collective (ABC), together with the regional business community and regional education, has taken the initiative for the LONKT partnership.

LONKT aims to stimulate the regional economy by encouraging cooperation between local parties within the province of Gelderland and preparing the regional labour force for the labour market of the future. The ABC focuses on the Apeldoorn region. The partners from business and education are situated in the vicinity. Together as LONKT they focus on a part of the province of Gelderland. In the long term, LONKT wants to encourage and/or realise similar partnerships in as many places as possible in the province of Gelderland.

First of all, by acting as a "connector" between local parties, LONKT must ensure that more local partnerships and activities are created. In particular, cooperation between self-employed professionals and SMEs is still limited. More and more people are choosing to work as self-employed professionals, and on the other hand more and more companies and institutions want to work with a flexible shell. By acting as a "connector", more cooperation and activity will develop between both parties, making the local economy stronger and more resilient.

In addition, LONKT wishes to include the regional labour force in developments on the labour market. Regional education and business work together within LONKT to connect the education curricula to the demand from the labour market and thus prepare the regional workforce for the 21st century labour market. This is in line with the principles of the Gelders Arbeidsmarkt Model (GAM), which seeks well-founded solutions for the flexible labour market issues of the future (WZW, 2015). LONKT offers scope for analysing the possibilities of this model, beyond the current pilot in the Healthcare & Welfare sector.

Wittenborg's role within the consortium was:

- To gain insight into regional labour market needs.
- To gain insight into the effect of doing business locally on the regional economy.
- To create support for setting up partnerships in other regions.
- To strengthen the entrepreneurial skills of the future and current labour force so that they can respond effectively to the (constantly changing) demand for labour.



7. Erasmus+ mobility

As an operating initiative (OI-1), Erasmus+ Student & Staff Mobility integrates key values into the curriculum and processes of participating institutions. It is a crucial initiative that supports the internationalization of education and facilitates the development of knowledgeable and skilled workforce across Europe. The initiative fosters yearly flows of students and staff, comprising 20 inbound and 20 outbound students and 5 inbound and 5 outbound faculty members. Through the initiative, students gain the opportunity to spend a semester or a year studying at a partner institution in another European country, while faculty and staff members can participate in professional development programs or teaching assignments at partner institutions. The program also provides opportunities for collaborative research projects and the development of innovative teaching methods.

In March 2022, two Bachelor students attended a one-week training on rural entrepreneurship in Spain as part of Erasmus+ project RURAL5GROWTH “youth rural entrepreneurship”, while another two Bachelor and one Master student attended a one-week training on hospitality and city heritage management in Rotterdam in February 2023 as part of the Tour Guide project. As with staff mobility, in March 2023, Wittenborg’s researchers Fjorentina Muco and Fahad Shakeel attended a workshop around “Learning and Teaching Activity” in Ljubljana, Slovenia as part of Erasmus+ INFURI Circularity in Furniture Industry project.

Student mobility - Training in Rural Entrepreneurship in Spain

Wittenborg students participated in Erasmus+ funded training ‘Rural5Growth: Youth Rural Entrepreneurship Based on ICT’, which took place in Spain over the course of one week in late March. The activity was conducted in Relleu, a municipality with a population of 1,170, located in the province of Alicante, and involved participants from six countries: Latvia, North Macedonia, Spain, Greece, the Netherlands and Romania. Travel and accommodation costs were covered by Wittenborg’s partner organisation Nefinia, which organised the training.



With the goal of combatting youth unemployment and rural depopulation in Europe, the 'Rural5Growth' project trains young workers from different European countries to use information and communication technologies (ICT) for the implementation of local solutions, enabling participants to exchange their knowledge with communities.

During the training, the students engaged in multiple activities and mini projects that had the goal of enhancing their critical thinking skills and sense of initiative, as well as their meaningful participation in society. The team discussed multiple ideas on how to contribute to the development of Relleu, attracting more people to live as well as work in the municipality.



8. European Sale Competition

The European Sales Competition (ESC), which takes place on a yearly basis, has recently been chosen to be held at Wittenborg on **May 31 - June 2, 2023**. Since 2014, ESC has brought together students from 20 higher education institutions in Europe for a competition to find the finest sales negotiators. The event aims to, among other things, improve and raise the profile of the study of sales while exchanging the best teaching techniques and comparing the top educational institutions on the continent. European Sales Competition Association serves as the project's coordinator (ESCA).

Students must submit their CVs and a 30-second video presentation presenting themselves to the organization in the weeks before ESC to participate. Numerous activities, including team and individual contests, seminars, courses, and social events, are part of the three-day schedule for the event.

Classroom instruction is one thing, but ESC allows participants to put students' sales expertise into practice. These skills will be crucial for any future discussions or job applications they will have to face. Moreover, ESC presents fantastic possibilities for connecting with other students, academic institutions, and prospective employers.

150 individuals are anticipated to attend ESC23 in Apeldoorn, enhancing Wittenborg's profile and support for the institution's core values of diversity, internationalization, and ethics. We will bring enthusiastic, youthful, and energized talent to Apeldoorn by enticing more students, educators, and professionals, which will be advantageous to Wittenborg and the surrounding community. The modern work market requires qualified and employable graduates; possessing sales skills, negotiation, communication, consulting, and other talents is necessary.

The event will be integrated into the curriculum of Block 6 project week and is an opportunity for students to compete with one another and learn from new challenges. There will also be opportunities for lecturers, researchers, and industry professionals to network and scope out budding talent.

9. WUAS Publications in 2022

As per Operating Initiative 7, the Research Centre has been actively working towards increasing research activities and scholarly active academic staff. This initiative aims to facilitate collaborative international environment that brings together lecturers and researchers with different academic and cultural backgrounds to contribute to societal needs and achieve common goals.

As a result of this initiative, the Research Centre introduced a research reward policy in late 2021. The policy serves as a motivation for academic staff at Wittenborg to conduct research and contribute to the body of knowledge. By recognizing and rewarding excellence in research, the university creates an environment that encourages continuous learning and development for its researchers, lecturers and employees. The policy applies to all faculty members (both full-time and part-time) and provides rewards to researchers who meet specific criteria. In 2022, a total of 13 Wittenborg researchers were rewarded, with a total of €25,000.00 paid out.

SDG 3: Good Health and Well-being

Pavlovic, T., Azevedo, F., De, K., Riano-Moreno, J. C., Fenwick, A. and 227 others (2022). Predicting attitudinal and behavioural responses to COVID-29 pandemic using machine learning, *Proceedings of the National Academy of Sciences (PNAS Nexus)*, 1 (3).
At the beginning of 2020, COVID-19 became a global problem. Despite all the efforts to emphasize the relevance of preventive measures, not everyone adhered to them. Thus, learning more about the characteristics determining attitudinal and behavioral responses to the pandemic is crucial to improving future interventions. In this study, we applied machine learning on the multinational data collected by the International Collaboration on the Social and Moral Psychology of COVID-19 ($N = 51,404$) to test the predictive efficacy of constructs from social, moral, cognitive, and personality psychology, as well as socio-demographic factors, in the attitudinal and behavioral responses to the pandemic. The results point to several valuable insights. Internalized moral identity provided the most consistent predictive contribution- individuals perceiving moral traits as central to their self-concept reported higher adherence to preventive measures. Similar results were found for morality as cooperation, symbolized moral identity, self-control, open-mindedness, and collective narcissism, while the inverse relationship was evident for the endorsement of conspiracy theories. However, we also found a non-negligible variability in the explained variance and predictive contributions with respect to macro-level factors such as the pandemic stage or cultural region. Overall, the results underscore the importance of morality-related and contextual factors in understanding adherence to public health recommendations during the pandemic.

SDG 4: Quality Education

Abdelwahab, H., Rauf, A., Chen, D. (2021). Business Students' Perceptions of Dutch Higher Educational Institutions in Preparing Them for AI Work Environments – Industry & Higher Education SAGE Journals.

The application of artificial intelligence (AI) brings new demand to the job market. The concern now is whether higher education institutions (HEIs) have adequately prepared young learners to work in an AI work environment. This research seeks to explore business students' perceptions of their HEIs in the Netherlands in preparing them for AI work environments. A questionnaire-based survey was completed by 95 students from 27 HEIs in the Netherlands. The findings show that these students believe that their HEIs are not optimally equipped at this time and/or have not optimally utilized their facilities to adequately prepare them for AI work environments. This study reinforces the urgency of updating the curriculum and educational facilities for AI work environments and provides suggestions for future research.

BAUER, A., MACKENZIE, C. and REITERER, J. (2022). Learning Through Competition. *The International Journal of Sales Transformation*.

The USA has been foremost in developing and promoting sales competitions for university graduates. However, this dominance is quietly being challenged by the Europeans and universities across South East Asia. There are different factors at play across the world as well as alternative pedagogical approaches. This article discusses the challenges of organising a sales competition, recent research in the impact on students and observations about cultural differences. Sales competitions are business-to-business role-play events, where an experienced industry buyer is matched up with a sales education student in a 'live' interactive selling experience. Observing the interactions are judges from industry and academia. The 'business case' may be imaginary or, more often, based on a real case developed from a sponsoring company. Students may be selling anything from software, recruitment services or even aeroplanes. The success of the European Sales Competition (ESC) and South East Asian Sales competition (SEASAC) depends on cooperation between business and academia. This discussion is from just three seasoned stalwarts from the many hundreds involved in these events. They are: Dr Colin Mackenzie, previous head judge for the UK competition, a buyer and judge in the SEASAC and ESC. Johannes Reiterer, Competition Director for ESC 2020, and Dr Alexander Bauer, judge, buyer and co-researcher with Johannes Reiterer on the impact of sales competitions on sales students. All of these academic-practitioners have extensive sales backgrounds.

PARHAM, S. and PETERS, J. (2022). Motivating Remote Employees in Higher Education: A Comparative Study of Multi-Generational Employees in the Netherlands and Germany. *European Modern Studies Journal*, 6(4), pp. 277-287.

Technological advancements and sophisticated information and technological systems are being increasingly used by organizations which affect our daily lives to a large extent. Covid-19 pandemic has fast-forwarded the transition towards a virtual workforce and remote working. Higher Education Institutions (HEIs) are not an exemption and still after the world has come to put an end on the pandemic there are yet uncertainties about the extent to which educational systems will use online or hybrid working systems and how this phenomenon can affect motivation of academics. The study uses a phenomenological approach, and it is comparative in nature where the motivation and experience of university faculty members and researchers from different generations in Germany and the Netherlands. A total number of 23 interviews were

conducted with academics in the mentioned countries. Findings reveal that there are some similarities and differences amongst different generations regarding the impact of remote working on employee's motivation. This study provides crucial information for policymakers in the higher education sector to rethink and reformulate HR policies in a manner that can enhance employees' motivation when working remotely, considering the needs and expectations of different generations.

Atatsi, E.A., Curseu, P.L., Stoffers, J. and Kil, A. (2022). Learn in Order to Innovate: An Exploration of Individual and Team Learning as Antecedents of Innovative Work Behaviours in Ghanaian Technical Universities. *Sustainability*, 14(7), p.4012.

Ghanaian higher education is continuously transforming, and teachers are constantly encouraged to innovate and change. We test a mediated-moderation model that assesses interplays among individual learning (IL), team learning (TL), gender, and innovative work behaviours (IWB) in a sample of 487 lecturers from six technical universities in Ghana. Results suggest that team learning mediates the influence of individual learning on IWB, and gender moderates the remaining direct association between individual learning and IWB such that individual learning appears conducive to IWB among men but not women. This study encourages focusing on team learning to drive knowledge-sharing within and across faculties to generate sustainable innovative outcomes, and it points to ways in which higher education managers and human resources practitioners can invest in human resources to enhance IWB and, subsequently, performance in higher education.

Rauf, A., Rostas, K., Canning, J. (2022). Learning-outcomes-based Assessments at Universities of Applied Sciences in the Netherlands. *Quality in Higher Education*.

About ten years ago, concerns were expressed about quality and standards in some universities of applied sciences (UAS) in the Netherlands. In response, a report (HBO, 2012) outlined a series of measures to improve the quality of assessment practices in UASs. This study provides recent analysis of lecturer perceptions of assessments of UASs with a view to exploring how these recommendations have become embedded in the assessment cultures of UASs. The qualitative study with 19 participants teaching at ten different UASs, reveals strong evidence of a staff knowledge gap around outcomes-based assessment.

SDG 8: Decent Work and Economic Growth

Azila-Gbettor, E.M., Honyenuga, B.Q., Blomme, R.J. and Kil, A., (2022). Review of differences between listed and unlisted family business research trends: a corporate governance context. *Journal of Family Business Management*, 12(4), pp. 853-875.

Purpose This review assesses state of knowledge by critically comparing empirical literature on relationships between corporate governance and performance with regards to listed and unlisted family business. **Design/methodology/approach** The study applies a systematic review approach to assess 159 corporate governance and performance studies on family business published in peer-reviewed journals between 2000 and 2016. **Findings** Results from the review demonstrate heterogeneity in definition of family business, limited study of indicators of ownership and board dimensions of corporate governance in unlisted family businesses and

over concentration on financial measures by listed family business studies. Possible solution was offered for potential research gaps. Originality/value This is the first review that comprehensively compares studies in listed and unlisted family business from the perspectives of corporate governance. Findings from this review may contribute to promoting research in corporate governance in the context of listed and unlisted family businesses.

Azila-Gbettor, E.M., Honyenuga, B.Q., Blomme, R.J. and Kil, A., (2022). Antecedents of Psychological Ownership Among Family Hotel Employees. *Journal of Family Business Management*, 12(4), pp. 853-875.

Purpose This paper examines the mediating process of enhancing employees' psychological ownership among family hotel employees. **Design/methodology/approach** A total of 1,005 employees from 197 budget-to-three-star family hotels took part in the study by completing an either self-reported or interviewer questionnaire. The respondents were selected using a convenient sampling technique. A partial least square structural equation was used to analyse the data. **Findings** Work engagement and organisational performance were shown to significantly predict psychological ownership, except for counterproductive work behaviour. Both counterproductive work behaviour and organisational performance were found to predict psychological ownership. Finally, the relationship between (1) counterproductive work behaviour and psychological ownership and (2) organisational performance and psychological ownership is mediated by work engagement. **Practical implications** Replication of this model in different countries and other work settings is highly recommended for cross validating the reported findings in this study. The study emphasises the need for family hotel owners to create a conducive work environment devoid of conditions that promote counterproductive work behaviour among employees and encourage them to engage in higher productivity. **Originality/value** This study appears to be one of the first to have investigated a model linking counterproductive work behaviour, performance to psychological ownership through work engagement in the family hotel context.

SDG 9: Industry, Innovation and Infrastructure

Fenwick, A., Molnar, G. (2022). The importance of humanizing AI: using a behavioural lens to bridge the gaps between humans and machines. *Discov Artif Intell* 2, 14.

One of the biggest challenges in Artificial Intelligence (AI) development and application is the lack of consideration for human enhancement as a cornerstone for its operationalization. Nor is there a universally accepted approach that guides best practices in this field. However, the behavioral science field offers suggestions on how to develop a sustainable and enriching relationship between humans and intelligent machines. This paper provides a three-level (micro, meso and macro) framework on how to humanize AI with the intention of enhancing human properties and experiences. It argues that humanizing AI will help make intelligent machines not just more efficient but will also make their application more ethical and human-centric.

Suggestions to policymakers, organizations, and developers are made on how to implement this framework to fix existing issues in AI and create a more symbiotic relationship between humans and machines moving into the future.

PANTELIDIS, I. (2022). The Covid-19 pandemic as a tourism and hospitality evolutionary launchpad. *Tourism and Hospitality Research (formerly International Journal of Tourism and Hospitality Research: The Surrey Quarterly Review)*, 22(1), pp. 3-4.

There is no question that the Covid-19 pandemic has devastated many tourism and hospitality businesses and has transformed the way we do and understand business elevating technology and shifting our strategic thinking. In research terms, it has captured the interest and inspired an unprecedented number of tourism and hospitality researchers to focus their research on the effects of the pandemic on tourism and hospitality. In our journal with this edition, we would already have well over 20 Covid-19 related papers starting from online first publications that appear as early as October 2020 (i.e Jarratt, 2021). As we are still not quite out of the pandemic we expect more related research but after 2 years in the 'eye of the storm,' our editorial team felt that a covid-19 dedicated issue was appropriate as it celebrates the ingenuity and resilience of our industry and context that drives the passion of our research. In this issue, five of the papers focus on strategic issues relating to covid-19 and tourism and hospitality. More specifically Do et al. (2021) illustrate that in the case of Vietnamese Tour operators focus on short, and medium-term, planning rather than long term strategy is not on their horizon. Do et al. (2021) argue that innovation is the key to unlocking the full potential of recovery. Whilst Kenny and Dutt (2021) suggest that past crises have taught hoteliers a lot but this crisis shows more drastic impacts upon hotel closure, staffing, and the future of events, which is likely due to the globalised and continuous nature of this pandemic, Salem et al. (2021) propose that government intervention and help is crucial in dealing with the short and medium effects of such a crisis but so is flexibility in strategy and operations and the importance of community support. Roxas et al. (2021) emphasise the point that tourism is integral to the economy and take a different approach to argue that solutions such as utilising small networks of micro and SME travel vendors can make all the difference for a swift recovery. In his mission to provide answers, Gkoumas (2021) proposes a model that is comprised of seven interconnected and interrelated elements, namely strategy, speed, simplicity, sharing, surveillance, support, and solidarity, which have proven to be essential for restaurant viability during a severe health crisis. A link between strategy and tactics may be seen in Hemmington and Neill (2021) who contend that technology and personal contacts have made all the difference in coming up with strategic innovations in hospitality. Whilst Subadra and Hughes (2021) show us the cycle of hope and pessimism that engulfs tourism and hospitality stakeholders. More researchers seek solutions in technology as Carvache-Franco et al. (2021) turn to social media analysis for answers to the consumer side of effects. Their analysis of close to 270 k tweets advocates that in times of crisis escapism is still on the agenda. Nadeau et al. (2021) offer more insights and explain that twitter-positive emotions such as joy (at the top) and anticipation at the highest of the crisis are still there but so are negative emotions such as anger and fear (even amid crisis people clink on to joyful feelings). As Editor-in-Chief I feel that beyond the contribution to theory and methods there is also hope and possible solutions in the practical implications of these papers. The old saying of 'what doesn't kill us makes us stronger' stands true here. Reading these papers I am left with a feeling of optimism that perhaps this is not just an era of destruction and a great loss

for tourism and hospitality but an era of reflection, renewal and regrowth. A true era of evolution for the industries and research disciplines we are all so passionate to serve.

Atatsi, E., Curseu, P. L., Stoffers, J., Kil, A. (2022). Learn in Order to Innovate: An Exploration of Individual and Team Learning as Antecedents of Innovative Work Behaviours in Ghanaian Technical Universities. *Sustainability*, 14(7), p. 4012.

Ghanaian higher education is continuously transforming, and teachers are constantly encouraged to innovate and change. We test a mediated-moderation model that assesses interplays among individual learning (IL), team learning (TL), gender, and innovative work behaviours (IWB) in a sample of 487 lecturers from six technical universities in Ghana. Results suggest that team learning mediates the influence of individual learning on IWB, and gender moderates the remaining direct association between individual learning and IWB such that individual learning appears conducive to IWB among men but not women. This study encourages focusing on team learning to drive knowledge-sharing within and across faculties to generate sustainable innovative outcomes, and it points to ways in which higher education managers and human resources practitioners can invest in human resources to enhance IWB and, subsequently, performance in higher education.

Keshavarzian, S., Silvius, A. J. G. (2022). The Perceived Relationship Between Sustainability in Project Management and Project Success. *The Journal of Modern Project Management (JMPM)*, 1(13), pp. 66-85.

Sustainable project management is one of the most important global project management trends today. And despite of several studies addressing the relationship between sustainable project management and success, this relationship is still inadequately addressed. Following the suggestion that project success is just as much influenced by subjective perceptions as it is by objective performance data, this study focuses on the subjective perception of the relationship between the dimensions of sustainable project management and the criteria of project success. Based on a quantitative survey-based research design, the study found a positive perceived relationship between sustainable project management and all criteria of project success. However, the participants of the study differentiated this positive relationship for the different criteria of project success. The study also found that practitioners perceive sustainable project manager as a single integrated construct and do not differentiate between the different dimensions of sustainable project management.

Barneveld, M., Silvius, A. J. G. (2022). Exploring variety in factors that stimulate project owners to address sustainability. *International Journal of Information Technology Project Management (IJITPM)*, 13(1), pp. 1-28.

Concerns about sustainability drive organizations to assume responsibility for societal impacts. Reducing negative impacts requires organizational change. Given the ability of information technology/systems to optimize business processes, it is an important contributor to more sustainable business practices. Projects play an instrumental role in the transition of organizations towards sustainability. Within projects, the project owner bears the responsibility of aligning the project with the strategies of the organization. However, in the assignment and governance of projects, project owners need to balance different interests and limitations. The study reported in this article focuses on the factors that stimulate project owners to address

sustainability. Deploying Q-methodology, the study found 4 distinct stimulus patterns of project owners. The findings confirm that the behavior of managers is influenced by both rational and emotional factors. With these findings, organizations can fine-tune their organizational change efforts, in order to realize their sustainability strategies.

SDG 16: Peace and Justice Strong Institutions

Mendez, S., Molnar, G., Savage, S. (2019). The Impacts of the Lifeline Subsidy on High-Speed Internet Access. *The Journal of Law and Economics*, 64(4).

This paper evaluates the impacts of the Lifeline subsidy on high-speed Internet prices, demand, and welfare. Results show that low-income households would require large price reductions to subscribe to basic broadband. Simulations of competition between cable and telephone firms show that the \$9.25 subsidy lowers the prices for low-quality plans and incentivizes about 6 percent of low-income households to take up high-speed Internet. When firms price discriminate by charging different prices to low- and high-income households choosing the same plan, about 25 percent of low-income households enter the market and consume high-speed Internet. When the social planner sets prices and price discriminates, 68 percent of low-income households enter the market, and more higher-speed plans are consumed.

BAUER, A., MACKENZIE, C. and REITERER, J. (2022). Learning Through Competition. *The International Journal of Sales Transformation*.

The USA has been foremost in developing and promoting sales competitions for university graduates. However, this dominance is quietly being challenged by the Europeans and universities across Southeast Asia.

There are different factors at play across the world as well as alternative pedagogical approaches. This article discusses the challenges of organising a sales competition, recent research in the impact on students and observations about cultural differences.

Sales competitions are business-to-business role-play events, where an experienced industry buyer is matched up with a sales education student in a 'live' interactive selling experience. Observing the interactions are judges from industry and academia. The 'business case' may be imaginary or, more often, based on a real case developed from a sponsoring company. Students may be selling anything from software, recruitment services or even aeroplanes. The success of the European Sales Competition (ESC) and South East Asian Sales competition (SEASAC) depends on cooperation between business and academia. This discussion is from just three seasoned stalwarts from the many hundreds involved in these events. They are: Dr Colin Mackenzie, previous head judge for the UK competition, a buyer and judge in the SEASAC and ESC. Johannes Reiterer, Competition Director for ESC 2020, and Dr Alexander Bauer, judge, buyer and co-researcher with Johannes Reiterer on the impact of sales competitions on sales students. All of these academic-practitioners have extensive sales backgrounds.

RAUF, M.A., ZURCHER, M., PANTELIDIS, I. and WINBLADH, J. (2022). Millennials' perceptions of artificial intelligence in hotel service encounters. *Consumer Behavior in Tourism and Hospitality*, 15 February.

Purpose Artificial intelligence (AI) is increasingly becoming part of the hospitality industry. In times of staff shortages, AI used in the industry can have advantages, but it also brings with it the possibility of customer backlash. The purpose of this paper is to understand the potential response of millennial guests to the potential applications of AI in the hotel industry. The emphasis was on which hotel service encounter categories are most suited to replacing employees with AI in the context of the millennial guest experience.

Design/methodology/approach This quantitative research used a survey questionnaire for the data collection. Responses from 169 millennials from six continents were analysed using a combination of descriptive statistics, t-tests, MANOVA tests and Bonferroni tests. **Findings** Four service encounter categories were studied: (i) "Check-in", (ii) "Reception Services (excl. check-in)", (iii) "Wellness" and (iv) "Food and Beverage Services". The results showed that of these four categories, "Food and Beverage Services" is more suited to replacing employees with AI than "Wellness". **Practical implications** The findings of this research are important as they contribute to the body of knowledge related to the implementation of AI in the hospitality industry and provide useful information to policymakers and hotel managers who may wish to identify suitable areas for investment related to AI in their operations. **Originality/value** This study offers useful insight on a cutting-edge topic of AI application for service encounters within the hospitality sector and confirms the suitability of some encounters.

TUNINGA, R. (2022). The future of international business: Bridging practice, education, and research at Dutch universities of applied sciences. *Journal of Transnational Management*, 27(1), pp. 64-81.

Five of the most important trends in the global economy and their impact on International Business Practice, Education, and Research are examined. Changes in today's world are accelerating due to the Covid-19 crisis and other environmental changes. These factors have had a major impact on regional and worldwide business and customers. Disruptions in international supply chains are just one important example of how international business issues affect manufacturers, retailers and customers. Developing international business opportunities is both easier and more complex than ever before. In this light, it is important to develop and strengthen the relationship between international business practice, research, and education for the benefit of all stakeholders involved. Dutch universities of applied sciences historically have had good connections with the business community and can play an important role in learning ecosystems including learners, researchers, and practitioners. Given the large number of business students at Dutch universities of applied sciences they have a responsibility to delivering international business education which is relevant for all its stakeholders. It is for this reason that important international business trends are linked to various dimensions of IB education.

DZENOPOLJAC, V., KWIA TEK, P., DZENOPOLJAC, A. and BONTIS, N. (2022). Intellectual capital as a longitudinal predictor of company performance in a developing economy. *Knowledge and Process Management*, 29(1), pp. 53-69.

This study assesses whether intellectual capital (IC), measured using the Value-Added Intellectual Coefficient (VAIC), can predict the financial and market performance of listed companies in a developing economy. Panel data from all 174 companies listed on the Kuwait Stock Exchange were analyzed. Four company performance measures were investigated: return on assets, return on equity, market/book value, and market capitalization. Eight

competitive longitudinal models were evaluated using SEM-PLS, as well as the 1-year, 2-year, and 3-year lags. VAIC possesses significant predictive power on company performance, but only on return on assets and return on equity, with a stronger predictive power for the 2-year lag. When analyzing the 3-year lag, the model fit decreases significantly. This suggests that VAIC has no significant pre-dictive power on analyzed market performance measures. Most extant literature on IC does not explicitly quantify its lagged effect and predictive power on company performance. Additionally, existing research focuses less on developing economies. The research was conducted in a developing economy with a relatively young and inefficient financial market. This rationalizes the findings in which IC cannot predict market performance. Additionally, the time span considered is only 5 years from the 21 years analyzed. Useful managerial insights on the evident lagged effect and pre-dictive power of IC in a developing economy are provided. Quantifying the effect size adds value to the further understanding of IC's nature.

KWIATEK, P., PAPAKONSTANTINIDIS, S. and LIMANI, E. (2022). LEARNING STYLES IN GROUP COMPOSITION: EVIDENCE FROM A MARKETING SIMULATION. *Marketing Education Review*, 32(1), pp. 33-44.

Group composition presents a compelling, significant, and timely topic for educators, given the widespread use of group assignments in today's pedagogical models. This paper adopts a Fuzzy Set Qualitative Comparative Analysis (fsQCA) as a systematic approach to investigate the conditions for high learning performance in marketing simulations. We combine the objective measures available in a simulation with self-reported undergraduate students' assessment of Felder-Soloman's Index of Learning Styles (ILS). The results indicate that groups formed by students with similar learning styles perform better in the marketing simulation. On the individual level, the online simulation benefits primarily visual and intuitive learners who tend to achieve higher results. Thus, we propose an educational approach to ensure that students benefit from marketing simulations regardless of their learning style preferences. The study expands the understanding of learning styles effect in group work. Marketing educators could benefit from the results while introducing simulation to first-level marketing classes.

BALTEZAREVIĆ, R.V., KWIATEK, P., BALTEZAREVIĆ, B.V. and BALTEZAREVIĆ, V.N. (2022). THE MEANING OF SILENCE IN PERSONAL COMMUNICATION: SPIRAL OF SILENCE OR A STIMULANT OF CREATIVITY? *Creativity Studies*, 15(1), pp. 58-73.

Silence is an important part of communication. Depending on the cultural context, silence can be perceived as positive/desirable or as negative/unwelcome. This ambiguity often leads to misunderstandings with other participants in the communication process. The current study discusses the phenomenon of silence and presents the spiral of communication, as a part of nonverbal communication, and refer to the synthesis of silence and creativity. We approach important questions in our study: is silence in communication linked with creativity. If so, through what mechanism? Does the tension in communication affect silence being used as a mode of escaping from a communication process to avoid conflict, tension and uncomfortable situations? Based on the analysis of the theoretical approaches to these phenomena, we empirically test ordinary least squares mediation models based on responses collected from 416 individuals of Serbian nationality. Our study reveals that silence is used to avoid conflict in communication by reducing the feeling of tension. We note that silence does not affect creativity directly. Rather, it

has a marginal effect through reducing tension and avoiding conflict and while having opposite opinions.

ZORI, S. (2022). Market Reaction to Fossil Fuel Divestments: Evidence from the US. *Business and Society*.

Fossil fuel divestment movements have gained momentum since 2011, aimed at ending fossil fuel use and a move toward a cleaner, affordable, and sustainable energy system, for business and society. The present study investigates the direct impact of fossil fuel divestment announcements on stock prices of firms listed on the United States' stock exchanges. Using an event study and guided by the United Nation's sustainable development goals (SDGs), we test the effects of 116 divestments announcements between 2014 and 2019 on 51 publicly traded fossil fuel companies. Our results suggest that there is a negative effect of these announcements on fossil fuel firm stock prices. Also, we find that the type of fossil fuel firm (coal or oil and gas), the type of divestment (partial, coal only, or full), the timing of the announcement, and the size of the divesting investor have some explanatory power in relation to the (cumulative) abnormal returns following the divestment announcements. While the negative impact on stock prices is not surprising, the reaction from the divested firms after such large divestitures is not consistent with what may be expected, given past reactions to divestitures seeking to achieve different social goals. Given the SDGs, it seems clear why investors are divesting themselves from fossil fuel firms, but why has the reaction to the 116 divestments led to very little change in the way these publicly traded fossil fuel firms do business given their direct and growing impacts on society? We conclude the study with some suggestions for future research.

ZORI, S., AGANA, J.A. and ALON, A. (2022). IFRS Adoption, Institutional Settings and Accounting Quality in Africa. *The International Journal of Accounting*, 7(3), pp. 269-300.

Synopsis The research problem This paper sought to ascertain whether IFRS adoption approaches impact accounting quality. Specifically, as some countries utilize IFRS without modifications while others modify IFRS to suit their local context, we aimed to test whether these differences in IFRS adoption approaches have implications for accounting quality.

Motivation Prior studies focused on the impact of IFRS adoption on accounting quality without considering the different approaches used by the adopting jurisdictions. Such differences affect the version of IFRS utilized at the country level. We refer to jurisdictions as adopters of IFRS when the IASB's version of IFRS is utilized without modifications. In contrast, jurisdictions where the IFRS standards are modified at the national or regional level are called adapters. We also recognize the role of enforcement; thus, we first examined whether IFRS adoption and enforcement influence accounting quality. Second, we compared the accounting quality for adopters and adapters of the standards. The test hypotheses Our first hypothesis is that the quality of enforcement has a stronger effect on accounting quality than the adoption of IFRS. Second, adapters will have higher accounting quality than adopters of IFRS. Target population We focused on the reporting of companies in African countries. These jurisdictions have not been sufficiently examined in prior studies. Adopted methodology We use panel data estimation, specifically, random-effects model. Analyses We examined accounting quality for pre- and post-IFRS reporting based on 3946 firm-year observations from six African countries over 18 years. Our analysis of the adoption approach is based on 3736 firm-year observations for companies utilizing IFRS. Except for Egypt, which used a modified version of IFRS, other

countries in our sample utilized the IASB's version of IFRS. Using various standard metrics for accounting quality (earnings management, timely loss recognition, and value relevance), we ascertained whether adaptation is associated with higher accounting quality compared to adoption. Findings The results indicate that IFRS adoption and enforcement proxy are not associated with accounting quality, but other institutional factors are. Adoption of the standards is less important for accounting quality than the existing institutions. With regard to the adoption approach used, adopters demonstrated higher accounting quality for accounting-based measures, less income smoothing, and more timely loss recognition than the adapters. The adopters also exhibited greater value relevance, which suggests that their reporting was better able to capture information that affects firm value. The adoption approaches may influence different dimensions of accounting quality, and the resulting differences are important for users, companies, and standard setters to consider.

RAUF, M.A., ROSTÁS KASPERS, K. and CANNING, J. (2022). Learning-outcomes-based assessments at universities of applied sciences in the Netherlands: perceptions of business lecturers. *Quality in Higher Education*, pp. 1-16.

About ten years ago, concerns were expressed about quality and standards in some universities of applied sciences (UAS) in the Netherlands. In response, a HBO report outlined a series of measures to improve the quality of assessment practices in UAS. This study provides recent analysis of lecturer perceptions of assessments of UAS with a view to exploring how these recommendations have become embedded in the assessment cultures of UAS. The qualitative study with 19 participants teaching at ten different UAS, reveals strong evidence of a staff knowledge gap around outcomes-based assessment.

OKUMUS, F. (2022). Managers from heaven: how do hospitality employees describe good managers? *International Hospitality Review*, pp. 2-24.

Purpose

The purpose of this study was to empirically investigate the characteristics of good hospitality managers and the core causes that lead to developing such characteristics.

Design/methodology/approach

Using a qualitative inquiry approach, 93 line-level hospitality employees were surveyed online regarding their experiences about the characteristics of good managers.

Findings

The research findings revealed five key themes of good managerial characteristics, including interpersonal skills, communication skills, supervisory skills, leadership skills, and positive personality and professionalism. Additionally, the root causes of these managerial characteristics were also analyzed. The good managerial characteristics were perceived to have developed from having worked under either a great manager or a terrible manager.

Research limitations/implications

This study advanced the literature on managerial characteristics by confirming several existing categories from the viewpoint of hospitality industry employees.

Practical implications

Human resource managers should be considerate of these findings in terms of recruitment, hiring, and training, development, and promotion of employees in their companies.

Originality/value

This is one of the first studies to analyze the perceived reasons behind the development of these characteristics.

AGBODJO, S., SENY KAN, K.A., ZORI, S. and HUSSAINEY, K. (2022). Unraveling the existence of the necessity and sufficiency of accounting information. *Journal of Applied Accounting Research*, 23(5), pp. 1095-1113.

Purpose: The authors illustrate accounting information's effects in terms of necessity and sufficiency, using a set-theoretic approach, and highlight how the approach complements conventional correlational analyses. **Design/methodology/approach:** The authors examine the relationship between accounting numbers (accounting information) and stock prices (effect) under both correlational and set-theoretic perspectives using a value relevance methodology. **Findings:** The claim that accounting information is significantly correlated to an outcome does not inform the accounting information's necessity or sufficiency. In addition, findings suggest that not all control variables that are significantly correlated to a supposed accounting effect are necessary to explain that effect. Moreover, variables reflecting accounting information are not individually sufficient to explain the effect under investigation. **Research limitations/implications:** The study contributes to set-theoretic approach to accounting research and echoes the call for a diversity of research approaches in accounting. **Practical implications:** The study may have practical implications for various accounting information users, including investors, financial analysts and financial market and accounting disclosure regulators as well. Indeed, accounting information users should consider the importance of the combined effect of multiple pieces of accounting information in the users' positions on firms' stocks. Understanding what might be the relevant combinations of accounting information associated with a given organizational context is a key in making compelling accounting-informed decisions. Such knowledge can inform reflections of accounting disclosures and regulations on the combined effects of several accounting information. **Originality/value:** First, the study adds to the newly introduced set-theoretic approach to empirical accounting. The study also resonates with the call for a diversity of research approaches in accounting. The authors empirically demonstrate that significant correlation between accounting information and its effects does not connote "necessity" or "sufficiency," which is rather revealed by qualitative comparative analysis (QCA). Such complementarity can help accounting researchers to carry out (1) new investigations of accounting's earlier hypotheses or propositions and (2) investigations of new accounting hypotheses/propositions deriving from existing accounting theories and (3) to explore new relationships between accounting phenomena. Second, the study incidentally contributes to value relevance literature in terms of contextualization of the relevance of accounting information. Specific to the African capital markets, the study complements the few recent studies on the Bourse Régionale des Valeurs Mobilières d'Abidjan (BRVM).

ABDELWAHAB, H., RAUF, M.A. and CHEN, D. (2022). Business students' perceptions of Dutch higher educational institutions in preparing them for artificial intelligence work environments. *Industry and Higher Education*, pp. 095042222210876.

The application of artificial intelligence (AI) brings new demand to the job market. The concern now is whether higher education institutions (HEIs) have adequately prepared young learners to work in an AI work environment. This research seeks to explore business students' perceptions of their HEIs in the Netherlands in preparing them for AI work environments. A questionnaire-based survey was completed by 95 students from 27 HEIs in the Netherlands. The findings

show that these students believe that their HEIs are not optimally equipped at this time and/or have not optimally utilized their facilities to adequately prepare them for AI work environments. This study reinforces the urgency of updating the curriculum and educational facilities for AI work environments and provides suggestions for future research.

PARASKEVAS, A., PANTELIDIS, I. and LUDLOW, J. (2022). Duty of care for business travel: how do employers assess and manage business travel risk? *International Journal of Contemporary Hospitality Management*, 34(12), pp. 4438-4457.

This study explores the risk factors that employers consider when assessing an employee's business travel (BT) assignment and the risk treatment, crisis response, and recovery strategies they employ to discharge their BT duty of care. An exploratory approach is taken with in-depth interviews of twenty-one executives, travel managers, and insurance brokers involved with the management of BT in four international hotel groups. Twelve follow-up interviews were conducted to assess the possible COVID-19 impact on BT risk management processes. Employers assess BT assignments considering the travel's characteristics including the destination's risk profile against seven types of risks (health, political, transport, natural, crime, technology and kidnap), length of stay, travel mode, and activities undertaken in the destination as well as the traveler's profile which includes diversity and travel experience. Accordingly, they develop a range of duty of care strategies for BT risk treatment, crisis response, and recovery. BT practitioners can use the proposed framework to develop risk assessment methodologies based on more accurate destination and traveler profiles and pursue targeted risk treatment strategies and insurance policies. The proposed duty of care approach can be used as a blueprint for organizations to design and manage BT policies. BT risk is an under-researched area. The extant research looks predominantly at travel risks and their assessment taking the traveler's perspective. This study looks at business travel risk and explores it from an employer's risk management perspective offering a BT risk assessment framework and a BT duty of care plan.

PANTELIDIS, I. (2022). The Covid-19 pandemic as a tourism and hospitality evolutionary launchpad. *Tourism and Hospitality Research (formerly International Journal of Tourism and Hospitality Research: The Surrey Quarterly Review)*, 22(1), pp. 3-4.

There is no question that the Covid-19 pandemic has devastated many tourism and hospitality businesses and has transformed the way we do and understand business elevating technology and shifting our strategic thinking. In research terms, it has captured the interest and inspired an unprecedented number of tourism and hospitality researchers to focus their research on the effects of the pandemic on tourism and hospitality. In our journal with this edition, we would already have well over 20 Covid-19 related papers starting from online first publications that appear as early as October 2020 (i.e Jarratt, 2021). As we are still not quite out of the pandemic we expect more related research but after 2 years in the 'eye of the storm,' our editorial team felt that a covid-19 dedicated issue was appropriate as it celebrates the ingenuity and resilience of our industry and context that drives the passion of our research.

In this issue, five of the papers focus on strategic issues relating to covid-19 and tourism and hospitality. More specifically Do et al. (2021) illustrate that in the case of Vietnamese Tour operators focus on short, and medium-term, planning rather than long term strategy is not on their horizon. Do et al. (2021) argue that innovation is the key to unlocking the full potential of recovery. Whilst Kenny and Dutt (2021) suggest that past crises have taught hoteliers a lot but

this crisis shows more drastic impacts upon hotel closure, staffing, and the future of events, which is likely due to the globalised and continuous nature of this pandemic, Salem et al. (2021) propose that government intervention and help is crucial in dealing with the short and medium effects of such a crisis but so is flexibility in strategy and operations and the importance of community support. Roxas et al. (2021) emphasise the point that tourism is integral to the economy and take a different approach to argue that solutions such as utilising small networks of micro and SME travel vendors can make all the difference for a swift recovery. In his mission to provide answers, Gkoumas (2021) proposes a model that is comprised of seven interconnected and interrelated elements, namely strategy, speed, simplicity, sharing, surveillance, support, and solidarity, which have proven to be essential for restaurant viability during a severe health crisis.

A link between strategy and tactics may be seen in Hemmington and Neill (2021) who contend that technology and personal contacts have made all the difference in coming up with strategic innovations in hospitality. Whilst Subadra and Hughes (2021) show us the cycle of hope and pessimism that engulfs tourism and hospitality stakeholders. More researchers seek solutions in technology as Carvache-Franco et al. (2021) turn to social media analysis for answers to the consumer side of effects. Their analysis of close to 270 k tweets advocates that in times of crisis escapism is still on the agenda. Nadeau et al. (2021) offer more insights and explain that twitter-positive emotions such as joy (at the top) and anticipation at the highest of the crisis are still there but so are negative emotions such as anger and fear (even amid crisis people click on to joyful feelings)

As Editor-in-Chief I feel that beyond the contribution to theory and methods there is also hope and possible solutions in the practical implications of these papers. The old saying of ‘what doesn’t kill us makes us stronger’ stands true here. Reading these papers I am left with a feeling of optimism that perhaps this is not just an era of destruction and a great loss for tourism and hospitality but an era of reflection, renewal and regrowth. A true era of evolution for the industries and research disciplines we are all so passionate to serve.

PARHAM, S. and PETERS, J. (2022). Motivating Remote Employees in Higher Education: A Comparative Study of Multi-Generational Employees in the Netherlands and Germany. *European Modern Studies Journal*, 6(4), pp. 277-287.

Technological advancements and sophisticated information and technological systems are being increasingly used by organizations which affect our daily lives to a large extent. Covid-19 pandemic has fast-forwarded the transition towards a virtual workforce and remote working. Higher Education Institutions (HEIs) are not an exemption and still after the world has come to put an end on the pandemic there are yet uncertainties about the extent to which educational systems will use online or hybrid working systems and how this phenomenon can affect motivation of academics. The study uses a phenomenological approach, and it is comparative in nature where the motivation and experience of university faculty members and researchers from different generations in Germany and the Netherlands. A total number of 23 interviews were conducted with academics in the mentioned countries. Findings reveal that there are some similarities and differences amongst different generations regarding the impact of remote working on employee’s motivation. This study provides crucial information for policymakers in the higher education sector to rethink and reformulate HR policies in a manner that can enhance employees’ motivation when working remotely, considering the needs and expectations of different generations.

MACKENZIE, C. and ALEX BAUER, A. (2022). Learning Through Competition. *International Journal of Sales Transformation*.

The USA has been foremost in developing and promoting sales competitions for university graduates. However, this dominance is quietly being challenged by the Europeans and universities across South East Asia.

There are different factors at play across the world as well as alternative pedagogical approaches. This article discusses the challenges of organising a sales competition, recent research in the impact on students and observations about cultural differences.

Sales competitions are business-to-business role-play events, where an experienced industry buyer is matched up with a sales education student in a 'live' interactive selling experience.

Observing the interactions are judges from industry and academia. The 'business case' may be imaginary or, more often, based on a real case developed from a sponsoring company.

Students may be selling anything from software, recruitment services or even aeroplanes.

The success of the European Sales Competition (ESC) and South East Asian Sales competition (SEASAC) depends on cooperation between business and academia. This discussion is from just three seasoned stalwarts from the many hundreds involved in these events. They are: Dr Colin Mackenzie, previous head judge for the UK competition, a buyer and judge in the SEASAC and ESC. Johannes Reiterer, Competition Director for ESC 2020, and Dr Alexander Bauer, judge, buyer and co-researcher with Johannes Reiterer on the impact of sales competitions on sales students. All of these academic-practitioners have extensive sales backgrounds.

BASNET, N. (2022). Parental Decisions and Influence on Young Women's Education to Work Transitions and Possible Selves Futures in Nepal. *Journal of Applied Youth Studies* , pp. 135-150.

Statistics show that Nepal has made significant progress in achieving gender parity, especially in the areas of access to education and female literacy rates. However, despite significant advances made towards equal access to education, Nepali society, to a large extent, still privileges a patriarchal mindset which favours a son over a daughter in access to resources. Using a sample of 12 young females, this paper assesses parental choices in education influencing the education to work transition of young females and also their sense of selves. The findings show that the career pathways of young female participants were directly affected by their parents' choices and intervention in their secondary education. For some, parents' influence on selecting an education stream turned out to be an opportunity for a better career and life, while for the others it acted as a barrier. The paper highlights the implications of parents' choices for the young females as they transition from education to work and their sense of selves, both positively and negatively.

AZILA-GBETTOR, E.M., BLOMME, R.J., HONYENUGA, B.Q. and KIL, A. (2022). Antecedents of psychological ownership among family hotel employees. *Journal of Family Business Management*.

Purpose This paper examines the mediating process of enhancing employees' psychological ownership among family hotel employees. **Design/methodology/approach** A total of 1,005 employees from 197 budget-to-three-star family hotels took part in the study by completing an either self-reported or interviewer questionnaire. The respondents were selected using a convenient sampling technique. A partial least square structural equation was used to analyse

the data. Findings Work engagement and organisational performance were shown to significantly predict psychological ownership, except for counterproductive work behaviour. Both counterproductive work behaviour and organisational performance were found to predict psychological ownership. Finally, the relationship between (1) counterproductive work behaviour and psychological ownership and (2) organisational performance and psychological ownership is mediated by work engagement. Practical implications Replication of this model in different countries and other work settings is highly recommended for cross validating the reported findings in this study. The study emphasises the need for family hotel owners to create a conducive work environment devoid of conditions that promote counterproductive work behaviour among employees and encourage them to engage in higher productivity. Originality/value This study appears to be one of the first to have investigated a model linking counterproductive work behaviour, performance to psychological ownership through work engagement in the family hotel context.

ATATSI, E.A., CURŞEU, P.L., STOFFERS, J. and KIL, A. (2022). Learn in Order to Innovate: An Exploration of Individual and Team Learning as Antecedents of Innovative Work Behaviours in Ghanaian Technical Universities. *Sustainability*, 14(7), pp. 4012.

Ghanaian higher education is continuously transforming, and teachers are constantly encouraged to innovate and change. We test a mediated-moderation model that assesses interplays among individual learning (IL), team learning (TL), gender, and innovative work behaviours (IWB) in a sample of 487 lecturers from six technical universities in Ghana. Results suggest that team learning mediates the influence of individual learning on IWB, and gender moderates the remaining direct association between individual learning and IWB such that individual learning appears conducive to IWB among men but not women. This study encourages focusing on team learning to drive knowledge-sharing within and across faculties to generate sustainable innovative outcomes, and it points to ways in which higher education managers and human resources practitioners can invest in human resources to enhance IWB and, subsequently, performance in higher education.

SILVIUS, G. and SARA KESHAVARZIAN, S. (2022). The Perceived Relationship Between Sustainability in Project Management and Project Success. *The Journal of Modern Project Management (JMPM)*, 9(13), pp. 66-85.

Sustainable project management is one of the most important global project management trends today. And despite of several studies addressing the relationship between sustainable project management and success, this relationship is still inadequately addressed. Following the suggestion that project success is just as much influenced by subjective perceptions as it is by objective performance data, this study focuses on the subjective perception of the relationship between the dimensions of sustainable project management and the criteria of project success. Based on a quantitative survey-based research design, the study found a positive perceived relationship between sustainable project management and all criteria of project success. However, the participants of the study differentiated this positive relationship for the different criteria of project success. The study also found that practitioners perceive sustainable project manager as a single integrated construct and do not differentiate between the different dimensions of sustainable project management.

BARNEVELD, M. and SILVIUS, G. (2022). Exploring Variety in Factors That Stimulate Project Owners to Address Sustainability. *International Journal of Information Technology Project Management*, 13(1), pp. 1-28.

Concerns about sustainability drive organizations to assume responsibility for societal impacts. Reducing negative impacts requires organizational change. Given the ability of information technology/systems to optimize business processes, it is an important contributor to more sustainable business practices. Projects play an instrumental role in the transition of organizations towards sustainability. Within projects, the project owner bears the responsibility of aligning the project with the strategies of the organization. However, in the assignment and governance of projects, project owners need to balance different interests and limitations. The study reported in this article focuses on the factors that stimulate project owners to address sustainability. Deploying Q-methodology, the study found 4 distinct stimulus patterns of project owners. The findings confirm that the behavior of managers is influenced by both rational and emotional factors. With these findings, organizations can fine-tune their organizational change efforts, in order to realize their sustainability strategies.

FENWICK, A. and MOLNAR, G. (2022). The importance of humanizing AI: using a behavioral lens to bridge the gaps between humans and machines. *Discover Artificial Intelligence*, 2(1). One of the biggest challenges in Artificial Intelligence (AI) development and application is the lack of consideration for human enhancement as a cornerstone for its operationalization. Nor is there a universally accepted approach that guides best practices in this field. However, the behavioral science field offers suggestions on how to develop a sustainable and enriching relationship between humans and intelligent machines. This paper provides a three-level (micro, meso and macro) framework on how to humanize AI with the intention of enhancing human properties and experiences. It argues that humanizing AI will help make intelligent machines not just more efficient but will also make their application more ethical and human-centric. Suggestions to policymakers, organizations, and developers are made on how to implement this framework to fix existing issues in AI and create a more symbiotic relationship between humans and machines moving into the future.

PAVLOVIĆ, T., AZEVEDO, F., DE, K., RIAÑO-MORENO, J.C., MAGLIĆ, M., GKINOPOULOS, T. ... VAN BAVEL, J.J. (2022). Predicting attitudinal and behavioral responses to COVID-19 pandemic using machine learning. *PNAS Nexus*.

At the beginning of 2020, COVID-19 became a global problem. Despite all the efforts to emphasize the relevance of preventive measures, not everyone adhered to them. Thus, learning more about the characteristics determining attitudinal and behavioral responses to the pandemic is crucial to improving future interventions. In this study, we applied machine learning on the multinational data collected by the International Collaboration on the Social and Moral Psychology of COVID-19 (N = 51,404) to test the predictive efficacy of constructs from social, moral, cognitive, and personality psychology, as well as socio-demographic factors, in the attitudinal and behavioral responses to the pandemic. The results point to several valuable insights. Internalized moral identity provided the most consistent predictive contribution—individuals perceiving moral traits as central to their self-concept reported higher adherence to preventive measures. Similar results were found for morality as cooperation, symbolized moral identity, self-control, open-mindedness, and collective narcissism, while the inverse relationship was evident for the endorsement of conspiracy theories. However, we also found a non-negligible

variability in the explained variance and predictive contributions with respect to macro-level factors such as the pandemic stage or cultural region. Overall, the results underscore the importance of morality-related and contextual factors in understanding adherence to public health recommendations during the pandemic.

HOEKJEN, H.J. (2022). 'Spinoza's Intellect'. Cambridge: Cambridge University Press, Great Britain.

The notion of 'intellect' plays a crucial role in Spinoza's philosophy such as laid down in the Ethics. According to Spinoza the intellect is 'our better part' - *pars melior nostri* - that enables the human mind to achieve the highest ethical goal: blessedness. However, despite the important role that must be assigned to the intellect in Spinoza's ethical program, the notion cannot be found among the terms that are defined at the beginning of four of the five parts of the Ethics. Whereas concepts such as 'God', 'substance', 'attribute', 'mode', and 'idea' receive explicit descriptions on the basis of which Spinoza is able to unfold his philosophy in geometrical order, 'intellect' is sought in vain among the twenty-six definitions that Spinoza provides in his main work. This confronts us with an important problem: anyone who aims at understanding the exact purport of Spinoza's philosophy, is forced to construe an adequate conception of *pars melior nostri*. This study provides such a construction. This dissertation shows that the intellect not only has an instrumental function in Spinoza's philosophy (i.e. in reaching blessedness), but that it also has a constructive function. It will be shown that the structural characteristics of the intellect are recognizable in the very metaphysical structure that is laid down in the Ethics. That is to say: in this study it will become evident that the intricate metaphysical structure that is recognizable in the Ethics is an expression of the structure of (Spinoza's conception of) the human intellect.

ASHFAQ, M., ABDELWAHAB, H., AZIZ, S. and SHARIF, S. (2022). Wealth Creation and Management in Islam. Springer Nature Singapore, Netherlands (The).

According to the Western concept of financial system, wealth is owned by the individuals and they are free to do as they please. However, in the Islamic mind-set, the whole universe and its wealth belong to Allah and Allah alone. Humans are instructed to use and distribute wealth according to the teachings of Islam. This paper aims to highlight the notion of wealth and wealth creation in the eyes of Islam, and how it should be managed or administered for the advancement of human welfare. It discusses the significance of its key redistributive instruments such as *zakat*, *waqf*, inheritance and *sadaqah*, towards the betterment of the society. This study utilises the exploratory methodology and presents a comparative overview of the Islamic tax system (*Zakat*) as compared to the conventional system and it dives into how Islam protects the sanctity of community life through proper wealth creation and wealth management tools. This study also offers an overview of the wealth cycle which includes wealth creation, wealth enhancement, wealth protection and wealth distribution.

FERANITA, F., MOUAWAD, R., AMIN, M., LEONG, L.W. and RATHAKRISHNAN, T. (2022). Unveiling the Role of Entrepreneurial Education in Preparing the Next Generation of Entrepreneurs in Malaysia. Emerald Publishing Limited, Malaysia.

Entrepreneurship has been one of the major pillars in our economy around the world. Aside from the aspiring and innovative entrepreneurs looking for like-minded collaborators to start new

ventures that disrupt the business world, managers are increasingly looking for entrepreneurial graduates to tackle the ever-changing business landscape. There has been increasing consensus that entrepreneurship is not limited to being an attitude or a certain characteristic that one is born with, but a skill that can be developed through education. This can be seen in the sprung of entrepreneurship programs in various educational institutions, as well as dedicated entrepreneurship degrees in higher education. However, the information that each person is receiving can vary depending on their environment, and how they perceive and process the information can also be different. In addition, propensity to take actions to pursue the identified opportunities can also vary. Thus, how can the governments and universities work together in breeding the next generation of entrepreneurs? To answer our research question, we sampled 191 undergraduate students in a private university in Malaysia. We examined the relationship between entrepreneurial orientation, entrepreneurial self-efficacy, emotional intelligence, and entrepreneurial intention. Our findings contribute to future research with a more refined understanding of the factors affecting entrepreneurial intention, as well as practical implications for governments and higher education institutions on how they form an ecosystem in equipping future generations with entrepreneurialism.

RATHAKRISHNAN, T., FERANITA, F., LEONG, L.W., YI, Y.J. and MOUAWAD, R. (2022). Evolution of Entrepreneurship Development Among Different Generations in Adopting Technology in Malaysia: Towards a Reconciliation for Collaboration. Springer International Publishing, Malaysia.

This book chapter explores the evolution of entrepreneurship development among different generations in Malaysia. In particular, their entrepreneurial behaviour, technology adoption, and risk-taking attitude. The SMEs in Malaysia have been the backbone of the country's economy where the government has been supportive towards the growth of the businesses. Aside from the development of SMEs, the Malaysian government has also been pushing for more entrepreneurial startups. This can be seen from the government policy, NEP 2030, with the vision to make Malaysia an entrepreneurial country and scaling up SMEs. While studies are mainly focused on understanding the consumers of different generations, lack of attention has been given to investigate entrepreneurial differences among different generations in Malaysia. Although some studies have examined the generational differences among entrepreneurs, little do we know how such differences can influence technology adaptation in business – which plays a crucial and necessary role in today's business world that is driven by technology and digitisation. Therefore, we review these four generations that are the current workforce – Baby Boomers, Generation X, Generation Y, and Generation Z, towards the development of entrepreneurship to observe the transition that took place across the generations. We then close the book chapter by proposing collaborations among different generations in embracing the future in staying agile.

DEMYDYUK, G. and CARLBACK, M. (2022). The Moderating Effect of Customer Satisfaction on Profit Drivers of US Restaurant Industry. 8th Conference of the International Association for Tourism Economics (IATE 2022).

This study examines American Customer Satisfaction Index (ACSI) data together with operating metrics for 41 U.S. restaurant chains in relation to their risk-adjusted stock-market performance. We find that ACSI plays an important role for consumer price perception, and even changes the price-traffic relationships.

CARLBACK, M. and DEMYDYUK, G. (2022). Understanding key performance drivers in lodging: the relationship between industry KPIs and risk-adjusted stock market performance of US public hotel chains. Perpignan: The 8th Conference of the International Association for Tourism Economics (IATE), France.

This study examines operating metrics and customer satisfaction for eight U.S. hotel chains in relation to their financial performance. Customer traffic, as measured by Room-Nights-Sold (NIGHTSS), and customer satisfaction, measured by the American Customer Satisfaction Index (ACSI), were found to have a strong positive relationship with profitability and stock market performance. In contrast, Room Occupancy and RevPAR (Revenue per Available Room) had no significant relationships with financial performance. Results suggest NIGHTSS as more straightforward, comprehensive, and tangible profit driver that is important for users' involvement and acceptance, leading to a better use of control systems and higher quality of analysis.

DEMYDYUK, G. and CARLBACK, M. (2022). Customer Metrics as Key Performance Drivers: Analysis of Industry KPIs, ACSI and Risk-Adjusted Stock Market Performance of US Public Hotel Chains (2004-2020). San Diego: United States of America.

This study examines operating metrics and customer satisfaction for eight U.S. hotel chains in relation to their financial performance. Customer traffic, as measured by Room-Nights-Sold (NIGHTSS), and customer satisfaction, measured by the American Customer Satisfaction Index (ACSI), were found to have a strong positive relationship with profitability and stock market performance. In contrast, Room Occupancy and RevPAR (Revenue per Available Room) had no significant relationships with financial performance. Results suggest NIGHTSS as more straightforward, comprehensive, and tangible profit driver that is important for users' involvement and acceptance, leading to a better use of control systems and higher quality of analysis.

BORCHERT, T. (2022). Motivation, Expectations and Experiences in Higher Education. Maastricht: Netherlands (The).

Education plays an important role in our rapidly changing society. To gather insights into the quality of Higher Education, a multi-method case study research, involving students, teaching staff and management, was performed at the Utrecht University of Applied Sciences IMC CE Department by Dr. Borchert.

Education can be seen as a service marketing delivery process that takes place within an imaginary triangle, with at its vertices the organisation, customers (students) and employees (lecturers). The interaction between teaching staff and students is especially important because this is where the actual "service encounter" takes place. Quality aspects, as related to satisfaction and dissatisfaction, play a crucial role.

The research findings of Dr. Borchert reveal that motivation, expectations and experiences of students and teaching staff are similar in many ways. Substantial gaps, however, exist between the organisational policies and the needs and wants of both students and teaching staff. These misalignments appear to lead to an actual deterioration of (the perception of) quality.

Based on the outcomes of the study it is recommended that universities further investigate the associated issues and apply principles of (services) marketing to the educational process. This

may lead to adaptations of organisational policies, in order to optimise alignment within the services triangle, which may result in the improvement of the quality of HE in the Netherlands.

CARLBACK, M. and DEMYDYUK, G. (2022). From Hospitality Basics to Customer Value and Memorable Experiences:: Evidence from Online Customer Reviews of the Major Cruise Line Corporations.

This research used a collection of consumer reviews for cruises from two online portals to evaluate the relationship between overall customer satisfaction and different cruise experiences. Hospitality basics, especially dining and service, emerge as important predictors of overall satisfaction, perceived value, and ship quality. Comparing satisfaction ratings and food costs across cruise lines suggests that cutting costs in this area prompts a tradeoff of declining satisfaction that may be of greater value than the cost savings. These, and other review metrics, can help develop a theoretical underpinning for customer-centered managerial accounting in all hospitality sectors.

CARLBACK, M. and DEMYDYUK, G. (2022). Does RevPAR Really Move US Hotel Industry Stock? Analysis of Profit Drivers from 2004-2020.

Analysis of financial performance has given ongoing attention to non-financial performance metrics as revenue and profit drivers. Careful selection of performance metrics may be especially useful for hotel firms, which have relatively low performance as investments. This study examines commonly-used operating metrics for six US hotel chains from 2004 to 2013 in relation to their stock-market performance. None of these metrics, including RevPAR, had a significant positive relationship with risk-adjusted stock performance over the same time period. Some of the metrics had negative relationships with long-term stock performance, whereas size was found to have a strong positive relationship with performance.

MACKENZIE, C. (2022). How to build sales success and retain your sales team.

ROOS, C. (2022). The American groove of the 1950s: Remixing the archive as a Wall of Sound. *Leidschrijft Historisch Tijdschrift* 37(2).

10. Research Centre Core Team



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