



HoReCa4VET

for sustainable development



Erasmus+ project: Market qualifications - a signpost for minimizing competence gaps between education and the labour market in the HoReCa sector

Project No.: 2020-1-PL01-KA202-082206

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This project has been funded with support the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which be made of the information contained therein.

ISBN 978-83-969368-1-3

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HoReCa4VET for sustainable development

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HoReCa4VET, 2023

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1. International dimension of the HoReCa qualifications - Katarzyna Sławińska, Małgorzata Sołtysiak

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Introduction

The HoReCa industry (Hotel, Restaurants and Catering) is an important sector of the European economy, which is developing dynamically and has a huge impact on the economy. It plays a significant role in the tourism industry as well as providing jobs and other economic benefits.

The HoReCa market is a huge employer that provides employment to around 16.6 million people in Europe.¹ This means that the sector plays an important role in creating jobs and maintaining employment in the region.

HoReCa market can be divided into three main sub-sectors: hotels, gastronomy (restaurants, cafes, bars) and catering. Each of these sub-sectors has its own characteristics and challenges, but together they form an extensive ecosystem of related services with customer service and food delivery. Companies operating in the HoReCa sector play a key role in the supply chain of food, beverages and other goods related to customer service. Therefore, their activities have an impact on many other industries, including food producers, alcohol suppliers and other suppliers. The HoReCa sector not only provides services directly related to customer service, but also for business activities in other areas. Examples include interior design companies, kitchen equipment suppliers, advertising companies and many more. This creates a vast business ecosystem.

HoReCa has great development potential, especially due to the growing development of tourism and the growing demand for a variety of culinary experiences. Investments in the development of this industry, culinary and gastronomic innovations and adaptation to changing consumer preferences can bring benefits to both entrepreneurs and consumers.

The HoReCa sector also faces various challenges, such as competition, changes in sanitary and food safety regulations, changing food trends and the complicated problem of managing personnel and ensuring high quality customer service.

To sum up, the HoReCa sector is a key element of the European economy, creating jobs and affecting many other industries. It has a great development potential, but at the same time it poses many challenges to entrepreneurs that require flexibility, innovation and adaptation to changing market conditions.

¹ <https://www.europarl.europa.eu/factsheets/en/sheet/126/tourism>

The development potential of this industry is assessed as high degree. In addition to people directly employed in the hospitality industry, companies in this industry indirectly support activities within the broad supply chain and develop the economic activity that arises from their activities. The share of consumption expenditure in hotels and restaurants remains high. Along with an increase in income (and a change in lifestyle towards greater intensity and activity at the expense of time available, among others, for preparing meals at home), individuals will allocate an increasing part of their budgets to gastronomy.

However, the HoReCa industry is a very demanding segment, both in terms of product quality and parameters, as well as staff professionalism. As a direct employer, the hospitality and catering sector plays a fundamental role in supporting the creation of new jobs. Entities belonging to the industry take actions to monitor the market and then react quickly in the field of emerging maladjustment. There is a need to constantly follow changes and adjust the offer to the needs of the labor market, especially in terms of staff competences. The lack of practical skills and experience in the profession does not allow the applicants to be classified as potential job candidates, often with insufficient preparation to perform practical professional tasks.

The high level of competition in the HoReCa sector requires entrepreneurs to constantly improve their services, offer unique experiences and carefully manage costs. Consumer preferences in terms of food and how to spend time evolving in restaurants. Entrepreneurs must follow these changes and adapt their offers to meet customer expectations. The Erasmus+ HoReCa4VET project (Market qualifications - a signpost for minimizing competence gaps between education and the labour market in the HoReCa sector - 2020-1-PL01-KA202-082206) is the answer to the ongoing changes in the sector and the adjustment of employees' competences to the changing labor market.

The HoReCa4VET project was implemented in the period from October 1, 2020 to June 30, 2023, by an international consortium composed of vocational education and training institutions:

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The project is aimed at formal, informal and non-formal lifelong learners of all age groups, expanding knowledge, improving the skills and competences of the workforce and promoting flexible learning paths, including through career counseling and validation of acquired. The main objective of the project was to increase access to lifelong learning for people leaving their professions in the tourism and catering industry and wanting to start a professional career in the HORECA industry by developing and implementing validation and certification models compliant with the European Qualifications Framework developed thanks to cooperation with transnational partners and drawing on knowledge and experience from their activities in this area.

This cooperation made it possible to use different conditions, look from a different perspective and compare solutions operating in other countries and the strengths of each partner in terms of market qualifications of their validation process and certification. The reference to the levels of the national qualifications framework

and the approach to sectors in individual countries is different and this aspect guarantees the development of possibly common or complementary tools, and at the same time consistent with the assumptions of the EQF.

The project fully fits in with the purpose and assumptions of vocational education, currently industry-specific. All activities related to minimizing the differences between vocational education and the labor market are currently listed as priorities. Moreover, the approach based on market qualifications introduced to the Integrated Qualifications System somehow confirms the need to offer them to people entering the labor market. Market qualifications are additional professional skills identified by employers based on the current market demand, which can be acquired by students of trade schools as part of the project.

HoReCa4VET qualifications

The aim of the project was to increase access to formal, informal and non-formal lifelong learning in the HoReCa industry by developing and implementing validation and certification models compliant with the European Qualifications Framework, as well as expanding knowledge, skills and competences of trainers, students, graduates, practical vocational training teachers, trainers, employees and management staff, business advisors and coaches, and promoting flexible learning paths, including through career counseling and validation of acquired competences.

The project is fully in line with the purpose and assumptions of vocational education, and all activities related to minimizing the differences between vocational education and the labor market have been treated as a priority.

As part of the implementation of individual results, the learning outcomes identified by employers based on the current market demand were characterized as additional professional skills in the European dimension, which under the project can be purchased in three qualifications: Creating flavors and decorating dishes; Management of work in the kitchen and Management in the HORECA industry.

The qualifications developed in the project can supplement the skills acquired in formal and informal education, as they respond to the needs of the labor market through the identified effects and verification methods in the conducted research. Confirmed qualifications will provide employers with qualified staff, and employees will be able to find employment on the labor market. The new solution will also have a positive impact on the lifelong learning process, raising the level of competences and qualifications. The results developed in the project are consistent with the directions of intervention indicated in the Human Capital Development Strategy 2030, such as improving the quality of training and developing creativity and innovation of learners, better matching vocational training to economic and social needs and labor market requirements, popularizing adult learning and better adjustment of adult training to socio-economic needs, development of the national qualifications system and validation system.

The developed results are a kind of research study for working people who do not have confirmed qualifications. They can also be a starting point necessary to start professional advancement.

The developed validation and certification model is the basis for the development of future course and training programs in this area, it is a catalog of skills for people who want to develop, acquire and confirm qualifications, as well as a set of skills that can be confirmed as part of non-formal education.

Labour market trends

The Horeca sector consists of hotels, restaurants and cafes (or catering companies) and is one of the fastest growing sectors in the world, after tourism. It is mainly made up of small and medium-sized enterprises and is a fast-growing industry, meaning that economic growth has a strong impact on employment.

According to Eurostat, the HORECA sector (NACE 55 and 56) employed 10,555,500 people in 2016, representing approximately 5% of total employment in the European Union. The largest subsector, accounting for the largest number of employees, is food service activities for 75% of total employment in the HORECA industry. Women represent 54% of the total workforce. According to structural statistics in the 28 EU countries in 2015. (the latest year with available data) there were 1,921,244 businesses in the HORECA industry.

Hotels and restaurants are the main employers of young people, and a large number of seasonal workers are employed in addition to permanent staff during peak seasons. Recruitment of staff in this sector can be problematic, mainly due to the nature of some working conditions: long working hours, relatively low wages and a high level of temporary and seasonal work.

It is vitally important that the sector becomes more attractive to a skilled workforce. The idea of the HoReCa4VET project was to prepare training activities that can be used to prepare companies and employees for economic recovery in terms of increasing the employability of workers, eliminating skills mismatches, etc.

Investment in human resources and skills (through education and training) is recognised as one of the key drivers of economic growth and social cohesion, bringing a range of benefits to countries, businesses and individuals.²

With regard to the characteristics of the workforce in the HORECA sector, it is important to note its close links with the tourism industry, which is the largest employer of migrant workers from third countries. The sector also employs a high proportion of young people, allowing many of them to gain their first work experience.

Hotels and restaurants are the most important employers of young people, and at peak times, a large number of seasonal workers are employed in addition to permanent staff. Recruiting workers to the sector can be problematic, mainly due to the nature of some working conditions: long working hours, relatively low wages and a high level of temporary and seasonal work.

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Investment in human resources and skills (through education and training) is recognised as one of the key drivers of economic growth and social cohesion, with a range of benefits for countries, businesses and individuals. The European Economic Recovery Plan proposed by the Commission in November 2008 highlighted the importance of implementing active and integrated flexicurity policies, focusing on activation, retraining and skills upgrading measures to promote the continued employability of workers.³

The high level of youth unemployment in the European Union has led the Commission to develop some solu-

² Ernst & Young (2013), The hospitality sector in Europe: An assessment of the economic contribution of the hospitality sector across 31 countries, The Brewers of Europe.

³ EC 2008b, European Council 1 SEPTEMBER Brussels, 6 October 2008 (07.10), (OR. fr), 12594/2/08, REV 2, CONCL 3.

tions to support young people's entry into the labour market in this sector. These include a range of policies and tools that the industry can use, including the aim of addressing the skills challenge and harnessing the tourism industry's potential for workplace creativity and growth.

The HoReCa4VET project responds to these challenges by creating a range of solutions for lifelong learners of formal, informal and non-formal of all age groups, enhancing the knowledge, skills and competences of the workforce. The project promotes flexible learning pathways, including through career counselling and the validation of acquired competences, as well as increasing access to lifelong learning for those graduating in tourism and catering and wishing to start a career in tourism.

An added value, not assumed during the development of the project assumptions, was the inclusion in the project of people with moderate and severe intellectual disabilities who are participants of the Occupational Therapy Workshop run by the Association for Innovation and Education in Radom.

Not only creating flavours and decorating dishes

Taking into account the high level of competition and changing consumer preferences, investing in developing the competences of employees in the HoReCa industry is crucial.

In a changing business environment, flexibility is the key issue. Both employees and employers need to understand current trends, regulations and technologies and adapt their operations and offerings. Striving for continuous improvement of services and offering unique customer experiences can increase the competitiveness of companies in the HoReCa sector. Business owners must be willing to constantly improve their business, innovate and adapt to changing trends and market conditions to succeed in this competitive industry.

Developments in technology, particularly in online booking systems, food delivery and order management, can help HoReCa companies to improve efficiency and customer service. Flexibility and the ability to adapt to sudden changes, such as the COVID-19 pandemic, are key to the survival and success of companies in the HoReCa industry.

There are many factors that influence the success of a restaurant. The most important thing is the right menu, tailored to the needs of the local market. Customers are also attracted by the original arrangement.

Creating flavors and decorating dishes are important elements of culinary art. Both of these aspects are key to making your food look and taste great. Cooks and chefs spend a lot of time and effort learning and improving their skills in these areas to create dishes that are not only tasty, but also beautiful and delightful to the senses.

Flavour creation is the art of combining different ingredients to achieve the perfect taste. Flavour creation requires knowledge of different ingredients, cooking techniques and ways of combining flavours to get the perfect combination of flavours. Cooks must also take into account the preferences of their guests and use their creativity to create something special and unique. They use a variety of techniques and technologies, such as fermentation, sous-vide, grilling, frying, roasting, etc., to create unique dishes with a variety of flavours. It is also important to use the right proportions of ingredients so that the flavours do not dominate each other and are well balanced.

Food decoration is another important aspect of culinary art. It is the art of ingredients combination in an artistic and aesthetic way to create a beautiful and visually interesting dish. We all like food to look beautiful and tempting. Chefs use a variety of techniques, such as arranging ingredients in an artistic way, carving vegetables and fruits, and using colorful sauces and garnishes to give a dish a unique look. It is also important

to present the dishes in an aesthetic way, e.g. on beautiful plates to make them look even more attractive.

All of these elements - taste, appearance and presentation - are key to creating dishes that not only taste great, but also look and present exceptionally. All in all, creating flavors and decorating dishes are two key elements of the culinary art that allow cooks to create not only tasty, but also beautiful and sensual dishes.

Cooks and chefs use their knowledge and experience to combine different ingredients in a way that emphasizes their flavors and aromas, while creating something new and original. For example, a cook can use a sour lemon to enhance the taste of sweet strawberries, and add a dash of cinnamon to add a spicy note to the dish. Another way to create flavors is to use contrasts, e.g. combining sweet and spicy or sour and sweet, which can give an interesting taste effect.

Creating flavors also requires knowledge of various cooking techniques, such as grilling, baking, frying, as well as the ability to use spices and herbs to enhance the flavors and aromas of the ingredients. All these elements are important to create the perfect taste that will satisfy the palates and surprise culinary guests.

Creating flavors in the 21st century is a challenge for cooks and chefs. Nowadays, customers are more taste conscious and expect their dishes to be unique and surprising. Chefs must use their creativity to create new and original combinations of flavors that will stand out from the rest.

Contemporary culinary trends, such as molecular or vegetarian cuisine, require more advanced skills in creating flavors from cooks. Chefs use modern tools and techniques such as sous-vide, emulsifiers and hydrolysers to create more complex flavors and textures.

In addition, due to the growing health awareness, customers are often looking for healthy and natural ingredients, which requires cooks to be more creative in combining flavors. Chefs use a variety of cooking techniques, such as steaming and grilling, to preserve the nutritional value of the ingredients and maximize flavor.

Nowadays, the issue of sustainability is also very important, which influences the choice of ingredients and the way they are prepared. Chefs try to use seasonal and local products to preserve their natural flavor and support local communities.

All these factors influence how chefs create flavors today. A modern approach to culinary arts is creativity, innovation and health and ecological awareness.

Cooks and chefs strive to create dishes that will not only be tasty, but also healthy and balanced. Creativity and innovation in cooking are about finding new combinations of flavors and ways to prepare dishes that will surprise and delight your guests. Chefs often use modern tools and techniques to achieve more complex flavors and textures.

Health awareness in cooking is the care for the ingredients used in dishes, their nutritional values and impact on health. Chefs try to use seasonal and local products that are more natural and healthier. Contemporary culinary trends, such as vegetarian or vegan cuisine, also result from the growing health and ecological awareness.

Ecological approach to culinary, in turn, means care for the natural environment and sustainable development. The cooks try to use organic products that are grown and processed in accordance with the principles of sustainable development. In addition, chefs try to reduce food waste by using the full potential of each ingredient.

The modern approach to cooking is a combination of these three elements - creativity, innovation and care

for health and the natural environment. Cooks and chefs strive to create dishes that are not only delicious, but also healthy, balanced and conscious.

It is very important to use the right proportions of ingredients so that the flavors of the dishes are balanced and harmonious. Chefs try to use different proportions of ingredients to achieve optimal flavor combinations, such as sweet and sour, salty and sweet, or spicy and sour.

It is also important not to use too many strong ingredients that can dominate other flavors and spoil the whole dish, e.g. too much salt can dominate the taste of a dish, just as too much hot spice can dominate more delicate flavors.

Appropriate proportions of ingredients is also a matter of adjusting the amount of individual ingredients to the individual taste preferences of guests. Chefs must take into account different tastes and cultures when preparing dishes to please everyone.

Therefore, it is important that the ingredients are fresh, high-quality and well-chosen, and that the dishes are prepared in a skillful manner and with attention to taste. The aesthetics of the dishes can increase the appetite and encourage you to try the dish, but it is the taste and quality of the ingredients that will determine whether the dish will be remembered as good and valuable. It is also worth remembering that the presentation of dishes does not have to be complicated to be attractive. Sometimes simplicity and minimalism can be equally beautiful and effective. It is important that everything is in good taste and proportions.

The modern approach to culinary emphasizes healthy and natural ingredients and the avoidance of artificial additives and preservatives. Thanks to this, we can enjoy dishes that not only taste good, but are also beneficial to our health.

Health awareness in cooking also includes choosing the right cooking techniques to preserve the nutritional value of the ingredients and minimize the loss of nutritional value in the cooking process. For example, steaming or stewing are techniques that preserve most of the nutritional value in the ingredients, and at the same time get tasty and healthy dishes.

It is also worth remembering about the right portion size so as not to overdo it with the amount of food consumed and take care of a balanced diet that will provide us with all the nutrients we need.

The modern approach to culinary also requires consideration of allergens and other problems related to nutrition. Health-related dietary restrictions, such as allergies, food intolerances or dietary preferences, are becoming more and more common and it is important that cooks are able to take them into account when preparing dishes.

Therefore, when creating flavors, be aware of allergens and other dietary restrictions and use appropriate cooking techniques and choose ingredients that will not cause allergic reactions or other health problems.

In culinary, it is also important to use appropriate methods of food preparation, such as separating the tools and utensils used to prepare allergen-free dishes from those used to prepare allergen-containing dishes. This helps to avoid accidentally transferring allergens to a dish that should be allergen-free.

It is also worth remembering to label dishes so that people with allergies or food intolerances know which dishes are safe for them. The modern approach to culinary requires attention not only to the taste of dishes, but also to health and consumer safety.

Both the creation of flavors and the decoration of dishes are important in the kitchen. The taste and appearance of a dish can influence our enjoyment of eating, encourage us to explore culinary possibilities and create unforgettable culinary experiences. We encourage you to familiarize yourself with the results of the HoReCa4VET project available at <https://horeca.projectsgallery.eu/>, where the described qualifications are available along with a range of didactic materials dedicated to improving professional qualifications in three qualifications: Creating flavors and decorating dishes; Management of work in the kitchen and Management in the HORECA industry.

Disability as an obstacle in undertaking culinary activities?

Disability is not an obstacle to undertaking culinary activities, nor does it affect the ability to recognize flavors or create aesthetic arrangements on a plate.

During the implementation of the project, the Association for Innovation and Education decided to carry out an educational experiment consisting in including the participants of the Occupational Therapy Workshop, of which they are the leading body, in the project activities.

The Occupational Therapy Workshop (WTZ) is a place where people with disabilities can take up professional and social activity. WTZs are institutions that conduct therapeutic classes, including household ones, as well as vocational workshops for people with various types of disabilities. Classes are conducted by specialists who support participants in their development and activities. They give you the opportunity to develop your skills and interests, but also to establish social contacts and participation in professional and social life.

WTZ participants took part in activities related to the pilot testing of qualifications: Creating flavors and decorating dishes. Due to their deficits, they could not take part in the verification of all developed learning outcomes. The focus was on decorating dishes - and more precisely, decorating sweets („cupcakes”) and managing work in the kitchen.

Participants of the experiment performed auxiliary work consisting in the following activities:

- ✓ related to the preparation and display of dishes;
- ✓ related to food storage;
- ✓ housekeeping in the facility.

All members of the kitchen team were involved in auxiliary work, which included preparation of ingredients, assistance in preparing dishes, taking care of hygiene in the kitchen and restaurant room, and operating kitchen equipment. This required knowledge of occupational health and safety rules, as well as the ability to cooperate with other team members.

Participants of the WTZ at the Association for Innovation and Education presented their skills during the International Scientific Conference summarizing the implementation of the HoReCa4VET project on May 9, 2023.

It should be emphasized that there is no education for individuals in Poland with moderate and severe disabilities. Education in auxiliary professions is available only to people with mild intellectual disabilities.

It is worth remembering that people with intellectual disabilities, just like any other person, have the right to work and develop their interests, including in the catering industry. It is worth supporting such initiatives and activities in order to increase the accessibility of professions for people with disabilities and enable them to fully participate in professional and social life.

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2. HoReCa management staff - new competences' challenges. research report - Tomasz Pasierbek, Bartłomiej Paweł Mróz

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Abstract

The article presents the research results on the current state of competences of the staff in organisations and companies. The necessity of conducting such research comes from the action plan presented in 2019 by the European Commission called the European Green Deal. Tourism as a branch of the economy, including the HoReCa sector, is one of the most important pillars of the European Union economy, generating a large de-

mand for employees. Thanks to the definition of new competence areas, the authors of this article determine which new competences should be acquired or developed by employees in order to ensure the smooth functioning of enterprises operating in the above-mentioned sector.

Keywords

HoReCa, European Green Deal, Green competences, competences, challenges.

Introduction

Definitions of competencies

There are many different definitions of competences in the literature. The International Organisation for Standardisation defines it as “the ability to apply knowledge and skills in order to achieve the intended results” (PN-EN ISO 9001:2015, point 7.2).

The ISO 9001 standard distinguishes the following elements of competence:

- education,
- training,
- experience,
- skills.

Among the recommendations resulting from the above standard, the following aspects should be indicated:

- determining the competences of personnel who can influence the quality (i.e. all entities influencing the quality),
- assessing the effectiveness of the activities which are carried out (e.g. whether the definition of competences is in line with the needs, development plans, or is it used to achieve goals),
- guaranteeing training or other activities aimed at ensuring appropriate competences (these are for example: rotation, self-education, internship in another company, etc.) (cf. PN-EN ISO 9001:2015, point 7.1.2).

The above definition is generally applicable to the implementation of corporate governance standards. It is worth considering a separate perception of competence developed within the National Vocational Qualification System (NVQ) in the United Kingdom. The mentioned system “contains a description of the minimum standards for the implementation of tasks and exercises expressed in a way that allows their observation and evaluation for the purpose of certification. The competency element appearing in the NVQ language is a description of something that employees should be able to perform within a specific job. Based on these criteria, employees are rated as competent or not yet competent.” (Armstrong, 2006, p. 161) The NVQ system groups criteria are related to:

- management skills,
- resource management,

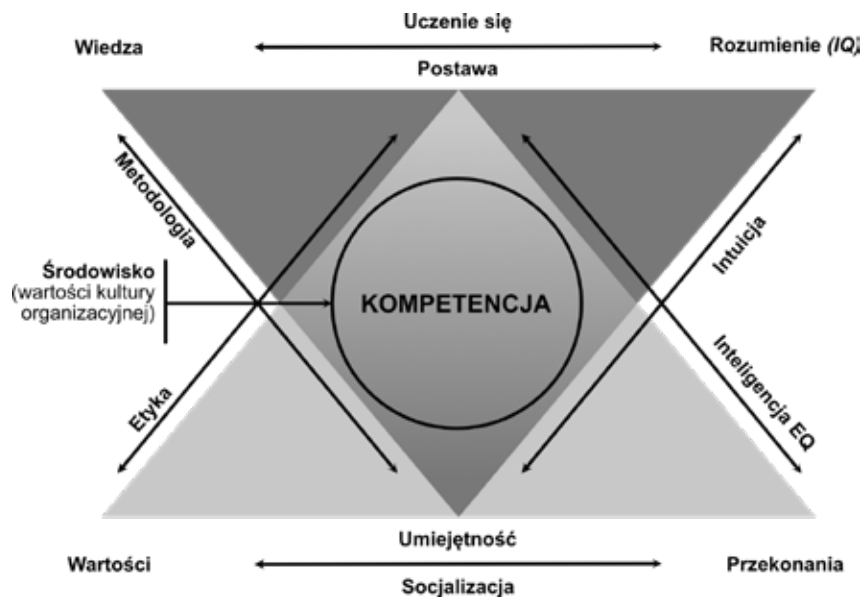
- human resource management,
- information management,
- energy management,
- quality management,
- project management.

Within each group, the specific skills are determined. The skills are then described on 5 levels, which correspond to the degree of complexity of tasks performed at a given position (Czapla, 2010, p. 202).

There are many different classifications of competencies and components in the literature. For example, T. Oleksyn (2006) indicates the following elements: experience, skills, creativity, innovation, responsibility, entrepreneurship, professionalism, availability, ability to cooperate, communication competences, assertiveness, efficiency and effectiveness.

In order to illustrate what a competence is, it is possible to use the so-called integrated competency model. For the purposes of this study, the model proposed by Tomasz Czapla (Fig. 1) was used who, for the purpose of his article *The Integrated Model of Competence*, adopted the following definition of competency developed by R.E. Boyatzis "Competence is the potential that exists in a person, leading to such behaviour that contributes to meet the requirements of a given job within the parameters of the organisation's environment, which in turn produces the desired results. (Boyatzis, 1982 p. 18).

Figure 1. Integrated competency model.

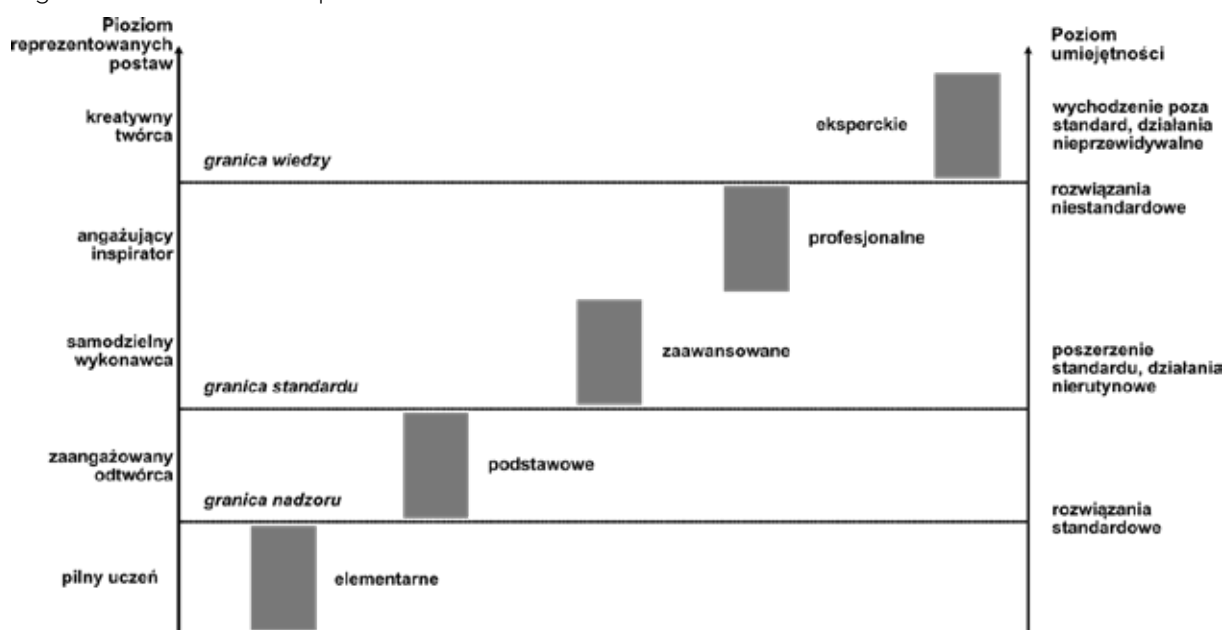


Source: Own elaboration based on Czapla T., 2010, p. 206.

Figure 1 clearly presents the dynamics of cause-and-effect relationships in individual areas of competence. The integrated competency model proposed by T. Czapla was adopted for the purposes of this article due to the specificity of the new competencies resulting from the assumptions of the European Green Deal.

It is necessary to pay attention on the correct assessment of competences - competences that are useful on the current position may not be useful on other job position. Here we can refer to the principle that not every good salesman will be a good sales manager. "Excellent sales results increase the probability of an employee's promotion, but they are associated with declines in sales among the new manager's subordinates" (Fitzgerald, 2018, p. 4). In order to verify the level of the competence, schemes of competence levels can be used. The adoption of the competency model presented in Figure 1 allows for a precise description of a specific job position, reflecting the skills and attitudes that are expected from an employee. The intersection of skills and attitudes allows for the gradation of competences (Czapla, 2010). In Figure 2 the exemplary scheme containing 5 levels of competences is presented.

Figure 2. Scheme of competence levels.



Source: Own elaboration based on Czapla T., 2010, p. 209

The above diagram allows us to determine the level of competencies that an employee possess.

The competences in the HoReCa sector

The HoReCa sector is one of the service sectors. This acronym comes from the English words Hotels, Restaurants & Catering (Bednarska, 2016). The competences related to work in this sector, in particular those of the management staff, are knowledge-oriented competencies. In the literature, we can find many examples of sets of competencies of the management staff in individual areas of the HoReCa sector. General management competencies are observed in all three areas and they are supplemented by competencies specific to individual types of enterprises. Among the most important competencies in the hotel industry case, the following are indicated:

- strategic thinking,
- results orientation,

- planning, organizing, motivating, controlling,
- marketing skills,
- leadership,
- troubleshooting,
- social skills,
- cooperation,
- communicativeness,
- commitment and identification with the organization,
- knowledge of the tourism industry,
- the ability to focus on the client,
- knowledge and information management (Brzostek, et al 2020, pp. 6-7),

Knowledge and information management deserves a special attention among managerial competencies. From the point of view of enterprises, knowledge is considered a key resource of the enterprise. Effective knowledge management has a significant impact on the market success of the company. It should be noted here that knowledge management is a system of many interdisciplinary activities focused on the effective use of knowledge resources for the implementation of business goals of modern organizations (ibid., p. 7).

The above set of competences is reflected in the demand for competences of the entire HoReCa sector. Considering primarily knowledge and effective management of this resource has a key impact on the functioning of the company from the economic point of view, as well as on the further development of the competences of the team or individual employees and the implementation of new solutions in companies and organisations to improve their functioning. Currently, knowledge management is considered as an important factor in adapting enterprises to market requirements, improving their efficiency and innovation (Bosua, et al., 2013), (Kamhawi, 2012). At this point, it should be noted that, in accordance with the subject of this article, the set of universal competences for the entire HoReCa sector should include the so-called green competences.

Green competences

The term “green” competences is used more and more often in the literature. According to Ł. Kozar, these competences are related to the situation how employees use their knowledge and skills in practice in the application of pro-environmental solutions in the company. It lists the following green competences:

- behavioural - “soft” e.g.:
 - creative thinking,
 - ethical environmental behaviour.
- functional - “hard”, e.g.:
 - economical use of raw materials,
 - waste segregation,
 - ability to drive energy efficiently (Kozar, 2017).

Based on the data published in the Climate Report, it can be assumed that managerial competences are needed regarding:

- environmental risk assessment,
- legal requirements regarding the environment and the functioning of companies,
- assessing how customer's preferences change,
- green supply chain management.

Risk assessment is an important element of competence, and not only in the circular economy area. In the case of the HoReCa industry, it is crucial for managers to be aware of climate threats and the effects of changing climatic conditions that are the cause of disaster events, such as floods, heatwaves, hurricanes, forest fires, and others.

Climate disasters disrupt production and supply chains, and thus prevent business continuity. Mentioning risk management, particular attention should be paid to the process of making decisions aimed at limiting it, which is made on the basis of the competence of the management staff. This process can be based on data analysis as well as on your own intuition. In this case, values and response to risk are of great importance (Radu, et al., 2017).

Until the 1960s, many organisations did not care about the negative impact on the environment. There was no mention of environmental risk at that time. Even in the ISO 14001 environmental management standard from 2004, there was no criterion referring directly to this risk. However, the standard indicated the need to take preventive measures, and organisations – through operational control and emergency preparedness and response procedures – significantly reduced environmental risk (Del Brio et al, 2001).

Another important task is the identification of legal requirements. The management staff's awareness of the compliance of the company's operations and development plans with all environmental regulations is critical from the point of view of their functioning. It is necessary to ensure that managers have the competence to identify and interpret legal requirements and that they are able to implement them quickly.

There is no business without customers, but while companies try to measure the level of customer satisfaction, they do not always care about their needs. The importance of ecological products is growing. Customers want not only to buy what is safe for the environment, but also want to be convinced that these products have been produced in an ethical way that does not have a negative impact on the environment. The environmental awareness of society is growing and consumer behaviour is changing (cf. Suki, 2013). The response to these market trends is perfectly visible in the case of solutions implemented by hotel chains. The social responsibility of the HoReCa sector is high and it is easy to identify examples of this type of implementation based on available research results and available case studies. Particularly noteworthy here is the PLANET 21 programme, based on "Agenda 21", i.e. an action plan signed in 1992 in Rio De Janeiro. The aforementioned program is effectively implemented in facilities belonging to the Accor hotel group (Świstak, et al. 2016) and the Orbis group, in this case a specific brand of Ibis Hotels (Borkowska-Nibota, 2015). The pillars of the programme are:

- health,
- natural environment,
- reducing the carbon footprint,
- innovations,
- local development,
- work,

- dialogue (ibid.)

In the case of the above-mentioned hotel chains, it should be noted that measures have been implemented at all levels of facility operation for many years. Thus, when comparing the data on pro-environmental solutions used in hotel facilities from 2014 (ibid.), it can be seen that the HoReCa sector was ahead of the assumptions resulting from the EU Green Deal, the formalisation of which began in 2019.

Another essential competence is green supply chain management. Various publications emphasise that companies increasingly attach importance to recycling, reuse, changing their production and distribution strategies in order to use the natural resources they obtain from the environment more efficiently. Due to high care about the environmental issues in recent years, there has been a significant increase in interest in environmental social responsibility and green supply chain management practices. This management plays a key role in supporting companies in gaining a competitive advantage and improving their environmental image. Effective practices can help organisations reduce cash flow time, minimise risk, increase profits and ensure revenue predictability (cf. e.g. Yangınlar, et al., 2022).

Another group of competences are competences related to shaping pro-environmental behaviour. Pro-environmental behaviour “includes minimising the use of natural resources as well as harmful and toxic substances, reducing waste generation and energy consumption. These are conscious actions aimed at reducing the negative impact of people on the natural environment” (Kollmuss, et al., 2002, p.240).

Efficient management of various pro-environmental systems is also an important competence and concepts. Companies can apply for certification of environmental or energy management systems, but they can also significantly expand their own environmental requirements by adopting more holistic solutions such as the Total Quality Environmental Management (TQEM). This concept requires leaders to consider environmental aspects in every process and in every area of the company’s operations. They must have clear objectives, a road map and a clear model for achieving excellence in environmental management (Jayathirtha, 2001). The main objective of TQEM is to reduce the negative impact of the organization (its activities) on the environment.

A modern manager must have knowledge of sociology, psychology, economics, but also technology. It is very important to look at the organisation holistically, to think systemically, i.e. in such a way as to know how changes in one system (e.g. in the organizational structure) affect other systems (e.g. human behaviour). It is important to think by processes, not functions. Without such knowledge and skills, it is impossible to improve various technological and management processes.

In the case of environmental management systems, they typically require employees, especially managers, to be competent in:

- formulating environmental policy,
- managing environmental goals (combining these goals with the strategy),
- integrating the requirements of the environmental management system with other management systems,
- social communication (it is important to inform employees about the level of achievement of objectives),
- analysing processes in terms of risk, opportunities for improvement, identifying environmental aspects,
- supporting employees who have an impact on the effectiveness of the environmental management system,

- promoting and supporting continuous improvement (e.g. implementing employee suggestion schemes) (cf. PN-EN ISO 14001: 2015. Environmental management systems. Requirements and application guidelines, point 5).

Every employee, regardless of their function, must:

- know the environmental aspects and the sources of their creation,
- know what to do in case of accidents and environmental disasters,
- be able to interpret data on environmental effects and process records,
- know the environmental goals and the factors that affect their implementation,
- have assigned responsibilities, but also powers,
- know the consequences of not considering the accepted environmental standards,
- be familiar with existing technologies to the extent that it is possible to report corrective and preventive actions.

In the implementation of setting goals, their implementation and change, the capabilities and competences of employees should be taken into account. In management, it is assumed that employee's participation in setting goals leads to a higher level of effectiveness (Slattery, et al., 2002).

Green human resource management refers to a set of practices that organisations adopt to improve environmental performance (e.g. improving environmental aspects, improving awareness and pro-environmental behaviour). It has become a key business strategy for many organizations as HR practitioners can play a key role in improving the environment (Hameed, et al 2022).

It is generally accepted that this green management should help employees meet their environmental goals.

European Green Deal

In 2019, the European Commission presented a new programme called the European Green Deal. According to the main goal, by 2050 at the latest, the European Union should achieve climate neutrality, understood as reducing greenhouse gas emissions to net zero. Thereafter, the European Union will strive to achieve negative greenhouse gas emissions. According to the 2030 interim climate targets, the European Union and Member States will reduce greenhouse gas emissions by at least 55% by 2030 compared to 1990 levels.

The main challenge is to develop effective tools for decarbonising the economy of both EU Member States and its economic partners. According to A. Samborski, the goal of the adopted package is to reduce and then eliminate net greenhouse gas emissions. The following regulations and economic initiatives are of particular importance for the functioning of enterprises: European Climate Law; European Industrial Strategy; Roadmap for a Circular Economy; Clean, Inexpensive and Safe Energy (Samborski, 2022).

One of the huge challenges is the introduction of circular economy principles.

According to D. Puciato - "The circular economy model (circular economy) is based on three principles: (1) protection and improvement of natural capital by controlling limited resources and balancing the flow of renewable resources (e.g. substitution of energy from fossil fuels with renewable energy or using the maxi-

mum sustainable yield method to conserve fish stocks), (2) optimising resource efficiency through products, components and materials that always work at the highest level of utility, both in the technical and biological cycle (e.g. extending product life cycles), (3) promoting the effectiveness of the system by identifying and internalising external costs, i.e. water, air and soil pollution, noise, climate change and related health damage to society” (Puciato,2022, p.20).

Methodological assumptions

Empirical research was carried out in the period from July to September 2022 among representatives of micro, small and medium-sized enterprises (MSME) from Poland, Hungary and Ireland. The research sample was dominated by representatives of enterprises operating in the service sector, of which 30% of the respondents represented the HoReCa sub-sector. The research focused on the implementation of sustainable development assumptions and elements included in the European strategy known as the European Green Deal.

Empirical research, which is the basis of this study, was conducted on the basis of an Internet survey questionnaire using the CAWI (Computer-Assisted Web Interview) technique. The research sample included 100 people in Poland, 102 people in Hungary and 102 people in Ireland. The research was supplemented by a series of individual in-depth interviews (IDI) with representatives of MSME management. They covered 10 people in Poland, 13 people in Hungary and 9 people in Ireland.

Data on CAWI survey participants is presented in Table 1.

Table 1. Survey participants – basic data.

			%
Poland	Sex	Women	53
		Men	47
	Age	18 - 30 years	29
		31 - 50 years	52
		Over 50 years old	19
Hungary	Sex	Women	43.1
		Men	56.9
	Age	18 - 30 years	12.7
		31 - 50 years	58.8
		Over 50 years old	28.4
Ireland	Sex	Women	51
		Men	49
	Age	18 - 30 years	32.4
		31 - 50 years	50
		Over 50 years old	17.6

Source: own study.

Due to the range of research, for the purposes of this study, the results concerning issues related to enterprise management and competencies represented by employees of individual companies were separated. The following questions have been selected:

1. Please rate on a scale of 1 to 5, where 1 means I completely disagree and 5 means I completely agree, to what extent are the following ideas taken into account in the management practice of your organisation/ company?
 - a. Applying sustainable management of resources (e.g. energy, fuels, water, etc.).
 - b. Using renewable energy sources.
 - c. Reducing your carbon footprint.
 - d. Reducing the water footprint.
 - e. Shortening the supply chain.
 - f. Implementing the idea of fair trade.
 - g. Reducing the use of fossil fuels.
 - h. Using raw materials/recycled products.
 - i. Reducing paper consumption (e.g. electronic document circulation).
 - j. Running a circular economy.
 - k. Considering gender equality.
 - l. Implementing innovation.
 - m. Constantly gaining knowledge and competences.
 - n. Protecting nature and the environment.
 - o. Cooperating with organisations/business partners for sustainable development
2. Please choose five of the above elements - the most important in your opinion - and then arrange them in the order of importance for their implementation in your organisation / company.
3. Please assess to what extent the current competencies of the staff of your organisation/company correspond to the areas in which actions are taken regarding the areas included in the European Green Deal.
4. Please assign a rank to individual competencies depending on their importance in implementing the principles of sustainable development in your organisation/company
 - a. Work ethics.
 - b. Interpersonal communication.
 - c. Availability.
 - d. Dealing with conflict situations.
 - e. Motivating yourself and others.
 - f. Emotional bond with the organisation.
 - g. Professional integration.
 - h. Ability to cooperate with the environment.
 - i. Ability to adapt to changing conditions.
 - j. Raising qualifications.
 - k. Creativity.
 - l. Analytical skills.
 - m. Flexibility, adaptability to the prevailing conditions, the ability to set priorities.
 - n. Interpersonal skills.

The entire research results presenting detailed information on the opinions and implementation statuses of the idea of the European Green Deal and Sustainable Development are available as part of the report on research carried out as part of the project "Academy of Sustainable Development - ESG Management" implemented by the University of Tourism and Ecology, European ECOCYCLES Association and Green Industry Foundation.

Another source of data for this article were in-depth interviews, which had the following content:

Entry

In 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development, containing 17 Sustainable Development Goals. They are the following:

1. End poverty in all its forms in the world.
2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
3. Ensure healthy lives and promote prosperity for all people of all ages.
4. Ensure quality education for all and promote lifelong learning.
5. Achieve gender equality and empower women and girls.
6. Ensure access to water and sanitation for all through the sustainable management of water resources.
7. Provide all people with access to sources of stable, sustainable and modern energy at an affordable price.
8. Promote stable, sustainable and inclusive economic growth, full and productive employment and work for all.
9. Build sustainable infrastructure, promote sustainable industrialisation and foster innovation.
10. Reduce inequalities within and between countries.
11. Make cities and human settlements safe, stable, sustainable and inclusive.
12. Ensure patterns of sustainable consumption and production.
13. Take urgent action to combat climate change and its effects.
14. Protect oceans, seas and marine resources and use them sustainably.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable management of forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.
16. Promote peaceful and inclusive societies, ensure access to justice for all and build effective, accountable and inclusive institutions at all levels.
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Questions

1. Please assign each of these objectives a rank in terms of its importance on a global scale, on a scale of 1 to 5, where 1 means the highest importance of a given issue.
2. Which of the above goals do you consider important from the perspective of your organisation/company?
3. Do any of them - and if so, which ones - do you take into account when:
 - a. creating an organisation/company strategy

- b. ongoing action planning
- c. current cost planning
- d. staffing decisions
- e. making decisions in the scope of improving own competences
- f. making decisions regarding the improvement of staff qualifications
- g. The current development strategy of the European Union until 2050 is the European Green Deal. Its task is to transform the European Union into a climate-neutral area. This strategy covers the following areas:
 - h. More ambitious EU climate targets for 2030 and 2050
 - i. Providing clean, affordable and secure energy
 - j. Mobilising the industry sector for a clean and circular economy
 - k. Building and renovating in an energy- and resource-saving way
 - l. Zero pollution for a non-toxic environment
 - m. Protection and restoration of ecosystems and biodiversity
 - n. From farm to fork: a fair, healthy and environmentally friendly food system
 - o. Accelerating the transition to sustainable and smart mobility
 - p. Supporting research and stimulating innovation
 - q. Empowering citizens to move towards a climate-neutral and sustainable Europe
 - r. International cooperation
4. Which of the above areas do you consider to be the most important from the perspective of your organisation/company?
5. In the above areas, the European Union will act systemically. Which of them can have the greatest impact on the functioning of your organisation/company? Will it be a positive or negative impact and why?
6. Please assess to what extent the existing structure of your organisation/company reflects taking action within the areas included in the European Green Deal. Please use a scale from 1 to 5, where 1 means no at all and 5 means full consideration of the EML assumptions.
7. In your opinion, what is the level of awareness of the employees of your organisation/company regarding the existence of the Sustainable Development Goals and the areas of the European Green Deal?

Please assess in a narrative form to what extent the current competences of the staff of your organisation/company correspond to the areas in which activities are undertaken regarding the areas included in the European Green Deal. Please list the three key competencies present in employees and the three most important ones that are missing so far.

Results

Summary of the research results

As part of the first of the analysed questions covered by the survey, the respondents assessed the management practice of the companies they represent, taking into account 15 ideas directly resulting from the assumptions

of the European Green Deal. Figure 3 presents a summary of the answers in a graphical form along with the conclusions drawn on their basis.

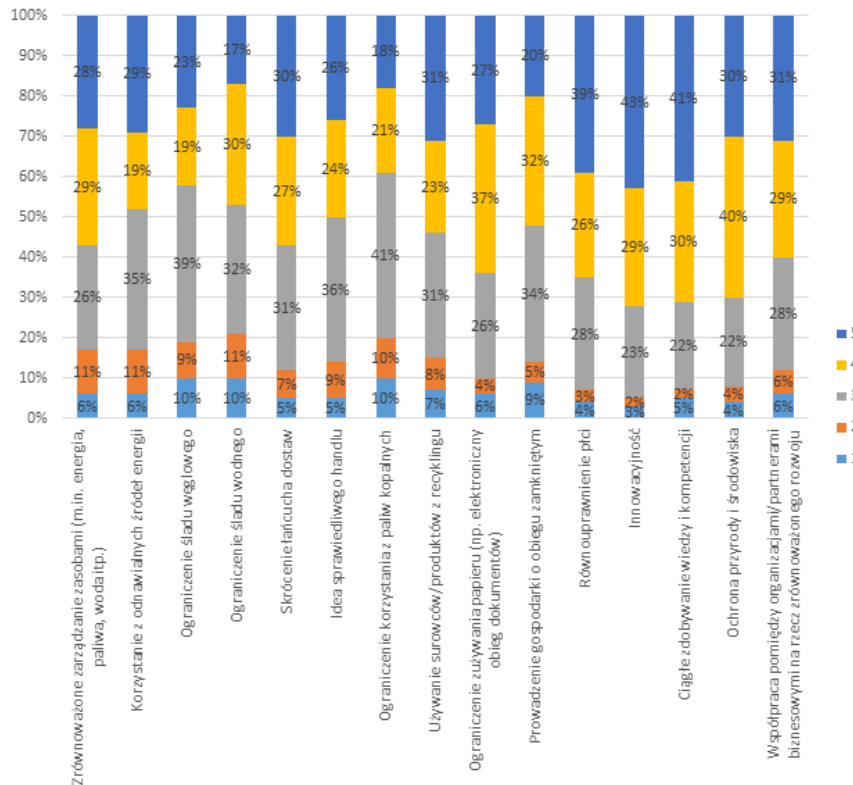


Figure 3. Ideas taken into account in management practice in Poland.

Source: own study.

At the outset, it should be noted that in the Polish part of the research, the total percentage of negative answers (“I strongly disagree” and “I disagree”) in the context of any of the theses did not exceed 21%, which suggests that the level of acceptance for the principles of sustainable development in management practice of MSME representatives represented by the respondents is high. It is also worth noting that if the acceptance of the presented ideas was lower, it was usually accompanied by a high percentage of undecided answers. This is clearly seen in the evaluation of the following ideas:

the use of renewable energy sources (17% of negative answers, 35% of respondents who did not have a clearly defined view);

reduction of the carbon footprint (19% of negative answers, 39% of respondents who had no definite opinion);

water footprint reduction (21% negative, 32% neutral);

reducing the use of fossil fuels (20% and 41% respectively);

In the above cases, the level of acceptance for the application of the presented ideas in management practice was below 50%. It should be noted that the above these are the most difficult to apply in economic terms – they are associated with the need for radical changes in the technologies used or in the means of transport used. Their cost-intensiveness may be the reason for the lowest level of acceptance, although it is worth repe-

ating that in none of the cases listed above did the level of negative assessments exceed 21%.

Among the others, the lowest total percentage of answers indicating that the discussed principles of sustainable development in business were taken into account (at the level of exactly 50%) occurred in the case of the question about the idea of fair trade. The greatest support, exceeding 70% of positive answers, concerns the issue of innovation and continuous improvement of competences. Such a result should not be surprising, as these are the most obvious and necessary elements of the functioning of a modern growing company or organisation, although they are often not perceived as elements affecting the assessment of a sustainable approach to management. A high percentage of respondents (over 60%) also indicated:

reduction of paper consumption (e.g. due to the introduction of electronic document circulation);

gender equality;

cooperation between organizations/business partners for sustainable development.

A slightly lower total score – at a level exceeding 50% of positive answers – concerned logistics issues: sustainable resource management, shortening the supply chain, using raw materials/recycled products and running a circular economy. This indicates that the awareness of the impact of the above-mentioned elements on the proper functioning of the business is still insufficient. It should be presumed that this situation will soon change significantly, as the progressing energy crisis will force companies to look for savings, and thus reduce the cost of delivery or a wider use of recycling.

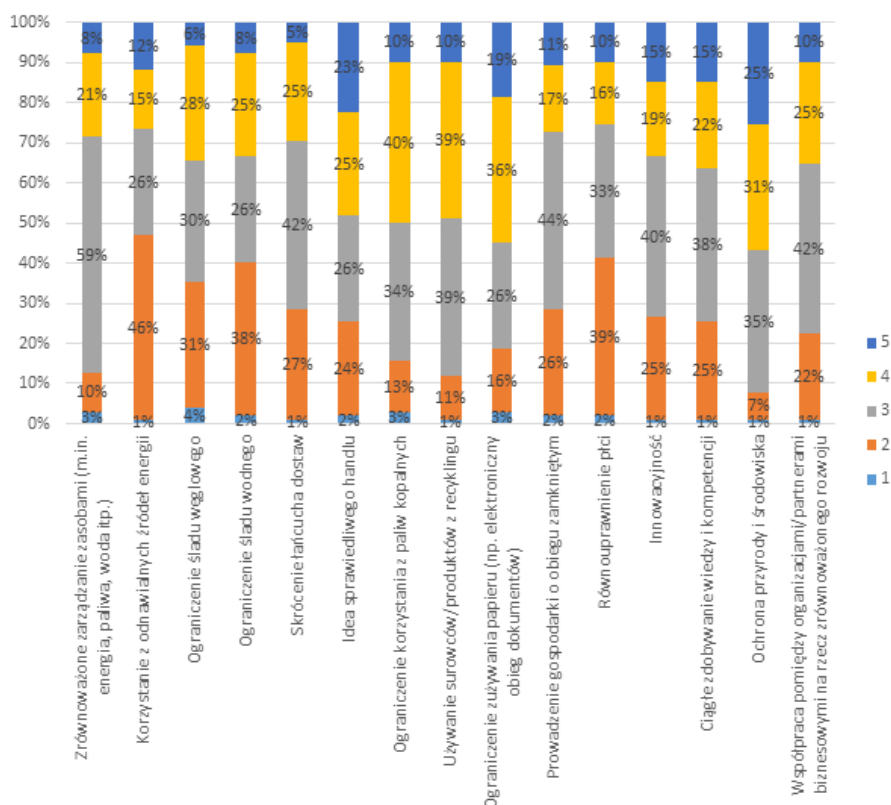


Figure 4. Ideas taken into account in management practice in Hungary.

Source: own study.

The Hungarian respondents showed a completely different approach to the analysed issue. This is clearly visible in the case of the share of negative answers, which in many cases is definitely higher than in the Polish study. According to the respondents, the following ideas are not taken into account in management practice:

- using renewable energy sources (47% vs. 26% undecided);
- water footprint reduction (40% vs. 26% undecided);
- gender equality (41% vs. 33% undecided);
- innovativeness (26% with 40% undecided).

The respondents spoke positively about taking into account in management practice in relation to:

- the idea of fair trade (48% with 26% undecided);
- reducing the use of fossil fuels (50% vs. 34% undecided);
- using recycled materials/products (49% vs. 39% undecided);
- reducing paper consumption (55% with 26% undecided);
- protection of nature and the environment (56% with 35% undecided).

The approach of respondents from Ireland to the analysed topic is also different. The vast majority of respondents expressed the view that the ideas of sustainable development are taken into account in the management practice of the company/organization they represent. The lowest total percentage of positive responses was in the case of implementing the idea of fair trade and limiting the use of fossil fuels, but still it was as much as 75%.

The next element of the study concerned the selection of the five most important elements from the previously mentioned ideas, and then ordering them in the order of importance/urgency of their implementation in the company or organization they represent. It is surprising that as many as 30% of respondents in Poland (Table 2) indicated that the most urgent task is to regulate the issue of sustainable management of resources, such as energy, fuels or water. This is all the more surprising because this issue - although taken into account in management practice - was not considered by the respondents as the most important in the previous answers.

Table 2. Ranks indicated by the respondents to particular ideas.

	Choice 1	Choice 2	Choice 3	Choice 4	Choice 5
Sustainable resources management (e.g. energy, fuels, water, etc.)	thirty	14	11	3	6
Using renewable energy sources	11	17	8	8	5
Reducing carbon footprint	4	5	7	1	1
Reducing the water footprint	0	1	4	4	0
Shortening the supply chain	8	7	6	5	6
The idea of fair trade	0	5	3	8	1
Reducing the use of fossil fuels	4	2	4	5	2
Use of raw materials/recycled products	2	8	10	5	5

Reducing paper consumption (e.g. electronic document circulation)	2	3	4	10	5
Running a circular economy	1	1	7	6	3
Gender equality	2	4	3	6	7
Innovation	18	12	7	12	13
Lifelong learning	7	11	13	7	15
Protection of nature and the environment	8	5	5	13	16
Cooperation between organisations/business partners for sustainable development	3	5	8	7	15

Source: own study

An important element from the point of view of those responding to this survey was also the issue of innovation, which was indicated by 18% of the respondents as their first choice. This, in turn, coincides with the answers given earlier as to the importance of a given element of sustainable development in current management practice. Again, it should be noted that this is part of the current trend of supporting innovation in the economy and perceiving it as one of the most important indicators of business development.

Every tenth respondent considered the use of renewable energy sources as an important and urgent issue to be implemented in the first place. It should be presumed that if this survey had been carried out later, in the era of the current energy crisis, which radically changed the perception of fossil fuels as the primary source of energy, this result would have looked completely different. This suggests the need to continue research on sustainable development in business in the light of new circumstances.

The participants of the survey representing the Hungarian side indicated sustainable management of resources such as energy, fuels or water as the most important and urgent element to be implemented - this opinion was shared by 34% of respondents. The protection of nature and the environment was also indicated as important and urgent (19%). Roughly one in ten respondents also considered innovation and continuous acquisition of knowledge and competence as urgent and important.

In the case of Irish respondents, two of the elements listed in the question were indicated as important and most urgent to be implemented in the context of implementing the principles of sustainable development. We are talking about cooperation between organizations/business partners for sustainable development and gender equality. Both of these options were indicated as the most important by 18% of respondents. A slightly lower result - at the level of 15% - was obtained by sustainable management of resources, such as energy, fuels, water, etc., while nearly 12% of respondents indicated that innovation is the most important and most urgent to implement. Interestingly, among a number of elements, often very technical and substantive, the respondents from Ireland focused on social and management issues, thus indicating that the execution of the assumptions of the sustainability is not only an environmental or technological issue, but also a social issue.

Another of the analysed questions directly concerned the competence of the staff in the areas corresponding to activities resulting from the assumptions of the European Green Deal.

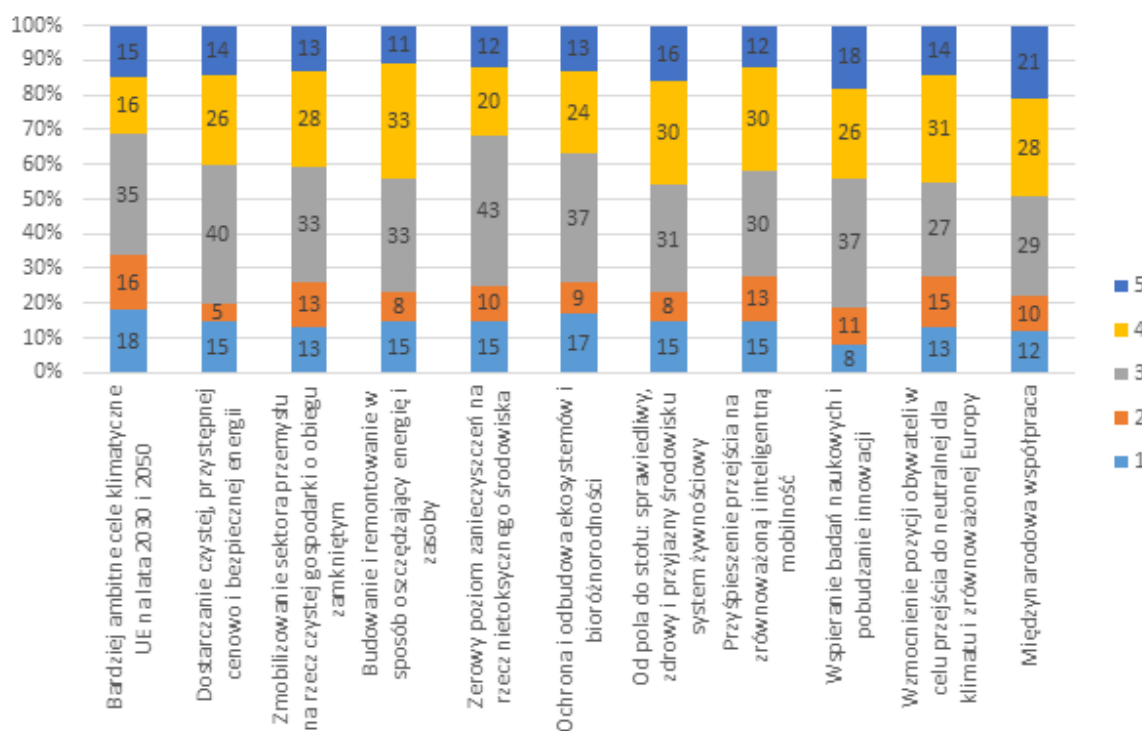


Figure 5. Evaluation of the current competences of the staff of companies corresponding to the areas in which actions are taken regarding the areas included in the European Green Deal in Poland.

Source: own study.

In none of the analysed areas does the total percentage of positive responses exceed 50%. This suggests that the competencies currently expected from employees do not correspond to the requirements of the future, and the areas included in the European Green Deal should undoubtedly be considered such. The highest percentage of negative answers (34%, with 31% of positive answers) refers to a specific area of the European strategy, which is the more ambitious EU climate goals for 2030 and 2050. It should be presumed that the strategic goals of the European Union in the fight against climate change do not are an important factor for entrepreneurs when deciding on the direction of staff competence development.

A relatively high percentage of negative responses (reaching 25% and more of the votes cast) also occurred in the following areas:

- mobilising industry for a clean and circular economy (26%);
- zero pollution for a non-toxic environment (25%);
- protecting and restoring ecosystems and biodiversity (26%);
- accelerating the transition to sustainable and smart mobility (28%);
- empowering citizens to move towards a climate-neutral and sustainable Europe (28%).

It should be noted, however, that in the case of the above-mentioned areas, the level of positive responses exceeded 30-70%. This shows a strong polarisation in the reception of the assumptions of the European Green Deal among representatives of business and non-governmental organisations, pointing to the need to conduct

further research aimed at answering the question of what factors determine a specific approach to sustainable development in the EU over the next 20 years. This also suggests that it is justified to intensify activities promoting the assumptions of the European Green Deal.

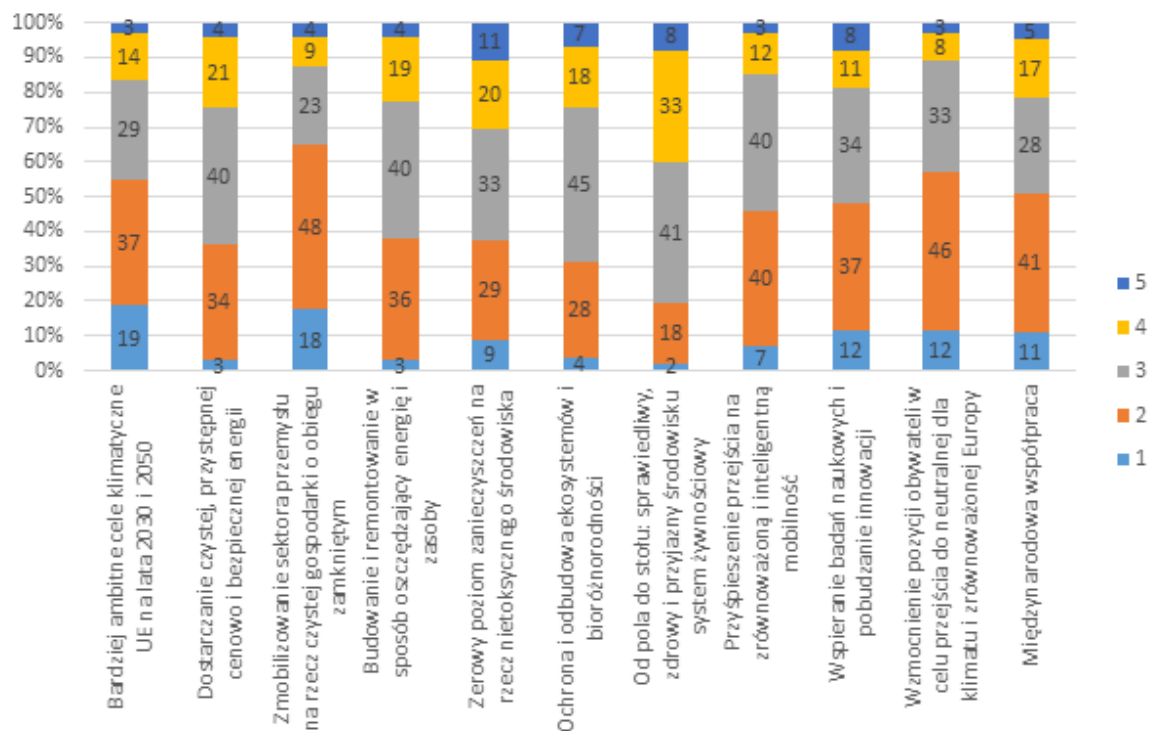


Figure 6. Evaluation of the current competences of the staff of companies corresponding to the areas where actions are taken regarding the areas included in the European Green Deal in Hungary.

Source: own study.

The Hungarian respondents negatively assessed the preparation of staff for activities resulting from the implementation of the principles of the European Green Deal. For each of the issues analysed, the total number of negative ratings was surprisingly high, ranging from 20% for the fair, healthy and environmentally friendly food system to 66% for mobilising industry for a clean and circular economy. The share of undecided respondents was also significant - the highest was recorded in the case of the protection and restoration of ecosystems and biodiversity (45%).

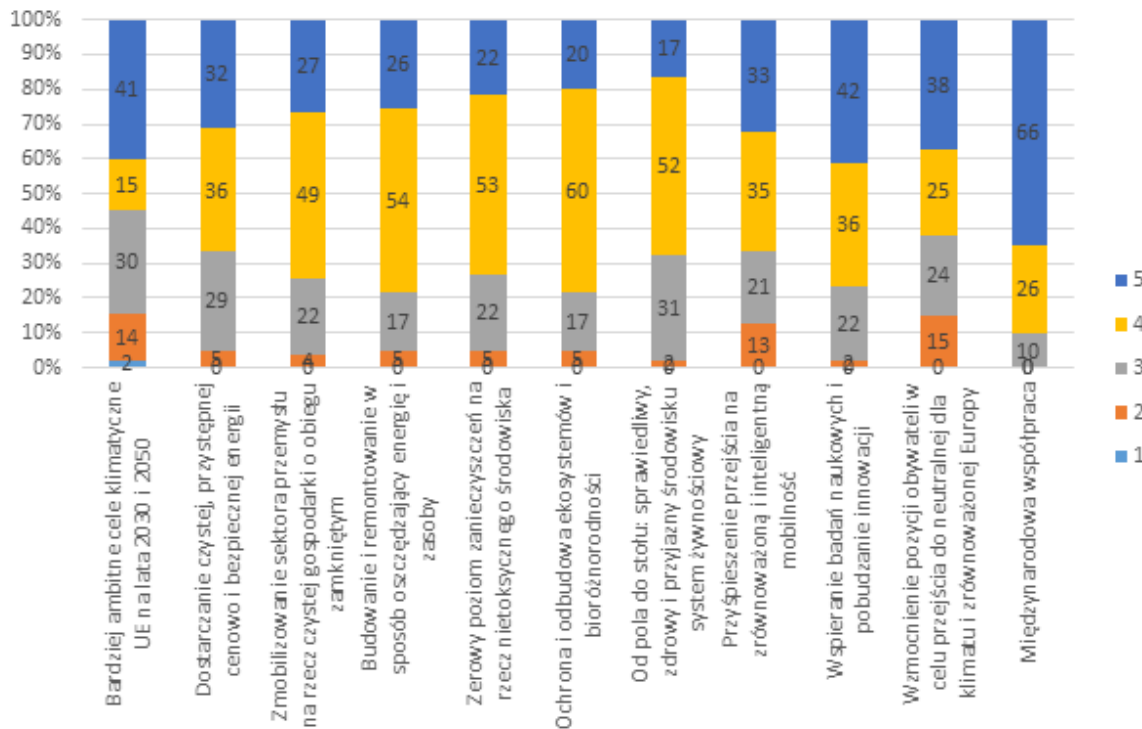


Figure 7. Evaluation of the current competencies of the staff of companies corresponding to the areas in which actions are taken regarding the areas included in the European Green Deal in Ireland.

Source: own study.

The assessment of the current competencies of the staff in relation to the activities resulting from the European Green Deal in the case of respondents from Ireland is positive in most cases. The greatest dispersion of answers was observed in the case of the more ambitious EU climate goals for 2030 and 2050. Despite 41% of answers definitely in favour of the thesis, 14% of respondents were against it, and 30% were unable to express their views on this topic. In other cases, the respondents considered that the competences of the staff corresponded to the elements of the European Green Deal - the total percentage of positive answers was in no case lower than 60%.

In the last question analysed, the respondents were asked to assign ranks to individual competencies depending on their importance in implementing the principles of sustainable development in the company/organization of which the respondent was a representative. The participants of the survey had the option of assigning as many ranks as the competencies were analysed, but for the purposes of this study, the first five ranks are the most important, hence the presentation in the table below.

Table 3. Competency ranking.

	rank 1	rank 2	rank 3	rank 4	rank 5	SUM
Work ethics	31	9	7	6	2	55
Interpersonal communication	4	26	12	8	7	57
Availability	4	8	21	5	10	48

Dealing with conflict situations	4	3	10	22	6	45
Motivating yourself and others	4	8	9	5	17	43
Emotional bond with the organisation	7	8	3	6	10	34
Professional integration	1	2	6	3	9	21
Ability to cooperate with the environment	8	3	6	10	4	31
Ability to adapt to changing conditions	10	7	4	5	6	32
Raising qualifications	1	5	5	7	8	26
Creativity	5	1	3	8	4	21
Analytical skills	0	5	6	5	7	23
Flexibility, adaptability to the prevailing conditions, the ability to set priorities	8	9	5	6	3	31
Interpersonal skills	13	6	3	4	7	33

Source: own study.

Analysing the ranks assigned by the Polish respondents, it can be concluded that in their eyes the most important competences are not those related to technical or natural issues, but those that are related to soft skills. Two of those proposed in the survey stand out in particular, namely work ethics and interpersonal communication. Ethics was indicated as the most important by 31% of the respondents, which should not be surprising - according to the respondents, sustainable development seems to have a strong reference to the world of ideas, and its implementation results from conscious pro-ecological choices of every inhabitant of Europe. As the implementation of the assumptions of the European Green Deal is not possible without cooperation (and at the international level, as shown by the respondents in this study), the issue of interpersonal communication occupies an extremely high place among the analysed competences - 26% of respondents indicated it as the second, and another 12% indicated it as the third. According to the respondents, coping with conflict situations and motivating oneself and others are also important. The high position for competencies related to dealing with conflict situations is interesting. Taking it into account by the respondents (for every tenth it was the third choice, for more than 1/5 it was the fourth choice) means that they are aware of the fact that the implementation of the principles of sustainable development naturally leads to social tensions, which - in order to achieve the intended objectives - should be solved in an effective way, and as the third - 12 people. According to the respondents, coping with conflict situations and motivating oneself and others are also important. The high position for competencies related to dealing with conflict situations is interesting.

The Hungarian respondents in their first choice also considered ethics at work to be the most important in implementing the principles of sustainable development - 38% indicated it as their first choice. 21% considered that the most important is the issue of flexibility, adaptability to the prevailing conditions, the ability to set priorities, while nearly 12% pointed to creativity, which was also recognized as the second choice for over 13% of respondents. If we add to this 13% of respondents indicating interpersonal communication as their second

choice, it is clear that, in the opinion of the participants of the survey in Hungary, the development of soft skills related to the choices made, the appropriate reaction to problems and interpersonal relations are extremely important.

The assessments of the Irish people were similar to the opinions expressed by the Polish and the Hungarian participants of the survey. They considered ethics at work as the most important in implementing the principles of sustainable development - 39% of respondents indicated it as the first choice. Every fifth respondent considered interpersonal communication to be the most important, it was also indicated as the second choice by nearly 33% of respondents. As a second choice, many respondents also indicated the ability to adapt to changing conditions (19%). This clearly indicates a clear trend towards recognizing social competences as key in implementing the assumptions of the European Green Deal.

Summary of in-depth interviews

The activities related to the implementation of the principles of sustainable development in business in the current socio-economic conditions are not so much an option as a necessity. This is particularly evident in the context of the current energy crisis, which has raised the issue of limiting the use of fossil fuels, reducing greenhouse gas and particulate matter emissions, maintaining a circular economy, or reducing the carbon and water footprint of investments to the key issues. A sustainable approach to business currently increases the value of the company - it reduces the risk associated with the impact of climate change, the energy crisis and difficult access to resources, as well as reduces the costs of doing business (rapidly increasing in times of crisis) and allows you to take full advantage of opportunities, which in the era of necessary changes appear before business owners. However, this is long-term, requires a specific strategy, not a quick profit focus.

The process of transitioning to sustainable management of a company/organisation requires not only precise tools related to reducing its environmental impact, such as issues of zero-emission transport, circular economy or reducing resource consumption. Equally important are issues related to social responsibility - both at the level of an individual employee of a company/organisation or meeting the real needs of stakeholders from the socio-economic environment. However, the most important in the social context is the right approach of the management staff, expressed in environmental sensitivity and social responsibility in the decision-making process.

Among the respondents, general knowledge on sustainable development is high, but it is not built on solid foundations, which was evident in the answers to questions about specific issues related to the strategic intentions of the European Union expressed in the form of the European Green Deal. A significant percentage of neutral answers also indicated the lack of a clear opinion on a given topic. In this aspect, two explanations suggest themselves: the analysed issues are still purely theoretical for many respondents, detached from current business practice, or so far there has been no motivation and no need for in-depth reflection on them.

In the opinion of the respondents, it is important to improve the competences of the staff for the implementation of the principles of sustainable development. To a lesser extent, however, this applies to substantive or technical issues - in such matters many companies/organisations already declare themselves as environmentally friendly, and thus have qualified staff - but to social competences necessary to develop social responsibility in business. It is necessary to raise these competences through an appropriate educational process aimed not only at improving knowledge or skills, but also at increasing the environmental awareness and sensitivity of employees. Among the competences that should be developed, creativity, the ability to learn independently,

a creative approach to solving problems related to environmental protection, or the possibility to make social and cultural interactions.

It is also extremely important to raise the environmental sensitivity of the management staff, especially at the senior level. The lack of a strategic view of the company’s activities in the context of its impact on the environment significantly affects the direction of changes that are introduced in business. This requires increasing competences in the field of planning, as well as reorienting the optics of the conducted business from expecting a quick and high rate of return to long-term planning of activities combined with an increase in corporate social responsibility.

Sustainable development is an issue that cannot be considered only in a local or regional context. The impact of a human activity and decisions taken by him is much wider than it may seem. Currently, there are no areas that can be considered fully natural. Air and water pollution or climate change are universal, they affect every place on the globe, regardless of latitude and longitude or the distance from industrial centres. This means that the approach to sustainable development should not be geographically limited – it has a global dimension.

The implementation of the assumptions of sustainable development in business is a complex, multidimensional process that requires the involvement of both management and individual employees. A change of perspective is needed: companies should no longer be part of the problem, but should become part of the solution.

Discussion and conclusions

The ideas of sustainable development and the challenges arising from the implemented European Green Deal program undoubtedly affect the scope of competences expected from employees of various sectors, including the HoReCa sector. The question of the historical perception of the concept of sustainable development by employees of the hotel industry can be treated as an interesting phenomenon. In this case, it is strictly about the concept of “sustainable tourism”, referring to the publication from 2008, where, in the light of research, hoteliers pointed out that this is only a slogan (Gryszel, et al. 2008). The research presented in this article shows that the awareness of the importance of sustainable development is currently increasing. These changes should be monitored by repeating research on attitudes to concepts related to sustainable development.

The attitude of hoteliers to the concept of sustainable tourism in the first decade of the new century probably resulted from a lack of understanding in the broad sense, which, however, changed in a short time. An example is the already mentioned PLANET 21 programme, which was announced by the Accor group in 2011 (Accor PLANET 21). In order to present the results of this type of activities, Table 4 below summarises the achievements in this area from 2014.

Table 4. Implementation of the PLANET 21 program by Accor Group and Orbis Group hotels on the example of Ibis hotels.

PLANET 21 pillars	Achievements of Accor Group Hotels	The achievements of Ibis hotels
Health	<ul style="list-style-type: none"> ecological products are used in 89% of hotels; 87% offer balanced meals; 40% organise training for employees in the field of disease prevention. 	<ul style="list-style-type: none"> 55% of hotels use eco-labelled products (cleaning products, wall paints, floor coverings); 54% promote sustainable food; 71% organise preventive training for employees.

Natural environment	<ul style="list-style-type: none"> • 1.3% less water consumption; • 79% of hotels recycle waste; • 39% participate in the „Plant for the Planet” programme. 	<ul style="list-style-type: none"> • 90% of hotels are equipped with showers and taps with adjustable water flow; • 78% segregate and recycle the generated waste; • 468 hotels participate in the „Plant for Planet” tree planting campaign.
Carbon dioxide	<ul style="list-style-type: none"> • 1.6% less energy consumption; • 6% of hotels use renewable energy. 	<ul style="list-style-type: none"> • 89% use energy-saving light bulbs for round-the-clock lighting; • 95% monitor and analyse their energy consumption monthly; • 63% use renewable energy sources and 50 of them are equipped with solar panels.
Innovations	<ul style="list-style-type: none"> • 23% of hotels have at least 3 ecological elements in their rooms. 	<ul style="list-style-type: none"> • 13% use at least 3 eco-friendly items in their rooms (e.g. mattresses, bathroom linen, paper); • 11% have designed ecological dispensers for the products they offer and use this type of equipment.
Local development	<ul style="list-style-type: none"> • 38% of hotels have committed to protecting children; • 68% buy and promote local products; • 83% of hotels have removed endangered marine species from their restaurant menus. 	<ul style="list-style-type: none"> • 60% protect local ecosystems by excluding endangered seafood from their offerings; • nearly 4,000 associates received training in combating sex tourism involving children; • 35% buy and promote local groceries.
Work	<ul style="list-style-type: none"> • 80% of managers are promoted from lower positions; • 27% of managers are women; • in 80% of countries, opinion polls are organised among employees every 2 years. 	<ul style="list-style-type: none"> • 115 hotels organise language training for their employees; • 101 hotels organize training in the field of psychosocial risks.
Dialogue	<ul style="list-style-type: none"> • 31% of hotels of all brands are ISO 14001 certified; • 60% of contracts for the purchase of goods and services comply with the assumptions of the „Charter 21”. 	<ul style="list-style-type: none"> • 414 hotels have been certified for Environmental Management (ISO 14001); • 227 franchise hotels meet the standards.

Source: Borkowska-Niszczka, M. (2015), pp. 384-385.

As Table 4 clearly shows, the scope of solutions implemented in the hotel industry was ahead of the assumptions of the European Green Deal and included issues related to sustainable development not only in terms of environmental protection, but also care for sustainable social development.

Therefore, it can be assumed that the level of green competences in the hotel industry, at least in the case of large groups operating in this industry, is appropriate. At the moment, it is therefore crucial to ensure the transfer of good experience and practices in this area from chain hotels to all facilities operating in the industry. This is particularly important in the face of the fact that the implementation of pro-ecological solutions goes beyond the good will of companies, but is imposed top-down, hence the need to organize green competences, their further development and acquisition by successive generations of managers.

There is also another issue that should be noted here, which is no longer discussed at this time. So far, the solutions envisaged by the European Green Deal have been associated mainly with activities aimed at protect-

ing the natural and social environment. Currently, the importance of economic aspects in the implementation of pro-environmental technological solutions is definitely increasing. Managing the consumption of materials and raw materials, solutions aimed at reducing the consumption of electricity and water, waste segregation or organising the logistics of events carried out in facilities have a significant impact on the financial result of hotel enterprises. A number of such solutions are being implemented in the case of the Radisson Blu hotel chain (Jurczuk, 2020).

Therefore, it becomes crucial to comprehensively gather the experience of the hotel industry, structure the place of green competences in the competency model of employees in the HoReCa sector and acquire them by employees of other areas included in the sector, i.e. the restaurant and catering industries. The aforementioned competences will be of strategic importance in retrospect for formal and legal reasons throughout the European Union and the so-called Generation Z.

Generation Z is the current generation of teenagers strongly attached to new technologies, the Internet and mobile solutions, also referred to as Digital Natives, iGeneration, Screeners or Selfie Generation. This generation is characterised by an increasing scale of activity in the Internet environment, which is and will be a challenge for companies. It is mainly about the methods of marketing communication, which mainly includes mobile media. Companies will be forced to adapt their strategies to the expectations of the youngest generation, for whom the consumption is not only a simple act of satisfying needs, but above all the opportunity to demonstrate a specific value system, express their views, attitudes and emphasize independence (Package, 2020). In terms of the expectations of the young generation, products and services, including hotel services, taking into account care for the environment, will become more and more important. Effective communication of care for pro-environmental issues carried out by hotels, in particular at the level of mobile media, will make representatives of generation Z look more favourably at them, which will automatically affect the financial result of the facilities, as they will be chosen. Pro-environmental behaviour of generation Z is also associated with specific requirements, e.g. economic nature (e.g. discounts, freebies). This, in turn, is an additional cost of doing business, necessary to reach new groups of recipients (Dębski, et al., 2020).

The importance of green competences and their implementation in all segments of the HoReCa sector is justified on many levels. The applicable legal regulations and directives, the desire to optimise the financial functioning of the company are very important. The other side is what is most important from the point of view of every company – the sale of goods and services. In the face of the growing importance of Generation Z on the market, attention to pro-environmental solutions, which are now part of their everyday life and are firmly rooted in their consciousness, becomes essential. The cited facts clearly indicate that green competences are becoming another group of competences necessary in the HoReCa sector.

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3. 21st-century soft skills: Change Management and Effective Communication - Katerina Zlatanovska Popova

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Introduction

The hospitality industry is undergoing rapid transformation due to the changing demands of customers and advancements in technology. To thrive in the fast-changing world we are living in, hospitality companies must focus on developing the necessary soft skills for success in the 21st century. According to The World Economic Forum, these include communication, collaboration, problem-solving, critical thinking, and digital literacy – with a particular emphasis on change management. Companies must understand the shift in consumer needs and how technology impacts their operations. Consequently, hospitality businesses must focus on developing a comprehensive change management program to ensure they remain competitive. Change management is also important for hospitality companies to improve employee morale and retention rates. By engaging with staff members in meaningful ways, hospitality managers can help build trust between the organization’s leadership team and its employees, ultimately resulting in higher productivity levels and better customer experiences.

In addition to that, the World Economic Forum recognizes communication skills as one of the most important 21st-century soft skills, especially in the hospitality sector. In today’s rapidly changing business environment, hospitality companies need to stay ahead by equipping their employees with effective communication strategies. To ensure that hospitality personnel can meet the needs and expectations of customers, it is essential for hospitality companies to invest in developing their staff members’ communication abilities through regular training courses.

Offering training programs to hospitality employees not only allows them to apply what they have learned but also creates a supportive environment where they can ask questions and receive feedback from their peers and supervisors. This enables them to become more confident in responding to changes in customer demands and adapting to technological advancements that may arise unexpectedly, providing them with the necessary tools for success. By investing in their employees’ education, hospitality businesses can stay ahead of their competition in the dynamic 21st-century hospitality sector.

In this article the emphasis is given to the following:

- The Rise of Soft Skills in the Hospitality Industry
- Developing Essential Soft Skills for Growth in the Hospitality Industry
- How Effective Communication Can Increase Profits in the Hospitality Sector
- The Disney Way
- Verbal and Non-verbal Communication on sustainable hospitality

- Social media Communication
- Understanding Change Management and its Role in the Hospitality Industry

The Rise of Soft Skills in the Hospitality Industry

As hospitality industries become increasingly competitive, the need for employees with strong soft skills is growing. Soft skills are personal attributes that allow hospitality professionals to interact effectively and harmoniously with customers, colleagues, and other stakeholders. In particular, change management and communication skills are essential in the hospitality sector because they enable workers to respond appropriately to changes in customer needs or operational conditions. With these skills, hospitality staff can adjust their approach quickly while maintaining a positive attitude throughout the process. As such, developing good soft skills is critical for success in hospitality industries today.

Developing Essential Soft Skills for Growth in the hospitality industry

The hospitality industry is a rapidly expanding sector in the global economy, and therefore, it is crucial for hospitality businesses to prioritize the development of essential soft skills among their teams to support their growth. Among the critical components of mastering hospitality management are the abilities to communicate effectively, adapt quickly to change, and confidently navigate new technologies. To build these skills, hospitality professionals require access to comprehensive training and development opportunities that enable them to expand their professional repertoire.

Effective communication is vital for hospitality workers as they need to interact with customers, colleagues, and other stakeholders daily. It is essential for hospitality teams to understand different communication styles and how best to utilize them depending on the situation. To develop these skills, hospitality professionals should take part in effective communication exercises such as role-plays or case studies that could help them practice their negotiation and conflict-resolution abilities.

The hospitality sector values change management as it allows teams to be proactive in identifying potential risks and developing solutions beforehand. Change management strategies can take different forms, such as empowering hospitality workers to have greater control over business decisions or providing them with the necessary tools to adapt to changes.

In addition, hospitality professionals should cultivate a positive attitude toward change. While some changes may be unwelcome at first glance, hospitality workers should view challenges as learning opportunities rather than obstacles that can impede progress. Taking advantage of digital tools such as online courses or virtual coaching sessions can provide hospitality professionals with the necessary resources they need to remain agile when faced with unexpected changes in the sector.

Finally, by harnessing the power of technology, hospitality companies can offer training opportunities like digital knowledge platforms or specialized workshops that can help hospitality professionals acquire new technical skills such as coding languages or utilizing digital marketing initiatives more effectively. By adopting modern technologies into their workflow, hospitality businesses can stay ahead of the competition while enabling their employees to stay up-to-date with industry trends which will ultimately lead to increased efficiency within their operations.

How Effective Communication Can Increase Profits in the Hospitality Sector

Effective communication is essential in the hospitality sector to ensure that customer needs are met and profits are maximized. By engaging customers in meaningful conversations, hospitality workers can better identify their needs and provide better service to meet those needs. Additionally, hospitality staff should be able to communicate clearly and concisely when dealing with both customers and colleagues. This will not only make operations run more smoothly but also increase the chances of success for hospitality businesses. Moreover, effective communication can help hospitality businesses develop strong relationships with their customers, which can lead to increased customer loyalty and increased profits in the long term.

To effectively communicate with customers, hospitality businesses must have employees who understand the importance of soft skills such as active listening and empathy which are essential parts of Emotional Intelligence.

Active listening includes paying attention to what a customer is saying and responding with appropriate feedback or encouragement. Hospitality workers should also make an effort to understand the customer's needs by asking relevant questions about their preferences or expectations. Doing so will help hospitality staff provide better customer service by tailoring their response specifically for each unique guest.

On the other hand, effective empathy allows hospitality staff to show genuine care for the customer's experience so they will want to return. Furthermore, hospitality professionals need to be aware of nonverbal cues such as body language and facial expressions as these can often provide important clues about a customer's feelings or desires.

Finally, hospitality staff should also be able to use verbal communication skills to effectively convey information or instructions to colleagues or customers alike. Verbal communication includes expressing ideas clearly while still maintaining a pleasant tone of voice, as well as being able to ask appropriate follow-up questions to clarify any doubts or misunderstandings that may arise during interactions. Effective communication also allows hospitality workers to provide tailored solutions for each customer, ensuring that their expectations are met or exceeded. Through developing these soft skills, hospitality workers can ensure that operations run efficiently by minimizing misunderstandings between parties involved in transactions or services offered by hospitality business owners. In turn, this leads to increased profits from repeat customers due to improved satisfaction with services provided by hospitality professionals.

The Disney Way

The hospitality industry is in constant competition for providing the best customer service to its guests. For many hospitality organizations, customer service excellence starts with the Disney Way. The Disney Way is an approach utilized by hospitality professionals to provide extraordinary customer service experiences based on hospitality, respect, and a commitment to quality. By utilizing the Disney Way within their organization, hospitality workers can create magical experiences for their customers that will have them coming back time and time again. With this approach also comes increased profits for hospitality business owners through repeat customers loyal to the establishment. Communication is an essential component of Disney Way Customer Care. It requires hospitality workers to listen carefully and accurately interpret their customers' needs to provide the best service possible. Through strong communication skills, hospitality workers can build relationships with customers and foster loyalty by showing that they understand their needs. Furthermore, excellent customer service skills lead to better ratings from review sites such as TripAdvisor which increase the chances of future bookings from potential guests searching online for hotel accommodations or dining services. Additionally,

hospitality professionals need to be able to effectively communicate with their coworkers as well to ensure a cohesive team environment that produces results. This means being able to deliver instructions, delegate tasks efficiently, and resolve conflicts promptly. Disney Way Customer Care emphasizes the importance of communication between hospitality workers and customers as well as between hospitality team members. By developing strong communication skills, hospitality staff can ensure that they are providing excellent customer care while creating a positive working environment within the hospitality organization.

Finally, hospitality professionals should also possess good problem-solving skills to effectively address customer complaints or requests. Problem-solving requires hospitality staff to carefully listen to the customer's description of the issue before offering solutions that are appropriate and feasible for both parties involved. Furthermore, hospitality workers should always maintain a positive attitude when communicating with guests and show that they care about providing excellent service by being attentive and responsive throughout each interaction.

Verbal and Non-verbal Communication on sustainable hospitality

Effective communication strategies and tactics are critical for any hospitality organization, and it is equally important to recognize and respect cultural differences when communicating with guests from diverse backgrounds. By understanding different communication styles and cultural nuances, hospitality organizations can establish robust relationships with their guests.

A set of seven tactics has been identified as universally recognized by both academics and practitioners in the hospitality industry. After careful analysis, these tactics can be broadly classified into two categories: verbal and non-verbal communication strategies (refer to Figure 1).

The verbal communication strategy encompasses three tactics: active listening, clear language, and positive language. Active listening involves giving guests undivided attention and showing interest in their needs and concerns. Clear language involves using straightforward and concise language to avoid any misunderstandings. Positive language entails using optimistic and encouraging words to create a welcoming atmosphere.

The non-verbal communication strategy comprises four tactics: eye contact, facial expressions, body language, and tone of voice. Eye contact is essential in building trust and conveying sincerity. Facial expressions can indicate emotions and intentions, helping to create a positive guest experience. Body language, such as posture and gestures, can express friendliness and openness. The tone of voice is also crucial in conveying warmth and sincerity.

By employing these seven tactics, hospitality organizations can establish effective communication with their guests, regardless of their cultural backgrounds. Such communication can foster trust and build lasting relationships, ultimately leading to increased guest satisfaction and loyalty.

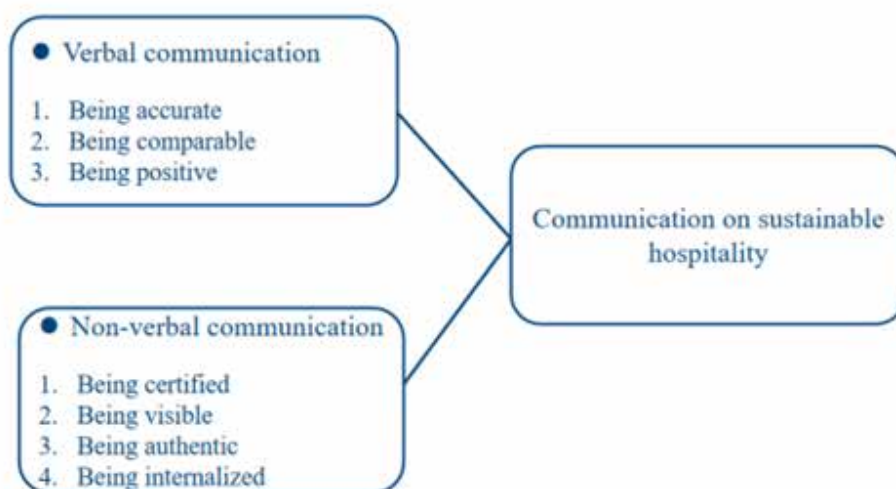


Figure 1. Strategies and tactics proposed by the professionals.

Source: Article Effective Communication Strategies of Sustainable Hospitality: A Qualitative Exploration, published 26 August 2020

Verbal Communication

Being Accurate: The utilization of vague and non-specific claims such as „eco-friendly,” „green,” and „a friend of nature” in hotels, and „regional,” „local,” and „from terroir” in restaurants has increased. However, using ambiguous or nonstandard language can create confusion for customers who may not be able to establish a clear image regarding sustainable actions. This lack of verified usage of such terms can reduce the effectiveness of sustainable communication, as different words are chosen to represent sustainable actions in various contexts, including business operations, marketing, and reporting. Therefore, it is crucial for businesses to ensure accuracy in their use of sustainable language to avoid misleading customers and to enhance the credibility of their sustainability efforts.

According to a professor in hospitality management, claims made by businesses must be verifiable to ensure accuracy and prevent misleading or misinterpreted information. With customers bombarded by vast amounts of information in the internet era, it becomes challenging for them to differentiate between various concepts if there is no universal standard to clarify them. Thus, it is essential to establish certain standards to promote clarity and facilitate a better understanding of sustainability. For instance, ISO 14021 can be employed in the business context to ensure uniformity in the use of language related to sustainability. By adhering to such standards, businesses can enhance the transparency and credibility of their sustainability practices, while customers can make more informed choices based on accurate and verified information.

Being Comparable: In the current market, customers prioritize environmentally friendly options, making it crucial for businesses in the hotel industry to demonstrate their sustainability practices. Merely claiming to be green or eco-friendly is not sufficient; hotels must provide tangible evidence of their sustainability performance, such as comparisons to competitors and past performance. Transparent reporting mechanisms, such as sustainability reports or certifications, can enhance a hotel’s credibility and build customer trust. By meeting these expectations, hotels can differentiate themselves, build lasting relationships with customers, and ultimately

improve their bottom line.

The importance of comparability in communicating a hotel's sustainable performance and image is highlighted by the question „What % energy and water reduction does your hotel/portfolio achieve compared to its relevant peers, and past performance?” Through comparison, a hotel can identify deficiencies and gaps, reflect on necessary measures to catch up with the trend and establish an advantageous position in the market. Comparability also requires hotels to compare their past and present actions to demonstrate progress. To effectively communicate sustainability, hotels should use data, baseline studies, and benchmarks to measure progress and demonstrate impact.

Being Positive: Many hotels inform customers of their environmental protection efforts by presenting negative figures related to climate change, such as carbon emissions and water consumption caused by guests. However, this practice is being questioned as it can evoke feelings of guilt or fear, discouraging environmentally-friendly behavior among unconcerned guests, and reducing the satisfaction of concerned guests. Instead, hotels should communicate positively by emphasizing the benefits of environmentally-friendly behavior, such as allowing guests to use saved energy for other meaningful activities or highlighting the beauty of a world saved by energy conservation efforts. This positive communication approach is more effective in persuading modern customers to adopt environmentally-friendly behavior and is preferred over guilt-inducing tactics. As one expert commented, „People who spend their savings on travel do not want to feel guilty about it.”

Non-Verbal Communication

Being Certified: A certification is a valuable tool for regulating practices in various industries, with green certification playing a dual role. As one commentator observed, „Certification and labels - whether legitimate or not - are often the marketing weapon of choice when it comes to communicating a hotel's sustainability efforts.” Obtaining green certification requires hotels to meet specific requirements, particularly when the certification is granted by an influential third party. As a result, certification can serve as a guide for promoting sustainable practices in the industry and motivating hotels to adopt sustainable measures. The resulting certification and related labels can also serve as evidence of a hotel's eco-friendly image, serving as a valuable marketing tool.

Being Visible: Hotels used to rely on signage to communicate their eco-friendly actions, but this approach has limited effectiveness in triggering customer perceptions. To successfully communicate their sustainability initiatives, hotels need to visualize their actions and make the impact of customers' stay on the environment transparent. This can be achieved through the use of technology, such as carbon footprint calculators and offsetting programs, as well as by informing customers of the progress and challenges in implementing sustainability. Transparency and sincerity in communication are crucial for gaining customers' cooperation in environmental efforts.

Being Authentic: Persuading customers to prioritize environmental preservation over convenience can be a challenging task, especially for leisure tourists who value convenience. If customers feel forced to be eco-friendly, it can negatively affect their perception of the hotel's service. To address this, hotels must find ways to steer customers towards willingly following their environmental protection initiatives. One effective way is to communicate the hotel's authenticity and genuine concern for the environment and society's well-being. For instance, a hotel that plants a tree for every guest's stay showcases its authenticity by allocating the saved energy and resources for environmental benefits. Additionally, hotels should provide truthful sustainable information, even

if it creates inconvenience for customers. For example, a hotel that offers a sustainable menu item that is not the most convenient option must train its employees to authentically convey the intended sustainable message to customers. This approach fosters customer understanding and desired actions.

Being Internalized: Establishing a certain image is crucial for companies, and they often rely on their marketing team to design a campaign to communicate their intended image. However, studies have shown that if customers cannot perceive what is being communicated, the campaign can be ineffective or even harmful. To communicate sustainability, hotels should prioritize becoming sustainable first, and let their behavior and actions speak for themselves.

According to the managing director of a hotel group, the transparency of the world today makes it essential for hotels to focus on their employees and suppliers. The behavior of the management team, staff, and suppliers can serve as an authentic medium for communication, as customers can easily perceive what hotel insiders are doing. If the insiders can demonstrate the hotel's deep-rooted sustainable image, it will have a far greater impact than written words in booklets or visual advertisements.

Therefore, internalized sustainability should come before any communicative campaign. If hotels prioritize sustainability and let their actions demonstrate their commitment, customers will be more likely to perceive and appreciate their efforts toward sustainability.

Social media communication

Social media communication has become increasingly important for hospitality sector businesses. Not only does it offer a great opportunity to reach a broad audience quickly, but it can also be used to build relationships with guests and customers. Social media channels such as Twitter, Instagram, and Facebook are great ways for hospitality businesses to engage with their customers in a more personal way. By creating content that is relevant to their guests' interests, hospitality businesses can effectively increase brand loyalty and customer retention.

Another benefit of using social media in hospitality is its potential to gather valuable feedback from customers on various aspects of the hospitality experience. Through surveys, polls, or simple questions posted on social media channels, hospitality companies can gain insights into what their guests expect and how they rate their services. This kind of direct feedback helps hospitality businesses make improvements that are tailored specifically to the needs of their customers.

Finally, social media marketing strategies open up incredible opportunities for hospitality companies to reach out beyond their local market and make connections with people around the world. By leveraging visuals such as photos and videos that showcase unique experiences or special offers, hospitality brands can tap into global markets in an incredibly cost-effective way. Additionally, using targeted online campaigns to increase visibility will help hospitality companies better connect with potential travelers who may have never heard of them before.

In summary, hospitality companies should take advantage of social media communication as a tool for improving customer engagement levels, gathering valuable feedback from guests about their services, and growing brand awareness within local communities and beyond borders - all while helping keep costs low in comparison to more traditional marketing methods.

Understanding Change Management and its Role in the Hospitality Industry

Change management is an important concept in hospitality organizations. It involves the ability to identify, understand and manage the complex factors that drive changes within an organization. Change management involves the use of techniques such as planning, organizing, leading, and controlling to successfully implement changes throughout a hospitality organization.

Change management can be an invaluable resource for hospitality businesses in the post-COVID world. The hospitality industry has been particularly hard hit by the pandemic, and hospitality leaders must be prepared to adjust to a new reality where customer expectations will be higher. By implementing an effective change management strategy, hospitality business leaders can ensure that their staff is well-equipped to handle changes with confidence and adapt quickly to new challenges. Moreover, hospitality leaders must consider how they will respond in the event of any future disruptions due to global events like pandemics. Change management teams can help hospitality businesses think ahead by developing plans that include process optimization techniques or contingency plans for when future disruptions occur.

Change is inevitable so why not prepare for it proactively? Before initiating any change procedure, it's vital to have a well-thought-out and carefully planned management strategy. The manager's role is extremely important as he or she has the role of leadership in change management. The manager is the one who supports, leads, listens, and helps their staff and collaborators throughout the process. Moreover, change is necessary for the growth of a property while it is normal to be reluctant at first, it is important to be able to keep things in perspective to welcome change with ease.

Change management strategies help hospitality organizations assess potential impacts and develop plans that minimize risk while increasing efficiency and effectiveness. These strategies allow hospitality managers to create a vision for their organizational objectives, establish realistic timelines, measure progress, and reward successful performance outcomes. Change management teams can provide valuable insights into current trends within the hospitality sector, such as technology advances or customer service protocols that may need updating. In addition to helping hospitality leaders identify areas of improvement within their organization, change management teams can also facilitate better understanding between employees and customers. In the hospitality sector, employees may not always understand how changes affect customers' experiences or vice versa; change management tools can bridge this gap by providing clear communication channels between team members and customers. By understanding how people react and adjust to change, hospitality managers can ensure that employees are properly motivated and engaged throughout any transition period. This helps hospitality organizations remain competitive in the dynamic hospitality industry. Additionally, by managing a hospitality organization's changes effectively, hospitality professionals can establish trust between team members as well as between customers and hospitality staff.

For hospitality managers to be able to successfully manage change processes within their organization, they need to have strong problem-solving skills as well as possess strategic thinking skills. They must also be able to identify trends quickly and determine the best course of action for the organization. Change can be a real challenge, so it is important to motivate and reassure their staff to encourage them to embrace the change, avoid getting tied to old habits, and overcome their fear of the unknown and insecurity. Additionally, managers should understand how certain factors such as technology affect change processes to make decisions that positively influence operations and customer service.

When it comes to using new technology to improve efficiency daily, staff will often assume the additional utility of such technology is small to none and that this technology will not be required for their hotel in the long run. It is, therefore, the manager's responsibility to persuade their staff of its value and inform them that procedures will be modified to welcome and benefit from this new technology. To lead change management successfully, it's imperative to focus on the benefits that change may bring instead of the fears and potential losses that may arise.

Furthermore, hospitality organizations should also have processes in place that allow them to measure the overall success of any individual change process or project. Change can have an impact that is organization-wide, team-wide, and individual. Indeed, each individual can react differently when faced with an unsettling and uncomfortable situation. It is natural to initially feel reluctant to change. Moreover, reluctance reflects being afraid of risk, feeling uncomfortable, confused, worried, or even having biases to take control of our emotions.

By analyzing performance data from these initiatives, hospitality leaders can determine whether or not they need additional resources or guidance when managing future changes within their organization.

Overall, hospitality managers must understand the importance of change management if they want their organization to remain competitive in today's dynamic hospitality industry. By leveraging their problem-solving abilities along with effective planning strategies and performance measurement tools, hospitality leaders can create a successful working environment for both employees and customers alike.

Main conclusions and guidelines

In conclusion, hospitality businesses need to recognize the importance of communication and change management skills to stay ahead of their competition. By investing in soft skill training initiatives such as digital knowledge platforms or specialized workshops, hospitality companies can ensure that their employees are equipped with the necessary tools to effectively manage changes within the sector. Moreover, by utilizing modern technologies in their workflow, hospitality businesses will be able to increase efficiency while staying up-to-date with industry trends. With these strategies at hand, hospitality professionals can confidently tackle any challenge they may face and successfully navigate an ever-changing hospitality environment.

One of the most effective ways hospitality companies can improve communication skills and change management is through training initiatives. These initiatives can include comprehensive online tutorials, and specialized workshops to help hospitality professionals stay up to date with the latest trends in the hospitality sector. Additionally, hospitality businesses should provide an open environment where employees feel comfortable suggesting ideas and participating in team projects. This will allow for creative collaboration between staff members, enabling them to come up with innovative solutions for dealing with changes in the hospitality sector.

Furthermore, hospitality companies can take advantage of modern technologies such as artificial intelligence (AI) and big data analytics tools to better analyze customer behavior and preferences. By doing so, hospitality businesses will be able to identify potential areas of improvement that would benefit both customers and employees alike. Additionally, hospitality businesses could implement automated systems or chatbots to help reduce human errors or provide more efficient customer service.

Finally, hospitality companies should focus on developing their staff's interpersonal communication skills by providing regular coaching sessions or mentoring programs. With the right guidance from

experienced professionals, hospitality employees will gain confidence when interacting with customers while having a better understanding of how to deal with challenging situations in the hospitality sector. When combined with the appropriate training initiatives and leveraging digital technologies, these communication skills and change management strategies will enable hospitality companies to keep up with the rapid changes within the industry while creating a profitable business model that benefits everyone involved.

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4. Меки (преносливи) вештини за 21 век: Управување со промени и ефективна комуникација - Катерина Златановска Попова

Катерина Златановска Попова, тренер за меки вештини, сертифициран GCDF советник за развој на кариера, Points of you© коуч, и консултант за човечки ресурси

РЕЗИМЕ

Вовед

Угостителската индустрија трпи брза трансформација поради променливите барања на клиентите и напредокот во технологијата. За да напредуваат во брзопроменливиот свет во кој живееме, угостителските компании мора да се фокусираат на развивање на неопходните меки вештини за 21 век.

Според Светскиот економски форум, комуникација, соработка, решавање проблеми,

критичко размислување и дигитална писменост - со посебен акцент на управувањето со промените, се клучните меки вештини кои се посакувани од работодавачите.

Управувањето со промените е важна вештина за угостителските компании за да го подобрат моралот и стапките на задржување на вработените. Менаџерите кои работат во секторот угостителство се клучната алка која може да помогне да се изгради довербата помеѓу раководниот тим на организацијата и нејзините вработени, што на крајот би резултирало со повисоки нивоа на продуктивност и подобри искуства на клиентите.

Во денешното брзо менување на деловното опкружување, единствениот начин за успех на угостителските компании е со инвестиција во своите вработени. За да се осигураат дека персоналот може да ги исполни потребите и очекувањата на клиентите, од суштинско значење е угостителските компании да инвестираат во развивањето на комуникациските вештини на нивниот персонал преку редовни курсеви за обука.

Тие типови на програми не само што им овозможуваат на вработените да го практикуваат она што го научиле, туку им обезбедуваат и безбеден простор каде што можат да поставуваат прашања и да добиваат повратни информации од колегите и претпоставените.

Ова му помага на персоналот во угостителството полесно и поуспешно да се справи со промените, барањата на клиентите, како и со какви било технолошки достигнувања што може да се појават неочекувано како потребни алатки, за да ја надминат својата конкуренција во услови на постојани промени во угостителскиот сектор во 21-от век.

Во овој текст ќе се осврнеме на следните сегменти:

- Зголемената потреба за меки вештина до угостителската индустрија
- Развој на основните меки вештини за развој во угостителската индустрија
- Како ефективната комуникација може да го зголеми профитот во угостителската индустрија
- Грижа за клиентите по пример на Дизни
- Вербална и невербална комуникација
- Комуникација преку социјални медиуми
- Управување со промени и улогата на оваа вештина во угостителската индустрија

Зголемената потреба за меки вештина до угостителската индустрија

Како што угостителските индустрии стануваат сè поконкурентни, потребата за вработени кои поседуваат силни меки вештини расте. Меките вештини се лични атрибути кои им овозможуваат на вработените во угостителството ефективно и хармонично да комуницираат со клиентите, колегите и другите засегнати страни. Конкретно, вештините за управување со промени и комуникација се од суштинско значење во угостителскиот сектор бидејќи

им овозможуваат на работниците соодветно да одговорат на потребите на клиентите или условите за работа. Како такво, развивањето добри меки вештини е критично за успехот во угостителските индустрии.

Развој на основните меки вештини за развој во угостителската индустрија

Ефективната комуникација е од витално значење за вработените во угостителството бидејќи треба секојдневно да комуницираат со клиентите, колегите и другите засегнати страни. Од суштинско значење е вработените да развијат различни стилови на комуникација и како најдобро да ги искористат во зависност од ситуацијата. За да ги развијат овие вештини, вработените треба да учествуваат во вежби за ефективна комуникација, како што се игри на улоги или студии на случај кои би можеле да им помогнат да ги практикуваат своите способности за преговарање и решавање на конфликти.

Управувањето со промени е исто така важна конкурентска предност во угостителскиот сектор бидејќи им овозможува на менаџерите однапред да ги предвидат потенцијалните ризици и соодветно да дојдат до решенија. Алатките за управување со промени може да се применат на различни начини како развивање стратегии кои им даваат на вработените во угостителството поголема контрола врз нивните деловни одлуки.

Покрај тоа, вработените во угостителството треба да негуваат позитивен став кон промените. Иако некои промени може да бидат непожелни на прв поглед, вработените во угостителството треба да ги гледаат предизвиците како можности за учење, а не како пречки што можат да го спречат напредокот.

Како ефективната комуникација може да го зголеми профитот во угостителската индустрија

Персоналот во угостителството треба да биде способен да комуницира јасно и концизно кога работи и со клиентите и со колегите. Покрај тоа, ефективната комуникација може да им помогне на угостителските бизниси да развијат силни односи со своите клиенти, што може да доведе до зголемена лојалност на клиентите и зголемен профит на долг рок.

За ефективно да комуницираат со клиентите, угостителските бизниси мора да имаат вработени кои ја разбираат важноста на меките вештини како што се активно слушање и емпатија, кои се суштински делови на емоционалната интелигенција.

Од друга страна, ефективната емпатија им овозможува на вработените во угостителството да покаже вистинска грижа за искуството на клиентите, така што тие ќе сакаат да се вратат во иднина. Понатаму, вработените треба да бидат свесни за невербалните знаци како што се говорот на телото и изразите на лицето бидејќи тие често можат да обезбедат важни индиции за чувствата или желбите на клиентот.

Ефективната комуникација, исто така, им овозможува на вработените во угостителството да се прилагодат на потребите на секој клиент, грижејќи се секогаш очекувања на клиентите да се исполнети или надминати.

Преку развивање на овие меки вештини, вработените во угостителството можат да обезбедат

ефикасно работење со минимизирање на недоразбирањата помеѓу страните вклучени во трансакциите или услугите што ги нудат сопствениците на угостителски бизниси. За возврат, ова води до зголемен профит од клиентите кои повторно се враќаат поради зголеменото задоволство од услугите што ги обезбедуваат угостителските компании.

Грижа за клиентите по пример на Дизни

Начинот на Дизни е пристап што го користат професионалците во угостителството за да обезбедат извонредни искуства за услуги на клиентите засновани на гостопримство, почит и посветеност на квалитетот. Со користење на „Disney Way“ во рамките на нивната компанија, вработените во угостителството можат да создадат магични искуства за своите клиенти што ќе ги натераат да се враќаат одново и одново.

Комуникацијата е суштинска компонента на грижата за клиентите кога станува збор за начинот на Дизни. Од вработените во угостителството бара внимателно да слушаат и прецизно да ги толкуваат потребите на нивните клиенти за да обезбедат најдобра можна услуга. Преку силните комуникациски вештини, вработените во угостителството можат да градат односи со клиентите и да ја поттикнуваат лојалноста покажувајќи дека ги разбираат нивните потреби.

Вербална и невербална комуникација

Вербалните и невербалните стратегии и тактики за комуникација се од суштинско значење за секоја угостителска организација. Дополнително, важно е да бидете свесни за културните разлики кога комуницирате со гости од различни земји или потекла. Разбирањето на различните начини на кои луѓето комуницираат и чувствителноста на културните разлики, ќе им помогне на угостителските компании да изградат силни односи со своите гости.

Комуникација преку социјални медиуми

Комуникацијата на социјалните медиуми станува сè поважна за бизнисите во угостителскиот сектор. Не само што нуди одлична можност брзо да допрете до широка публика, туку може да се искористи и за градење односи со гостите и клиентите. Со создавање содржина што е релевантна за интересите на нивните гости, угостителските бизниси можат ефективно да ја зголемат лојалноста на брендот и задржувањето на клиентите.

Друга придобивка од користењето на социјалните медиуми во угостителството е нивниот потенцијал да собере вредни повратни информации од клиентите за различни аспекти од искуството кое го имале со таа одредена компанија. Преку анкети или едноставни прашања објавени на каналите на социјалните медиуми, угостителските компании можат да добијат увид во тоа што очекуваат нивните гости и како ги оценуваат нивните услуги.

И на крај, стратегиите за маркетинг на социјалните медиуми отвораат неверојатни можности за угостителските компании да излезат надвор од нивниот локален пазар и да воспостават врски со луѓе широм светот.

Накратко, угостителските компании треба да ги искористат предностите на комуникацијата

преку социјалните медиуми како алатка за подобрување на нивоата на вклученост на клиентите, собирање вредни повратни информации од гостите за нивните услуги и растечка свест за брендот во локалните заедници и надвор од границите - сето тоа истовремено со ниски трошоци во споредба со повеќе традиционални маркетинг методи.

Управување со промени и улогата на оваа вештина во угостителската индустрија

Управувањето со промените е важен концепт особено за угостителските компании. Вклучува способност да се идентификуваат, разберат и управуваат сложените фактори кои предизвикуваат промени во една организација. Управувањето со промените вклучува употреба на техники како што се планирање, организирање, водење и контролирање за успешно спроведување на промените низ сите ниво во компанијата.

Управувањето со промени може да биде непроценлив ресурс за угостителските бизниси во светот по КОВИД. Угостителската индустрија се' уште е особено тешко погодена од пандемијата, а менаџерите мора да бидат подготвени да се прилагодат на новата реалност каде што очекувањата на клиентите ќе бидат повисоки.

Со имплементирање на ефективна стратегија за управување со промени, сопствениците и менаџерите на угостителските бизниси можат да се погрижат нивниот персонал да е добро подготвен да се справи со промените и брзо да се прилагоди на новите предизвици.

Промената е неизбежна, па зошто да не се подготвиме за неа превземајќи ги сите потребни чекори?

Главни заклучоци и насоки

Како заклучок, угостителските бизниси треба да ја препознаат важноста на вештините за комуникација и управување со промени за да останат пред нивната конкуренција. Со инвестирање во обуки за меки вештини, како што се платформи за дигитално учење или специјализирани работилници, угостителските компании можат да обезбедат дека нивните вработени се опремени со потребните алатки за ефикасно управување со промените во секторот. Покрај тоа, со користење на современи технологии во нивниот работен тек, угостителските бизниси ќе можат да ја зголемат ефикасноста и истовремено ќе бидат во тек со трендовите во индустријата.

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5. 21ου αιώνα : Διαχείριση Αλλαγών και Αποτελεσματική Επικοινωνία - Katerina Zlatanovska Popova

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Σύνοψη

Ο κλάδος της φιλοξενίας υφίσταται ταχεία μεταμόρφωση λόγω των μεταβαλλόμενων απαιτήσεων των πελατών και των εξελίξεων στην τεχνολογία. Για να ευδοκιμήσουν στον ταχέως μεταβαλλόμενο κόσμο στον οποίο ζούμε, οι εταιρείες φιλοξενίας πρέπει να επικεντρωθούν στην ανάπτυξη των απαραίτητων άυλων δεξιοτήτων (soft skills) για επιτυχία στον 21ο αιώνα. Σύμφωνα με το Παγκόσμιο Οικονομικό Φόρουμ, αυτά περιλαμβάνουν την επικοινωνία, τη συνεργασία, την επίλυση προβλημάτων, την κριτική σκέψη και τον ψηφιακό γραμματισμό – με ιδιαίτερη έμφαση στη διαχείριση της αλλαγής. Οι εταιρείες πρέπει να κατανοήσουν τη μετατόπιση στις ανάγκες των καταναλωτών και πώς η τεχνολογία επηρεάζει τις δραστηριότητές τους. Κατά συνέπεια, οι επιχειρήσεις φιλοξενίας πρέπει να επικεντρωθούν στην ανάπτυξη ενός ολοκληρωμένου προγράμματος διαχείρισης αλλαγών για να διασφαλίσουν ότι θα παραμείνουν ανταγωνιστικές. Η διαχείριση της αλλαγής είναι επίσης σημαντική για τις εταιρείες φιλοξενίας για τη βελτίωση του ηθικού των εργαζομένων και τα ποσοστά διατήρησης προσωπικού. Συνεργαζόμενοι με τα μέλη του προσωπικού με ουσιαστικούς τρόπους, οι διευθυντές φιλοξενίας μπορούν να συμβάλουν στην οικοδόμηση εμπιστοσύνης μεταξύ της ηγετικής ομάδας του οργανισμού και των εργαζομένων του, καταλήγοντας τελικά σε υψηλότερα επίπεδα παραγωγικότητας και καλύτερες εμπειρίες πελατών.

Επιπλέον, το Παγκόσμιο Οικονομικό Φόρουμ αναγνωρίζει τις δεξιότητες επικοινωνίας ως μία από τις πιο σημαντικές άυλες δεξιότητες του 21^{ου} αιώνα, ειδικά στον τομέα της φιλοξενίας. Στο σημερινό ταχέως μεταβαλλόμενο επιχειρηματικό περιβάλλον, οι εταιρείες φιλοξενίας πρέπει να παραμείνουν μπροστά εξοπλίζοντας τους υπαλλήλους τους με αποτελεσματικές στρατηγικές επικοινωνίας.

Για να διασφαλιστεί ότι το προσωπικό φιλοξενίας μπορεί να ανταποκριθεί στις ανάγκες και τις προσδοκίες των πελατών, είναι σημαντικό για τις εταιρείες φιλοξενίας να επενδύσουν στην ανάπτυξη των επικοινωνιακών ικανοτήτων των μελών του προσωπικού τους μέσω τακτικών μαθημάτων κατάρτισης.

Η προσφορά προγραμμάτων κατάρτισης στους υπαλλήλους φιλοξενίας όχι μόνο τους επιτρέπει να εφαρμόσουν όσα έχουν μάθει, αλλά δημιουργεί επίσης ένα υποστηρικτικό περιβάλλον όπου μπορούν να κάνουν ερωτήσεις και να λάβουν σχόλια από τους συνομηλίκους και τους προϊσταμένους τους. Αυτό τους δίνει τη δυνατότητα να αποκτήσουν μεγαλύτερη αυτοπεποίθηση για την ανταπόκριση στις αλλαγές, στις απαιτήσεις των πελατών και την προσαρμογή στις τεχνολογικές εξελίξεις που μπορεί να προκύψουν απροσδόκητα, παρέχοντάς τους τα απαραίτητα εργαλεία για επιτυχία. Επενδύοντας στην εκπαίδευση των εργαζομένων τους, οι επιχειρήσεις φιλοξενίας μπορούν να μείνουν μπροστά από τον ανταγωνισμό τους στον δυναμικό τομέα της φιλοξενίας του 21ου αιώνα.

Habilidades interpersonales del siglo XXI: Gestión del cambio y comunicación efectiva - Katerina Zlatanovska Popova

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La industria hotelera está experimentando una rápida transformación debido a las cambiantes demandas de los clientes y los avances tecnológicos. Para prosperar en el mundo de rápido cambio en el que vivimos, las empresas hoteleras deben centrarse en desarrollar las habilidades interpersonales o competencias sociales necesarias para tener éxito en el siglo XXI. Según el Foro Económico Mundial, estas habilidades incluyen la comunicación, la colaboración, la resolución de problemas, el pensamiento crítico y la alfabetización digital, con un énfasis particular en la gestión del cambio. Las empresas deben comprender el cambio en las necesidades del consumidor y cómo la tecnología impacta en sus operaciones. En consecuencia, las empresas hoteleras deben centrarse en desarrollar un programa integral de gestión del cambio para asegurarse de mantenerse competitivas. La gestión del cambio también es importante para mejorar la moral y la retención de los empleados en las empresas hoteleras. Al interactuar con los miembros del personal de manera significativa, los gerentes de hoteles pueden ayudar a construir confianza entre el equipo de liderazgo de la organización y sus empleados, lo que en última instancia se traduce en niveles más altos de productividad y mejores experiencias para los clientes.

Además, el Foro Económico Mundial reconoce las habilidades de comunicación como una de las habilidades interpersonales más importantes del siglo XXI, especialmente en el sector hotelero. En el actual entorno empresarial, que está siempre en constante cambio, las empresas hoteleras deben mantenerse a la vanguardia proporcionando a sus empleados estrategias de comunicación efectivas. Para garantizar que el personal hotelero pueda satisfacer las necesidades y expectativas de los clientes, es esencial

que las empresas hoteleras inviertan en el desarrollo de las habilidades de comunicación de sus empleados a través de cursos de formación regulares.

Ofrecer programas de formación a los empleados del sector hotelero no solo les permite aplicar lo que han aprendido, sino que también crea un entorno de apoyo donde pueden hacer preguntas y recibir comentarios de sus compañeros y supervisores. Esto les permite tener más confianza para responder a los cambios en las demandas de los clientes y adaptarse a los avances tecnológicos que puedan surgir de manera inesperada, proporcionándoles las herramientas necesarias para tener éxito. Al invertir en la educación de sus empleados, las empresas hoteleras pueden mantenerse por delante de la competencia en el dinámico sector hotelero del siglo XXI.

6.21. yüzyılın yumuşak becerileri: Değişim Yönetimi ve Etkili İletişim - Katerina Zlatanovska Popova

Katerina Zlatanovska Popova, Yumuşak Beceriler Eğitmeni, Sertifikalı GCDF Kariyer Danışmanı, Points of you© Koçu ve İK danışmanı

Özet

Konaklama sektörü, değişen müşteri talepleri ve teknolojiye gelişmeler nedeniyle hızlı bir dönüşüm geçirmektedir. Konaklama şirketleri, içinde yaşadığımız hızla değişen dünyada başarılı olmak için 21. yüzyılda başarılı olmak adına gerekli olan sosyal becerileri geliştirmeye odaklanmalıdır. Dünya Ekonomik Forumu'na göre, değişim yönetimine özel bir vurgu yapılmakta ve bunlar arasında iletişim, iş birliği, problem çözme ve eleştirel düşünme ve dijital okuryazarlık yer almaktadır. Şirketler, tüketici ihtiyaçlarındaki değişimi ve teknolojinin operasyonlarını nasıl etkilediğini anlamalıdır. Sonuç olarak konaklama işletmeleri, rekabetçi kalabilmelerini sağlamak için kapsamlı bir değişim yönetimi programı geliştirmeye odaklanmalıdır. Değişim yönetimi konaklama şirketlerinin çalışanların moralini ve çalışmaya devam etme oranlarını iyileştirmesi açısından da önemlidir. Konaklama yöneticileri, personel üyeleriyle anlamlı şekillerde ilişki kurarak, kuruluşun liderlik ekibi ile çalışanları arasında güven oluşturmaya yardımcı olabilir ve sonuç olarak daha yüksek üretkenlik seviyeleri ve daha iyi müşteri deneyimleri sağlamaktadır.

Buna ek olarak, Dünya Ekonomik Forumu, iletişim becerilerini, özellikle konaklama sektöründe, 21. yüzyılın en önemli yumuşak becerilerinden biri olarak kabul etmektedir. Günümüzün hızla değişen iş ortamında, konaklama şirketlerinin çalışanlarını etkili iletişim stratejileri ile donatarak bir adım önde olmaları gerekmektedir. Konaklama personelinin müşterilerin ihtiyaç ve beklentilerini karşılayabilmesini sağlamak için, konaklama şirketlerinin düzenli eğitim kursları yoluyla personelinin iletişim becerilerini geliştirmeye yatırım yapması oldukça önem arz etmektedir.

Konaklama çalışanlarına eğitim programları sunmak, onların öğrendiklerini uygulamalarına olanak sağlama kalmaz, aynı zamanda soru sorabilecekleri, akranlarından ve süpervizörlerinden geri bildirim alabilecekleri destekleyici bir ortam yaratmaktadır. Bu, müşteri taleplerindeki değişikliklere cevap verme ve beklenmedik bir şekilde ortaya çıkabilecek teknolojik gelişmelere uyum sağlama konusunda daha güvenli olmalarını sağlayarak,

onlara başarı için gerekli araçları sağlamaktadır. Konaklama işletmeleri, çalışanlarının eğitimine yatırım yaparak, dinamik 21. yüzyıl konaklama sektöründe rekabette öne geçebilir.

7. NEW TECHNOLOGIES, DIGITALISATION AND TRENDS IN HORECA SECTOR - Laura Fortea

Laura Fortea, Fundacion Equipo Humano, Spain

Introduction

How does Artificial Intelligence influence the world of hospitality? How can digital advances improve life in a nursing home? How does the latest technology impact the food we eat? How can we leave a greener world for future generations?

New technologies have reached the Horeca sector to definitively transform it. From the use of blockchain to create food with minimal environmental impact, such as biodegradable water bottles or pizzas made with vegetable protein, to the design of robots that, sooner rather than later, will help us in our culinary tasks, the digitalisation of the channel is inevitable.

Yes, it can already be said that the new world will be governed in every area by artificial intelligence in need of data. Vital information so that the aforementioned domestic robots know how they can make our day to day easier. Also, to indicate the best route to autonomous vehicles in charge of transporting food in the near future. Or to design new restaurants run basically by machines.

A technological transformation that will also change our experience in hotels, restaurants, or even nursing homes, where advances like Cloud and Big Data are already essential to use new concepts, such as "liquid residence", as explained by Patxi Amurtio García, General Director of the company Sanitas Mayores: "We are not talking about traditional telecare, but about home care interconnected by a cloud of data and knowledge that means that the border between the patient and the professional ceases to be the physical residence to become a liquid one".

Digitalisation, then, guarantees the seven formulas for success in the sector: sustainability, excellence, differentiation, personalization, loyalty, profitability and scalability.

A path in which Artificial Intelligence will be a differential element, as Benjamín Calleja, CEO of the consultancy Livit Design, rightly pointed out, for whom AI "improves all aspects of our businesses, from the consumer experience to the efficiency of operations" (...) "Artificial intelligence has great potential in predictive analysis based on anonymous data. With this data we can improve things as varied as inventory or cash flows, since this technology is applicable to all levels of operational efficiency of a project".

Ultimately, it is about understanding the connection between digitization and the real ROI (return on investment) of the company so that the transformation to digital management is successful.

This implies, for example, asking how the cloud will result in greater operability in my company by creating a personalised and digital ecosystem. Or learn to apply new accommodation and hotel-client relationship formulas in my business led by technologies such as Artificial Intelligence, IoT, Biometrics, blockchain or robotisation.

Status of the digitalisation of the hospitality industry in Spain

A report prepared by BCC Innovation and Delectatech, has evaluated the degree of digitization of the Spanish HORECA sector, through a sample made up of more than 240,000 establishments. The measurement focused on three essential parameters:

- Online brand presence
- Management and online communication
- Digital customer experience services

The particularity of this report is that it is the first time that such a large sample of the HORECA sector is analysed within these variables. Analysing these factors is of great importance for the sector, since it has been detected that "in the HORECA channel there is a significant gap between the level of digital maturity of the consumer and that of the restaurant.

A large percentage of consumers in the restaurant sector are active users of digital tools and are used to the immediacy and efficiency that these tools offer in many areas of their day to day. That is why, more and more, the consumer demands a digital experience..."

In other words, restaurants, bars and cafeterias must gradually adapt to digitalisation, both in their internal management and in terms of the experience they offer the customer.

Interesting data from the study on the digitization of the HORECA sector

- The data used in this study have been extracted from a census developed by Delectatech and BCC Innovation consisting of 241,367 establishments, with data from June and July 2022 in Spain.
- Only 42.8% of establishments in Spain have a website.
- Only 7.3% use a digital reservation system.
- Only 13.8% have a digital card.
- Having a booking engine can increase billing by 30% and having a digital card can increase consumption by 25%.
- Having an app to pay the bill using QR saves on average up to 13 minutes of service per table.
- 21.1% of commercial premises offer Wi-Fi (by the way, by offering Wi-Fi, 62% of customers are retained longer).
- With the use of digital menus, 73% of restaurants acknowledge having modified dishes, added images and written explanations, managing to satisfy the need for change and knowledge of their potential customers.
- 34.3% offer some type of delivery or take away (76.4% of these with an external service -Glovo, Just Eat or UberEats- and 23.6% with their own or non-digital delivery).
- Of the stores that are on Google Business or Tripadvisor, 33.6% do not supervise their data or comments; For their part, establishments that do keep their information up to date and respond to comments have up to three times more reviews.
- 80% of diners search the Internet before deciding where to eat.
- Almost 90% of people looking for restaurants online end up booking.
- Madrid, Barcelona and the Balearic Islands lead digitization in the HORECA sector, followed by Malaga and Girona.

- On the contrary, Ceuta and Jaén are the least digitised (in general Galicia, the two Castillas, Extremadura, some regions of Andalusia and the Region of Murcia are far behind in this regard).
- 56% of the hospitality sector in Spain considers that “improving margins” is one of the three most important business objectives and challenges.
- In Spain, around 50% of establishments rank “include systems that save costs” among their top 3 reasons for going digital.

New trends, technologies and digitalisation

In the next sections we will address examples of new trends and digitization in the HORECA sector.

The Horeca channel (hotels and restaurants and catering) is eager to make up for the time lost by the Covid-19 pandemic. Some have already incorporated the latest technology by taking advantage of hotel leasing. Others consider doing it, but do not know how and a large investment is not in their plans. The digitization of the services sector represents a great opportunity for the Canal, since most do not know how to embark on the path to digital transformation. And we don't say it, the data says it.

The Horeca channel and the hotel industry have the capacity to go digital

According to the study The digitization of SMEs 2021, only large companies (250 people or more) have specialised technological profiles. Therefore, it is in the hands of the Channel to become the external IT professional. That is, in the person who guides them in the digital transformation.

But what does the Horeca channel and the hospitality industry understand by digitization?

The type of digitization depends on the type of establishment, characteristics and geographical location. This is indicated by a recent study, ConectadosHOS, a platform made up of Hospitality in Spain, Coca-Cola, Mahou San Miguel, Pernod Ricard Spain and Markro and prepared by the consulting firm EY.

For almost 60% of those surveyed, digitization means being up to date with technology. And, for less than half, increase sales or billing through digital tools. The purpose of digital transformation is to save costs, automate processes and streamline tasks. The challenges for the digitization of the Horeca channel are increasing: improving the delivery and takeaway service, front-office management and loyalty. As well as optimising POS systems, giving customers more comfort or reaching new customers.

51% of those surveyed indicate that digitization is key or very important and have plans to implement it. Although 35% have not yet started the digital transformation process.

The companies that invest the most in technology are chains or franchises. Within the Horeca sector, hotels are the most advanced in the digitization process, according to the study The digitization of SMEs 2021.

Renting of robotics and machinery

Have you ever been welcomed by a robot on your vacation or served at a restaurant or buffet? There are robots with facial recognition that check-in and check-out. Some accompany guests to the room and to the rest of the hotel's facilities (restaurant, spa, pool...).

They are also able to analyse the number of people in the room. They go wherever they perceive needs: they open doors to help people with reduced mobility... They are even capable of detecting emotions! In addition, they are programmed to master an infinite number of languages, approximately 20. They may or may not have a humanoid profile.

Will robots replace staff in the hospitality industry?

The idea is not to replace people, but to be more efficient. In fact, Korea is the most robotised country, and at the same time, the one with the lowest unemployment rate. Thanks to the help of robots, workers can become more involved in customer service. Thus, they have more time for tasks that add value to the end customer.

In the Horeca sector and, more specifically, in the hospitality industry, we began to find intelligent collaborative robots to facilitate movement in the room. They distribute food, crockery, towels... guaranteeing the hygiene and safety of food without contact with diners. They are even capable of making about 400 food and drink deliveries a day.

Freeing up staff from repetitive tasks to focus on true customer service, this is the key. Taking these advantages into account, opting for robotics hospitality leasing can be a very interesting option.

Digitization of processes

The Horeca sector has been forced to digitise processes with the use of advanced technologies in the field of identification and labelling. We see a clear example in the Spanish restaurant chain Burro Canaglia which, due to its rapid expansion, needed to optimise its kitchen operations.

It opted for Brother and the intelligent digital assistant Andy to automate the labelling processes and the digitization of its records, in favour of a correct HACCP, with which they manage to reduce the risk of making errors and increase the efficiency of the processes, something that is essential to protect the health of consumers.

Control and savings

The deployment of this advanced solution, such as the one implemented by Burro Canaglia –consisting of an autonomous label printer and software– has shown that restaurant chains need to unify procedures.

In this way, it is possible to control, in real time, and from any device, everything that happens in restaurants, thus centralising operations and experiencing significant cost savings in label printing and maintenance, as well as significant time savings –vs. manual labelling processes– so employees can focus on other functions that are more critical to the business.

All this makes decision-making much easier (as it is based on reliable data) and faster, by avoiding having to check the information of each restaurant individually.

Thus, unnecessary displacements and the execution of manual tasks are eliminated, which would be much slower and more expensive, as well as being susceptible to irreparable errors, which restoration cannot afford.

In short, the Horeca sector has also undergone a profound transformation of the business, since a large part of its processes have evolved through a strong commitment to technologies that have become “essential”. This is the case of automatic labelling tools without which it is impossible not only to be successful, but also to survive and maintain a stable pace of business.

Restaurants in the metaverse and digitalisation of Horeca

What does the future taste like? How will we taste the food in the new hybrid restaurants or in the metaverse? Digitising (good) eating, an experience so linked to the physical, is a challenge for the design of this type of space.

In fact, only 16% of Horeca establishments have a high degree of digitization, according to data from the Technological Center of the Basque Culinary Center.

The metaverse and restoration may not seem to be very similar fields, since one is based on the digital world and the other is rooted in the physical world, but the truth is that the restaurant sector is making a place for itself in the digital world.

In recent years, and particularly since the COVID-19 pandemic hit, restaurants have increasingly distanced themselves from their customers, due to the growing dominance of platforms such as Uber Eats.

Despite all the benefits that operating with delivery platforms entails, they also imply the loss of control of the restaurant and the direct relationship with the consumer.

Given this reflection, the metaverse facilitates the direct connection between restaurant and client, since it provides a single window between the two.

In a way, the inclusion of restaurants in the metaverse is the evolution of the use of digitization in the sector, since currently the consumer usually begins the experience with the restaurant online, researching options, reading reviews from other consumers, looking for images of the site or consulting the menu.

Benefits of the metaverse for restoration

One of the benefits that the metaverse provides to this industry is being able to provide a digital consumer experience around restaurants.

An example of this experience is that the user will be able to watch a virtual game in which all the places where they can eat during or after the game are announced. The user's avatar will be able to access a virtual market where they can see the different operators, their menus and the representation of the virtual dishes, order them to be delivered to their homes and pay for them with cryptocurrencies.

On the other hand, the metaverse would also protect against one of the biggest problems in the restaurant industry: no-show reservations. If the person does not show up, the smart contract simply transfers the funds on deposit to the restaurant.

If someone reserves a table after a virtual tour in the metaverse, the restaurant could request that a cryptocurrency reservation deposit be made using a smart contract-based escrow system.

The restaurant as an ecosystem of digital solutions

After this first stage of hasty digitization, it is time to scale up the technologies applied to restoration. How? From the Basque Culinary Center, the first institution in the world specialised in innovation in gastronomy, they venture that the restaurant is becoming "an ecosystem of digital solutions that generate, store and process data".

Nothing that we have not seen before in other sectors, of course, but something new in the Horeca industry, whose physicality is undeniable (at least for now in what refers to the act of eating, for example) and whose study on digitization began with strength in 2018, when this entity launched the first report on it.

Four years later, in the report *The restaurant of the future*, front and back office strategies are detailed (those that have contact with customers and reception or kitchens and management) that are already a reality in some European gastronomic spaces: smart warehouses, digital recipe books, food hyper traceability or a digital food passport to personalise our gastronomic tour as diners.

Erich Eichstetter, Head of Digital Transformation at the Basque Culinary Center, explains that first “you have to understand what technology can provide, because we detected a lot of confusion between concepts: metaverse, web 3.0, crypto, artificial intelligence (...) The main recommendation is to opt for the most sober, with specific objectives and to be aware of the news and how our processes in the restaurant can be improved. For example, we can start with something as simple as eliminating paper and pen in favour of a mobile or a digitised process”, states the expert.

These first technology tests were carried out at the LABe Digital Gastronomy Lab, where they created NFT skewers with the idea of studying how habits would change from the request of the NFT itself until arriving at the restaurant. They set up a space in the OneRare gastronomic metaverse to analyse what kind of interactions is interesting to complete the sensory aspect, which is obviously limited.

For now, eating is still very physical and with few signs of becoming digital, but not everything that surrounds it. “With this adventure we learned that training and training of professionals, as well as the simulation of experiences are all that makes digitization and the metaverse more affordable,” concludes Eichstetter.

Restaurants in the metaverse: cutlery, napkin and virtual reality glasses

While tests and studies are carried out, Cornell University found in this report that virtual reality alters the perception of flavour: the packaging, the colour, the appearance... influence how we taste the food.

At the Shanghai Ultraviolet restaurant they put the empiricism on the plate through virtual *trompe l'oeil* in which each diner observes a strawberry through their virtual reality glasses that in the mouth transforms into another radically opposite food.

However, they are only experiencing “protoperverses”, since he considers that there is still “some friction” when it comes to transmitting a virtual experience.

So what does a restaurant in the metaverse offer us today? Right now it allows us to sit down to have a coffee with the hologram of someone who is on the other side of the world, or that when we go to eat a dish we also enjoy the explanation of a virtual character that tells us the history of the product, or even interact with a gamified environment in which we fish or hunt our own food... or through digital objects that can be NFTs that we see with augmented reality glasses.

Pop-up restaurants

Pop-up restaurants have already established themselves successfully for a few years, they are getting bigger and renowned chefs are joining the trend. This “clandestine” and temporary component is the biggest attraction, in addition to trying menus that are unlikely to be made again and its location in a special enclave where perhaps one does not expect to enjoy haute cuisine.

It is a trend that speaks of a change in perspective regarding the mass and boring consumption of food and that is committed to experimentation, people, good music, design... in short, the gastronomic experience.

The Pop-Up concept in gastronomy is more fashionable than ever. With alternative overtones, the phenomenon had its origin in the underground scene of London’s East End, where groups like Gingerline (currently embarking on the organisation of what its creators call “multidimensional dinners”), had the idea of using hidden places a few years ago of the metro line for their events, which they endowed with artistic airs thanks to the collaboration of some local creators.

From then on, the ban was opened for a fashion that the world of haute cuisine would not take long to join. Pop-Up Restaurants are used by renowned chefs or young promises who, with this expired format, want to publicise their work.

The need to save on fixed costs came up with a new way to enjoy a special dinner. The pop-up restaurants present original menus offered in unusual places: from private houses, basements or terraces to abandoned train stations, secret gardens or cosmopolitan studios.

On the other hand, the senses and perceptions are the main bet to enjoy the gastronomic offer. And in pop-up restaurants, this bet becomes even more important, if possible, since its transience means that the mark that must be left on the diner is just as quick to impact but not so ephemeral to forget.

People who go to a pop-up restaurant are looking for a gastronomic adventure; something new, unique and creative, that is totally different from the typical restaurant scene.

Sensory marketing plays a very important role in helping diners’ experience to be precisely all of that. The senses play a fundamental role in restaurants. For example, gastronomic delight can no longer be conceived without piped music. Music has been shown to affect both the taste of food and the appetite. So much so that it influences diners and the sensations and emotions they feel.

The sensation of exclusivity that is felt when you know that you will only be able to savour the experience for a limited time, makes pop-up restaurants an ideal option to awaken your senses and let yourself go.

Exclusivity, transience, sensoriality and roaming. Pop-up restaurants continue to be, today, a growing trend in gastronomy. These temporary restaurants offer their diners an unrepeatable experience where they can enjoy the most daring culinary proposals.

Big data in restoration

Big Data is changing. Virtually all industries resort to its analysis and study for decision making, including the gastronomic industry. And any restaurant can take advantage of it.

Big Data in theory is the processing of information in a large volume, which cannot be analysed or interpreted, except with the help of technology.

The incorporation of new technologies and big data into the hospitality sector has been a reality accelerated by the Covid-19 pandemic. Today, we don't even ask for the menu in restaurants... we directly look for which of the corners the QR will be located on. And like this many more examples. However, these changes have a great impact on economic and labour activities in restaurants.

Data from AirMarket shows that 83.5% of hospitality professionals have digital tools. Something that is not trivial, since, according to a study by the Massachusetts Institute of Technology (MIT), companies that exploit technological resources and knowledge within their business, improve their net profit margin by 16%. In other words, investment in technology applied to restoration results in an increase in profits.

On the other hand, R&D tools generate very valuable information when making decisions. For example, you can anticipate demand, control the volume of waste or increase sales through digital channels. This means that the incorporation of big data and artificial intelligence in the management of restaurant establishments causes a 30% decrease in food waste, according to the Japan Weather Association (JWA).

Spanish organisations are advancing in the digital transformation of their businesses, increasing the use of emerging technologies such as artificial intelligence, data analysis, cloud computing and the Internet of things.

Regarding Big Data, 11% of companies reveal that they analyse large amounts of data, according to the study Use of digital technologies by companies in Spain 2022, carried out by the National Observatory of Technology and Society.

In this sense, companies driven by data obtain 70% more revenue per employee and 22% more benefits than those that do not base their decision-making on the use of data, as noted in the study prepared by Capgemini.

For its part, in the restaurant sector there is a special interest in digitization by the client, since 55% of hoteliers seek through digitalisation to reach new customers and offer services that add value to them, according to data collected, by the report Study and Digitization of the Hospitality Industry.

As the restaurant business is very competitive, it is important to implement Business Intelligence to understand consumer behaviour in great depth. "Business Intelligence is responsible for transforming the data repository into valuable and practical information, generating reports, graphs, tables, maps and, of course, dashboards to reveal the status of a business at a single glance. That is, transform information into knowledge. In this way, we will get to know our customers at a higher level", commented sources from the Spanish startup Last. app.

The benefits of data analysis for decision making are immense, since it includes all the variables that influence the business, from inventory management to reducing personnel costs and profitability.

Digitalization in the hotel section

What is the situation of the hotel sector regarding digitization?

The hotel business model, where it is increasingly difficult to stand out, surprise guests or offset cost increases, has seen the new digital technologies for hotels as one of the main paths to success. Despite this, there is still much to do.

If we look at the latest report Techyhotel Project from the Instituto Tecnológico Hotelero, 72% of the hotels

surveyed perceive their levels of technological implementation as high or very high, however this perception does not agree with reality, since only 35% of hotels have high or very high levels of implementation.

This data gives good faith that technology advances at a pace that many professionals in the sector are not capable of assuming or interpreting. This is corroborated by the latest CaixaBank Sector Digitization Index (ICDS), where the tourism sector obtains 46 points out of 100, demonstrating that there is still a significant gap at the level of digital transformation in hotels.

Where is digitization heading in hotels?

Energy efficiency and sustainability

The digital transformation of tourism will have as its main objective to achieve a more sustainable development. Hotels will continue to be closely linked to aid from European Next Generation funds, which support digitization projects with a focus on energy saving and sustainability.

In addition, hoteliers are going to have to respond to the concerns of the customer profiles most concerned about sustainability. We are talking about the Millennial Generation and, above all, guests belonging to Generation Z, who are beginning to gain purchasing power and are already an important customer profile for hotel businesses.

To satisfy these groups, it is not enough to put up posters or details that transmit some small, more ecological gestures. It is necessary to convey that sustainability and efficiency are part of the hotel's business model.

- Renewable energies and improvement of thermal insulation: subsidies for the installation of solar panels, the substitution of equipment from polluting energy sources or the improvement of insulation will imply a boost towards energy efficiency.
- Sensorization: increases the installation of sensors that help mark minimum temperatures and when the room is empty, optimising energy expenditure.
- Home automation: For example, temperature control systems by voice commands.
- Updating the network infrastructure to GPON fibre optics will contribute to energy savings in an important and significant way and will avoid the generation of waste or cyber-trash.

The increases in energy costs and all those linked to product and service providers have reduced the profit margin of hotels.

Digital solutions for automatic income generation

The digitization of tourism seeks to improve direct sales, optimise processes and human resources, as well as personalise product and service communications to increase revenue per guest.

Take advantage of all the information obtained from the guests to carry out automated and personalised marketing campaigns that attack the exact needs of the guests, promoting direct sales.

- Solutions for automated direct bookings: Integrate all communication channels with the bo-

oking engine and centralise their management on a single platform. A good strategy to limit dependence on OTAs.

- Tools for data collection: Technologies focused on data collection such as captive portals or WiFi Hotspots, as well as solutions for generating surveys help to detect patterns and customer profiles in the hotel. In this way, the management anticipates your needs with a more personalised offer, which helps to improve income throughout your stay.
- Digitization of services focused on reducing the purchasing process: The use of technologies such as applications or tablets in the rooms facilitates the process of purchasing products and services, increasing the average ticket for each guest.
- Efficiency and process optimization: Hotels need to go one step further towards improving efficiency to become more profitable. Technologies aimed at digitising processes, such as cleaning management or room service, as well as reducing maintenance by the human team, will allow employees to focus on higher-value activities aimed at improving the experience.

Hyperconnectivity with the guest or hotel-guest communication

A better informed customer is more loyal and happy. Another of the great objectives of digitization in hotels is to provide an omnichannel response in guest service: chatbots, virtual agents, IPTV and interactive screens with corporate communication channels, automated marketing strategies.

All these technologies seek constant and accessible contact from the first point of interaction until the customer leaves.

Maximum comfort in the guest experience

Going deeper into solutions that help provide a more comfortable and fluid guest experience is going to be key to improving competitiveness.

Contactless technology, facial recognition, voice control devices, expanding the range of content available on television or having the latest technology in networks and WiFi are going to be some of the lines of action at this point.

Other trends

- Urban centres with “dark kitchens” for rent where you can personalise the food delivery and take away service of the restaurants housed in your facilities.
- Home delivery platforms of different artisan bakeries and pastry shops in the city, where users can find the best of artisan bakeries, pastries, pastries and catering for both individuals and companies.
- eCommerce or specialised and/or niche Marketplaces, such as an online wine store that is based on the user’s personalised knowledge.
- Fitness food: distribution of fresh menus, without additives and packaged in sports centres.
- Food delivery for restaurants in the luxury and haute cuisine sector. This is a way to take advantage of a

niche and differentiate ourselves in the market, while being inspired by other business models that are working successfully.

- Homemade food marketplace, which connects users looking for homemade dishes with local cooks willing to offer them.
- Marketplace that connects food trucks and users (corporate or private), helping Food Truck owners to make their vehicles profitable in two ways: renting them without any other benefit (Food Truck as a dark kitchen) or with cook service (Food Truck as a service).

Conclusions

What will the HORECA sector be in the future?

Using online platforms to improve service to future clients within the hospitality field is a resource that is showing excellent results.

Undoubtedly, one of the elements that can transform the world of hospitality consists of establishing adequate work shifts, which allows you to make accurate predictions with artificial intelligence. Thus, organising your staff based on the available space for customer service.

An example of this has been observed in those hotels whose platforms incorporate artificial intelligence systems, through which they make direct reservations and establish customer loyalty, to whom they offer better experiences to contract their services through the Internet.

When a hotel business incorporates one of these systems, it will have greater availability to manage large volumes of data and set up reservations quickly and in a timely manner. Likewise, it will offer personalised interactions with clients, within which their needs will be taken into account, to achieve their satisfaction with the service they are receiving.

Many people are getting used to enjoying the services of artificial intelligence, in fact it is estimated that in the future travellers will be intelligent buyers. A phenomenon that will be characterised by the possibility of searching and consulting all the travel offers in a specific way and within which an immediate response will be given to your queries.

Saving time and money is vital for any type of venture, therefore the hospitality sector must have packages, accommodations, products and services that are part of their promotions and offer flexibility so that they are attractive to their potential customers.

Customer service within a hospitality industry will also begin to show the influence of artificial intelligence, through changes in the way the following services will be provided:

- Reception service: Using AI, facial recognition will be programmed or the service will be instantly synchronised with the client's mobile, while the room key can also be sent to the mobile digitally.
- Room service: The client will be able to communicate directly with the food or beverage services and they will be delivered automatically.
- Maintenance: AI systems will be used to keep the common areas in perfect condition to receive customers and similarly for each of the rooms.

- Energy management: Devices equipped with artificial intelligence make optimal use of energy, turning off lights and equipment when they are not being used, which will allow hotels to reduce their maintenance costs.

There are many benefits provided by artificial intelligence systems that are not yet within the reach of a large number of hotels, but it is expected that they will begin to do so in a short time.

Some important hotel establishments are experimenting with the incorporation of robots as part of their staff, which are in charge of giving advice on attractions, interacting with guests, offering solutions to their concerns and serving as personal assistants for those clients who request it; an unmatched futuristic experience.

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8. НОВИ ТЕХНОЛОГИИ, ДИГИТАЛИЗАЦИЈА И ТРЕНДОВИ ВО НОРЕСА секторот

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Резиме

Вештачката интелигенција (AI) во моментов значително влијае на различни аспекти од угостителската индустрија. Дигитализацијата на секторот гарантира успех преку одржливост, извонредност, диференцијација, персонализација, лојалност, профитабилност и размена. Меѓутоа, во Шпанија, угостителската индустрија е сè уште во раните фази на дигитализацијата и има значителен јаз меѓу очекувањата на клиентите и дигиталната зрелост на рестораните. Само мал дел од установите имаат веб-страница, систем за дигитални резервации или дигитално мени, според пописот извршен од страна на Delectatech и BCC Innovation во периодот меѓу јуни и јули 2022 година.

Реалноста е дека имплементацијата на дигитални алатки како што се процесори за резервација, дигитални менија и апликации за наплата засновани врз QR може да ги зголемат приходите, да го подобрат задоволството на гостите и да заштедат време. Користењето Wi-Fi и дигитални менија води до зголемена лојалност на клиентите и подобра персонализација на јадењата според тоа што го претпочитаат клиентите. Меѓутоа, многу компании не го следат своето онлајн присуство, а тоа влијае на нивниот углед и рецензии. Најголем дел од клиентите онлајн истражуваат и прават резервации во ресторани, а во некои региони од Шпанија има поголем степен на дигитализација од други региони. Станува збор за понапредните хотели во овој процес (заедно со каналот HORECA).

Дополнително, роботите стануваат сè повообичаени во угостителската индустрија и извршуваат задачи како најавување, собна послуга и испорачување на храна. Нивната имплементација им овозможува на вработените да се фокусираат на испорачување подобрени услуги за клиентите. Дигитализацијата, исто така, ги поедностави процесите како што се кујнските операции, преку иновативни технологии, како што е автоматизируваниот систем за етикетање, што резултира со заштеда на трошоци, подобрена ефикасност и безбедни практики. Затоа, усвојувањето на дигитални напредувања е од критично значење на угостителската индустрија.

Дигитализацијата ги прави виртуелните искуства и искуствата од метаверзумот достапни. Според Eichstetter, експертите за обука и симулирање на искуството се клучни за постигнување на дигитализацијата. Докажано е дека виртуелната реалност ја менува перцепцијата за вкус, што е демонстрирано во студија од Универзитетот Корнел. Факторите како што се пакувањето, бојата и изгледот може да влијаат на начинот на кој ја вкусуваме храната. Во ресторани како што е Shanghai Ultraviolet, се користат очила за виртуелна реалност за да се создаде искуството на trompe-l'oeil. Клиентите ја гледаат јагодата низ очилата за виртуелна реалност, што потполно го трансформира

јадењето кога ќе го вкусат. Иако тековното искуство во метаверзумот сè уште се смета за прототип поради одредени ограничувања и проблеми при обезбедување на виртуелни искуства, рестораните во метаверзумот претставуваат уникатни можности. На пример, луѓето може да пијат кафе со холограм од некогашно што е на другата страна од светот, или да уживаат во објаснувањето на виртуелен човек што им го раскажува историскиот контекст и култура на некое јадење што го јадат во тој момент. Накратко, индустријата HORECA подлежи на процес на развој кон дигитализацијата.

Онлајн платформите и технологиите како што е вештачката интелигенција се користат за подобрување на услугите, поедноставување на операциите и подобрување на целокупното корисничко доживување. Имплементацијата на AI ќе доведе до промени во различни услуги, како што е приемот, собната послуга, одржувањето и управувањето со електрична енергија. Овие напредоци ќе ја подобрат оперативната ефикасност, ќе ги намалат трошоците и ќе обезбедат футуристичко доживување.

NEES TECNOLOGIES, ΨΗΦΙΑΚΟΠΟΙΗΣΗ ΚΑΙ ΤΑΣΕΙΣ ΣΤΟΝ ΤΟΜΕΑ HORECA

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ΣΥΝΟΨΗ

Η τεχνητή νοημοσύνη (Artificial Intelligence) έχει μια σημαντική επίπτωση σε διάφορες πτυχές της βιομηχανίας της φιλοξενίας Η ψηφιοποίηση του κλάδου διασφαλίζει επιτυχία διά μέσω της βιωσιμότητας , της αριστείας , της διαφοροποίησης , της εξατομίκευσης , της πίστης , της κερδοφορίας και επεκτασιμότητας . Στην Ισπανία , ωστόσο , η βιομηχανία της φιλοξενίας βρίσκεται ακόμα στα πρώιμα στάδια της ψηφιοποίησης , με σημαντικό χάσμα μεταξύ των προσδοκιών των καταναλωτών και της ψηφιακής ωριμότητας των εστιατορίων. Μόνο ένα μικρό ποσοστό των εγκαταστάσεων στον τομέα αυτό έχουν ιστοσελίδα , ή σύστημα ψηφιακής κράτησης σύμφωνα με το απογραφή συντάχθηκε από την Delectatech κα το I BCC Innovation μεταξύ των μηνών Ιουνίου και Ιουλίου 2022.

Η πραγματικότητα είναι ότι η εφαρμογή ψηφιακών εργαλείων όπως μηχανές κράτησης , ψηφιακά μενού και εφαρμογές πληρωμής με βάση QR μπορούν να αυξησουν τα έσοδα , να βελτιώσουν την ικανοποίηση του πελάτη και να εξοικονομήσουν χρόνο. Η παροχή Wi -Fi και η χρήση ψηφιακών μενού οδηγεί σε μεγαλύτερη πίστη απο τους πελάτες και καλύτερη εξατομίκευση των πιάτων σύμφωνα με τις προτημίσεις των πελατών. Ωστόσο , πολλές εγκαταστάσεις δεν έχουν διαδικτυακή παρουσία , η οποία επηρεάζει την φήμη τους και τις κριτικές που λαμβάνουν. Η πλειοψηφία των πελατών ερευνά και κάνει κράτηση στο εστιατόριο διαδικτυακά, και μερικά περιφέρειες της Ισπανίας παρουσιάζουν υψηλότερο βαθμό ψηφιοποίησης _ από άλλες , που είναι τα πλέον προχωρημένα ξενοδοχεία σε αυτή διαδικασία (μαζί με το κανάλι HORECA) .

Επιπλέον, τα ρομπότ γίνονται όλο και πιο κοινά στην βιομηχανία της φιλοξενίας, βοηθώντας με καθήκοντα όπως η αφίξη των πελατών, η εξυπηρέτηση και παράδοση φαγητού. Η εφαρμογή τους επιτρέπει στους υπαλλήλους να επικεντρωθούν στην παροχή βελτιωμένης εξυπηρέτησης πελατών. Η ψηφιοποίηση έχει επίσης εξορθολογίσει διαδικασίες, όπως οι λειτουργίες κουζίνας, μέσω καινοτόμων τεχνολογιών όπως τα αυτοματοποιημένα συστήματα σήμανσης, με αποτέλεσμα την εξοικονόμηση κόστους, τη βελτιωμένη απόδοση και τις ασφαλείς πρακτικές. Έτσι, η υιοθέτηση των ψηφιακών εξελίξεων είναι ζωτικής σημασίας για τον κλάδο της φιλοξενίας.

Η ψηφιοποίηση καθιστά πιο προσιτές τις εικονικές και metaverse εμπειρίες. Σύμφωνα με τον Eichstetter, η εκπαίδευση ειδικών και η προσομοίωση της εμπειρίας είναι το κλειδί για την επίτευξη αυτής της ψηφιοποίησης. Η εικονική πραγματικότητα έχει αποδειχθεί ότι αλλάζει την αντίληψη της γεύσης, όπως έδειξε μια μελέτη από το Πανεπιστήμιο Cornell. Παράγοντες όπως η συσκευασία, το χρώμα και η εμφάνιση μπορούν να επηρεάσουν τον τρόπο που γευόμαστε τα τρόφιμα. Σε εστιατόρια όπως το Shanghai Ultraviolet, χρησιμοποιούνται γυαλιά εικονικής πραγματικότητας για να δημιουργήσουν την εμπειρία trompe-l'oeil. Οι επισκέπτες παρατηρούν τη φράουλα μέσα από γυαλιά εικονικής πραγματικότητας, τα οποία στη συνέχεια θα μεταμορφωθεί σε ένα εντελώς διαφορετικό φαγητό όταν τη γευτούν. Ενώ η τρέχουσα εμπειρία στο Metaverse εξακολουθεί να θεωρείται «protoverse» λόγω ορισμένων περιορισμών και τριβών στην παροχή εικονικών εμπειριών, τα εστιατόρια στο Metaverse παρουσιάζουν μοναδικές ευκαιρίες. Για παράδειγμα, οι άνθρωποι μπορούν να πιουν καφέ με ένα ολόγραμμα κάποιου στα μισά του κόσμου ή να απολαύσουν μια εξήγηση ενός εικονικού χαρακτήρα ενώ τρώνε ένα πιάτο, παρέχοντας ιστορικό πλαίσιο και πολιτισμό. Εν ολίγοις, η βιομηχανία HORECA διέρχεται μια διαδικασία ανάπτυξης προς την ψηφιοποίηση.

Οι διαδικτυακές πλατφόρμες και τεχνολογίες όπως η Τεχνητή Νοημοσύνη χρησιμοποιούνται για τη βελτίωση των υπηρεσιών, τον εξορθολογισμό των λειτουργιών και τη βελτίωση της συνολικής εμπειρίας των πελατών. Η εφαρμογή της Τεχνητής Νοημοσύνης θα οδηγήσει σε αλλαγές σε διάφορες υπηρεσίες, όπως η υποδοχή, η υπηρεσία δωματίου, η συντήρηση και η διαχείριση ενέργειας. Αυτές οι εξελίξεις θα βελτιώσουν τη λειτουργική αποτελεσματικότητα, θα μειώσουν το κόστος και θα φέρει τη φουτουριστική εμπειρία.

NUEVAS TECNOLOGÍAS, DIGITALIZACIÓN Y TENDENCIAS EN EL SECTOR HORECA

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La inteligencia artificial (IA) está teniendo un impacto significativo en diversos aspectos de la industria de la hostelería. La digitalización del sector asegura el éxito a través de la sostenibilidad, la excelencia, la diferenciación, la personalización, la fidelización, la rentabilidad y la escalabilidad. Sin embargo, en España, la industria de la hostelería aún se encuentra en las primeras etapas de la digitalización, con una brecha significativa entre las expectativas de los consumidores y la madurez digital de los restau-

rantes. Según el censo compilado por Delectatech y BCC Innovation entre junio y julio de 2022, solo un pequeño porcentaje de establecimientos cuenta con un sitio web, un sistema de reservas digitales o un menú digital.

La realidad es que implementar herramientas digitales como mecanismos de reserva, menús digitales y aplicaciones de pago basadas en códigos QR puede aumentar los ingresos, mejorar la satisfacción de los clientes y ahorrar tiempo. La provisión de Wi-Fi y el uso de menús digitales conducen a una mayor fidelización de los clientes y a una mejor personalización de los platos según las preferencias de los clientes. Sin embargo, muchos establecimientos no hacen un seguimiento de su presencia en línea, lo que afecta a su reputación y reseñas. La mayoría de los clientes investigan y reservan restaurantes en línea, y algunas regiones de España muestran un mayor grado de digitalización que otras, siendo los hoteles los más avanzados en este proceso (dentro del canal HORECA).

Además, los robots se están volviendo más comunes en la industria de la hostelería, ayudando con tareas como el check-in, el servicio de habitaciones y la entrega de alimentos. Implementarlos permite que los empleados se centren en brindar un mejor servicio al cliente. La digitalización también ha optimizado procesos, como las operaciones de cocina, a través de tecnologías innovadoras como sistemas de etiquetado automatizado, lo que se traduce en ahorros de costos, mayor eficiencia y prácticas más seguras. Por lo tanto, abrazar los avances digitales es crucial para la industria de la hostelería.

La digitalización facilita el acceso a experiencias virtuales y del metaverso. Según Eichstetter, la formación de expertos y la simulación de experiencia, son dos motores clave para lograr la digitalización. La realidad virtual ha demostrado alterar la percepción del sabor, como lo demostró un estudio de la Universidad de Cornell. Factores como el empaquetado, el color y la apariencia pueden afectar la forma en que percibimos el sabor de los alimentos. En restaurantes como Shanghai Ultraviolet, se utilizan gafas de realidad virtual para crear la experiencia de trompe-l'oeil. Los comensales observan la fresa a través de las gafas de realidad virtual, que luego se transforma en un alimento completamente diferente cuando la prueban. Si bien la experiencia actual en el Metaverso aún se considera „protoverso” debido a ciertas limitaciones y fricciones en la entrega de experiencias virtuales, los restaurantes en el Metaverso presentan oportunidades únicas. Por ejemplo, las personas pueden tomar café con un holograma de alguien a medio mundo de distancia o disfrutar de una explicación de un personaje virtual

Por ejemplo, las personas pueden tomar café con un holograma de alguien a medio mundo de distancia o disfrutar de una explicación de un personaje virtual mientras comen un plato, proporcionando contexto histórico y cultural. En resumen, la industria HORECA está experimentando un proceso de desarrollo hacia la digitalización.

Las plataformas en línea y las tecnologías como la inteligencia artificial se utilizan para mejorar los servicios, optimizar las operaciones y mejorar la experiencia general del cliente. La implementación de la IA provocará cambios en varios servicios, como en la recepción, el servicio de habitaciones, mantenimiento y gestión de energía. Estos avances mejorarán la eficiencia operativa, reducirán costos y ofrecerán una experiencia futurista.

YENİ TEKNOLOJİLER, DİJİTALLEŞME VE HORECA SEKTÖRÜNDEKİ EĞİLİMLER

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ÖZET

Yapay zekâ (AI), konaklama endüstrisinin çeşitli yönleri üzerinde kayda değer etkilere sahiptir. Sektörün dijitalleşmesi; sürdürülebilirlik, mükemmellik, farklılaşma, kişiselleştirme, sadakat, kârlılık ve ölçeklenebilirlik yoluyla başarıyı garanti etmektedir. Ancak İspanya'da konaklama sektörü, tüketici beklentileri ile restoranların dijital olgunluğu arasındaki önemli bir boşluk sebebiyle dijitalleşmenin henüz ilk aşamalarında görünmektedir. Delecta-tech ve BCC Innovation tarafından Haziran ve Temmuz 2022 arasında derlenen nüfus sayımına göre, işletmelerin yalnızca küçük bir yüzdesinin web sitesi, dijital rezervasyon sistemi veya dijital menüsü bulundurmaktadır.

Rezervasyon motorları, dijital menüler ve QR tabanlı ödeme uygulamaları gibi dijital araçların devreye sokulmasıyla birlikte gelirin artırılabilirliği, misafir memnuniyetinin ileri düzeye taşınabilirliği ve zamandan tasarruf sağlanabilirliği göz ardı edilmemesi gereken bir gerçektir. Wi-Fi imkânının sunulması ve dijital menülerin kullanılması, müşteri tercihlerine göre yemeklerin daha etkili kişiselleştirilmesine ve daha fazla müşteri sadakatine olanak tanımaktadır. Ancak birçok kuruluş, itibarlarını ve müşteri görüşlerini etkileyen dijital varlıklarını takip etmemektedir. Müşterilerin çoğu restoran araştırmasını çevrimiçi ortamlarda yapmakta ve rezervasyon yaptırmaktadır ve İspanya'nın bazı bölgeleri, bu süreçte (HORECA kanalıyla birlikte) en gelişmiş oteller niteliği kazanarak diğerlerinden daha yüksek oranda dijitalleşme göstermektedir.

Tüm bunlara ek olarak, konaklama endüstrisinde robotlar daha yaygın hale gelirken check-in, oda servisi ve yemek teslimatı gibi görevlere yardımcı olmaktadır. Bu tür görevleri yerine getirmek, çalışanların gelişmiş müşteri hizmetleri sağlama konusuna odaklanmasını sağlamaktadır. Dijitalleşme ayrıca, otomatik etiketleme sistemleri gibi yenilikçi teknolojiler yoluyla mutfak operasyonları gibi süreçleri kolaylaştırarak maliyet tasarrufu, gelişmiş verimlilik ve güvenli uygulamalar sağlamıştır. Bu nedenle, dijital gelişmeleri benimsemek konaklama endüstrisi için son derece önem teşkil etmektedir.

Dijitalleştirme, sanal ve metaverse deneyimlerini daha erişilebilir hale getirmektedir. Eichstetter'e göre, uzman eğitimi ve deneyim simülasyonu bu dijitalleştirmeyi başarmanın anahtarıdır. Cornell Üniversitesi'nde yapılan bir araştırmanın gösterdiği gibi, sanal gerçeklik tat algısını değiştirmektedir. Ambalaj, renk ve görünüm gibi faktörler, yiyecekleri tatma şeklimizi etkileyebilmektedir. Shanghai Ultraviolet gibi restoranlarda, göz yanılması deneyimi yaratmak için sanal gerçeklik gözlükleri kullanılmaktadır. Restoran müşterileri sanal gerçeklik gözlüklerinde çileği görmekte, ancak bu sanal gerçeklik gözlükleri müşteriler yiyeceğin tadına baktıklarında bu yiyeceği bambaşka bir yiyeceğe dönüştürmektedir. Metaverse'deki mevcut deneyim, sanal deneyimler sunma konusundaki belirli sınırlamalar ve anlaşmazlıklar nedeniyle hâlâ „protaverse” olarak kabul edilirken, Metaverse'deki restoranlar eşsiz fırsatlar sunmaktadır. Örneğin, insanlar dünyanın diğer ucundaki birinin hologramıyla kahve içebilmekte veya bir yemeğin tadına bakarken sanal bir karakterin tarihsel bağlam ve kültürüne dair açıklamaların keyfini çıkarabilmektedir. Kısacası, HORECA sektörü dijitalleşmeye doğru bir gelişim sürecinden geçmektedir.

Yapay zekâ gibi çevrimiçi platformlar ve teknolojiler, hizmetleri geliştirmek, işlemleri kolaylaştırmak ve genel müşteri deneyimini ileri noktaya taşımak için kullanılmaktadır. Yapay zekânın uygulamaya geçirilmesi; resepsiyon, oda servisi, bakım ve enerji yönetimi gibi çeşitli hizmetlerde değişikliklere yol açacaktır. Bu ilerlemeler, operasyonel verimliliği artıracak, maliyetleri azaltacak ve aynı zamanda fütüristik deneyim sağlayacaktır.

A comparative analysis of creative advertising strategies of hotels in Cyprus, Macedonia, Poland, Spain, and Türkiye - Hediye AYDOĞAN, Zuhâl GÖK DEMİR

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Introduction

As a sub-sector of the tourism industry, the hospitality sector includes both food and catering services and the accommodation/lodging services (Dilek & Harman, 2018, p. 9). Satisfying the needs and desires of the customers is critical (Sinclair-Maragh, 2018), but promoting what they do to meet those needs and desires has also become more of an issue for the hospitality sector, in particular the hotel sector, and the hotels extensively rely on advertising for promotional purposes (Fotouhnezhad, 2018).

The main intention of advertising is to stimulate both primary and selective demand of consumers for the brands (Christou, 2013). The hotels benefit from advertising in order to communicate their advantages and unique offers which their customers find important (Withiam, 1986). As the hotels have a strong tendency to look similar in their advertisements because of their intangible and imitable services (Aydoğan, 2022; Christou, 2013; Dilek & Harman, 2018; Fotouhnezhad, 2018; Luk et al., 1996; Withiam, 1986), they employ a number of creative strategies in their advertisements.

Advertising appeals are one of the creative strategies which can be employed in the hotel advertisements. The use of advertising appeals, defined as "a conscious attempt to motivate potential consumers toward some form of activity (such as gathering further information or purchasing) or to influence them to change their attitude or conception toward the advertised product" (Fotouhnezhad, 2018, p. 182) increases the advertising effectiveness on the consumers' preferences and intentions. The advertising appeals are divided into two types: rational and emotional (Choudhary & Roy, 2022; Christou, 2013). While rational appeals trigger rationally oriented purchase decision by directly explaining the advantages of any product or service (Lin, 2011), emotional appeals catch the attention of the consumers by

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either inducing their feelings and emotions or enticing particular moods rather than providing realistic or logical information (Albers Miller & Royne Stafford, 1999a; Choudhary & Roy, 2022; Christou, 2013; Fotouhnezhad, 2018).

Borrowed interest devices also play a crucial role in the creativity of advertisements. They are mostly used to attract the attention of consumers and induce them to behave accordingly (Kaur et al., 2022). They include the employment of pets/animals, cute babies, eroticism/sexuality, animations, celebrities, music (Kaur et al., 2022), violence (Dafonte-Gómez et al., 2020; Golan & Zaidner, 2008), patriotism, storytelling, hyperbolic elements (Aydoğan, 2022, 2023), and talented activities.

For turning the advertisements into creative ones, the practitioners make use of the power of the suitable ad formats such as demonstration and documentary. The types of ad formats offer different advantages. The demonstration format enables the advertisements to present the characteristics of the products or services promoted when they are in use. The documentary format is the presentation of a real event when the strengths of the products or services can be observed in a documentary-like format. Fantasy is the use of imaginary characters and supernatural phenomena in the advertisements. Musical is the ad format in which the advertising message is given through a musical form. Narrative (short) story format refers to the advertisements which narrate a story with a beginning, problem, and resolution. While slice-of-life denotes the way the advertisements present some sections from the daily life of a consumer during which that consumer faces some daily problems and finds solutions thanks to the products or services promoted, testimonials use either ordinary people or celebrities in order to convince the potential customers that those people have also consumed and enjoyed the products or services promoted. Finally, teasers are those advertisements which intend to arouse a sense of curiosity in consumers without providing enough information and share the real message later (Baldwin, 1982; Kutlu, 2006).

The way how the advertising is produced can affect the level of ad creativity. In this context, most of the advertisements produced through a cinematic narrative are found more creative and attractive than those produced with some slides of visuals on computers (desktop advertising) (Aydoğan, 2022; Kutlu, 2006). In some cases, with the introduction of the digital technologies, it is evident that some advertisements are created as animations to spark the attention of the consumers to the story created through the animatic drawings (Kutlu, 2006).

Although there are numerous studies investigating the promotional activities of hotels on their websites or social media platforms, the literature (Aprinica, 2021; Huseynova et al., 2022; Luk et al., 1996; Peterson, 1996; Peterson & McQuitty, 2001; Sahin, 2013; Siu & Fung, 1998; Stafford, 1996; Ying-Zhou & Xing, 2015) analyzing the content of the hotel advertisements is scarce, and mainly focuses on the print advertisements of the hotel service. In this context, this study aims to fill the gap by examining the digital advertising contents of the hotels in five different countries with a special focus on the creative strategies adopted. In line with this aim, it seeks answers to the following research questions:

RQ1. What are the main themes and languages that the digital advertisements of the hotels in five countries address?

RQ2. What is the common duration of the digital advertisements of the hotels in five countries?

RQ3. What is the main function of the digital advertisements of the hotels in five countries?

RQ4. How do the countries differ in terms of,

RQ4a. advertising format?

RQ4b. executional techniques?

RQ4c. advertising message strategy?

RQ4d. borrowed interest devices?

RQ4e. characters portrayed?

RQ4f. voice over?

RQ4g. music prominence?

RQ4h. song structure?

RQ4i. forms of advertising music?

RQ4j. music genre?

Methodology

To fulfil its main purpose of identifying the creative advertising strategies of hotels, this study quantitatively content-analyzed the data. This research method was found eligible for this study as it is a suitable research method that provides the researcher with the opportunity to systematically draw meaning from manifest and latent content (Coe & Scacco, 2017, p. 1; Lock & Seele, 2015, p. S27), and is frequently applied in various disciplines including communication studies (Strijbos et al., 2006). For the quantitative content analysis, the data were collected from the YouTube pages of the hotels (for a full list of the YouTube pages, please see Appendix 1), and the top ten hotels with highest brand values over time (BrandFinance, 2022) were purposively selected. As one of the leading platforms for the promotional activities of the hospitality sector with an approximate rate of 90% is the Internet (Dalgıç et al., 2018, p. 177), this study collected data on between November 11 and 28, 2022 from the hotels' YouTube pages, since YouTube is the mostly used social media platform for watching videos (Kemp, 2022). The data were analyzed on MAXQDA 2020 on between December 1 and 10, 2022, using a code sheet (see Appendix 2 for the themes and codes) adapted from previous studies (Aydoğan, 2022, 2023), and descriptive analyses (frequencies, percentages) were performed in order to reveal the incidences of each code.

Results

In this study, no advertisements of the hotel brand Embassy Suites could not be found on YouTube, and thus the analysis was made on other hotel brands. The country-specific distribution of the ads was as such: Cyprus (n=13), Macedonia (n=2), Poland (n=54), Spain (n=44), and Türkiye (n=117). A total of 230 hotel advertisements were taken into consideration.

The analysis of the languages showed that most of the advertisements were in English (n=119) and seventy of the advertisements were free of any language. The advertisements in Cyprus were mostly in English (n=12), while only one was in Greek. While one of the ads in Macedonia was in Russian, another was in free of any language. In Poland, most of the ads were in English (n=30), followed by Polish (n=24), and fourteen did not include any language. In Spain, most of the ads were in English (n=26), and twelve were in no language. Moreover, the ten ads in Spain were in Spanish, and three were multilingual. In Türkiye, most of the ads were in English (n=51), followed by Turkish (n=44), and Arabic (n=1) while forty-three ads included no language. Generally, most of the ads (n=130) address issues related to the hotel business, followed by Christmas (n=20), holidays (n=16), special days (n=15), wedding (n=15), career (n=13), COVID-19 & Post-Covid (n=9), honeymoon (n=7), national holidays (n=5), business meetings (n=3), and parties (n=2). While most of the ads (n=110) lasted 30-60 seconds, it was followed by ads lasting 61-90 seconds (n=42), up to 29 seconds (n=33), 91-120 seconds (n=20), 151-180 seconds (n=12), 121-150 seconds (n=9), and 181 seconds and more (n=4). The ads of the hotels in five countries were created mostly for brand-building reasons (n=202), followed by informing (n=82) and call-to-action (n=47).

A summary of the results was given in Table 1. As is clear from the table below, the mostly used ad format in all countries was demonstration, and while Spain showed differences from other countries by applying musical in their advertisements, Türkiye differed from others by using fantasy as an ad format. In terms of the executional techniques, Cyprus differed from others by adopting the desktop advertising mostly while others chose cinematic narrative. In terms of ad appeals, again Cyprus differed from others by mostly utilizing the combined appeals, while for others it was the emotional ad appeals. In this context, while Cyprus and Macedonia avoid using rational appeals, which the hotels in other countries included in their advertisements. Furthermore, the mostly used borrowed interest devices varied among countries. While the hotels in Poland and Türkiye did not contain borrowed interest devices in most of their advertisements, those in Cyprus and Spain used talented activities. In this regard, it was an interesting finding that the hotels in Poland were the only ones employing violence as a borrowed interest device, while those in Türkiye were the only ones employing patriotism. In terms of characters portrayed, it was a spectacular finding that while the hotels in Cyprus most frequently avoided portraying any character and those in Macedonia gave place to the ordinary people as drama characters, those in other three countries mostly portrayed the hotel representatives including the hotel workers and managers. The hotels in all the countries preferred the same strategy by excluding the voice-overs in their advertisements and prominently choosing the foreground, instrumental and popular music (both as a music form and genre). It should be noted here that the hotels in both Poland and Türkiye used copyright music in two of their advertisements, and thus no sound was available in these advertisements. Another issue to consider was that one of the hotels (Shangri-La) in Türkiye employed triumphal march most probably for arousing the patriotic emotions in consumers.

Table 1. Country-Specific analysis of themes and codes.

Themes	Codes	C (n)	M (n)	P (n)	S (n)	T (n)	
<i>Ad Format</i>	Demonstration	10	2	19	20	51	
	Documentary	-	-	2	4	5	
	Fantasy	-	-	-	-	2	
	Musical	-	-	-	1	-	
	Narrative (short) story	2	1	15	4	9	
	Other ad formats	-	-	6	2	4	
	Slice-of-Life	5	1	15	15	45	
	Teaser	-	-	4	7	22	
	Testimonial	1	1	3	-	-	
	<i>Executorial Techniques</i>	Animation	3	-	1	4	1
Cinematic Narrative		6	2	47	34	89	
Desktop Advertising		7	-	6	10	28	
<i>Ad Appeals</i>	Rational Appeals	-	-	7	6	11	
	Emotional Appeals	6	1	32	25	85	
	Both Rational and Emotional Appeals	7	1	15	13	21	
<i>Borrowed Interest Devices</i>	N/A (borrowed interest devices)	4	-	22	14	68	
	Animations	3	-	2	4	1	
	Celebrity Endorsement	1	-	8	2	8	
	Cute Babies	-	-	-	1	10	
	Eroticism / Sexuality	2	1	1	7	-	
	Hyperbolic Elements	-	-	-	-	-	
	Music	4	2	6	4	5	
	Patriotism	-	-	-	-	4	
	Pets / Animals	1	-	1	3	5	
	Storytelling	1	2	19	8	10	
	Talented Activities	6	1	14	15	27	
	Violence	-	-	2	-	-	
	<i>Characters Portrayed</i>	N/A (characters)	6	0	6	7	24
		Celebrities	1	-	8	4	6
		Drama Character (Celebrity)	-	-	-	-	-
Drama Character (Ordinary)		5	2	26	24	52	
Hotel Representatives		5	1	41	29	77	
<i>Voice Over</i>		Voice Over Excluded	11	2	37	38	109
	Voice Over Included	1	-	17	6	7	
<i>Music Prominence</i>	Background Music	1	-	19	8	11	
	Foreground Music	12	2	33	36	104	
	N/A (music)	-	-	-	-	-	
	Copyright Music Included	-	-	2	-	2	
<i>Song Structure</i>	Instrumental Music	12	2	48	37	107	
	Lyrical Music	1	-	4	7	8	
	N/A (song structure)	-	-	-	-	-	
<i>Forms of Ad Music</i>	Copyright Music Included	-	-	2	-	2	
	Needledrop	-	-	-	-	-	
	Jingle	-	-	14	14	-	
	Popular Music	13	2	40	30	115	
<i>Music Genre</i>	Copyright Music Included	-	-	2	-	2	
	Popular Music (genre)	11	2	52	43	113	
	Classical	2	-	2	1	1	
	Opera	-	-	-	-	-	
	N/A (music genre)	-	-	-	-	-	
	Other music (march)	-	-	-	-	1	
	Copyright Music Included	-	-	2	-	2	

Conclusion

Marketing activities including advertising aims to generate distinct customer values and experiences (Dilek & Harman, 2018). In a harsh and competitive market like the hotel market, creative advertising activities are vital to capture the glance of customers who are bombarded with an enormous number of hotel advertisements, which are mostly identical and away from the point where they could grip the attention due to their ineffective and inside-the-box nature. This is one of the most criticized issues in the relevant literature (Aprinica, 2021; Christou, 2013; Huseynova et al., 2022; Lewis, 1984; Luk et al., 1996; Peterson, 1996; Peterson & McQuitty, 2001; Sahin, 2013; Siu & Fung, 1998; Withiam, 1986; Ying-Zhou & Xing, 2015), but when examined closely, it was observed that the research object of those studies was the print advertisements and they focused mostly on a singular country. Realizing the need to investigate the creative strategies of the digital advertisements of the hotels, this study quantitatively content-analyzed a total of 230 YouTube advertisements of the top nine hotels (Crowne Plaza, Double Tree by Hilton, Hampton Inn, Hilton, Holiday Inn, Hyatt, InterContinental, Marriott and Shangri-La) in Cyprus, Macedonia, Poland, Spain and Türkiye.

The results of the study indicated that the most common language was English and the second language preference was the exclusion of any language in the advertisements, and this was a sign of the hotels' strategy to target customers from different parts of the world instead of their local customers. Another significant finding was that the advertisements mostly address the holidays and business trips, and this supports the view that the hotel customers are mostly those who make their stay at hotels during their business or pleasure trips (Dilek & Harman, 2018). In this regard, the COVID-19 precautions in the hotels were another trending issue in the advertisements, and this demonstrates the dramatic effect of the COVID-19 pandemic on the hotel sector (Ju & Jang, 2023; Zhu et al., 2022). In terms of the ad duration, it was a striking finding that the ads mostly lasted up to 90 seconds. One possible explanation for this may be that short video advertisements are more attractive for digital media users as they find it annoying to be interrupted by video ads for a long time (Kim et al., 2022; Nettelhorst et al., 2020; Oshiba et al., 2002). Furthermore, the hotel advertisements were found to be created mostly for branding (brand-building) reasons, and this may be signalling the competitive nature of the hotel market environment where the hotels may feel compelled to continue their branding activities.

It was also a substantial finding that most of the hotel commercials portrayed themselves as brands providing a high-class and authentic service for their customers in not only their rooms, but also outside their rooms and even outside the hotel itself. This signals the view (Dilek & Harman, 2018) that hotels build through their advertising communications an image in that they create memorable experiences for their customers and make them feel like royal members. However, it should be noted here that nearly all the hotel commercials include visuals of lobbies, ballrooms or swimming pools as their unique offers, and as Withiam (1986) emphasizes, this may turn these hotels into identical twins of each other, resulting in the failure of the commercials to achieve their primary task of attracting the (potential) customers' attention and bringing them to the door. In order to differentiate themselves and get a competitive advantage over their rivals, it is recommended that the hotels consider creatively integrating the seventeen hotel attributes (Lewis, 1984) into their advertising.

The hotel commercials employ emotional appeals to build a strong bond with their (potential) custo-

mers. This supports the findings of Albers Miller and Royne Stafford (1999b)'s study, which claimed that while emotional appeals were used for experiential services such as hotels and restaurants (Stafford & Day, 1995), rational ones were for the utilitarian services such as auto repair and photo processing (Stafford & Day, 1995). The underlying reason of employing such strategies and appeals could be the psychological needs and desires of the hotel customers (Christou, 2013), who are away from their comfortable houses for different reasons such as business and holiday (Dilek & Harman, 2018; Withiam, 1986) and seek for the emotion of "feeling like home".

The limitations of this study are worth mentioning. This study is limited to the video advertisements of the hotels available on their YouTube pages, and those which have not been shared on the YouTube pages are necessarily excluded from the study. Another main limitation is that the study only covers the advertisements of the hotel chains facilitating in five countries which are the partners of an Erasmus+ project titled "Market qualifications - a signpost for minimizing competence gaps between education and the labour market in the HoReCa sector (HoReCa4Vet)". Finally, this study contains limitations inherent in the selected research method, the quantitative content analysis. Thus, it is highly recommended that further research incorporates other research methods which investigate other advertising types of other hotel chains facilitating in various other countries. Despite the limitations, this study is valuable as - to the best knowledge of the authors - it is the first study examining the digital advertising strategies of top hotels in different countries.

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Appendix

Appendix 1. List of hotels' YouTube links from which the data were collected.

Hotel	YouTube Page	YouTube Link	Country
Crowne Plaza	Crowne Plaza Limassol	https://www.youtube.com/@crowneplazalimassol9384	Cyprus
Crowne Plaza	Crowne Plaza Warsaw - The HUB	https://www.youtube.com/@crowneplazawarsaw-thehub8316/videos	Poland
Crowne Plaza	Crowne Plaza Madrid Airport	https://www.youtube.com/@crowneplazamadridairport6057	Spain
Crowne Plaza	Crowne Plaza Milan	https://www.youtube.com/@crowneplazamilan3229	Spain
Crowne Plaza	Crowne Plaza Istanbul Orly Park	https://www.youtube.com/@crowneplazaistanbuloryapar7255	Türkiye
Crowne Plaza	Crowne Plaza Istanbul Florya	https://www.youtube.com/@crowneplazaistanbulflorya9736	Türkiye
Crowne Plaza	Crowne Plaza Ankara	https://www.youtube.com/@crowneplazaankara7846	Türkiye
Crowne Plaza	Crowne Plaza Antalya	https://www.youtube.com/@crowneplazaantalya6061	Türkiye
Double Tree	Double Tree by Hilton Hotel & Conference Centre Warsaw	https://www.youtube.com/@DoubleTreeWarsaw	Poland
Double Tree	Double Tree by Hilton Hotel Wrocław	https://www.youtube.com/@DoubleTreebyHiltonHotelWroclaw	Poland
Double Tree	Double Tree by Hilton La Torre Golf & Spa Resort	https://www.youtube.com/@doubletreebyhiltonlatorreg3197	Spain
Double Tree	Double Tree by Hilton Istanbul Topkapi	https://www.youtube.com/@doubletreebyhiltonistanbul9871	Türkiye
Double Tree	Double Tree by Hilton Piyalepaşa	https://www.youtube.com/@doubletreebyhiltonpiyalepa1088	Türkiye
Double Tree	Double Tree by Hilton Antalya City Centre	https://www.youtube.com/@doubletreebyhiltonantalyac8829	Türkiye
Double Tree	Double Tree by Hilton Adana	https://www.youtube.com/@DoubleTreebyHiltonAdana	Türkiye
Double Tree	Double Tree by Hilton Izmir Airport	https://www.youtube.com/@DoubleTreebyHiltonIzmirAirport	Türkiye
Double Tree	Doubletree By Hilton Izmir Airport	https://www.youtube.com/@doubletreebyhiltonizmirair3715/videos	Türkiye
Hampton Inn	Hotel Hampton by Hilton Lublin	https://www.youtube.com/@hotelhamptonbyhiltonlublin9665	Poland
Hampton Inn	Hampton by Hilton Oświęcim	https://www.youtube.com/@hamptonbyhiltonoswiecim1000/videos	Poland
Hampton Inn	Hampton by Hilton Bursa	https://www.youtube.com/@HamptonbyHiltonBursa	Türkiye
Hilton	Hilton Nicosia	https://www.youtube.com/@HiltonNicosia	Cyprus
Hilton	Hilton Warsaw City	https://www.youtube.com/@HiltonWarsawCity	Poland
Hilton	Hilton	https://www.youtube.com/@hilton5613	Poland
Hilton	Hilton Diagonal Mar Barcelona	https://www.youtube.com/@HiltonDiagonalMarBarcelona	Spain
Hilton	Hilton Barcelona	https://www.youtube.com/@HiltonBarcelona	Spain
Hilton	Hilton Madrid Airport	https://www.youtube.com/@HiltonMadridAirport	Spain
Hilton	Hilton Istanbul Bomonti Hotel & Conference Center	https://www.youtube.com/@HiltonIstanbulBomonti	Türkiye
Hilton	Hilton Istanbul Bosphorus	https://www.youtube.com/@HiltonIstanbulBosphorus	Türkiye
Hilton	Hilton Istanbul Kozyatagi	https://www.youtube.com/@HiltonIstanbulKozyatagi	Türkiye
Hilton	Hilton Garden Inn Ankara Gimat	https://www.youtube.com/@hiltongardeninnankaragimat5105	Türkiye

Hilton	Hilton Dalaman Sarigerme Resort & Spa	https://www.youtube.com/@HiltonDalamanSarigerme	Türkiye
Holiday Inn	Holiday Inn Kraków City Center	https://www.youtube.com/@holidayinnkrakowcitycenter2237	Poland
Holiday Inn	Holiday Inn Jozefow	https://www.youtube.com/@HolidayInnJozefow	Poland
Holiday Inn	Holiday Inn Express Bilbao	https://www.youtube.com/@holidayinnexpressbilbao9551/videos	Spain
Holiday Inn	Holiday Inn Madrid	https://www.youtube.com/@HolidayInnMadrid/videos	Spain
Holiday Inn	Holiday Inn Kayseri - Düyünoğlu	https://www.youtube.com/@holidayinnkayseri-duvenonu4267	Türkiye
Holiday Inn	Holiday Inn Bursa	https://www.youtube.com/@holidayinnbursa2702	Türkiye
Holiday Inn	Holiday Inn Bursa	https://www.youtube.com/@holidayinnbursa3182/videos	Türkiye
Holiday Inn	Holiday Inn İstanbul Tuzla Bay	https://www.youtube.com/@holidayinnistanbuluzlabay2678	Türkiye
Hyatt	Columbia Beach Resort	https://www.youtube.com/@columbiabr	Cyprus
Hyatt	Hyatt Regency Barcelona Tower	https://www.youtube.com/@hesperiatower	Spain
Hyatt	Hyatt Centric Levent İstanbul	https://www.youtube.com/@hyattcentricleventistanbul3722	Türkiye
InterContinental	InterContinental Warszawa	https://www.youtube.com/@intercontinentalwarszawa516/videos	Poland
InterContinental	InterContinental Madrid	https://www.youtube.com/@InterConMadrid	Spain
InterContinental	InterContinental Barcelona Hotel	https://www.youtube.com/@intercontinentalbarcelonah9517/videos	Spain
InterContinental	InterContinental İstanbul	https://www.youtube.com/@intercontinentalistanbul897	Türkiye
Marriott	Skopje Marriott	https://www.youtube.com/@skopjemarriott1882/videos	Macedonia
Marriott	Sopot Marriott Resort & Spa	https://www.youtube.com/@sopotmarriottresortspa7802	Poland
Marriott	Marriott Warsaw	https://www.youtube.com/@marriottwarsaw2480	Poland
Marriott	Hotel Denia Marriott La Sella Golf Resort & Spa	https://www.youtube.com/@deniamarriotthotel	Spain
Marriott	Madrid Marriott Auditorium Hotel & Conference Center	https://www.youtube.com/@hotelauditorium	Spain
Marriott	JW Marriott İstanbul Bosphorus	https://www.youtube.com/@jwmarriottistanbulbosphoru4590	Türkiye
Shangri-La	Shangri-La Bosphorus İstanbul	https://www.youtube.com/@shangrilaistanbul	Türkiye

Appendix 2. Code Sheet

Themes	Codes
Country	1) Cyprus; 2) Macedonia; 3) Poland; 4) Spain; 5) Türkiye
Hotel Brand	1) Crown Plaza; 2) Double Tree by Hilton; 3) Embassy Suites; 4) Hampton Inn; 5) Hilton; 6) Holiday Inn; 7) Hyatt; 8) InterContinental; 9) Marriott; 10) Shangri-La
Language	1) Multilingual; 2) N/A (Language); 3) Arabic; 4) English; 5) Greek; 6) Polish; 7) Russian; 8) Spanish; 9) Turkish
Ad Theme	1) N/A (Ad Theme); 2) Special Days; 3) Holidays; 4) Business Meetings; 5) Career; 6) Christmas; 7) COVID-19 & Post-Covid; 8) Honeymoon; 9) National Holidays; 10) Wedding; 11) Parties
Ad Length (in seconds)	1) 0-29 seconds; 2) 30-60 seconds; 3) 61-90 seconds; 4) 91-120 seconds; 5) 121-150 seconds; 6) 151-180 seconds; 7) 181 seconds and more
Ad Function	1) Informing; 2) Call-to-Action; 3) Brand-Building
Ad Format	1) Demonstration; 2) Documentary; 3) Fantasy; 4) Musical; 5) Narrative (short) story; 6) Other ad format; 7) Slice-of-Life; 8) Teaser; 9) Testimonial
Executional Techniques	1) Animation; 2) Cinematic Narrative; 3) Desktop Advertising
Ad Appeals	1) Rational; 2) Emotional; 3) Combined

<i>Borrowed Interest Devices</i>	1) N/A; 2) Animations; 3) Celebrity Endorsement; 4) Cute Babies; 5) Eroticism / Sexuality; 6) Hyperbolic Elements; 7) Music; 8) Patriotism; 9) Pets / Animals; 10) Storytelling; 11) Talented Activities; 12) Violence
<i>Characters</i>	1) N/A; 2) Celebrities; 3) Drama Character (Celebrity); 4) Drama Character (Ordinary); 5) Hotel Representatives
<i>Voice Over</i>	1) Voice Over Excluded; 2) Voice Over Included
<i>Music Prominence</i>	1) Background Music; 2) Foreground Music; 3) N/A (Music); 4) Copyright Music Included
<i>Song Structure</i>	1) Instrumental Music; 2) Lyrical Music; 3) N/A (Song Structure); Copyright Music Included
<i>Forms of Ad Music</i>	1) Needledrop; 2) Jingle; 3) Popular Music; 4) Copyright Music Included
<i>Music Genre</i>	1) Popular Music (genre); 2) Classical; 3) Opera; 4) N/A (music genre); 5) Copyright Music Included; 6) Other Music Genre

9. Компаративна анализа на креативни стратегии за промоција на хотели во Кипар, Македонија, Полска, Шпанија и Турција - Hediye AYDOĞAN, Zuhar GÖK DEMİR

Резиме

Туризмот и рекламирањето се поврзани, а на туризмот му е потребно рекламирањето за да ги убеди (потенцијалните) клиенти да направат одлуки за резервација. На хотелската индустрија во угостителскиот сектор, потсектор на туристичката индустрија, особено им се потребни практиките од различните форми на промоции за да ги убеди клиентите дека понудените услуги ги задоволуваат нивните желби и потреби, како и дека се достапни уникатни можности за сите што сакаат да се оддалечат од домовите на кратко, поради работа или забава. Меѓутоа, сличностите на хотелите поради нематеријалните услуги што може да се имитираат бараат од рекламите да направат разлика, што резултира со употреба на различни креативни стратегии при рекламирањето. Ова е исто така поттикнато од употребата на дигиталните технологии во рекламни цели, бидејќи сеприсутноста на дигиталното рекламирање го зголемува избегнувањето на рекламите од страна на корисниците на дигиталните медиуми, а креативните елементи му помагаат на дигиталното рекламирање да го привлече вниманието на целната публика. Затоа, многу е важно да се идентификуваат креативните стратегии што се усвоени во дигиталните реклами на хотелската индустрија и да се земат предвид стратегиите што се специфични за одредена земја и се користат во тие реклами. Земајќи го ова предвид, тековната студија ја анализираше содржината на дигиталните видео реклами за најдобрите десет хотели со највисока вредност на бренд со текот на времето (Crowne Plaza, Double Tree, Embassy Suites, Hampton Inn, Hilton, Holiday Inn, Hyatt, InterContinental, Marriott и Shangri-La) споделени на YouTube-страниците на хотелите, користејќи лист со кодови адаптирани од претходно истражување. Емпириските анализи на дигиталните видео реклами беа извршени на MAXQDA 2020, во периодот меѓу 1 декември и 10 декември 2022 година. Преку метод на наменско земање примероци, беа избрани хотелите што функционираат во Кипар, Македонија, Полска, Шпанија и Турција. Вкупно беше анализирана содржината на 230 дигитални видео реклами за хотели. Општите резултати покажуваат дека повеќето реклами биле на англиски јазик, зборувале за одмори и деловни патувања, не траеле повеќе од 90 секунди и имале за цел да го зголемат препознавањето и имиџот на брендот. Според стратегиите за креативно рекламирање, резултатите покажуваат дека најголем дел од дигиталните видео реклами се направени во филмски наративен формат, придружени во преден план со популарна и инструментална музика, чијашто главна функција е да ги демонстрира главните услуги што се нудат во хотелите со примена на емоционална привлечност и талентирани

активности, а нема нарација. Разликите меѓу државите се состојат во димензиите на стратегиите за креативно рекламирање, како техники за извршување, рекламни слогани, наќини за привлекување на интерес и различни ликови. Во тој аспект, Кипар најмногу се потпира на реклами на пребарувач, а другите на филмски наратив. Кипар применува, претежно, и рационални и емоционални слогани, наместо само емоционални скогани, како што примениле другите земји. Кога станува збор за начини за привлекување на интерес, Турција се разликува од останатите со тоа што користи патриотизам во рекламите за хотели, додека раскажувањето приказни е најистакнат начин за привлекување на интерес во рекламите за хотели во Македонија и Полска, а другите користеа талентирани активности. На крај, ликовите прикажани во рекламите се претежно претставници на хотелите во Полска, Шпанија и Турција, во Македонија се драмски ликови (обично), а во Кипар мешавина од претставници на хотелите и драмски ликови (обично). Треба да се напомене дека некои реклами беа аматерски изведени и споделени на YouTube, користејќи материјали заштитени со авторски права. Од сето ова може да се заклучи дека најголем дел од хотелите не успеаја да понудат креативни реклами на нивните канали на YouTube. Бидејќи оваа студија има за цел да го пополни јазот во литературата, во која нема доволно студии кои ги истражуваат дигиталните реклами на хотелите според креативноста, оваа студија е прва што ги анализира дигиталните реклами на хотелите од перспектива на повеќе земји за да ги открие тековните трендови, да даде предлози за понатамошни студии и да обезбеди практични и менаџерски импликации.

10. Συγκριτική ανάλυση στρατηγικών δημιουργικής διαφήμισης ξενοδοχεία σε Κύπρο, Μακεδονία, Πολωνία, Ισπανία και Τουρκία - Hediye AYDOĞAN, Zuhar GÖK DEMİR

Περίληψη

Ο туриσμός και η διαφήμιση είναι αλληλένδετα και ο πρώτος χρειάζεται τη δεύτερη για να πείσει τους (δυναμικούς) πελάτες όσον αφορά τις αποφάσεις αγοράς τους. Ειδικά η ξενοδοχειακή βιομηχανία στον τομέα της φιλοξενίας, υποτομέας της τουριστικής βιομηχανίας, βασίζεται στις διαφημιστικές πρακτικές για να πείσει τους πελάτες της ότι οι παρεχόμενες υπηρεσίες ανταποκρίνονται στις ανάγκες και τις επιθυμίες τους και ότι υπάρχουν μοναδικές ευκαιρίες για όσους σκοπεύουν να εγκαταλείψουν για λίγο τα σπίτια τους για λόγους εργασίας ή διασκέδασης. Ωστόσο, οι ομοιότητες των ξενοδοχείων λόγω των άυλων και μιμητών υπηρεσιών τους επιβάλλουν στις διαφημίσεις να κάνουν τη διαφορά και αυτό έχει ως αποτέλεσμα την εφαρμογή διαφόρων δημιουργικών στρατηγικών στη διαφήμιση. Αυτό έχει επίσης προταθεί από τη χρήση ψηφιακών τεχνολογιών για διαφημιστικές πρακτικές, επειδή η πανταχού παρουσία της ψηφιακής διαφήμισης αυξάνει την αποφυγή διαφημίσεων από τους χρήστες ψηφιακών μέσων και τα δημιουργικά στοιχεία βοηθούν την ψηφιακή διαφήμιση να τραβήξει την προσοχή του κοινού-στόχου. Επομένως, είναι πολύ σημαντικό να εντοπιστούν οι δημιουργικές στρατηγικές που υιοθετούνται στις ψηφιακές διαφημίσεις της ξενοδοχειακής βιομηχανίας και να ληφθούν υπόψη οι στρατηγικές που χρησιμοποιούνται για κάθε χώρα σε αυτές τις διαφημίσεις.

Λαμβάνοντας υπόψη αυτό, το περιεχόμενο της τρέχουσας μελέτης ανέλυσε τις ψηφιακές διαφημίσεις βίντεο των δέκα κορυφαίων ξενοδοχείων με υψηλή αναγνωρισιμότητα με την πάροδο του χρόνου (Crowne Plaza, Double Tree, Embassy Suites, Hampton Inn, Hilton, Holiday Inn, Hyatt, InterContinental, Marriott και Shangri-La) που διανεμήθηκαν στις σελίδες του ξενοδοχείου στο YouTube χρησιμοποιώντας ένα φύλλο κώδικα προσαρμοσμένο από προηγούμενη έρευνα. Οι περιγραφικές αναλύσεις των διαφημίσεων ψηφιακών βίντεο πραγματοποιήθηκαν στο MAXQDA 2020, μεταξύ 1 και 10 Δεκεμβρίου 2022. Υιοθετώντας μια σκόπιμη μέθοδο δειγματοληψίας, επιλέχθηκαν τα ξενοδοχεία που διευκολύνουν την Κύπρο, τη Μακεδονία, την Πολωνία, την Ισπανία και την Τουρκία και 230 ψηφιακές διαφημίσεις βίντεο των ξενοδοχείων συνολικά

αναλύθηκαν ποσοτικά ως προς το περιεχόμενο.

Τα γενικά αποτελέσματα δείχνουν ότι οι περισσότερες διαφημίσεις ήταν στα αγγλικά, αφορούσαν το θέμα των διακοπών και επαγγελματικών ταξιδιών, δεν διήρκεσαν περισσότερο από 90 δευτερόλεπτα και στόχευαν στη βελτίωση της αναγνώρισης και της εικόνας της επωνυμίας. Όσον αφορά τις στρατηγικές δημιουργικής διαφήμισης, τα αποτελέσματα καταδεικνύουν ότι οι περισσότερες ψηφιακές διαφημίσεις βίντεο δημιουργήθηκαν σε μορφή κινηματογραφικής αφήγησης συνοδευόμενη από πρώτο πλάνο, δημοφιλή και ενόργανη μουσική με κύρια λειτουργία την επίδειξη των κύριων υπηρεσιών που προσφέρονται στα ξενοδοχεία με την επίκληση στο συναίσθημα και ταλαντούχες δραστηριότητες, και απέκλεισαν την επικάλυψη με φωνές. Οι διαφορές μεταξύ των χωρών εμφανίστηκαν ως προς τις διαστάσεις των στρατηγικών δημιουργικής διαφήμισης, όπως οι τεχνικές εκτέλεσης, οι διαφημιστικές εκκλήσεις και οι χαρακτήρες που απεικονίζονται. Από αυτή την άποψη, η Κύπρος βασίστηκε κυρίως στη διαφήμιση επιτραπέζιου υπολογιστή, ενώ άλλες στην κινηματογραφική αφήγηση, και η Κύπρος εφάρμοσε κυρίως εκκλήσεις στην λογική και το συναίσθημα παρά συναισθηματικές εκκλήσεις που υιοθετήθηκαν κυρίως από άλλες χώρες. Όσον αφορά τις συσκευές δανεικού ενδιαφέροντος (borrowed interest devices), η Τουρκία διέφερε από άλλες χρησιμοποιώντας πατριωτισμό στις διαφημίσεις ξενοδοχείων και η αφήγηση ιστοριών ήταν η πιο σημαντική συσκευή δανεικού ενδιαφέροντος (borrowed interest devices), στις διαφημίσεις ξενοδοχείων στη Μακεδονία και την Πολωνία, ενώ ήταν ταλαντούχες δραστηριότητες για τους υπόλοιπους. Τέλος, οι χαρακτήρες που απεικονίζονταν στις διαφημίσεις ήταν ως επί το πλείστον εκπρόσωποι ξενοδοχείων στην Πολωνία, την Ισπανία και την Τουρκία, ενώ επρόκειτο για δραματικούς χαρακτήρες (συνηθισμένοι) στη Μακεδονία και δραματικοί χαρακτήρες (κοινοί) και εκπρόσωποι ξενοδοχείων στην Κύπρο. Είναι επίσης αξιοσημείωτο ότι ορισμένες διαφημίσεις παρήχθησαν ερασιτεχνικά και κοινοποιήθηκαν στο YouTube χρησιμοποιώντας υλικό που προστατεύεται από πνευματικά δικαιώματα. Συμπερασματικά, μπορούμε να πούμε ότι η πλειοψηφία των ξενοδοχείων απέτυχε να προσφέρει δημιουργική διαφήμιση στα κανάλια τους στο YouTube. Καθώς αυτή η μελέτη επιχειρεί επίσης να καλύψει το κενό στη βιβλιογραφία, η οποία δεν έχει τις μελέτες που διερευνούν τις ψηφιακές διαφημίσεις των ξενοδοχείων ως προς τη δημιουργικότητά τους, συμβάλλει στον σχετικό τομέα. Αξίζει επίσης να σημειωθεί ότι, εξ όσων γνωρίζουν οι συγγραφείς, αυτή η μελέτη είναι η πρώτη που αναλύει τις ψηφιακές διαφημίσεις των ξενοδοχείων από την οπτική γωνία της χώρας για να αποκαλύψει τις τρέχουσες τάσεις, να κάνει προτάσεις για περαιτέρω μελέτες και να παρέχει πρακτικές και διαχειριστικές επιπτώσεις.

II. Un análisis comparativo de las estrategias de publicidad creativa de hoteles en Chipre, Macedonia, Polonia, España y Turquía - Hediye AYDOĞAN, Zuhâl GÖK DEMİR

El turismo y la publicidad están entrelazados, y el primero necesita de la última para persuadir a los (potenciales) clientes en términos de sus decisiones de compra. Especialmente la industria hotelera dentro del sector de la hospitalidad, un subsector de la industria turística, se basa en las prácticas publicitarias para convencer a sus clientes de que los servicios ofrecidos cumplen con sus necesidades y deseos, y que existen oportunidades únicas para aquellos que desean dejar sus hogares por un tiempo por motivos laborales o de entretenimiento. Sin embargo, las similitudes de los hoteles por sus servicios intangibles e imitables requieren que los anuncios sean diferentes, lo que resulta en la implementación de diversas estrategias creativas en la publicidad. Esto también ha sido impulsado por el uso de tecnologías digitales para las prácticas publicitarias, ya que la omnipresencia de la publicidad digital

aumenta la evasión de los anuncios por parte de los usuarios de medios digitales, y los elementos creativos ayudan a captar la atención del público objetivo. Por lo tanto, es de gran importancia identificar las estrategias creativas adoptadas en los anuncios digitales de la industria hotelera y tener en cuenta las estrategias específicas de cada país empleadas en estos anuncios.

Teniendo esto en cuenta, el presente estudio analizó el contenido de los anuncios de video digital de los diez principales hoteles con los valores de marca más altos a lo largo del tiempo (Crowne Plaza, Double Tree, Embassy Suites, Hampton Inn, Hilton, Holiday Inn, Hyatt, InterContinental, Marriott y Shangri-La) distribuidos en las páginas de YouTube de los hoteles, utilizando una hoja de código adaptada de investigaciones previas. El análisis descriptivo de los anuncios de video digital se realizó en MAXQDA 2020, entre el 1 y el 10 de diciembre de 2022. Mediante un muestreo intencional, se seleccionaron los hoteles facilitados en Chipre, Macedonia, Polonia, España y Turquía y se analizaron cuantitativamente un total de 230 anuncios de vídeos digitales de hoteles.

Los resultados generales indican que la mayoría de los anuncios estaban en inglés, abordaban el tema de las vacaciones y los viajes de negocios, tenían una duración de no más de 90 segundos y tenían como objetivo mejorar el reconocimiento de marca y la imagen. En cuanto a las estrategias publicitarias creativas, los resultados muestran que la mayoría de los anuncios de video digital se crearon en formato narrativo cinematográfico acompañados de música popular e instrumental con la principal función de demostrar los principales servicios ofrecidos en los hoteles mediante la aplicación de apelaciones emocionales y actividades talentosas, y excluyendo los narradores. Las diferencias entre los países se dieron en términos de dimensiones de las estrategias publicitarias creativas, como técnicas de ejecución, apelaciones publicitarias, dispositivos de interés prestado y personajes retratados. En este sentido, Chipre se basó principalmente en la publicidad de escritorio, mientras que los demás países utilizaron principalmente la narrativa cinematográfica, y Chipre aplicó apelaciones racionales y emocionales en lugar de únicamente las apelaciones emocionales mayormente adoptadas por los otros países. En cuanto a los dispositivos de interés prestados, Turquía se diferenció de los demás al utilizar el patriotismo en los anuncios de hoteles, y la narración fue el dispositivo de interés prestado más prominente en los anuncios de hoteles en Macedonia y Polonia, mientras que en los demás fue el talento y las actividades. Por último, los personajes retratados en los anuncios fueron los representantes del hotel en Polonia, España y Turquía, mientras que en Macedonia fueron personajes de drama (ordinarios) y en Chipre fueron tanto personajes de drama (ordinarios) como representantes del hotel. También es notable que algunos anuncios fueron producidos de manera amateur y compartidos en YouTube utilizando material con derechos de autor.

En conclusión, se puede afirmar que la mayoría de los hoteles no ofrecieron publicidad creativa en sus canales de YouTube. Este estudio también intenta llenar el vacío en la literatura, que carece de estudios que investiguen los anuncios digitales de hoteles en términos de su creatividad, y contribuye al campo relacionado. También vale la pena señalar que, según el mejor conocimiento de los autores, este estudio es el primero que analiza los anuncios digitales de hoteles desde una perspectiva transnacional para revelar las tendencias actuales, hacer sugerencias para estudios futuros y brindar implicaciones prácticas y de gestión.

12. Kıbrıs, Makedonya, Polonya, İspanya ve Türkiye'deki Otellerin Yaratıcı Reklam Stratejilerinin Kıyaslanması - Hediye AYDOĞAN, Zuhal GÖK DEMİR

ÖZET

Turizm ve reklamcılık iç içe geçmiştir ve ilki (potansiyel) müşterileri satın alma kararları konusunda ikna etmek için ikincisine ihtiyaç duymaktadır. Özellikle, turizm endüstrisinin bir alt sektörü olan konaklama sektöründeki otelcilik sektörü, müşterilerini sunulan hizmetlerin onların ihtiyaç ve isteklerini karşıladığına ve iş veya eğlence amacıyla evlerinden bir süreliğine ayrılacaklar için eşsiz fırsatların bulunduğu ikna etmek için reklam uygulamalarına güvenmektedir. Ancak otellerin soyut ve taklit edilebilir hizmetleri nedeniyle benzerlik göstermeleri, reklamların fark yaratmasını zorunlu kılmakta ve bu durum reklamlarda çeşitli yaratıcı stratejilerin kullanılması sonucunu doğurmaktadır. Dijital reklamcılığın her yerde bulunması, dijital medya kullanıcılarının reklamdan kaçınmasını artırdığından ve yaratıcı unsurlar, dijital reklamcılığın hedef kitlenin dikkatini çekmesine yardımcı olduğundan, bu aynı zamanda dijital teknolojilerin reklam uygulamaları için kullanılmasıyla da desteklenmiştir. Bu nedenle otel sektörünün dijital reklamlarında benimsenen yaratıcı stratejilerin belirlenmesi ve bu reklamlarda kullanılan ülkelere özgü stratejilerin dikkate alınması büyük önem taşımaktadır. Bunu göz önünde bulundurarak, mevcut çalışma, zaman içinde en yüksek marka değerine sahip ilk on otelin (Crowne Plaza, Double Tree, Embassy Suites, Hampton Inn, Hilton, Holiday Inn, Hyatt, InterContinental, Marriott ve Shangri-La) YouTube sayfalarında sundukları dijital video reklamlarının önceki araştırmalardan uyarlanan bir kod sayfasını kullanarak içerik analizini gerçekleştirmektedir. Dijital video reklamların betimsel analizleri 1-10 Aralık 2022 tarihleri arasında MAXQDA 2020'de gerçekleştirilmiştir. Amaçlı örnekleme yöntemi ile Kıbrıs, Makedonya, Polonya, İspanya ve Türkiye'de faaliyet gösteren oteller seçilmiş ve otellerin toplam 230 adet dijital video reklamı niceliksel olarak içerik analizine tabi tutulmuştur. Genel bulgular, reklamların çoğunun İngilizce olduğunu, tatil ve iş gezileri konusunu ele aldığını, 90 saniyeyi geçmediğini ve marka bilinirliğini ve imajını artırmayı amaçladığını göstermektedir. Yaratıcı reklam stratejileri açısından değerlendirildiğinde bulgular göstermektedir ki dijital video reklamlar sinematik anlatım formatı kullanılarak oluşturulmuş, ön planda popüler ve enstrümental müzikleri kullanmış, oteldeki ana hizmetleri göstermek amacıyla yaratılmış ve duygusal çekicilikler ile beceri-odaklı etkinliklerden faydalanırken dış-sesleri kullanmamıştır. Ülkeler arasındaki farklılıklar, yapım teknikleri, reklam çekicilikleri, ödünç ilgi araçları ve reklamda yer alan karakterler gibi yaratıcı reklam stratejilerinin boyutları açısından ortaya çıkmıştır. Bu bağlamda, Kıbrıs'ın çoğunlukla masaüstü reklamcılığa, diğerlerinin ise sinematik anlatıma dayandığı ve Kıbrıs'ın, çoğunlukla diğer ülkeler tarafından benimsenen duygusal çekiciliklerden ziyade çoğunlukla hem rasyonel hem de duygusal çekiciliklere başvurduğu görülmüştür. Ödünç ilgi araçları açısından Türkiye, otel reklamlarında vatanseverliğin kullanılmasıyla diğerlerinden farklılaşmış, Makedonya ve Polonya'daki otellerin reklamlarında en çok hikâye anlatıcılığı öne çıkarken, diğerlerinde beceri-odaklı etkinlikler olarak öne çıkmıştır. Son olarak reklamlarda yer alan karakterler Polonya, İspanya ve Türkiye'de çoğunlukla otel temsilcileri iken, Makedonya'da drama karakterleri (sıradan), Kıbrıs'ta ise drama karakterleri (sıradan) ve otel temsilcileri olmuştur. Ayrıca bazı reklamların amatörce üretildiği ve telif hakkıyla korunan materyaller kullanılarak YouTube'da paylaşıldığı da dikkat çekmiştir. Sonuç olarak, otellerin büyük çoğunluğunun YouTube kanallarında yaratıcı reklamlar sunmakta başarısız olduklarını söylemek mümkün görünmektedir. Bu çalışma aynı zamanda otellerin dijital reklamlarını yaratıcılıkları açısından inceleyen çalışmaların eksikliğini çeken literatürdeki boşluğu da doldurmaya çalıştığı için ilgili alana katkı sağlamaktadır. Ayrıca belirtmekte fayda var ki bu çalışma, yazarların bilgisine göre, otellerin dijital reklamlarını ülkeler arası bir bakış açısıyla analiz ederek mevcut trendleri ortaya çıkarmak, daha sonraki çalışmalar için önerilerde bulunmak ve uygulamaya ve yönetime ilişkin çıkarımlar sunmak amacıyla yapılan ilk çalışmadır.

13. A systematic analysis of hotel management and advertising literature - Zuhall GÖK DEMİR, Hediye AYDOĞAN

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Introduction

Advertising as “a commodity that impacts consumers’ preferences” (Devaux & Bomsel, 2022, p. 165) for any service or product plays a substantial role in hotel management (Chen & Lin, 2013; Cheng et al., 2016; Polemis et al., 2020). To gain a competitive advantage in the accommodation sector, a rapidly increasing number of hotels makes a large amount of investments in their advertising practices (Lee & Oh, 2021). Especially with the engagement of digital technologies and the introduction of digital advertising, new issues related to benefits and risks of the emerging advertising practices in the hotel sector have broken out and have drawn the attention of scholars working in the field of tourism, hotel business management, and marketing and advertising. While some (Hu, 2012; Lo & Cheng, 2020; Lwin & Phau, 2013; Lyu et al., 2021; Magnini & Gaskins, 2010; Magnini & Karande, 2010) focus their attention on how the advertising practices of the hotels affect the perceptions and choices of their customers/consumers, others (Chiou & Tucker, 2012; Sviták et al., 2021; Tekin et al., 2020) investigate the ways of improving the knowledge and practices related to ad management.

In this vein, the current paper attempts to provide an extensive overview of the advertising research within the hotel management context. In line with this, it seeks an answer to the following questions:

Q1. What are the main characteristics of the publications within the relevant field?

Q2. What are the main methodological trends in the publications within the relevant field?

Q3. How can the main topics of interest addressed in the publications be illustrated?

To answer the questions above, this study uses the systematic review approach. It is organized in four main sections. Section two explains the methodology and data collection and analysis procedures. Section three presents the findings of the systematic analysis of the research articles within the relevant literature. Section four provides a concise conclusion and discussion of the findings along with the limitations and implications for further studies.

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Material and method

This paper adopted the systematic review approach, widely known as a useful way of overcoming some of the weaknesses and limitations of traditional literature reviews (Briner & Walshe, 2014; Hlee et al., 2018). In this regard, this review study was designed to select research articles from the Web of Science (WoS) database in advertising within the hotel management context to fill the gap in the literature. The reason for selecting the WoS database over other databases (Scopus, EBSCO, IEEE, Google Scholar, etc.) is that it provides a cleaner data in terms of duplications and the publications indexed in WoS database are those published in top-tier journals (Strozzi et al., 2017). This study followed three main steps. First, the instructions of the PRISMA protocol were considered to select the research articles which focused on the field of hotel management and advertising. The PRISMA protocol was applied for choosing the relevant research articles because it is a widely accepted approach in social sciences and business literature to extract and choose publications related to the field of study, for example, consumer behavior and advertising (Alsharif et al., 2022), consumer engagement and brand management (Gambetti & Graffigna, 2010), misinformation (Kuş & Öztürk, 2022), big data and smart lifestyles (Munawar et al., 2020; Wilson et al., 2014), and hospitality and tourism (Hlee et al., 2018). Second, the selected research articles were content analyzed to identify the general and emerging areas of research in the relevant field of study, along with the authorship patterns, country, affiliation, research method, sample type, analyses, limitations, and future research directions. Third, the themes originated from the content analysis of the articles were deeply investigated. In this way, this study enables the researchers to offer suggestions for scholars to guide them in their future studies in the field of tourism and advertising.

The relevant publications were selected by the applying the query of the keywords (“hotel” OR “advertising”) AND (“hotel management” OR “advertising”) to the topic search field on WoS on October 26, 2022. This search yielded a total of 165 documents from a period between 1996 and 2022. All the documents were downloaded to a file on the second author’s personal computer and were screened for eligibility for research on MAXQDA 2020 under the guidance of the PRISMA protocols (see Figure 1 for the steps followed). This study is limited to the systematic analysis of the research articles only since review articles are not grounded on conducting research in the relevant field, thus not providing information about the general and emerging methodological background of the literature.

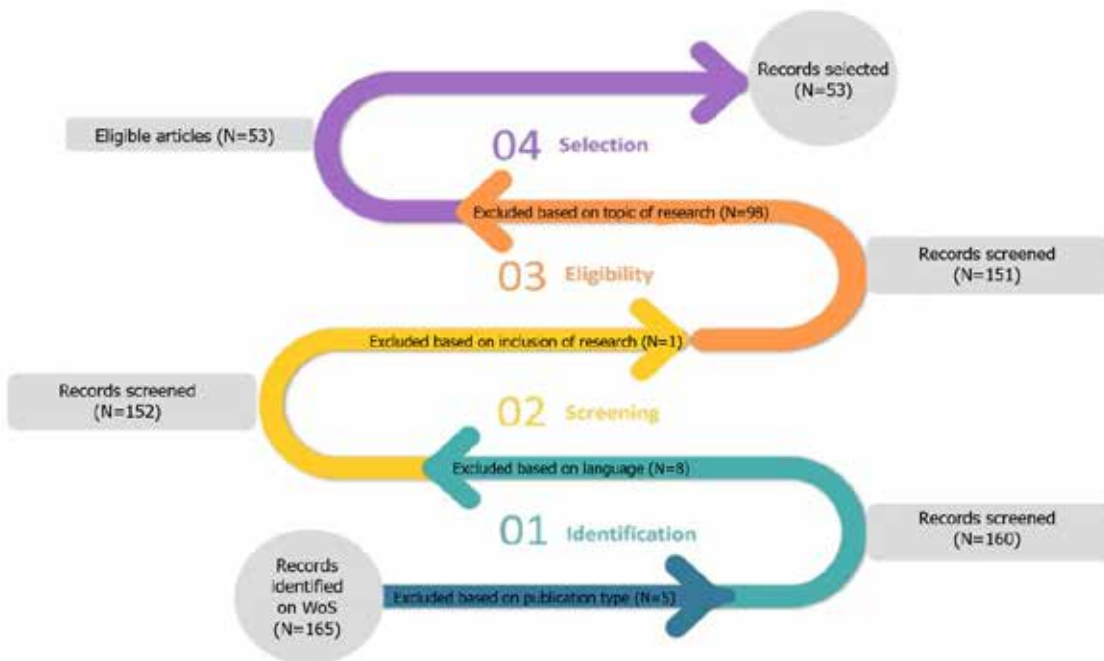


Figure 1. PRISMA protocol to extract and select research articles in this study.

The following section presents the research findings based on the systematic analysis of the 53 research articles published by journals indexed on WoS.

Results

In line with the research questions, this section is divided into three main subsections: a) main characteristics of the studies, b) methodological issues, and c) main topics of interest.

Main characteristics of the relevant studies

The sample of 53 research articles included articles published in between 2008 and 2022 (Mdn=2015). Most of the publications were published in 2020 (n=10). This is interesting as the first publication available on the database dates to 1996, but it was not until 2008 that an article directly focusing on both hotel management and advertising was published. This shows that the scholars working in this field of study showed interest in the relationship between advertising and hotel management as of 2008, and thus, this is a niche field of study, which is still open to more research for its growth, as opposed to the popular view.

The research articles were published by 34 journals. The most common publication venue was International Journal of Hospitality Management (n=7), followed by Tourism Economics (n=4), and Cornell Hospitality Quarterly (n=3).

The publications were authored by one hundred and twenty different scientists. The mean number of

authors per publication was 2.64. This shows that this field has attracted a small number of scientists working in the field of tourism and communication studies and needs researchers from different disciplines to have a rapid and successful growth. The number of single author publications was four, while that of the co-authored ones was 135. Twenty articles were written by two authors, twenty-one by three authors, seven by four authors, and one by five authors. The most prolific authors were Chiang-Ming Chen (n=5), Yu-Chen Lin (n=4), Billy Bai (n=3), and Xi Y. Leung (n=3). While the number of authors with two publications was nine, one hundred and seven authors wrote only one publication. This may support the view that this topic has just arisen the interest of different scholars.

The top five productive countries were the US (n=48), followed by Taiwan (n=22), China (n=9), Australia (n=7), and Spain (n=6). Among the top institutions were University of Nevada [the US] (n=17), University of Science and Technology of China [China] (n=13), National Chi Nan University [Taiwan] (n=11), Technological Educational Institute of Crete [Greece] (n=8), The Hong Kong Polytechnic University [Hong Kong] (n=8), University of Alicante [Spain] (n=8), and University of Granada [Spain] (n=8). This shows that this field of study has attracted attention of scholars from four different continents, and this is a sign that this topic is a common issue for scholars in different parts of the world.

218 different keywords were identified, and keywords were missing in only two publications. The frequency of the keywords is given in Table 1. As can be seen in the table below, the five most frequent keywords were advertising - advertisement (n=11), hotel(s) (n=8), hotel advertising (n=5), hotel marketing (n=4), environmental advertising (n=3), social media (n=3), sustainability (n=3), and virtual reality (n=3). While eighteen of the author keywords were used twice, the rest was used only for once. This shows that the majority of the publications used only low-frequency author keywords. When the author keywords with the least frequency in the publications were examined, it can be stated that some of the keywords such as 'ad pictures' and 'true experiment' were the sub-terms of an umbrella term, which indicates that the authors attempted to make their paper specific; however, this may cause to the failure of the publications in being noticed in the databases. Moreover, some keywords such as 'misleading', 'cardboard', and 'warmth' were used, and they were only content-specific and not attractive. Overall, these problematic keyword selections may limit the visibility of the publications in searches and their likeability of attracting citations, as mentioned by Lu et al. (2020).

Table 1. The frequency of the author keywords used in the relevant literature.

<i>Frequency</i>	<i>Author Keywords</i>
11	advertising - advertisement.
8	hotel(s).
5	hotel advertising.
4	hotel marketing.
3	environmental advertising; social media; sustainability; virtual reality.
2	advertising effectiveness; advertising strategy; attitude toward the ad; boutique hotel; destination advertising; emotion; eye tracking; frugality; green advertising; green attitude; green hotel; hotel positioning; Malaysian hotel industry; presence; purchase intention; satisfaction; search advertising; TripAdvisor.

1	<p>ad pictures; advertising appeals; advertising efficiency; advertising expenses; advertising features; advertising spending; affect; Airbnb; animorph; anthropomorphism; archetypes; attention restoration theory; attitude toward social media page; attitude toward the hotel; Australia; average; awe; banner; behavioral intention; bio-spheric value; blog; Booking.com; brand management; brand personality traits; branding; brands; business cycle; capacity; cardboard; cause-related marketing; certainty; Chuck Jones; clustering; cognition; color perception; color vibrant; congruence; construal level; consumer behavior; contentment; corporate social responsibility; counter-signaling; CTR prediction; culture; data enrichment; delayed effects; demand; dependence; descriptions; difference; direct experience; disequilibrium; display advertising; dynamic frontier modelling; eco-labelling; eco-tourism; efficiency and productivity; Elaboration Likelihood Model; electroencephalography (EEG); email; emotional appeal; emotional benefits; endorsement; environmental claims; environmental concerns; environmental involvement; e-Tourism 2.0; evaluation; eWOM; experiments; food and beverage service; framing; fuzzy clustering; gender effects; greenwashing; Hilton hotel advertisements; Hong Kong; hope; hospitality; hotel commercial; hotel industry; hotel management companies; hotel package; hotel sales; hotel sector; hotel segment; hotel selection; hotel service; immediate effects; implicit-self; impression prediction; information; information processing; Instagram; interactivity; international tourism; international tourist hotel; Internet; key success factors; language; lay belief; luxury hotels; market concentration; market share instability; market signaling; marketing effectiveness; Maurice Merleau-Ponty; mental imagery; mindset; misleading; motivation; moving experience; Muslim tourists; nature-based servicescape; negotiated exchanges; neuromarketing; non-brand bidding agreement; non-parametric frontier analysis; Norman Klein; online consumer behavior; online reviews; online search; online travel agent; peer-to-peer; Perceptual Load Theory; power asymmetry; power distance; price; price consciousness; price effects; price elasticity; pricing strategy; priming; profitability; promotion; purchase decision; quality signaling; Raimund Krumme; rational appeal; resort hotel; returns; reviews; risks; room occupancy; room price; room service; sales performance; sales prediction; scores; search engine marketing; Sergei Eisenstein; service quality; service-dominant (S-D) logic; sharing economy; Single-Period Inventory Model; size; skepticism; smell reference; social cognition; Social Exchange Theory; animated line; social media experience; social network; spending behavior; star rating; Stimulus-Organism-Response Theory; subliminal advertising; supply; sustainable tourism; Taiwan; third-party; tone; touch; touch reference; tourism; tourist decision making; trademark abuse; trademarks; transportability; true experiment; tryvertising; uncertainty avoidance; value co-creation; vertical restraints; virtual community; visit intentions; visual attention; vividness; warmth; website promotion; websites; willingness to sacrifice.</p>
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Methodological issues

Analyses of the research methods applied were based on a total of 60 methods reported in the research articles (46 articles reporting one method; 14 articles reporting two methods). Contrary to popular view, the most common research method used in the articles within the relevant literature was experiments (45%; n=27), followed by case studies (36.6%; n=22), surveys (13.3%; n=8), interviews (3.3%; n=2), and Delphi method (1.6%; n=1). In 67.9% (n=36) of the articles, authors tested only hypotheses, while 1.88% (n=1) of the articles presented only research questions. Two of the articles (3.77%) presented both research questions and hypotheses, whereas no research question or hypotheses were mentioned in 14 articles (26.4%). This shows that the authors of the relevant articles were aware of the necessities of the research designs, and that they knew that the research questions and hypotheses are presented specifically to direct the researchers to collect the right data (Farrugia et al., 2010).

The systematic analysis identified a total of 64 samples, with most studies obtaining data from only one sample (76.5%; n=49), and the rest presented data from two samples (23.5%; n=15). Documents comprised 21.8% (n=14) of all the samples, followed by residents of a particular city or country, 18.7% (n=12); customers / consumers, 15.6% (n=10); undergraduate students, 14% (n=9); online reports, 7.8% (n=5); social media users, 4.6% (n=3); and postgraduate students, 4.6% (n=3). The rest included university employees (n=2), hotel ads (n=2), tourists (n=1), hoteliers (n=1), and hotel managers (n=1). The

samples were selected mostly through purposive sampling (n=37), followed by convenience sampling (n=24), quota sampling (n=1), snowball sampling (n=1), and systematic sampling (n=1). This indicates that the research conducted within the scope of the relevant studies was based mostly on non-probability sampling, which does not enable the research findings to be generalized (Berndt, 2020; Singh Setia, 2016; Stratton, 2021).

Most of the data were collected from the US (n=21), and it was followed by Taiwan (n=9), China (n=6), Malaysia (n=3), Spain (n=3), Thailand (n=2), and the UK (n=2). Other places with only one occurrence included Australia, Croatia, Germany, Greece, Hong Kong, the Netherlands, and Slovenia. In eight of the studies, the place for data collection was not mentioned.

Within the sample of 53 publications, 66% (n=35) examined the data using inferential statistical analyses, while 14 (26.4%) used descriptive statistics for data analysis. In only three studies was content analysis used, while only one article analyzed the data using critical discourse analysis.

This systematic analysis also investigated the acknowledgement of limitations within the publications. It indicated that only seven articles did not mention the limitations of the studies. The rest listed a total of 167 limitations caused by the exclusion of other variables (44.9%; n=75), the sampling and sample size (31.1%; n=52), the nature of the method (19.7%; n=33), and the theoretical background (4.2%; n=7). As the limitations of the studies, which are "potential weaknesses that are usually out of the researcher's control, and are closely associated with the chosen research design" (Theofanidis & Fountouki, 2018, p. 156) are crucial for increasing the quality and the external and internal validity of the publications (Price & Murnan, 2013; Ross & Bibler Zaidi, 2019), the presence of the limitations delineated within the articles in the relevant literature shows that the majority of the authors avoided being criticized for their potential weaknesses in terms of methodological issues.

Main topics of interest

To illustrate the main topics of interest within the relevant literature, a word cloud was created on MAXQDA 2020 with the most common keywords used in the publications. As is evident from Figure 2, the hotel management and advertising literature is oriented towards the issues of business management, sustainability, green marketing, destination marketing, tourism and hospitality, brand management, consumer behavior and psychology, ad effectiveness, and digital advertising. These are the main streams of research, and it can be claimed that with the impact of the digital technologies, the current field will be dominated by the studies focusing on the influence of digital advertising practices based on artificial intelligence and virtual reality, on the hotel sector. In this regard, the recent studies (Leung et al., 2020; Lo & Cheng, 2020; Lyu et al., 2021) also available in the corpus provide evidence for this assertion.



Figure 2. Word Cloud of main topics of interest within the relevant literature (Source: Authors' own visualization)

Table 2 briefly presents information about the relevant publications and their key findings. As is clear from the key findings obtained through many types of research methods applied on different samples, advertising exerts significant levels of influence on the consumers' perceptions of, intentions for, and/or decisions about the brands facilitating in the hotel sectors in different parts of the world. The majority of the articles point to the fact that the level of ad effectiveness changes depending on the hotel types (Chiu & Chen, 2014; George Assaf et al., 2015; Hollenbeck et al., 2019; Huang et al., 2022; Lee & Oh, 2021; Nath et al., 2014; Sahin, 2013; Volz & Volgger, 2022), characteristics of the consumers (Bt Mohamed Sadom et al., 2021; Chen et al., 2022; Chiu & Chen, 2014; Dogan & Erdogan, 2020; Hernández-Méndez & Muñoz-Leiva, 2015; Hsu et al., 2020; Hu, 2012; Lei et al., 2020; Leung et al., 2020; Lyu et al., 2021; Magnini & Gaskins, 2010; Magnini & Karande, 2010; Nath et al., 2014; Seo et al., 2019; Septianto, Thai, et al., 2021), ad types (Devaux & Bomsel, 2022; Hsu et al., 2020; Leung et al., 2020; Lin et al., 2018; Woodside & Bernal Mir, 2019), and ad design elements (Chen et al., 2022; Dogan & Erdogan, 2020; Hernández-Méndez & Muñoz-Leiva, 2015; Hsu & Chen, 2021; Huang et al., 2022; Lee & Oh, 2021; Lei et al., 2020; Lwin & Phau, 2013; Lyu et al., 2021; Magnini & Gaskins, 2010; Magnini & Karande, 2010; Mohamed Sadom et al., 2020; Sahin, 2013; Sahin et al., 2019; Septianto, Ye, et al., 2021; Tanford et al., 2020; Volz & Volgger, 2022; Wang et al., 2018; Yoon et al., 2020). Some (Chiou & Tucker, 2012; Mellinas & Reino, 2019; O'Connor, 2009; Sviták et al., 2021) underline the risks the hotel trademarks can face within the digital advertising environment, while some (Tsai & Gu, 2012) draw attention to the hotels' inefficiency in the ad management. Furthermore, some papers (Chen & Lin, 2013, 2014; Chen et al., 2015; Chen et al., 2016; Chen, 2015; George Assaf et al., 2015; Plemis et al., 2020) call notice for the fact that the advertising can be effective in some issues regarding the hotel management, but ineffective for others, while some (Andriotis & Paraskevaidis, 2021; Ha et al., 2019;

Hollenbeck et al., 2019; Huang et al., 2018; Leung et al., 2013; Leung et al., 2020; Lin et al., 2018; Lo & Cheng, 2020; Lyu et al., 2021; Sellers-Rubio & Calderón-Martínez, 2019; Tanford et al., 2020; Woodside & Bernal Mir, 2019) indicate that digital advertising increases the potentiality of hotels to be chosen by their potential customers. In this regard, some (Tekin et al., 2020) offer suggestions for better click and sales prediction algorithms. While only two papers (Bechter et al., 2016; Sobchack, 2008) examine the content of hotel ads, only one paper (Rahman et al., 2015) presents a critical assessment of the green marketing activities of the hotel sector.

Table 2. Key findings of the relevant literature

Author(s)	Title	Key Findings
Sobchack (2008)	The Line and the Animorph or 'Travel Is More than Just A to B'	The Hilton ads, created through animated lines by Raimund Krumme, included a high level of animorphic elements. This, in turn, led the ads to be immensely pretentious by adding new meanings to the animated lines, which in fact contains incomplete figuration. To sum up, the animated lines present in the Hilton ads highlighted the production of its own praxis and pointed at an agency which they shared with their invisible mover – the animator.
O'Connor (2009)	Pay-per-Click Search Engine Advertising: Are Hotel Trademarks Being Abused?	The hotels performance in terms of search engine optimization was propitious. However, their trademarks were found to be under threat due to their uncontrolled use by the third-party sites which made payments for placement on the search engines through bids on the hotel trademarks and mentions of hotel trademarks in their advertising copy. This, in turn, resulted in the diversion of the potential customers from the websites or sales sites of hotel trademarks.
Magnini and Gaskins (2010)	Gender Differences in Responses to Written Touch References in Hospitality Print Advertisements	Gender plays an enormous role in the responses of the individuals to the advertising copy and image. Especially, the destination print ads with a written touch reference and emotional stimulus are more appealing to females than they are to males.
Magnini and Karande (2010)	An Experimental Investigation into the Use of Written Smell References in Ecotourism Advertisements	The application of a written smell reference on a destination print ad helps increase the perception of the ads as more fun, persuasive, intriguing, and appealing. The written smell reference is found to be more influential in the affective responses of those who are loosely connected to the nature and are interested in ecotourism trips. The results do not change for different genders.
Chiou and Tucker (2012)	How Does the Use of Trademarks by Third-Party Sellers Affect Online Search?	The results of this experimental research showed that with the Google's policy change towards the permittance of the use of trademarks in ad copy, third-party sellers caused their sellers to lose efficiency in conveying ad messages, while highlighting trademarks in their ads. Meanwhile, the clicks on the non-paid links showed a high level of increase probably due to the consumers' behavior towards non-paid clicks.
Hu (2012)	The Effectiveness of Environmental Advertising in the Hotel Industry	The substantive and associative environmental claims in hotel ads generate different consequences, and consumer characteristics also affect the effectiveness of the environmental claims of hotel ads. Substantive claims with extensive and concrete information regarding the hotel's contribution to the environmental preservation are more effective in elicitation of positive responses than associative ones. The green ads which illustrate the self-expressive benefits of the consumers are found more attractive for those who love to communicate their self-images. Furthermore, the consumers with high environmental involvement have a more robust tendency towards hotel ads with substantive claims, while those with low environmental involvement were less convinced by hotel ads with environmental claims.

Tsai and Gu (2012)	Optimizing Room Capacity and Profitability for Hong Kong Hotels	Hong Kong hotels are mostly away from spending their advertising budget wisely. They do not seem to use advertising budget in an efficient way, and they rely on the traditional advertising channels more than they do on the new advertising channels such as social media and mobile advertising. They appear to fail in deploying scheduled advertising budgets and attracting consumers from the Chinese Mainland.
Chen and Lin (2013)	How do advertising expenditures influence hotels' performance?	Advertising is found to offer many tangible and intangible benefits for the hospitality industry within the Taiwanese context. Even though no significant relationship between advertising and room occupancy is encountered, it is found that advertising has a significant positive impact on hotel revenue, room rate, room revenue, and brand name recognition.
Leung et al. (2013)	The Marketing Effectiveness of Social Media in the Hotel Industry: A Comparison of Facebook and Twitter	The social media experiences of the hotel customers positively affect their attitudes toward the social media management of the hotels, which in turn positively affects their attitudes toward the hotel brand. The attitudes of the customers toward the hotel brand also positively affect their intention to book and share their opinions through e-WOM activities. However, the brand cognition of hotel customers is not effective in terms of influencing their attitudes toward the hotel brand. This study also posits that the same marketing strategies and tactics yield same results for different social media platforms.
Lwin and Phau (2013)	Effective advertising appeals for websites of small boutique hotels	The emotional appeals used in websites of boutique hotels favorably influence the consumers' attitude toward the website and the hotel itself. They also evoke higher levels of purchase intentions.
Chen and Lin (2014)	An analysis on the concentration-advertising relationship in the hospitality industry	The market concentration has an inverted U-shaped impact on the advertising intensity in the room service market, but this impact is not existent in the food and beverages service market. This means, there is a non-linear relationship between the market concentration and advertising in the hotel industry in Taiwan. Moreover, hotels facilitating in a more concentrated market environment are more inclined to act connivingly than those in a comparatively competitive market environment.
Chiu and Chen (2014)	Advertising, price and hotel service quality: a signalling perspective	Advertising works better for hotels with medium-level service quality than for those with higher-level service quality as consumers of those with higher-level service quality do not need any advertising activity to choose the hotels. Furthermore, the consumers of the chain hotels are more loyal to those hotels, and mass marketing strategies perform low for these consumers, who can be affected by target marketing strategies.
Nath et al. (2014)	Expectation Formation in Case of Newer Hotels: The Role of Advertising, Price, and Culture	The newly-launch hotels have a tendency to evoke positive expectations of the potential consumers by offering many promises through their advertisements, and the lack of consumer familiarity with such hotels may be eliminated by communication hotel-led information such as services and price cues. Furthermore, this study finds out that price cues are interpreted in a similar manner by the consumers from different cultures. The consumers with high uncertainty avoidance tend to look for more service information, while those with low uncertainty avoidance are convinced by the service promises implying superior image of the hotel. Meanwhile, those with high power distance can gain a sense of trustworthiness and superiority through explicit service promises, while those with low power distance are more willing to comply with less explicit service promises.
George Assaf et al. (2015)	Does advertising spending improve sales performance?	Advertising spending favorably influences the hotel sales performance. This influence is more robust for the larger hotels and for those with high star ratings.

Chen et al. (2015)	How does advertising affect the price elasticity of lodging demand? Evidence from Taiwan	Different levels of price elasticities have a significant impact on the effects of advertising on the price elasticity of room demand. These effects of advertising also influence the relationship between pricing strategy and financial performance. This study also finds that advertising inclines to generate brand loyalty and decreases the price elasticity of demand, leading to a substantial effect on the hotel revenue.
Chen (2015)	Cyclical effects of advertising on hotel sales, risk and return	While the advertising expenditure has a linear relationship with hotel sales revenue in terms of occupancy rate and revenue per available room, it has no relationship with the hotel profitability in terms of return on assets and return on equity.
Hernández-Méndez and Muñoz-Leiva (2015)	What type of online advertising is most effective for eTourism 2.0? An eye tracking study based on the characteristics of tourists	Texts within a banner draw less attention of the consumers than the images, and celebrity endorsements increase the appeal of the images. The duration of attention for the static banners is longer than that for the animated banners mostly due to the audiences' perception of animated banners as more ad-like than static ads, leading to ad avoidance. While gender has no impact on the attention to banners, age can lead to variations in the attention span of consumers to the banners. That is, younger consumers spend longer periods of time for looking at banners than older consumers do.
Rahman et al. (2015)	Consequences of "greenwashing": consumers' reactions to hotels' green initiatives	This study finds that a high level of inclusion of environmental claims of hotels triggers consumer skepticism toward the hotel brand and its communication, which in turn results in consumers' avoidance to participate in the environmental activities and to revisit the hotel. Consumers' ecological concern is not effective in moderating the relationship between skepticism and intention to participate in environmental activities, and intention to revisit the hotel.
Bechter et al. (2016)	Advertising between Archetype and Brand Personality	Cultural factors influence the association of archetypes and personality traits with the brands. The accommodation companies incline to use Outlaw when they aim to be game changers in the market environment, while those established hotels have a tendency toward using Lover archetype.
Chen et al. (2016)	The effect of advertising on market share instability in the hotel industry	Advertising intensity has an inverse relationship with market share instability among leading firms in the hotel industry. Advertising plays a crucial role in affecting the market share instability of hotels, by increasing the market share instability of leading firms in the hotel industry.
Cheng et al. (2016)	Key Success Factors in Resort Hotels Practicing Moving Experience	Resort hotels achieve the attention of the consumers through influential advertising content, repeated exposure to the advertising message, effective brand appeals, attractive images, and advertising-induced emotions.
Huang et al. (2018)	Narrative persuasion in social media: an empirical study of luxury brand advertising	Narrative transportation is positively influenced by comprehension and imagery fluency of the ads as well as the transportability capacity of the audiences. It generates positive affect, brand SNS attitudes and intentions to visit the hotel. The positive affect is in a direct positive relationship with brand SNS attitudes and intention to visit.
Lin et al. (2018)	Value co-creation on social media: examining the effect of brand engagement on display advertising performance for Chinese hotels	Consumer-initiated and firm-initiated forms of brand engagement has a positive effect on the performance of display ads. However, consumer-initiated brand engagement is more effective than firm-initiated brand engagement in evoking a high level of display ad performance of a stronger brand.
Wang et al. (2018)	Exploring Advertising Effectiveness of Tourist Hotels' Marketing Images Containing Nature and Performing Arts: An Eye-Tracking Analysis	This eye-tracking study reveals that customers allocate more visual attention for a nature-based servicescape than they do for a built-based servicescape, and the former triggers a higher level of behavioral intentions than the latter.

Ha et al. (2019)	Persuasive brand messages in social media: A mental imagery processing perspective	The results indicate that quality and elaboration as two mental imagery factors evoke positive attitudes toward hotel brand's SNS advertising.
Hollenbeck et al. (2019)	Advertising Strategy in the Presence of Reviews: An Empirical Analysis	Online reviews and ratings affect the direction of the advertising decisions. Hotels with higher ratings have a tendency to decrease their ad spending. Similarly, hotels with a strong brand name are more vulnerable to the online reviews.
Mellinas and Reino (2019)	Fake Advertising? Neutrality in descriptions beside overall hotel scores	The hotel scoring websites use misleading words to favor the attention of the potential customers, and in this way, this act fits well with the deceptive advertising practices.
Sahin et al. (2019)	The Influence of Green Message Types on Advertising Effectiveness for Luxury and Budget Hotel Segments	Green advertising with the inclusion of green text, green certification logo, visual cues and green combination can achieve a desired level of attitude toward the ad, attitude toward the brand, and purchase intention, which results in desired consumer behavior. Luxury hotels have the potential to create an increase in their ad effectiveness through adding green certification to their advertising strategy.
Sellers-Rubio and Calderón-Martínez (2019)	Brand strategy scope and advertising spending: The more the better?	The findings reveal that when the advertising efficiency is at low levels, it has the potential to reduce the ad investment. Moreover, Internet advertising can yield more favorable results for hotels.
Seo et al. (2019)	It Is All in the Mind(set)! Matching Mindsets and Luxury Tourism	The mindsets of consumers can affect what kind of language is used within advertisements. In this regard, affective language is more favorable for consumers with fixed mindset while cognitive language is for those with growth mindset. The mindsets have also a significant influence on how they value the luxury travel. Luxury travel is important for those with fixed mindsets as they think that it will offer them self-enhancement benefits, while for those with growth mindsets, this means only superior quality.
Woodside and Bernal Mir (2019)	Clicks and purchase effects of an embedded, social-media, platform endorsement in internet advertising	Company-initiated communication is less effective than the user generated contents in terms of sharing opinions about the hotels. The internet advertisements embedding a third-party endorsement have a high potentiality to be opened and to increase the purchase intention.
Dogan and Erdogan (2020)	Effects of congruence between individuals' and hotel commercials' construal levels on purchase intentions	The construal level of individuals has a direct and positive relationship with that of ads. The interaction between the consumer's construal level and ad message content yields a higher level of purchase intention. The congruence between the consumer's construal level and that of ads leads to a greater level of intention to pay for hotel services. Thus, consumer's construal level is one of the factors affecting the purchasing behavior and decision-making process. Thus, ad content should be designed by considering the construal levels. Designing alternative ads rather than a standardized ad is more effective in increasing the purchase intention. In this regard, the consumers with low construal level are more susceptible to the concretely framed ads, while those with high construal level to the abstractly framed ads.
Hsu et al. (2020)	The Moderating Role of Hotel Type on Advertising Expenditure Returns in Franchised Chains	Customer segments have a moderating effect on the advertising expenditures, and service characteristics play a significant role on the advertising returns. Unlike traditional full-service units, the outlets with a special orientation toward destination-driven and price-sensitive customer segments take less advantage from the franchise advertising assessment and loyalty programs. Moreover, the destination hotels can have a positive moderating effect on the returns from local sales force expenditures.

Lei et al. (2020)	The effectiveness of tryvertising in hotels	Investigating within the hotel industry context the effectiveness of the tryvertising strategy, which incorporates the promoted products or services into the daily lives of the consumers in a way that triggers a sense of feeling that the use of such promotions is natural, this study reveals that the efficiency of tryvertising strategy depends on the personal traits of the consumers. Those female, older and loyal members who spend more on accommodation show a high potential to make purchases triggered through tryvertising. Moreover, those older, non-cardholder loyal members with actual stay experiences show a higher tendency to purchase what is promoted via tryvertising.
Leung et al. (2020)	A fad or the future? Examining the effectiveness of virtual reality advertising in the hotel industry	When compared to the traditional commercials, the hotel VR commercials performed better in terms of ad recognition, ad attitude, brand attitude, impression toward ad and purchase intention due to the immediate effects of VR technology thanks to its features of interactivity and better presence. However, the VR commercials fail to elicit better brand awareness, mostly because of the reduction of the consumers' visual attention to the brands caused by the more allocation of pleasure. Similarly, traditional commercials do a better job at exerting a high level of influence on the consumers' attitude toward the brand in the long run. These findings are dependent on the personal traits of the consumers as consumers with high elaboration levels show a more positive reactance toward the VR commercials.
Lo and Cheng (2020)	Does virtual reality attract visitors? The mediating effect of presence on consumer response in virtual reality tourism advertising	The findings show that an intense experience of the presence in the hotel ads through virtual reality 360° devices increases the level of purchase intention toward the promoted hotel. It is also realized that the advertised hotel is perceived more positively by the consumers. Nevertheless, the use of Cardboard googles is ineffective in developing a sense of presence.
Mohamed Sandom et al. (2020)	Less is more: the role of frugality in the Malaysian hotel industry	The findings reveal that in line with the S-O-R theory, the green marketing strategies (eco-labelling and environmental advertising) exert a positive influence on the hotel customers' green attitude and their prudence. Both strategies increase the environmental consumption, purchase and decision-making patterns of hotel customers before, during and after their stay, and boost the sustainable practices of the customers.
Polemis et al. (2020)	Advertising expenses and operational performance: Evidence from the global hotel industry	This study provides evidence for the advertising effects on the hotel management companies' operational performances. It shows that advertising stimulates the acceleration of the hotel's technological change, which in turn has a non-linear U-shaped effect on their efficiency levels (technological catch-up). An increase can be observed in the operational efficiencies with the advertising expenses.
Tanford et al. (2020)	Priming social media and framing cause-related marketing to promote sustainable hotel choice	Instagram priming of a hotel exerts a direct effect on the emotions and judgments of consumers, which in turn affects the perception of the image of the hotel and the intention to book. Similarly, cause-related marketing (CRM) framing plays an important role in the perception of the image of the hotel and the intention to book. In this context, it is revealed that image as a common function of externally primed emotion and intentional CRM framing strongly affects the environmental attitudes of the consumers to perform sustainable behavior.

Tekin et al. (2020)	Click and sales prediction for OTAs' digital advertisements: Fuzzy clustering based approach	In this study which investigates the click and sales prediction of the online travel agencies' digital ads through machine learning algorithm from the perspective of fuzzy clustering approach, it is found that predictions regarding the number of sales depend upon the predicted number of clicks which have a high level of correlation with the marketing costs, which is in high correlation with the amount of the sales. In predicting the clicks and sales, a number of machine learning algorithms may be fruitful, but tree-based algorithms such as XGboost can provide more advantages than other algorithms.
Yoon et al. (2020)	How can hotels' green advertising be persuasive to consumers? An information processing perspective	CRM ads focusing on the public benefits yield more positive affective perceptions, whereas ads with hard-sell messages yield more positive cognitive perceptions. Both affective and cognitive perceptions exert a positive impact on the attitudes toward the ad, which in turn generate consumer persuasion and positive behavioral intentions. It is also found that cognitive ad attitudes can play a mediating role between the affective ad attitude and persuasion and are more effective on persuasion than the affective ad attitudes are.
Andriotis and Paraskevaïdis (2021)	Negotiated exchanges in the online hospitality market: Hoteliers and hotel managers' perceptions of Booking.com	Drawing upon the social exchange theory and online business-to-business (B2B) relational exchanges, this study scrutinizes the hoteliers' and hotel managers' perception the negotiated exchanges with Booking.com and reveals that they feel assurance rather than trust in this partnership. They declare that they depend upon this partnership for financial and advertising issues, as they find Booking.com as a venue for their global advertising and reputation.
Hsu and Chen (2021)	Neuromarketing, subliminal advertising, and hotel selection: An EEG study	The hotel selection patterns of the consumers are affected using subliminal messages of hotel ads. Especially the inclusion of emojis as subliminal stimuli has the potential to affect the consumers' purchase decisions by triggering their neural activities. In this regard, the smiling emoji is found to be the most effective subliminal stimuli.
Lee and Oh (2021)	Anthropomorphism and its implications for advertising hotel brands	The advertising communication based on anthropomorphism (an inclination to attribute human-like characteristics to non-human objects, as defined by Kim and McGill (2011, p. 95)) is more effective for local hotels than global hotels due to the consumers' perception of local hotels as a place for social connectedness and due to their emotionally focused characteristics. It boosts the perceived warmth of the hotel and the consumers' intention to visit the hotel. The ads inclusive of anthropomorphic elements with first-person pronoun generate more favorable consumer reactions to advertising.
Lyu et al. (2021)	Hotel virtual reality advertising: a presence-mediated model and gender effects	The effectiveness of VR commercials depends on the gender of the consumers in that female consumers show a greater inclination to be affected by the VR commercials than male counterparts. Moreover, thanks to their high level of vividness and interactive features, VR technologies can enhance the strength of advertising's impacts on consumers' attitude toward the ad, brand attitude and intention to book.

Septianto, Thai, et al. (2021)	Lay Beliefs About the World Affect Preferences for Sustainable Hotel Offerings	This study attempts to disclose how the consumers' lay beliefs about the world induced by advertising affect the sustainable behaviors of the consumers with low levels of biospheric values, which denote the extent to which consumers pay attention to the advantages and disadvantages of their behaviors for the ecosystem as a whole. (Stern & Dietz, 1994, p. 70). In this regard, the experimental research finds that consumers with low levels of biospheric value and incremental lay belief about the world strongly inline to prefer sustainable hotel offerings due to their hope toward a positive change originating from the sustainable efforts of hotels.
Septianto, Ye, et al. (2021)	The effectiveness of advertising images in promoting experiential offerings: An emotional response approach	By investigating the effectiveness of the emotional content of advertising images of hotel packages through experimental research, this study provides evidence for the dependence of the ad effectiveness on the type of emotional content present in the ad images. The research findings reveal that awe accompanied by an experiential offering with a low level of certainty in ad images of hotel packages can evoke a more positive effect on the purchase likelihood. However, contentment accompanied by an experiential offering with a high level of certainty induces positive impacts on the purchase likelihood.
Sviták et al. (2021)	Price effects of search advertising restrictions	With the purpose of examining the effect of non-brand bidding agreements (NBBAs) imposed by some hotel brands in the Netherlands on the online travel agents (OTAs) which stipulate that OTAs cannot advertise on search engines using the hotel's trademarks, this article finds out that such restrictions lead to increases in prices offered by NBBA hotels unlike fewer prices offered on OTAs' websites or booking platforms.
Chen et al. (2022)	Understanding guests' evaluation of green hotels: The interplay between willingness to sacrifice for the environment and intent vs. quality-based market signals	This study reveals that consumers who are willing to sacrifice for the environment are more inclined to select green hotels. However, this depends on the positioning strategy of the green hotels which presents signals related to the quality of the green hotels, and on the green advertising appeals of the green hotels, which provides signals and information related to the quality and environmental intent of the green hotels.
Devaux and Bomsel (2022)	Externalities across advertising markets	This study finds that offline advertising campaigns can affect the performance of the online ads. It provides evidence for the positive impact of traditional mass-media campaigns on the increase of Google clicks, and as a result of the advertising practices of competitor hotel brands, the advertising prices determined by Google show a significant increase. It also reveals that compared to Facebook, Google holds a monopoly power and an auction system which allows Google to free ride on advertising externalities.
Huang et al. (2022)	Research on Color Perception of Hotel Room Product Publicity Pictures	Hotels can draw the attention of their potential customers via effective strategies on their selection of color tone and vibrant in their ads, and so can affect these customers' intention for information query, purchase and recommendation. This may vary according to the hotel type. Hotel ads employing cold color tones and simply display content are more effective for resort hotels, while those with warm color tones and simple display content for the urban business hotels.
Bt Mohamed Sandom et al. (2021)	"Waste not, want not": fostering frugality amongst Muslim tourists in the Malaysian hotel industry	This study reveals that there is a direct relationship between the environmental advertising and Muslim tourists' green attitude and frugality, which means Muslim tourists/hotel customers develop favorable attitudes toward green hotels and act frugally by avoiding the overconsumption patterns of the hotel resources and by paying attention to their budget during their stay.

Volz and Volgger (2022)	Does Airbnb offer hedonic or utilitarian products? An experimental analysis of motivations to use Airbnb	With the purpose of investigating the effectiveness of the advertising appeal type on the promotion of peer-to-peer accommodation with a special focus on Airbnb, this study finds that both emotional and rational advertising appeals exert a significant effect on the consumers to prefer Airbnb's peer-to-peer accommodation services. In a similar vein, this study proves that the effectiveness of ad appeals varies depending on the accommodation characteristics. It claims that unlike what is generally accepted, not only ads with emotional and hedonic appeals but also those with rational and utilitarian appeals work well, depending on the specifics of the accommodation type.
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Conclusion

The interrelation between advertising and hotel management is one of the attractive topics of the scholars carrying out their studies in the field of tourism, marketing, business management, and advertising. The plentifulness of the issues that the scholars can deal with in this field enriches the academic knowledge, but this entails the need for an extensive analysis of the current literature both for understanding the common and emerging issues and disclosing the strengths and weaknesses of the literature. For this purpose, this study systematically analyzed the relevant field on MAXQDA 2020, by taking into account the original research articles published by journals indexed in the WoS database and presented the results with a focus on the main characteristics of the relevant studies, methodological issues, and main topics of interest.

The results indicated that although the first study found in the database was published in 1996, the first study with a direct focus on advertising and hotel management was published in 2008, and this clearly showed that this field is recently emerging and still needs more attention from the scholars. It was also realized that the peak year with the highest number of publications was 2020, and this may be a result of the COVID-19 pandemic, which has triggered the increase in the publications (Casado-Aranda et al., 2021). Another finding was that although a small number of scholars published articles, the co-authorship was trending, which means that authors preferred to integrate their own knowledge and interest with others. This study also found that International Journal of Hospitality Management was the leading publication venue to publish articles on advertising and hotel management, and this supports the previous studies (Köseoglu et al., 2015; Ülker et al., 2022) and shows some similarities with the finding of Li et al. (2022). It was also revealed that the most productive countries included the US, Taiwan, China, Australia and Spain, and this presents similarities with the findings of previous research (Li et al., 2022; Ülker et al., 2022). Another issue that drew the attention was that most of the relevant studies used low-frequency author keywords such as warmth, misleading, true experiment and ad pictures, and though the intention of the authors might be to specify their studies by narrowing down the scope of the keywords, this can be problematic for the publications to be found in searches on the databases and to be cited, as previous research (Lu et al., 2020) put forth. Similarly, when the themes of the keywords were considered, many pointed at the focus of the relevant field on the environmental issues related to advertising and hotel management. This shows that the trending topic in the field is the green marketing and advertising practices of the hotel sector, and it can be suggested that future research can direct their attention to the green advertising-related issues in the hotel management. In a similar vein, the analysis of the main topics of interest underlined the domination of the green marketing- and

advertising-related issues within the relevant field, and ad effectiveness and digital advertising appear to be the niche themes that still need further research. Furthermore, while the ad effectiveness on the hotel customers/consumers was discussed and proven in many studies, the emphasis was put on some factors such as hotel type, ad type, consumer characteristics, and ad strategies and elements which might play a crucial role in the ad effectiveness. One of the interesting findings was that most of the studies focused their attention on how to increase the effectiveness of advertising or what elements should be considered for effective ad management, which is a sign that the majority of the studies were carried out within the scope of liberal approach. This finding highlights the need for critical studies.

As in many other studies, this study is not free of limitations. One of the main limitations is that this study extracted data from only one database, and the future research may include documents from other databases such as IEEE, Scopus, and Google Scholar. Another limitation is that this study presents only the descriptive information regarding the publications, and further studies are needed to extensively investigate them in terms of the methodological issues. One limitation worth mentioning is the limitation inherent in the method. This study uses the systematic analysis review approach and does not focus on a depth analysis of the publications. Thus, meta-analyses are needed to overcome this limitation. This study is also limited to the publications written in English, and thus the future research is recommended that they include publications written in other languages to understand the country-specific knowledge and situations. Moreover, this study focuses on only one aspect of the tourism sector (that is, hotels), and the future studies may analyze the publications with an emphasis on the relationship between advertising and other aspects of the tourism literature such as restaurants and catering. Lastly, this study excluded the publications without a research method, and therefore, scholars working in this field are invited to investigate the publications written in review format.

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14. Систематска анализа на хотелски менаџмент и рекламна литература - Зухал ГОК ДЕМИР, Хадиде АЈДОГАН

Вовед

Тековната студија се обидува да ги открие главните квалитети, методолошките трендови на хотелскиот менаџмент и литературата за реклами и да ги воведат карактеристичните теми од интерес опфатени со сродните публикации. Во овој поглед, таа систематски ги прегледува истражувачките написи објавени од извори индексирани во базата на податоци на Web of Science (WoS), следејќи ги чекорите наведени во протоколот PRISMA. По извлекувањето на сродните публикации од базата на WoS, тие беа анализирани и групирани по содржина земајќи ги предвид нивните сличности и разлики, а потоа беа дискутирани темите што се издвојуваат. За да се идентификуваат релевантните публикации, барањето за пребарување филтрирано по „тема“ беше извршено со користење на клучни зборови („хотел“ ИЛИ „рекламирање“) и („управување со хотел“ ИЛИ „рекламирање“), а како релевантен за системско разгледување беше земен само примерок од 53 истражувачки статии од 34 списанија во периодот помеѓу 2008 и 2022 година. Погoleмиот дел од истражувањата беа спроведени во САД, потоа

Ταϊβαν, Κίνα, Αυστραλία και Σπанија, привлекувајќи го вниманието на научниците од четири различни континенти, сигнализирајќи дека темата е од голем интерес за научниците од различни делови на светот. Најистакнатите клучни зборови беа рекламирање/реклама, хотели, хотелско рекламирање, хотелски маркетинг, еколошки реклами, социјални медиуми, одржливост и виртуелна реалност. Во однос на методолошките аспекти на публикациите, резултатите покажаа дека меѓу вкупно 60 методи (46 публикации со еден метод; 14 публикации со два методи), најистакнат метод на истражување беа експериментите, а потоа следеа студии на случај, анкети, интервјуа и методот Делфи, спроведен со учесниците утврдени претежно преку земање целен примерок како што се жителите на одреден град/земја, клиенти/потрошувачи, студенти на додипломски студии, корисници на социјалните медиуми и студенти на постдипломски студии. Добиените податоци најчесто се анализираа преку инференцијални статистички методи. Генерален заклучок од анализата на публикациите беше дека ефикасноста на рекламите може да биде под влијание на многу фактори како што се типот на хотелот, типот на рекламирање, карактеристиките на потрошувачите, стратегиите и елементите за рекламирање.

15. Систематική ανάλυση της ξενοδοχειακής διαχείρισης και της διαφημιστικής βιβλιογραφίας - Zuhai GÖK DEMİR, Hediye AYDOĞAN

Σύνοψη

Η παρούσα μελέτη επιχειρεί να αποκαλύψει τις κύριες ιδιότητες, τις μεθοδολογικές τάσεις της ξενοδοχειακής διαχείρισης και της διαφημιστικής βιβλιογραφίας και να εισαγάγει τα διακριτικά θέματα ενδιαφέροντος που καλύπτονται από τις σχετικές δημοσιεύσεις. Από αυτή την άποψη, ανασκοπεί συστηματικά τα ερευνητικά άρθρα που δημοσιεύονται από πηγές που έχουν καταχωρηθεί στο ευρετήριο στη βάση δεδομένων Web of Science (WOS), ακολουθώντας τα βήματα που καθοδηγούνται στο πρωτόκολλο PRISMA. Μετά την εξαγωγή σχετικών δημοσιεύσεων από τη βάση δεδομένων WoS , αναλύθηκαν με βάση το περιεχόμενο και ομαδοποιήθηκαν λαμβάνοντας υπόψη τις ομοιότητες και τις διαφορές τους και στη συνέχεια συζητήθηκαν τα αναδυόμενα θέματα. Για τον προσδιορισμό των σχετικών δημοσιεύσεων, το ερώτημα αναζήτησης που φιλτραρίστηκε στο «θέμα» πραγματοποιήθηκε χρησιμοποιώντας τις λέξεις-κλειδιά («ξενοδοχείο» ή «διαφήμιση») ΚΑΙ («διαχείριση ξενοδοχείου» ή «διαφήμιση») και μόνο ένα δείγμα 53 ερευνητικών άρθρων που δημοσιεύτηκαν από 34 περιοδικά μεταξύ 2008 και 2022 βρέθηκαν. Το μεγαλύτερο μέρος της έρευνας διεξήχθη στις ΗΠΑ, ακολουθούμενη από την Ταϊβάν, την Κίνα, την Αυστραλία και την Ισπανία, προσελκύοντας την προσοχή μελετητών από τέσσερις διαφορετικές ηπείρους, σηματοδοτώντας ότι το θέμα έχει μεγάλο ενδιαφέρον για μελετητές από διαφορετικά μέρη του κόσμου. Οι πιο εμφανείς λέξεις-κλειδιά ήταν διαφημιστική καμπάνια/διαφήμιση, ξενοδοχεία, διαφήμιση ξενοδοχείων, μάρκετινγκ ξενοδοχείων, περιβαλλοντική διαφήμιση, κοινωνικά μέσα, βιωσιμότητα και εικονική πραγματικότητα. Όσον αφορά τις μεθοδολογικές πτυχές των δημοσιεύσεων, τα αποτελέσματα έδειξαν ότι μεταξύ 60 συνολικά μεθόδων (46 δημοσιεύσεις με μία μέθοδο, 14 δημοσιεύσεις με δύο μεθόδους), η πιο σημαντική μέθοδος έρευνας ήταν τα πειράματα, ακολουθούμενη από μελέτες περιπτώσεων, έρευνες, συνεντεύξεις, , και η μέθοδος Delphi, που πραγματοποιήθηκε

με τους συμμετέχοντες που προσδιορίστηκαν κυρίως μέσω σκόπιμης δειγματοληψίας όπως κάτοικοι μιας συγκεκριμένης πόλης/χώρας, πελάτες/καταναλωτές, προπτυχιακοί φοιτητές, χρήστες μέσων κοινωνικής δικτύωσης και μεταπτυχιακοί φοιτητές, αντίστοιχα. Τα δεδομένα που ελήφθησαν αναλύθηκαν κυρίως μέσω συμπερασματικών στατιστικών μεθόδων. Η κοινή συζήτηση των δημοσιεύσεων ήταν ότι η αποτελεσματικότητα της διαφήμισης μπορεί να επηρεαστεί από πολλούς παράγοντες όπως ο τύπος του ξενοδοχείου, ο τύπος διαφήμισης, τα χαρακτηριστικά των καταναλωτών, οι διαφημιστικές στρατηγικές και στοιχεία.

16. Un análisis sistemático de la literatura sobre gestión hotelera y publicidad - Zuhal GÖK DEMİR, Hediye AYDOĞAN

Introducción

El presente estudio tiene como objetivo revelar las principales cualidades, tendencias metodológicas de la literatura sobre gestión hotelera y publicidad, e introducir los temas de interés distintivos abordados por las publicaciones relacionadas. En este sentido, se realiza una revisión sistemática de los artículos de investigación publicados en fuentes indexadas en la base de datos Web of Science (WoS), siguiendo los pasos establecidos en el protocolo PRISMA. Después de extraer las publicaciones relacionadas de la base de datos de WoS, se analizaron los contenidos y se agruparon teniendo en cuenta sus similitudes y diferencias, para luego discutir los temas emergentes. Para identificar las publicaciones relevantes, se realizó una consulta de búsqueda filtrada por „tema” utilizando las palabras clave („hotel” O „publicidad”) Y („gestión hotelera” O „publicidad”), y solo se encontró una muestra de 53 artículos de investigación publicados por 34 revistas entre 2008 y 2022 que cumplían los criterios para la revisión sistemática. La mayoría de las investigaciones se llevaron a cabo en Estados Unidos, seguidas de Taiwán, China, Australia y España, atrayendo la atención de académicos de cuatro continentes diferentes, lo que indica que el tema es de gran interés para académicos de diferentes partes del mundo. Las palabras clave más destacadas fueron publicidad/anuncio, hoteles, publicidad de hoteles, marketing hotelero, publicidad ambiental, redes sociales, sostenibilidad y realidad virtual. En cuanto a los aspectos metodológicos de las publicaciones, los resultados mostraron que, de un total de 60 métodos (46 publicaciones con un método, 14 publicaciones con dos métodos), el método de investigación más prominente fue el experimento, seguido de estudios de caso, encuestas, entrevistas y el método Delphi, llevados a cabo con participantes seleccionados principalmente mediante muestreo intencional, como residentes de una ciudad/país en particular, clientes/consumidores, estudiantes universitarios, usuarios de redes sociales y estudiantes de posgrado, respectivamente. Los datos obtenidos se analizaron principalmente mediante métodos estadísticos inferenciales. El tema común de discusión en las publicaciones fue que la efectividad de la publicidad puede verse influenciada por muchos factores, como el tipo de hotel, el tipo de publicidad, las características del consumidor, las estrategias y elementos de publicidad.

17. Otel Yönetimi ve Reklam Alanı Yazınına İlişkin Sistemik Bir İnceleme - Zuhal GÖK DEMİR, Hediye AYDOĞAN

Özet

Bu çalışma, otel yönetimi ve reklamcılık literatürünün temel niteliklerini, metodolojik eğilimlerini ortaya çıkarmaya ve söz konusu yayınların kapsadığı farklı ilgi konularını tanıtmaya çalışmaktadır. Bu kapsamda Web of Science (WoS) veri tabanında indekslenen kaynaklar tarafından yayınlanan araştırma makalelerini, PRISMA protokolünde belirtilen adımları takip ederek sistemik olarak incelemektedir. İlgili yayınlar WoS veri tabanından çekildikten sonra içerik analizi yapılmış ve benzerlik ve farklılıkları dikkate alınarak kümelenmelerinin ardından ortaya çıkan temalar tartışılmıştır. İlgili yayınların tespiti için ("otel" VEYA "reklam") VE ("otel yönetimi" VEYA "reklam") anahtar kelimeleri kullanılarak "konu" filtreli arama sorgusu yapılmıştır ve yalnızca 2008 ile 2022 yılları arasında 34 dergi tarafından yayınlanan 53 araştırma makalesi sistemik inceleme için uygun bulunmuştur. Araştırmaların çoğunun ABD'nin ardından Tayvan, Çin, Avustralya ve İspanya'da yapıldığı ve dört kıtadan bilim insanlarının ilgisini çektiği görülürken, bu durum dünyanın farklı yerlerinden bilim insanları için konunun büyük önem taşıdığını göstermektedir. Öne çıkan anahtar kelimeler reklam/reklamcılık, otel, otel reklamcılığı, otel pazarlaması, çevresel reklamcılık, sosyal medya, sürdürülebilirlik ve sanal gerçeklik olmuştur. Yayınlar metodolojik açıdan incelendiğinde, toplam 60 yöntem arasında (bir yöntemle 46 yayın; iki yöntemle 14 yayın) en çok tercih edilen araştırma yönteminin sırasıyla belirli bir şehirde/ülkede yaşayanlar, müşteriler/tüketiciler, lisans öğrencileri, sosyal medya kullanıcıları ve lisansüstü öğrenciler gibi çoğunlukla amaçlı örnekleme yoluyla belirlenen katılımcılarla gerçekleştirilmiş başta deneyler olmak üzere örnek olay incelemeleri, anketler, görüşmeler ve Delphi yöntemi olduğu saptanmıştır. Elde edilen veriler çoğunlukla çıkarımsal istatistiksel yöntemlerle analiz edilmiştir. Yayınların ortak tartışması; reklam etkinliğinin otel türü, reklam türü, tüketici özellikleri, reklam stratejileri ve unsurları gibi birçok faktörden etkilenebileceği yönündedir.

18. An Analysis of the Professional Competencies of Gastronomy and Culinary Arts Undergraduate Students - Esra ŞAHİN

Esra ŞAHİN¹⁰ - Akdeniz University, Turkey

Introduction

Nutrition has been one of the essential necessities for survival since the creation of humankind. The hunting and gathering people who lived approximately 2.5 million years ago, made the first stone tools related to nutrition and also created the first cultural tools (Uhri, 2016). For this reason, the impact of nutrition is spectacular on the culture which spaces the lives of human societies. It is seen that nutrition,

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which has always existed in human life as an act, has turned into a sophisticated style that includes hedonic elements (Scarpato, 2002), which we describe as gastronomy today.

In recent years, gastronomy has also started emerging as a significant tourism tool (Wolf, 2006). People who are interested in cuisines from different cultures, culinary techniques, and presentation styles (Long, 2004); trying a dish or a special product prepared by a famous chef (Hall & Sharples, 2003); joining festivals and events related to food and beverages; visiting gastronomy museums, culinary schools, and local producers and other various activities related to gastronomy (Şahin, 2015) turn towards different destinations and create an important tourism activity. Undoubtedly, restaurants are one of the most important tools in making these tourism activities a positive experience for tourists (Bertan, 2020). Restaurants have a major role in the development of gastronomic tourism. Not only do they contribute to the economy and recognition of the district, but also to the transfer of cultural background, sustainability, and raising awareness on local values at the same time. One of the key actors in the development of gastronomic tourism is the restaurant staff (Bertan, 2020). Specifically, the chefs assume a vital role in the success of gastronomic tourism and the satisfaction of tourists (Mahfud et al., 2019; Kristanti et al., 2018). In order for these restaurants to make a difference, their staff needs to be informed and experienced in the field of gastronomy, and thus, they are expected to employ people who have received such gastronomy training (Christou, 1999; Bertan, 2020).

Gastronomy and culinary arts training has become quite popular, especially among young people, due to reasons such as the rise of celebrity chefs, and the increase in cooking shows on TV and cookbooks. In order to meet this demand, training was begun to be given both in universities and in different institutions and organizations. Gastronomy and culinary arts training is based on the development of both knowledge and skills, with its structure containing both theoretical and practical knowledge. For this reason, this training must give the technical knowledge necessary to work in the kitchen. However, since the kitchen is a place that has a key importance in terms of customer satisfaction and requires teamwork, it is necessary to develop various social and managerial competencies as well as culinary knowledge. There is no agreed framework on what these competencies are. However, the results obtained by different researchers are important in terms of determining these competence areas and adapting them to the training curriculum.

In this study, after giving general information about the gastronomy and culinary arts education given at the undergraduate level in Turkey, it is aimed to draw a general framework by evaluating the results obtained from the studies in the literature on the qualifications that people who received an education in the field of gastronomy and culinary arts should have.

Literature

The concept of gastronomy

Gastronomy is a discipline that has been met with great interest all over the world in recent years, gaining attention both in society and in the academic field. Gastronomy's relationship with many disciplines such as chemistry, literature, psychology, sociology, agriculture, history, anthropology, music,

biology, and philosophy also makes it a complex and interdisciplinary field (Kivela & Crotts, 2006). Since gastronomy is a broad concept associated with many different disciplines, it is very hard to define it (Richards, 2002). From an etymological point of view, it has derived from the Ancient Greek words "gaster" (stomach) and "nomos" (laws) and can be translated as rules about the stomach. However, of course, this has meanings far beyond the superficial definition. In the current dictionary of the Turkish Language Association (TDK), the word gastronomy, which is translated from French into the language, is defined in two ways. The first is "the curiosity to eat well"; the second is "health-friendly, well-arranged, pleasant and delicious cuisine, food order and system" (TDK, 2022). These definitions, on the one hand, emphasize that gastronomy has a hedonic side, and on the other hand, draw attention to the order from the preparation of the food to its presentation. Scarpato (2002) described gastronomy as a comprehensive discipline that encompasses everything we eat and drink. Jean-Anthelme Brillat-Savarin defined gastronomy as „analytical knowledge of everything related to the nutrition of the individual” in his book „La Physiologie du Gout” written in 1825. He even described gastronomy as a branch of science that should have its own professorship in the future. Richards (2002) defined gastronomy as a process consisting of activities such as the pre-preparation of the food, cooking, presentation, and involvement in the consumption process. However, gastronomy is a discipline that includes not only the technical information about the preparation of food but also the cultural and aesthetic elements of it (Horng & Lee, 2009). Therefore, various definitions covering both technical and cultural relations have been made. Hillel et al., (2013) defined food as a cultural identity. While Hegarty (2009) defined gastronomy as a comprehensive activity that brings together design activities, processing knowledge, serving, tasting, and enjoying food and beverages, cooking styles, and consumption concepts specific to a culture in order to make food and beverages ready for human consumption. Contemporary gastronomy understanding extends the scope of gastronomy from the production and preparation of food and beverages to how, where, when, with whom, and why they are consumed (Santich, 2004).

When the development of the concept of gastronomy in the historical process is reviewed, it is seen that it was first mentioned in Ancient Greece in written sources. The word Gastronomy was first seen in writing in the 4th century BC as one of the titles (Gastronomia) used by Archestratus of Sicily in a work that is considered to be almost the oldest food and beverage guide, however, the use of this word has disappeared over the years. In the 19th century, it was revived with the work of French lawyer Joseph de Berchoux (1775-1838) titled "Gastronomy, or the Man from the Fields at the Table" (1801). In this work, gastronomy carries the meaning of a tool that provides social status and respect, rather than expressing the art of fine dining (Drouard, 2008). The "Almanach des Gourmands" written by Grimod de la Reyniere at the beginning of the 1800s on the other hand, has contributed greatly to the history of gastronomy by providing a guide on what the best food and beverages are, where and how they should be eaten. In 1835, the French Academia has officially approved the word gastronomy by including it in the dictionary (Scarpato, 2002). In 1998, Lucy M. Long was the person who introduced the concept of gastronomic tourism to the literature. Long defined gastronomic tourism as traveling that is done to discover the preparation of food and beverages that is not similar, belonging to a different culinary culture, and the presentation, and consumption of this food, as well as the general structure of the cuisine, its meal system, and types of consumption (Long, 2004). In that regard, gastronomy has also attracted attention as a tourism product, and gastronomy activities and restaurants have started to gain more and more importance all over the world.

The developments in the tourism sector all over the world and the increasing interest in gastronomy have made it necessary to increase the quality, especially in food and beverage services. In order to increase this quality, there is a need for qualified, well-trained, and eligible staff. This need has led to the spread of gastronomy education in both public schools and private education institutions.

Gastronomy and culinary arts education in Turkey

Gastronomy and culinary arts education is a training that has both theoretical and practical aspects. According to Santich (2007), gastronomy is the ability to turn theory into practice. While scientific information for different disciplines such as physics, chemistry, sociology, etc., constitutes the theoretical part of gastronomy education, the preparation of a gastronomic product to be presented to the customer constitutes the practical part. In the training of gastronomy and culinary arts, there is an information transfer from various areas such as the production, consumption, and presentation of gastronomic products and how, when, and which tools to use in these steps (Harrison, 2008), the information on food, hygiene, sanitation, kitchen management, food technology, sociology (Horng & Lee, 2009), and art (Norton et al., 2009). This knowledge accumulation turns into practice when the person starts working in the kitchen, and the training period continues through the master-apprentice relationship (Birdir & Kılıçhan, 2013). Individuals who receive gastronomy and culinary arts training not only have the opportunity to be employed in national and international kitchens but also possess employment opportunities in other fields. They have the opportunity to work in many different business lines such as marketing, product managing, customer relations units of food and beverage businesses, being educators in public and private education institutions, working in airline companies, taking part in the written and visual media (Alyakut & Küçükkömürler, 2018), being managers, academicians, and researchers (Güdek, 2018). The education received in the field of gastronomy and culinary arts also offers opportunities to be entrepreneurial and innovative in gastronomy-related fields (Öney, 2016).

Gastronomy and culinary arts education not only provides benefits to individuals but also provides significant advantages for businesses. Training personnel with the qualifications required by the industry (Antun & Salazar, 2008), increasing the profitability of the business, decreasing the costs, and increasing the quality of the business (Arıkan et al., 2018) can be given as examples of these advantages. In addition to these advantages, it also allows cooking to be recognized and respected as a profession in society (Hughes, 2003).

Increasing touristic activities all over the world, as well as the increase in people's welfare level, has led to more experiential activities instead of sea, sand, and sun tourism (Kivela & Crotts, 2006). Various reasons such as the fact that gastronomic activities can be carried out in all seasons and in almost all conditions (Richards, 2002), the increase in job opportunities in the globalizing world, and the interest of employees to gain experience in different countries have also caused gastronomy to become more and more popular. When the need for qualified and well-trained personnel in food and beverage businesses (Robinson & Barron, 2007) combined with the number of people who wish to receive more qualified training and improve themselves in the field of cuisine (Antun & Salazar, 2008), it has naturally caused an increase on the number of institutions and organizations providing gastronomy education.

In Turkey, while cookery training is given at secondary and upper secondary levels; gastronomy and culinary arts training is given at undergraduate and graduate levels. Some of the high school students who received cookery training prefer to continue their studies in the field of gastronomy and culinary arts training at undergraduate and graduate levels. Although cookery is an important part of gastronomy and culinary arts training, information about institutions and organizations that provide cookery training is not considered as the subject of this study.

Gastronomy and culinary arts education is given in two ways as formal and non-formal education in Turkey.

Formal gastronomy and culinary arts education

Formal education: is a regular education under the roof of the school, with programs prepared according to the purpose, for individuals in a certain age group and at the same level. Formal education covers preschool, primary, secondary, and higher education institutions (meb.gov.tr). In Turkey, undergraduate level gastronomy and culinary arts education is given in faculties or colleges of universities affiliated to the Higher Education Council (YÖK). Students who reach the required score in the exam conducted by the Measuring, Selection, and Placement Center (ÖSYM) can graduate from the department as a result of a 4-year education and successfully completing 240 European Credit Transfer and Accumulation System (ECTS). With the gastronomy education given at the undergraduate level, it is aimed to train middle and upper-level personnel or managers who have the knowledge, skills, and equipment that the food and beverage industry may need (Yılmaz, 2019). The education given at the university level should be aimed not only to provide information about the field but also to provide an opportunity to learn high-level cognitive abilities and to offer learning strategies and practical experiences in accordance with the target. This way, besides providing academic information, the needs of the sector can also be met.

Currently, there are Gastronomy and Culinary Arts departments in 98 universities in Turkey as of 2022 (yok.gov.tr). Gastronomy and Culinary Arts departments of these universities are within the body of different faculties such as the Faculty of Tourism, the Faculty of Fine Arts, the Faculty of Art and Design, the Faculty of Fine Arts, Design and Architecture, and the Faculty of Applied Sciences. The number of quotas of the department is 5989 people. This can be considered as an indication of interest in the department.

Gastronomy and culinary arts education was started to be given as formal education for the first time in 2003 within the Faculty of Fine Arts of Yeditepe University (yeditepe.edu.tr). Among state universities, gastronomy education started in 2010 with Gastronomy and Culinary Arts programs opened at Gazi University and Nevşehir Hacı Bektaş Veli University (Görkem & Sevim, 2016).

In the gastronomy and culinary arts education given at the graduate level, the aim is to train senior managers, researchers, or academicians in the relevant field. In Turkey, gastronomy education is given at the graduate and doctoral levels within the framework of postgraduate education. As of 2022, there are 15 universities with thesis master's degrees, 4 universities with non-thesis master's degrees, and 4

universities with doctorate programs in the field of gastronomy and culinary arts.

Non-formal gastronomy and culinary arts education

Non-formal education is defined as „the education applied to those who have not benefited from formal education opportunities, who leave their school early, or who want to become more competent in their profession” (TDK, 2022). In this context, training for gastronomy and culinary arts is provided by various private and state institutions. Public Education Centers, Vocational Education Development Centers (MEGEP), and various private vocational courses (eg: Culinary Arts Academy (MSA)), organized by municipalities, chambers, etc. can be given as examples to these institutions and organizations.

The Concept of Competency and Basic Competencies in Gastronomy and Culinary Arts

The concept of competency

Competence as a concept was first discussed and evaluated in the early 1970s (McClelland, 1973: 10). Although competence is defined in different ways as a concept, it commonly means „knowledge, skills, abilities, attitudes, motives, and characteristics that are desired or required from the person who will do the job” (Suh, Westt, & Shin, 2012).

The concept of professional competence means that a person can synchronize all the skills (individual and technical) they need to fulfill their responsibilities at work. Competence has been defined as the degree to which individuals can apply their skills and knowledge about a profession to all situations that fall within the field of that particular profession (Kane, 1992; Queeney, 1996).

In order to understand whether you are competent in a profession, there must first be some standards related to that profession. National Occupational Standard (UMS) by the Vocational Qualifications Authority of the Ministry of Labor and Social Security of the Republic of Turkey is defined as the minimum norm that shows what the necessary knowledge, skills, attitudes, and manners are accepted by the Vocational Qualifications Authority for the successful performance of a profession. While determining the proficiency levels;

- Breadth and depth of theoretical and practical knowledge;
- Complexity of cognitive, creative, and practical skills;
- The complexity of intellectual skills;
- The amount of responsibility the person takes;
- Degree of problem-solving and/or creativity;

- Amount of teamwork;
- The extent of leadership and accountability are taken into account. (www.meslekiyeterlilikbelgesi.com.tr)

Basic competencies in gastronomy and culinary arts

As mentioned before, the department of gastronomy and culinary arts is not yet a department with a fully formed theoretical infrastructure. In addition to its theoretical and interdisciplinary structure, it also includes the culinary arts section where the chefs can demonstrate their creativity and skills. In this respect, it has a structure that covers both theoretical and practical aspects, that is, tangible and intangible areas. For this reason, its graduates have wide employment areas. Since gastronomy is directly related to cookery and culinary arts, professional competence measures the field of culinary arts, which is more tangible. In addition, a significant number of graduates work as cooks in the kitchens of food and beverage businesses.

In order to evaluate the culinary part of the GCA (Gastronomy & Culinary Arts) training, first of all, it is necessary to look at the meaning of the word cook. The definition of the cook determined by the Vocational Qualifications Authority is as follows: Cook is a qualified person who organizes work within the framework of quality requirements by applying occupational health and safety and environmental protection measures, makes preliminary preparations in accordance with the menu, applies the instructions for the cooking process, makes food presentation and participates in professional development activities (myk.gov.tr). More specifically, the cook; is defined as a qualified person who has the knowledge and skills to prepare dishes such as breakfast, soups, olive oil dishes, appetizers, pastries, salads, hot and cold sauces, red meat, poultry, offal and hunting animal dishes, seafood dishes, vegetable and legume dishes, rice and pasta dishes, desserts, and beverages on their own and within a certain period of time (Mesleki Eğitim ve Geliştirme Projesi (MEGEP 2007)). In addition to being a profession that requires a high level of technical knowledge and skills, cooking is also included in gastronomy as a profession that requires interpersonal relations management, organization, and planning skills.

The most essential concepts related to the basic competencies of a profession are knowledge, skills, standards, qualifications, evaluation of competencies, obsolescence, and certification (Lysaght & Altschuld, 2000). Having an important role within the hospitality industry, cooks must possess managerial skills which include leadership qualifications (Perdue et al., 2000), social skills (Pekerşen et al., 2018), communication skills (Blue & Harun, 2003), business knowledge, food science, and others (Harrington et al., 2005), along with basic theoretical and practical knowledge and abilities related to their profession. American Culinary Federation, which is one of America's most respected organizations, has developed an extensive set of culinary arts competencies called ACF Required Knowledge and Competencies. These competencies are as follows (Cheng & Bosselman, 2016): Basic Baking, Beverage Management, Business and Math Skills, Dining Room Service, Food Preparation, Garde Manger, Human Relations Management, Introduction to the Hospitality Industry, Menu Planning, Nutrition, Purchasing and Receiving, Sanitation and Safety. Similarly in Turkey, the qualifications determined by the Vocational Qualifications Authority are in the following main themes: Occupational health and worker safety in food

production, food safety in the kitchen, the process and environment organization in the kitchen, kitchen materials and equipment, execution of the whole process from the preparation of the products suitable for the menu to the presentation, and environmental protection (myk.gov.tr). It is noteworthy that there are some differences between Turkey and America in terms of basic qualifications. For example, concepts such as nutrition, human relations management, purchasing, and receiving are not included in the competencies of cooks.

When the literature is reviewed, it is seen that there is no clear framework about the basic competencies that a chef should have. Different researchers have identified different competencies for the professional competencies of those studying or working in the field of gastronomy and culinary arts in their studies. Gersh (2016) evaluated the basic competencies that should be included in the 4-year culinary arts program from the perspective of educators and industry professionals. In his research, he used the proficiency scale developed by Tas (1988) for hotel manager candidates by adapting it to the culinary arts program. The conceptual model he created consists of five main domains. According to Gersh (2016), the first of these areas is the conceptual domain. This area describes the cognitive skills required for the job. Running the business includes items such as performing operational and strategic planning and assisting with budgeting. The leadership domain is another area and includes topics such as creating a vision for team members, developing positive employee relations, and leadership characteristics. The third domain is the field of interpersonal relations and includes items such as the ability to communicate effectively with others, manage guest relations, and maintain ethical standards in the business environment. The administrative domain can be defined as the ability to manage personnel and financial resources. The technical domain is the last domain and covers the basic knowledge and skills required to produce a product or service, menu management, use of kitchen equipment, etc. In his research, Gersh(2016) defined the most important competencies for those who work in the sector and for educators with students who will receive a bachelor's degree in the field of culinary arts, respectively, as (a) interpersonal, (b) technical, (c) leadership, (d) administrative, (e) conceptual competencies.

Ko (2010) conducted a study to evaluate the professional competence of hospitality students in the field of culinary arts. In his study, he evaluated culinary competencies over 5 sub-dimensions. These dimensions are culinary basic knowledge, culinary innovation, culinary basic skills, culinary management, and culinary attitude. Based on students' self-evaluations, the highest-ranked competency structure was found to be kitchen attitude. Culinary innovation, on the other hand, was at the lowest level among all competency dimensions. According to this research, the most important areas for students are culinary basic knowledge and culinary attitude. Zopiatis (2010) evaluated basic competence areas in seven dimensions in his study with 95 professional chefs in Cyprus. These dimensions are technical (culinary-specific), management skills, leadership strengths, professional administrative strengths, interpersonal competencies, budget, and strategic planning, and conceptual (creative-adaptive). From the chef's perspective, the most important competence area was considered to be technical skills (culinary-specific). The basic knowledge and skills a chef will need in the kitchen to get a product ready to serve and create a delicious meal were meant to be technical skills. Leadership and managerial competencies, on the other hand, were seen as less important, and Conceptual (creative-adaptive) competencies were given little value. An interesting result in the study of Zopiatis (2010) was that although creativity and budgeting in the kitchen were seen as important competencies for a chef, they were of relatively low

importance when evaluated from the chef's point of view. This result seems to be consistent with the results of Ko's (2010) research with students. Based on the results of this research, it is concluded that both students and professional chefs do not consider creativity as an important competency.

Another research on the subject was conducted by Birdir and Pearson (2000) in the United States. According to the results of this research: the main competence areas that a chef should have were found to be (1) knowledge of taste; (2) knowledge about food sanitation; (3) the ability to distinguish quality levels in food products; (4) general communication skills (verbal, written, listening); (5) ability to make decisions; (6) the ability to conceptualize new products, processes, systems; (7) the ability to control the ego; (8) the ability to see thoroughly (big picture); (9) the ability to work in a multi-task environment; (10) the ability to prioritize projects.

Conclusion

The number of studies on the basic professional competencies that the kitchen staff working in the field of gastronomy and culinary arts should have is relatively low (Gersh, 2016). Nevertheless, the limited number of studies from the perspective of students and industry professionals provide various data on the qualifications of the kitchen staff. This data can be evaluated as follows:

Primarily, both students and professionals working in the sector see culinary knowledge as one of the most basic competence areas (Zopiatis, 2010). Therefore, it can be said that having basic kitchen knowledge and skills is the most important qualification for the staff to work in the kitchen. Likewise, skills such as having adequate knowledge of products, flavors, and tastes, creating a menu, knowing how to cook which products, with which technique, and under what conditions, preparing the food for service, knowing how to use kitchen equipment, being able to control fire, food safety, and hygiene knowledge, ability to create new products and creativity can be included in this section. This part can be considered as technical skills and is directly related to the kitchen.

The kitchen is not only a place where food is prepared but also a space where working as a team is mandatory. Moreover, long working hours and stressful working conditions require mental strength and stress management (Suhairom et al., 2019). For this reason, it is important to develop communication skills. A chef should be able to manage, motivate, and strive to maintain healthy relationships sometimes as a leader, sometimes as a team member, and sometimes as a coach. As a result of this, factors of social interaction such as interpersonal relations (Mahfud et al., 2017), leadership skills (Cormier-MacBurnie et al., 2015), teamwork, written and oral communication should also be considered as an important area of competence for a chef (Suhairom et al., 2019; Balazs, 2001). Therefore, one of the competence areas that a chef should have is social skills.

Another important competence area can be grouped as managerial skills (Suhairom et al., 2019). It is not enough for a chef to be successful only in terms of culinary knowledge and skills, and this is especially true for senior chefs. A head chef or an executive chef needs managerial skills such as planning, organization, budgeting, cost control, and waste management (food waste) in the kitchen in order to successfully manage essential issues (Wan et al., 2017; Zopiatis, 2010).

In the gastronomy and culinary arts education given at the university level, the education curricula should be arranged accordingly so that the graduates who will work in the culinary field can gain the mentioned qualifications. This education curriculum is shaped according to the faculties to which the gastronomy and culinary arts programs are affiliated and may be insufficient to meet the needs of the industry from time to time (Gersh, 2016). Although basic culinary knowledge and skills are a significant area of competence, gaining both social and managerial competencies has become extremely important today. Along with these competencies, constantly developing and changing trends make it necessary to master technological innovations. For this reason, it is necessary to prepare curricula in a way that will adapt to demographic, technological, and sectoral new developments by staying in constant contact with the sector. In addition to the preparation of the curricula, it is important to support the qualifications of the academic staff who provide gastronomy education in a way that will comply with the current standards. Therefore, activities such as cooperating with the sector, updating the training of educators on certain subjects, and providing in-service training from time to time can be planned. Academically competent educators are also essential for raising students with high competency levels. Studies have shown that in order to adequately prepare students for a professional career in industry, the academy must integrate technical courses and interpersonal training into the culinary arts curriculum (Gersh, 2016). At the same time, it is concluded that students should constantly improve and consolidate their knowledge in order not to break away from the sector. For this reason, it would be a correct approach to support practices such as an internship or on-the-job training.

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19. Анализа на професионалните компетенции на студентите на додипломски студии по гастрономија и кулинарска уметност - Есра САХИН

Исхраната е една од основните потреби за опстанок уште од создавањето на човештвото. Се гледа дека исхраната, која отсекогаш постоела во човечкиот живот како чин, се претворила во софистициран стил кој вклучува хедонистички елементи, кои денес ги опишуваме како гастрономија. Во последниве години, гастрономијата исто така почна да се појавува како значајна туристичка алатка. Еден од клучните актери во развојот на

гастрономијата и гастрономскиот туризам е персоналот во рестораните. За овие ресторани да направат разлика, нивниот персонал треба да биде информиран и искусен во областа на гастрономијата, а со тоа од нив се очекува и да вработат луѓе кои поминале ваква обука за гастрономија. Образованието за гастрономија и кулинарска уметност е обука која има и теоретски и практичен аспект. Кога се разгледува литературата, се гледа дека не постои јасна рамка за тоа кои се основните компетенции што треба да ги поседува еден готвач. Оваа студија е насочена да извлече општа рамка, преку евалуација на резултатите добиени од студиите во литературата за квалификациите што треба да ги поседуваат лицата кои се стекнале со образование од областа на гастрономијата и кулинарството. Како резултат на прегледот на литературата, се разбира дека и студентите и професионалците во секторот го гледаат кулинарското знаење како една од најосновните области на компетентност. Затоа, може да се каже дека поседувањето основни знаења и вештини за работа во кујна е најважната квалификација за персоналот за работа во кујната. Кујната не е само место каде се подготвува храната туку и простор каде што е задолжителна тимска работа. Покрај тоа, долгите работни часови и стресните работни услови бараат ментална сила и управување со стресот. Како резултат на ова, факторите на социјалната интеракција како што се меѓучовечките односи, лидерските вештини, тимската работа, писмената и усна комуникација, исто така, треба да се сметаат како важна област на компетентност за готвачот. Затоа, една од компетенциите кои треба да ги поседува готвачот се социјалните вештини. Друга важна област на компетенции може да се групира како менаџерски вештини. На главниот готвач или на шефот на кујна му требаат менаџерски вештини како што се планирање, организација, буџетирање, контрола на трошоците и управување со отпад (отпад од храна) во кујната за успешно да управува со суштинските прашања. Со цел дипломираните студенти на програмата за гастрономија и кулинарски уметности да ги стекнат споменатите компетенции, најдобар пристап би бил организирање на наставните образовни програми соодветно со потребните компетенции и поддржување на практиките како што се практиканство или обука на работното место.

20. Ανάλυση των Επαγγελματικών Ικανοτήτων Προπτυχιακών Φοιτητών Γαστρονομίας και Μαγειρικής Τέχνης - Esra ŞAHİN

Η διατροφή είναι μια από τις βασικές ανάγκες για την επιβίωση από τη δημιουργία της ανθρωπότητας. Φαίνεται ότι η διατροφή, που πάντα υπήρχε στη ζωή του ανθρώπου ως πράξη, έχει μετατραπεί σε ένα εκλεπτυσμένο στυλ που περιλαμβάνει ηδονικά στοιχεία, τα οποία σήμερα περιγράφουμε ως γαστρονομία. Τα τελευταία χρόνια, η γαστρονομία έχει επίσης αρχίσει να αναδεικνύεται ως σημαντικό τουριστικό εργαλείο. Ένας από τους βασικούς παράγοντες στην ανάπτυξη της γαστρονομίας και του γαστρονομικού τουρισμού είναι το προσωπικό του εστιατορίου. Για να κάνουν τη διαφορά αυτά τα εστιατόρια, το προσωπικό τους πρέπει να είναι ενημερωμένο και έμπειρο στον τομέα της γαστρονομίας και έτσι αναμένεται να απασχολήσει άτομα που έχουν λάβει τέτοια εκπαίδευση γαστρονομίας. Η εκπαίδευση στη γαστρονομία και τις μαγειρικές τέχνες είναι μια εκπαίδευση που έχει τόσο θεωρητικές όσο και πρακτικές πτυχές. Όταν γίνεται ανασκόπηση της βιβλιογραφίας, φαίνεται ότι δεν υπάρχει σαφές πλαίσιο για το ποιες είναι οι βασικές ικανότητες που πρέπει να έχει ένας σεφ.

Σε αυτή τη μελέτη, επιδιώκεται να διαμορφωθεί ένα γενικό πλαίσιο αξιολογώντας τα αποτελέσματα που προκύπτουν από τις μελέτες στη βιβλιογραφία σχετικά με τα προσόντα που πρέπει να έχουν τα άτομα που έλαβαν εκπαίδευση στον τομέα της γαστρονομίας και της μαγειρικής τέχνης. Ως αποτέλεσμα της ανασκόπησης της βιβλιογραφίας, γίνεται κατανοητό ότι τόσο οι φοιτητές όσο και οι επαγγελματίες του κλάδου βλέπουν τη μαγειρική γνώση ως έναν από τους πιο βασικούς τομείς ικανοτήτων. Ως εκ τούτου, μπορεί να ειπωθεί ότι η κατοχή βασικών γνώσεων και δεξιοτήτων κουζίνας είναι το πιο σημαντικό προσόν για το προσωπικό να εργαστεί στην κουζίνα. Η κουζίνα δεν είναι μόνο ένα μέρος όπου παρασκευάζεται το φαγητό αλλά και ένας χώρος όπου η ομαδική εργασία είναι υποχρεωτική. Επιπλέον, οι πολλές ώρες εργασίας και οι αγχωτικές συνθήκες εργασίας απαιτούν ψυχική δύναμη και διαχείριση του άγχους. Ως αποτέλεσμα αυτού, παράγοντες κοινωνικής αλληλεπίδρασης όπως οι διαπροσωπικές σχέσεις, οι ηγετικές δεξιότητες, η ομαδική εργασία, η γραπτή και προφορική επικοινωνία θα πρέπει επίσης να θεωρούνται ως σημαντικός τομέας ικανότητας για έναν σεφ. Επομένως, ένας από τους τομείς ικανοτήτων που πρέπει να έχει ένας σεφ είναι οι κοινωνικές δεξιότητες. Ένας άλλος σημαντικός τομέας ικανοτήτων μπορεί να ομαδοποιηθεί ως διευθυντικές δεξιότητες. Ένας επικεφαλής σεφ ή ένας εκτελεστικός σεφ χρειάζεται δεξιότητες διεύθυνσης όπως προγραμματισμός, οργάνωση, κατάρτιση προϋπολογισμού, έλεγχος κόστους και διαχείριση απορριμμάτων (απόβλητα φαγητού) στην κουζίνα προκειμένου να διαχειριστεί με επιτυχία βασικά ζητήματα. Προκειμένου οι απόφοιτοι του προγράμματος γαστρονομίας και μαγειρικών τεχνών να αποκτήσουν τις προαναφερθείσες ικανότητες, θα ήταν σωστή προσέγγιση να οργανωθούν ανάλογα τα εκπαιδευτικά προγράμματα και να υποστηριχθούν πρακτικές όπως η πρακτική άσκηση ή η εκπαίδευση στην εργασία.

21. Un análisis de las competencias profesionales de los estudiantes de gastronomía y artes culinarias de pregrado - Esra ŞAHİN

La nutrición ha sido una de las necesidades esenciales para la supervivencia desde la creación de la humanidad. Se observa que la alimentación, que siempre ha estado presente en la vida humana como un acto, se ha convertido en un estilo sofisticado que incluye elementos hedónicos, lo que hoy describimos como gastronomía. En los últimos años, la gastronomía también ha empezado a surgir como una herramienta importante en el turismo. Uno de los actores clave en el desarrollo de la gastronomía y el turismo gastronómico es el personal de los restaurantes. Para que estos restaurantes marquen la diferencia, su personal debe estar informado y tener experiencia en el campo de la gastronomía, por lo que se espera que empleen a personas que hayan recibido una formación gastronómica. La educación en gastronomía y artes culinarias es una formación que tiene aspectos tanto teóricos como prácticos. Al revisar la literatura, se observa que no existe un marco claro sobre cuáles son las competencias básicas que debe tener un chef. En este estudio, se pretende establecer un marco general evaluando los resultados obtenidos de los estudios en la literatura sobre las cualificaciones que deben tener las personas que han recibido una educación en el campo de la gastronomía y las artes culinarias. Como resultado de la revisión de la literatura, se entiende que tanto los estudiantes como los profesionales del sector consideran que el conocimiento culinario es una de las áreas de competencia más básicas. Por lo tanto, se puede decir que tener conocimientos y habilidades básicas de cocina es la cualificación más importante para el personal que trabaja en la cocina. La cocina no solo es un lugar donde se prepara comida, sino también un espacio donde trabajar en equipo es obligatorio. Además, las largas horas de

trabajo y las condiciones estresantes requieren fortaleza mental y manejo del estrés. Como resultado de esto, factores de interacción social como las relaciones interpersonales, habilidades de liderazgo, trabajo en equipo y comunicación escrita y oral también deben considerarse como un área importante de competencia para un chef. Por lo tanto, una de las áreas de competencia que debe tener un chef son las habilidades sociales. Otra área de competencia importante puede ser agrupada como habilidades de gestión. Un chef principal o un chef ejecutivo necesita habilidades de gestión como planificación, organización, presupuesto, control de costos y gestión de desperdicios (desperdicio de alimentos) en la cocina para gestionar con éxito los temas esenciales. Para que los graduados del programa de gastronomía y artes culinarias adquieran las competencias mencionadas, sería un enfoque correcto organizar los planes de estudio de la educación en consecuencia y apoyar prácticas como pasantías o capacitación en el lugar de trabajo.

22. Gastronomi ve Mutfak Sanatları Lisans Öğrencilerinin Mesleki Yeterliliklerinin İncelenmesi -Esra ŞAHİN

Beslenme, insanoğlunun yaratılışından bu yana hayatta kalabilmesi için temel ihtiyaçlardan biri olmuştur. İnsan hayatında her zaman bir eylem olarak var olan beslenmenin günümüzde gastronomi olarak tanımladığımız hedonik unsurları içeren sofistike bir tarza dönüştüğü görülmektedir. Son yıllarda gastronomi de önemli bir turizm aracı olarak ortaya çıkmaya başlamıştır. Gastronomi ve gastronomi turizminin gelişmesinde kilit aktörlerden biri restoran çalışanlarıdır. Bu restoranların fark yaratabilmeleri için, çalışanlarının gastronomi alanında bilgili ve deneyimli olması gerekmektedir ve dolayısıyla bu tür gastronomi eğitimi almış kişileri istihdam etmeleri beklenmektedir. Gastronomi ve mutfak sanatları eğitimi hem teorik hem de uygulama yönü olan bir eğitimidir. Literatür incelendiğinde bir şefin sahip olması gereken temel yetkinliklerin neler olduğuna dair net bir çerçevenin olmadığı görülmektedir. Bu çalışmada gastronomi ve mutfak sanatları alanında eğitim almış kişilerin sahip olması gereken niteliklere ilişkin literatürdeki çalışmalardan elde edilen sonuçlar değerlendirilerek genel bir çerçeve çizilmesi amaçlanmaktadır. Literatür taraması sonucunda hem öğrencilerin hem de sektördeki profesyonellerin mutfak bilgisini en temel yeterlilik alanlarından biri olarak gördükleri anlaşılmaktadır. Bu nedenle mutfakta çalışacak personelde temel mutfak bilgi ve becerisine sahip olmanın en önemli nitelik olduğu söylenebilir. Mutfak sadece yemeklerin hazırlandığı bir yer değil aynı zamanda ekip çalışmasının zorunlu olduğu bir alandır. Ayrıca uzun çalışma saatleri ve stresli çalışma koşulları zihinsel güç ve stres yönetimi gerektirmektedir. Bunun sonucunda kişilerarası ilişkiler, liderlik becerileri, takım çalışması, yazılı ve sözlü iletişim gibi sosyal etkileşim faktörleri de bir şef için önemli bir yetkinlik alanı olarak değerlendirilmelidir. Bu nedenle bir şefin sahip olması gereken yetkinlik alanlarından biri de sosyal becerilerdir. Bir diğer önemli yetkinlik alanı yönetsel beceriler olarak gruplandırılabilir. Bir baş şef veya yönetici şef, temel sorunları başarılı bir şekilde yönetmek için mutfakta planlama, organizasyon, bütçeleme, maliyet kontrolü ve atık yönetimi (yiyecek atığı) gibi yönetsel becerilere ihtiyaç duymaktadır. Gastronomi ve mutfak sanatları programı mezunlarının söz konusu yeterlilikleri kazanabilmeleri için eğitim müfredatlarının buna göre düzenlenmesi ve staj, işbaşı eğitim gibi uygulamaların desteklenmesi doğru bir yaklaşım olacaktır.

23. Emotional Intelligent Leadership - Key to Successful Management in HoReCa - Biljana Velevska

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Introduction

The concept of Emotional intelligence (EI) is developed in the last decade of the 20th century. It was conceptualized by Peter Salovey of Yale University and Jack Mayer of the University of New Hampshire in 1990. Salovey and Mayer (1997) defined emotional intelligence as “the ability to perceive emotions, integrate emotions to facilitate thought, understand emotions and to regulate emotions to promote personal growth.”

Later on, researchers and authors showed deeper interest in the topic. Reuven Bar-on (1997) described EQ as “an array of personal, emotional and social abilities and skills that influence one’s ability to succeed in coping with environmental demands and pressures”.

The popularity of the Emotional Intelligence in life and workplace was spread by Daniel Goleman. Goleman (1998) defined emotional intelligence as “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.” According to Goleman, emotional intelligence is the largest single predictor of success in the workplace.

Dr. Ben Palmer, founder of GENOS International www.genosinternational.com gives the following definition (2002):

“Emotional Intelligence is about making intelligent responses to negative emotions and using specific skills to generate positive emotions in self and others through being, present, empathetic, genuine, resilient and empowering in our behavior as often as possible.” Dr. Palmer developed a model of measuring six competencies of emotional intelligent behavior at workplace showing that each person can improve the above-mentioned skills, achieve better results and motivate others to be more engaged and successful.

The Capgemini Research Institute uses the definition of Emotional intelligence as the ability for people to recognize, understand and perceive their own and other people’s emotions as well as to regulate their own emotions.

The Emotional Intelligence has been a core concept of leadership development in organizations for many years, but today, it is also becoming a critical skill for employees at all levels. Automation and AI are bringing new opportunities and greater efficiencies to both businesses and society while also blurring the lines between tasks performed by machines and those undertaken by humans. As a result, today’s workforce is experiencing significant disruptive shifts, with new roles being created, and other jobs and tasks eliminated. In the long run, AI will affect the workforce at all levels - senior and junior. Senior roles will increasingly delegate knowledge and insight generation to AI. In the short term, however, automation of routine tasks will impact employees at the non-supervisory and more junior levels of the workforce. A recent study from the Organization for Economic Co-operation and Development (OECD) also found that youth jobs will be impacted significantly by automation.

Leadership has been called the most researched and misunderstood topic. For Margaret Lloyd & Brian Rothwell (2005) the leadership is about creating bottom line success with a real 'feel good' factor - where everyone achieves more, is more successful, more valued and happier than they were before.

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and enthusiasm.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

According to classical management theory, a leader is a person who exerts influence without coercion on other organizational members, so that they behave in accordance with his intentions, expectations and assumptions. Simply said, Leader is a person that has followers because they believe in the vision shared and they respect the values the leader protects and strives for.

The hospitality industry is a broad [category of fields](#) within the [service industry](#) that includes [lodging](#), [food](#) and [drink](#) service, [event planning](#), [theme parks](#), [travel](#) and [tourism](#). It includes hotels, tourism agencies, restaurants and bars.

HoReCa (also Horeca, HORECA) is the Dutch, German, Italian, Romanian and French languages term for the food service and hotel industries. The term is a [syllabic abbreviation](#) of the words [Hotel/Restaurant/Café](#). It is now more than obvious that EI competencies are critical for the HoReCa as service industry where most important attracting and selling point is the experience of the customer created during the consumption of the best service. This point will be further elaborated.

The Trends in the Hospitality Industry and their impact on Leadership

One of the top 5 Hospitality Industry Trends that is coming with a very fast speed is spreading the Artificial Intelligence & Automation.

With advancements in Artificial Intelligence (AI), hotels are using AI to connect with tourists while opening up to hotel workers attentively. This enhances the movement experience by removing language differences and ensuring clear communication with explorers.

Today, hotels are constantly on the lookout for better technologies that can help them improve their client-facing and back-office operations. The luxury hotels and restaurants incorporate such features in their releases. Augmented Reality, Virtual Reality, robots in hotels, AI, IoT tools and building automation, chatbots, and a slew of other advancements are all part of the hospitality industry's future.

The industry adapts to the habits and needs of the Millennials, Generations Y and Z. The hotels, restaurants and cafeteria introduce modern tools for ordering service without facing a single employee. The expectation is to be served as soon as possible at the highest standards.

Going back to the roots of the Hospitality sector: The HoReCa Industry exists to make people live nicer,

easier, most relaxed and happy. In HoReCa Industry it is all about CUSTOMER EXPERIENCE.

Excellent customer service is important in the HoReCa industry because it can determine the overall success of the establishment. Here is a list of reasons why it's so important:

- Happy customers generate more positive feedback and reviews for your restaurant.
- Excellent customer service increases the revenue.
- Satisfied customers are more likely to become regular customers. (Repeated sales with lower marketing investment)
- The longevity of a business usually relies on good customer service.

This article is focused on the Leadership Skills that are most important in creating and maintaining work environment that keeps employees in a productive state thus reflecting "viral" enthusiasm, energy, engagement and creativity, leading to the best ever experience for the clients, whenever they face them.

EI is claimed to affect a wide array of work behaviors, including employee commitment, teamwork, development of talent, innovation, quality of service, and customer loyalty. According to Cooper (1997), research attests that people with high levels of emotional intelligence experience more career success, build stronger personal relationships, lead more effectively, and enjoy better health than those with low EI. Why is this so?

- First, more emotionally intelligent individuals presumably succeed at communicating their ideas, goals, and intentions in interesting and assertive ways, thus making others feel better suited to the occupational environment (Goleman, 1998).
- Second, EI may be related to the social skills needed for teamwork, with high EI individuals particularly adept at designing projects that involve infusing products with feelings and aesthetics (Mayer & Salovey, 1997; Sjoberg, 2001).
- Third, organisational leaders who are high on Emotional Intelligence, in concert with a supportive organisational climate and the human resources team, may affect the relationship in the work setting, which, in turn, impacts upon group and individual EI and organisational commitment (Cherniss, 2001).
- EI may also be useful for group development since a large part of effective and smooth team work is knowing each other's' strengths and weaknesses and leveraging strengths whenever possible (Bar-On, 1997).
- Finally, EI is claimed to influence one's ability to succeed in coping with environmental demands and pressures, clearly an important set of behaviors to harness under stressful work conditions (Bar-On, 1997).

EI has also been claimed to be an important factor in organisational leadership. George (2000) used the Salovey, Mayer, and Caruso four-branch model of EI as a heuristic framework for outlining the importance of EI in effective leadership. George asserts that by accurately identifying how followers feel, leaders better appraise and influence followers' emotions so they are supportive of leaders' goals and objectives, thus in-

sureing a shared vision. Leaders can use intense emotions as signals to direct their attention to issues in need of immediate attention, and can use emotions to prioritise demands. They can also better anticipate how well their followers will react to different circumstances and changes. High EI leaders are claimed, according to this model, to generate excitement, enthusiasm, and optimism in the work environment and are said to be able to maintain an atmosphere of cooperation and trust through the development of high-quality interpersonal relations. Leaders can also effectively instill in others an appreciation of the importance of work activities and convey the message to their followers that they are optimistic about their personal contributions.

Nevertheless, the awareness of negative mood may foster systematic and careful information processing and may be disadvantageous when leaders are dealing with complex problems in which errors carry high risk.

Empirical research supporting the direct role of EI in the workplace is done by Capgemini Research Institute (Aug 2019-Sep 2019, N=750 executives), published in the publication Emotional intelligence–the essential skillset for the age of AI (2019). To understand whether organizations and employees recognize the growing importance of emotional intelligence (EI) in the age of automation and AI and its growing relevance, the Institute surveyed 750 executives and 1,500 employees, and conducted in-depth interviews with over 15 industry experts, academics, and startup executives.

The research shows the following:

Employees with a higher degree of emotional intelligence have driven greater organizational benefits. The research found that organizations have benefited by having employees who display high EI. The top quantitative benefits include enhanced productivity, high employee satisfaction, increased market share, and reduced attrition. On average, 60% of organizations have witnessed improvements in areas of productivity, employee satisfaction, market share and lower attrition to the extent of 20% or more over their previously existing levels (Figure 1).

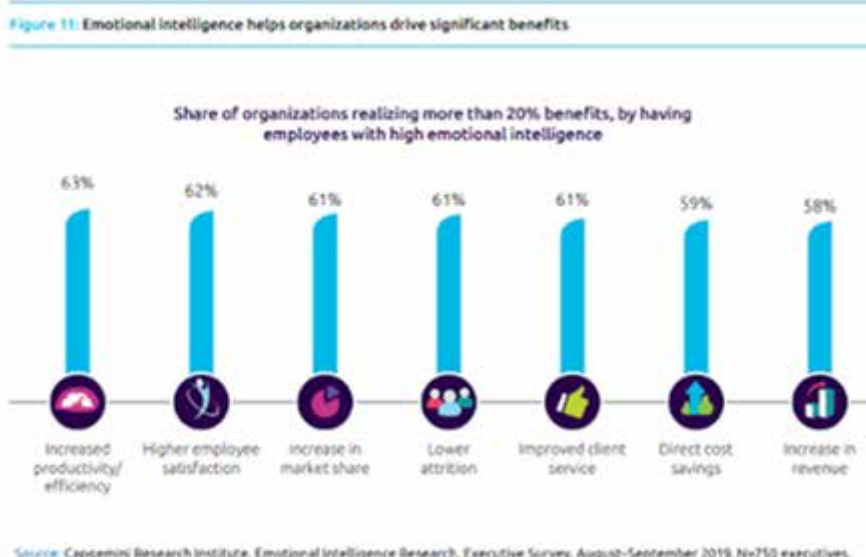


Figure 1: Emotional Intelligence helps organisations drive significant benefits

Given the positive impact of EI, executives see huge potential in extending its reach across the organization. In the survey, 82% said that it was in fact mid-management who can benefit the most from these skills.

Employees in non-supervisory roles also see advantages from EI skills in the workplace. The Figure 2 displays the share of employees who feel they have experienced benefits in excess of 20% from displaying a high level of EI. The top benefits they identify include better wellbeing, reduced fear of job loss, openness to change, and safeguarding human jobs from automation and AI.



Figure 2: Employees have benefited by having high emotional intelligence

Figuring out the benefits of EI skills at workplace, employers intensively increase the practice to assess the EI skills in the process of hiring, especially for senior management and mid-management positions. Please see Figure 3.



Figure 3: Share of organisations assessing and hiring employees across grades on their EI skills

Investment in emotional intelligence can potentially bring twice as much return for the company in three years, showed the research.

The research shows that organizations will soon require a basic level of emotional intelligence competencies as a necessary qualification even for nonsupervisory roles. EI offers concrete benefits to employees and organizations in terms of higher productivity, higher job satisfaction, and lower attrition among others. However, organizations have yet to tune their hiring, learning, and performance management to this emerging skillset. Adapting these practices to incorporate a focus on building EI skills, coupled with using technology and data, can help organizations develop a more emotionally intelligent workforce

The labour market trends

The trends in the labour market are not in favour of the HoReCa industry.

Many HoReCa facilities are facing the challenge of a reduced supply of qualified employees. Currently in the United States of America the gap between demand and supply in the sector is 60%, with hotels expanding with a rate of 20-25% per year.

According to the latest industry research, young employees in the hospitality business face several physical and psychological pressures related to low wages, perceived lack of career opportunities, long working hours and demanding guests. The image that a hospitality career entails this kind of rigour has damaged the industry reputation as an employer and is discouraging many people from pursuing a career in HoReCa. When the industry fails to retain and attract qualified personnel, it results in high employee turnover and unstable working conditions.

So, as never before, the emotional intelligence competences play crucial role in managing the trends and keeping the team satisfied and highly engaged, thus creating an attractive working environment for new employees. Satisfied and highly engaged HoReCa personnel results with highly satisfied and returning customers that recommend a hotel, restaurant or cafeteria. The intentional investment in increasing the EI in the HoReCa sector can increase its image as an employer and attract skilled workers that will see their long-term career in this industry.

The six key EI Leadership competences

The science of emotions explains the way a human being reacts on external events.

Neuroscience (the study of the biological mechanisms of the brain) has shown that whenever an event around us occurs (such as the way someone is talking to us in a restaurant/hotel), the first thing that happens is our so-called Emotional Brain tags that event as either a reward or a threat; or friend or foe. The job of the Emotional Brain is to make very quick, unconscious determinations about whether something or someone is safe or not. The tag, which is in fact an emotion, is communicated to the so-called Thinking Brain that is involved in helping us determine good from bad and better from best. It helps us anticipate behaviour and determine the best behavioural response to make to events.

Having this in mind, the human being treats the leaders' negative reactions as threat and activates unproductive state within us. In unproductive state we are worried, concerned, frustrated, stressed, probably same as the

leader that reacts from conflict. When we are in the unproductive state (driven by the unpleasant emotions) we tend to think narrow, limited and become protective having only one solution in mind - defence.

Acting from defence makes no good for any relationship, especially with clients we want to make satisfied from the services of our hotel or restaurant. This is very important to have in mind in all areas of HoReCa management - ranging from the overall business management to the customer service. Everyone is affected and the power of operating in the productive state (pleasant emotions) has practically no limits, as it leads to positive business outcomes.

People that demonstrate a self-awareness competence show up as present, are aware of their emotions, can verbalise them, are able to active listen the customer and are productive in discussions. Employees that are not self-aware show up as disconnected, not present in the moment and as such can cause a communication with the customer that is not productive and leads to low service satisfaction.

Another extremely important emotional intelligence competence is awareness of others. People that demonstrate this competence show up as empathetic with deep understanding of the need of the customer, are ready to support and comfort the customer, while the employees that do not have this competence appear as insensitive provoking the customer to be even more aggressive and arrogant.

These emotional intelligence competences are even more important for dealing with difficult clients than the other soft and technical skills.

The role of the leader in the AI era is to motivate team members towards better understanding themselves and others while perfectly demonstrating emotional intelligence competencies at the workplace

GENOS International (www.genosinternaional.com) has developed a six competences model and a program for Leading with Emotional Intelligence. The six competences are:

1. Self-awareness
2. Awareness of others
3. Authenticity
4. Emotional Reasoning
5. Self-Management and
6. Inspiring Performance

Self-awareness and awareness of others are explained above.

In a fast-paced industry as HoReCa is, the fast service to clients is one of the most important requirements. As the time for break is limited and the day is filled with prioritized activities related to work and private life, the customers have higher expectations for both the service and the speed of delivery. As the competition in the HoReCa sector increases, the customer needs become supreme drive of the business. This makes pressure at the employees in all positions and on all hierarchy levels.

Suppose you have a restaurant and need to manage the customer's needs and requirements leaving a sensational impression of a fantastic experience and a desire to return to the restaurant again. The menu is

impeccable, diverse and for all tastes, including gluten-free and vegan options. You have trained personnel in the kitchen and Chef that experiments and makes magic out of food ingredients. But he doesn't show up as empathetic kitchen manager. Whenever lunch time approaches the level of anxiety increases. Having in mind the science of emotions, the tensed atmosphere is spread all over the kitchen personnel. From a productive state the employees shifted to unproductive state. The creativity is gone, the speed is reduced, number of mistakes rise, the blame who is right or wrong appears and unfortunately the most valuable food made "with love and passion" disappears.

You can imagine what happens in the restaurant now as consequence. Clients complaining about the speed, about the quality, about the wrong plate etc. The effect of low demonstration of emotional intelligent competencies transferred over the restaurant as a virus. The waiters are now frustrated receiving negative comments from clients. They automatically become reactive and problem focused instead of solution focused. They give answers that most often are not the right for the great experience of the client. Most often they say that the kitchen made mistake, sorry. But, are they a different entity from the kitchen? Or are they a team? The client is not interested in the excuses, especially not about someone else from the same facility. It automatically decreases the trust in the facility.

The Chef as a Leader of the kitchen personnel demonstrated low self-awareness competence, most probably also low competence in awareness of others and spread the unproductive state among the them members in the kitchen and beyond.

Now you as a Leader of staff in the kitchen, besides the self-awareness and awareness of others, need to bring the Authenticity as EI competence to bridge the gap and improve the situation.

Authenticity is about openly and effectively expressing oneself, honoring commitments and encouraging this behavior in others. It involves appropriately expressing specific feelings at work effectively, such as happiness and frustration, providing feedback to colleagues about the way you feel, and expressing emotions at the right time, to the right degree and to the right people. People high in this skill are often described as genuine, whereas people low in this skill are often described as untrustworthy.

Authenticity in teams is key to high team performance. High levels of authenticity help create a culture of speaking up and providing feedback. High levels of authenticity also help reduce artificial harmony and a fear of confrontation that can happen when there are low levels of authenticity among team members.

Instead of bursting in anger it is expected from the Chef to identify and define the way he feels using "I feel" statements when expressing the exact feeling. To avoid future repetition of the same frustrating situation, he should invite the others to provide their thoughts, feelings and ideas. To switch the focus on the future actions that co-workers feel good about. And when commitment given for the changed behavior, better stick to it and show good example. Then people give trust.

To address this re-accruing situation during the "rush hours" in the kitchen, the Facility Manager needs to work with the Chef as Kitchen Manager to develop the EI competencies required from any managerial position, especially in hospitality industry. Asking probing questions and giving regular feedback that provoke understanding of the emotions as a valuable information with the Chef, results with higher self-awareness. Consequently, the reaction in a situation of stress might be differently handled by the Chef.

Bringing a Mini Case Study to illustrate the practical application of EI in management will enlighten the importance of the EI in Leadership.

A Case study - EI in the HoReCa

In the city center of Skopje, the capital of Macedonia there is a nice family-owned hotel that after 10 years of hard work has built a brand of a cozy place where customers can get the best service, best hospitality and unforgettable experience. The ranking at Booking.com before the Corona-19 Pandemic was constantly between 9.8 and 10. It was a Bed and Breakfast offer based on self-service.

In 2018 the Manager and owner of the hotel decided to open a restaurant as an extension to the hotel and offer the guests lunch and dinner they usually asked for. Not surprisingly the business is quite different. New personnel were needed, people skilled in preparing and demonstrating food, but also people skilled in discovering the needs of the clients and serving the right product at a right time with a positive attitude and "right" behavior.

As a manager or leader if you have skills to mentor and train hotel receptionist, barmen and cleaning staff to build a hotel brand, you probably have skills to work with the kitchen and restaurant personnel too. Right, but the time available was reduced. A restaurant manager was needed. A person with experience was hired that recruited waiters and a cook. Let's call him Mike.

The biggest challenges were solved. The place was furnished and arranged in a same stile as the hotel, cozy and pleasant. The business goes off and running. The hotel guests are happy and satisfied. Most of them are regular guests. They "feel like home" - it's what they say. The image grows and number of visitors increases. The pressure in the kitchen as well as in the restaurant is now bigger. Here comes the point the manager needs EI skills. As a matter of fact, Mike demonstrates higher emotional intelligence competences with clients than with personnel. He is very perceptive of the needs of each guest. He can even predict when and what they will need next. When he is present, the guest satisfaction is high. When he is not in the facility, the staff "plays different music" like an orchestra without their conductor.

What is behind this situation? The employees show up as active, helpful, polite with customers when the boss is present. When boss is not around some guests are left not served, forgotten, not treated according the facility values. The tables are not cleaned fast to let new guests' occupancy. Employees act according the instructions having no idea why so, learning nothing from different situations. Applying the EI concept, the lack of authenticity and emotional reasoning led to this situation.

Emotional reasoning is about using the information in feelings (from oneself and others) and combining it with other facts and information when decision-making.

One of the key items in emotional reasoning is explaining the rationale behind the decisions made. And to make the things more complicated for the HoReCa management, the explanation needs to be given according the different personalities and thinking preferences of the employees. A manager needs to know every single style of the direct reports. If a manager never or very rarely asks or consults employees using open questions to gather their thoughts, feelings and perspectives, he/she lacks valuable information about own people. The manager shows up as limited and thus not perceived as a Leader.

If only Mike could see that there is no difference between the external and internal (employees) customers. If only he could see the emotions on the faces of own personnel as well as seeing the emotions and needs of the guests. It would change the outcome. With Mike's current approach, the outcome was high personnel turnover and him stuck in the facility every day 2 shifts. It was his own decision being amities to achieve better results. For a person as Mike, so much committed to work, the owner decides to give him a share of the restaurant

ownership. And this is the point when Mike asked for consultancy support.

Now the perspective of the owner. He figures out that sometimes things are not right. The staff behavior does not support the core value of the company: "care for clients as they are our family". He calls for a stand-up meeting of all employees. Even he is angry, he manages his approach when explaining with exact examples what he has seen them demonstrate that is different from the company values. He has a nice calm voice, addressing all issues he has seen. He is no doubt aware of himself and others. He is present, empathetic, genuine and resilient. The employees respect him and feel uneasy with the situation.

What he missed in the meeting were the open probing questions that would activate the employees to give their perspective, to give their examples of what and how they are going to proceed differently and improve the behavior. He demonstrates self-management competency but lacks skill of inspiring others. Here are the definitions for your better insight:

Self-Management is about managing one's own mood and emotions; time and behavior; and continuously improving oneself.

Inspiring Performance is about facilitating high performance in others through problem solving, promoting, recognizing and supporting others' work. People give most of their creativity, inspiration, effectiveness and the most of their capacities. People work as good when the manager is absent as in his/her presence. In one word, they always give more than asked for. They are simply engaged.

In this case study, the owner demonstrates most of the EI Leadership competencies. He has overlooked only one perspective. He now has to deal with the manager he has appointed at first place and then collect the whole staff as a gesture of respect, trust and motivation. He needs to practice the EI skills with his direct subordinates. Especially he needs to develop his skills in the part with the open probing questions related to people management, e.i. to leadership. He shall provide useful support to them and help them respond effectively to stressful situations, leading to creating a positive working environment.

People who can positively influence others' moods, feelings, and emotions are empowering to work with, and easily motivate those around them. As a result, the personnel retention will increase, the customer satisfaction will increase and the manager can allow himself 8 hours working day. So, he can focus on inspiring performance of the direct reports.

This story can be found in many HoReCa businesses, limiting their growth and long-term sustainability. The good news is that there is an EI driven management approach that can significantly increase employee performance, retention and business results.

Conclusion

Emotional Intelligence is a hot topic in all organisations worldwide and most specifically for the Hospitality Industry dealing with customers that are more informed, more aware of their needs and stricter about the service they expect.

The pressure at the employees in HoReCa industry is harder, wages hardly increase, the gap between demand and supply in the sector permanently grows.

Facing the changes caused by Covid-19 Pandemic regulation, the HoReCa industry was pushed to fight for

survival. Many workers were dismissed and invested in re-skilling for better working positions and left the industry for good. The feeling of fear of losing the job became constant for many employees in this sector. It affected the labour market even more negatively.

Artificial Intelligence & Automation became a must have in the industry and the trends will continue in the following years. The companies are focused on the client experience, but still not to a significant scale on the employee's experience and wellbeing.

As a result, the companies need to find the way out. Leaders are expected to deeper understand their own feelings and the feelings of the team members. The reason is simple: there is a direct link between the way people feel and the way people perform at work. It is about leaders demonstrating EI skills at workplace.

Applied in leadership, emotional intelligence is about how intelligently a leader uses emotions to get positive results. Leaders need to be skilled at identifying, understanding and managing emotions in themselves and others, to help drive the best decisions, behavior and performance.

Clearly, the most important benefits of Emotional Intelligent Leadership in HoReCa industry are:

- Reduced stress by better management of stress situations
- Strong and productive relationships with co-workers and direct reports
- More effective communication with supervisors
- Effectively managed work priorities with high commitment from the employees
- Reduced employee turnover
- Higher productivity
- Higher revenue

Emotional Intelligent Leadership becomes a key for a Business Excellence and long-term success in the HoReCa industry.

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24. Емоционално интелигентно лидерство – клуч за успешно управување во HoReCa - Биљана Велевска

Од Биљана Велевска, консултант за развој на бизнис и човечки ресурси, сертифициран мастер тренер за EI, Самеримпекс ИМПУЛСИ

Вовед

Концептот на Емоционална интелигенција (EI) е развиен во последната деценија на 20-тиот век. Беше конципиран од Питер Саловеј на Универзитетот Јеил и Џек Мајер на Универзитетот во Њу Хемпшир во 1990 година. Саловеј и Мајер (1997) ја дефинираат емоционалната интелигенција како „способност да се согледаат емоциите, да се интегрираат емоциите за да се олесни мислата, да се разберат емоциите и да се регулираат емоциите за да се промовира личен раст“.

Подоцна, истражувачите и авторите покажаа подлабок интерес за темата. Реувен бар-он (1997) го опиша EQ како „низа на лични, емоционални и социјални способности и вештини кои влијаат на нечија способност да успее да се справи со барањата и притисоците од околината“.

Популарноста на емоционалната интелигенција во животот и на работното место ја рашири Даниел Голман. Голман (1998) ја дефинира емоционалната интелигенција како „капацитет за препознавање на сопствените чувства и чувствата на другите, за мотивирање себеси и за добро управување со емоциите во себе и во нашите односи“. Според Голман, емоционалната интелигенција е најголемиот поединечен индикатор за успех на работното место.

Д-р Бен Палмер, основач на GENOS International www.genosinternational.com ја дава следната дефиниција (2002):

„Емоционалната интелигенција е за давање интелигентни одговори на негативните емоции и користење на специфични вештини за генерирање на позитивни емоции кај себе и кај другите преку тоа што е можно почесто да се биде присутен, емпатичен, искрен, издржлив и поттикнувачки во нашето однесување. Д-р Палмер разви модел за мерење на шесте компетенции за емоционално интелигентно однесување на работното место, покажувајќи дека секоја личност може да ги подобри горе споменатите вештини, да постигне подобри резултати и да ги мотивира другите да бидат поангажирани и успешни.“

Институт за истражување Cargemini ја користи дефиницијата за емоционална интелигенција како способност на луѓето да ги препознаат, разберат и согледаат сопствените и туѓите емоции, како и да ги регулираат сопствените емоции.

Емоционалната интелигенција е суштински концепт за развој на лидерство во организациите многу години, но денес станува критична вештина за вработените на сите нивоа. Автоматизацијата и вештачката интелигенција носат нови можности и поголема ефикасност и на бизнисот и на општеството, а исто така ги замаглуваат линиите помеѓу задачите завршени од машините и оние што ги преземаат луѓето. Како резултат на тоа, денешната работна сила доживува значителни нарушувачки промени, кои креираат нови улоги и елиминирани одредени работни места и задачи. На долг рок, вештачката интелигенција ќе влијае на работната сила на сите нивоа - раковдни/искусни и пониски/понеискусни. Повисоките сениорски улоги сè повеќе ќе делегираат генерирање знаење и увиди на вештачката интелигенција. Меѓутоа, краткорочно, автоматизацијата на рутинските задачи ќе влијае на вработените на нераководните и пониските нивоа на работната сила. Една неодамнешна студија од Организацијата за економска соработка и развој (OECD), исто така, покажа дека работните места кои ги покриваат младите ќе бидат значително погодени од автоматизацијата.

Лидерството е најистражувана и најнеразбрана тема. За Маргарет Лојд и Брајан Ротвел (2005) лидерството е за создавање на успех со помош на факторот на вистински „да се чувствувате добро“ – каде што секој постигнува повеќе, е поуспешен, поценет и посреќен отколку што бил порано.

Лидерството е процес со кој извршната власт може да го насочува, води и влијае на однесувањето и работата на другите кон остварување на конкретни цели во дадена ситуација. Лидерството е способност на менаџерот да ги поттикне подредените да работат со доверба и ентузијазам.

Лидерството е потенцијал да се влијае на однесувањето на другите. Тоа е исто така дефинирано како капацитет да се влијае на групата кон реализација на целта. Од лидерите се бара да развијат идни визији и да ги мотивираат членовите на организацијата да сакаат да ги постигнат тие визиите.

Според Кит Дејвис, „Лидерството е способност да се убедат другите ентузијастички да бараат дефинирани цели. Човечкиот фактор е тој што ја поврзува групата и ја мотивира кон целите“.

Според класичната теорија на менаџментот, лидер е личност која врши влијание без принуда врз другите членови на организацијата, така што тие се однесуваат во согласност со неговите намери, очекувања и претпоставки.

Едноставно кажано, Лидер е личност која има следбеници затоа што веруваат во споделената визија и ги почитуваат вредностите кои лидерот ги штити и кон кои се стреми.

Угостителска индустрија е широка категорија на полиња во услужната индустрија што вклучува сместување, послужување на храна и пијалоци, планирање на настани, тематски паркови, патува и туризам. Вклучува хотели, туристички агенции, ресторани и барови.

HoReCa (исто така HoGesa, HORECA) е термин на холандски, германски, италијански, романски и француски јазик за прехранбената и хотелската индустрија. Терминот е слоговна кратенка на зборовите Хотел/Ресторан/Кафетерија.

Сега е повеќе од очигледно дека компетенциите за емоционална интелигенција се клучни за HoReCa како услужна индустрија каде најважна точка за привлекување и продажба е искуството на клиентот создадено за време на конзумирањето на најдобрата услуга. Оваа точка ќе биде дополнително разработена.

Трендовите во угостителската индустрија и нивното влијание врз лидерството

Еден од најклучните 5 трендови на угостителската индустрија, што доаѓа со исклучителна брзина, е ширењето на Вештачката интелигенција и автоматизацијата.

Со напредокот во вештачката интелигенција (ВИ), хотелите користат вештачка интелигенција за да се поврзат со туристите додека внимателно се отвораат кон хотелските работници. Ова го подобрува искуството на клиентите во движење, со отстранување на јазичните разлики и обезбедување јасна комуникација со лицата кои истражуваат можности за уживање и релаксација.

Денес, хотелите постојано се во потрага по подобри технологии кои можат да им помогнат да ги подобрат нивните операции за клиентите и канцелариските активности. Луксузните хотели и ресторани вклучуваат такви карактеристики во нивните информации за клиенти. Зголемената реалност, виртуелната реалност, роботите во хотелите, вештачката интелигенција, IoT алатките и автоматизацијата на објектите, четботите и ред други достигнувања се дел од иднината на туристичката индустрија.

Индустријата се прилагодува на навиките и потребите на милениумците, генерациите Y и Z. Хотелите, рестораните и

кафетеријата воведуваат современи алатки за нарачување услуга без да се соочите со ниту еден вработен. Очекувањата се да се сервира што е можно поскоро по највисоки стандарди.

Да се вратиме на корените на секторот за угостителство: Индустрijата HoReCa постои за да им овозможи на луѓето да живеат поубаво, полесно, најрелаксирано и среќно. Во HoReCa индустрijата се работи за ИСКУСТВО НА КЛИЕНТОТ.

Одличната услуга за клиенти е важна во индустрijата HoReCa бидејќи може да го одреди целокупниот успех на претпријатието. Еве список на причини зошто е толку важно:

- Среќните клиенти создаваат повеќе позитивни повратни информации и критики за вашиот ресторан.
- Одличната услуга за клиенти ги зголемува приходите.
- Поверојатно е дека задоволните клиенти ќе станат редовни клиенти. (Повторени продажби со помали маркетинг инвестиции)
- Долговечноста на бизнисот обично се потпира на добрата услуга за клиентите.

Оваа статија е фокусирана на Лидерските вештини кои се најважни во создавањето и одржувањето на работната средина што ги одржува вработените во продуктивна состојба, со што се одразува со „вирален“ ентузијазам, енергија, ангажираност и креативност, што доведува до најдобро искуство за клиентите, секогаш кога клиентите ќе се соочат со нив.

Се тврди дека ЕИ влијае на широк спектар на работни однесувања, вклучувајќи посветеност на вработените, тимска работа, развој на таленти, иновации, квалитет на услугата и лојалност на клиентите. Според Купер (1997), истражувањето потврдува дека луѓето со високо ниво на емоционална интелигенција доживуваат поголем успех во кариерата, градат посилни лични односи, водат поефикасно и уживаат подобро здравје од оние со ниска ЕИ. Зошто е ова така?

- Прво, емотивно поинтелигентните поединци веројатно успеваат да ги пренесат своите идеи, цели и намери на интересен и наметлив начин, со што ги прават другите да се чувствуваат подобро прилагодени на професионалната средина (Goleman, 1998).
- Второ, ЕИ може да биде поврзана со социјалните вештини потребни за тимска работа, при што индивидуите со висока ЕИ се особено вешти во дизајнирање проекти кои вклучуваат внесување на продукти со чувства и естетика (Mayer & Salovey, 1997; Sjoberg, 2001).
- Трето, организациските лидери кои имаат висока емоционална интелигенција, во согласност со поддржувачката организациска клима и тимот на човечки ресурси, може да влијаат на односот во работната средина, што, пак, влијае на групната и индивидуалната ЕИ и организациската посветеност (Cherniss, 2001).
- ЕИ, исто така, може да биде корисна за развој на групата бидејќи голем дел од ефективната и непречената тимска работа се потпира на меѓусебното познавање на силните и слабите страни и искористувањето на силните страни секогаш кога е можно (Бар-Он, 1997).
- Конечно, се тврди дека ЕИ влијае на нечија способност да успее да се справи со барањата и притисоците од околината, што јасно е важен сет на однесувања што треба да се искористат при стресни работни услови (Бар-Он, 1997).

Исто така, се тврди дека ЕИ е важен фактор во организациското лидерство. Џорџ (2000) го користеше моделот на ЕИ со четири гранки на Саловеј, Мајер и Карузо како хеуристичка рамка за да ја укаже важноста на ЕИ во ефективно лидерство. Џорџ тврди дека со прецизно идентификување како се чувствуваат следбениците, лидерите подобро ги проценуваат и влијаат на емоциите на следбениците за да ги поддржуваат целите и задачите на лидерите, со што се обезбедува заедничка визија. Лидерите можат да користат интензивни емоции како сигнали за да го насочат своето внимание кон прашања на кои им е потребно итно внимание и можат да ги користат емоциите за да им дадат приоритет на барањата. Тие, исто така, можат подобро да предвидат колку добро нивните следбеници ќе реагираат на различни

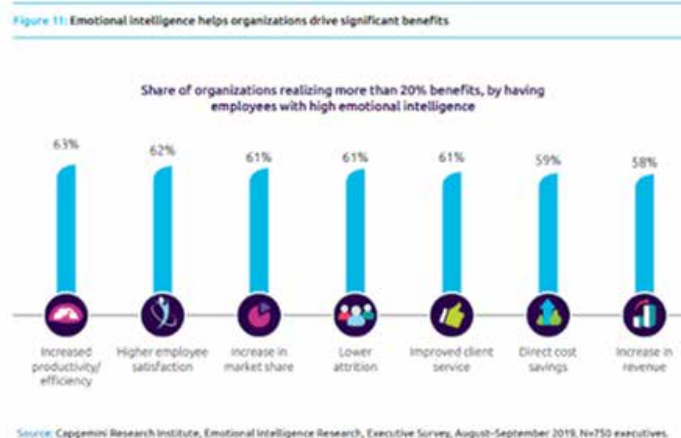
околноста и промени. Се тврди дека лидерите со висока ЕИ, според овој модел, генерираат возбуда, ентузијазам и оптимизам во работната средина и се вели дека можат да одржат атмосфера на соработка и доверба преку развивање на висококвалитетни меѓучовечки односи. Лидерите, исто така, можат ефективно да им всадат на другите разбирање за важноста на работните активности и да ја пренесат пораката до своите следбеници дека се оптимисти за нивните лични придонеси.

Сепак, свесноста за негативното расположение може да поттикне систематска и внимателна обработка на информациите и може да биде неповолна кога лидерите се справуваат со сложени проблеми во кои грешките носат висок ризик.

Емпириското истражување што ја поддржува директната улога на ЕИ на работното место е направено од Истражувачкиот институт Capgemini (август-септември 2019 година, N=750 директори), објавено во публикацијата Емоционална интелигенција – основните вештини за ерата на вештачката интелигенција (2019). За да разбере дали организациите и вработените ја препознаваат растечката важност на емоционалната интелигенција (ЕИ) во ерата на автоматизација и вештачка интелигенција и нејзината растечка важност, Институтот анкетираше 750 директори и 1.500 вработени и спроведе детални интервјуа со над 15 индустриски експерти, академици и директори на стартапи.

Истражувањето го покажува следново:

Вработените со повисок степен на емоционална интелигенција донесоа поголеми организациски придобивки. Истражувањето покажа дека организациите имаат корист од тоа што имаат вработени кои покажуваат висока ЕИ. Главните квантитативни придобивки вклучуваат зголемена продуктивност, високо задоволство на вработените, зголемен пазарен удел и намалено трошење. Во просек, 60% од организациите биле сведоци на подобрувања во областите на продуктивност, задоволство на вработените, удел на пазарот и помало трошење до 20% или повеќе во однос на нивните претходно постоечки нивоа (Слика 1).



Слика 1: Емоционалната интелигенција им помага на организациите да имаат значителни придобивки

Со оглед на позитивното влијание на ЕИ, директорите гледаат огромен потенцијал во проширувањето на нејзиниот досег во организацијата. Во истражувањето, 82% рекле дека всушност средниот менаџмент може да има најголема корист од овие вештини.

Вработените во ненадзорни улоги, исто така, гледаат предности од вештините за ЕИ на работното место. Слика 2 го прикажува уделот на вработени кои сметаат дека доживеале придобивки над 20% од прикажувањето на високо ниво на ЕИ. Главните придобивки кои ги идентификуваат вклучуваат подобра благосостојба, намален страв од губење работа, отвореност за промени и заштита на работните места на луѓето од автоматизација и вештачка интелигенција.

Figure 12: Employees have benefited by having high emotional intelligence



Source: Cappgemini Research Institute, Emotional Intelligence Research, Employee Survey, August-September 2019, N=1,500 employees.

Слика 2: Вработените имаат корист од тоа што имаат висока емоционална интелигенција

Откривајќи ги придобивките од вештините за ЕИ на работното место, работодавачите интензивно ја зголемуваат практиката за проценка на вештините за ЕИ во процесот на вработување, особено за високи раководни и средни раководни позиции. Ве молиме погледнете ја Слика 3.

Figure 6: Share of organizations assessing and hiring employees across grades based on their emotional intelligence skills



Source: Cappgemini Research Institute, Emotional Intelligence Research, Executive Survey, August-September 2019, N=750 executives.

Слика 3: Удел на организации кои ги оценуваат и вработуваат кандидатите според оценките за нивните вештини за ЕИ

Инвестицијата во емоционалната интелигенција потенцијално може да донесе двојно поголем принос за компанијата за три години, покажа истражувањето.

Истражувањето покажува дека организациите наскоро ќе бараат основно ниво на компетенции за емоционална интелигенција како неопходна квалификација дури и за ненадзорни улоги. ЕИ нуди конкретни бенефиции за вработените и организациите во смисла на поголема продуктивност, поголемо задоволство од работата и помало

трошење меѓу другото. Сепак, организациите допрва треба да го прилагодат своето вработување, учење и управување со перформансите на овој нов сет на вештини. Приспособувањето на овие практики за инкорпорирање на фокус на градење на вештини за ЕИ, заедно со користење на технологија и податоци, може да им помогне на организациите да развијат поемотивно интелигентна работна сила.

Трендовите на пазарот на трудот

Трендовите на пазарот на трудот не одат во прилог на индустријата HoReCa.

Многу капацитети на HoReCa се соочуваат со предизвикот на намалената понуда на квалификувани вработени. Во моментот во Соединетите Американски Држави јазот помеѓу побарувачката и понудата во секторот е 60%, а хотелите се прошируваат со стапка од 20-25% годишно..

Според најновите индустриски истражувања, младите вработени во угостителскиот бизнис се соочуваат со неколку физички и психолошки притисоци поврзани со ниските плати, согледаниот недостаток на можности за кариера, долгите работни часови и гостите со сè поголеми барања. Сликата дека кариерата во угостителството повлекува ваков вид суровост ја наруши репутацијата на индустријата како работодавач и обесхрабрува многу луѓе да продолжат со кариера во HoReCa. Кога индустријата не успева да задржи и привлече квалификуван персонал, тоа резултира со висок обрт на вработени и нестабилни работни услови.

Така, како никогаш досега, компетенциите на емоционалната интелигенција играат клучна улога во управувањето со трендовите и одржувањето на тимот задоволен и високо ангажиран, со што се создава атрактивна работна средина за новите вработени. Задоволниот и високо ангажираниот персонал во HoReCa резултира со многу задоволни и лојални клиенти кои го препорачуваат хотелот, ресторанот или кафетеријата на пријатели, познаници и преку социјалните мрежи. Обмисленото инвестирање во зголемување на ЕИ во секторот HoReCa може да го зголеми неговиот имиџ како работодавач и да привлече квалификувани работници кои својата долгорочна кариера ќе ја видат во оваа индустрија.

Шесте клучни лидерски компетенции за емоционална интелигенција

Науката за емоциите го објаснува начинот на кој човечкото суштество реагира на надворешни настани.

Невронауката (проучување на биолошките механизми на мозокот) покажа дека секогаш кога се случува некој настан околу нас (како на пример начинот на кој некој зборува со нас во ресторан/хотел), првото нешто што се случува е нашиот т.н. емоционален мозок го означува тој настан како награда или закана; или пријател или непријател. Работата на емоционалниот мозок е да донесува многу брзи, несвесни определби за тоа дали нешто или некој е безбеден/но или не. Информацијата, која всушност е емоција, се доставува до таканаречениот рационален мозок кој е вклучен во тоа да ни помогне да го одвоиме доброто од лошото и подоброто од најдоброто. Тоа ни помага да го предвидиме однесувањето и да го одредиме најдоброто однесување како одговор на соодветен настан.

Имајќи го ова предвид, човечкото суштество ги третира негативните реакции на лидерите како закана и ја активира непродуктивната состојба во нас. Во непродуктивна состојба сме загрижени, фрустрирани, под стрес, веројатно исто како и лидерот кој реагира од конфликт. Кога сме во непродуктивна состојба (водени од непријатните емоции) имаме тенденција да размислуваме тесно, ограничено и да сакаме да се заштитиме имајќи на ум само едно решение – одбраната.

Дејствувањето од одбрана не е добро за било која врска, особено со клиентите што сакаме да ги бидат задоволни од

услугите на нашиот хотел или ресторан. Ова е многу важно да се има предвид во сите области на управувањето со HoReCa – почнувајќи од целокупниот бизнис менаџмент до услугата за клиенти. Сите се засегнати и моќта на работење во продуктивна состојба (пријатни емоции) практично нема граници, бидејќи доведува до позитивни деловни резултати.

Луѓето кои демонстрираат самосвест како компетенција изгледаат присутни, се свесни за нивните емоции, можат да ги вербализираат, се способни активно да го слушаат клиентот и се продуктивни во дискусиите. Вработените кои не се самосвесни изгледаат исклучени, непостојани во моментот и како такви може да предизвикаат комуникација со клиентот која не е продуктивна и води до ниско задоволство од услугата.

Друга исклучително важна компетенција на емоционалната интелигенција е свесност за другите. Луѓето кои ја покажуваат оваа компетенција изгледаат како сочувствителни со длабоко разбирање на потребата на клиентот, подготвени се да го поддржат и утешат клиентот, додека вработените кои ја немаат оваа компетенција изгледаат како нечувствителни, провоцирајќи го клиентот да биде уште поагресивен и арогантен.

Овие компетенции на емоционалната интелигенција се уште поважни за справување со тешки клиенти во споредба со сите други меки и технички вештини.

Улогата на лидерот во ерата на вештачка интелигенција е да ги мотивира членовите на тимот кон подобро разбирање себеси и другите, додека совршено ги демонстрира компетенциите за емоционална интелигенција на работното место

GENOS International (www.genosinternaional.com) има развиено модел на шест компетенции и програма за Водење со емоционална интелигенција. Шесте компетенции се:

1. Самосвест
2. Свесност за другите
3. Автентичност
4. Емоционално расудување
5. Самоуправување и
6. Инспирање изведба

Самосвеста и свесноста за другите се објаснети погоре.

Во брзата индустрија како што е HoReCa, брзата услуга на клиентите е едно од најважните барања. Бидејќи времето за пауза е ограничено и денот е исполнет со приоритетни активности поврзани со работата и приватниот живот, клиентите имаат поголеми очекувања и за услугата и за брзината на испорака. Како што се зголемува конкуренцијата во секторот HoReCa, потребите на клиентите стануваат врвен поттик на бизнисот. Тоа прави притисок врз вработените на сите позиции и на сите хиерархиски нивоа.

Да претпоставиме дека имате ресторан и треба да управувате со потребите и барањата на клиентите оставајќи сензационален впечаток на фантастично искуство и желба повторно да се вратат во ресторанот. Менито е беспрекорно, разновидно и за сите вкусови, вклучувајќи опции без глутен и вегански. Имате обучен персонал во кујната и готвач кој експериментира и прави магија од состојките за храна. Но, тој не изгледа како емпатичен менаџер во кујната. Секогаш кога се приближува времето за ручек, нивото на анксиозност се зголемува. Имајќи ја предвид науката за емоциите, напнатата атмосфера е распространета низ целиот персонал во кујната. Од продуктивна состојба вработените преминаат во непродуктивна состојба. Креативноста исчезнува, брзината се намалува, бројот на грешки се зголемува, се појавуваат обвинувања кој е во право, а кој не е и за жал исчезнува највредната храна направена „со љубов и страст“.

Можете да замислите што се случува сега во ресторанот како последица на отсуството на ЕИ компетенции. Клиентите

се жалат на брзината, на квалитетот, на погрешната чинија итн. Келнерите сега се фрустрирани кога добиваат негативни коментари од клиентите. Тие автоматски стануваат реактивни и фокусирани на проблеми наместо на решенија. Тие даваат одговори кои најчесто не се соодветни за исклучително искуство на клиентот. Најчесто велат дека кујната згрешила, извинете. Но, дали тие се различен ентитет од кујната? Или тие се тим? Клиентот не го интересираат изговорите, особено не за некој друг од истиот објект. Тоа автоматски ја намалува довербата во ресторанот.

Готвачот како водач на персоналот во кујната покажа ниска компетентност за самосвест, најверојатно и ниска компетентност за свесноста за другите и ја рашири непродуктивната состојба меѓу своите членови во кујната и пошироко.

Сега вие како лидер на персоналот во кујната, покрај самосвеста и свесноста на другите, треба да ја донесете и автентичноста како компетентност за ЕИ за да го премостите јазот и да ја подобрите ситуацијата.

Автентичност се однесува на отворено и ефективно изразување, почитување на обврските и поттикнување на ваквото однесување кај другите. Вклучува соодветно и ефективно изразување на конкретни чувства на работа, како што се среќа и фрустрација, давање повратни информации до колегите за начинот на кој се чувствувате и изразување на емоции во вистинско време, до вистинскиот степен и до вистинските луѓе. Луѓето со висока вештина на автентичност често се опишуваат како искрени, додека луѓето со слаба вештина често се опишуваат како недоверливи.

Автентичноста во тимовите е клучна за високите перформанси на тимот. Високите нивоа на автентичност помагаат да се создаде култура на зборување и давање повратни информации. Високите нивоа на автентичност, исто така, помагаат да се намали вештачката хармонија и стравот од конфронтација што може да се случи кога има ниски нивоа на автентичност меѓу членовите на тимот.

Наместо да пукне во гнев, од готвачот се очекува да го идентификува и дефинира начинот на кој се чувствува користејќи изјави „се чувствувам...“, кога го изразува точното чувство. За да избегне идно повторување на истата фрустрирачка ситуација, тој треба да ги повика другите да ги споделат своите мисли, чувства и идеи. Треба да го префрлите фокусот на идните активности за кои соработниците се чувствуваат добро. И кога ќе се даде ветување за промена во однесувањето, треба тоа и да се испочитува и со тоа да се даде добар пример. Тогаш луѓето даваат доверба.

За да се реши оваа ситуација која повторно се акумулира за време на „гужвите“ во кујната, менаџерот на објектот треба да работи со готвачот како шеф на кујната, за да ги развие компетенциите за ЕИ кои се бараат од која било менаџерска позиција, особено во угостителската индустрија. Поставувањето љубопитни прашања и давањето редовни повратни информации што предизвикуваат разбирање на емоциите како вредна информација кај готвачот, резултира со поголема самосвест. Следствено, реакцијата во ситуација на стрес може да биде различно третирана од готвачот.

Презентирањето на една мини студија на случај, за илустрирање на практичната примена на ЕИ во менаџментот, ќе ја разјасни важноста на ЕИ во лидерството.

Студија на случај – ЕИ во HoReCa

Во центарот на градот Скопје, главниот град на Македонија има убав семеен хотел кој по 10 години напорна работа изгради бренд на пријатно место каде што клиентите можат да ја добијат најдобрата услуга, најдоброто гостопримство и незаборавно искуство. Рангирањето на Booking.com пред Корона-19 пандемијата постојано беше помеѓу 9,8 и 10. Тоа беше понуда за ноќевање со појадок заснована на самопослужување.

Во 2018 година, менаџерот кој е и сопственик на хотелот одлучи да отвори ресторан како продолжение на хотелот и да им понуди на гостите ручек и вечера што вообичаено ги бараа. Не е за изненадување дека овој бизнис е сосема поинаков. Потребен беше нов кадар, луѓе вешти во подготовка и демонстрација на храна, но и луѓе вешти во откривање

на потребите на клиентите и сервирање на вистинскиот производ во вистинско време со позитивен став и „правилно“ однесување.

Како менаџер или лидер, ако имате вештини за менторирање и обука на хотелски рецепционер, шанкер и персонал за одржување хигиена за да изградите хотелски бренд, веројатно имате вештини и за работа со персоналот во кујна и ресторан. Точно, но времето на располагање беше намалено. Потребен беше менаџер на ресторан. Беше ангажирано лице со искуство кое регрутирало келнери и готвач. Да го наречеме Мајк.

Најголемите предизвици беа решени. Местото беше опремено и уредено во ист стил како хотелот, пријатно и удобно. Бизнисот започнува и работи. Гостите на хотелот се среќни и задоволни. Повеќето од нив се редовни гости. Тие „се чувствуваат како дома“ - тоа е она што го велат. Имицот расте и бројот на посетители се зголемува. Притисокот во кујната како и во ресторанот сега е поголем. Тука доаѓа поентата дека на менаџерот му требаат вештини за ЕИ. Всушност, Мајк покажува повисоки компетенции за емоционална интелигенција со клиентите отколку со персоналот. Тој многу лесно ги согледува потребите на секој гостин. Тој дури може да предвиди кога и што ќе им треба следно. Кога е присутен, задоволството на гостите е големо. Кога не е во објектот, персоналот „свири поинаква музика“ како оркестар без диригент.

Што се крие зад оваа ситуација? Вработените се појавуваат како активни, корисни, учтиви со клиентите кога е присутен шефот. Кога шефот не е таму некои гости се оставени не услужени, заборавени, не се третираат според вредностите на објектот. Масите не се чистат брзо за да се сместат нови гости. Вработените постапуваат според упатствата немајќи поим зошто е така, не учат ништо од различни ситуации. Применувајќи го концептот на ЕИ, недостатокот на автентичност и емоционално расудување доведоа до оваа ситуација.

Емоционално расудување е за користење на информациите во чувствата (од себе и од другите) и нивно комбинирање со други факти и информации при донесување одлуки.

Една од клучните ставки во емоционалното расудување е објаснувањето на образложението зад донесените одлуки. И за да се направат работите покомплицирани за менаџментот во HoReCa, објаснувањето треба да се даде според различните личности и преференциите на размислување на вработените. Менаџерот треба да го знае индивидуалниот стил на секој директно управуван вработен. Ако менаџерот никогаш или многу ретко ги прашува или консултира вработените користејќи отворени прашања за да ги собере нивните мисли, чувства и перспективи, нему/неа му/ѝ недостигаат вредни информации за сопствените луѓе. Менаџерот е доживеан како ограничен и затоа не се перципира како Лидер.

Ех само да можеше Мајк да види дека нема разлика помеѓу надворешните и внатрешните (вработени) клиенти. Само да можеше да ги види емоциите на лицата на сопствениот персонал, како што ги гледа емоциите и потребите на гостите. Тоа би го променило исходот. Со сегашниот пристап на Мајк, исходот беше висок обрт на персонал и тој заглавуваше на работа секој ден во 2 смени. Тоа беше негова сопствена одлука да биде посветен на постигнување на подобри резултати. На човек како Мајк, толку многу посветен на работата, сопственикот одлучува да му даде дел од сопственоста на ресторанот. И ова е моментот кога Мајк побара консултантска поддршка.

Сега да ја погледнеме перспективата на сопственикот. Сфаќа дека понекогаш работите не се во ред. Однесувањето на персоналот не ја поддржува основната вредност на компанијата: „грижа за клиентите бидејќи тие се наше семејство“. Тој повикнува на состанок од нога со сите вработени. И покрај тоа што е лут, тој управува со својот пристап при објаснувањето со точни примери што видел дека демонстрираат вработените како однесување кое се разликува од вредностите на компанијата. Тој има убав мирен глас, адресирајќи ги сите прашања што ги видел. Тој без сомнение е свесен за себе и за другите. Тој е присутен, емпатичен, искрен и издржлив. Вработените го почитуваат и се чувствуваат непријатно од

ситуацијата.

Она што го пропушти на состанокот беа отворените истражувачки прашања кои ќе ги активираат вработените да ја дадат својата перспектива, да дадат свои примери за тоа што и како ќе постапат поинаку и ќе го подобрат однесувањето. Тој покажува компетентност за самоуправување, но нема вештина да ги инспирира другите. Еве ги дефинициите за ваш подобар увид:

Само управување е за управување со сопственото расположение и емоции; време и однесување; и постојано усовршување на себеси.

Инспирирање изведба е за олеснување на високи перформанси кај другите преку решавање проблеми, промовирање, препознавање и поддршка на работата на другите. Луѓето даваат најголем дел од својата креативност, инспирација, ефективност и најголем дел од нивните капацитети. Луѓето работат подеднакво добро кога менаџерот е отсутен како и во негово/нејзино присуство. Со еден збор, тие секогаш даваат повеќе од бараното. Тие едноставно се ангажирани.

Во оваа студија на случај, сопственикот ги демонстрира повеќето од компетенциите за лидерство со ЕИ. Тој превиде само една перспектива. Сега треба да се справи со менаџерот што го назначи на прво место, а потоа сам го собира целиот персонал како гест на почит, доверба и мотивација. Тој треба да ги практикува вештините за ЕИ со неговите директни подредени. Посебно треба да ги развие своите вештини во делот со отворените истражувачки прашања поврзани со управувањето со луѓе, т.е. за лидерство. Тој ќе им пружи корисна поддршка и ќе им помогне ефективно да одговорат на стресни ситуации, што ќе доведе до создавање позитивна работна средина.

Луѓето кои можат позитивно да влијаат на туѓите расположенија, чувства и емоции ја зголемуваат моќта на луѓето со кои работат и лесно можат да ги мотивираат оние околу нив. Како резултат на тоа, ќе се зголеми задржувањето на персоналот, ќе се зголеми задоволството на клиентите и менаџерот може да си дозволи 8 часа работен ден. Така, тој може да се фокусира на инспиративна изведба на директните подредени.

Оваа приказна може да се најде во многу бизниси на HoReCa, ограничувајќи го нивниот раст и долгорочна одржливост. Добрата вест е дека постои пристап за управување со ЕИ кој може значително да ги зголеми перформансите на вработените, задржувањето и деловните резултати.

Заклучок

Емоционалната интелигенција е актуелна тема во сите организации ширум светот и најконкретно за угостителската индустрија која се занимава со клиенти кои се поинформирани, посвесни за нивните потреби и построги за услугата што ја очекуваат.

Притисокот врз вработените во HoReCa индустријата е потешок, платите речиси не се зголемуваат, јазот помеѓу побарувачката и понудата во секторот постојано расте.

Соочувајќи се со промените предизвикани од регулативата за време на Ковид-19 пандемијата, HoReCa индустријата беше поттикната да се бори за опстанок. Многу работници беа отпуштени и инвестираа во преквалификација за подобри работни позиции и засекогаш ја напуштија индустријата. Чувството на страв од губење на работното место стана константно кај многу вработени во овој сектор. Тоа уште понегативно се одрази на пазарот на трудот.

Вештачката интелигенција и автоматизацијата станаа задолжителни во индустријата и трендовите ќе продолжат и во следните години. Компаниите се фокусирани на искуството на клиентот, но сепак не во значителен обем и на искуството и благосостојбата на вработените.

Како резултат на тоа, компаниите треба да го најдат излезот. Од лидерите се очекува подлабоко да ги разберат сопствените чувства и чувствата на членовите на тимот. Причината е едноставна: постои директна врска помеѓу начинот на кој луѓето се чувствуваат и начинот на кој луѓето работат на работа. Станува збор за лидери кои ги демонстрираат вештините за ЕИ на работното место.

Применета во лидерството, емоционалната интелигенција се однесува на тоа колку интелигентно лидерот ги користи емоциите за да добие позитивни резултати. Лидерите треба да бидат вешти во идентификување, разбирање и управување со емоциите кај себе и кај другите, за да помогнат во носењето на најдобрите одлуки, однесување и перформанси.

Јасно е дека најважните придобивки од емоционалното интелигентно лидерство во HoReCa индустријата се:

- Намален стрес преку подобро управување со стресните ситуации
- Силни и продуктивни односи со соработниците и директни подредени
- Поефикасна комуникација со супервизори
- Ефективно управувани работни приоритети со висока посветеност на вработените
- Намален обрт на вработени
- Поголема продуктивност
- Поголем приход

Емоционално интелигентното лидерство станува клуч за деловна извонредност и долгорочен успех во HoReCa индустријата.

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Συναισθηματική Ευφυής Ηγεσία – Κλειδί για την Επιτυχημένη Διεύθυνση στο τομέα HoReCa - Biljana Velevska

Από την Biljana Velevska, Business Development & HR Consultant, Certified EI Master Trainer, Samerimpeks IMPULSI

Σύνοψη

Η Συναισθηματική Νοημοσύνη είναι ένα καυτό θέμα σε όλους τους οργανισμούς παγκοσμίως και πιο συγκεκριμένα για τη Βιομηχανία της Φιλοξενίας που ασχολείται με πελάτες που είναι πιο ενημερωμένοι, πιο ενήμεροι για τις ανάγκες τους και πιο αυστηροί για τις υπηρεσίες που περιμένουν.

Η πίεση στους εργαζομένους στη βιομηχανία HoReCa είναι πιο δύσκολη, οι μισθοί ελάχιστα αυξάνονται, το χάσμα μεταξύ ζήτησης και προσφοράς στον κλάδο αυξάνεται μόνιμα.

Αντιμετωπίζοντας τις αλλαγές που προκλήθηκαν από την πανδημία Covid-19, η βιομηχανία HoReCa πείστηκε να αγωνιστεί για επιβίωση. Πολλοί εργαζόμενοι απολύθηκαν και επένδυσαν στην επανεκπαίδευσή τους για καλύτερες θέσεις εργασίας και εγκατέλειψαν οριστικά τη βιομηχανία. Το αίσθημα φόβου για απώλεια της εργασίας έγινε σταθερό για πολλούς εργαζομένους σε αυτόν τον κλάδο. Επηρέασε ακόμη πιο αρνητικά την αγορά εργασίας.

Η Τεχνητή Νοημοσύνη και ο Αυτοματισμός έγιναν απαραίτητα στον κλάδο και οι τάσεις θα συνεχιστούν και τα επόμενα χρόνια. Οι εταιρείες επικεντρώνονται στην εμπειρία του πελάτη, αλλά και πάλι όχι σε σημαντική κλίμακα στην εμπειρία και την ευημερία του εργαζομένου.

Ως αποτέλεσμα, οι εταιρείες πρέπει να βρουν τη διέξοδο. Οι ηγέτες αναμένεται να κατανοήσουν βαθύτερα τα δικά τους συναισθήματα και τα συναισθήματα των μελών της ομάδας. Ο λόγος είναι απλός: υπάρχει άμεση σχέση μεταξύ του τρόπου με τον οποίο αισθάνονται οι άνθρωποι και του τρόπου με τον οποίο οι άνθρωποι αποδίδουν στη δουλειά. Πρόκειται για ηγέτες που επιδεικνύουν δεξιότητες Συναισθηματικής Νοημοσύνης στο χώρο εργασίας.

Εφαρμόζεται στην ηγεσία, η συναισθηματική νοημοσύνη αφορά το πόσο έξυπνα ένας ηγέτης χρησιμοποιεί τα συναισθήματα για να έχει θετικά αποτελέσματα. Οι ηγέτες πρέπει να είναι ικανοί στον εντοπισμό, την κατανόηση και τη διαχείριση των συναισθημάτων στον εαυτό τους και στους άλλους, για να βοηθήσουν στην λήψη των καλύτερων αποφάσεων, συμπεριφοράς και απόδοσης.

Σαφώς, τα πιο σημαντικά οφέλη της Ηγεσίας της Συναισθηματικής Νοημοσύνης στη βιομηχανία HoReCa είναι:

- Μειώθηκε το άγχος με την καλύτερη διαχείριση των καταστάσεων άγχους
- Ισχυρές και παραγωγικές σχέσεις με συναδέλφους και άμεσες αναφορές
- Πιο αποτελεσματική επικοινωνία με τους επόπτες
- Αποτελεσματική διαχείριση προτεραιοτήτων εργασίας με υψηλή δέσμευση από τους εργαζομένους
- Μειωμένη εναλλαγή εργαζομένων
- Υψηλότερη παραγωγικότητα
- Υψηλότερα έσοδα

Η Ηγεσίας της Συναισθηματικής Νοημοσύνης γίνεται κλειδί για μια Επιχειρηματική Αριστεία και μακροπρόθεσμη επιτυχία στον κλάδο της HoReCa .

Ο αγροτικός τουρισμός ως μια πολλά υποσχόμενη τάση στη βιομηχανία HoReCa

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Σύνοψη

Σκοπός του άρθρου είναι να παρουσιάσει τις δυνατότητες και τις τάσεις ανάπτυξης του αγροτικού τουρισμού, με όλα τα σημαντικά χαρακτηριστικά, συμπεριλαμβανομένων των δυνατοτήτων χρηματοδότησης. Για το λόγο αυτό, το άρθρο παρουσιάζει όλους τους διαφορετικούς τύπους και μορφές αγροτικού τουρισμού, τις διάφορες δραστηριότητες ως ελκυστικές ευκαιρίες, τον αγροτικό τουρισμό τροφίμων σε μικρά αγροτικά νοικοκυριά και τη διαμονή σε παραδοσιακά τοπικά σπίτια, ως πρόκληση για συνεργασία με τον τομέα HoReCa .

Οι νέες επιχειρηματικές δραστηριότητες στον αγροτικό τουρισμό, τονώνουν τη συνεργασία μεταξύ της γεωργίας και άλλων τομέων, όπως ο τουρισμός, η φιλοξενία, η εκπαίδευση, η χειροτεχνία, ο τομέας HoReCa κ.λπ.

Το άρθρο παρουσιάζει συνοπτικά τις ιδιαιτερότητες του αγροτικού τουρισμού στη Δημοκρατία της Βόρειας Μακεδονίας, μια χώρα με πλούσιο απόθεμα αυθεντικών, πολιτιστικών, φυσικών και παραδοσιακών πόρων και προϊόντων που, σύμφωνα με την παγκόσμια τάση των τελευταίων δεκαετιών στον αγροτικό τουρισμό, προσφέρουν ευκαιρίες για την ανάπτυξη αυτού του κλάδου. Ταυτόχρονα, η μοναδικότητα της προσέγγισης των παραδοσιακών προϊόντων στους λαούς μας είναι ένας καλός λόγος για τη δημιουργία ενός συγκεκριμένου και ενιαίου μοντέλου και αντίληψης για την ανάπτυξη του Αγροτικού Τουρισμού στη Μακεδονία.

Liderazgo Emocionalmente Inteligente: Clave para una Gestión Exitosa en el Sector HoReCa - Biljana Velevska

Biljana Velevska, Consultora de Desarrollo Empresarial y RRHH, Formadora Certificada en Inteligencia Emocional, Samerimpeks IMPULSI.

La Inteligencia Emocional es un tema candente en todas las organizaciones a nivel mundial y, más específicamente, en la Industria de la Hospitalidad, que lidia con clientes más informados, más conscientes de sus necesidades y más exigentes con el servicio que esperan.

La presión sobre los empleados en la industria HoReCa es cada vez mayor, los salarios apenas aumentan y la brecha entre la demanda y la oferta en el sector crece permanentemente.

Frente a los cambios causados por las regulaciones de la pandemia de Covid-19, la industria HoReCa se vio obligada a luchar por su supervivencia. Muchos trabajadores fueron despedidos e invirtieron en capacitación para obtener mejores posiciones laborales y abandonaron la industria de forma definitiva. El temor a perder el empleo se convirtió en constante para muchos empleados de este sector, lo que afectó aún más el mercado laboral de manera negativa.

La Inteligencia Artificial y la Automatización se convirtieron en una necesidad en la industria y estas tendencias continuarán en los próximos años. Las empresas se centran en la experiencia del cliente, pero aún no en gran medida en la experiencia y el bienestar de los empleados.

Como resultado, las empresas necesitan encontrar una salida. Se espera que los líderes comprendan más profundamente sus propios sentimientos y los de los miembros del equipo. La razón es simple: existe una relación directa entre cómo se sienten las personas y cómo rinden en el trabajo. Se trata de que los líderes demuestren habilidades de Inteligencia Emocional en el lugar de trabajo.

Aplicada al liderazgo, la inteligencia emocional se trata de cómo inteligentemente un líder utiliza las emociones para obtener resultados positivos. Los líderes deben tener habilidades para identificar, comprender y manejar las emociones en ellos mismos y en los demás, para ayudar a impulsar las mejores decisiones, comportamientos y rendimiento.

Claramente, los beneficios más importantes del Liderazgo Emocionalmente Inteligente en la industria HoReCa son:

- Reducción del estrés mediante una mejor gestión de situaciones estresantes.
- Relaciones sólidas y productivas con compañeros de trabajo y subordinados directos.
- Comunicación más efectiva con los supervisores.
- Gestión efectiva de las prioridades laborales con un alto compromiso por parte de los empleados.
- Reducción de la rotación de personal.
- Mayor productividad.
- Mayor ingreso.

El liderazgo emocionalmente inteligente se convierte en clave para la excelencia empresarial y el éxito a largo plazo en la industria HoReCa.

Duygusal Zekâ Liderliđi – HoReCa'da Başarılı Yönetimin Anahtarı - Biljana Velevska

Biljana Velevska, İş Geliştirme & İK Danışmanı, Sertifikalı Duygusal Zekâ Eğitimci, Samerimpeks IMPULSI

Özet

Duygusal Zekâ (DZ), dünya çapındaki tüm kuruluşlarda ve özellikle daha bilgili, ihtiyaçlarının daha fazla farkında olan ve beklendikleri hizmet konusunda daha kuralcı müşterilerle ilgilenen Konaklama Endüstrisi için sıcak bir gündem maddesidir.

HoReCa sektöründe çalışanların üzerindeki baskı gittikçe daha da ağır hâle gelmekte, ücretler neredeyse hiç artış göstermemekte ve sektördeki arz ve talep arasındaki uçurum sürekli büyümektedir.

Covid-19 salgınına ilişkin düzenlemelerin neden olduğu değişikliklerle karşı karşıya kalan HoReCa endüstrisi, hayatta kalmak

için savaşmaya zorlanmıştır. Pek çok işçi işten çıkarılmış, daha iyi çalışma pozisyonları için yeniden beceri kazanmaya yatırım yapmış veya sektörü sonsuza dek terk etmiştir. Bu sektördeki birçok çalışanda işini kaybetme korkusu kalıcı hâle gelirken, yaşanan gelişmeler işgücü piyasasını daha da olumsuz olacak şekilde etkilemiştir.

Yapay Zekâ (AI) ve Otomasyon sektörde olmazsa olmaz haline gelirken bunlara ilişkin trendler önümüzdeki yıllarda da devam edecek görünmektedir. Şirketler müşteri deneyimine odaklanmaktadır, ancak halen çalışanların deneyimi ve refahına önemli bir ölçekte odaklanmaktan uzaktırlar.

Sonuç olarak, şirketlerin çıkış yolunu bulması gerekmektedir. Liderlerin hem kendi duygularını hem de ekip üyelerinin duygularını daha derinden anlamaları beklenmektedir. Nedeni basit: İnsanların hissettikleri ile işteki performansları arasında doğrudan bir bağlantı bulunmaktadır. Bu da iş yerinde duygusal zekâ (DZ) becerilerini gösteren liderlerle ilgilidir.

Liderlikte uygulandığında duygusal zekâ (DZ), bir liderin olumlu sonuçlar elde etmek için duyguları ne kadar akıllıca kullandığı ile ilgili olmaktadır. Liderler; en iyi kararları, davranışları ve performansı yönlendirmeye yardımcı olmak için kendilerinde ve başkalarında duyguları tanımlama, anlama ve yönetme konusunda beceri sahibi olmalıdır.

Açıkça görülmektedir ki, HoReCa endüstrisinde Duygusal Zekâ Liderliğinin en önemli faydaları şunlardır:

- Stresli durumların daha iyi yönetilmesiyle stresin azalması
- İş arkadaşları ve astları ile güçlü ve üretken ilişkiler
- Süpervizörlerle daha etkin iletişim
- Çalışanların yüksek bağlılığı ile etkin bir şekilde yönetilen iş öncelikleri
- Çalışan devir hızında azalma
- Daha yüksek üretkenlik
- Daha yüksek gelir

Duygusal Zekâ Liderliği, HoReCa endüstrisinde İş Mükemmelliği ve uzun vadeli başarı için bir anahtar haline gelmektedir.

Rural tourism as a promising trend in HoReCa industry - Marija Kovacheska

Marija Kovacheska – The Republic of North Macedonia

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Abstract

The purpose of the article is to present possibilities and development trends of rural tourism, with all the characteristics which are important, including financing possibilities. For that reason, the article presents all the different types and forms of rural tourism, the various activities as attractive opportunities, rural food tourism in small rural households and accommodation in traditional local houses, as a challenge for cooperation with the HoReCa sector.

New business activities in rural tourism, stimulate collaboration between agriculture and other sectors including tourism, hospitality, education, handcraft, HoReCa etc.

The article briefly shows the specifics of rural tourism in the Republic of North Macedonia, like a country with a rich fund of authentic, cultural, natural and traditional resources and products that, according to the global trend in recent decades in rural tourism, offer serious opportunities for the development of this branch. At the same time, the uniqueness of the approach to traditional products among our people is a good reason for creating a specific and unified model and concept for the development of Rural Tourism in Macedonia.

Keywords: Rural Tourism; HoReCa; Rurality; Hospitality; Rural Space; Sustainable development

1. Introduction

Rural tourism is a sector of the tourism industry that targets the use of natural, cultural-historical and other resources and peculiarities of rural settlements for complex tourist product development. This field of small tourism business is oriented towards tourist's active rest and recreation in villages.

The attractiveness of rural tourism has been increasing in recent years, especially with the emergence of the Covid crisis, and stems from the tourist's need to receive a vacation and recreational service with relatively low costs and, what is very important, to rest in a healthy rural environment. With the increasing interest of urban residents in rural areas, the rural landscape promotes the development of rural tourism and highlights its economic value. On the other hand, the main objectives for the development and promotion of rural tourism is to increase income in rural areas as a complement to agricultural and livestock production, not by degrading them.

In order to describe tourism in rural areas, many terms are used, for example: farm tourism, green tourism, country experience, ecotourism, agritourism, village tourism etc. Hence, a variety of interpretation is offered but generally, they all include activities and interests in nature, farms, adventure, sport, health, education, arts and heritage.

The properties, leisure infrastructure, culture, and natural landscape of rural tourism sites are all important pull factors for rural tourism. With specific scientific and strategic development, these resources can be better protected and sustainable development of rural resources can be realized.

Accommodation facilities in a rural environment are one of the main components of the tourist infrastructure, because accommodation is a key service in every tourist product. Characteristic here are the small households that adjust the accommodation facilities in a characteristic traditional style and with details that promote a family atmosphere.

Food tourism, through small family restaurants in the rural area, that support local food and organic products, has a positive effect on customers who are slowly returning to the villages and the traditional way of cooking of their grandmothers and great-grandmothers.

All this significantly affects not only the development of rural tourism, but gives inputs in the entire HoReCa sector. If we see HoReCa services as the basis of the tourist offer, in line with rural tourism, it is clear that a particularly relevant task is to provide rural areas with facilities for catering and accommodation. This facility has to correspond to the available tourist resources and to be able to bring tourism in rural areas at a higher level of development.

In its development plans for sustainability, the HoReCa sector has been supporting rural tourism and introducing new opportunities for local farmers, small producers and small restaurants that support local food in rural areas. The concept of sustainability in HoReCa, has grown the idea of environmental stewardship to include social and economic aspects. Sustainable tourism must ensure viable long-term economic activities that provide well-distributed socio-economic benefits to all stakeholders, including

stable employment and income-earning opportunities and social services for host communities, and that contributes to poverty reduction.

Today, tourism in rural territories is able to become a growth area for the tourist and recreational sector of some districts. In rural areas, a wide range of domestic tourism types can be implemented. For the tourism sector to operate in a balanced manner, it is necessary to develop the hospitality industry, which includes accommodation means, catering and trade establishments, tourist-information centers, etc.

Literature Review:

Rural areas are often identified as places for relaxation and escape from the overcrowded and stressful urban life (Urry, 2002) in finding mental peacefulness (Mak et al., 2009), pure air (Dong et al., 2013) and trying to gain a sense of balance (Lehto et al., 2006).

Rural areas often build tourism due to the existence of local amenities like historical sites, natural beauty and clean air (Fredericks, 1993). To that Hardy (1988) and Millar (1989) add cultural traditions and values, while Weiler & Hall (1992) and Pedford (1996) further include family patterns, folklore, social customs, museums, monuments, historical structures and landmarks.

Woods (2010) argues that rural can be approached from different facets: those of spatial practices (rural localities), representations of space (formal representations of the rural) and lived spaces (everyday rural lives). Likewise, the attributes of rural areas are opposite to the urban image, and give the most 'authentic' nature, food (wild food, countryside food, traditional food), peace and quiet, safety, freedom, uncrowdedness, non-violence, traditions and cultural experiences (Pesonen & Tuohino, 2016).

So, rurality is the fundamental attraction of the countryside as a rural tourism destination (Jepson & Sharpley, 2015). On the other hand, the small-scale tourism becomes an important activity often promoting employment, vitality and sustainability of rural areas (Hall et al., 2003; Kneafsey, 2000; Ploeg, 2008).

2. The concept of sustainability of HoReCa Sector

The acronym HoReCa – Hotellerie, Restaurant, Catering – encompasses all activities related to the restaurant, bar and hotel industry. This term refers to the world of hospitality in all its facets.

The concept of sustainability in HoReCa, has grown the idea of environmental stewardship to include social as well as economic aspects (Delgado-de Miguel, 2019). Creating value for this triple bottom line, i.e., environment, economy, and society, has been the goal of sustainable business models (Dyllick, 2002). The hospitality industry is clearly affected by these three dimensions. The principles of sustainability refer to the environmental, economic, and socio-cultural aspects of tourism development, having to establish an adequate balance between these three dimensions to guarantee its long-term sustainability. Sustainable tourism must ensure viable long-term economic activities that provide well-distributed socio-economic benefits to all stakeholders, including stable employment and income-earning opportunities and social services for host communities, and that contribute to poverty reduction.

In its development plans for sustainability, the HoReCa sector has been supporting rural tourism and introducing new opportunities for local farmers, small producers and small restaurants that support local food in rural areas. In several European countries (Denmark, Norway, Lithuania, Latvia, Poland Germany etc), the cooperation between local farmers and Horeka is gaining momentum, especially after the coronavirus period, when new solutions were sought to overcome the situation.

The pandemic has accelerated the awareness of a need for renewal of the HoReCa industry among those working in the sector. The key players in the HoReCa industry, are committed to upgrading their assets and service standards to move beyond the difficult period and propose new concepts.

The Covid-19 pandemic has prompted the entire industry to review its services and strategies, launching an adjustment process that focuses on new perspectives.

Changes for the HoReCa sector are not something new, this industry is constantly changing, adapting to the needs of the consumer. However, 2020 was a year in which the old patterns lost their meaning but the ability to manage crisis and react quickly to change has never been so useful.

Trends are often a response to emerging business challenges and the needs of the consumers.

New business models are already being offered that support cooperation between HoReCa, local farmers, small producers and small restaurants that support local food in rural areas. This cooperation lead to sustainable development of both sectors, HoReCa and Rural tourism.

Different ways and forms have been analyzed that will enable the availability and search of information that will facilitate this cooperation. So, for example:

Countryside tourism association of Lithuania organized two presentations to introduce new opportunities for the local farmers and small producers on their webpage. The special section for the farmers will let them present their selves – description of the farm, their production and cooperation possibilities - B2C or B2B sales they are ready to develop. Representatives from HoReCa sector will be able to use the search by product, location and the sales format.

Organization: Savour South West Denmark.

“Through an investigation of the interests of the members of the network, we have decided to focus our efforts on the HoReCa and Event target segments. The producers will offer the customers good storytelling that can help them brand their own business and as well as offering easy access to local products. The product range is wide and covers meat, bread, vegetables, cheese, beverages, sweets and delicacies. The operational plan for Denmark has laid down two different paths that offer potential for better and broader distribution of local food products to the chosen target groups.”

Countries from the Western Balkans also, are developing strategies and promoting activities to connect rural tourism and the HoReCa sector, in order to provide new tourist attractions that contribute to local growth and development. A lot of attention in these countries is paid to the agro-food sector, gastronomy and cooking.

The agro-food sector represents a breeding ground as business investments for regional stakeholders. It attracts new investments in agro-food industry: new farmers’ organisations, new co-operatives, start-up companies as well as multinational enterprises and state-owned companies.

New business activities stimulate collaboration between agriculture and other sectors including tourism, hospitality, education, handcraft, HoReCa etc.

In 2012, the European Economic and Social Committee of European Union contemplated that regional food value chains and cross-sectoral fertilisation of productive processes have a strong impact

on local development.

Particularly, the Committee recognises the importance that food can have in connecting agriculture, crafts, tourism, retailing and the entire rural economy.

In order to see what HoReCa has available in terms of realizing its plans for sustainability, related to the opportunities offered by rural tourism, in the following text we will see in more detail the characteristics of this tourist branch.

3. Rural tourism - Concept and defining

Rural tourism may be defined as the movement of people from their normal place of residence to rural areas for a minimum period of twenty-four hours to the maximum of six months for the sole purpose of leisure and pleasure. Rural tourism refers to all tourism activities in a rural area.

The concept of rural tourism is subject to a number of interpretations. Fleischer and Pizam associate rural tourism with the 'country vacation' where the tourist spends the vast proportion of his/her vacation period engaging in recreational activities in a rural environment on a farm, ranch, country home, or the surrounding areas. According to Deroi, rural tourism might be conceived as tourism activities in a 'non-urban territory where human (land-related economic) activity is going on, primarily agriculture: a permanent human presence seems a qualifying requirement'.

Undoubtedly, the concept of Rural Tourism has been considered, analyzed and defined by various relevant international organizations, too.

The definition of rural tourism discussed at the General Assembly (Athlone, Ireland 2010), covers the specific characteristics that describe rural tourism:

- Nature, few people, exchange of experiences, diversity (related to food), small scale, sustainable, recreational, tradition, resources, simplicity, understanding a different way of life
- Rural area, small business, low impact on life environment, connected to nature. Personal and authentic, the host is „real”, with a return to the source, discovery of agricultural activities, link between rural and urban, rich: (local heritage / gastronomy, culture)
- Exchange of knowledge / experiences
- Personal harmony, inner and outer harmony, „savoir être” (desire to know)
- To experience nature, local life, culture and quality of life.

According to (OECD) - International Organization for Economic Cooperation and Development, Rural Tourism covers:

„The various characteristics of tourist products in Rural Tourism, which in turn is an effort to provide guests with a personalized service, to bring them closer to the physical and human characteristics of the rural area and at the same time to enable them to participate as much as possible in traditional activities and the way of life of the local population”

OECD defines the rural area as:

“At the local level, a population density of 150 persons per square kilometer is the preferred criterion. At the regional level, geographic units are grouped by the share of their population that is rural into the following three types: predominantly rural (50%), significantly rural (15-50%) and predominantly urbanized regions (15%).”

The OECD states rural tourism should be:

- Located in rural areas.
- Functionally rural, built upon the rural world's special features; small-scale enterprises, open space, contact with nature and the natural world, heritage, traditional societies, and traditional practices.

- Rural in scale – both in terms of building and settlements – and therefore, small scale.
- Traditional in character, growing slowly and organically, and connected with local families.
- Sustainable – in the sense that its development should help sustain the special rural character of an area, and in the sense that its development should be sustainability in its use of resources.
- Of many different kinds, representing the complex pattern of the rural environment, economy, and history.

The Council of Europe employed the term 'rural area' to denote the following characteristics:

A stretch of inland or coastal countryside, including small towns and villages, where the main part of the area is used for:

1. Agriculture, forestry, aquaculture, and fisheries.
2. Economic and cultural activities of country-dwellers.
3. Non-urban recreation and leisure areas or nature reserves.
4. Other purposes such as housing.

In part of the professional literature, Rural Tourism is the tourism that takes place in a rural area where the service can be by offering a traditional cultural authentic service, gastronomy with traditional characteristics and other services that authentically capture or fulfill the package of tourist services in the rural environment.

However, the most relevant international organization for Tourism refers to a conceptual definition of the framework of Rural Tourism:

“The term „Rural Tourism” is used when rural culture is an integral component of the product and offer of the destination (WTO). Various forms of rural tourism are mentioned, which usually take place as integrated activities in certain geographical areas.”

Of course, there are rural tourism, eco-tourism, cultural tourism, gastronomy as a tourist product, wine tourism, hunting tourism, fishing tourism, religious tourism, nature tourism various activities (horseback riding, cycling, hiking), etc.

However, despite the broad area that covers the term of rural tourism, its essence is focusing on rural (local) economy and its related activities in the natural environment.

3. Different types and forms of rural tourism

Any forms of tourism that showcases the rural life, art, culture, and heritage at rural locations, thereby benefiting the local community economically and socially as well as enabling interaction between the tourists and the locals for a more enriching tourism experience can be termed as rural tourism.

A variety of terms are employed to describe tourism activity in rural areas: agritourism, farm tourism, rural tourism, soft tourism, alternative tourism, eco-tourism, and several others, which have a different meaning from one country to another, and indeed from one country to another.

The term 'rural tourism' has been adopted by the European Community (EC) to refer to all tourism activity in a rural area.

Types and forms of rural tourism are following as:

Rural Tourism: staying in a rural (village) environment in the broadest sense of the word. It does not have to mean a stay in a rural household, on a farm, but a stay of any kind in a rural village environment.

Rural Village Tourism: staying in a rural (rural) environment, but in a rural household, where everyday active rural life takes place.

Agritourism: which refers to, the act of visiting a working farm or any agricultural, horticultural, or agribusiness operation for the purpose of enjoyment, education, or active involvement in the activities of the farm or operation. It means stay in a rural (village) environment, but with special attention and interests directed towards observation, but also taking part in a broad range of farm-based activities. It includes:

- participation in agricultural production (livestock farming, farming, fruit growing, winemaking, „roasting” brandy...)
- participation in farmers 'markets, roadside stands, and pick-your-own operations;
- engaging in overnight farm or ranch stays and other farm visits;
- visiting agriculture-related festivals, museums, and other such attractions etc.

Agritourism „is a hybrid concept that merges elements of two complex industries — agriculture and travel/tourism—to open up new, profitable markets for farm products and services and provide travel experience for a large regional market (Wicks & Merrett, 2003). Agritourism helps preserve rural lifestyles and landscape and also offers the opportunity to provide „sustainable” or „green” tourism (Privitera, 2010). Agritourism can be defined as a subset of rural tourism (Reid, 2000), and „includes a range of activities, services and amenities provided by farmers and rural people to attract tourists to their area in order to generate extra income for their businesses” (Gannon, 1994).

Farm Tourism: explicitly farm-related and most usually associated with tourism involving staying in farm accommodation and seeking experiences from farm operations and attractions. The core activity is in the wider rural area (walking, boating) but the vast majority of visitors are accommodated on farms, either working farms or farms converted to accommodation facilities. Farm tourism activities can include farm markets, wineries, U-Picks, farming interpretive centers, farm-based accommodation and events, and agriculture-based festivals.

Heritage tourism: refers to leisure travel that has as its primary purpose the experiencing of places and activities that represent the past. Heritage and cultural tourism in rural areas comes in a wide range of forms most of which are unique to an individual local and a valuable component of the rural tourism product. Heritage and cultural tourism include temples, rural buildings but may be extended to local features of interest including war remnants, monuments to famous literary, artistic or scientific people, historic remains, archeological sites, traditional parkland etc.

Wilderness and Forest Tourism: tourist explores the wilderness and natural beauty of the rural area. It may be implicitly included within notions of rural tourism, or they may be regarded as separate. In wilderness and forest tourism, tourists travel to the natural habitat of plants and animals. It mostly encompasses non-consumptive interactions with wildlife and nature, such as observing and photographing animals in their natural habitats. Wilderness and forest tourism include various tourism activities such as wild photography, safari, bird watching, trekking, and hiking etc.

Green Tourism: green tourism refers to tourism in the countryside or green areas. It is more commonly used to describe forms of tourism that are considered to be more environmentally friendly than traditional, mass tourism. In rural areas, green tourism is an important form of rural tourism. Green tourism is portrayed as an approach to tourism development which seeks to develop

a symbiotic relationship with the physical and social environment on which it depends and implicitly seeks to attain sustainability ideals.

Ecotourism: it is a form of nature tourism (tourism to natural, unspoiled areas) which assumes active promotion of environmental conservation and direct benefits for local societies and cultures, together with the provision for tourists of a positive, educative experience. Sometimes called recreation-based tourism, which refers to the process of visiting natural areas for the purpose of enjoying the scenery, including plant and animal wildlife. many tourists visit rural areas for the purpose of bird and animal watching and learning about local flora and fauna.

Nature-based tourism may be either passive, in which observers tend to be strictly observers of nature, or active (increasingly popular in recent years), where participants take part in outdoor recreation or adventure travel activities.

Rural food tourism: Food is an essential commodity as well as social and cultural heritage. As Morgan (2010) claims:

“Food is ... vital to human health and well-being in a way that the products of other industries are not, and this remains the quintessential reason as to why we attach such profound significance to it”.

He suggests that food plays a multi-functional connecting role in society and sustainable food systems are supportive of sustainable communities.

Food tourism has a very important role in rural tourism, which creates more jobs for local people and promotes economic development. A study by Scozzafava found that restaurants that supported local food and organic products positively influenced customers, and that restaurants with local products were three times more likely to be chosen than restaurants without local products.

Rinaldi studied the local identity and attractiveness of rural areas and agriculture, and suggested that local dining resources must address and strengthen the link between place (territorial/geographic dimension) and people (cultural dimension). Food, the environment, and novelty value are the main prerequisites for attracting consumers to promote urban and rural co-development. It can be seen that the study of the rural dining environment contributes to the development of rural tourism as well as the sustainable development of the rural landscape.

4. Rural Tourism Activities

Rural tourist destination as a product is definitely very fragile in ecological, social and cultural sense. Its development requires very specific approach that could help it remain sustainable in the long term. In that sense, various cultural and nature-based activities occur in rural areas. A range of tourism and recreation activities are found in the countryside. We can categorize these activities on the bases of their nature. Types of rural tourism activities are following as:

- Cultural related tourism activities
- Water-related activities of rural tourism.
- Sporting activities of rural tourism
- Health-related activities
- Agriculture activities

- Passive activities
- Touring
- Hallmark events
- Business-related activities etc.

In many rural regions, tourism is accepted as a natural part of the socio-economic fabric together with agriculture. The connection between rural tourism, agricultural tourism and farm tourism is synthesized in figure 1. In relation to the scope of rural tourism, McGehee & Kim (2004) provide examples of tourism types as illustrated in Figure 1 below:

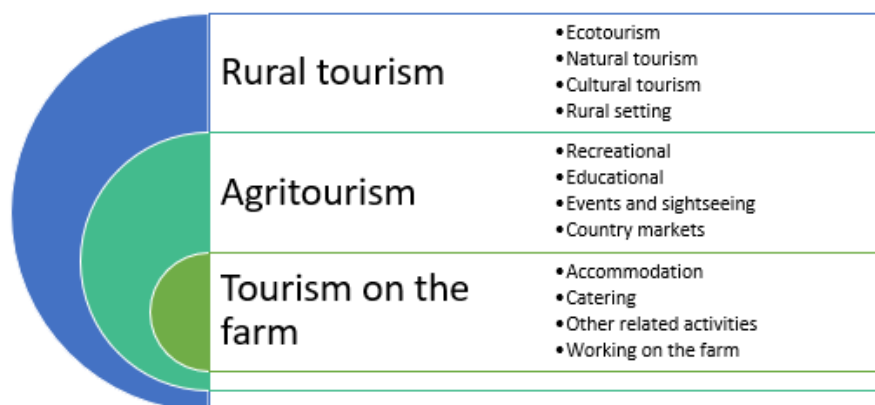


Fig. 1. The classification of different tourism activities in rural areas (McGehee & Kim, 2004)

5. Importance and Benefits of Rural Tourism

In the analysis of the importance and benefits of rural tourism, we can talk about the business opportunities that it opens up in the tourism sector and the HoReCa industry, but also about its role in the development of the community in rural areas. When tourists travel and stay in rural areas, they support the local economy and help in a variety of ways. Rural tourism helps in the development of rural areas and the standard of living of the host communities.

The cooperative system in rural tourism can be an effective approach in bringing positive impact in rural areas. Hence, rural economy is facing the need for alternatives in overcoming many conditions such as low production, poor agricultural incomes, rural abandonment, unemployment, increase in poverty levels, as well as environmental pollution. Therefore, tourism is seen as a way out in providing additional financial input for rural households.

Local people can monitor and control the negative impacts of rural tourism on their own society, if they have an equal stake and authority in management and development. Therefore, their direct involvement in the activities of the cooperative sector is necessary.

Potentially rural tourism promises some of the following benefits to rural development:

- Job Retention
- Job Creation

- New Business Opportunities
- Opportunities for Youth
- Community Diversification
- Preservation of Rural Culture and Heritage
- Increase Arts and Crafts Sales
- Landscape Conservation
- Environmental Improvements
- The Historic Built Environment

Even those rural businesses not directly involved in tourism can benefit from tourist activity through developing close relationships with tourist facilities where local foods can be used as part of the tourism offering in a locality. Rural tourism facilitates the expansion of complementary businesses such as service stations and new businesses are created to cater to tourist needs for hospitality services, recreational activities, and arts crafts.

In the big picture of the importance of rural tourism, the benefits to society as a whole are considered. Some of those benefits are as follows:

- Provides a source of new, alternative or supplementary income and employment in rural areas.
- Rural tourism spurs infrastructure development in rural areas.
- Help to reduce gender and other social power
- Encourage collective community
- Reinvigorate local culture.
- Instill the sense of local pride, self-esteem, and identity
- Contribution to conservation and protection.
- Increase the living standards of the local community.
- Assists refurbishment and re-use of abandoned properties.
- Provide opportunities for retaining population in areas that might otherwise experience depopulation.
- Enable areas to be repopulated.
- Rural tourism is a growing form of tourism. It is not just farm stays or visits to rural areas. It is more than that. Rural tourism benefits the host community of rural areas as well as surrounding natural environment through preservation and conservation of natural resources.

Furthermore, a large number of villages have suffered from extreme levels of emigration, often by the youngest and most active and reproductive groups. This has particularly eroded the vitality of villages and rural communities.

Rural tourism can also be seen as a business opportunity for young people who want to use their entrepreneurial skills in the tourism or HoReCa industry. These two industries are often promoted as exciting and growing industries that match the energy and enthusiasm of young people. Career options are enhanced by opportunities for training and direct involvement in running rural businesses, particularly those in small communities.

Declining employment in traditionally rural activities, such as agriculture, forestry, and fishing (Hall et al. 2009), and higher educational requirements in an expanded higher education system in recent decades are among the societal changes that have had the greatest influence on rural youth.

Davies (2008, p.170) analyzed declining in-migration to Australian rural communities in relation to youth from urban and rural backgrounds, and concluded that:

“[the] results indicated that willingness to move to rural areas by this group is strongly influenced by perceptions of social and employment opportunities, irrespective of whether or not such perceptions have any basis in reality.”

Some characteristics of rural tourism that affect business opportunities, are:

- Seasonality
- Fragmentation
- External market needed
- Co-operation needed between internal and external market
- Economic role (side income for farmers and other entrepreneurs in the rural area).

All these characteristics should be considered when planning a strategy for the sustainable development of rural tourism.

Lane, (1994) identifies four necessary features for the sustainable rural tourism strategies as:

- It is important that the person or team formulating the strategy is skilled not only in tourism development but also in economic, ecological and social analysis.
- Wide consultations amongst all interest groups are essential. These consultations will include trade and business, transport, farmers, administrators, and the custodians of the natural and historic assets of the area.
- Tourism relies more than any other industry on local goodwill. The local population must be happy with their visitors and be secure in the knowledge that the visitor influx will not overwhelm their lives, increase their income hosts and impose new and unwelcome value systems on them.
- The strategy-making process should not be a once-only affair. It has to be an evolving long-term enterprise, able to cope with change, and able to admit to its own mistakes and shortcomings. It is the beginning of a partnership between business, government and cultural and conservation interests.

6. Rural Tourism Challenges

Today, contemporary rural societies are faced with numerous challenges. Many rural areas in Europe are facing dilemmas about their future existence due to the provoked economic changes of global scopes. Global changes in the economic and social way

of living provoked a major modification and a huge transformation in the concept of small rural communities functioning. This resulted in reducing the farmstead returns being accompanied with high rates of unemployment, mass migrations of productive workforce and unbalanced demographic patterns (Gallent et al., 2008; Khaleel & Ngah, 2013). Consequently, many rural areas, particularly small villages, are greatly influenced by unfavorable demographic and socioeconomic changes, thus increasing the social and cultural divergence and affecting the local values and ways of living (Theodoropoulou & Panagiotis, 2008; Khaleel & Ngah, 2013). In order to bring these rural areas “back to life”, the issue of rural tourism development has become topical.

While many benefits can flow from rural tourism development, there can be problems. The major challenges of rural tourism, are how to preserve the environment a natural resource and to provide proper understanding for both tourists and local people.

Some important issues and challenges are following as:

- Economic sustainability
- Distort local employment structure
- Seasonal patterns of demands
- Distort local ‘culture’ for commodification and staged authenticity.
- Destroy indigenous culture.
- Natural habitat destruction of rural wildlife.
- Littering and other forms of pollution.
- Congestion.

They may use non-local suppliers for goods and services. They may repatriate their profits and capital gains out of the area. They have little loyalty to their new base of operations and often leave when trading conditions deteriorate. Less tangibly, but equally important, they set up tensions between locals and incomers, and do little to change the dependency culture common to many rural places.

The problems in the development and management of rural tourism arise precisely from the threats that appear with the attractiveness of this type of tourism. They can be divided into four basic most influential groups of challenges:

1. The Environmental Threat
2. The Sociocultural Threat
3. The Incoming Entrepreneur
4. Traffic Congestion

And, as the records of numerous rural aid agencies will testify, rural communities can be extremely resistant to new ideas.

For different reasons, many local farmers and businesses do not decide to enter the tourism market when opportunities present themselves. Surveys show that, in extreme cases, up to 80 percent of tourism-related businesses in small towns and villages are owned, managed, or controlled by incoming or non-local entrepreneurs. In some respects, incomers can provide a valuable

transfusion of contacts, capital, and skill. But they can also present problems. They may be insensitive to local traditions, cultures, working practices, and architectural styles. They may use non-local suppliers for goods and services. They may repatriate their profits and capital gains out of the area. They have little loyalty to their new base of operations and often leave when trading conditions deteriorate. Less tangibly, but equally important, they set up tensions between locals and incomers, and do little to change the dependency culture common to many rural places.

7. EU Development Initiatives for rural tourism

European Financing Sources

Many rural areas in the European Union suffer from structural problems such as a lack of attractive employment opportunities, skill shortages, infrastructures and essential services, as well as youth drain. It is fundamental to strengthen the socio-economic fabric in those areas, particularly through job creation and generational renewal, bringing jobs and growth to rural areas, promoting social inclusion, and the development of 'smart villages' across the European countryside. New rural value chains such as various types of tourism activities can offer good growth and job creation for rural areas.

Regulation 1257/99 was the fifth regulation in approximately 15 years to indicate the interest of the EU and member states, and of farmer investors, in local growth in mountainous and disadvantaged rural areas. It has to be clarified the Regulation 1257/99 falls within Pillar I of EU Rural Development and refers to farmers whereas Pillar II funding opportunities do not refer to farmers but rural dwellers.

This regulation, relating to the period 2000–2006, established a framework of principles of support for sustainable rural development. The regulation, like the previous ones, aimed at improving the rural world's income and maintaining the population of mountainous and disadvantaged areas, was of particular interest to new/young farmers. It focused on four key objectives:

- the multifunctionality of agriculture,
- a multi-sectoral approach to the rural economy,
- flexible rural development aid and
- transparency by focusing on mountainous and disadvantaged areas.

The programme included the areas in investments involving tourist accommodation, catering and leisure centres, agri-livestock, craft activities, etc. The main categories of intervention were based on enhancing the agricultural sector and improving the competitiveness of agricultural products and rural areas, as well as maintaining the environment and enhancing the cultural element.

Rural tourism, and, therefore, rural entrepreneurship and economy, are supported by through specific European funding. Some programmes for financing rural tourism and agricultural are:

- European Agricultural Fund for Rural Development
- European Regional Development Fund (ERDF) and Cohesion Fund
- The Regional Operational Programmes of Community Support Frameworks (CSFs)

- The Community LEADER Initiative (LEADER I, LEADER II, LEADER Plus and LEADER-RDP)

Their aim is for the rural population to go beyond their usual role and to be further involved in the service sector. In this way, the income of the rural population is not exclusively derived from the primary economy sector. The rural population remains in the region; sustainable and multifunctional rural areas are created; rural tourism is connected with Sustainability; local agricultural products and food are offered like gastronomic and cultural traditions; new jobs are created; new opportunities and perspectives are given to rural human resources and, overall, sustainable economic growth is generated.

At the same time, residents of urban centres should be given the opportunity to return to the countryside and escape the daily hustle and bustle of the city.

On the website of the European Commission, Guide on EU funding for tourism, information is available on the possibilities of applying to these funds. The information also includes examples of good practices in different European countries.

European Agricultural Fund for Rural Development

From Guide on EU funding for tourism

EU countries have the possibility to include tourism-related investments in their Common Agricultural Policy (CAP) strategic plans, which will be implemented from January 2023 onwards. Such support could, for instance, include interventions linked to territorial economic development and rural infrastructure, the renewal of villages and/or actions aimed at the conservation of small-scale built heritage (chapels, bridges, public amenities), construction and modernisation of tourism information centres, visitor information, and other leisure, recreational and/or sporting activities.

Details of the programme:

The Common Agricultural Policy (CAP) under the European Agricultural Fund for Rural Development (EAFRD or so-called Second Pillar) supports the vibrancy and economic viability of rural communities through rural development measures. These reinforce the market measures and income supports of the CAP with strategies and funding to strengthen the EU's agri-food and forestry sectors, environmental sustainability, and the wellbeing of rural areas in general.

The three long-term rural development objectives for the EU include

- fostering the competitiveness of agriculture
- ensuring the sustainable management of natural resources, and climate action
- achieving a balanced territorial development of rural economies and communities, including the creation and maintenance of employment

The EAFRD is the funding instrument of the Common Agricultural Policy that supports rural development strategies and projects. For the CAP, the allocations for the 2021-2027 MFF and 2021-2022 EURI (EAFRD - Next Generation EU) amount to around €387 billion in current prices. The EURI (EAFRD-Next Generation EU) budget will be spent on the implementation of the current Rural Development Programmes, at the latest by the end of 2025 (n+3). The 2023-2027 CAP allocation will mainly be spent on the implementation of the CAP strategic plans. Its rural development component (EAFRD) can be implemented at the latest by the end of 2029 (n+2 rule is applicable). While the European Commission approves and monitors rural-development programmes (RDPs), decisions regarding the selection of projects and the granting of payments are handled at national or regional levels.

Furthermore, through financial instruments, the EAFRD acts as a source for loans, microcredits, guarantees and equities, availa-

ble to recipients in agriculture, forestry and rural areas who are undertaking financially viable projects that support the priorities of the EAFRD.

European Regional Development Fund (ERDF) and Cohesion Fund

To strengthen the environmental, socioeconomic sustainability and resilience of tourism in the long term, regions and countries are encouraged to help transform the sector by learning from innovative solutions. Investments in tourism are possible through all 5 policy objectives supported by the ERDF, provided that they comply with the relevant objectives, enabling conditions, or minimum requirements established for the concerned policy objectives.

A specific objective under policy objective 4 (A more social and inclusive Europe) is dedicated to exploiting the full potential of culture and tourism for an economic recovery coupled with social inclusion and environmental and financial sustainability, without prejudice to the possibilities for support provided from the ERDF to those sectors under other specific objectives.

The Cohesion Fund can support tourism-related investments in environment and in the trans-European transport networks (TEN-T), in particular in regions with an economy heavily dependent on tourism.

Regarding European Territorial Cooperation (Interreg) programmes, tourism is expected to still be among the most popular topics. It can be addressed by a two-fold approach

1. through the Interreg programmes (European Territorial Cooperation regulation)
2. through the mainstream programmes ,embedding cooperation'

The ERDF aims to strengthen economic, territorial and social cohesion in the European Union by correcting development imbalances between its regions.

The Cohesion Fund targets the reduction of economic and social disparities through investment in environment and Trans-European Transport Networks (TEN-T). It covers EU countries whose Gross National Income (GNI) per inhabitant over the period 2015-2017 was less than 90% of the EU average. In 2021-2027 these are Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia.

ERDF and the Cohesion Fund, together with the European Social Fund Plus and the newly created Just Transition Fund, form the EU Cohesion Policy funds.

The Cohesion Fund supports environmental infrastructure and priority EU projects in Trans-European Transport Networks. It also covers projects of energy efficiency, use of renewable energy or sustainable urban mobility presenting clear environmental benefits.

LEADER Programme Funding

Since its launch in 1991, LEADER programme has helped rural communities across the European Union to actively engage and to direct the local development of their area, through community-led local development.

LEADER supports private enterprises and community groups who improve quality of life and economic activity in rural areas. Funding is delivered to 28 sub regional areas through Local Action Groups (LAGs). These groups are partnerships of public and private entities from a defined geographical area. Local action groups are responsible for local projects in accordance with the local development strategies they develop themselves.

This aid is provided to projects under the following themes:

- economic development, enterprise development and job creation
- social inclusion
- rural environment

Promoters interested in accessing assistance under the LEADER Programme should submit an expression of interest to their local action group.

The LEADER Programme accepts applications based on projects which improve:

- rural tourism
- enterprise development
- broadband
- basic services targeted at hard-to-reach communities
- rural youth
- protection and sustainable use of water resources
- local biodiversity
- renewable energy

A project must be aligned with the priorities of the local development strategy.

8. Specifics of Rural tourism in Republic of North Macedonia

Rural tourism is a relatively new term introduced in the tourist terminology of the Republic of North Macedonia. According to the analyzes made, our country, due to its geographical and demographic structure, offers opportunities for the development of rural tourism in a large part of its territory. Macedonia has many beautiful places that can attract tourists in rural areas. It has a rich fund of authentic, cultural, natural and traditional resources and products that, according to the global trend in recent decades in rural tourism, offer serious opportunities for the development of this branch. At the same time, the uniqueness of the approach to traditional products among our people is a good reason for creating a specific and unified model and concept for the development of Rural Tourism in Macedonia.

For that reason, for a long time, the rural environment has been mentioned as the bearer of the tourist potential in the country.

Rural tourism in Macedonia is seen as a sphere of double interests: native population (hosts) on the one hand and tourists (guests) on the other hand.

Interest of the local population are associated with rural economy, which is faced with the need for alternatives in overcoming many conditions such as low production, poor agricultural incomes, rural abandonment, unemployment, increase in poverty levels, as well as environmental pollution.

Furthermore, a large number of villages have suffered from extreme levels of emigration, often by the youngest and most active and reproductive groups. This has particularly eroded the vitality of villages and rural communities. Therefore, tourism is seen as a way out in providing additional financial input for rural households.

As concerns of the tourists' interests, it consists in living (recreation) in nature's lap, using environmental conditions and eating healthy natural agricultural products. This includes also:

- participation in tourist-recreational activities (camping trips, horse riding, sports events, fishing, hunting, bird-watching, mushroom picking, burying, gathering of medicinal herbs, nuts and other forest products, etc.).
- familiarization with the region's historical-cultural heritage and ethnographic peculiarities (traditions, ethnic cuisine, handicraft, folklore, etc.),
- participation in farming and domestic activities (plantation work, land cultivation, production of agricultural products, fruit picking, poultry and livestock breeding, wine and local cheese making, making bread, honey straining off, etc.).

Specifics about the state and development of rural tourism in the Republic of North Macedonia are explained in the study: Challenges for Rural Tourism Development in North Macedonia (Dimitrov & Petrevska, 2019).

The study describes the main ambient and general characteristics of the rural tourism in small rural areas in the Republic of North Macedonia. The analysis is based on a qualitative research method, mainly by exploring a conceptual literature review, along with a rapid evaluation of selected rural areas. The data was collected during ten field trips across eight regions and 51 villages, over the period September 2018 – November 2019. This research is part of the project "Evaluation of preconditions for tourism activities in rural depopulated areas – a comparative study between Macedonia and Serbia"

Challenges for Rural Tourism Development in North Macedonia (Dimitrov & Petrevska, 2019)

FINDINGS

"When entering the field trip, the researchers had discussions with the local residents of the visited locations about various community-related issues. It was noticed that the selected tourism destinations offer various activities that could be developed as tourism products and sustainable practices, thus contributing to the local economic development. Hence it can be stated that the identified rural areas have a wide range of opportunities to be profiled as tourist destinations among tourists and travellers.

Furthermore, it was found out that the selected villages have core elements for developing a small-scale rural tourism. They all: possess attractions and accommodation in a rural environment, provide a personalized contact, allow practicing activities in a traditional way in a direct contact with the nature and offer a "life practising technique" (participating in the life of the local rural inhabitants). At the same time, the evaluated locations represent a complex pattern of rural environment, economy and tradition, where the local community has the possibility to use a high share of tourism revenues. Furthermore, the research revealed that many rural destinations may identify specific rural activity packages (for example, to walk in the nature trails and pick berries, engage in a cattle breeding process and experience a forest therapy, etc.) and design services and promotions. So, if tourism is supported in the selected rural areas, it may provoke numerous positive impulses particularly in terms of diversifying the local economy, providing a new source of income for the local farmers, introducing a new form of destination resilience and encouraging some new forms of businesses."

As of the early 2000s, the Republic of North Macedonia began to develop tourism in rural areas mainly by donor funded projects.

This urged the need of preparing many essential documents related to rural tourism development on various levels.

In this regard, Macedonia has few strategic documents, such as:

- National Strategy for Tourism 2009-2013,
- National Strategy for Regional Development 2009-2019
- National Strategy for Sustainable Development 2009-2030,
- National Strategy for Tourism 2016-2021 and
- National Strategy for Rural Tourism 2012-2017.

It is important to emphasize that the National Strategy for Tourism of the Republic of North Macedonia 2009-2013 was revised at the beginning of 2011 in the direction of more successful implementation. As the main conclusion of the final report of the audit, it has been established that the key resources for the development of tourism in Republic of North Macedonia are in the diversity of the cultural, natural and gastronomic heritage as well as the various related environments, colors and sounds that arise from it.

Against the finding of existing, unique resources in the section of Rural Tourism, the report concludes that, in general, there is a lack of an established Tourist Offer based on tourist products in Rural Tourism as a component.

The recommendation that follows in the audit, in the Rural Tourism section, is the creation of a “Tourism Product in Rural Tourism”.

The leading objectives that are recommended in that sense as a tourist product in Rural Tourism are:

- Development of authentic accommodation facilities;
- Development of activities related to traditional customs, crafts and gastronomy;
- Development of activities in nature;
- Improving the management of natural resources.

In the Strategy for Sustainable Development of the Republic of Macedonia 2010 - 2030, among the six key areas that directly compose sustainable development, is rural development including agriculture, forestry and tourism in rural areas.

Such a place of Rural Tourism in this long-term Strategy for the sustainable development of Macedonia shows the strategic importance and position of Rural Tourism as a branch that should experience a rise in our country.

Aware for the benefits, municipalities develop strategic documents on a local level, like local economic development strategies, local action plans, annual programs, etc. They also prepare various studies and documents for developing tourism and some specific tourism forms for the destinations.

In that context, they mainly consider the characteristics to which more attention should be paid, in order to achieve good results.

Human resources: Although by its very nature rural tourism implies the involvement of people from one family, the branch cannot experience growth without the involvement of professional staff who will provide a quality product. Marketing activities, the formation of the package of services, the formation of pricing policies, the monitoring of trends and the needs of potential guests, testing and continuous improvement of products imposes a need for highly specialized staff from the areas of marketing and finance.

Investments: for the establishment or modernization of the following HoReCa services:

- Accommodation facilities (rooms, apartments, boarding houses, self-service cottages)
- Catering services (cooking and serving food)
- Outdoor accommodation (camping areas, bungalows, motorhomes)
- Combined services – accommodation and catering services
- Establishment of tasting rooms / sales points for direct sale of products
- Rural museums (for the presentation of historical, natural, traditional, educational, agricultural and other customs of the rural environment)
- Recreational activities

Investments: for the establishment of recreational facilities should be as additional facilities of catering services for accommodation or for food, i.e. acceptable recreational activities are:

- Sports facilities
- Cycling / hiking / mountaineering equipment
- Facilities for keeping horses, riding area and equipment
- Fish ponds and fishing equipment
- Relaxation facilities (indoor and outdoor) and equipment
- Playgrounds and equipment
- Zoo and equipment

Investments related to Rural Tourism in North Macedonia, should contribute to the creation of new jobs in rural areas and the construction / reconstruction of rural houses, restaurants or catering services, must be in harmony with the traditional architecture of a rural area.

Financing opportunities: Of particular importance for the development of Rural Tourism in The Republic of Macedonia is the instrument of the European Union for pre-accession assistance for Rural Development - IPARD program With this instrument, the European Union and the budget of Macedonia in a special measure financially support (co-finance) investments in Rural Tourism:

- Investments for the reconstruction of agricultural facilities economy intended for Rural Tourism, accompanied by recreational facilities;
- Investments for the construction of catering facilities, outdoor accommodation (camps) and recreation facilities;
- Modernization and restoration of old crafts.

The National Program for Rural Development in the section of activities for support of Rural Tourism contains special conditions for the type of activities that it co-finances:

- Production of brochures, maps, books with historical facts about sites and landmarks and books on traditional landmarks

and cultural heritage;

- Marking of cultural and natural landmarks in rural areas and rural accommodation;
- Construction of pedestrian and bicycle paths in rural areas.

Quality standards: for Rural Tourism in the Republic of North Macedonia - are prescribed in law, according to the general criteria of EUROGITES.

Mark of quality, as a national symbol for the categorization of accommodation facilities and catering facilities from Rural Tourism: SUNFLOWER



Fig. 2. Mark of quality of Rural Tourism in Republic of North Macedonia

Classification 1: One Sunflower – when the object fulfills the minimum technical conditions and the minimum general standards according to EUROGITES

Classification 2: Two Sunflowers - When the facility, apart from the minimum general standards, fulfills and provides additional services:

- Has its own property and produces authentic domestic products in the surroundings of the facility (farm, agritourism) or uses home-grown authentic food from the local population
- There are organized walking tours for tourists and additional activities during the stay

Classification 3: Three Sunflowers - when the object meets all the prescribed standards for Rural Tourism and additionally offers and fulfills at least two of the unique authentic (conditions):

- Near the building (in the surrounding area) there are authentic surroundings, cultural heritage, eco-parks, national parks
- When the building has its own ethnic museum, wine museum, traditional wine cellar, etc.

Classification 4: Four Sunflowers - When the object fulfills cumulatively one more condition apart from the classification con-

ditions specified in number three:

- Due to its age and architecture, the accommodation and catering facility has historical significance: (when the facility is an authentically restored old traditional Macedonian architecture).

9. Conclusion

The concept of rural tourism has a noble cause. It is another kind of sustainable tourism that exploits resources in rural regions, causes little or no harmful impact, and generates increasing benefits to rural areas in term of rural productivity, employment, conservation of the rural environment and culture, local people's involvement'. The main objective of rural tourism is to open up new opportunities for the local population, to go beyond their usual role and to be further involved in the service and HoReCa sector.

On the other hand, the concept of sustainability i HoReCa, has grown the idea of environmental stewardship to include social as well as economic aspects (Delgado-de Miguel, 2019). The principles of sustainability in HoReCa, refer to the environmental, economic, and socio-cultural aspects of tourism development, and establishing an adequate balance between these three dimensions. These are the common points in which opportunities for investments and business cooperation between Rural tourism and HoReCa are sought.

From the analysis, it can be concluded that the HoReCa sector has open opportunities for adjustment, reward and investment in rural tourism. The gain is mutual, for HoReCa and rural tourism/ population. In this way, rural population can go beyond their usual role and to be further involved in the service sector. With that, the income of the rural population is not exclusively derived from the primary economy sector. The rural population remains in the region; sustainable and multifunctional rural areas are created; rural tourism is connected with Sustainability; local agricultural products and food are ofered like gastronomic and cultural traditions; new jobs are created; new opportunities and perspectives are given to rural human resources and, overall, sustainable economic growth is generated.

Sustainable tourism must ensure viable long-term economic activities that provide well-distributed socio-economic benefits to all stakeholders, including stable employment and income-earning opportunities and social services for host communities, and that contribute to poverty reduction.

Prospects for the development of "rural tourism", with all diferent tipes and forms, as a small tourism business in Horeca sector are attractive last few years. Capabilities and conditions for the development of rural tourism are examined as a fast-emerging sector of small entrepreneurship.

Recently, local selfgovernments, individual institutions and entrepreneurs, in Republic of North Macedonia, have shown some increased interest in development and promotion of the activity. Apart from various prerequisites, development, education, finances and promotion in particular, it is necessary to cooperate on all levels. It is necessary to stimulate cooperation between all institutions in charge (national administration, regional and local self-governments, tourist boards, regional developmental agencies, scientific and expert institutions, professional associations) in order to pursue the mutual goal of developing rural tourism and creating national program (strategy) for development of rural areas in cooperation with HoReCa.

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(WTO) – World Touristic Organization

(OECD) - The International Organization for Economic Cooperation and Development

Ο αγροτικός τουρισμός ως μια πολλά υποσχόμενη τάση στη βιομηχανία HoReCa - Marija Kovacheska

Marija Kovacheska

Σύλλογος Συμβούλων Σταδιοδρομίας ASK – Μακεδονία

Σύνοψη

Σκοπός του άρθρου είναι να παρουσιάσει τις δυνατότητες και τις τάσεις ανάπτυξης του αγροτικού τουρισμού, με όλα τα σημαντικά χαρακτηριστικά, συμπεριλαμβανομένων των δυνατοτήτων χρηματοδότησης. Για το λόγο αυτό, το άρθρο παρουσιάζει όλους τους διαφορετικούς τύπους και μορφές αγροτικού τουρισμού, τις διάφορες δραστηριότητες ως ελκυστικές ευκαιρίες, τον αγροτικό τουρισμό τροφίμων σε μικρά αγροτικά νοικοκυριά και τη διαμονή σε παραδοσιακά τοπικά σπίτια, ως πρόκληση για συνεργασία με τον τομέα HoReCa .

Οι νέες επιχειρηματικές δραστηριότητες στον αγροτικό τουρισμό, τονώνουν τη συνεργασία μεταξύ της γεωργίας και άλλων τομέων, όπως ο τουρισμός, η φιλοξενία, η εκπαίδευση, η χειροτεχνία, ο τομέας HoReCa κ.λπ.

Το άρθρο παρουσιάζει συνοπτικά τις ιδιαιτερότητες του αγροτικού τουρισμού στη Δημοκρατία της Βόρειας Μακεδονίας, μια χώρα με πλούσιο απόθεμα αυθεντικών, πολιτιστικών, φυσικών και παραδοσιακών πόρων και προϊόντων που, σύμφωνα με την παγκόσμια τάση των τελευταίων δεκαετιών στον αγροτικό τουρισμό, προσφέρουν ευκαιρίες για την ανάπτυξη αυτού του κλάδου. Ταυτόχρονα, η μοναδικότητα της προσέγγισης των παραδοσιακών προϊόντων στους λαούς μας είναι ένας καλός λόγος για τη δημιουργία ενός συγκεκριμένου και ενιαίου μοντέλου και αντίληψης για την ανάπτυξη του Αγροτικού Τουρισμού στη Μακεδονία.

El turismo rural como una tendencia prometedora en la industria HoReCa - Marija Kovacheska

Asociación de Consejeros de Carrera ASK - Macedonia

El propósito de este artículo es presentar las posibilidades y tendencias de desarrollo del turismo rural, con todas sus características importantes, incluyendo las posibilidades de financiamiento. Con este fin, el artículo presenta los diferentes tipos y formas de turismo rural, las diversas actividades como oportunidades atractivas, el turismo gastronómico rural en pequeñas viviendas rurales y el alojamiento en casas locales tradicionales, como un desafío para la cooperación con el sector HoReCa.

Las nuevas actividades comerciales en el turismo rural estimulan la colaboración entre la agricultura y otros sectores, incluyen-

do el turismo, la hospitalidad, la educación, la artesanía, HoReCa, etc.

El artículo muestra brevemente las características específicas del turismo rural en la República de Macedonia del Norte, un país con una rica oferta de recursos y productos auténticos, culturales, naturales y tradicionales que, según la tendencia global de las últimas décadas en el turismo rural, ofrecen oportunidades serias para el desarrollo de esta rama. Al mismo tiempo, la singularidad del enfoque hacia los productos tradicionales entre nuestra gente es una buena razón para crear un modelo y concepto específico y unificado para el desarrollo del turismo rural en Macedonia.

HoReCa endüstrisinde gelecek vaat eden bir trend olarak kırsal turizm - Marija Kovacheska

Association of Career Counselors ASK – Makedonya

Özet

Makalenin amacı, kırsal turizmin olanaklarını ve gelişme eğilimlerini, finansman olanakları da dâhil olmak üzere tüm önemli özellikleriyle birlikte sunmaktır. Bu nedenle makale, kırsal turizmin tüm farklı türlerini ve biçimlerini, çekici fırsatlar olarak çeşitli faaliyetleri, küçük kırsal hanelerde kırsal gıda turizmini ve geleneksel yerel evlerde konaklamayı HoReCa sektörü ile iş birliği konusunda bir mücadele alanı olarak sunmaktadır.

Kırsal turizmdeki yeni iş faaliyetleri; turizm, konaklama, eğitim, el sanatları, HoReCa vb. kapsayan sektörler ile turizm arasındaki iş birliğini teşvik etmektedir.

Makale, kırsal turizmde son on yıllardaki küresel eğilime göre kırsal turizm alanının gelişmesi konusunda ciddi olanaklar sağlayan otantik, kültürel, doğal ve geleneksel kaynaklara ve ürünlere sahip zengin bir ülke olan Kuzey Makedonya Cumhuriyeti'ndeki kırsal turizmin özelliklerini kısaca göstermektedir. Aynı zamanda, halkımız arasında geleneksel ürünlere yaklaşımın eşsizliği, Makedonya'da Kırsal Turizmin gelişmesi için belirli ve bütüncül bir model ile konsept oluşturmak için iyi bir nedendir.

Green Competences in HoReCa Sector – Aleksandra Ścibich-Kopiec, Aleksandra Marcinkowska

dr Aleksandra Ścibich-Kopiec - Fundacja Edukacji Rozwoju i Innowacji

Aleksandra Marcinkowska - EDU SMART Training Centre Limited

Green Competences in HoReCa Sector

Green competencies are environmental knowledge, as well as pro-climate skills and attitudes. Their presence in the HoReCa industry is not always obvious, but, as we show in the following article, they are very important for hotels, restaurants and cafes. In the text, we will focus on the presentation of the industry itself, its difficulties resulting from the COVID-19 pandemic, and finally on the competencies and actions that make it easier to recover from the crisis and improve the profitability of companies. Through the reading, readers will learn about case studies related to reducing food waste - one of the most important challenges facing the industry.

HoReCa in Poland in COVID-19 times

The HoReCa sector, which combines both the hotel and catering (Hotel, Restaurant, Catering/Café) industries, employed nearly 290.1 thousand people in Poland in 2020. This is 17.2 thousand less than a year earlier. At the same time, catering employs more than twice as many people compared to companies providing accommodation services. The Central Statistical Office, in its

„Labor Statistical Yearbook 2021,” also compares the 2019-2020 enrolment rates, which partly show the scale of the difficulties the sector faced as a result of the COVID-19 pandemic. The rate in 2019 was 44.2%, and a year later it was already 29.5%.

As Krzysztof Mrówczyński, head of the sector analysis team at the macroeconomic analysis department of Bank PEKAO S.A., points out, the hospitality industry is among the sectors of the Polish economy most severely affected by the pandemic. According to the expert, the year 2021 for accommodation companies can be divided into 2 periods. The first - lost by another wave of illnesses, and the second, in which the situation improved enough that the results were close to those before the crisis. The situation for restaurateurs was better in this context, as after the first difficult quarter, they quickly supplemented their range of services with take-out or home delivery sales. This didn't make the declines go away, but it certainly helped reduce their impact. In the same study, PMR analysts Justyna Zagórska and Magdalena Filip point out that the pandemic caused the value of the HoReCa market in Poland to fall by 32% over the course of 2020. On the other hand, a total of several years are needed for a full recovery - PMR estimates that it will be possible in 2024. Reasons for a long-term recovery include rising energy and commodity costs, which will reduce consumers' purchasing power and thus - reduce demand. As the research shows, it's difficult to forecast an average annual growth rate of up to 8.3% before the pandemic, as for 59% of respondents to a PMR survey conducted in November 2021, they plan to reduce spending on HoReCa services due to price increases.

How does it look like in MICE?

The HoReCa sector affects many other branches, but one in particular is the MICE industry (the name is an acronym for the English words Meetings, Incentives, Congresses (or Conferences) and E - Exhibitions (or Events)), now usually referred to as the meetings industry. As in HoReCa, the trends measured before the COVID-19 pandemic looked promising, and this was true for each of the 4 elements that make up MICE. Everything changed with the first wave of the disease - business meetings, which account for 96% of MICE, were significantly reduced, and the value of the market fell by almost half in 2020 .

Are green competences necessary in HoReCa sector?

To be able to answer this question, let's try to define green competencies, which are also called pro-environmental. In short, they are composed of three basic elements: green knowledge, as well as pro-environmental skills and attitudes. At the same time, it should be taken into account that, regardless of the industry, both customers and companies and employees are involved in building climate-friendly solutions, and the very formation of ecosystem-friendly attitudes happens as a result of their interaction. Thus, for example, customers with changes in their purchasing habits influence companies and the services they provide or the products they manufacture. And companies, just by offering greener solutions, can form the behaviour of consumers and employees. Employees, in turn, by emphasizing the synergy of career development and green competencies, have a chance to influence their employers. Thus, pro-environmental skills can be shaped from outside, as well as from inside the organization.

Zawodowcy.org website lists two categories of green competencies:

- social - creative thinking, ethical conduct, ability to manage in an environmental crisis
- technical - economical use of energy, as well as equipment and machinery, or knowledge of proper waste segregation .

In turn, the „European Framework of Competencies for Sustainable Development” proposes a division of competencies due to four areas. The first, the realization of the values of sustainable development, includes: the ability to reflect on the value of sustainable development, support integrity and promote nature. The competencies of systems thinking, critical thinking and also problem formulation make up the realm of accepting the complex nature of sustainability. In the realm of visualizing a sustainable future, the authors of the document detail the ability to think about the future, the ability to adapt in the face of uncertainty, ambiguity and risk, as well as exploratory thinking to explore and combine different disciplines and use creativity and experiment with

innovative ideas. The last area is action for sustainable development, and it includes political agility, i.e., efficiently navigating the political, lobbying for effective political action in favour of the environment, and holding accountable actions that are inconsistent with pro-environmental goals. It also includes the ability to cooperate with others and to take one's own initiatives and the ability to assess one's own potential.



The era of eco-consumers is upon us

In light of these definitions, can we talk about green competence in the HoReCa industry? Definitely yes. What's more, customer attitudes will increasingly force green measures on companies in the sector. To a greater extent, the expectations will apply to restaurants and cafes, due to their sheer share of the industry, although hotels too can make their contribution to taking care of the ecosystem.



Admittedly, the pandemic also resulted in temporary changes in consumer behaviour and temporarily slowed down the growth of environmental awareness and customers' expectations for pro-environmental action by companies, but all indications are that the trend will be back on track. This is shown, among other things, by Euro-monitor's "Top Consumer Trends 2021" study, according to which, globally, 60% of consumers say they want to reduce their plastic consumption. In turn, according to analysis by IPSOS back in 2019, 69% of people consider their environmental impact when choosing products and services¹¹.

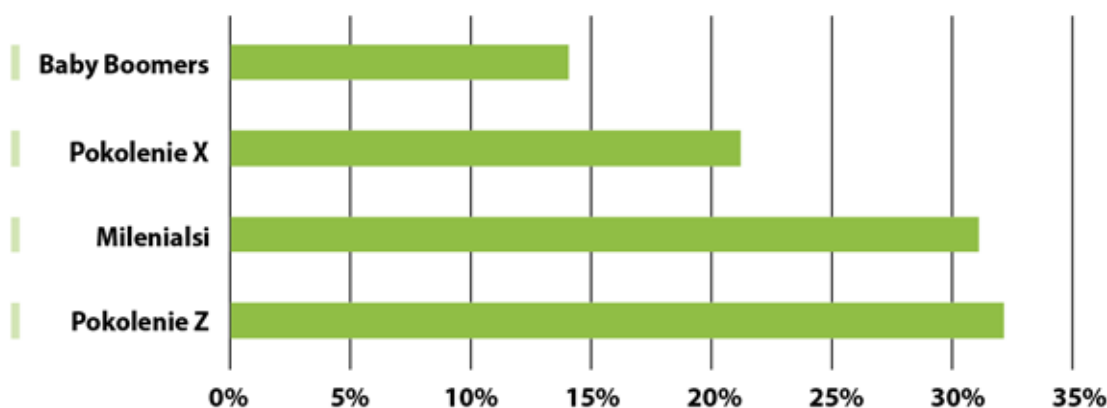
From studies conducted in Poland, we additionally learn that there is a correlation between age and pro-environmental attitudes. Representatives of the so-called Generation X (born between 1965 and 1979) and millennials (1980-1996) are more likely than younger people to associate climate action with a conscious attitude rather than a temporary trend. Millennials also have a point in common with the following generation Z - they are able to pay up to 30% more for a product if it is more environmentally friendly¹².

¹¹ <https://przemyslprzyszlosci.gov.pl/sposoby-na-neutralnosc-klimatyczna-czyli-o-co-chodzi-w-zielonym-ladzie/>

¹² <https://ceo.com.pl/papierowy-zapal-trendy-pro-eko-a-polski-rynek-opakowan-35445>

Ile % więcej konsumenci są gotowi dopłacić za zrównoważone produkty i usługi

Źródło: Opracowanie własne na podstawie Simon-Kucher & Partners



Green competences in HoReCa sector in practice

Let's take a look at what HoReCa businesses can do - starting with the first part of the name, hotels.

Pro-environmental competences in hotels

The competencies needed in hotels have been looked at in detail by the international partnership Next Tourism Generation Alliance (NTG), whose initiatives are currently being developed within the PANTOUR project. First and foremost, the consortium details a list of actions that hotels can take, including energy-saving policies for employees and guests, thermo- and waterproofing of the building, washing towels only on request for those staying longer, using natural cosmetics, using recycled paper, using biodegradable cleaning substances.

As NTG notes, some of the practices can be implemented by entrepreneurs without much hassle, as they do not require ongoing human involvement. He lists in this category the use of energy-efficient appliances, the installation of solar panels, as well as the use of motion sensors to save electricity and water. Of course, these require a pro-environmental approach by facility owners and a long-term strategy for the environment.

The second category needs people with green competence, their constant effort, proactivity and willingness to acquire (and update) knowledge. Here one can cite segregating or composting waste, raising the level of resource utilization, implementing and complying with the facility's policies in areas related to energy efficiency, but also caring for biodiversity or promoting environmentally friendly activities and products. For such solutions to become a reality, employees must be aware of climate issues and related challenges¹³.

Pro-environmental competences in gastronomy companies

In the case of restaurants and other food service companies, we can also adopt a criterion for dividing green

¹³ Ibidem.

activities by the need to involve employees in them. Thus, the first group will undoubtedly include most activities related to energy consumption. This is because the proactive attitudes of employees do not require the use of energy-saving equipment. In this regard, eTakeawayMax, the creators of the online ordering system, proposes to¹⁴ conduct an energy audit and implementing further changes - from HVAC to lighting, but also regular equipment inspections. Another example of measures in this group, as with hotels, is investing in renewable energy and using motion sensors, especially in toilets, although occupancy sensors in freezers will also be valuable from this angle.

In addition to saving energy, it's also a good idea to think about reducing water consumption. However, this time the smaller part of the action already lies with the employer - the need to involve employees. This is especially important in the context of reports of drinking water shortages - according to the International Resource Panel (IRP) report, titled, "The Water Shortage. Policy Options for Decoupling Economic Growth from Water Use and Water Pollution," demand for water will exceed supply by 40% as early as 2030. Restaurants can minimize water use by overhauling facilities or flow restrictors, but also by mobilizing employees to turn off the tap whenever possible - whether washing dishes or soaping handsk.

The next category of activities relates to everyday things in restaurants, and its implementation rests primarily with the entrepreneur and management. First - room decor and decorations should not be disposable. It's worth using them repeatedly and reaching for second-hand items in search of new ideas. Fabric napkins can also be used many times, and if customers are not convinced by them, napkins made from 100% recycled paper can be a solution. Non-toxic and biodegradable cleaning products should also be used.

A separate area is packaging - in their case it is difficult to find a golden mean. Paper ones are not suitable for all foods, while plastic ones, which end up in the trash after one use, are not a good solution either. However, the packaging industry is affected not only by consumer behavior, but also by law. Customer demands are somewhat supported by regulations, which determine what percentage of packaging should be reused. However, as Maciej Nałęcz, sector analyst at Santander Bank Polska, points out, consumer expectations may outpace regulatory changes - for these changes to occur, Poles need to translate their pro-environmental declarations to a greater extent into everyday consumer choices. Companies that recognize this earlier can build a stronger position in this rapidly growing market in the near future¹⁵. A benchmark for solutions in the Vistula could be the Czech Republic, where the rate of reuse of packaging mass reaches 71% (in Poland it is 56%), and more often paper is replaced by plastic.

In the context of packaging, it is certainly worth training employees to be more economical in their use of packaging, and e.g. not to pack things that are not needed, such as plastic cutlery - it is better to ask the customer whether he needs it. The issue of packaging is by no means trivial - according to a Rebel Tang report on the delivery market¹⁶, the food delivery market in Poland is already worth PLN 9 billion. Interestingly, most orders are placed by phone, and this allows the contents of a bag of meals to be tailored to individual consumer preferences. Another important link between the HoReCa and packaging industries is the diet catering market, worth up to PLN 2.5 billion¹⁷. According to estimates from SuperMenu, there are already more than 850 companies preparing boxed diets on the Vistula, making about 50 million deliveries a year.

14 <https://www.etakeawaymax.co.uk/simple-ways-to-become-a-green-restaurant/>

15 Ibidem.

16 https://www.horecatrends.pl/delivery/117/rynek_dowozow_jedzenia_w_polsce_jest_wart_juz_ok_9_mld_zl_raport,10866.html

17 <https://www.horecanet.pl/rynek-cateringow-dietetycznych-wart-ponad-25-mld-zl/>

Wasting food in HoReCa sector



Among the most important competencies that foodservice companies should develop are those related to food management. Aleksander Buczacki and Bartłomiej Gladysz of the Warsaw University of Technology and Erika Palmer of the SINTEF Research Institute in Trondheim, Norway, point out¹⁸ that it is in the HoReCa industry that a significant portion of food waste is generated - in the United States and the European Union, 7 to 12% of food is wasted even before it is served to guests. In the hospitality industry, an average of 20% of meals are wasted. In turn, the measures taken to prevent this situation are two-pronged: they are carried out by companies on the one hand and governments on the other. Also important is the impact of customers and societies.

Typical sources of food waste are oversized portions, inflexibility in managing the chain of facilities, too much choice on the menu, and meals served by mistake or late. The study's authors look at the micro scale, i.e., the level of the individual enterprise, and divide waste into three groups: pre-kitchen (generated during storage before meal preparation), kitchen (during preparation) and post-kitchen (after preparation). The first two largely depend on the company and its suppliers, while the third is primarily the responsibility of consumers.

Researchers cite good practices food service companies undertake to reduce waste - these include continually revising dishes on menus, reducing cooking for stock, donating to charities or employees, offering smaller portions on menus, and conducting marketing campaigns that address food waste. It is also worth reviewing and improving inventory and purchasing practices, and developing ways to use leftovers.

Lean management and the fight with waste of food

Restaurateurs can come to the aid of lean management, a business management concept derived from the principles and tools used in the Toyota Production System. In the article "Lean Management Approach to Reduce Waste in HoReCa Food Services," Bartłomiej Gladysz, Alexander Buczacki and Cecilia Haskins consider three categories of lean management tools:

- identifying and analysing waste,
- implementation of improvements,
- process monitoring.

In doing so, they emphasize that a truly lean organization does not focus on one-time use of tools, but strives

¹⁸ Sustainability 2021, 13(10), 5510; <https://doi.org/10.3390/su13105510>

for continuous improvement, through which it can continually improve its performance. In “The Business Case for Reducing Food Loss and Waste: Restaurants,” developed after surveying 114 restaurants, we read that there are five basic actions to reduce waste, i.e.:

1. Measurement. A waste inventory makes it possible to determine how much waste there is and at exactly what times it arises. It makes it easier for managers to prioritize and monitor progress.
2. Employee involvement. Kitchen and room service employees often want to get involved in waste reduction initiatives themselves, but need clear guidance from managers and business owners.
3. Reducing overproduction. Some foodservice companies tend to overproduce more than others. This is especially true for those businesses that prepare food in batches instead of cooking to order so that it is always available. Changing the method of doing business can go a long way toward minimizing the waste problem.
4. Changing purchasing practices. Restaurants that want to generate less waste need to take a fresh (and critical) look at their purchasing and inventory practices.
5. Utilizing excess food. It's impossible to predict everything 100% of the time, especially in terms of consumer behaviour, so it's useful to have in reserve alternative ways to safely utilize remaining food and generate profits.

In their work, Gladysz, Buczacki and Haskins prepared and analysed 3 case studies from Poland: a café, a catering company and an inn, which (with the help of independent consultant-researchers) have implemented lean management techniques in their company. Let's take a look at them one by one¹⁹.

In addition to food and drinks, the café in the college town offered to spend time with board games, and it was the fans of unplugged games who were their main target group. Most visitors came to the establishment on weekends and in the evenings, and this uneven distribution of traffic resulted in food waste, weekend overload for employees, and on the other hand, an inability to manage their time on weekdays. Low margins and organizational problems, related to communication, among other things, were also identified among the challenges - the researcher's interviews showed a difference in the perception of the situation between employees and management. In addition, poor organization of food preparation workstations was noted. Available work instructions were few and outdated. Waiting times for even simple products (like a sandwich) sometimes exceeded 20 minutes. The consultant's proposed solution included: redesigning the layout to reduce waiting time and serving hot meals, implementing visual management and standardization, creating a training program for employees. Monitoring progress was made possible through weekly operational meetings and a Kanban board for project management, which divided processes into 6 stages - from “overdue” to “completed.” For food elimination itself, the 5S technique was used, whose name comes from the Japanese words seiri (selection/sorting), seiton (systematics), seiso (cleaning), seiketsu (standardization) and shitsuke (self-improvement/self-discipline). Thus, the cafe was able to reclaim 30% of the space, assign utensils to stations, establish cleaning schedules, introduce standardized procedures, as well as health and safety and cleaning training. As a result, the waiting time for food was significantly reduced, as well as that needed to prepare the café before opening. In turn, the food inventory in the kitchen dropped by 40-65%.

The second case study relates to a catering company that does catering and food preparation for restaurants on trains and cannot completely separate the two processes. The expert analysed waste, as well as overload and irregularity issues. As a result of the work, process lines were redesigned so that the flow of raw materials, semi-finished products and finished products is carried out in one direction. In addition, the shortest possible process times were worked out to reduce lead times, and cross product routes were eliminated to reduce spoilage of fresh food. Visual techniques were also used - i.e.: tools, utensils, packaging and work clothes were sorted according to colours to indicate what type of food they were intended for. As a result, food waste was reduced through a transparent inventory management system. Process efficiency increased by 12%.

¹⁹ <https://repo.pw.edu.pl/docstore/download/@WUT31f067ef6f6a458185c106faa6c0af14/WUTe0524ef04f694c328a93c9fdd87c12cd.pdf%20lean%20managemen>

A small inn with just 12 employees is the third case study in the researchers' work. The company wanted to increase efficiency and improve the stability of its operations with fluctuating demand resulting from two core areas of activity - serving meals to travellers and hosting special events. As a result of the waste analysis, a change team was established and its leader became co-owner of the company. Subsequently, the 5S technique was implemented in both the kitchen and the dining room, order processing and inventory stocking were streamlined, and employees were engaged to identify problems and make small improvements immediately. The result? Greater profitability for the company and less accumulation of ingredients, as well as semi-finished products.

The survey shows that companies providing food services, can benefit from "lean" management, even if it is first associated with process improvement in the industrial sector.

Hotels with green competences

In this section, we will look at hotels that use green competence on a daily basis. The first example is Zakopane's Nosalowy Dwór resort. The four accommodations use energy-saving light bulbs, as well as aerators in faucets and showerheads, in an effort to save electricity and water. However, Nosalowy Dwór also pursues an eco-approach in the kitchen, focusing on preparing meals based on seasonally available products from local crops. The company has given up offering plastic straws or plates²⁰.

An interesting example is also the Italian hotel Conca Park, which has reduced waste as much as possible - the facility recycles 95% of it again. It does not use disposable packaging, and uses only refillable glass containers and dispensers. Glass bottles that can no longer be used for their typical purpose, becoming raw material in the production of pool water filters. Ingredients for meals are products from the hotel's allotment, and all leftovers are composted. The owners have taken care of rainwater retention and use it to irrigate the greenery. Lighting has timers, and the air conditioning stops working as soon as sensors detect that doors or windows are closed²¹.

The Slovenian hotel Ribno has cooperated with a national zero waste organization called Ecologists Without Borders. Thanks to the measures taken to reduce and segregate waste, a 92 percent selective waste collection rate has been achieved. This is the first hotel of its kind in Slovenia. The facility has contributed to Slovenia's tourism strategy with its own initiative. The owner, Ribno Matija Blažič, stresses that this measure is especially important for the local community of Bled, which is such a popular tourist destination that visitors are responsible for 70% of the waste generated there²².

The Ion Adventure Hotel of Iceland emphasizes regional cuisine, wildlife and thermal pools. But what makes it pro-environmental is also the products used to build it. Recycled materials were used to build the hotel, including used tires, driftwood and even Icelandic wool. Bedding is organic, and water-saving systems are used in rooms and pools²³.

Restaurants and cafes that do not waste

Closed product cycle is used by small Isla Coffee in Berlin²⁴. This means that leftover food from one dish becomes the basis for preparing another. For example, leftover milk foamed for cappuccino becomes the base for a cheesecake. The bottom of a cake, on the other hand, is largely prepared from leftover bread used in sandwiches. As Peter Duran, the café's owner, explains, the closed-loop economy is used for more than just meals. Thus, furniture was created from recycled wood, and plates from compressed coffee grounds mixed with wood fiber. The savings so far have allowed two additional people to be employed.

20 <https://www.propertynews.pl/hotele/wypoczynek-jak-najbardziej-zero-waste,74466.html>

21 <https://www.northstarmetingsgroup.com/Planning-Tips-and-Trends/Sustainability/Zero-Waste-Hotels-Eco-Friendly-Sustainability>

22 <https://zerowasteurope.eu/press-release/first-slovenian-hotel-on-the-zero-waste-path-hotel-ribno/>

23 <https://thepointsguy.co.uk/guide/best-sustainable-hotels-in-europe/>

24 <https://blog.bidfood.pl/zero-waste-w-gastronomii-najciekawsze-przyklady-ze-swiata/>

London, on the other hand, has a zero-waste restaurant called Silo. To avoid producing garbage, the restaurant sources products without packaging, and the leftovers end up as compost - about 60 kilograms of it are produced per day. Similarly, as in the case of the Berlin cafe, at Silo the furniture was created from waste, and the pillows are coated with recycled materials. Bread, on the other hand, baked on site from flour created at Silo's mill, is served on dishes that were created by reusing plastic bags²⁵.

In the center of Helsinki you can hit the Nolla restaurant, whose name comes from the Finnish word for "zero." It is one of the first restaurants of its kind in northern Europe. All products at Nolla come from local farmers, fishermen and producers. The restaurant's owners - Portuguese Carlos Henriques, Serbian Luka Balac and Spaniard Albert Franch Sunyer - focus on seasonality. They close the loop with a compost pile, which is created from leftovers and given to the restaurant's suppliers to use to grow crops. As those running Nolla point out, they took a holistic approach to their waste reduction work, considering energy conservation, packaging, as well as employee clothing.

Blazhka Dimitrova has a zero-waste restaurant in Sofia, the capital city of Bulgaria. As she explains²⁶, since she and her team were introduced to the zero-waste philosophy, they decided to rethink the way their kitchen works. They contacted suppliers who were able to bring in products without unnecessary packaging, and began shopping with their own bags and containers. The company is guided by 5 principles:

1. Give up what is unnecessary,
2. Limit consumption,
3. Choose reusable items,
4. Segregate waste,
5. Compost.

Dimitrova notes that there are next steps in her restaurant's plans, such as an in-house garden, allowing the cycle to be more fully closed, and relying on in-house production fertilized with compost.

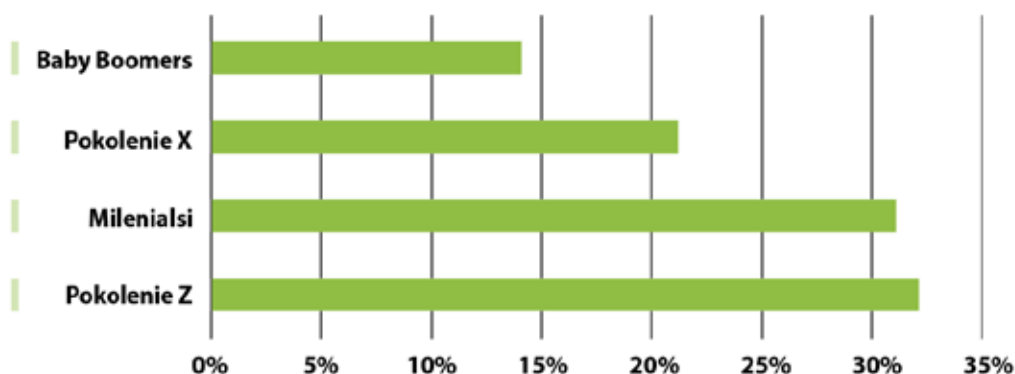
Part of the philosophy we follow is to use the whole product. There are many examples around the world where chefs are preparing gourmet dishes even from vegetable peels. We, for example, make chips from potato and zucchini peels. Or, if we bought a larger amount of product that we didn't manage to use during the day, the next day we introduce it into a new, creative dish," Dimitrova explains.

²⁵ Ibidem.

²⁶ <https://bnr.bg/en/post/101129285/first-zero-waste-restaurant-opens-in-sofia>

Ile % więcej konsumenci są gotowi dopłacić za zrównoważone produkty i usługi

Źródło: Opracowanie własne na podstawie Simon-Kucher & Partners



Advantages of changes in HoReCa sector

Pro-environmental changes in hotels, restaurants or other companies in the sector, first of all, reduce the cost of doing business. This is due to lower consumption of electricity, heat, water, less waste - in this case, the price reduction is twofold: on the one hand, one buys less and more sensibly, which is cheaper than over-purchasing, and on the other hand, the price of waste disposal is also lower (although still dependent on local and national regulations).

The second benefit for businesses with green changes is greater freedom in charging for services. As we have already mentioned, younger generations of consumers, in particular, are able to pay more for an offering that has been developed with care for the environment.

Implementing pro-environmental elements of doing business also means opening up to new audiences, who make their support for a particular service contingent on its environmental impact - the smaller it is, the more willing they are to use it.

In addition, companies that stand out in terms of the environmental friendliness of the solutions they use can count on easier marketing, since some of the tasks in this area are done for them by customers, who will naturally become spokesmen for the company²⁷.

A balanced approach across the board, and therefore also applies to employees, can increase their loyalty to the company, minimize turnover and costs resulting from bringing new people on board. Besides, setting clear rules and following them will make it easier to hire people who recognize just this set of rules as important in their lives.

How to acquire green competences?

Let's now turn to the issue of acquiring green competence. Zawodowcy.org website suggests three ways: courses and training, assessing employee attitudes and behaviour, and involving employees in the company's environmental initiatives²⁸. Employers and managers should remember to take care of communication with their teams so that all employees have a good understanding of the reasons for and consequences of change

Those who want to develop on their own, on the other hand, can take the approach proposed by Airswift²⁹.

²⁷ <https://www.etakeawaymax.co.uk/simple-ways-to-become-a-green-restaurant/>

²⁸ <https://zawodowcy.org/aktualnosci/zielone-kompetencje/>

²⁹ <https://www.airswift.com/blog/green-skills>

It involves first developing soft skills that go hand in hand with green, by joining a community centred around sustainability topics. This will help not only to get involved in the movement itself, but also to network with other people with similar interests. Just getting involved in this way will help improve communication or teamwork skills. An additional benefit is increased sensitivity about some, especially less obvious, issues. Airswift cites information from the LinkedIn platform, according to which "green" employees have 2-3 times more contacts in their professional networks, and this translates into better career opportunities.

32. Smart greenhouse as a place for initial and vocational education - Ewa Witkowska

Ewa Witkowska – EVACO Spółka z ograniczoną odpowiedzialnością, Poland

External conditions for the implementation of effective agriculture in Europe and in the world

The United Nations data from 2019³⁰ indicate that by 2050 the world population will be between 8.9 billion and 10.5 billion. Considering the fact that we have already exceeded the indicator of 8 billion people, the forecast of exceeding 10 billion people on Earth in 2050 seems more likely in retrospect.

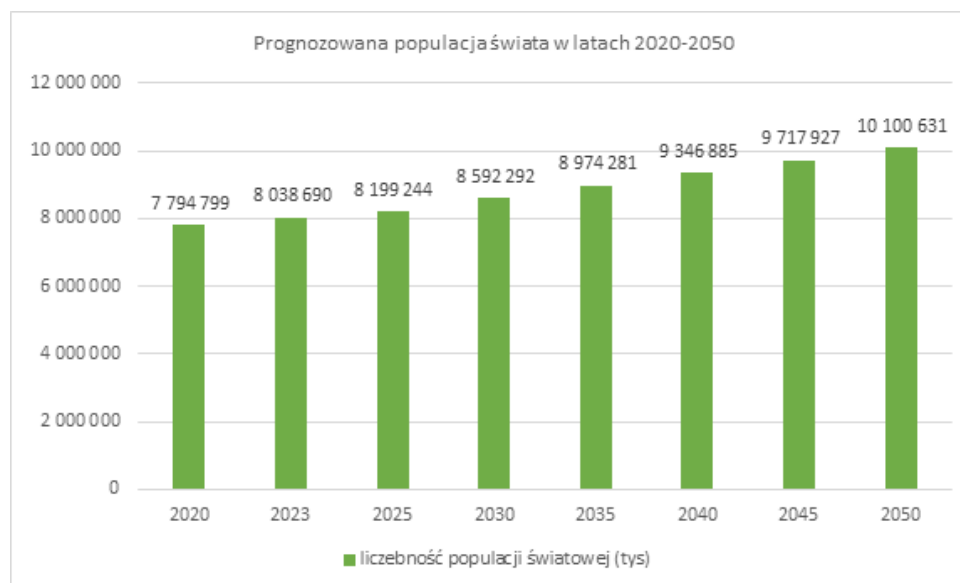


Figure 1 Forecasted world population in 2020-2050

Source: own study based on research (UN 2019)

The consequence of the increase in the world's population is the need to ensure the growing supply of food. At the same time, the European Union implements a policy of sustainable development, strongly taking environ-

³⁰UN (2019) World Population Prospects 2019, Online Edition. Rev. 1. Downloaded on April 25, 2022 <https://population.un.org/wpp/Download/Standard/Population/>

mental factors for agricultural production into account. As a result, a clean environment, biodiversity and the protection of natural resources are a priority for the agricultural policy of this and subsequent decades. The juxtaposition of both trends - the increasing number of people in the world, affecting the increased demand for food with the policy of care for the environment and natural resources - is a huge challenge faced by modern agriculture, as well as vocational education in this area. Technological solutions related to Industry 4.0 are a kind of support for this situation.

Agriculture and Industry 4.0.

Industry 4.0 is a concept that assumes the integration of modern information technologies and the automation of industrial production. As part of this concept, agriculture uses tools and solutions characteristic for Industry 4.0, such as industrial robots, artificial intelligence, or a combination of various technologies using the Internet of Things (IoT). This allows precision farming to operate more efficiently, increasing production efficiency and lowering costs. Automation of agricultural production, the use of harvesting robots, or the use of artificial intelligence to analyze data from sensors are just some examples of the use of Industry 4.0 technology in precision farming. Thanks to this, the precision of production increases, which leads to an improvement in the quality of products,

An important role in the automation of production is played by the Internet of Things (IoT) technology, which enables communication and data exchange between devices that are connected to each other in a network. As part of agriculture, the use of IoT allows us to collect data from many different sources, such as soil moisture sensors, weather sensors, as well as animal and agricultural machinery movement sensors. The data can then be analysed and used to make more accurate decisions, for example, in the field of irrigation of fields or planning animal foraging. In this way, IoT helps to increase the efficiency of agricultural production and improve the quality and quantity of crops, as well as minimize the negative impact of production on the natural environment. In the case of greenhouse crops, it is possible to manage multiple facilities,

The Internet of Things (IoT) is developing rapidly due to the wide spread of wireless networks and cloud technologies, cheaper processors and sensors, and the development of energy-saving data transfer technologies. The implementation of Internet technologies in various areas of human life requires a new approach to IT education regarding the use of IoT in education.

The IoT industry is one of the main global trends that determines the demand for specialists in the following areas:

- Production engineering in the field of information collection and processing;
- Data transfer technology;
- Creating the ability of devices to make decisions and implement them;
- Designing and constructing intelligent devices³¹

Knowing the above conditions, it can be noticed how much the agricultural industry has changed over the last

³¹ Nakonechnyl A.: Internet of Things and Modern Technologies. Bulletin of the National University Lviv Polytechnic. Automatics, measurement and control. 852(2016), 3-9.

few decades. Even in the 1980s, agriculture was based on traditional methods, such as manual field and breeding work, as well as the use of simple agricultural equipment. The approach to agricultural production has also changed. In the past, agriculture focused primarily on producing large amounts of food, often at the expense of quality and ecology. Nowadays, agriculture focuses on sustainable production, which takes economic, social and environmental aspects into account. Farmers try to increase the quality and value of their products, as well as minimize the negative impact of production on the natural environment. A modern farmer must not only have knowledge of plant cultivation and animal husbandry,

Precision farming is a set of innovative technologies used in agriculture and animal breeding, which aim to increase the efficiency and precision of agricultural production. These include, among others, smart farming, which includes the use of GPS monitoring and navigation, drones and robots, and next-generation agricultural equipment. In addition, precision farming uses smart logistics, packaging, blockchain, big data and the Internet of Things technologies. All these technologies allow for more efficient management of resources and increase the quality and quantity of crops produced, as well as protect the environment and improve the quality of life of animals. Precision farming also uses energy-saving technologies, which allow to reduce the consumption of electricity and fossil fuels in the agricultural production process. Some of the most popular technologies in this category include: irrigation systems based on solar energy, photovoltaic installations and the use of biogas for the production of electricity. Thanks to this, precision farming contributes to the protection of the natural environment and the reduction of greenhouse gas emissions, which is important in the context of global climate challenges. One of the areas of interest of modern agriculture is greenhouse cultivation, which, due to the possibility of using modern precision farming technologies, is becoming an increasingly efficient form of cultivation. irrigation systems based on solar energy, photovoltaic installations and the use of biogas for the production of electricity. Thanks to this, precision farming contributes to the protection of the natural environment and the reduction of greenhouse gas emissions, which is important in the context of global climate challenges. One of the areas of interest of modern agriculture is greenhouse cultivation, which, due to the possibility of using modern precision farming technologies, is becoming an increasingly efficient form of cultivation. irrigation systems based on solar energy, photovoltaic installations and the use of biogas for the production of electricity. Thanks to this, precision farming contributes to the protection of the natural environment and the reduction of greenhouse gas emissions, which is important in the context of global climate challenges. One of the areas of interest of modern agriculture is greenhouse cultivation, which, due to the possibility of using modern precision farming technologies, is becoming an increasingly efficient form of cultivation. which is important in the context of global climate challenges. One of the areas of interest of modern agriculture is greenhouse cultivation, which, due to the possibility of using modern precision farming technologies, is becoming an increasingly efficient form of cultivation. which is important in the context of global climate challenges. One of the areas of interest of modern agriculture is greenhouse cultivation, which, due to the possibility of using modern precision farming technologies, is becoming an increasingly efficient form of cultivation.

Cultivation under cover as an efficient form of plant cultivation

The trend of growing under cover is particularly widespread in regions with unfavorable weather conditions. The largest greenhouse complex in the world is located in Spain, in the Almería region. Dry, desert lands, originally unsuitable for cultivation, were fertilized with imported soil, on which greenhouses were planted, served by 18,000 growers who control 78% of the greenhouse market in Spain³².

Although cultivation under cover is an opportunity for effective agricultural production in regions with unfavorable climatic conditions, the example of Spanish plantations shows that there is still much to be done in terms of environmental protection. Growers from Almería use plastic greenhouse tunnels, which are not ecological and require relatively frequent replacement or supplementation of the material. A much better, though more expensive, solution is to build polycarbonate greenhouses that are durable for many years. In addition, using modern technologies of cultivation under cover, there is a possibility of more rational use of resources, including fertilizers and water. The drip irrigation system enables economical use of water for plant production. The efficiency of production under cover is much higher than field production from a similar area. The measure of effectiveness is the economic size (Standard Output) of a farm, measured in EUR. For one hectare, the economic size of a farm producing field cucumbers under cover in 2010 amounted to approx. EUR 124,659.80. For comparison, the economic size of a farm producing field cucumbers on the same area in the field cultivation system was EUR 5,006.56³³. A simple calculation shows that the efficiency of production under cover is over 24 times higher than field cultivation in the case of field cucumbers. Following this lead, it can be concluded that - using ground-based greenhouse systems for the production of cucumbers, 24 times less space is needed to achieve the same production effect. For many areas, cultivation under cover becomes the only effective option, taking into account climatic factors, terrain and soil fertility. Controlling the conditions in the greenhouse has a positive effect on productivity, thanks to which plants grow faster and produce higher yields than in natural conditions. Importantly, greenhouse production can take place during an extended growing season, which enables the supply of food products throughout the year. Another benefit of this type of production is greater control over potential threats from pests and pathogens. In addition, crops under cover are not affected to such an extent by natural disasters such as droughts, as well as strong winds or precipitation such as hail.^{194194/4194}

³² Ogrodinfo.pl (2017) Downloaded on December 27, 2022 <https://www.ogrodinfo.pl/szklarnie-tunele-oslony/almeria-nas-wyzywi/>

³³ Kalkulator SO <https://kalkulator-so.pl/>



Figure 2. Benefits of cultivation under cover.

Source: own study using Freepik.com graphics

An element that additionally makes production under cover interesting for farmers is the fact that it is possible to influence the conditions in the greenhouse in an increasingly automated way, as opposed to traditional cultivation.

Smart greenhouse - smart technologies

Systems supporting production under cover enable not only monitoring of conditions in the greenhouse, but also managing them through systems of sensors and control systems coupled with them. If there is too much sunlight in the greenhouse, and thus - too high temperature - then the modern farmer will remotely activate the system that opens the windows or covers the surface of the greenhouse walls. Irrigation systems can be activated in a similar way - remotely, but also based on a fixed schedule or in response to prevailing conditions in the greenhouse. This is happening now, what about in the future? The systems, created on the basis of access to databases, operating in conjunction with artificial intelligence, will support the cultivation of plant species by adjusting the parameters of temperature, hydration, insolation, or carbon dioxide concentration to achieve ideal growing conditions, thanks to which the barrier to entry into the industry will gradually be lower from this perspective. However, in the case of agricultural production, including crops under cover, the ability to optimize and automate the production process is becoming more and more important, which is already a challenge for people involved in agricultural production. so-called an intelligent greenhouse supports a modern form of plant cultivation, using advanced technologies and systems to optimize the conditions for plant growth and development and increase production efficiency. The smart greenhouse uses, among others: including cultivation under cover is the ability to optimize and automate the production process, which is already a challenge for people involved in agricultural production. so-called an intelligent greenhouse supports a modern form of plant cultivation, using advanced

technologies and systems to optimize the conditions for plant growth and development and increase production efficiency. The smart greenhouse uses, among others: including cultivation under cover is the ability to optimize and automate the production process, which is already a challenge for people involved in agricultural production. so-called an intelligent greenhouse supports a modern form of plant cultivation, using advanced technologies and systems to optimize the conditions for plant growth and development and increase production efficiency. The smart greenhouse uses, among others:

1. Monitoring systems, thanks to which, using sensors, cameras, monitoring and automatic control systems, environmental parameters such as temperature, humidity, light intensity, CO₂ and water levels can be tracked to optimize them for each type of crop.
2. Automatic control systems, such as automatic watering, lighting, ventilation and fertilization, ensure continuous supervision of the plants and allow a quick response to changes in conditions.
3. Artificial intelligence and machine learning systems, enabling the analysis of collected data and optimization of plant growth parameters, as well as harvest forecasting and minimizing losses.

Smart Technology is a general term that refers to devices that are connected to other devices so that they can work more intelligently and efficiently. These devices are often equipped with sensors that collect data about the environment and usage of the device, and then use this data to make automatic decisions or provide users with more detailed information. Examples of smart technologies include smart TVs, smart homes, smart cities, smart transportation systems. Smart technology has also entered the agricultural industry and is developing particularly well in the area of crops under cover. The modern farmer has data collection devices at his disposal, thanks to which it is possible to improve agricultural production in terms of its efficiency in the context of resource consumption, including water and natural fertilisers. In addition, the systems ensure production efficiency, thanks to which an adequate supply of agricultural products is ensured.



Figure 3 The use of smart farming in greenhouse crops Source: own study using Adobe Stock graphics

In a smart greenhouse, the systems allow you to closely monitor the quality and condition of your plants, so you can better control their growth. Smart greenhouses often use modern sustainable cultivation technologies, such as water and fertilizer recycling, minimizing energy consumption, and using solar energy to generate energy. This type of production is part of the idea of sustainable cultivation, taking into account environmental factors. A smart greenhouse is an advanced form of plant cultivation that uses modern technologies and systems to optimize plant growth conditions and increase production efficiency while minimizing environmental impact.

A greenhouse as a place for industry education

There is no doubt that sectoral education in the field of agricultural production is one of the most important from the perspective of the state's sustainability. Food production is a key economic activity, the condition of which directly depends on the economic security of each country and region.

The current goals of education in the European Union (EU) for the coming years are set out in the EU educational strategy, contained in the document of the European Commission entitled "Education and Training 2020" (ET 2020), which is valid until 2025. This strategy aims to improve the quality and effectiveness of education systems in all EU Member States, as well as adapt them to changing social and economic needs. promoting lifelong learning, including in the field of vocational training.

The European Union strives to increase the importance of vocational education as an alternative to university education. The bodies of the European Union are introducing action programs in digital education. The aim is to ensure that education responds to the needs of the labor market and prepares people for the so-called professions of the future, which are related to the rapid development of new technologies and changes in the global economy. Many of these professions are related to the technology sector, but there are also professions related to other sectors, such as environmental protection, health, education or manufacturing. Among the professions of the future, in line with the idea of Industry 4.0. there are e.g.: robotics and automation engineer, programmer or big data analyst. Competences and skills in these areas are also developed by students of agricultural schools that will be using new technologies in their households.

Knowing the conditions for the development of modern agriculture, trade schools are required not only to introduce content related to cultivation, but also the use of technology and automation of agricultural production, which can be carried out in didactic points of smart greenhouses, which are an excellent space for conducting practical laboratory classes, allowing for experimentation with various methods of growing plants and testing the impact of different environmental conditions on them. Workshops in the field of plant cultivation, as well as agricultural production automation and environmental sciences can be conducted at such didactic points. In addition, the greenhouses can present various technologies that increase the efficiency of crops, as well as develop skills related to the use of modern gardening tools and machines.

A greenhouse as a place for school and pre-school education

A didactic point in the form of a greenhouse has a great educational use also at the stage of primary education and even pre-school education. During preschool classes conducted in a greenhouse, children acquire basic knowledge and skills related to nature and environmental protection. They learn how to take care of the world around them. Communing with plants in the greenhouse will help them understand where food comes from and how important it is to care for the natural environment so that the food produced is healthy and rich in vitamins and minerals. As part of the activities in the preschool greenhouse, children learn to recognize different species of plants, their properties and ways of caring for them. Preschoolers learn how to care for plants, how to plant and water them. They also acquire basic knowledge about ecosystems and how they function, which allows them to understand the functioning of organisms in the environment and the relationships between them. Classes in the preschool greenhouse encourage children to discover the beauty and value of nature, develop ecological awareness and shape pro-ecological attitudes from an early age.

In the case of primary schools, some nature, biology, geography and even chemistry classes can be conducted in the school greenhouse, thanks to which students - having contact with plants - can observe their structure, growth, and analyze the impact of factors such as temperature or humidity air on crop quality. In addition, classes on creating models of intelligent objects and their rapid prototyping can be conducted, taking into account the conditions needed for the functioning of plants in the greenhouse, which is connected with the implementation of a STEAM project.

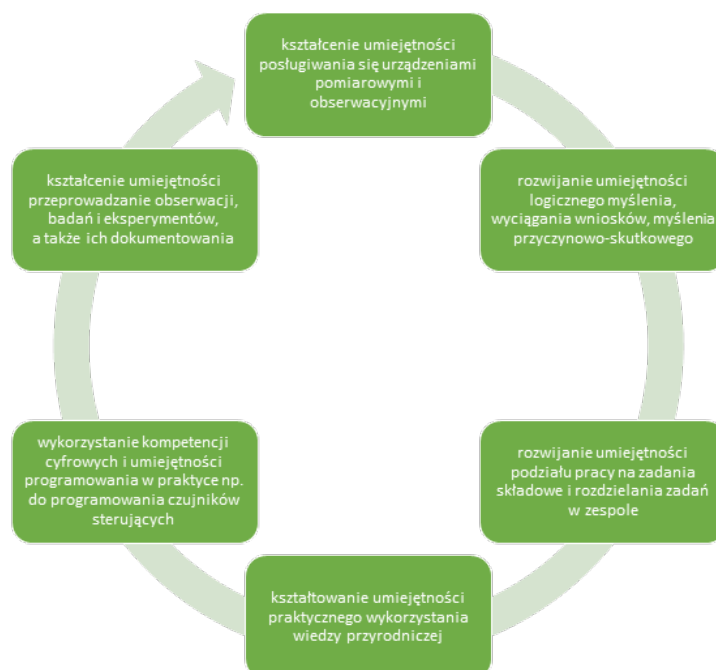


Figure 4 Areas of skills training within the STEAM project "Smart Greenhouse"

Source: own study

The STEAM “Smart Greenhouse” project can be implemented by students in grades 5-8. Its goal is to develop a model of an automated greenhouse. The project combines many disciplines, such as: computer science, mathematics, engineering, preparation for work, physics, biology and chemistry.

During biology lessons, students acquire the necessary information about plants, which they can extend during classes in the greenhouse with information about the influence of lighting and irrigation on the height of plants and yields. The next step is to provide a management and irrigation system for each of the selected plants for research and experimentation. To do this, you need to learn how to use devices that measure the conditions in the greenhouse, such as air humidity or soil quality. As part of a chemistry lesson, students can do a study to investigate the effects of different pH levels on plant growth by testing different levels of acidity in water for watering plants in a greenhouse. In addition, students can explore different types of organic fertilizers, such as compost, and verify for themselves how they affect the growth of plants in the greenhouse. Students will also learn how to test the composition of the soil in the greenhouse to see how different components, such as organic carbon, nitrogen and phosphorus, affect plant growth. Water activities are also important - students can test the water chemistry to see if it contains chemicals that can affect plant growth. At any stage of education, it is important to record the process of photosynthesis - students can study the process of photosynthesis in a greenhouse, monitoring carbon dioxide and oxygen levels in the air, as well as light and temperature levels. In physics class, students can experiment with different types of light to see which are best for plant growth. They will also examine how long you need to irradiate plants to get the best results. In addition, factors inside and outside the greenhouse can be tested, by examining weather conditions, i.e. wind strength or the level of insolation. All these experiments help students awaken their curiosity about the natural world and use the knowledge acquired at school in practice. In addition, they prepare for future work not only in industries related to agriculture or biotechnology, but also in the area of new technologies.

Conclusion

Education in the field of technology is more and more important in today’s times where innovation and technology are developing. In this context, greenhouses are not only a useful tool for growing plants, but also a great place to learn and improve science skills, in particular physics, chemistry, biology and computer science.

Greenhouses are the perfect place to conduct experiments that allow children to explore, discover and understand the processes taking place in nature. Thanks to them, students can see how the natural world reacts to various conditions, such as temperature, humidity or the amount of light. Greenhouses also allow you to combine theoretical learning with practical skills, such as designing, programming and building control systems.

Education in the field of technology with the use of greenhouses allows for the integration of various fields of science, which increases students’ interest in science and technology. The Smart Greenhouse project is a perfect example of this approach. Pupils participating in the project have the opportunity to combine various fields, such as computer science, mathematics, engineering, physics, biology and chemistry, which allows them to fully use the knowledge acquired at school. Designing, building, and programming greenhouse automation systems is a chal-

challenge for students that requires creativity, innovative thinking, and problem-solving skills. Thanks to this, students acquire knowledge not only about environmental protection, but also develop skills such as analytical thinking, planning, organizing, as well as teamwork skills. Education with the use of greenhouses is not only about learning, but also about developing pro-ecological attitudes and care for the natural environment. It is worth noting that smart greenhouses allow you to grow plants in a sustainable way, minimizing the impact on the natural environment. Thanks to this, students learn how important it is to take care of the planet they live on and how important it is to care for the natural environment in which they live.

HORECA

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