

Amsterdam | LYCar Company Project | Academic Year 22-23

SiR

ADAM



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Preface

The final year of Hotelschool the Hague (HTH), students participate in the final phase "Launching Your Career" (LYCar). In this phase the students must show critical and reflective thinking skills while at the same time creating end deliverables in line with their own area of interest. Eventually becoming an intercultural hospitality leader (HTH, 2021).

"The aim of this course is a steppingstone to the student's future career" (Ibid). Part of the end deliverables is this proposal, which covers the first steps of the Design Based Research (DBR) Cycle for, Sir Adam Hotel (SAH). These steps include Problem definition, Analysis & Diagnosis and Solutions Design. To complete the cycle the solution will be implemented and evaluated (Ibid).

When I started HTH, I already knew that I would like to follow a career in the hospitality as General Manager of a Hotel. This feeling became stronger throughout my studies and the longer I worked in the hospitality. I however, missed the specialization subject on which I would like to focus and would be interested in. After the minor Future of Guest Experience, the interest of Guest Journey sparked. During the minor multiple guest speakers were invited and with every story my interest increased, especially the guest lecture of Stephan van Slooten. He talked about the newest development in Guest Experience (GE) and the shift from Operational Excellence to Customer Excellence. This is the reason why I am doing a graduation internship as Assistant General Manager and will be focusing of the Guest Journey of SAH.

I would like to thank my internship mentor, Pieter-Jan Massoels, for his support and assistance throughout this journey and creation of this proposal. On top of that, special thanks should be rewarded to my LYCar coach, Ms Zwiers and Mr. Gallicano for their guidance throughout the steps of the LYCar journey.



Executive Summary

After reopening in March 2022 Sir Adam Hotel has been dealing with a declining guest satisfaction rate of 5,6% while providing the same guest experience. Studies have shown that this is caused by the increase of negative psychological effects which are caused by COVID-19. Resulting in complaining behavior as the consumers product needs has changed. With product needs changing, a critical analysis of the guest journey is required as the journey describes the key moments from end to end across the experience. Due to the lower satisfaction rate of the individual consumer as well as accessibility of changing their guest experience, the thesis will focus on the Individual Leisure and Individual Corporate guest.

Analysis of the current guest journey in Sir Adam Hotel show little **moments of truth** meaning that Sir Adam Hotel is missing out on key events that provide the guest with a sense of personalization and enough opportunities to form an opinion about the brand. Combining this with a trend that uses high tech and high touch to design an emotional experience by personalization the main research question will be:

How can Sir Adam increase their guest satisfaction with the use of a personalized guest journey.

Literature showed that the solution should interact with the **moments of truth** by creating personalized **wow moments**. Furthermore, research shows that a **wow moment** can be reached when implementing a multi-sensory experience that is distinctive and positive. When implementing the correct stimuli in the guest journey it should give the guest a sense of belonging, trust and understanding creating a deep personal and emotional relationship with the guest.

During the methodology stage, the two samples of the population have been selected with the use of non-probability sampling. The guest checking out at the desk represent a combination of Convenience and Voluntary response sampling. With the use of a longitudinal survey (i.e. a Cohort) qualitative data will be collected with the goal to find an answer of the questions:

RQ1: What elements of the already existing guest journey are memorable?

RQ2: What elements of the guest journey left a negative association to the stay?

RQ3: What are the **moments of truth** for the individual leisure guest?

RQ4: What are the **moments of truth** for the individual business guest?

Over a period of 10 days, 130 surveys were shared with guest checking-out of SAH. The guests were asked face-to-face or via email to fill out a survey with five open-ended questions that had been linked to the research questions. As primary and secondary research indicated, response rates can differ and based on the distribution method 75 surveys (25%) was the minimal amount of responses to obtain. Of the 297 opportunities, 26.94% responses were collected.



The results of the survey showed that, for the individual leisure guest some of the **moments of truth** are similar to the individual business guest. The leisure guest creates a positive association when:

- Receiving high quality service from kind staff,
- The guest remembers the hotel based on the funky design and view of Amsterdam.
- The leisure guests expect the hotel to be clean and would find their **wow moment** when receiving free access to the rooftop.

The Individual Business Guest creates the same positive association when it comes to the service quality and hotel design. The business guest, however, has a need for high quality sleep and will find their **wow moment** when finding a space to work without music. After consulting FOH management, the decision was made that creating a **wow moment** for the Individual Business Guest would be more technically feasible and economically interesting for the hotel. Therefore, the solution will focus on the individual business guest.

The Co-Working Spaces will form the solution to the **wow moment** that is required in a personalized guest journey. For the individual business guest, the multi-sensory experience will provide a feeling of understanding, being heard and ultimately the guest feels a personal relationship with the hotel.

For SAH to increase their guest satisfaction, personalization must be implemented based on the guest's purpose of stay. In each market there are discovered **moments of truth** which are highlighted in The New Guest Journey of Sir Adam for the Individual Business Guest. As the FOH team would be shifting from operational excellence to customer excellence, the high performance during these moments will result in a positive association with the brand.

Dissemination of the solution was done with the most important stakeholders. An introduction of The New Guest Journey of Sir Adam for the Individual Business was provided to the hotel's management team, Digital Marketing Manager and Group, Meetings and Events Manager of SC. In the introduction the findings of the survey were shared and the solution was proposed. Further dissemination followed when hosting a training on the new focus points and Co-Working Spaces for the FOH staff and Group, Meeting and Events team. During the first dissemination, the concern of staffing was shared as the FOH team is responsible for the studio's and there might be too little staff to organize the Co-Working spaces.

Implementation starts with the creation of the Co-Working website. Furthermore, to ensure full integration of The New Guest Journey of Sir Adam the Lewin's Model is used. For individual acceptance, the ADKAR model should support the implementation internally and possible resistance.

To evaluate the solution a before-after assessment will be performed. In the assessment the guest reviews will be compared to the previously noted reviews and feedback can be asked to returning guest that stayed in the hotel before and after the implemented solution. In addition, the evaluation of implementation will be analyzed with the use of the Concern-Based Adoption Model (CBAM), collecting internal feedback and concerns. After sharing the research with Chantal Tiems (the Assistant FOH manager) she shares the same recommendation for further research. Focus on pointing out the purpose of stay, followed by a targeted booking option where the guest can select their preferences.



List of Abbreviations

AQ	Adversity Quotient
CJ	Customer Journey
DBR	Design Based Research
EQ	Emotional Quotient
FOH	Front of House
GE	Guest Experience
HTH	Hotelschool The Hague
IQ	Intelligence Quotient
LYCar	Launching Your Career
MRQ	Main Research Question
PLO	Professional Learning Outcome
SAH	Sir Adam Hotel
SC	Sircle Collection



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1. Company Introduction

Sir Adam Hotel (SAH) is one of two Sir Hotels properties in Amsterdam. Each of the Sir Hotels the branding is dedicated to the history of the building or neighborhood where the hotel is located. In the case of SAH, the design is dedicated to music as the A'DAM Tower is a creative community hosting many music companies.

The Sir Brand is part of Sircle Collection (SC), this is a hotel group founded in 2011 by entrepreneur Liran Wizman. SC defines itself as a hotel collection of creative hospitality brands, which are so far located in some of Europe's most inspiring neighborhoods. SC who originally opened their doors as Europe Hotels Private Collection (EHPC), but rebranded in 2020, SC expanded to 13 hotel properties throughout Europe (The Netherlands, Germany, Austria, and Spain), divided over 3 brands:

Sir Hotels - "Where curious minds meet"

Park Centraal Hotels - "Where purpose meets pleasure"

Max Brown Hotels - "Basic at its best"



2. Problem Analysis.

2.1 Problem definition

From March 2022 SAH has been up and running again after shutting down due to COVID-19. After the pandemic different stakeholders have noticed a change in guest satisfaction and behavior (Pieter-Jan Massoels, 2022).

During the orientation phase where the student is trying to create a problem definition from the problem mess, different observations and conversations have been recorded. This led to the definition of the problem: The 5.6% decline in guest satisfaction rate while providing the same guest experience (GE).

Guest behavior plays an important role in maintaining profit and market reputation when it comes to selling your product. This behavior has been severely impacted by the COVID-19 pandemic (Jha & Pradhan, 2020). Studies show that the pandemic has changed consumer behavior in product needs, origin and most importantly satisfaction (Mason et al., 2020). When comparing consumer loyalty which results from consumer satisfaction there can be seen a large decrease (Ibid).

The Front of House (FOH) Management team and FOH team noticed the change in guest satisfaction in operations. The Front Office notices that many guests complain during and after their stay about value for money. Furthermore, they notice that the consumers expectations have increased whereas they buy the same product as before COVID-19. Complaints about larger problems like heating and noise are excluded from these observations. According to the staff at reception "guest complain and immediately post a negative review about the smallest things they don't like, even though they know what is included in the product they are buying" (Lysanne Van Aalderen, 2022).

The 40% rise of negative reviews about smaller problems can be attributed to the increase of negative psychological effects which are caused by COVID-19. The negative effects are reflected by complaint behavior. One of the reasons that caused this increase can be traced back to the increase of online presence during the pandemic, people feel more confident on the internet. Moreover, they have learned of the immense reach reviews can have. Therefore, the need to post a review about their dissatisfaction when they don't meet their expectations is higher (Wang et al., 2022).

SAH has four main market segments that purchases rooms in the hotel. Individual leisure, Individual corporate, Group leisure and Group corporate. The stakeholders have observed that the target market; individuals, have a lower satisfaction rate compared to consumers staying in a group. A group booking refers to a booking made for 10 rooms or more, with the exception for corporate groups when they combine their stay with a meeting room. Due to the lower satisfaction rate of the individual consumer as well as accessibility of changing their guest experience, this thesis will focus on the Individual Leisure and Individual Corporate guest.

The observation of guest satisfaction decreasing after COVID-19 compared to before the pandemic, can be confirmed by Revinate. Revinate is tool which is used in SC for analyzing the reviews that are posted on multiple platforms. When comparing the review



average of this year (4.27 out of 5) compared to the review average of 2019 (4.55 out of 5), a difference of 0.26 points can be observed. In 2019 Revinate shows the sentiment Cost & Value as the largest named problem out of only 3 mentioned sentiments. When comparing sentiments to this year (2022) Room Size is the most frequently named problem out of 14 negative sentiments. From this data it can be concluded that before COVID-19 negative reviews were only written for larger complains whereas currently for every small problem a review is posted.

Looking at the competitive set average score, a decrease of 5,4% in rating can be observed. The competitive set moved from a 4,46 in 2019 to a 4,19 in 2022 while offering the same service. A comparison in sentiments is not available. All data from Revinate can be found in *Appendix 8.2*

Currently the individual market segment of SAH is guided through a guest journey (see App. 8.3) from the moment they book until the guest is back home. Within this journey there are certain **moments of truth** that provide personalization for the guest. **Moments of truth** represent the point in the guest journey where a key event occurs, and the guest forms an opinion about the brand (Grigoreva, 2022).

Personalization can create the effect of trust with the customer, as they might believe the organization is benevolent towards them (Ball et al., 2006). In addition, this feeling can result in a sense of loyalty as the customer may find it difficult to think that a different service provider could give them this same feeling (Ibid).

Personalization of the journey starts a week before the guest arrives, by receiving an email from the hotel's Econcierge. This is a website that provides the possibility to inform the hotel about the guest's preferences, upgrade desires and amenities they might like to pre-book. All information is then saved in the guest's profile and communicated to the hotel.

The hotel pre-assigns a room with the according preferences and prepares a Personal, Authentic, Creative, Connected moment (PACC) to welcome the guest. Further personalization can be found during the stay when the staff connects with the guest while providing recommendations.

After this moment has passed no further personalization is implemented in the journey. Furthermore, the personalized moment that exist are fairly basic and can be developed further.

The most recent and biggest development in the customer journey (CJ) is the change of operational strategy. Where high tech and high touch should design a humanized experience by creating deep and emotional relationships with customers based on their procured data from various sources (Veldhoen & Slooten, 2021). It comes down to the principal of Operational Excellence versus Customer Excellence. Companies should not focus on operational excellence and optimizing the functional performance as this barely influences the guest satisfaction. Whereas if the company would create an emotional experience by personalization, it would shift its focus to customer excellence which would increase guest satisfaction (Ibid).

Based on this information and research topic defined, the following MRQ has been developed.

How can Sir Adam increase their guest satisfaction with the use of a personalized guest journey.



Based on the initial research done by having a discussion with the General Manager and Front of House (FOH) Manager, combining that with the data collected from the academic literature. The following research questions have been formulated:

RQ1: What elements of the already existing guest journey are memorable?

RQ2: What elements of the guest journey left a negative association to the stay?

RQ3: What are the **moments of truth** for the individual leisure guest?

RQ4: What are the **moments of truth** for the individual business guest?



3. Analysis and Diagnosis

3.1 Literature Review

Guest Experience

Kahneman describes an experience as two selves, the experiencing self which relies on fast, intuitive and unconscious thinking and the remembering self. The remembering self thinks slow, rational and consciously which tells the story of the experience and how we think about the experience. Compared to the experiencing self which focusses on the quality of the experience and acts on the present moment, living life rather than thinking about it (Kahneman, 2011).

As each moment of the experiencing self lasts 3 seconds, and then vanish without a trace people must rely on the memories. However, what gets remembered by the remembering self are the significant changes in the story that reflect negativity. This can form a problem as people make decisions based on memory and negative experiences are remembered more than subtle positive experiences (Ibid).

In hotel management, GE is a core construct because it directly affects customer satisfaction (Mohsin and Lengler, 2015), brand identity (Sukhu et al., 2019) financial performance (Oh and Parks, 1996) and revisit intentions and loyalty (Kandampully and Suhartanto, 2000; Padma and Ahn, 2020). It was discussed by Xiang et al. (2015) that the relationship between guest experience and satisfaction is strong and inherently linked.

It is easier for customers to recall memories when they are distinctive, positive, and memorable (Hosany and Witham, 2009). A memorable experience occurs when guests use more than one of their five senses (Lee et al., 2019; Pine and Gilmore, 1998). Multi-sensory experiences lead to a **"wow" moment**, satisfaction, and a unique experience (Lee et al., 2020). Additionally, Lee et al. (2019) found that multi-sensory experiences enhance hotel GE significantly. According to the authors, such an experience can be viewed as a marketing tool that moderately influences the relationship between affective/cognitive evaluation of GE. Although attempts have been made to understand guest experience and satisfaction, the management of these experiences can be challenging due to the personal nature of the experience (Knutson et al., 2009).

With this information in mind, the new guest journey has to take into account the two different selves and the significant change needed for the remembering self, to remember the experience. Furthermore, the solution should include a wow moment which is created by providing a multi-sensory experience to enhance a positive association to the memory.

Guest Satisfaction

The hotel industry places great importance on customer satisfaction as an operational strategy (Reichheld et al., 2018). It has traditionally been defined as the process of comparing one's prior expectations with one's actual services received or perceived service experience (Gilbert et al., 2004; Hyun and Han, 2012). Numerous studies have been conducted to understand satisfaction's origin and the conditions that contribute to it since satisfaction affects customers' future behavior intentions and actual behavior. In 2018 Deloitte distributed a survey to examine guest satisfaction, from this survey was concluded that the basics stay important but knowing the guest increases guest satisfaction and likelihood to return (Reichheld et al., 2018).



This means that when creating a new guest journey, importance lies within the basics and knowing the guest to ensure meeting the needs of the guest, which should lead to a higher satisfaction.

Customer Journey

The CJ describes key moments from end to end across the experience. Mapping the relationship between the CJ and company strategy provides a coherent structure for the business model. As it shows all the moments where the companies convince people to choose their brand and stay rather than switching to a competitor. By understanding the key moments and designing scenes that deliver on those key moments, the company can see where their customers are currently interacting and engaging with the brand (Hogg, 2018).

The CJ or customer experience is a widely discussed topic as it has been developing for the last decade and could give a company their competitive head start (Ibid). With such a trend comes different research and different interpretations of the meaning behind the concept of CJ (Becker and Jaakkola, 2020). Becker and Jaakkola researched different fields that apply CJ in their services and their view on the word. They concluded that "customer experience is a customer's non deliberate, spontaneous response and reaction to particular stimuli that reside within the company". Meaning that when a company would research their customers with the goal to find out which stimuli improve customers responses; they can apply these touchpoints along their purchase process and create a CJ that interacts with all preferred stimuli creating a memorable experience (Ibid).

One of the stimuli that has been proven to benefit the customer's response over the last two decades is personalized service, now a days this is a must in the customer journey (Carney, 2019). Service personalization is an adjustment to the original service to fit the individual requirements of a customer. This to change the one size fits all approach to a service that fits the customers personal needs, with the goal to improve customer satisfaction (Reichheld et al., 2018).

Operational Excellence VS. Customer excellence

Operational excellence was first used as an industrial tool to help analyze problems and find their cause. The variables found would then be improved to ensure an effective process with low cost (Cesarotti and Spada, 2009). Operational Excellence which is now implemented by a service industry to create a controllable process, which can produce more consistent result with very little variation in output (Ibid). This with the end goal to perform a better and consistent service with lower cost which should ensure the customer experience not being negatively influenced by a weak element in the service (Ibid).

"A systematic approach to operational excellence brings service excellence under control without losing sight of organizational cost efficiency" this means an approach to make the hotel structure highly efficient which should help increase the value perceived by the customer as it should match expectation with the service received (Ibid).

A shift in focus that has been happening in the hospitality industry, is the change from operational excellence to customer excellence. When an organization makes this change, they will focus on creating personal deep and emotional relationships with their customers rather than optimizing the functional performance (Veldhoen & Slooten, 2021). Customer excellence in de hospitality is creating a CJ that touches upon all the **moments of truth** in order to reach that deep emotional relationship. The **moments of truth** are the most crucial emotional and functional moment of the customer which touch upon personalization.



The moments give the customer a feeling of control, a feeling of belonging, they feel important and special, they feel heard and understood and feel like their expectation are

met (Ibid). These moments are discovered by first collecting the internal insights and processes, which define the current online and offline processes and touchpoint between organization and customer (Ibid). Then looking outside-in, with the use of big data and organizational data the **moments of truth** which represent the desired customer experience can be determined. To create the ideal CJ idea's will have to be selected that touch upon the **moments of truth** and will provide the customer with their ultimate customer experience (Ibid).

When implementing customer excellence rather than operational excellence, the organization must make sure that the **moments of truth** are a 10 in performance rather than all processes within the CJ. Which also gives room for error and still makes the organization end up with a customer satisfaction of 9+ (Ibid).

High Tech – High touch / CRM – what's new

Big data has shown to be a valuable tool for researchers to develop novel insights into how to improve guest satisfaction and experience (Xiang et al., 2015). By using the entire population being studied, big data enables researchers to get around the difficulties of using a representative sample (Mariani et al., 2018). (Gerard et al., 2016). It appears to have given researchers the resources they need to create an alternative understanding of visitors' beliefs, concepts, and actions and which personalized moment the customer needs. As a result, it has proven to be a useful tool for thoroughly assessing customer satisfaction and experience (Zarezadeh et al., 2022).

Behavioral change VS. COVID-19

When looking at behavioral change and trying to understand what consumer will do as a result of a disruptive event previous literature on disease outbreaks can be used to predict and compare the behavior during and after COVID-19 (Cruz-Cárdenas et al., 2021). Previous disease outbreaks have influenced collection essential, protective and hygiene products (Goodwin et al., 2009) but more importantly for this study, the outbreaks have influenced the consumption pattern of leisure activities (Wen et al., 2005). An effect that has not been seen during a previous outbreak is the development of the digital transformation (Abdel-Basset et al., 2021). During the lockdown this led to large increase in usage of online and social media platforms as this was the number one way of communicating with others (Pillai et al., 2020).

Complained Behavior

Guest complaints represent the final response to the emotional and cognitive experiences as a kind of post-purchase behavior (Singh and Wilkes, 1996). The conventional complaints can be seen as an expression of dissatisfaction when service quality does not meet service expectations (Ibid). Fornell and Westbrook (1984) say customer complain as they want to make their feeling of disappointment known. Kowalski acknowledges the same meaning behind complaining as he says it's "an expression of dissatisfaction to vent emotions or achieve intrapsychic goals, interpersonal goals, or both" (Kowalski, 1996). These scholars consider complaints to be produced by the cognitive appraisal of the negative experience (Luo et al., 2016) Whereas other scholars argue the negative emotion to be the cause of complaining behavior. The emotion would be the antecedent negative emotional state



producing the appraisal of dissatisfactional consumption outcomes rather than the judgement of dissatisfaction itself (Tronvoll, 2011)

With the increase of online presence and the increasing power and persuasiveness of online peer reviews, customer tend to rely more on reviews than the information provided by the business itself (Lee and Youn, 2009). Together with the rapid growth of online communities that exchange information on consumer products and services, the online opinion forms the largest opportunity and challenge for the hospitality industry (Ladhari and Michaud, 2015). This makes understanding guest (dis)satisfaction and the causes for guest complaining crucial, so spreading of dissatisfaction through online channels can be avoided (Liu et al., 2017). In 2019 Hu, Zhang, Gao, & Bose already found that when it comes to customer complaints a differentiation has to be made between lower-star-rating hotels and higher-star-rating hotels. The findings from this study show that facility problems or cleanliness are the major sources of guests' dissatisfaction for lower-star-rating hotels, while service-related problems and overpricing are the major sources of guests' complaints about higher-star-rating hotels.

The result of leaving negative reviews or comments is that customers will likely complain more than once. This in its turn can lead to a chain of complaints. Fernandes and Fernandes (2018)

3.2 Primary & Secondary research

Original and analyzed data collected with the purpose to produce new knowledge and research what has been said before. All with the purpose to solve the problem at hand (Bouchrika, 2022).

Primary Data

Evidence Group	What	Sampling
Stakeholder	Discussion to collect qualitative raw data on stakeholders' opinions	<ul style="list-style-type: none"> • Lysanne Van Aalderen – FOH Manager • Pieter-Jan Massoels – Hotel Manager • Dado Ljummanovic - Digital Marketing Manager

Secondary data

Evidence Group	Initiative	Sampling
Organizational	Analysis of internal data to collected quantitative data on the organizations review	Revinatate, CRM system that reads all reviews posted on any review platform. After putting it in sentiments and re occurrence quantity.
Academic Literature	Collect analyzed qualitative data about subjects of importance to the thesis	Literature review

3.3 Methodology

The desired outcome of the methodology is to find the elements of each market segment that make up the moments of truth.

3.3.1 Population

As mentioned in the Problem Analysis, SAH receives 4 different general market segments. In order to make any solution applicable the general population and the targeted population needs to be clearly defined (Momoh, 2021). For that reason, the general population and targeted population is defined below.



(18 words)

3.3.2 Sampling methods

Population	Sample size	Methods (Non-probability sampling)	Participants
Individual & Business guest	Min. 75 guest	<i>Convenience sampling & Voluntary response sampling</i> One's accessibility and willingness to answer	Guests checking out at the front desk.

Over the time period of two weeks, the survey will be shared on 10 days with an average amount of 30 check outs, meaning that the maximum amount of surveys to collect will be 300. The minimum response rate differs per distribution method and who data is collected from. The response rate can change between 25-35% when distributing the survey via e-mail (Yun & Trumbo, 2006) compared to an average response rate of 52.7% when collecting data from individuals (Baruch & Holtom, 2008). (see App. 8.4)



3.3.3 Methods of data collection

The data collection method that is determined by the methodology is important, as the way the information is collected and used will determine what explanation it can generate (Paradis et al., 2016). For the methodology, data was collected by distributing a short survey (See *Survey in App. 8.5*) to guest who were checking out at the desk. The survey was a longitudinal survey, specifically Cohort. This is a "study of the same population each time data is collected, although samples studied may be different" (L. Ownes, 2002). A maximum of five questions was advised by Dado Ljummanovic the Digital Marketing Manager, as in his expertise guest are more likely to answer the survey when it included a lower number of questions (Ljummanovic. D, 2022).

The survey contained qualitative data with open-ended questions. This to ensure the collection of perception, attitudes, beliefs or knowledge within a clearly defined sample of individuals (Ibid). The open-ended questions were formulated to be specific in order to ensure coherent responses across respondents but also broad enough, so the questions invite a wide spectrum of answers (Ibid).

Each survey question was linked to generate an answer on the before formulated research questions. See below an overview of the links.

Research Question	Survey Question
RQ 1	5: Something that gave the hotel a big advantage and you will always remember when thinking back to Sir Adam
RQ 2	4: If you would come to Sir Adam another time, what would you like to see changed
RQ 3	1: Purpose of your stay 2: What element during you miss (this factor was not present but would have made the stay better) 3: What element in any hotel experience is crucial to you (if this is present during your stay it always makes it perfect)
RQ 4	1: Purpose of your stay 2: What element during you miss (this factor was not present but would have made the stay better) 3: What element in any hotel experience is crucial to you (if this is present during your stay it always makes it perfect)

3.3.4 Distribution

Initially over a period of 10 days the survey was distributed by asking guest to fill in the survey on the spot, face-to-face. However, after two working days the progress on responses was to little leading to a change in distribution strategy. Rather than only asking the guest to immediately fill in the survey, guest who were in a hurry or did not want to fill in the survey at that time were asked if they would be okay if the survey was send to their email address. In the two-week timeframe, the following response rate was concluded.

Total amount of check-outs	Total amount of opportunities	Total amount distributed	Respondents % of total opportunities.
441	297	130	26,94%



3.3.5 Results

After the two-week research period the data collection phase stopped, the answers were exported from Google Forms to an excel spreadsheet. The data from the spreadsheet was analyzed by target market and then categorized in general terms. Please see below the most frequently named **moments of truth** for both target markets.

Purpose of the stay	Quantity	Purpose of the stay	Quantity
Leisure	34	Business	47
Element missing		Element missing	
Free acces to the roof	7	Welcome gift	4
Nothing	7	Nothing	2
More information	4	Breakfast	4
More amenities	6	Work space	6
Room changes	6	Parking	3
Other	2	Marriott benefits	6
		Minibar included	1
		Online check-in & out	2
		Room changes	4
		Other	5
Crucial element		Crucial Element	
Good service	14	Good service	14
Cleanliness	7	Cleanliness	10
Comfort	5	Comfort	13
Amenities	4	Amenities	11
Location	4	Location	6
Design	6	Design	4
Other	3	Other	5
Changes needed		Changes Needed	
Nothing	9	Breakfast	8
Parking	1	Work space	16
Breakfast changes	2	Parking	8
Acces to the roof	5	Cleaning	2
Cleaning	4	Marriott benefits	1
More information	4	Room changes	3
Free upgrade	2	Other	8
Other	4		
Big advantage		Sir Adam Advantage	
Location	4	Location	9
View	10	View	8
Design	19	Design	20
Staff	4	Staff	14
Restaurant/ Breakfast	4	Restaurant/ Breakfast	3
Other		Other	5



Previously mentioned was the connection between the survey questions and research questions to ensure alignment throughout the data collection phase. The research questions assist with narrowing down the direction of the solution in terms of target market. Furthermore, the answers would assist to pinpoint what elements in the current customer journey would possibly have to be altered, removed or added. The analysis of the data collected led to the following conclusion:

RQ1: What elements of the already existing guest journey are memorable?

The funky music inspired design is the element the guest remembers the most after their stay in Sir Adam.

RQ2: What elements of the guest journey left a negative association to the stay?

Business: No space where the guest could work without music as there are limited rooms with a desk.

Leisure: No free access to the rooftop of the A'DAM Tower

RQ1: What are the moments of truth for the individual leisure guest?

- Service quality
- The hotel design
- Cleanliness
- The view
- Accommodating amenities to the purpose of their stay (Lookout ticket/ information)

RQ2: What are the moments of truth for the individual business guest?

- Service quality
- The hotel design
- Sleep quality
- Accommodating amenities to the purpose of their stay (Space to work)



3.3.6 Ethics and data management

To ensure ethical data management, the research participants read the required information about the project before answering the questionnaire. The google docs form included the following conditions to which the participant agrees:

1. Participant is given the opportunity to ask additional questions and if I had any these were answered to the participants satisfaction.
2. The participant has had enough time to decide whether they would like to participate.
3. The participation is completely voluntary, and the participant is aware they can withdraw at any moment.
4. The participant understands that the questionnaire is anonymous and no personal information will be shared.

Once given consent to part take in the survey, the participant was able to answer the questions. (See App 8.5) The conditions were ensured as the researcher was personally present when the participant answers the questionnaire or received the personal email address of the researcher.

3.3.7 Limitations

Different biases could have been introduced during the data collection phase, please see below the different types.

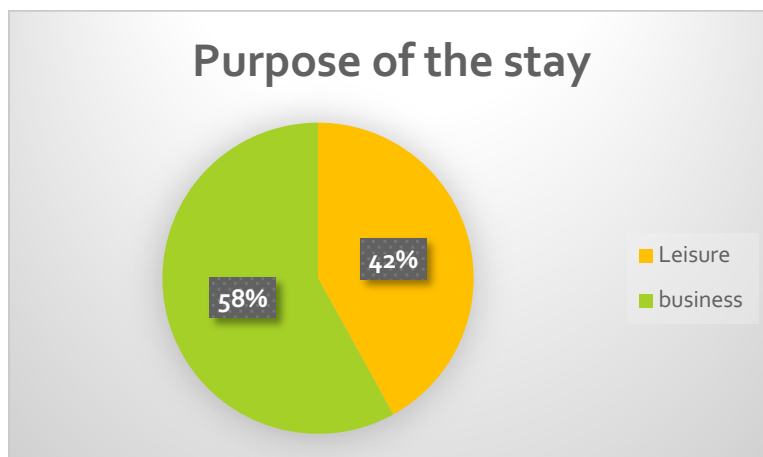
Bias Type Situation (Delgado-Rodriguez, 2004)	
Response Bias & Courtesy Bias	The method of survey distribution can introduce bias. Due to the survey being distributed face to face, the participant might feel uncomfortable sharing their true feedback (L. Ownes, 2002).
Question order bias	Other limitations can be expected when the question on the survey is not clear enough resulting in incoherent results (Paradis et al., 2016). Or when the order of the questions provides background to the research.
Self-selection or volunteer bias	Even though every guest was asked to answer the survey the guest agreeing to answer might introduce a volunteer bias (Delgado-Rodriguez, 2004).
Confirmation bias	Due to the different data being qualitative, the data had to be categorized in order to analyse. This might have introduced the confirmation bias as the researcher decided which answer belonged in which category (Klayman, 1995).

3.3.8 Conclusion

For the individual leisure guest some of the **moments of truth** are similar to the individual business guest. The leisure guest creates a positive association when receiving high quality service from kind staff, the guest remembers the hotel based on the funky design and view of Amsterdam. The leisure guest expects the hotel to be clean and would find their **wow moment** when receiving free access to the rooftop.

The Individual Business Guest creates the same positive association when it comes to the service quality and hotel design. The business guest, however, has a need for high quality sleep and will find their **wow moment** when finding a space to work without music.

For the solution, the focus will be on the Individual Business Guest staying in Sir Adam Hotel as this population reached a higher response rate than the individual leisure guest (See picture 1). Moreover, concluding from the data collected; the Individual Business Guest is looking for a place to work without the music. After a brainstorm session with the FOH Manager Lysanne van Alderen and the Assistant FOH Manager Chantal Tiems about the found **moments of truth** for both populations, the decision was made that creating different **wow moments** for the Individual Business Guest would be more technically feasible and economically interesting for the hotel.



(Picture 1. Population Response %)

4. The New Guest Journey of Sir Adam

To answer and the main research question; How can Sir Adam increase their guest satisfaction with the use of a personalized guest journey the **moments of truth** of the population had to be found. Veldhoen & Slooten (2021) say that when you find the **moments of truth** that interact with personalized factors and highlight them within the organizations customer journey you will always reach a 9+ in guest satisfaction.

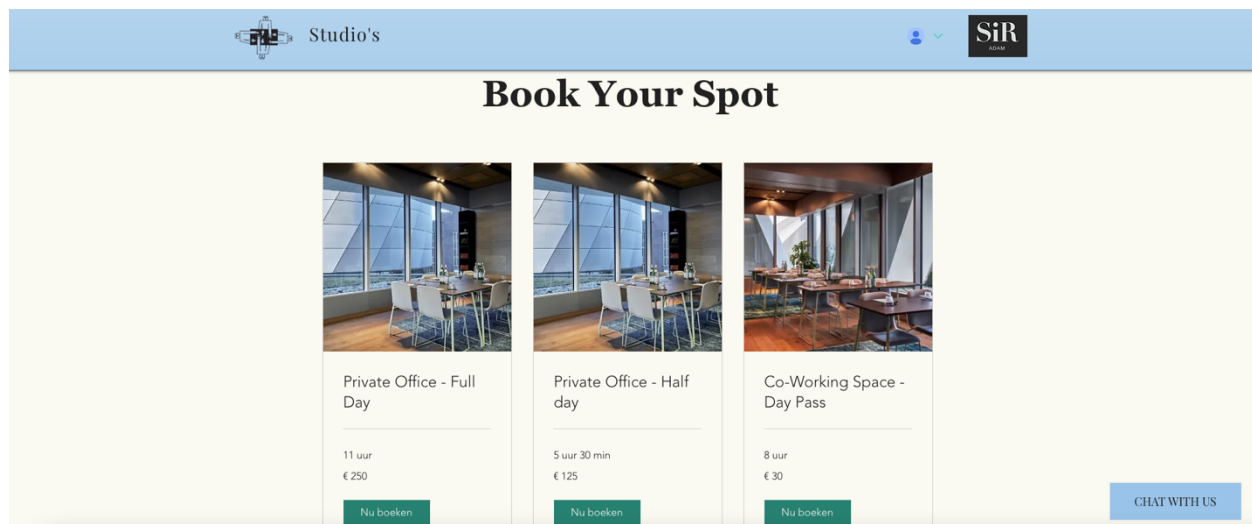
Therefore, the goal of the thesis was to find these **moments of truth**, pick an element which needs to be turned into a **wow moment** and create a new guest journey for this populations. Please find below the new **wow moment** and Guest Journey of Sir Adam for the Individual Business Guest.

4.1 Co-Working Space Rental

Concluded from the data collection, the Individual Business Guest is looking for a place to work where there is no music playing and a professional work setting. Due to limited number of rooms available with desks within the boutique and deluxe category and constant music in the hotels public space "The Hub" the questions are often asked if there is a place for work. SAH offers meeting rooms "The Studio's" which are rented out to groups and are generally not available for guest to work in due to a high rental price.

The lack of working space for the Individual Business Guest is often named as a problem which is now confirmed by the survey. This **moment of truth** in the target markets guest journey has been named 22 times and has the largest potential for a **wow moment**.

With the creation of the Co-Working Spaces which are available for the individual guest on the days of their hotel stay, a moment will be created that interacts with their personal need to produce a multi-sensory experience that provides the guest a feeling of control, a feeling of belonging, they feel important and special, they feel heard and understood and feel like their expectation are met.



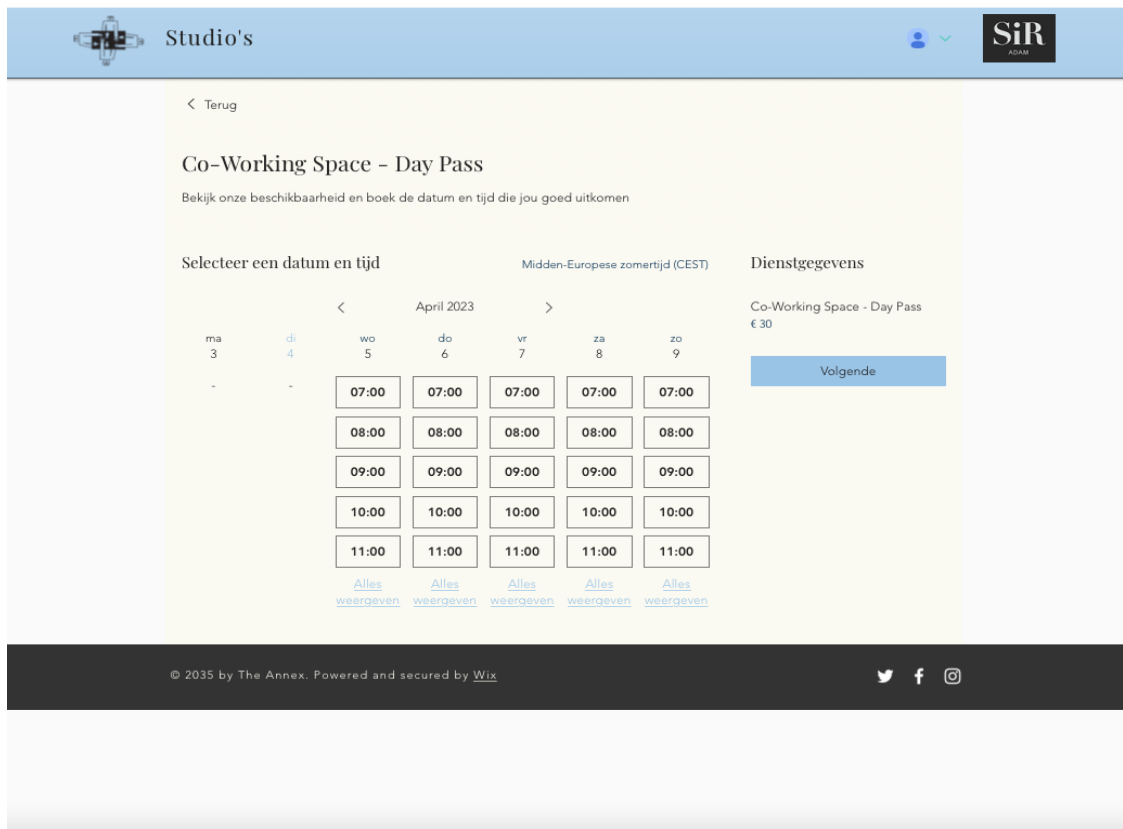
Option	Duration	Price	Action
Private Office - Full Day	11 uur	€ 250	Nu boeken
Private Office - Half day	5 uur 30 min	€ 125	Nu boeken
Co-Working Space - Day Pass	8 uur	€ 30	Nu boeken

CHAT WITH US

4.1.1 Booking a spot

The rental of the Co-Working Space will be an amenity which is offered to the guest upon their check-in. As mentioned before The Studio's are rented out by groups who would like to organize an event or meeting days. The schedule for the groups renting is disclosed and finalized every Wednesday the week before and as the groups paying for the whole meeting space have priority, the availability for the individual guest will become available every Sunday.

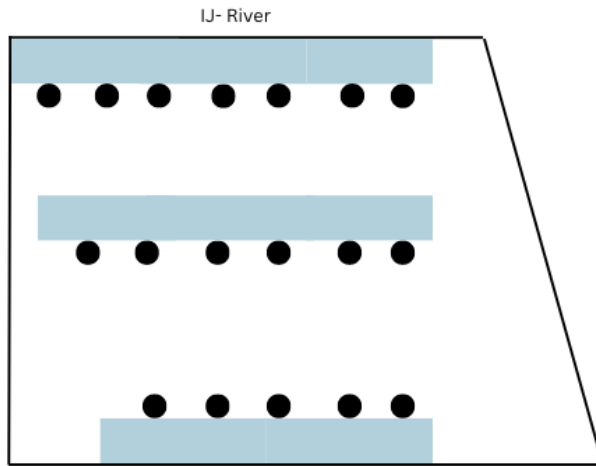
During the check-in process, considering the availability; the guest will be asked if they require a working space during their stay. If the guest is interested the team can inform the guest about the amenity and/or share the link for the booking website. On the website the guest and staff member of the FOH team can book their preferred "Spot". The SOP will be trained and shared, see *Appendix 8.9*



The screenshot shows a booking interface for "Studio's". The header includes the "Studio's" logo, a user profile icon, and the "SiR" logo. The main content area is titled "Co-Working Space - Day Pass" with a subtitle "Bekijk onze beschikbaarheid en boek de datum en tijd die jou goed uitkomen". Below this, there is a section "Selecteer een datum en tijd" with a calendar for April 2023. The calendar shows days from Monday (ma) to Sunday (zo). The times available for booking are 07:00, 08:00, 09:00, 10:00, and 11:00. A "Dienstgegevens" section on the right shows "Co-Working Space - Day Pass" for € 30 and a "Volgende" button. At the bottom, there is a footer with "© 2035 by The Annex. Powered and secured by Wix" and social media icons for Twitter, Facebook, and Instagram.

4.1.2 Logistics

Currently The Studio's are set-up and prepared by the FOH team, to ensure practicality one studio will standardly be setup for the Co-Working Space rental. This should be Studio 1, as this shows the special view over the IJ-River and will therefore provide one of the senses needed in the multi-sensory experience. Furthermore, Studio 1 is directly connected to the "Foyer" which is the general area of The Studio's where the coffee machine and snack wall is stationed. Moreover, Studio 1 can host up to 18 people in the Co-Working Space arrangement (See picture 2). In addition, when all meeting rooms are rented out the Co-Working Space will not be available.




(Picture 2. Co-Working Set-up)

4.1.3 Spots & Pricing

Four different types of spots will be available for the guest during their stay in SAH. The features mentioned below will be included in the price.


Book Your Spot



Private Office - Full Day

11 uur
€ 250


Nu boeken



Private Office - Half day

5 uur 30 min
€ 125


Nu boeken



Co-Working Space - Day Pass

8 uur
€ 30

Nu boeken




Co-Working Space - Half a day Pass


4 uur
€ 15

Nu boeken


Features




Natural daylight



Unlimited coffee bar



State-of-the-art technology



Stationary, office supplies

HYBRID MEETINGS & LIVE STREAM STUDIOS

We also offer setups for hybrid meetings and live stream meetings. For a custom booking, email groupdesk.nl@sircollection.com or call +31(0)20 710 72 71 and we will set you up with whatever you need.

EQUIPMENT

The Studios are packed with all the essentials you need, like a flat screen television and beamers. Just connect your mobile device, MacBook or iPad to the system for a presentation or video conference.

FOOD & DRINKS

In the foyer, you'll find cookies, sweets, healthy bars, nibbles and a fridge filled with drinks. When it's time to eat, we can hook you up with a menu from THE BUTCHER Social Club, our in-house destination for those four important "Bs" (burger, booze, beer, breakfast).

Want to combine your meeting with catering? Ask us about the possibilities.



The Private Offices prices are based on the original prices of a studio rental. Currently groups renting The Studio pay 250 euro for half a day, which will then be charged to an individual guest for a full day of 11 hours. When the guest books this spot, they have priority and can also invite more guest into their office. As guest might have personal calls for only 4 hours or needing to follow webinars the guest can rent their private office for half a day as well.

The prices for the Co-Working Day Pass and Half Day Pass are based on the competitive analyses performed on other Co-Working Spaces on the north side of Amsterdam. Looking at the four direct competitors (*See App 8.6*) two only work with memberships and do not offer day passes, the other two do offer day passes. The day pass of Adam&Co which is in the same building is priced at 36,50 euro (Adam&Co, 2023), The day pass of Trashhure is offered at 27,50 but is located 2 km away from the hotel (Trashhure Studio, 2023).

With the prices of the competition in mind, the features they offer and the features SAH will offer. A price of 30 euros for a day pass and 15 euro for half a day pass will be offered to the guest.

4.2 The New Guest Journey of Sir Adam – Individual Business Guest

Besides the Co-Working Space rental, there are other **moments of truth** which will be highlighted in The New Guest Journey of Sir Adam to create a sense of personalization and meeting expectations. From the data can be concluded that the **moments of truth** for the Individual Business Guest are:

- High service quality with friendly staff
- High quality sleep which is provided by comfortable bedding and quiet rooms.
- The funky and music-based design of the hotel

When taking the current guest journey into account (*see App 8.3*), the moments will be implemented in active procedures throughout the journey. Please see below The New Guest Journey of Sir Adam with the implemented **moments of truth** explained.



4.2.1 Welcoming team

Concluded from the data is the need for high quality service and more specific the friendliness of the staff during the stay of the guest. Therefore, a crucial moment to which extra attention is given to in the guest journey is the welcoming team. This welcoming feeling starts even before the moment the guest arrives in the hotel, when picking up the phone and answering guest enquiries.

Furthermore, as standard, a FOH team member is present at the front desk that enthusiastically welcomes the guest and starts a personal conversation should be actively done.

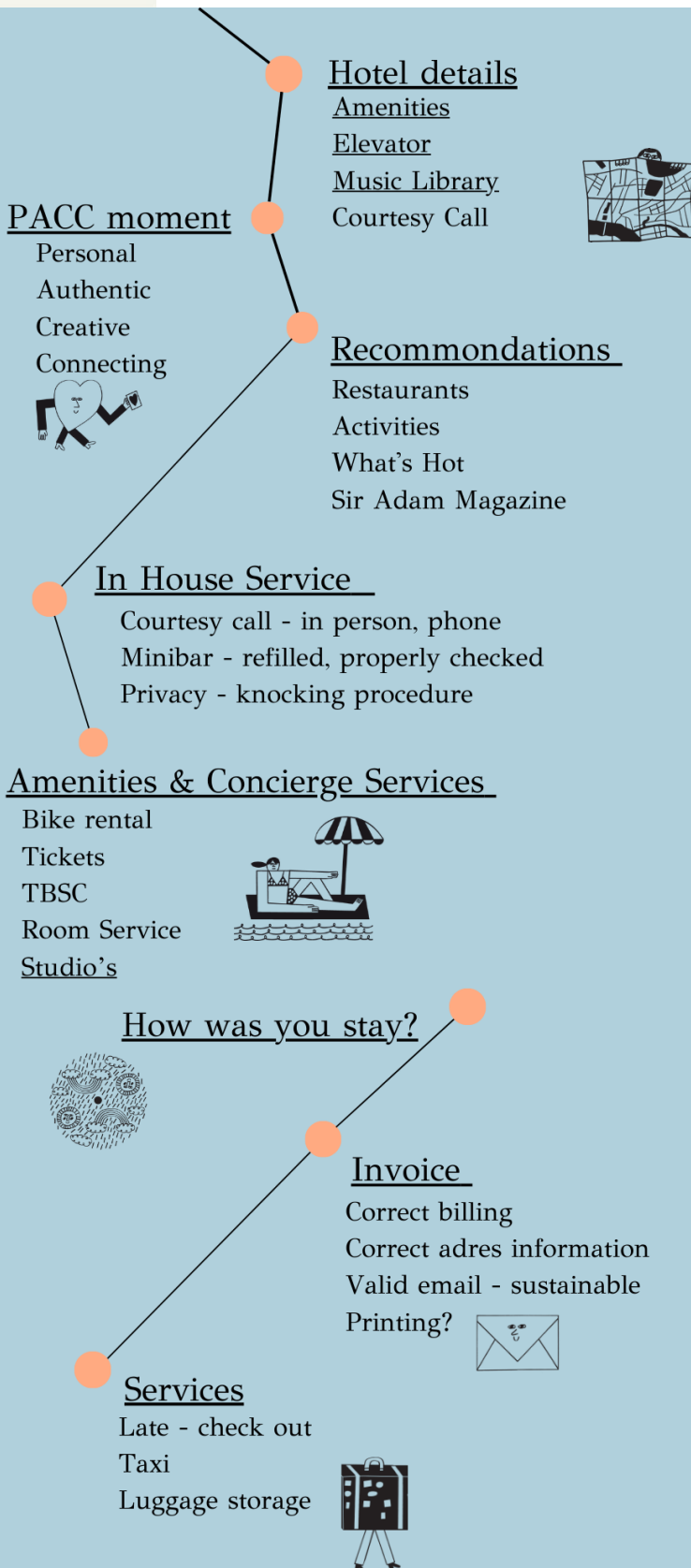
4.2.2 Purpose of stay

The questions: What is the purpose of your stay? Will be implemented during the check-in procedure. This can be implemented by either asking the guest to tick one of the boxes on the registration card (see App 8.7) or asked while conversating. The reasoning behind this question is to find out where in their guest journey the team can interact with the target markets personalized needs. For example, the need of a working space as the guest is staying for business purposes.

4.2.3 Room preferences

To accommodate the high quality, sleep the FOH team will confirm the room preferences with the guest at check-in. The FOH team at the desk will ask the guest if there is a preference in:

- High or lower floor
- Bed size (Queen, King, Twin)
- Quiet room or near an elevator
- Desk



4.2.4 Hotel Details

After the check-in procedure, the guest is informed about the details of the hotel and the amenities which are offered. The information that is shared is altered and personalized after gathering information at the check-in.

The business guest will be asked if they will require a quiet space to work during their stay and if they would like to book a Co-Working spot during their stay. If the guest must think about it, a card with the booking website will be provided to the guest. Even if the guest would not like to book a spot, they will still feel like a need is met.

To highlight the design of the hotel, the FOH team member will guide the guest to the elevator while explaining the concept and information about the music library. After the guest will receive the information necessary for the elevator system.

4.2.5 The Studio's

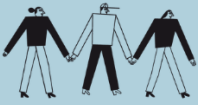
Would the guest require a spot to work and like to rent the Co-Working Space. This element will provide the **wow moment** for the guest with the multi-sensory experience. This due to the following features (Bremner et al., 2012).

Taste will be experienced as they guest can enjoyed coffee, tea and homemade ice tea.

Visual appearance will be provided by the calming view in Studio 1 of the IJ-River.

The SAH Zonology smell is sprayed in the meeting rooms. This is the signature sent of all Sir Hotels

The Studio's provide calming feelings & sounds while trying to work, optimizing concentration.



Guest Interaction

Thank you mail
 Circle membership request - OTA Card
 FO email & phone request - invoice, refund
 Lost & Found

Review

Receiving - Revinate
 Answering
 Action Points
 Improve



4.2.6 Reviews

When focusing on the **moments of truth** and ensuring that those moments are a 10 in performance, there even can be some error in other moments of the guest journey. SAH will see an increase of guest satisfaction by more returning guest and higher review scores (Veldhoen & Slooten, 2021).

The reviews represent the evaluation tool. As Revinate will analyse the review rating and sentiment when The New Guest Journey of Sir Adam is implemented and compare it to reviews with the current guest journey.

(100 words)

4.3 Conclusion

For SAH to increase their guest satisfaction, personalization must be implemented based on the guest's purpose of stay. In each market there are discovered **moments of truth**, it is important that the FOH team provides a high performance during these moments as this would result in a positive association with the brand. The focus on the performance during the **moments of truth** will cause a shift from operational excellence to customer excellence.

Implementing The New Guest Journey of Sir Adam for the Individual Business Guest will create a highly satisfactory experience as it meets all the needs of this market.

The service quality is increased when highlighting the welcoming FOH team. The guests need for high sleep quality is met when enquiring about their room preferences, the positive association about the funky hotel design starts to be created when receiving an explanation about the hotel concept. Lastly, the multi-sensory Co-Working Spaces will provide the **wow moment** that is needed to enhance the guest experience significantly (Lee et al., 2020).

Further recommendations would be for the digital marketing department to analyze their target markets by purpose of stay rather than country. When targeting by purpose of stay, the pre-arrival stage can be personalized and researching the moment of truth can be made easier. When finding the purpose of stay before the guest arrives can lead to more opportunities of personalization in the guest their journey.

5. Stakeholders & Dissemination

In the stakeholder analysis below can be seen the influence and interest of The New Guest Journey of Sir Adam on different stakeholders. The Hotel management, FOH staff and Digital Marketing department as well as the Group, Meeting and Events department from the SC office will be the most important stakeholders to consider when implementing The New Guest Journey of Sir Adam.

(Simon, 2016) (23 words)

Hotel Guest

As the purpose of the new guest journey is to anticipate and meet the needs of the guest, they have a high influence on the solution but not a high Interest. If their needs change the guest journey also changes, the company however, does not have to inform them about the new changes.

SC office

The Digital Marketing and Group Meeting and Events department are located in the head office of SC. As the Digital Marketing department has to perform online targeting and the Group, Meeting and Events department has to rent out the Studio's, they have to stay informed about possible changes or regular updates. Therefore, they have low and low interest in The New Guest Journey of Sir Adam.

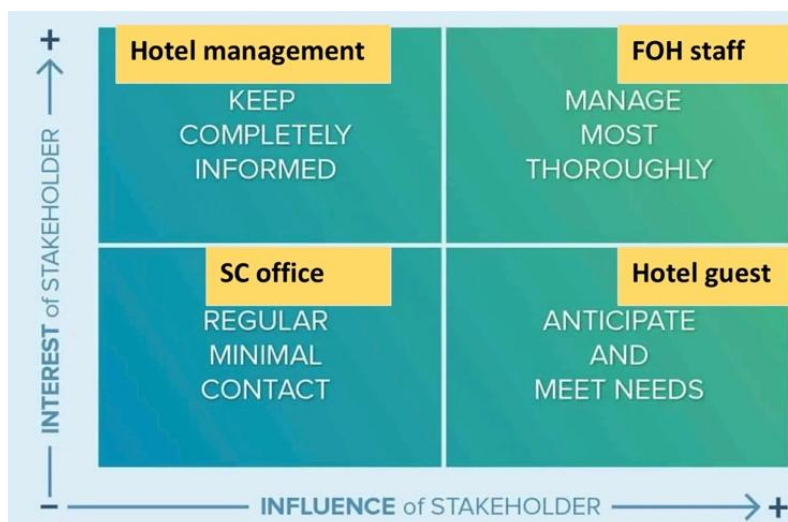
Hotel Management

The Hotel management will have high interest in the new guest journey of Sir Adam, as this will enhance the guest satisfaction and hopefully loyalty. These stakeholder however, have low influence as they will not provide this guest journey to the guest or influence the moments of truth implemented in the journey.

FOH staff

The FOH staff of Sir Adam will have the highest influence and interest in the new guest journey. As they will be providing the guest the journey, they have a high influence on the performance quality. Furthermore, they have a high interest as the journey indicates their working procedures and how they have to interact with guest.

Due to the role of these stakeholders, two different disseminations will follow to inform all of the stakeholders except the Hotel guest.



5.1 Dissemination 1

To introduce The New Guest Journey of Sir Adam for the Individual Business Guest, the following dissemination was performed:

Dissemination 1	
Who	<ul style="list-style-type: none"> • Hotel Management • Digital Marketing Manager • Group, Meeting and Events Manager
What	<p>Presentation showing The New Guest Journey of Sir Adam</p> <p>This presentation was crucial as the surveys found elements were shared and what the benefits would be if SAH would implement The New Guest Journey and how the new Co-Working Spaces would work. <i>Proof of the presentation can be found in Appendix 8.8</i></p>
Where	Foyer in the Studio's – Sir Adam Hotel
When	20.03.2023
Feedback received	<p>During the presentation, stakeholders were given the opportunity to ask questions about the research done and propose changes in the new guest journey when they had doubt about the success of the solution. The following feedback points were provided:</p> <ul style="list-style-type: none"> • How will this work taking into account staffing? As the FOH team has to do minibar and also studio set up, how will they manage another day of setting up and cleaning the studio's. <p>Should there be hired another staff member and does this fit in the budget? Or will the profit from the rental be enough to hire another staff member?</p>
Feedback implemented	<p>The feedback received, has been taken into account for future implementation. As the budgets are being changed, there has to be calculated if extra staff can be hired to execute the Co-Working spaces.</p> <p>Looking at the minimum price paid for the Co-Working space, a part-time staff member can be hired for minimum wage. This member can be hired when there is enough demand for the Co-Working spaces on a monthly basis.</p>

5.2 Dissemination 2

To successfully implement The New Guest Journey of Sir Adam for the Individual Business Guest, the following second dissemination was performed:

Dissemination 2	
Who	<ul style="list-style-type: none"> • FOH staff • Group, Meeting and Events team
What	<p>Presentation of The New Guest Journey of Sir Adam for the Individual Business Guest & Training of the new procedures in the journey.</p> <p>the teams were informed about the elements that are going to be highlighted in the guest journey and what the effect are if they implement this. Furthermore, the team was presented with the new Co-Working Space and what the procedure will be. Moreover, this procedure as then also shared on the internal platform called Hotel Kit. It will serve as an SOP for all existing and new FOH employees.</p> <p><i>See proof of the training and upload of the SOP in Appendix 8.9</i></p>
Where	Studio 3 – Sir Adam Hotel
When	14.04.2023
Feedback received	<p>After the presentation and training the staff was given the opportunity to ask questions and voice their concerns.</p> <p>Same as management, the team feels that they already have plenty of tasks outside of the desk responsibilities. They would like an extra team member for the set-up of the studio's.</p>



6. Implementation Plan

With the solution created and disseminated to the relevant stakeholders, the implementation plan can be shared. The following plan is shared with the FOH management team and Group, Meeting and Events team, to support the implementation of the New guest Journey of Sir Adam for the Individual Business Guest.

6.1 The Co-working Space

The implementation plan will be created for the Co-working Space as this is non-existing procedure in SAH. As can be seen in the solution design, the Co-working Space needs a website for employees and guest to see availability within The Studio's. The website will be created by the Digital Marketing team as they are responsible for these matters within SC and the team has access to website templates that are Sir branded approved.

Furthermore, the implementation of the Co-working Space required more communication with the Group, Meeting and Events team. Therefore, new points of discussion for the sheet meeting will be introduced.

IMPLEMENTATION TIMELINE

01.03.2023	Confirmation of implementation Co-Working spaces
02.03.2023	<ul style="list-style-type: none"> Website creation by Digital Marketing department Opening part-time position for new FOH team member
15.03.2023	<ul style="list-style-type: none"> New part-time team member hired Wednesday sheet meeting, the availability for the week is discussed
17.03.2023	FOH meeting – during the meeting, the new team member will be introduced and the launch of the Co-Working spaces will be announced. The general guidelines of the procedure will be shared again with the team and all together they will do the first time set-up.
18.03.2023	First day of the Co-Working spaces, the team will ask the guest at check-in if they require a working space during their stay. If the guest is interested the team can inform the guest about the amenity and/or share the link for the booking website. On the website the guest and staff member of the FOH team can book their preferred "Spot".
19.03.2023	Collect feedback from the team, how the procedure went and how guest responded
19.04.2023	Analyse the use of the studio's. <ul style="list-style-type: none"> How many guest used the Co-Working spaces What was their feedback During which hours are the Co-Working spaces mostly used How many days where the Co-Working spaces able to be used instead of Groups renting out the Studio's



6.2 Implementation Models

Reaching the desired guest satisfaction level, the implementation of The New Guest Journey of Sir Adam for the Individual Business Guest must be efficient and effective. To be precise, the new processes must be performed by all employees of the team, to ensure effectiveness. Therefore, two different models will be used. The Lewin's Change Model will provide support in managing organization change and ensuring success (Levasseur, 2001). The ADKAR model will be used to support the staff and their acceptance of the change on an individual level (Hiatt, 2006). SAH uses the ADKAR model in operations, as they believe that constantly reviewing whether change is needed makes the hotel the most efficient. Therefore, changes in operations happen more regularly and the use of an individual change model is needed. ADKAR model is the only change model which can be used on an individual level and organizational level (Sulistiyani et al., 2020).

Lewin's Model Applied		
Unfreezing	Examine current trends in customer journeys and compare them with the current guest journey of SAH. Find the moments of truth that should increase the guest satisfaction.	This stage has been done by the researcher and has been shared with the dissemination 1
Change	Increasing guest satisfaction by implementing the New Guest Journey of Sir Adam Hotel for the Individual Business Guest. Training the team on the new processes.	This stage is in progress, as Dissemination 2 trained the team on the new processes.
Refreezing	Consistently reminding and checking the team of the new processes and evaluation the success of The New Guest Journey of Sir Adam for the Individual Business Guest	
ADKAR Model Applied (Hiatt, 2006)		
Awareness	SAH employees understanding the need for change, why the change is being made and the risk when SAH would not make a change.	These steps will be applied during Dissemination 2
Desire	Employees wanting to support and participate in the change by connecting with their intrinsic motivation	
Knowledge	All the tools, trainings and information SAH employees need, to make the change happen.	
Ability	When the realization changes into execution, making that the team has implemented the change and is performing at a high-quality level	
Reinforcement	When employees see external recognition and receive rewards about the realization of the change or feel internal satisfaction for their achievements within the change.	



7. Evaluation & Academic Reflection

7.1 Evaluation on the Implemented Solution

Evaluation of the implemented solution will be done in order to measure the effectiveness of the solution. The effectiveness and success will be measured by using the before-after assessment. During the Problem Analysis, Revinate showed that between 2019 and 2022 the review score decreased with 0.29 points. Meaning that the "before" of an average 4.27 review score will be compared to a new average review score obtained after the implementation of the new guest journey. Moreover, the sentiments mentioned during 2022 by Revinate can be compared with the sentiments measures from the new reviews after implementation. Furthermore, in order to ensure successful implementation internally a Concern-Based Adoption Model (CBAM) will be applied (Hall, 2013). This model provides the techniques to gather internal feedback and possible concerns from staff (Ibid). feedback can be gathered from the employees that are in direct contact with the implemented solution.

See Appendix 8.10 for the full CBAM.

7.2 Stakeholder Evaluation

Due to my initial company tutor, Pieter-Jan Massoels, leaving SAH before the research was finished, the stakeholder evaluation was done by Chantal Tiems.

Chantal confirmed that she found the solution fitting for the research conducted. She provided further constructive feedback, that could make the solution more feasible and could benefit the implementation. The feedback the researcher found most valuable, concerned the hours of the Co-Working spaces. She indicated that most business guest have meetings outside of the hotel during the standard office hours, which would mean that they would be using the Co-Working spaces either before 9 am or 5 pm. Due to staffing these hours are more difficult to prepare and maintain the Co-Working spaces in. Furthermore, she suggested using the booking engine for selling the desk feature to business guest or even other features they prefer in their room. The researcher appreciates all of the feedback provided, and could have indeed taken into account the office hours consideration during the creation of the Co-Working spaces.

Please find the full evaluation email in Appendix 8.11



7.3 Reflection on Research Process

Upon conducting the research, the researcher determined that most of the theory was unfamiliar to the company. The researcher wished they could have used more of the CRM and Big Data literature that was discovered. However, as the digital marketing department was not up to date with these trends, data had to be collected in person.

Going through the steps of defining the problem, conducting preliminary research, performing data collection, analyzing, forming conclusions and developing solutions was highly informative. The student's decision to take Track 1 of the LYCar journey, which meant that the internship and LYCar execution were done at the same time, had a major effect on the research progress. The student was overloaded with fulltime internship responsibilities, leaving them no time to work on their thesis, resulting in the project taking longer than planned. Upon completion of the student's internship, the research was finished. The student will be more mindful of the implementation phase if they do it again. This way, it would have been possible to measure the effects of the solutions, since they were implemented earlier on in the process.

7.4 Implications for Further Research

During the research it became apparent that using big data in the creation of guest satisfaction is only expected to grow for the upcoming years. As the data collected on the world population is only growing, more research can be done on what the **moments of truth** are for every individual alone and how to target those. Interesting would be, how companies can collect this data and implement it operationally to create true personalization.

In Addition, further research can be done on complaining behavior or behavioral changes after COVID-19. When doing research on this topic, little literature could be found as the topic was relatively new. As studying the behavioral change of the human mind after a disaster is already done, but only can proceed when new disasters happen COVID-19 is most certainly an interesting topic.

A recommendation for further research for SC would be, to research new programs that would assist the digital marketing department with collecting data and creating the perfect guest journeys. When in conversations with Dado Ljummanovic, the researcher noticed that some of the targeting methods and guest data collection method were outdated. Furthermore, as the solution was only created for the Individual Business Guest there are three other markets to do research on.

8. Appendices

8.1 PLO Overview

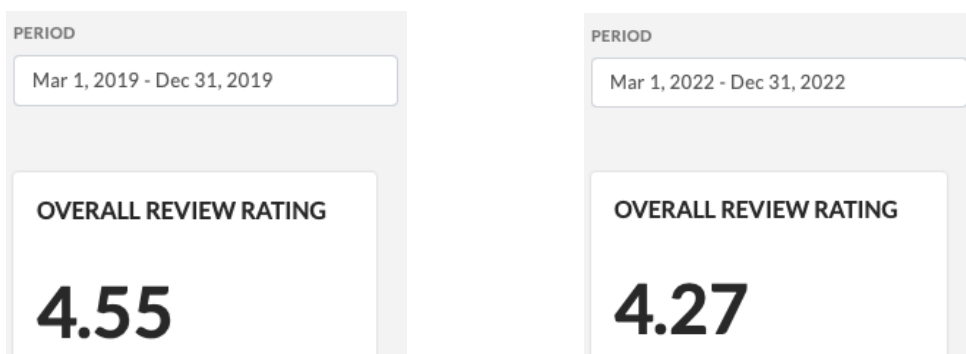
	PLO	An HTH bachelor graduate is able to...	HTH PEP
Marketing, Sales & Distribution	1	Critically analyse customer data and consumer behaviour and use findings to formulate and execute marketing, communication, sales and revenue management plans.	2
	2	Design feasible hospitality concepts based on trend analysis and contribute to the continuous development of the industry	2
Finance, Accounting & Law	3	Critically analyse and interpret financial business fundamentals to optimise the financial performance of a hospitality business through the application of financial planning & control mechanisms.	2
	4	Take legal implications of hospitality management into account when making management decisions.	1
Operations Management	5	Manage, critically analyse and contribute to improve the efficiency and effectiveness of hospitality operations processes at operational, tactical and strategic level using available (information) technology.	2
Strategic Hospitality Management & Change	6	Identify and analyse trends inside and outside the hospitality industry and to translate these into a strategy and related policies in line with the vision of the organization.	3
	7	Is able to prepare, motivate and lead employees for continuous change, by applying agile working methods.	2
Leadership & People	8	Execute and evaluate the HRM policy in line with the organisational strategic goals to improve individual, team and organisational performance using feasible interventions.	2
	9	Interact with others constructively and effectively in realising common goals, respecting diversity and in dealing with continuous change.	2
Business Improvement	10	Improve hospitality industry by analysing a hospitality business related question with use of reliable sources, data analytics and an adequate research design cycle , resulting in an evidence based feasible solution or advice.	3
Management of Information	11	Interpret, critically analyse and produce management information from various data sources in an international hospitality business environment, with emphasis on data analytics	3

8.2 Revinate Scores

1.

As the hotel opened back up in March 2022 due to COVID-19, all data will be analyzed on the period March till last day of December. All images are screenshots from the Revinate feedback platform for Sir Adam.

Average review score Sir Adam – 2019 VS. 2022



Sentiments 2019 VS. 2022

Sentiment Analysis

OVERVIEW TOPICS REVIEWS

PROPERTY: Sir Adam Hotel Amsterdam PERIOD: Mar 1, 2019 - Dec 31, 2019 CHANNEL: All Review Channels TOPIC CATEGORY: Topics Only TOPIC: All

Topic Category	Score ↕	Mentions ↕	% Positive ↕	% Neutral ↕	% Negative ↕	Trend ↕	Distribution
Injury	36	5	20% (1)	0% (0)	80% (4)	▼ -16.3%	
Bathroom Condition	43	5	0% (0)	40% (2)	60% (3)	▲ 13.2%	
Room Heating / Cooling	47	30	13% (4)	47% (14)	40% (12)	▲ 2.2%	
<u>Cost & Value</u>	51	<u>108</u>	24% (26)	37% (40)	<u>39% (42)</u>	▼ -1.9%	
Water Pressure & Temp	63	11	55% (6)	9% (1)	36% (4)	▼ -1.6%	

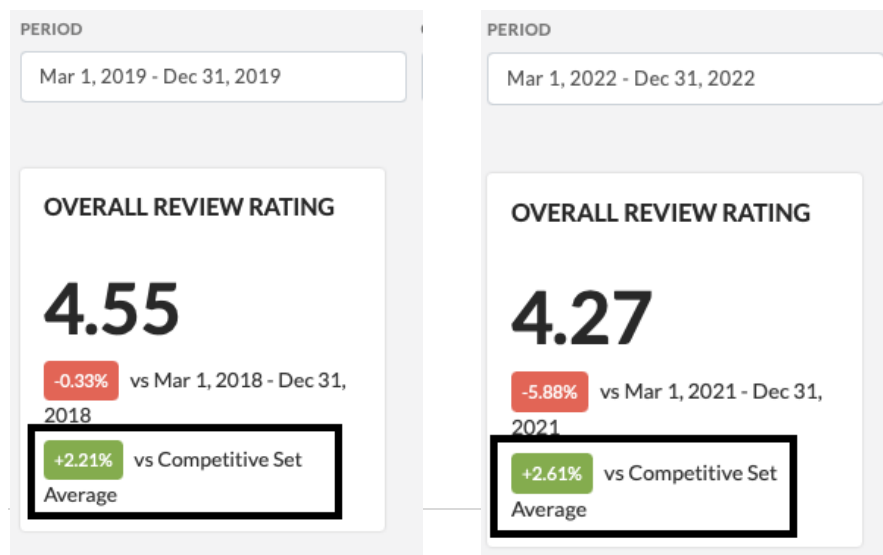
Sentiment Analysis

OVERVIEW TOPICS REVIEWS

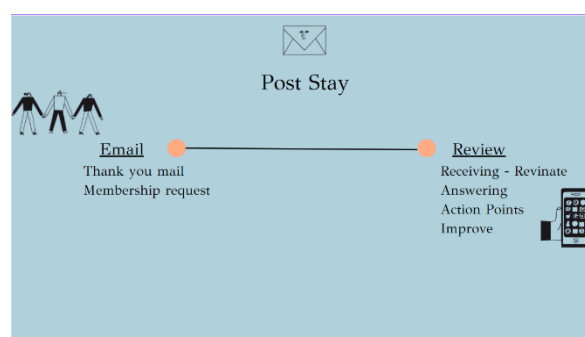
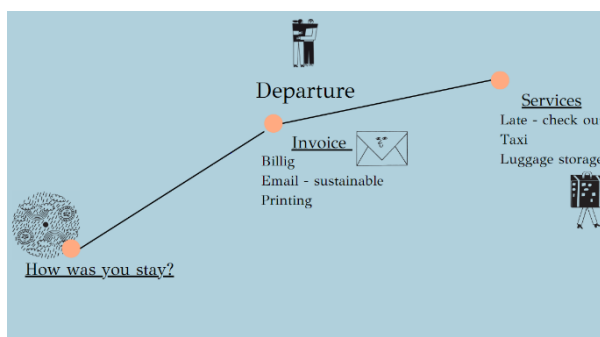
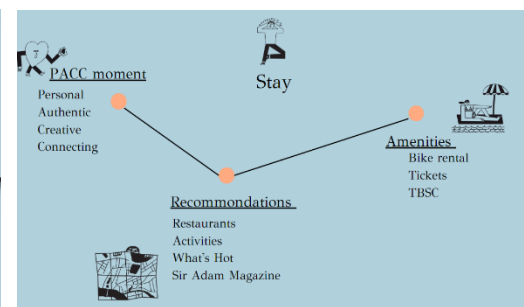
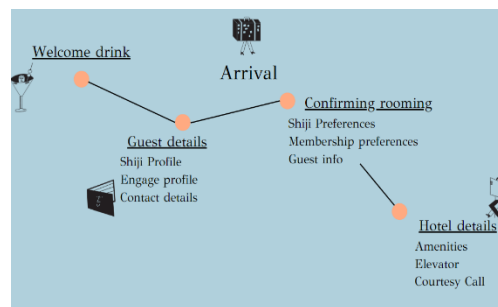
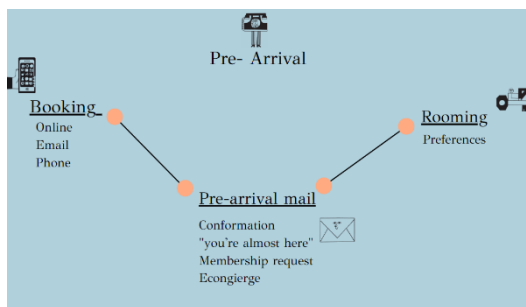
PROPERTY: Sir Adam Hotel Amsterdam | PERIOD: Mar 1, 2022 - Dec 31, 2022 | CHANNEL: All Review Channels | TOPIC CATEGORY: Topics Only | TOPIC: All

Topic Category	Score ↕	Mentions ↕	% Positive ↕	% Neutral ↕	% Negative ↕
Room Heating / Cooling	38	16	13% (2)	19% (3)	69% (11)
Ease Of Check-out	46	7	14% (1)	29% (2)	57% (4)
Room Size	47	54	31% (17)	24% (13)	44% (24)
Breakfast Cost	56	8	25% (2)	38% (3)	38% (3)
General Staff Speed Of Service	63	8	63% (5)	0% (0)	38% (3)
Noise	59	27	56% (15)	7% (2)	37% (10)
Ease Of Check-in	54	20	45% (9)	20% (4)	35% (7)
Bathroom Cleanliness	58	6	33% (2)	33% (2)	33% (2)
Housecleaning Quality	61	6	50% (3)	17% (1)	33% (2)
Room Lighting	34	6	0% (0)	67% (4)	33% (2)
Cost & Value	48	55	18% (10)	49% (27)	33% (18)
Hallways	34	7	0% (0)	71% (5)	29% (2)
Bathroom Linens	48	11	9% (1)	64% (7)	27% (3)

Average competitive set review score – 2019 VS. 2022




8.3 Current Guest Journey Sir Adam



8.4 Response Rate

Response rate	%	Sample size
Average maximum response rate	100%	300 guests
Minimum low response rate	25%	75 guests
Minimum high response rate	52,7%	158,1 guests

8.5 Survey Questions & Ethics



The Guest Journey



Hi Lovely Sir Adam guest,

My name is Julia, currently I am graduating from Hotelschool The Hague. For my thesis I am doing research about the best version of a guest journey. This journey represents all the moments where the hotel influences your experience from the moment you book until the moment you arrive at home. Would you mind helping me and answering some questions about your journey in Sir Adam?

Thank you in advance!
Julia Schuurin

Before we get started please read the ethical considerations and indicate below if you agree.

1. Participant is given the opportunity to ask additional questions and if I had any these were answered to the my satisfaction
2. The participant has had enough time to decide whether they would like to participate.
3. The participation is completely voluntary and the participant is aware they can withdraw at any moment
4. The participant understands that the questionnaire is anonymous and no personal information has to be shared.

 juliaschuuring@gmail.com (niet gedeeld) [Ander account](#) 

***Vereist**

☐ Yes, I have read the ethics and agree

☐ No, I don't agree

[Volgende](#) [Formulier wissen](#)



The Guest Journey

 juliaschuuring@gmail.com (niet gedeeld) [Ander account](#)



*Vereist

Please answer the following questions

What is the purpose of your stay *

- ☐ Leisure
- ☐ Business

What element during your stay did you miss?

this factor was not present but would have made the stay better

Please answer:

- 1.
- 2.

Jouw antwoord

What element in any hotel experience is crucial to you?

if this is present during your stay it always makes it perfect.

Please answer:

This element in any hotel experience is crucial:

Jouw antwoord

If you would come to Sir Adam another time, what would you like to see changed?

Please answer:

- 1.
- 2.

Jouw antwoord

Something that gave the hotel a big advantage and you will always remember when thinking back of Sir Adam

Please answer:

- 1.
- 2.

Jouw antwoord

8.6 Competitive Analysis

Google

coworking space amsterdam noord

Beoordeling

Openingstijden

Gesponsord

treehousetribe.nl

Coworking membership in Amsterdam Noord

Treehouse Tribe

5,0 ★★★★★ (33) · Gedeelde ...

Asterweg 20N · 06 46276699

Sluit binnenkort · 17:30

WEBSITE

ROUTE

Trashure Studio

5,0 ★★★★★ (23) · Gedeelde ...

Gedempt Hamerkanaal 135 · 06 ...

Geopend · Sluit om 19:00

"Fijne co working space met mooi uitzicht over het IJ"

WEBSITE

ROUTE

A'DAM&Co.work

5,0 ★★★★★ (2) · Gedeelde W...

Overhoeksplein 3 · 020 237 6318

24 uur geopend

WEBSITE

ROUTE

Treehouse Tribe

5,0 ★★★★★ (33) · Gedeelde ...

Asterweg 20N · 06 46276699

Sluit binnenkort · 17:30

WEBSITE

ROUTE

KantoorKaravaan

Geen reviews · Gedeelde werkplek

Korte Papaverweg 2B · 06 2446...

WEBSITE

ROUTE

A detailed map of Amsterdam Noord, Netherlands, centered on the Van der Pekbuurt area. The map shows various streets, parks, and landmarks. Key locations marked include:

- Coworking Spaces:** Treehouse Tribe (green square), Trashure Studio (blue pin), A'DAM&Co.work (red pin), and KantoorKaravaan (orange pin).
- Landmarks:** Noorderpark, Vliegbos, and various museums like the Nxt Museum.
- Hotels:** BUNK Hotel Amsterdam, Holiday Inn Express, and others.
- Streets:** Asterweg, Overhoeksplein, and others.

Adam & Co - <https://www.adamandcowork.nl/flexible-desk-eng>

Flexible Desk in the A'DAM Toren

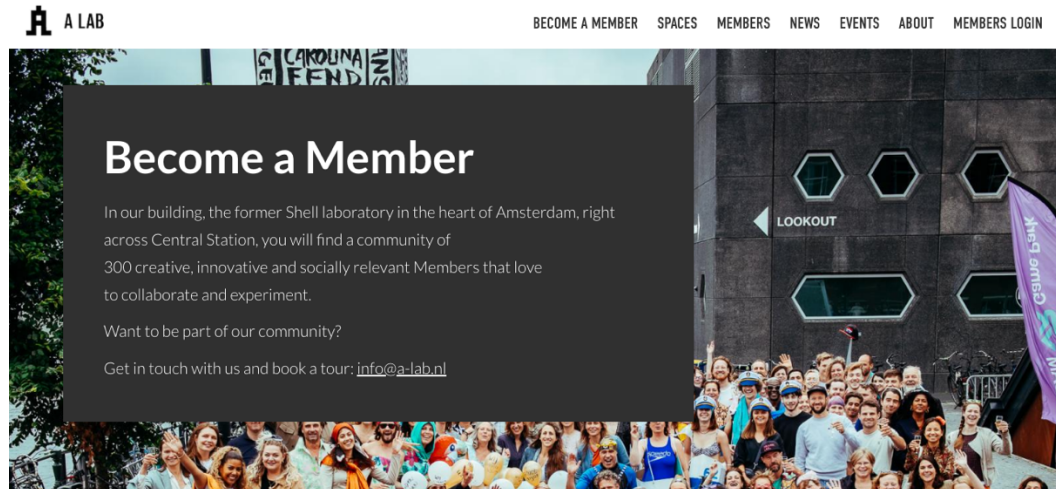
- ✓ Always a workspace
- ✓ Access to the flexible desks Monday through Saturday from 8 AM to 8 PM
- ✓ Free use of quiet spaces, coworking spaces and phone booths; meeting rooms at an additional charge.
- ✓ High-speed WiFi and printer access
- ✓ Unlimited coffee, tea, Heineken 0.0% and fruit
- ✓ 24/7 reception
- ✓ An in-house café
- ✓ Locker rental (€5 per month)
- ✓ Parking subscription availability
- ✓ Free access to the gym on the 1st floor + kickbox and circuit classes.
- ✓ [A'DAM&Co.](#) membership
- ✓ Friday drinks with one free drink (beer, wine or a soft drink) and bites at A'DAM&Co. starting at 5 PM.

Membership: €250,- ex VAT per month

Daypass: €35,- ex VAT per month

[Request a tour](#)


The Lab - <https://www.a-lab.nl/become-member>




In our building, the **former Shell laboratory** in the heart of Amsterdam, right across **Central Station**, you will find a community of 300 **creative, innovative** and **social relevant** Members that love to **collaborate** and **experiment**.

A balanced and diverse community is what makes us tick. The A Lab team invites organizations and freelancers that need daily inspiration, look for opportunities to collaborate, want to contribute to a better world and love the community vibe. Our drive is to be a good host and keep all doors open. Literally. A space to be free and open-minded, and learn by doing.

Treehouse - <https://www.treehousetribe.nl/#space>


Treehouse Tribe

[People](#)
[Space](#)
[Events](#)
[Membership](#)
[Contact](#)
[Book your free trial day](#)




Single membership

€ 175,-
per month

Embrace serendipity and get your absolute best work done, all while making lots of new friends along the way.

- ✓ Support network
- ✓ Flexible work space
- ✓ Coffee/Tea included
- ✓ Space for meetings
- ✓ Weekly breakfast
- ✓ Friday Game Night (?)
- ✓ Member profile (?)
- ✓ Super fast Wi-Fi
- ✓ Shared library (?)




Team membership

€ 350,-
per month for 2 ▼

Join Amsterdam's very first startup *decelarator* to take more conscious steps and nurture a healthy team dynamic.

- ✓ Support network
- ✓ Flexible work space
- ✓ Coffee/Tea included
- ✓ Space for meetings
- ✓ Weekly breakfast
- ✓ Friday Game Night (?)
- ✓ Member profile (?)
- ✓ Super fast Wi-Fi
- ✓ Shared library (?)




Scholarship membership

€ 100,-
per month

Would you like to join the tribe, but don't have the means to do so at the moment? We might have something for you.

- ✓ Support network
- ✓ Flexible work space
- ✓ Coffee/Tea included
- ✓ Space for meetings
- ✓ Weekly breakfast
- ✓ Friday Game Night (?)
- ✓ Member profile (?)
- ✓ Super fast Wi-Fi
- ✓ Shared library (?)

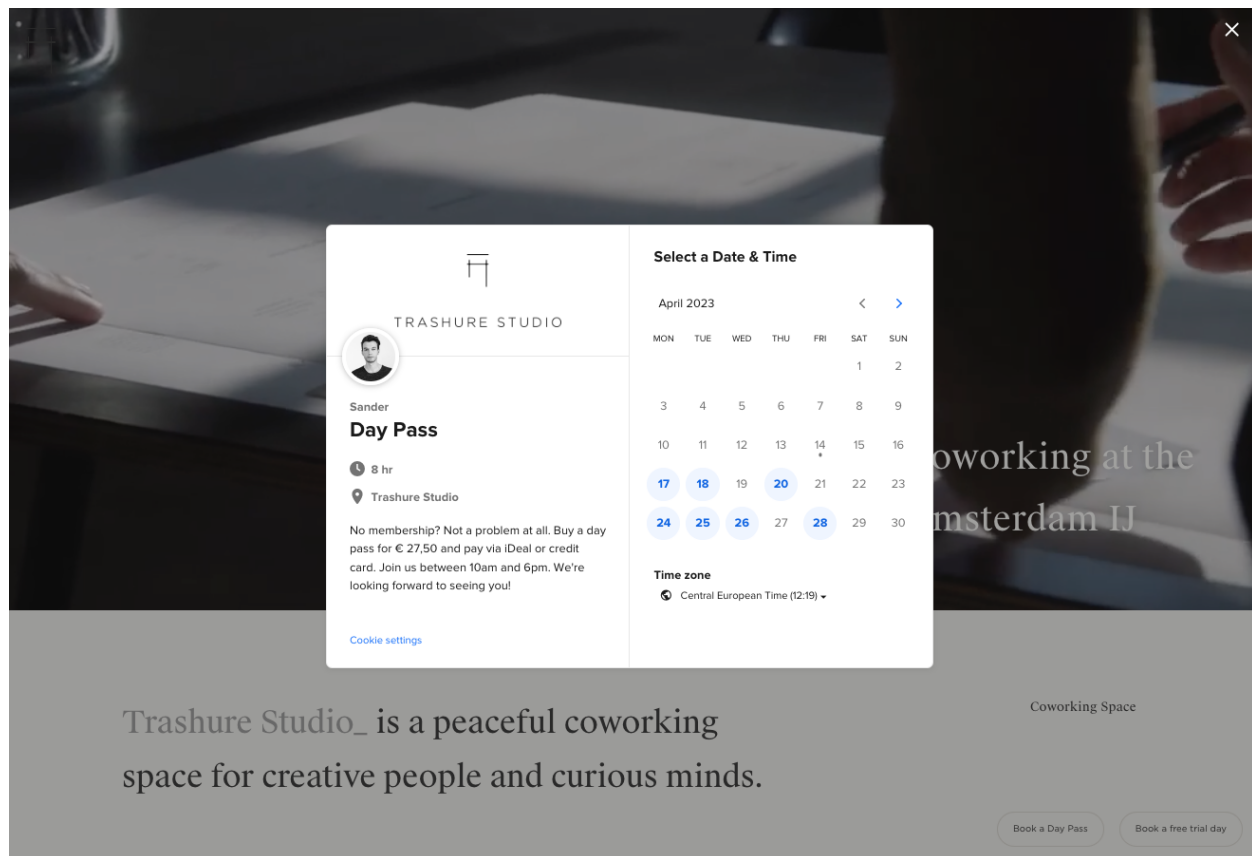


Happy Startup bundle

€ 193,-
per month

Make happiness your business model with all the support from our long time partners at the Happy Startup School.

- ✓ Support network
- ✓ Flexible work space
- ✓ Coffee/Tea included
- ✓ Space for meetings
- ✓ Weekly breakfast
- ✓ Friday Game Night (?)
- ✓ Member profile (?)
- ✓ Super fast Wi-Fi
- ✓ Shared library (?)
- ✓ Happy Startup School membership (at a 50% discounted price)

Trashhure - <https://www.trashure.studio/coworking>

8.7 Registration Card

REGISTRATIEKAART - REGISTRATION FORM

Gelieve alle velden in te vullen / Please fill in all fields

Kamernr. Room No.	Aantal personen No. of Guest	Aankomst Arrival date	Vertrek Departure date	Telefoonnummer Phone number	Kenteken Car Reg. No.	Medewerker Employee
Naam / Name				Betaling / Payment		
				<input type="checkbox"/> Kontant / Cash		<input type="checkbox"/> Voucher
				<input type="checkbox"/> PIN		<input type="checkbox"/> Credit Card
Bedrijf Company	Straat Street			Email		
				Nationaliteit / Nationality		
Postcode / Plaats / Land Postal Code / City / Country				Paspoortnr. / Passport No.		
Geboortedatum / Date of Birth		Reden voor verblijf / Purpose of Stay		Medereiziger / Accompanying Guest		
		<input type="checkbox"/> Business <input type="checkbox"/> Leisure				
<p>The management takes no responsibility for valuables left in the guest room, public areas and parking. Safe deposit boxes are provided in all rooms. The standard terms and conditions for Hotel & Catering Industry are applicable to all our services.</p> <p>Registered guests will be held responsible for any missing or damaged items in their hotel room or any internal/external areas of Hotel.</p> <p>We reserve the right to charge individual guests for the cost of rectifying damage which has been caused by the deliberate, negligent or reckless acts of guests to the hotel's property or structure.</p> <p>This liability extends to both registered guests and their visitors.</p> <p>Park Centraal is a complete non-smoking hotel. Upon smoking in hotel rooms and/or public areas, the hotel will charge a cleaning fee of EUR 150.00.</p> <p>I agree that my liability for my bill is not waived and agree to be held personally liable in the event that the indicated person, company or association fails to pay for any part of the full amount of these charges.</p> <p>I agree that in the event of my sustaining injury during my stay at the hotel or of my property being lost or damaged, I will notify the management of the hotel prior to my departure and I also agree that any claim I may have arising out of such matters be subject to the laws of the country in which this hotel is situated and that the courts of this country shall have exclusive jurisdiction over any such claim.</p>						
<p><input type="checkbox"/> I hereby declare that I would like to subscribe for the newsletter and give permission to contact me through digital communication services for the latest exclusive offers of this Hotel Group and affiliated brands, which can be found at sirlecollection.com.</p> <p>Protecting the privacy of its guests is an essential component of the service values at Sirlec Collection. For this reason, we take a comprehensive, transparent and cautious approach to retaining personal data that is provided to us.</p> <p>Sirlec Collection processes personal information in accordance with the provisions of the General Data Protection Regulation (EU) 2016/679 and other applicable laws and regulations.</p>						
<p><input type="checkbox"/> By ticking this box and signing below, I authorize the hotel to charge my credit card for all costs and charges incurred during my stay. The final invoice will be sent to the e-mail address on file.</p>						

Handtekening / Signature

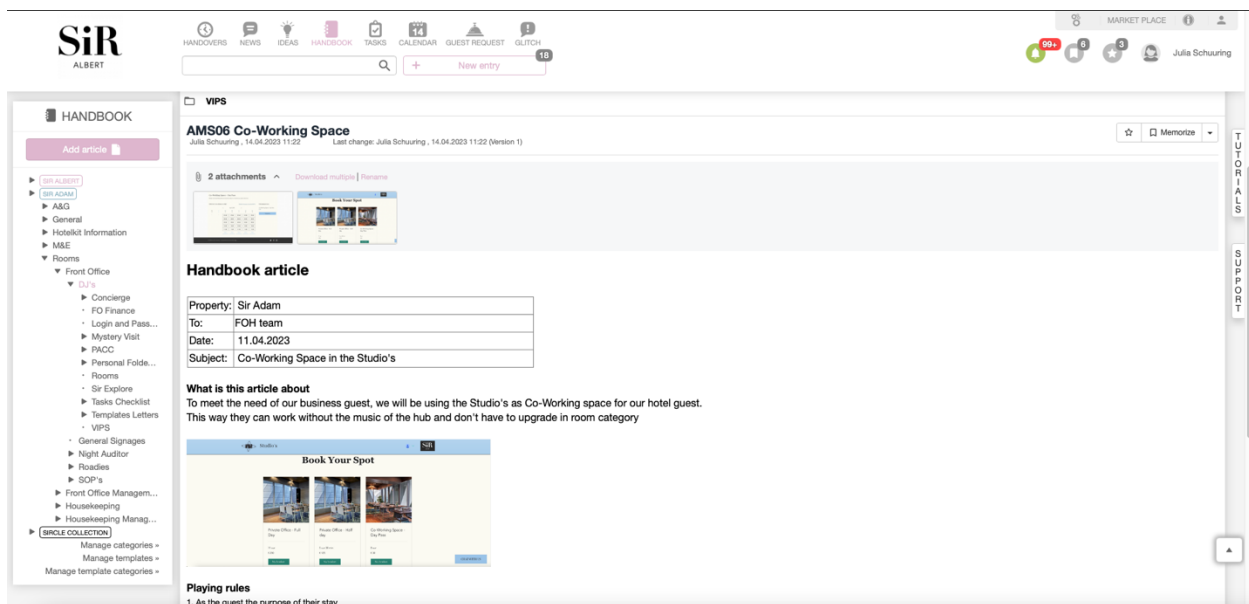
Datum / Date

8.8 Dissemination 1



(Sharing my findings with the management team: Chantal Tiems, Lysanne , Rick de Jonge and Dado Ljummanovic)

8.9 Dissemination 2

A screenshot of the SiR Albert Handbook interface. The top navigation bar includes links for HANDCOVERS, NEWS, IDEAS, HANDBOOK, TASKS, CALENDAR, GUEST REQUEST, and GLITCH. The main content area displays a handbook article titled 'AMS06 Co-Working Space' by Julia Schuurin, dated 14.04.2023. The article includes a table with the following information:

Property:	Sir Adam
To:	FOH team
Date:	11.04.2023
Subject:	Co-Working Space in the Studio's

The article also includes a section titled 'What is this article about' and a 'Book Your Spot' section with a table of room categories and their availability.

- Powerpoint presentation in here

AMS06 CO-WORKING SPACE

Julia Schuurin, 14.04.2023 11:22 Julia Schuurin, 14.04.2023 11:22 (Version 1)
Category: Rooms > Front Office > DJ's

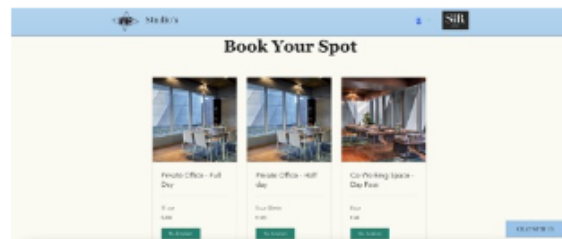
Handbook article

Property:	Sir Adam
To:	FOH team
Date:	11.04.2023
Subject:	Co-Working Space in the Studio's

What is this article about

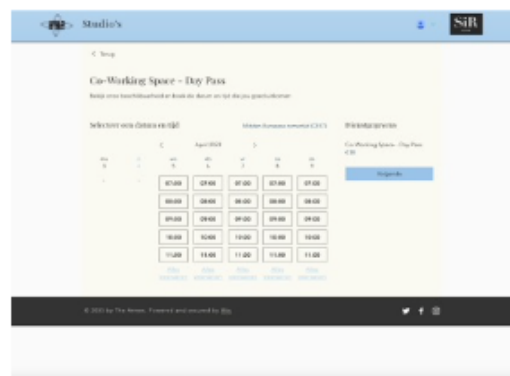
To meet the need of our business guest, we will be using the Studio's as Co-Working space for our hotel guest.

This way they can work without the music of the hub and don't have to upgrade in room category

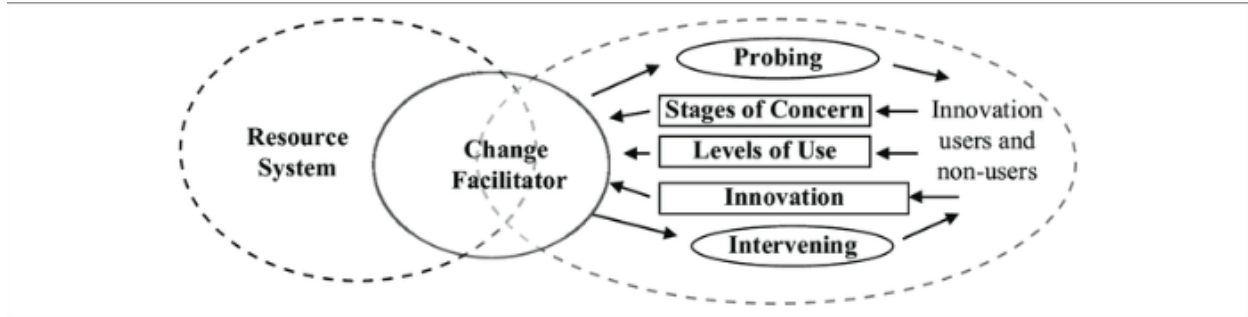


Playing rules

1. As the guest the purpose of their stay
2. When business is the answer: Ask if they will require a silent working space during their stay
3. Inform them about the co-working space.
4. Ask if you can already book a space for them or if they would like a card with the website domain.
5. If booking a place directly: Open the website and see for availability.
6. Put in their room number and name
7. Charge the room for the spot booked



8.10 Concern-Based Adoption Model



The Concerns-Based Adoption Model (Hall & Hord, 1987 p.12)

8.11 Stakeholder Feedback



Chantal Tiems | Sir Adam Hotel

To: ○ Julia Schuurin | Sir Hotels



Wed 5/3/2023 8:45 PM

Hi Julia,

Let me start off by complimenting you on the professionalism you have used to conduct this research. It is a very interesting document to read and it shows your hard work over the past months.

When it comes to the solution you have created, I find it a very fitting answer to what has become evident from the surveys results. In the survey results it shows that a lot of guests that stayed with us were there for business. However, did you also consider using data from our PMS? It would be good to ensure that the business segment is indeed as big as your research shows.

In addition, I noticed that in the individual leisure segment a missing component was 'free access to the rooftop' and for the individual business segment the component was to have desk space. I did not find any information about willingness to pay extra for this. I can imagine that a guest paying a significant amount of money for a room, expects a desk to already be in there and would not be willing to pay for it. This might be useful for future research. If the guests turn out to be unwilling to pay for this working space, it could be an idea to update the hotel booking engine in which guests can then select that they want a desk in the room.

The co-working spaces can only be open at certain times, due to staffing. However, most guests that are in Amsterdam for business will have meeting during these hours. Having a working space (or desk) for after standard office hours (9-5) would probably benefit these guests a lot. With the current staffing budget, it is not feasible to have the co-working spaces/studios open for guests after this time, as the space also need to be cleaned again for the next guest.

From an operational perspective I think it is feasible, although we would have to hire more staff to clean the studios more often, as well as refill the coffee machine and water etc. Does the extra revenue that comes in outweigh the extra cost for the staff? This might be hard to say with 100% certainty, as it can be difficult to predict what the occupancy in the studios will be. But I am sure there will be tools that can be used to explore this before launching this project.

All in all I think it is a creative idea, that definitely meets expectations of the standard business guest. I am very interested to see what we can do in the future with this good idea, once the questions above are answered.

Best of luck with the final leg of your project and with defending your thesis.

Warm regards,

Chantal Tiems

ASSISTANT FRONT OF HOUSE MANAGER

T +31(0)20 2159510

OVERHOEKSPLEIN 7

1031KS AMSTERDAM, THE NETHERLANDS



8.12 Non-Disclosure Agreement

NON-DISCLOSURE AGREEMENT

Preamble

Sirde Collection B.V., having its offices at Nieuwezijds Voorburgwal 271, 1012RL Amsterdam, hereinafter to be referred to as the "Disclosing Party" and/or "Sirde Collection" and

Julia Schuurin, hereinafter referred to as the "Student", who will visit sites of Sirde Collection or its affiliates (the "Site") and attend an Sirde Collection workshop on November 4, 2019 (the "Workshop"). While visiting the Site and/or in the course of the Workshop, certain trade secrets or confidential or proprietary information of Sirde Collection or its affiliates (the "Confidential Information") may, whether intentionally or not, be disclosed or delivered orally or in writing to the Student. Parties hereby agree that the following terms and conditions (hereinafter referred to as "Agreement") will be applicable in connection with the Confidential Information.

This non-disclosure agreement between parties will be effective as from, 10.09.2022,

Article 1

Information may be (whether intentional or not) transferred to the Student during the Site visit or during the Workshop on November 4, 2019. Such information may be, without limitation, oral or in the form of business and/or financial records, specifications, software programs, samples, photographs, diagrams, drawings and/or other documents or may be disclosed orally by presentation, demonstration or otherwise. All such information shall also be considered as "Confidential Information".

Article 2

All Confidential Information disclosed or transferred by Sirde Collection will always remain the property of Sirde Collection.

The Student will return all Confidential Information in written or tangible form, including copies, excerpts, reproductions or other media containing such Confidential Information, to the Disclosing Party within three (3) days of demand by Sirde Collection and any copies thereof immediately to Sirde Collection, upon Sirde Collection's first request and will provide, in the case of Confidential Information supplied electronically, at Sirde Collection request, confirmation that the Confidential Information has been permanently deleted from the medium on which it was stored.

Article 3

Student agrees, during a period of three (3) years from the date of disclosure of any Confidential Information hereunder:

- a. not to use the Confidential Information disclosed except with the express prior written authorization of the Disclosing Party;
- b. to keep confidential and protect the Confidential Information against disclosure with a reasonable degree of care;
- c. to not disclose, make known, divulge, publish or otherwise reveal any of the Confidential



Information received from the Disclosing Party, in whole or in part, to any other party whatsoever, directly or indirectly, except with the express prior written authorization of the Disclosing Party.

- d. not to reproduce the Confidential Information in/other than in electronically read-only formats.

Article 4

The parties agree that information disclosed pursuant to this Agreement which would otherwise be Confidential Information will not be deemed Confidential Information to the extent that it can be proven by written records that said information:

- a. is or becomes part of the public domain without violation of this Agreement or other wrongful act of the receiving party;
- b. is known and on record prior to disclosure;
- c. is lawfully obtained by the Student from a third party who is not bound by similar confidentiality obligations;
- d. is developed by the Student completely independently of any such disclosure by Sircle Collection;
- e. Is ascertainable from a commercially available product;

If only a portion of the Confidential Information falls under any of the above articles, then only that portion of the Confidential Information will be excluded from the use and disclosure restrictions of this Agreement.

Article 5

This Agreement will be governed and construed in accordance with the laws of the Netherlands. The competent court in Amsterdam will have sole jurisdiction over any dispute claimed hereunder.

Article 6

This Agreement will be effective for a period of three (3) years starting from the date it is signed.

Parties hereby acknowledge that unauthorised use or disclosure of the Confidential Information may cause damage to Sircle Collection and that in consequence Student agrees to reimburse the other for any and all damages, costs and expenses caused by or through the wrongful disclosure or usage of Confidential Information.

Sircle Collection B.V.

By:

Position:

Date:

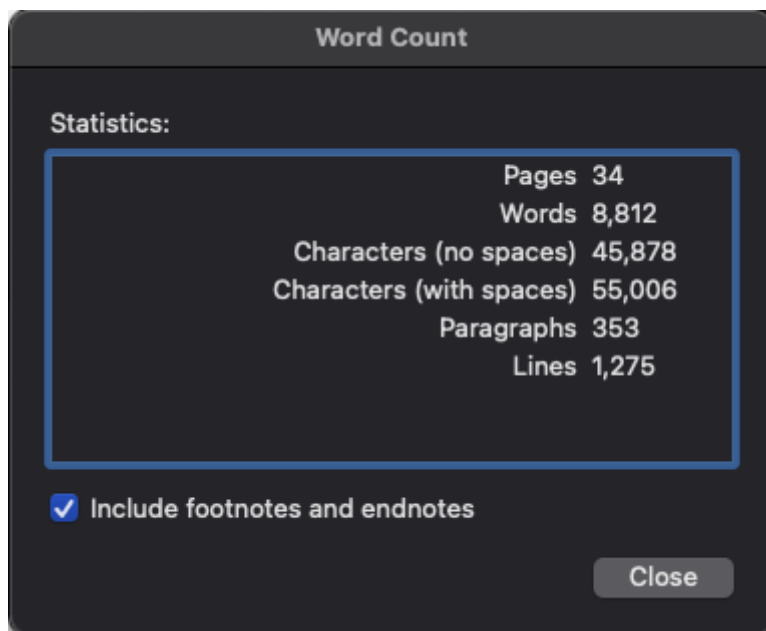
Signature:

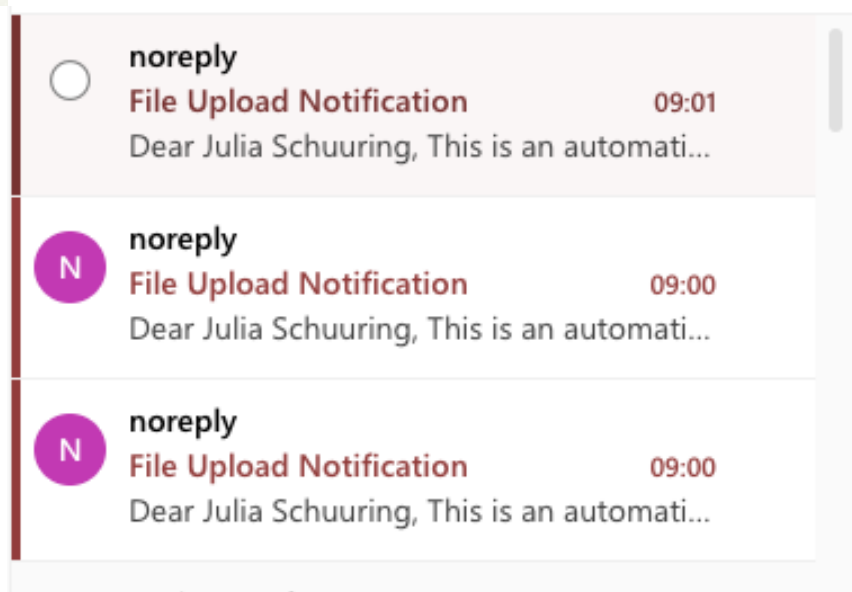
Julia Schuuring
Assistant Cluster Manager

10 September 2022

Student

9. Proof of Word Count & Data Management





Bericht vertalen naar het Nederlands | Engels nooit vertalen

noreply <noreply@hotelschool.nl>

Aan: Julia Schuurin

Ma 8-5-2023 09:01

Dear Julia Schuurin,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Julia Schuurin
Student Number : 672579
Email : 672579@hotelschool.nl
LYCar Coach : Mr. Gallicano
Research Number : 2023-24

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

Beantwoorden

Doorsturen

Research number: 2023-24



10. References

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