HOTEL MANAGEMENT SCHOOL LEEUWARDEN
NHL STENDEN

Let our Game Changers work on the challenges of your company!

At Hotel Management School Leeuwarden, we place the industry at the heart of our learning programme. We call this **design based education:** our students work on real life challenges from the industry, in an interactive and inspiring learning environment.

Future proof education

By implementing design based education (DBE), we are turning traditional education on its head. Less one-way passing on of information, more collaboration: working on 'design challenges' from the industry, in small interdisciplinary groups. Together, we construct and build knowledge. DBE allows us to anticipate on the changing world and the challenges that our students will face when they enter the industry. It matches our goal:

Educating game changers, in the hospitality industry and beyond.

How can we co-create?

Are you looking to create a new hospitality concept? Can we contribute to your efforts in sustainability? Do you want to research the impact of new technologies on your business? Or are you looking for support in setting up a new business model? Let the next generation of Game Changers think along! In this document, you can find additional information on the process and content of our collaboration.

We look forward to your working with you!
Account Managers Hotel Management School Leeuwarden

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The Process

Nov-Jan

Create Business Case

Together, we draft up the main challenge, its goals and its deliverables. You submit your business case via a Microsoft Form.

May-Aug

Feb

Division of Design Challenges

The design challenges will be divided over the different semesters, facilitators and project groups. One or two project groups of 4 to 5 students each will be assigned to your challenge.

Sep

Feb

Initial Meeting

Your first (virtual or face to face) meeting with the project team and facilitator. Use this meeting to agree on the set-up of the project, the deliverables and the type & frequency of communication.

Sep

Feb-June

Project period

The project team will work on your challenge for 8+ hours per week. They will regulary provide you with updates on their progress.

Sep-Jan

June

Delivery of end product

At the end of the semester, students will deliver their end product via a presentation and final report. You will be asked to provide us with feedback on the end products.

Jan

July

Evaluation

After the semester, an evaluation will take place to gather your feedback and explore next steps.

Feb

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What makes a great design challenge?

We aim to have our students work on real life challenges from the industry, because we want to deliver students that are able to anticipate on the changing world and the challenges that they will face when they enter the industry. To do so, we need the industry! To ensure that all expectations are met, there are some guidelines to our collaboration.

A great design challenge…

- Is a real-life issue in the hospitality industry with a tactical or strategic perspective
- Has a clearly defined topic which is feasible within the set timeframe
- Combines multiple disciplines, such as HR, finance, marketing, technology and operations
- Requires students to develop their inquisitive and project management skills to identify the scope and deliverables of the project
- Challenges students to explore, do research and think outside of the box
- Results in a tangible end product: analysis, advice, design, realised design, or activity
- Is carried out in English
- Is guided by an industry partner that is willing to invest their time and energy in the learning process of our students (approximately 1hr /week)

What can you expect of us?

We are very pleased that you want to support us, in educating the game changers of the future. Our students are motivated and entrepreneurial and will work on your challenges in a professional manner, guided by a facilitator (lecturer) to ensure progress and results. They will be in contact regularly to discuss the status and progress of the project.

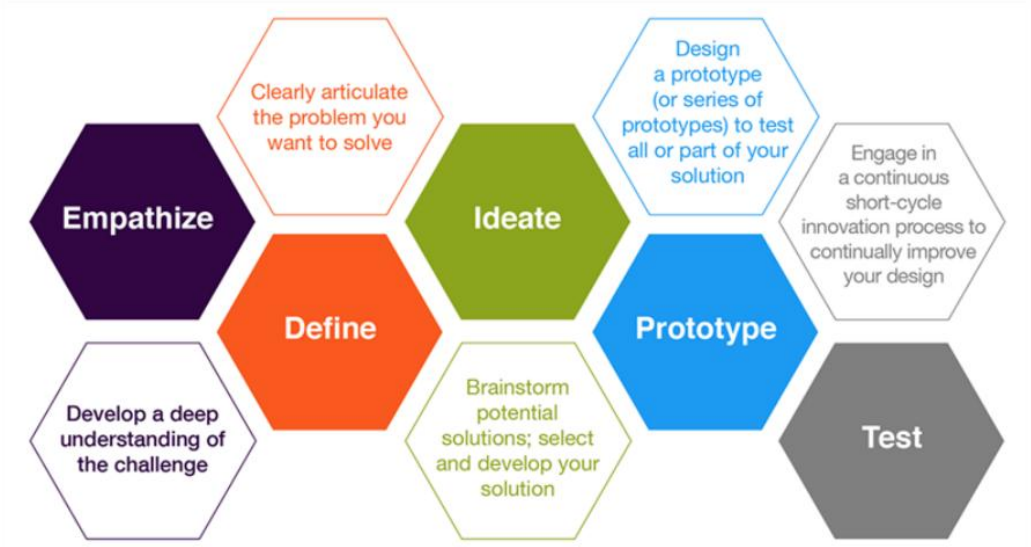
What do we expect of you?

We appreciate that you are willing to play a role in the learning process of our students. To ensure a smooth collaboration, we kindly ask you to be available for our students when they have questions. We estimate a time allocation of approximately 1 hour per week. At the start of the project, we ask you to make clear agreements about communication (who communicates, how often, etc.), expectations and deliverables.

The Design Thinking Process

Design based education is a teaching and learning approach that empowers the learning process of all stakeholders in (higher) education: it can be seen as a triangle between students, the professional field and lecturers. Design based education is based on Design Thinking, which is an approach to innovate in a creative way. Actual and complex issues are faced via repeated processes in order to bridge the gap between a current situation and an intended situation.

Our students will follow the design thinking approach while working on your design challenge: they develop an understanding of the challenge (empathize), articulate the problem that needs to be solved (define), brainstorm potential solutions (ideate), design a prototype to test (part of) the solution, and continue to test and improve the designed solution (test).



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Learning in Ateliers

Our 2nd and 3rd year students follow different semesters ('ateliers') during their studies at Hotel Management School Leeuwarden. Each semester has a different scope and is linked to different learning outcomes. Your design challenge will be linked to one of the semesters, based on the input provided in the business case.

1. Strategic Hospitality Manager (SHM)

The Strategic Hospitality Manager semester focuses on analysing and understanding a hospitality organisation and its (international) environment, to develop improvements that add value. Design challenges in this semester have a strategic focus on improvement and innovation within an existing organisation. As part of their work, students should undertake external analyses, risk analyses, forecasts and/or stakeholder analyses.

Examples of outcomes:

- Developing a competitive pricing strategy
- Research into improvements of guest experience
- Development of a unique training module to improve staff engagement

2. Enterprising Hospitality Leader (EHL)

The Enterprising Hospitality Leader Semester focuses on developing, implementing and evaluating creative concepts or new solutions for the hospitality industry. Design challenges within this semester have an operational and entrepreneurial focus on concept development, business development and leadership. The aim is to go beyond concepting: how can ideas be implemented successfully and which external factors should be taken into consideration?

Examples:

- Developing a fully operational business plan for a new fast food restaurant chain
- Running a pilot project for a new service
- Creating an implementation plan for a new concept

3. Responsible Global Citizen (RGC)

The Responsible Global Citizen semester focuses on developing, implementing and evaluating solutions for the hospitality industry, and/or doing research into relevant issues focused on global citizenship, ethics and sustainability. The semester has a strategic and sustainable focus.

Examples:

- Developing a corporate social responsibility policy for a company
- Creating a sustainable water concept for a hotel
- Researching how to launch a unique sustainable concept within an existent industry

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FAQ

Who will work on my design challenge?
Our 2nd and 3rd year students work on the design challenges from the industry. Generally speaking, one or two project teams of 4 to 5 students are assigned to each design challenge. For larger challenges, more groups may be assigned.

How much time do they spend on the challenge?
Throughout the semester (September-January of February-June) students work approximately 12 hours per week on the design challenge: two times per week (8 hours in total) they meet in the atelier under supervision of the facilitator. Besides these activities, the project groups are supported through expert sessions on relevant topics such as HR, law, finance or research. Keep in mind that for a 6 week period during the semester, project groups might be in practice and therefore less available.

How much time will this take for my company?
We advise our industry partners to allocate approximately 1 hour per week to the collaboration. This time is used to answer questions of students and to discuss progress of the project.

Are the students guided by a teacher?
The students are guided by a facilitator: a lecturer who supports the students in their project management, stimulates their design thinking process and monitors their progress. The facilitator is your first point of contact, when there are any issues in our collaboration.

What about confidentiality?
The starting document "Business Case" will be signed by both parties and as such functions as a contract. In the Business Case, a reference is made to our General Terms & Conditions, which are applicable to the project. Furthermore, we send you our (template) Confidentiality Agreement. Herewith we secure that our students will work within the limits set and will deal with your information in a proper and confidential manner.

Best Practice: 'Good for You' healthy restaurant chain

For a new business concept, a Dutch entrepreneur contacted us with a proposition for setting-up a (casual) vegetarian fast food restaurant. This new concept would contribute to a movement that ensures a better living environment on earth, without the consumer having to make concessions (combating lifestyle diseases such as obesity, diabetics, cholesterol disorders, animal suffering, CO2 emissions, etc.). Educational programs in the field of healthy lifestyle and sustainable furnishing and building locations are part of this concept. Students were asked to come up with a full-blown business plan.

Best Practice: A new hospitality business

An entrepreneur contacted us as he thought students could be of help to set up a new hospitality concept. The tasks for the students were to make a budget analysis, implementation of the marketing of the new concept, implementation of the menu choices, implementation of Design and Operations of the restaurants, (start with) the implementation of the HRM Strategy and last but not least the implementation of a Sustainable Development Strategy.

Best Practice: Design and develop a strategic concept for a hotel

A Dutch hotel chain would like to explore new opportunities for their hotel. Students were asked to practice, develop and demonstrate their capacities as marketer and F&B specialist. Within the project domain, students would explore the needs and wishes of international guests. They then would develop the right concept within the current setting. Also propose creative colourful concepts where tests can be made with locals. All in all create value for and with the industry partner that contributes to the position within the hotel and the proposed concept. Strengthening their mission and vision within the hotel.

Best Practice: Improve Corporate Social Responsibility

Students were asked to help one of our industry partners with improving their CSR-strategy. The activities students have done are:

- Make an assessment of the current Corporate Social Responsibility
- Design a system in which CSR can be monitored and improved
- Improve the overall CSR and CSR awareness of the employees

Best Practice: Lifetime employment

As one of our industry partners formulated it: "we want to have a plan to introduce a lifetime employment culture with valuable interventions". Within the project domain, the project-groups have explored the fields of sustainable employability and life time employment. Students would become experts on this field. The students have done research within the organization on how this topic could be introduced in a solid way. Finally students have proposed and tested with a small number of employees how the different interventions could look like.