SESSION PLANS

FOR VET LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE HOSPITALITY DIGITALISATION TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
ERHVERVSAKADEMI DANIA
Italian Hospitality School SRL
City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

2023

SESSION PLANS
FOR VET LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

**FOR VET LEARNERS AND PROFESSIONALS
IN THE HOSPITALITY INDUSTRY**

- 1 Topic: Sustainability
- 2 Topic: Digitalisation
- 3 Topic: Sustainable Hospitality
- 4 Topic: Learning styles
- 5 Topic: Digital Skills
- 6 Topic: Trends in the Hospitality Sector
- 7 Topic: The Tools of Digitalisation in Hospitality
- 8 Topic: Teaching styles
- 9 Topic: Indicators
- 10 Topic: Regulations and Legislation for the Sustainable Hospitality Digitalisation
- 11 Topic: Sustainable Budgeting
- 12 Topic: Hotel Management
- 13 Topic: F&B Management
- 14 Topic: Economic Benefits from Sustainable Hospitality Digitalisation Practices
- 15 Topic: Development of Entrepreneurial Ideas and Professional Networks

TOPIC ONE:

SUSTAINABILITY

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

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TOPIC 1
SUSTAINABILITY
SESSION PLAN FOR VET LEARNERS AND INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will work with understanding the current trends within the digitalization of the hospitality sector in general – seen from through a sustainable lens. Note! We have adapted the materials to the 8 different learning styles, so to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Maybe you took it already if this is not the first part of the course you take. Take the test here: https://how-to-study.com/learning-style-assessment/
2	Estimated time consumption on the learning process/activities	Between 5-10 hours
3	Learning activities	To understand the meaning of sustainability in the context of digitalization in the hospitality industry please start reading the dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook and Pedagogy for Sustainable Hospitality Digitalisation digital brochures. It is also the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.* **Case material** If you look through the case studies below you will get knowledge about how sustainable digitalization can be found in the hospitality industry. Furthermore, it gives you an idea how to use it in your own company, your workplace or as inspiration for future use. (The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners)* - https://smarttourismdestinations.eu/- reports on the work on sustainability and digitalization within the EU. Policies and case examples are presented. - https://cayugahospitality.com/articles-case-studies/ - https://hotelpropeller.com/the-best-hospitality-case-studies-you-can-learn-from/

Video material

The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *The Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.

- https://smarttourismdestinations.eu/webinars/ - webinars on the work on sustainability and digitalization within the EU. Policies and case examples are presented.

- https://www.theaccessgroup.com/en-gb/hospitality/sectors - examples and demos on systems used in the different parts of the hospitality industry to digitalize procedures in order to save paper and become more efficient in handling guests.

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Cornell: https://ecornell.cornell.edu/certificates/hospitality-and-foodservice-management/
- Les Rocher: https://lesroches.edu/hospitality-management/hospitality-degrees/online-hotel-management/
- Derby University: https://www.derby.ac.uk/online/hospitality-management-courses/

4	Goals	Upon finishing this part, you should be able to:
		Knowledge: - Understand the different ways of defining and approach sustainability benefitting of the digital revolution and how this affects the way the hospitality sector operates today. - Understand the triple bottom line and its use in the hospitality industry. - Understand the sustainable effects of the digitalization efforts of the hospitality sector. Skills

		• Learning to apply the knowledge goals above and participate in discussions on sustainable use of
5	"If….then you can…."	After completing this part, you will be able to: • Work with sustainable digitalization innovation and development in a hospitality setting • Work with applying a sustainable digital strategy in small to medium sized hospitality companies. • Be able to participate in discussions on sustainability in digitalization of hospitality companies in the future.
6	Guide lines (points)	The starting point of this session plan is to acknowledge which of the 8 learing styles that fit you best, and then seek you the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly engourage you to use the "Goals" listed for this session plan as you guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understand of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learing style we suggest that you choose the ones that fit you the most. • The Hotelier Academy provides a wide variety of cases within several topic related to current trends on the hotel sector. See more here: https://www.hotelieracademy.org/category/hotel-case-studies/ • The Access Group has collected a selection of case studies that cater to the different learning styles. See more here: https://www.theaccessgroup.com/en-gb/hospitality/case-studies-testimonials/ • At Study.com the also have a whole section of Cases and articles to study (Free, but login required). See more here:

https://study.com/academy/course/hospitality-tourism-management.html

8	Test your knowledge	• Please find definitions on how to understand "sustainability" in the context of the hospitality industry. • Find examples on how different parts of the industry work with sustainability. Choose as an example look at amusement parks, restaurants, hotels, ZOOs, and camping areas. • Compare your findings from the question above with examples from your country, neighborhood, or present workplace – do you see any similarities?
9	Checklist	• Do you understand the difference in defining sustainability? • Can you account for the major trends in sustainable digitalization affecting the hospitality sector? • Can you come up with some good reasons for improving a company's effort in working with sustainability?
11	Link to the next topic – suggestions – feed up	• Topic 2 Digitalisation • Topic 9 Indicators • Topic 3 Sustainable Hospitality • Topic 11 Sustainable Budgeting • Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices • Topic 15 Development of Entrepreneurial Ideas and Professional Networks
12	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learners:** The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning	

process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).

13	Memo:
	The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches.
	The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used.
	On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC TWO:

DIGITALISATION

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

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HOTEL SCHOOL
HOTEL MANAGEMENT COLLEGE

City Unity College NICOSIA

ITALIAN HOSPICITY SCHOOL

Dania ERHVERVSAKADEMI

inerciadigital
Boost your digital skills

digital guest

TOPIC 2 'DIGITALISATION'
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will work with understanding the current and expected future trends within sustainability digitalization of the hospitality sector in general. We have adapted the materials to the 8 different learning styles, so to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/ Digitalisation presents numerous opportunities for hospitality companies and professionals. Digitalisation allows companies to stay permanently connected with their customers, track their preferences over time and improve their service experience. With digital skills and mindset, hospitality employees can add value to their businesses and make the services more unique and personalized. Digitalisation involves the use of sustainable and efficient methods that help support an organization's market position, improve customers service, simplify the booking process and increase the number of bookings. The Module "Digitalisation" aims to offer participants knowledge, skills and competencies in sustainable digitalisation of hospitality. The participants will learn how to apply methods and tools within hospitality and be proficient in the tools related to work in the hospitality sector. This enables participants to lead, support and engage in organisational processes that promote sustainable digital business development in order to both improve the business value of the organisation and to improve the sustainability of the organisation. Participants will also be able to evaluate practice-oriented examples of digitalisation and critically consider and analyse digitalisation issues, problems and solutions in the hospitality industry. This critical evaluation and discussion perspective is key to study as digitalisation is very powerful and disruptive phenomenon that is not necessarily sustainable. To sum-up, participants will be trained in the sustainable use of digital resources.

The following activities are used during the session: Readings, videos, workshop, blended learning, peer-to-peer dialogues, walk & talks, Virtual Learning Environments (VLEs).

2	Estimated time consumption on the learning process/Activities	3 hours/ (3*45minutes) lessons
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style we do strongly recommend that you read the chapter on sustainability in the hospitality sector before embarking on the learning activities below.

Reading material
- The dedicated chapter in the PR1 brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.*

Case material
- The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*
- https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *The Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.
- TED interview with Nubank-founder and social entrepreneur, Cristina Junqueira
- 4https://www.ted.com/talks/cristina_junqueira_and_elena_crescia_how_to_discover_your_business_s_competitive_advantage

Key topics: Digitalisation, strategy, service, hospitality, positioning, data, guest experience, pains and gains,

How can you re-imagine and improve your business position in the market by making your business more digital?

How can different industries learn from the digital bank case example

How can you identify customer pain in the market and find out how digitalization can help transform the pain to a gain.

Why is it that people want to help themselves and don't want to have to deal with customer service?

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Cornell: https://ecornell.cornell.edu/certificates/hospitality-and-foodservice-management/
- Les Rocher: https://lesroches.edu/hospitality-management/hospitality-degrees/online-hotel-management/
- Cesar Ritz: https://www.cesarritzcolleges.edu/en/hotel-management-programs/
- GSTC: https://www.gstcouncil.org/sustainable-tourism-training/

4	Goals	Upon finishing this part, you should be able to: Knowledge: - Understand the context and importance of digitalization inside the hospitality sector and how this affects the way the hospitality sector daily operations are reshaped in accordance with these principles. - Understand the concept of "sustainable digitalization" - Understand the future trends of the digitalization efforts of the hospitality sector. Skills - Learning to apply the knowledge goals above through training and self-study
5	"If….then you can…."	After completing this part, you will be able to: - Work with sustainable digitalizational innovation and development in a hospitality setting - Work with applying a sustainable digitalization strategy in small to medium sized hospitality enterprises

		● Be able to teach hospitality enterprises in the future trends of sustainable digitalization.
6	Guide lines (points)	The starting point of this session plan is to acknowledge which of the 8 learing styles that fit you best, and then seek you the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as you guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understand of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learing style we suggest that you choose the ones that fit you the most. ● The Hotelier Academy provides a wide variety of cases within several topic related to current trends on the hotel sector. See more here: https://www.hotelieracademy.org/category/hotel-case-studies/ ● The Access Group has collected a selection of case studies that cater to the different learning styles. See more here: https://www.theaccessgroup.com/en-gb/hospitality/case-studies-testimonials/ ● At Study.com the also have a whole section of Cases and articles to study (Free, but login required). See more here: https://study.com/academy/course/hospitality-tourism-management.html
8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example if you are a

		Interpersonal Learner or Social Learners (aka Linguistic Learners) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the question below in real life. - Please describe the connection between sustainability and digitalization and how the implementation of it into the daily operations has affected the hospitality sector? - Please account for the currents trends that occurred as a consequence of implementation of digitalization into the hospitality sector operations, and how they mutually affected each other - Why, in your opinion, did the Covid19 pandemic not speed the process of digitalization?
9	Checklist	- Do you understand the difference between digitalization as a concept and sustainable hospitality? - Is it clear to you why especially the implication and implementation of digitalization has had such a tremendous impact on the hospitality sector? - Can you name some of the current and future technologies that will affect the hospitality sector and the extent of their importance in terms of sustainability and digitalization?
10	Link to the next topic – suggestions – feed up	• Topic 6 Trends in the Hospitality Sector Spain • Topic 5 Digital Skills • Topic 7 The Tools of Digitalisation in Hospitality Dania:
11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment for 8 learning styles. Formulate and integrate it in the descriptions:
12	Memo:	

12   Memo:
The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023).
The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023).

The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023).

The Kinesthetic Learner or Physical (tactile) Learners: The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023).

The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).

13	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.
14	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	The learning activities have been tailored to suit the linguistic learner by involving readings of texts and verbal dialogues.
15	The Naturalist or Natural/ Nature Learners	The learning activities have been tailored to suit the naturalist learner by involving an outside walk & talk in the nature.
16	The Musical or Rhythmic Learner or Aural (audio) Learners	The learning activities have been tailored to suit the musical or rhythmic learner or audio learner by involving a TED talk interview that can either be used as video or as audio as well.

17	The Kinesthetic Learner or Physical (tactile) Learners:	The learning activities have been tailored to suit the kinesthetic learner learner by involving the design of a mock-up or a prototype of the case solution.
18	The Visual or Spatial Learner or Visual (spatial) Learners	The learning activities have been tailored to suit the visual learner by involving the design of a mock-up/protype as mentioned above in order to visualize the problems and solutions in the field of sustainable digitalization.
19	The Logical or Mathematical Learner or Logical (analytical) Learners:	The learning activities have been tailored to suit the logical learner by involving a classic learning structure from first understanding and defining the topics before participants are asked to produce solutions.
20	The Interpersonal Learner or Social Learners (aka Linguistic Learners):	For interpersonal styled persons, please look for advise in the section above. For intrapersonal learners we recommend reading all available material solo.

TOPIC THREE:

SUSTAINABLE HOSPITALITY

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

PREPARED BY:

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2023

TOPIC 3 "SUSTAINABLE HOSPITALITY"
SESSION PLAN FOR VET LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will work with understanding the current and expected future trends within sustainability of the hospitality sector in general. We have adapted the materials to the 8 different learning styles, so to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	Estimated time consumption on the learning process/Activities	Between 2-4 hours/lessons
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style we do strongly recommend that you read the chapter on sustainability in the hospitality sector before embarking on the learning activities below.

Reading material
- The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.*

Case material
- The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*
- https://sustainablehospitalityalliance.org/resource/business-case-for-sustainable-hotels/
- https://study.com/academy/lesson/sustainability-environmental-issues-in-the-hospitality-industry.html
- https://study.com/academy/lesson/challenges-of-the-hospitality-industry.html
- https://oaky.com/en/blog/sustainability-in-the-hospitality-industry
- https://hospitalityinsights.ehl.edu/implementing-sustainability-training-sessions-hotel-personnel

- https://hospitality.arribatec.com/cic-hospitality-new-hotels/

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *The Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.
- https://study.com/academy/lesson/challenges-of-the-hospitality-industry.html
- https://study.com/academy/lesson/hospitality-industry-trends-technology.html
- https://www.youtube.com/watch?v=B5jPlw72UK8
- https://www.youtube.com/watch?v=aZL9cNpZ_Ww&t=2146s
- https://www.youtube.com/watch?v=ccra5J3A4qk
- https://www.youtube.com/watch?v=ccra5J3A4qk
- https://www.youtube.com/watch?v=efgmEbjbGR8
- https://www.youtube.com/watch?v=Imbj0F-gUSw

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Cornell: https://ecornell.cornell.edu/certificates/hospitality-and-foodservice-management/
- Les Rocher: https://lesroches.edu/hospitality-management/hospitality-degrees/online-hotel-management/
- Cesar Ritz: https://www.cesarritzcolleges.edu/en/hotel-management-programs/
- GSTC: https://www.gstcouncil.org/sustainable-tourism-training/

4	Goals	Upon finishing this part, you should be able to:
		Knowledge: • Understand the context and importance of sustainability inside the hospitality sector and how this affects the way the hospitality sector daily

		operations are reshaped in accordance with these principles. • Understand the concept of "sustainable hospitality" • Understand the future trends of the sustainability efforts of the hospitality sector. Skills • Learning to apply the knowledge goals above through training and self-study
5	"If….then you can…."	After completing this part, you will be able to: • Work with sustainable innovation and development in a hospitality setting • Work with applying a sustainable strategy in small to medium sized hospitality enterprises • Be able to teach hospitality enterprises in the future trends of hospitality sustainability
6	Guide lines (points)	The starting point of this session plan is to acknowledge which of the 8 learing styles that fit you best, and then seek you the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as you guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understand of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learing style we suggest that you choose the ones that fit you the most. • The Hotelier Academy provides a wide variety of cases within several topic related to current trends on the hotel sector. See more here:

https://www.hotelieracademy.org/category/hotel-case-studies/

- The Access Group has collected a selection of case studies that cater to the different learning styles. See more here: https://www.theaccessgroup.com/en-gb/hospitality/case-studies-testimonials/

- At Study.com the also have a whole section of Cases and articles to study (Free, but login required). See more here: https://study.com/academy/course/hospitality-tourism-management.html

8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example if you are a Interpersonal Learner or Social Learners (aka Linguistic Learners) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the question below in real life. • Please describe the connection between sustainability and how the implementation of it into the daily operations has affected the hospitality sector? • Please account for the currents trends that occurred as a consequence of implementation of sustainability into the hospitality sector operations, and how they mutually affected each other • Why, in your opinion, did the Covid19 pandemic not speed the process of sustainable tourism?
9	Checklist	• Do you understand the difference between sustainability as a concept and sustainable hospitality? • Is it clear to you why especially the implication and implementation of sustainability has had such a tremendous impact on the hospitality sector? • Can you name some of the current and future technologies that will affect the hospitality sector and the extent of their importance in terms of sustainability?
10	Link to the next topic – suggestions – feed up	• Topic 1 Sustainability • Topic 6 Trends in the Hospitality Sector • Topic 9 Indicators • Topic 11 Sustainable Budgeting

		• Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices • Topic 15 Development of Entrepreneurial Ideas and Professional Networks
11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions:
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	For the linguistic learner, we recommend reading the various assigned texts to the lessons.
13	The Naturalist or Natural/ Nature Learners	Perhaps dive into additional extra curriculum scientific papers besides the offered via these lessons
14	The Musical or Rhythmic Learner or Aural (audio) Learners	We recommend listening to the eCornell podcast video.
15	The Kinesthetic Learner or Physical (tactile) Learners:	We recommend going through the various study.com links alongside a fellow student.
16	The Visual or Spatial Learner or Visual (spatial) Learners	We recommend going through the various study,.com links to gain visual insight to the subject at hand.
17	The Logical or Mathematical Learner or Logical (analytical) Learners:	We recommend going through the various study.com links alongside a fellow interpersonal learner styled person.
18	The Interpersonal Learner or Social Learners (aka Linguistic Learners):	For interpersonal styled persons, please look for advise in the section above. For intrapersonal learners we recommend reading all available material solo.
19	Memo: The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). The Kinesthetic Learner or Physical (tactile) Learners: The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process.	

For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).

20	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC FOUR:

LEARNING STYLES

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

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2023

TOPIC 4 'LEARNING STYLES'
FOR SUSTAINABLE HOSPITALITY DIGITALISATION

SESSION PLAN FOR VET LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	The hospitality industry is rapidly evolving, and digitalization has become a key component of sustainable hospitality practices. To successfully implement digitalization in the hospitality industry, it is essential to understand the different learning styles of employees and how they impact the adoption of new technologies. This course aims to provide hospitality professionals with an in-depth understanding of learning styles and how they can be applied to achieve sustainable hospitality digitalization.
2	Estimated time consumption on the learning process/Activities	Between 5-10 hours
3	Suggestions on solutions	By the end of this session the learners will understand the differences between 8 learning styles and their application in sustainable hospitality digitalization.
4	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style we do strongly recommend that you read the chapter on Digitalization in the hospitality sector before embarking on the learning activities below. **Reading material**

- The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.*

Books:

- "Multiple Intelligences: New Horizons in Theory and Practice" by Howard Gardner;
- "Learning Styles: Concepts and Evidence" by Harold Pashler, Mark McDaniel, Doug Rohrer, and Robert Bjork
- "The VARK Guide to Learning Styles" by Neil D. Fleming
- "Learning and Study Strategies Inventory (LASSI)" by Claire Ellen Weinstein and David R. Palmer

Articles:

- "Learning Styles: Concepts and Evidence" by Harold Pashler, Mark McDaniel, Doug Rohrer, and Robert Bjork;
- "Learning Styles and Pedagogy in Post-16 Learning: A Systematic and Critical Review" by Frank Coffield, David Moseley, Elaine Hall, and Kathryn Ecclestone;
- "The Impact of Learning Styles on Student Success in Online Versus Face-to-Face Environments" by Carol A. Yeager and Donna D. Dyer
- "The Relationship Between Learning Styles and Academic Performance in a Virtual Learning Environment" by Malgorzata S. Sadeddin.

Case material

- COMPATIBILITY OF TEACHING STYLES WITH LEARNING STYLES: A CASE STUDY https://files.eric.ed.gov/fulltext/EJ1236991.pdf
- VARK Learning Styles and Online Education: Case Study

		https://www.researchgate.net/publication/327869001_VARK_Learning_Styles_and_Online_Education_Case_Study **Video material** ● The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles.
5	Goals	Upon finishing this part, you should be able to: Knowledge: ● Define and understand the concept of sustainable hospitality digitalization. ● Explore in-depth eight different learning styles and their characteristics. ● Understand the relationship between learning styles and technology adoption. ● Identify strategies to leverage different learning styles for effective digitalization in the hospitality industry. ● Develop an action plan to apply learning styles in sustainable hospitality digitalization initiatives. Skills: ● Skill in designing and implementing learning activities that engage learners with diverse learning styles and preferences. ● Ability to provide feedback and guidance tailored to the individual learning style of learners to enhance their understanding and retention of information. ● Skill in facilitating a supportive and inclusive learning environment that encourages learners to explore and leverage their preferred learning style. ● Ability to assess the effectiveness of instructional strategies in catering to different learning styles and make adjustments as needed. Attitude:

		● Skill in designing and implementing learning activities that engage learners with diverse learning styles and preferences. ● Empathy towards learners who may have different learning styles and a willingness to adapt instructional strategies accordingly; ● Flexibility in designing and implementing instructional activities that cater to different learning styles, even if it requires additional effort or resources; ● Positive attitude towards utilizing a variety of instructional strategies to create an inclusive and engaging learning experience for all learners; ● Commitment to continuous improvement and willingness to learn and apply new approaches that cater to the diverse learning needs of VET learners.
6	"If....then you can...."	● If you identify your preferred learning style, then you can tailor your study strategies accordingly, which can enhance your learning outcomes; ● If you engage in hands-on activities and simulations, then you can cater to the kinesthetic learning style and improve your understanding of practical concepts; ● If you collaborate and participate in group discussions, then you can meet the needs of interpersonal learners and enhance your communication and teamwork skills; ● If you reflect on your own learning progress and set personal goals, then you can cater to the intrapersonal learning style and take ownership of your learning journey; ● If you incorporate visual aids such as diagrams and videos, then you can cater to the visual learning style and enhance your understanding of visual information;

		● If you engage in reading, writing, and speaking activities, then you can cater to the linguistic learning style and improve your language skills and comprehension.
7	Guide lines (points)	● PowerPoint; ● Case study; ● In-class discussion; ● Test.
8	Cases for practice (individual/in groups)	Case Study: Applying the 8 Learning Styles for Vocational Education and Training (VET) Learners *Introduction:* ABC Vocational Institute offers a wide range of vocational education and training (VET) programs for adult learners. The institute recognizes that VET learners have diverse learning preferences and aims to provide effective instructional strategies to accommodate their needs. As part of their instructional design, the institute has incorporated the 8 learning styles model to enhance the learning experience of their VET learners. In this case study, we will explore how ABC Vocational Institute applies the 8 learning styles to optimize the learning outcomes of their VET learners. *Background:* The VET learners at ABC Vocational Institute come from diverse backgrounds and have varying levels of prior knowledge and skills. Some learners are visual learners who prefer visual aids, while others are auditory learners who prefer listening to explanations. Some learners are kinesthetic learners who prefer hands-on activities, while others are linguistic learners who excel in reading and writing. ABC Vocational Institute recognizes that understanding and catering to these learning preferences can significantly impact the effectiveness of their training programs. Therefore,

they decided to incorporate the 8 learning styles model into their instructional design.

Implementation:

ABC Vocational Institute applied the 8 learning styles model in their VET programs through the following strategies:

Visual learners: The institute used visual aids such as diagrams, charts, and videos to help visual learners understand complex concepts. They also incorporated visual cues in their presentations and materials to enhance the visual experience for these learners.

Auditory learners: For auditory learners, the institute included lectures, discussions, and audio recordings in their instructional design. They also provided opportunities for learners to participate in discussions, debates, and presentations to improve their listening and speaking skills.

Kinesthetic learners: ABC Vocational Institute incorporated hands-on activities, simulations, and practical exercises to engage kinesthetic learners. They encouraged learners to participate in real-world projects, role-plays, and problem-solving activities to reinforce their learning.

Linguistic learners: To cater to linguistic learners, the institute provided reading materials, writing tasks, and opportunities for learners to express themselves through writing and speaking activities. They also provided feedback and guidance to help learners improve their linguistic skills.

Logical learners: ABC Vocational Institute used logical and analytical approaches to engage logical learners. They provided structured and organized

information, encouraged critical thinking, and provided opportunities for learners to apply logical reasoning in practical situations.

Interpersonal learners: The institute promoted collaborative learning among interpersonal learners by incorporating group work, team projects, and peer discussions. They also provided opportunities for learners to interact and learn from each other through group activities and projects.

Intrapersonal learners: To accommodate intrapersonal learners, ABC Vocational Institute allowed time for self-reflection and encouraged learners to set personal learning goals. They provided opportunities for learners to reflect on their learning progress, set targets, and monitor their own learning.

Naturalistic learners: Finally, the institute incorporated nature-related activities such as field trips, outdoor observations, and practical experiences to engage naturalistic learners. They encouraged learners to connect with the natural environment and apply their skills in real-world situations.

9	process schedule/models/frameworks	The learning process for the topic involves engaging learners through a variety of activities and environments that cater to their preferred learning styles, providing opportunities for personalization, assessment, review, and follow-up to enhance their understanding and application of the topic.
10	Checklist	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. ● Name three instructional strategies that can be effective for visual learners. ● Explain how group work can benefit interpersonal learners in the learning process.

		- Identify one instructional strategy that can be effective for linguistic learners. - Describe how field trips can benefit naturalistic learners in the learning process. - Explain why providing structured and organized information can be effective for logical learners. - Give an example of an activity that can engage musical learners in the learning process.
11	Link to the next topic – suggestions – feed up	- Topic 8 Teaching styles - Topic 15 Development of Entrepreneurial Ideas and Professional Networks
12	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions:
13	The Linguistic Learner or Verbal Learners (aka Linguistic Learners)	Activity: Debate or Discussion Environment: Classroom or Meeting Room
14	The Naturalist or Natural/ Nature Learners	Activity: Outdoor Field Trip or Nature Walk Environment: Natural Outdoor Setting or Nature Reserve
15	The Naturalist or Natural/ Nature Learners	Activity: Outdoor Field Trip or Nature Walk Environment: Natural Outdoor Setting or Nature Reserve
16	The Musical or Rhythmic Learner or Aural (audio) Learners	Activity: Music or Rhythm-based Activity Environment: Music Room or Audio Lab
17	The Kinesthetic Learner or Physical (tactile) Learners:	Activity: Hands-on Experiment or Simulation Environment: Laboratory, Workshop, or Interactive Learning Space
18	The Visual or Spatial Learner or Visual (spatial) Learners	Activity: Visual or Spatial Presentation or Visualization Environment: Visual Arts Studio, Virtual Reality Environment, or Interactive Visualization Tool
19	The Logical or Mathematical	Activity: Problem-Solving or Critical Thinking Task

	Learner or Logical (analytical) Learners:	Environment: Logic-based Puzzle Room, Math Lab, or Digital Logic Simulation Tool
20	The Interpersonal Learner or Social Learners (aka Linguistic Learners):	Activity: Role-playing or Group Problem-solving Environment: Interactive Learning Space or Simulation Environment
21	Memo:	The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). The Kinesthetic Learner or Physical (tactile) Learners: The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023). The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023). The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).
22	Memo:	

The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good

practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan,

increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC FIVE:

DIGITAL SKILLS

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
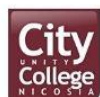DIGITALISATION
TOOLKIT

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2023

HOTEL SCHOOL
HOTEL MANAGEMENT COLLEGE

City Unity College NICOSIA

ITALIAN HOSPITALITY SCHOOL

Dania ERHVERVSAKADEMI

inerciadigital
Boost your digital skills

digital guest

TOPIC 5 'DIGITAL SKILLS'
SESSION PLAN FOR VET LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will find out why learning digital skills is so important, and we need to find out what it means to have a certain *skill.* We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	**Estimated time consumption on the learning process/Activities**	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on Digital Skills before embarking on the learning activities below. Reading material ● The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.* Case material ● The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners* ● *https://study.com/academy/lesson/what-is-digital-literacy-definition-example.html* ● https://www.academia.edu/10670324/digital_skills?sm=b ● https://www.liverpoolcityregion-ca.gov.uk/digital-skills-case-studies/ ● https://www.forbes.com/sites/jasonbloomberg/2018/04/29/digitization-digitalization-and-digital-

                transformation-confuse-them-at-your-peril/?sh=c6438402f2c7
- https://study.com/academy/lesson/the-cultural-impact-of-digital-communication.html

- https://www.sciencedirect.com/science/article/abs/pii/S0747563217301590

- https://study.com/academy/lesson/promoting-digital-self-monitoring-skills.html

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.

- https://youtu.be/iIB5-AcazN4

- https://youtu.be/tijFGo8pcSA

- https://youtu.be/A8yQPoTcZ78

- https://youtu.be/XqV_Yz-gjkI

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Cornell:
- https://ecornell.cornell.edu/certificates/technology/digital-leadership/
- https://ecornell.cornell.edu/certificates/hospitality-and-foodservice-management/hospitality-digital-marketing/

- University of Surrey:
https://www.surrey.ac.uk/postgraduate/international-hospitality-management-digital-innovation-online-msc

- Derby   University:
https://www.derby.ac.uk/undergraduate/marketing-courses/digital-marketing-bsc-hons/

4	Goals	Upon finishing this part, you should be able to:
		Knowledge:
		● Learn basic essential digital skills include being able to: use devices like a computer, tablet or mobile phone for simple, personal and work tasks.
		● Find and use the information on the internet.
		● Understand how to be safe and responsible online.
		● About Communication and Netiquette
		● Improve your Functional Skills
		Skills
		● Learning to apply the knowledge goals above through training and self-study
5	"If….then you can…."	After completing this part, you will be able to:
		● Embrace new technology
		● Understand how you can add value outside of automated systems and AI. As automation becomes the norm, our roles must adapt to the digital environment.
		● Research the industry or profession that interests you and read job descriptions to understand what skills you already have and what you will need to develop.
6	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/
		Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide.
		Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.

7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most. ● Mitel is a global market leader in business communications. See more here: https://www.mitel.com/blog/5-best-practices-for-digital-transformation-success-and-speed ● An official website of the European Union. See more here: https://digital-skills-jobs.europa.eu/en/inspiration/good-practices ● At Study.com the also have a whole section of Cases and articles to study (Free, but login required). See more here: https://study.com/academy/lesson/what-is-digital-literacy-definition-example.html
8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life. ● Please describe the connection between digital, digitalization, and green skills and why it is so important to understand. ● Please describe briefly how the COVID-19 pandemic has helped to increase people's digital skills. ● How developing your digital skills can help you to find a job?
9	Checklist	● Do you understand the difference between digital, digitalization, and green skills? ● Is it clear to you why is it important to develop digital skills nowadays? ● Could you be able to describe some advantages of improving your digital skills? ● Can you name some sectors where having digital skills is necessary if you want to apply for a job? Please name some technology you may use.
10	Link to the next topic – suggestions – feed up	● Topic 2 Digitalisation ● Topic 7 The Tools of Digitalisation in Hospitality ● Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices

		• Topic 15 Development of Entrepreneurial Ideas and Professional Networks
10	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
11	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	Squeak: With this tool, students can develop their own Projects. Squeak is a tool programming that allows research, creates simulations, books interactive, quizzes, or trivial, do experiments... ACTV: do a desk research about the evolution of technology in the last 50 years and how improving your digital skills can benefit you in the future.
12	The Naturalist or Natural/ Nature Learners	Take some photos of different kinds of technology and design an infographic to share with people to show how improving your digital skills can help you in the future.
13	The Musical or Rhythmic Learner or Aural (audio) Learners	Follow the instructions of this tutorial and create a PPT on google slides about how improving your digital skills can benefit you in the future. [How To: Quick Tutorial for New Google Slides Presentation](#)
14	The Kinesthetic Learner or Physical (tactile) Learners:	Create your CV in Google Doc or Canva
15	The Visual or Spatial Learner or Visual (spatial) Learners	Create a survey about this topic with Google form and a PPT to show the results using graphs, diagrams, etc.
16	The Logical or Mathematical Learner or Logical (analytical) Learners:	DIPITY: With this tool, you can create a very attractive timeline, about some fact that we are studying and insert audio, videos, links and maps of Google Maps.Once done, you can view and share. Actv: create a timeline on Technology Evolution and how people have improved their digital skills over the last 50 years.
17	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	STORYBIRD: it's a tool that allows us to build stories and tales. In addition to promoting the use of written language encourages the development of creativity and the imagination to compose texts. Activity: write a story on STORYBIRD or GOOGLE DOC about the importance, advantages, and disadvantages of improving your digital skills.
18	Memo: The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023).	

The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023).

The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023).

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The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).

19	Memo:
	The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good
	practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan,
	increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC SIX:

TRENDS IN THE HOSPITALITY SECTOR

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE HOSPITALITY
DIGITALISATION TOOLKIT

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Erasmus+ Project
No. 2021-1-LV01-KA220-VET-000033140

2023

TOPIC 6
TRENDS IN THE HOSPITALITY INDUSTRY
SESSION PLAN FOR VET LEARNERS AND INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will work with understanding the current trends within the digitalization of the hospitality sector in general. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	Estimated time consumption on the learning process/Activities	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style we do strongly recommend that you read the chapter on Digitalization in the hospitality sector before embarking on the learning activities below.
		Reading material
		• The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.*
		Case material
		• The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*
		• https://study.com/academy/lesson/hospitality-industry-case-study-research.html
		• https://www.mitel.com/blog/6-hospitality-technology-case-studies-you-should-see
		• https://www.academia.edu/4260484/eTourism_Case_Studies_Part_1_Hospitality
		• https://study.com/academy/lesson/challenges-of-the-hospitality-industry.html
		• https://cayugahospitality.com/articles-case-studies/
		• https://hotelpropeller.com/the-best-hospitality-case-studies-you-can-learn-from/

- https://www.hotelieracademy.org/category/hotel-case-studies/
- https://www.theaccessgroup.com/en-gb/hospitality/case-studies-testimonials/

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *The Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.
- https://study.com/academy/lesson/challenges-of-the-hospitality-industry.html
- https://study.com/academy/lesson/hospitality-industry-trends-technology.html
- https://www.youtube.com/watch?v=lfe9OnpQWXE
- https://www.youtube.com/watch?v=92Ym8kfMmoY
- https://www.theaccessgroup.com/en-gb/hospitality/case-studies-testimonials/

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Cornell: https://ecornell.cornell.edu/certificates/hospitality-and-foodservice-management/
- Les Rocher: https://lesroches.edu/hospitality-management/hospitality-degrees/online-hotel-management/
- Derby University: https://www.derby.ac.uk/online/hospitality-management-courses/

4	Goals	Upon finishing this part, you should be able to:
		Knowledge:
		• Understand the historical context of the digital revolution and how this affects the way the hospitality sector operates today
		• Understand the concept "the fourth industrial revolution"
		• Understand how the Covid19 Pandemic effected the digitalization efforts of the hospitality sector

		• Understand the future trends of the digitalization efforts of the hospitality sector. Skills • Learning to apply the knowledge goals above through training and self-study
5	"If….then you can…."	After completing this part, you will be able to: • Work with innovation and development in a hospitality setting • Work with applying a digital strategy in small to medium sized hospitality companies • Be able to teach hospitality companies in the future trends of hospitality digitalization
6	Guide lines (points)	The starting point of this session plan is to acknowledge which of the 8 learing styles that fit you best, and then seek you the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly engourage you to use the "Goals" listed for this session plan as you guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understand of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learing style we suggest that you choose the ones that fit you the most. • The Hotelier Academy provides a wide variety of cases within several topic related to current trends on the hotel sector. See more here: https://www.hotelieracademy.org/category/hotel-case-studies/ • The Access Group has collected a selection of case studies that cater to the different learning styles. See

more here: https://www.theaccessgroup.com/en-gb/hospitality/case-studies-testimonials/

- At Study.com the also have a whole section of Cases and articles to study (Free, but login required). See more here: https://study.com/academy/course/hospitality-tourism-management.html

8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example if you are a Interpersonal Learner or Social Learners (aka Linguistic Learners) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the question below in real life. • Please describe the connection between the 4 industrial revolutions and how especially the fourth industrial revolution has effected the digitalization efforts of the hospitality sector? • Please account for the three dominant trends that occurred as a consequence of the Covid19 pandemic, and how the mutually affected each other • Why, in your opinion, did the Covid19 pandemic not speed the process of sustainable tourism?
9	Checklist	• Do you understand the difference between the 4 industrial revolutions? • Is it clear to you why especially the 4 industrial revolution has had such a tremendous impact on the hospitality sector? • Can you account for the major trends affecting the hospitality sector post Covid19? • Can you name some of the current and future technologies that will affect the hospitality sector and the extent of their importance?
	Link to the next topic – suggestions – feed up	• Topic 3 Sustainable Hospitality • Topic 12 Hotel Management • Topic 11 Sustainable Budgeting • Topic 13 F&B Management • Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices • Topic 15 Development of Entrepreneurial Ideas and Professional Networks

10	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions:
11	Memo:	

The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023).

The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023).

The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023).

The Kinesthetic Learner or Physical (tactile) Learners: The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023).

The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).

| 12 | Memo: | |

The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good

practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan,

increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC SEVEN:
TOOLS OF SUSTAINABLE HOSPITALITY DIGITALISATION

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
ERHVERVSAKADEMI DANIA
Italian Hospitality School SRL
City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

Erasmus+ Project
No. 2021-1-LV01-KA220-VET-000033140

2023

TOPIC 7
THE TOOLS OF DIGITALISATION IN HOSPITALITY
SESSION PLAN FOR VET LEARNERS AND INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session, you will learn how to improve the customer experience, streamlining operations, and increasing revenue by using tools of digitalization. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	**Estimated time consumption on the learning process/Activities**	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in the session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on Digital Skills before embarking on the learning activities below. Reading material ● The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.* Case material ● The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners* ● *htps://www.bu.edu/hospitality/2023/01/26/technology-trends-in-hospitality/#:~:text=In%20the%20hospitality%20industry%2C%20video,the%20same%20room%20through%20VR.*

- https://www.emerald.com/insight/content/doi/10.1108/IJCHM-06-2022-0679/full/html?skipTracking=true

- https://www.academia.edu/39844875/DIGITALIZATION_IN_THE_HOSPITALITY_INDUSTRY_TRENDS_THAT_MIGHT_SHAPE_THE_NEXT_STAY_OF_GUESTS

- https://www.mypos.com/en-gb/how-hospitality-industry-benefits-from-digitalisation-trends

- https://insights.ehotelier.com/insights/2022/01/13/digital-transformation-strategies-for-hospitality/

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.

- https://youtu.be/vafhbdIOqpg

- https://youtu.be/VFsuei5ob5U

- https://youtu.be/yfArn9X05w4

- https://youtu.be/wTqtWYZYxLY

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Imperial College Business School: https://execed-online.imperial.ac.uk/digital-transformation?utm_source=Google&utm_network=g&utm_medium=c&utm_term=digital%20transformation%20course&utm_location=1005415&utm_campaign_id=17050332394&utm_adset_id=138826700311&utm_ad_id=594862478639&gad=1&gclid=CjwKCAjwuqiiBhBtEiwATgvixD6VBwVf0nQpyYfZkcW8t3K0b66c7toAvbNsBCqsg9G3p0FHvOLKjhoC0rQQAvD_BwE

		● Barcelona School of Tourism Hospitality and Gastronomy: https://www.cett.es/en/academic-offer/courses/bachelors-degree-in-digital-business-and-tourism-innovation ● UNWTO Tourism online Academy: https://www.unwto-tourismacademy.ie.edu/
4	Goals	Upon finishing this part, you should be able to: Knowledge: • Obtain knowledge about learning tools of digitalisation for the hospitality industry. • Learn how to enhance customer experience. • Know how to Streamline operations. • Know how to increase revenue. • Learn about how to improving efficiency by using digital technologies and tools to improve efficiency and reduce costs. This includes automating tasks, reducing manual labor, and eliminating inefficiencies in processes. Skills ● Learning to apply the knowledge goals above through training and self-study
5	"If....then you can...."	After completing this part, you will be able to: • know how to help employees and managers understand the various digital technologies and tools available to them. This includes everything from online booking platforms and mobile apps to hotel management software and restaurant point-of-sale systems. • Know how to help employees and managers use digital technologies and tools to enhance the customer experience. This includes providing personalized recommendations, improving communication with guests, and offering faster service. • Know how to help employees and managers use digital technologies and tools to streamline operations and automate tasks. This includes automating check-ins, room assignments, and housekeeping tasks, as well as streamlining ordering and payment processing in restaurants.

		• Know how to help employees and managers use digital technologies and tools to increase revenue. This includes upselling and cross-selling products and services, offering personalized recommendations, and using data analytics to identify opportunities for growth.
6	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to understand the topic of this session better. Depending on your learning style we suggest that you choose the ones that fit you the most. INDIVIDUAL: https://hoteltechnologynews.com/2019/03/hospitality-digital-technology-challenges-priorities-and-buzzwords/ Mind map GROUP: https://www.hotelmanagement.net/tech/10-ways-smart-technology-reshaping-hotel-industry Class discussion Brain storm

8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life. • What are some examples of digitalization tools that can be used in the hospitality industry to enhance the customer experience? • How can digitalization tools be used to streamline operations and reduce costs in the hospitality industry? • What are some potential challenges that may arise when implementing digitalization tools in the hospitality industry, and how can these challenges be addressed? • How can data analytics be used in the hospitality industry to improve revenue and guest satisfaction?
9	Checklist	● Do you understand What are some key considerations that hospitality businesses should take into account when selecting digitalization tools to implement in their operations? ● Is it clear to you why is it important to use different tools for digitalization in the hospitality sector nowadays? ● Could you be able to describe some advantages of improving digitalization in the hospitality sector?
10	Link to the next topic – suggestions – feed up	• Topic 2 Digitalisation • Topic 5 Digital Skills • Topic 6 Trends in the Hospitality Sector • Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices • Topic 15 Development of Entrepreneurial Ideas and Professional Networks
11	Activities and environment for 8 learning types:	Every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions.
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	https://www.hotelmanagement.net/tech/10-ways-smart-technology-reshaping-hotel-industry Read this article and design a PPT summarizing the content.

13	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best indicators hotels could use to improve their performance.
14	The Musical or Rhythmic Learner or Aural (audio) Learners	● https://youtu.be/vafhbdIOqpg Watch this tutorial and make your own video (not longer than 1 minute) where you are explaining this information to high school students.
15	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they do differently in terms of using tools to improve customers' experience and streamline operation.
16	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the best tools to improve digitalization in hotels.
17	The Logical or Mathematical Learner or Logical (analytical) Learners:	Create a survey to evaluate 2 hotels' performance according to the tools of digitalization they use and write a report showing the comparison and results.
18	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	● https://www.mypos.com/en-gb/how-hospitality-industry-benefits-from-digitalisation-trends Read this article and write a newsletter about the importance of deciding and designing the best indicators could improve your business.
19	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learner:** A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). **The Logical or Mathematical Learner or Logical (analytical) Learners:** The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023).		

	The Interpersonal Learner or Social Learner (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023). The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).
20	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC EIGHT:

TEACHING STYLES

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

2023

TOPIC 8
TEACHING STYLES
FOR SUSTAINABLE HOSPITALITY DIGITALISATION

SESSION PLAN FOR VET LEARNERS AND INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	The hospitality industry has undergone a rapid transformation the last years and the recent pandemic has speed this trend even further. Hotel companies are adopting digital technologies to minimize their operating costs and offer to their guests a seamless experience. It is therefore imperative for professionals and academics to understand the hard and soft skills that employees need to have and adjust their teaching styles accordingly. This is the aim of this course.
2	Estimated time consumption on the learning process/ activities	Between 5-10 hours
3	Suggestions on solutions	By the end of this session the learners will understand the differences between 8 learning styles and their application in sustainable hospitality digitalization
4	Learning activities	There are several kinds of learning activities in the session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style we do strongly recommend that you read the chapter on Digitalization in the hospitality sector before embarking on the learning activities below.
		Reading material
		• The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.*
		Books:
		• "Multiple Intelligences in the Classroom" by Thomas Armstrong
		• *Multiple intelligences: The theory in practice by* Gardner Howard
		Articles:
		• The neuroscience of intelligence: Empirical support for the theory of multiple intelligences? Trends in

neuroscience and education" by Shearer, C.B. and Karanian, J.M.
- "Identifying the Multiple Intelligences of Your Students" by
  McClellan, Joyce A.; Conti, Gary J.

Case material
- COMPATIBILITY OF TEACHING STYLES WITH LEARNING STYLES: A CASE STUDY
  https://files.eric.ed.gov/fulltext/EJ1236991.pdf

- Self-Identified and Observed Teaching Styles: A Case Study of Senior Physical Education Teachers in Queensland Schools
  https://link.springer.com/chapter/10.1057/978113 7476982_5

- Lecturer teaching styles and student learning involvement in large classes: A Taiwan case study
  https://www.tandfonline.com/doi/abs/10.1080/021 88791.2020.1852913

Video material

The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage *The Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.

- https://www.youtube.com/watch?v=WwTpfVQgkU0
- https://www.youtube.com/watch?v=uxguLDjzxIY
- https://www.youtube.com/watch?v=nASvIgSOCxw
- https://www.youtube.com/watch?v=vrU6YJle6Q4
- https://www.revfine.com/digital-trends-hospitality-industry/
- https://www.revfine.com/personalized-digital-guest-experience/

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Coursera. How to create an online course:

		https://www.coursera.org/learn/how-to-create-an-online-course • Coursera. Digital Transformation: https://www.coursera.org/learn/bcg-uva-darden-digital-transformation?#syllabus
5	Goals	Upon finishing this part, you should be able to: **Knowledge**: Students will gain an understanding of how digitalization has transformed the hospitality industry, and how educators and professionals can use different teaching styles to teach the sustainable digitalization of hospitality. **Skills**: Students will be introduced to the latest digital tools used in the hospitality industry and how they can be used in a real hospitality environment. **Attitude:** Students will develop a positive attitude towards sustainability and how digitalization can be used to ensure viable economic, social and environmental objectives**.**
6	"If….then you can…."	After completing this part, you will be able to: • If you are aware of the different teaching styles you will be able to choose the one that fits best to you as an educator and to your audience • Work with innovation and development in a hospitality setting • Be able to teach hospitality companies in the future trends of hospitality digitalization • If you use hands-on activities, then you can become more effective in teaching for the kinesthetic type of student • If teaching incorporates visual aids such as videos and diagrams, then you can approach more effectively the student who prefers the visual teaching style.
7	Guide lines (points)	• Power point material • Case study • In-class discussion questions • Test
8	Cases for practice (individual/in groups)	These give the participants the opportunity to test the professional content that is being worked on.

Case study: Applying the 8 Teaching Styles in the context of the training department of a large Hospitality company

Introduction:
ABC Hotel company has a training department and academy that is in charge of taking care the training for all of its hotel staff. The experienced staff of the training department is aware that the adult learners have diverse backgrounds and prefer different learning styles. The educators therefore need to adapt their teaching style to cater for their staff and increase the effectiveness of training. To do so the educators need to prepare teaching material that will cater for the 8 different styles of learning.

Visual teaching: The trainers will use visual aids such as videos but also visits to a training facility where they will be shown practical skills that will put into use in their job roles. Also virtual simulation will be used so as employees are exposed to new digital teaching capabilities and increase the level of their skills.

Auditory teaching: For these learners the trainers can invite guest lectures who will talk about their experiences from the industry and how they can better advance their careers.

Kinesthetic teaching: The educators will engage learners in activities such as setting up tables, opening wine bottles, setting up a conference room and other hospitality related activities that will fully engage those type of learners.

Linguistic teaching: The trainers have provided to learners a manual that includes all information related to the hotel group, the vision and mission of it and relevant information to induct new members of the staff to the company.

Logical teaching: The trainers have put their learners to answer to real life situations with hotel customers facing different issues.

Interpersonal teaching: The learners were assigned team projects that will push them to work collaboratively with the other team members. It will ignite discussions among them how to improve their decision making.

Intrapersonal teaching: The training staff of the ABC Hotel company will encourage the training staff to set their own goals and motivate them on how to achieve them and how they fit with their personalities.

Naturalistic teaching: The training staff to accommodate for this type of learners will engage them by organizing field trips to various hotel properties among of the hotel group and will engage them in practical experiences such as wine and food tasting.

	Process schedule/models/frameworks	The teaching process will be designed in such a way that will serve the purpose of this course and will serve the 8 different learning styles. In this way you will be able to personalize the teaching material, the assessment process and the implementation of the teaching material.
9	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. • For the visual learners the test could include videos with different table set ups and mistakes that need to be corrected • Identify activities that will help the auditory learners to perform better • The test for the linguistic learners could be essay type questions that require answering. • For the kinesthetic learners' hand on exam activities could be used • We could use activities that will require learners to take decision using their critical thinking • We could divide the learners into teams and assign them projects that need to be finished within a time limit • For the naturalistic learners we can design hands on activities in a hotel property • For the intrapersonal learners we can design a test that will require from them to finish a project or a task working on their own
10	Link to the next topic – suggestions – feed up	Topic 4 Learning styles
11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions:
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	Activity: Discussion, articles, case study environment: Classroom or meeting room
13	The Naturalist or Natural/ Nature Learners	Activity: Field trip to hotel property Environment: Hotel property
14	The Naturalist or Natural/ Nature Learners	Activity: Outdoor activity Environment: Outdoor
15	The Musical or Rhythmic Learner or	Activity: Watching a video, listening a podcast, virtual reality video

	Aural (audio) Learners	Environment: virtual environment
16	The Kinesthetic Learner or Physical (tactile) Learners:	Activity: Hands on activities in a hotel Environment: Hotel environment
17	The Visual or Spatial Learner or Visual (spatial) Learners	Activity: Watching real work case scenarios Environment: Restaurant, bar, reception
18	The Logical or Mathematical Learner or Logical (analytical) Learners:	Activity: Problem-solving Environment: logical tests on a computer
19	The Interpersonal Learner or Social Learners (aka Linguistic Learners):	Activity: Group based solving Environment: Simulation environment
20	Memo: The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). The Kinesthetic Learner or Physical (tactile) Learners: The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023). The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023). The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).	
21	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities	

according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good

practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan,

increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC NINE:
INDICATORS
SUSTAINABILITY INDICATORS
SUSTAINABLE DIGITALISATION INDICATORS
IN HOSPITALITY

FOR VET LEARNERS AND PROFESSIONALS
IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
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Italian Hospitality School SRL
City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

2023

TOPIC 9
INDICATORS
Sustainability Indicators
Sustainable Digitalisation Indicators in Hospitality
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will learn why using indicators in the hospitality sector is so important and how to use them in a very effective way. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	Estimated time consumption on the learning process/ activities	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on Digital Skills before embarking on the learning activities below. Reading material ● The dedicated chapter in the Sustainable Hospitality Digitalisation Guidebook digital brochure is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner.* Case material ● The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners* ● *https://www.mdpi.com/2071-1050/13/6/3164* ● https://www.academia.edu/11086472/Towards_a_New_Political_Arithmetic_An_assessment_of_the_indicators_of_sustainable_development ● https://www.academia.edu/12027286/The_role_of_common_local_indicators_in_regional_sustainability_assessment

- https://www.academia.edu/43726135/Tourism_on_small_islands_The_urgency_for_sustainability_indicators

- https://www.academia.edu/24851427/Engage_key_social_concepts_for_sustainability

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.

- https://youtu.be/GyO9FrcOLwU

- https://youtu.be/JXre0phdY9s

- https://youtu.be/mK1stwMHb7Y

- https://youtu.be/-P8UK_DNenk

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Norwegian University of Science and Technology: https://www.ntnu.edu/studies/courses/PK8203#tab=omEmnet

- European University: https://universidadeuropea.com/en/degree-tourism-leisure-management-valencia/

- Keystone Onlinestudies: https://www.onlinestudies.com/institutions/ici/course-in-hospitality-management

4	Goals	Upon finishing this part, you should be able to:
		Knowledge:
		- Obtain knowledge about how the hospitality company, a division, a product or project is performing or doing

		in relation to the expectations, goals or plans such as average hotel occupancy. • Learn the importance of using indicators and other intelligent metrics in the hospitality industry. • Know how to develop and design indicators depending on the needs. • Name the best indicators for the hospitality industry. Skills • Learning to apply the knowledge goals above through training and self-study
5	"If....then you can...."	After completing this part, you will be able to: ● Define and describe what indicators are. ● Understand how you can add value to the hospitality industry by designing the best indicators. ● Research other study cases and read about different examples of what types of indicators are better well-known in the hospitality sector.
6	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most. INDIVIDUAL: https://www.academia.edu/43726135/Tourism_on_small_islands_The_urgency_for_sustainability_indicators

		Mind map GROUP: https://www.academia.edu/12037524/Foodservice_Quality_Identifying_Perception_Indicators_of_Foodservice_Quality_for_Hospitality_Students Class discussion Brain storm
8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life. ● Please describe the connection between digital, digitalization, and green skills and why it is so important to understand. ● Please describe briefly how the COVID-19 pandemic has helped to increase people's digital skills. ● How developing your digital skills can help you to find a job?
9	Checklist	● Do you understand the difference between digital, digitalization, and green skills? ● Is it clear to you why is it important to develop digital skills nowadays? ● Could you be able to describe some advantages of improving your digital skills? ● Can you name some sectors where having digital skills is necessary if you want to apply for a job? Please name some technology you may use.
10	Link to the next topic – suggestions – feed up	Topic 1 Sustainability Topic 3 Sustainable Hospitality Topic 12 Hotel Management Topic 11 Sustainable Budgeting Topic 13 F&B Management Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices Topic 15 Development of Entrepreneurial Ideas and Professional Networks

11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	https://www.arcjournals.org/pdfs/ijrth/v2-i1/4.pdf Read this article and design a PPT summarizing the content.
13	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best indicators hotels could use to improve their performance.
14	The Musical or Rhythmic Learner or Aural (audio) Learners	https://youtu.be/GyO9FrcOLwU Watch this tutorial and make your own video (not longer than 1 minute) where you are explaining this information to high school students.
151	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they do differently in terms of using indicators to improve the hotel's performance.
16	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the best indicators to measure hotels performance.
17	The Logical or Mathematical Learner or Logical (analytical) Learners:	https://crmoxford.co.uk/kpis-leisure-hospitality-industry/ https://www.hotelminder.com/top-hospitality-key-performance-indicators Create a survey to evaluate 2 hotels performance according to their indicators and write a report showing the comparison and results.
18	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	https://hotello.com/en/hotel-indicators/ Read this article and write a newsletter about the importance of deciding and designing the best indicators could improve your business.
19	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learner:** A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning	

process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learner (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).

20	Memo:

Memo:
The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches.

The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used.

On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC TEN:

REGULATIONS AND LEGISLATION

FOR SUSTAINABLE HOSPITALITY DIGITALISATION

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

2023
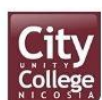
TOPIC 10
REGULATION AND LEGISLATION
for the Sustainable Hospitality Digitalisation
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will learn why getting acquainted and following to REGULATION AND LEGISLATION for the Sustainable Hospitality Digitalisation is so important and how to use it in a very effective way when working in the hospitality industry. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	Estimated time consumption on the learning process/ activities	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on REGULATION AND LEGISLATION for the Sustainable Hospitality Digitalisation in Sustainable Hospitality Digitalisation Guidebook the Pedagogy for Sustainable Hospitality Digitalisatiom before embarking on the learning activities below. Reading material ● The dedicated chapters in Sustainable Hospitality Digitalisation Guidebook and the Pedagogy for Sustainable Hospitality Digitalisatiom is the perfect way to gain more knowledge on this topic if you are *The Linguistic Learner or Verbal Learner. You can also see the dedicated chapters attached at the end of this session plan.* Case material ● The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*

www.ConsumerLawReady.eu   Open as an external link is a portal created by the EU to bring SMEs up to speed on important aspects of EU consumer law. You can find training courses and discover more information about how your country applies the common EU rules on unfair commercial practices and what your obligations are in the EU country where you trade.

European Law https://european-union.europa.eu/institutions-law-budget/law_en

EU Legal Database https://eur-lex.europa.eu/advanced-search-form.html?action=update&qid=1608211064595

Video material

- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.
- GDRP and Personal Data
  https://www.youtube.com/watch?v=I-VuonciKWk
- The European Climate Law
  https://www.youtube.com/watch?v=73UTCO_xq4
- Advanced Search on EUR-LEX Advanced search on EUR-Lex
  https://www.youtube.com/watch?v=2zQo0BksM6Q
- EUR Lex – what's in for you?
  https://www.youtube.com/watch?v=q-jmJ3O3RdU
- Green Deal
  https://www.youtube.com/watch?v=zf74KGVOhm4
- https://www.youtube.com/watch?v=H37grur6HaU
- www.youtube.com/watch?v=9cpnKYtJ4EY
- What's in the EU Green Deal Industrial Plan?
  https://www.youtube.com/watch?v=j7PzmwYXMz4
- World Economic Forum | Digital Development Action Plan
  https://www.youtube.com/watch?v=PKg7GHEpqKM
- What is the 'Paris Agreement', and how does it work?
  https://www.youtube.com/watch?v=5THr3bFj8Z4

Suggestions to courses on the topic

- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*

		● Hotel Sustainability Basics with Radisson Hotels https://www.youtube.com/watch?v=WCXozZzknBM ● GDPR for Hospitality | How to Prepare Your Hotel for GDPR https://www.youtube.com/watch?v=C9rpgH3YQOw ● Hotel Owner's Risks with "Data Security" https://www.youtube.com/watch?v=iTchr0QbQvI ● 5 Cybersecurity Threats to Hotels https://www.youtube.com/watch?v=JMEBL97MAzY ● Food & Drink In Five: Decarbonisation - the industry's climate footprint https://www.youtube.com/watch?v=uMfY2SCPYxM ● Single Use Plastic Ban https://www.youtube.com/watch?v=Soey7FyLKGc
4	Goals	Upon finishing this part, you should be able to: Knowledge: • Define which aspects of regulations and legislation refer to Sustainable Hospitality Digitalisation • Obtain knowledge about regulations and legislation for the Sustainable Hospitality Digitalisation • Learn the importance of updates on regulation and legislation on the Sustainable Hospitality Digitalisation • Know how to develop and design new sustainable hospitality digitalization solutions within the frameworks of regulation and legislation • Name the related regulations and legislation to sustainable hospitality digitalization Skills • Apply the knowledge obtained and listed above training and self-study for further integration in the hospitality business solutions
5	"If….then you can…."	After completing this part, you will be able to: ● Define and describe key aspects, terminology and concepts of regulations and legislation realted to sustainable hospitality digitalization ● Understand how you can add value to the hospitality industry by researching and updating knowledge on sustainable hospitality regulations and legislation ● Research other study cases and read about different examples of how the companies implement the regulations and legislation in the hospitality sector.

	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
6	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most. INDIVIDUAL: Tourist accommodation, climate change and mitigation: An assessment for Austria https://doi.org/10.1016/j.jort.2021.100367 Mind map GROUP: Environmental Impact, Hilton Hotel https://esg.hilton.com/environment/ Hilton 2022 Environmental, Social and Governance Report https://esg.hilton.com/wp-content/uploads/sites/4/2023/04/Hilton-2022-Environmental-Social-and-Governance-Report.pdf Hilton ENERGY STEWARDSHIP POLICY STATEMENT https://cr.hilton.com/wp-content/uploads/2021/04/Hilton-Energy-Stewardship-Statement.pdf Class discussion Brain storm
7	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner

		that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life. ● Please describe how the hospitality company can proceed decarburization according to legal framework? ● Please describe how the hospitality company can proceed the operations according to Plastic Ban Law? ● Which risks arise from wrong handling personal data of the hospitality company staff and guests? ● Which aspects you have to consider when developing a website for the company and posting information on the website of the hospitality company?
8	Checklist	● What is the difference between UN Framework Convention on Climate Change – UNFCCC, Sustainable Development Goals, Paris Agreement on Climate Change, The European Green Deal, net zero? ● Explain the difference of legislation for hospitality, sustainable hospitality and sustainable hospitality digitalization? ● What is described in the National Plan of the country of your origin and the place of living? ● Could you be able to describe some advantages of reading regulations and legislative documentation for sustainable hospitality digitalisation? ● Can you name some aspects of applying regulations and legislation for sustainable hospitality digitalization?
9	Link to the next topic – suggestions – feed up	Topic 3 Sustainable Hospitality Topic 12 Hotel Management Topic 11 Sustainable Budgeting Topic 13 F&B Management Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices
10	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
11	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	European Climate Law. (2021). Retrieved from https://climate.ec.europa.eu/eu-action/european-green-deal/european-climate-law_en Read this Law and design a PPT (not exceeding 10 slides) summarizing the content.

		Select any law or regulation related to sustainable hospitality digitalization, read the original text and design a summary in Powerpoint presentation not exceeding 10 slides to demonstrate to others.
12	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best indicators that the hotels have to achieve and achieved for reaching the targets from legislation and regulation on sustainable hospitality legislation to follow the requirements, also to improve their performance.
13	The Musical or Rhythmic Learner or Aural (audio) Learners	https://youtu.be/GyO9FrcOLwU Watch this tutorial and make your own video (not longer than 1 minute) where you are explaining this information to high school students.
14	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they do differently in applying the regulations and legislation on sustainable hospitality digitalisation to follow the rules and improve the hotel's performance.
15	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the summary on regulations and legislation for sustainable hospitality digitalisation of the hotel or restaurant.
161	The Logical or Mathematical Learner or Logical (analytical) Learners:	Create a survey with survey questions to evaluate 2 hotels or 2 restaurants performance in applying regulation and legislation for sustainable hospitality and sustainable hospitality digitalization according to their experiences and plans and write a report showing the comparison and results.
17	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	Environmental Impact, Hilton Hotel https://esg.hilton.com/environment/ Hilton 2022 Environmental, Social and Governance Report https://esg.hilton.com/wp-content/uploads/sites/4/2023/04/Hilton-2022-Environmental-Social-and-Governance-Report.pdf Hilton ENERGY STEWARDSHIP POLICY STATEMENT https://cr.hilton.com/wp-content/uploads/2021/04/Hilton-Energy-Stewardship-Statement.pdf Read these materials and write FB post, and energy stewardship policy for the stakeholders of the selected hospitality company that could improve your business.
18	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them,	

and captures the best information or knowledge through experimentation. (Verma, E, 2023).

The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023).

The Kinesthetic Learner or Physical (tactile) Learner: A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023).

The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learner (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).

| 19 | Memo:
The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches.
The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used.
On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences. |
|---|---|

TOPIC ELEVEN:

SUSTAINABLE BUDGETING
IN HOSPITALITY

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
ERHVERVSAKADEMI DANIA
Italian Hospitality School SRL
City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

2023

Co-funded by the European Union

HOTEL SCHOOL
HOTEL MANAGEMENT COLLEGE

City Unity College NICOSIA

ITALIAN HOSPITALITY SCHOOL

Dania ERHVERVSAKADEMI

inerciadigital
Boost your digital skills

digital guest

TOPIC 11
SUSTAINABLE BUDGETING
for the Sustainable Hospitality Digitalisation
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	In this session you will learn how you can build and modify your budgeting for the hospitality company in the way of sustainable budgeting, also considering sustainable hospitality digitalization, why sustainable budgeting is important and how to use it in a very effective way when working in the hospitality industry. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	**Estimated time consumption on the learning process/ activities**	**Between 5-10 hours**
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapters 91. Budgeting in Pedagogy of Sustainable Hospitality Digitalisation, 92. Costs of Sustainable Hospitality Digitalisation, 93. Budgeting in Sustainable Hospitality Digitalisation from the digital brochure Pedagogy of Sustainable Hospitality Digitalisation (see attached) before embarking on the learning activities below. Reading material ● The dedicated chapters in the Pedagogy for Sustainable Hospitality Digitalisatiom is the perfect way to gain more knowledge on this topic if you are The Linguistic Learner or Verbal Learner. You can also see the dedicated chapters attached at the end of this session plan.

- **4Sustainable Budgeting**
  Downes, R. (2018). Green Budgeting. OECD Budgeting & Public Expenditures Division. Available at https://medium.com/@OECD/green-budgeting-2b6400edc224

- **Triple-bottom line accounting**

  This is what businesses use to go beyond the usual financial balance sheet to ensure their accounts reflect environmentally and socially responsible profits and loss.
  Shareholders and clients increasingly want companies to be clean and responsible in their business practices, to such an extent that it can affect their stock value.
  Downes, R. (2018). Green Budgeting. OECD Budgeting & Public Expenditures Division. Available at https://medium.com/@OECD/green-budgeting-2b6400edc224

- **"Green budgeting"** aims to use the budget–taxes, spending and policy co-ordination–to assess and promote the alignment that is essential to meet environmental goals. For example, green budgeting shows financial outlays that have positive climate change impacts, and highlights tax policy choices that must be confronted as fuel is "decarbonised", whittling away a major source of government revenues.
- **Sustainable Budgeting.** Many large private corporations employ the triple-line accounting championed by the likes of the Global Reporting Initiative, an independent organisation, to measure overall company performance according to not only traditional profit and loss, but social responsibility to people, and environmental performance as well.
  Downes, R. (2018). Green Budgeting. OECD Budgeting & Public Expenditures Division. Available at https://medium.com/@OECD/green-budgeting-2b6400edc224

Case material
- The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*

  5 Steps to Create A Sustainable Restaurant Budget
  https://www.revolutionordering.com/blog/restaurant-budget

Video material
- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.
- Hotel Sustainability Basics – Efficiency https://www.youtube.com/watch?v=MWQXJiCxlYs
- Sustainable Hotel Practices / Top 10 Best Eco-friendly Hotel Practices / Ecotourism Journey https://www.youtube.com/watch?v=giUk6K_Xh54

Suggestions to courses on the topic
- The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)*
- Seven ways to plan your hotel budget in times of inflation https://blog.pressreader.com/hotels/seven-ways-to-plan-your-hotel-budget-in-times-of-inflationthings-to-consider-0
- How to become a Sustainable Hotel while cutting costs? Follow the example of King Fisher Village. https://www.geniuswatter.com/sustainable-tourism-king-fisher-vilage/
- Business Case for Sustainable Hotels https://sustainablehospitalityalliance.org/wp-content/uploads/2020/05/Business-Case-for-Sustainable-Hotels.pdf
- The global standards for sustainability impacts
- The GRI Standards enable any organization – large or small, private or public – to understand and report on their impacts on the economy, environment and people in a comparable and credible way, thereby increasing transparency on their contribution to sustainable development. In addition to companies, the Standards are highly relevant to many stakeholders - including investors, policymakers, capital markets, and civil society.
- The Standards are designed as an easy-to-use modular set, delivering an inclusive picture of an organization's material topics, their related impacts, and how they are managed.
- https://www.globalreporting.org/standards/

		- GRI Standards https://www.globalreporting.org/how-to-use-the-gri-standards/gri-standards-english-language/ - Global Reporting Initiative (GRI) https://esg.hilton.com/wp-content/uploads/sites/4/2023/04/2022-GRI-Index.pdf - https://esg.hilton.com/wp-content/uploads/sites/3/2020/04/Hilton-2019-GRI-Index.pdf - Sustainable Economy - Read the Cases https://www.tuvsud.com/en/themes/corporate-sustainability?utm_source=google&utm_medium=cpc&utm_campaign=2023_corporate-sustainability_gl_gl_co_cor_tff_ts&utm_term=business%20sustainability&s_kwcid=AL!14017!3!664509251645!b!!s!!business%20sustainability&gclid=EAIaIQobChMI1YP_7qLiggMVRlyRBR0ZkwCqEAAYASAAEgLBxfD_BwE - Fixed/Variable/Total Costs and the Marginal Cost of Production https://www.youtube.com/watch?v=f640XIT7ZgA - Payback period https://www.youtube.com/watch?v=FJjGi7gsK3A - Marriott International Annual Report 2023 http://pdf.secdatabase.com/188/0001628280-23-003485.pdf
4	Goals	Upon finishing this part, you should be able to: Knowledge: - Define which aspects relate to sustainable budgeting for a hospitality company - Know how to develop and design new sustainable hospitality solutions within the frameworks of hospitality company sustainable budgeting - Understand how energy audit and resource optimization can lead to sustainable budgeting - Interpret how digitalisation and other technological solutions can lead to sustainable budgeting of hospitality company - Understand how to proceed: - Income streams, fixed costs and variable costs - Sustainable costs; - Methods of forecasting to set realistic profit margin targets - Pricing strategies and setting realistic targets; - Sustainable pricing, green pricing;

		o Sustainable capital management
		o Sustainable waste management
		o Checklist of success factors, strategic infrastructure steps to operate and maintain infrastructure efficiently and effectively
		o Sustainable cost control issues and progress in terms of targets and expectations
		
		Skills
		• Apply the knowledge obtained and listed above training and self-study for further integration in the hospitality business solutions
		• Explore the tools that can be used for sustainable budgeting
		• Develop the sustainable budget for the hospitality company
		• Modify the budget for the sustainable budget of the hospitality company
		• Conduct energy (and other resource water, etc) audit and calculate the sustainable energy optimization budget
		• Demonstrate how digitalization can lead to sustainable budgeting and optimize the costs
		• Proceed and develop:
		    o Income streams, fixed costs and variable costs
		    o Sustainable costs;
		    o Methods of forecasting to set realistic profit margin targets
		    o Pricing strategies and setting realistic targets;
		    o Sustainable pricing, green pricing;
		    o Sustainable capital management
		    o Sustainable waste management
		    o Checklist of success factors, strategic infrastructure steps to operate and maintain infrastructure efficiently and effectively
		    o Sustainable cost control issues and progress in terms of targets and expectations
		• Calculate payback period for the capital expenditures for digitalisation or other technologies used by the hospitality company

5	"If….then you can…."	After completing this part, you will be able to: • Define and describe key aspects, terminology and concepts of sustainable budgeting • Understand how you can add value to the hospitality industry by researching and updating knowledge on

		sustainable hospitality budgeting and relevant technologies ● Research other study cases and read about different examples of how the companies implement the sustainable budgeting ● Develop the proposals for the sustainable budgeting of the hospitality companies
6	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most. INDIVIDUAL: Hotel budget: Steps in the budgeting process for hotels https://www.siteminder.com/r/hotel-budget/ Read the article on the budgeting and prepare the sustainable budget for the hospitality company , select the company, the period and the justified reason for budgeting; Mind map Guide: How to conduct an energy audit of your business https://www.sefe-energy.co.uk/energy-guides/how-to-conduct-an-energy-audit-of-your-business/ GROUP: Improving the ESG performance of your hotel/leisure asset (while also reducing costs and increasing value)

		https://www.twobirds.com/en/insights/2023/global/improving-the-esg-performance-of-your-hotel-leisure-asset Class discussion Brain storm

8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life.
		
		 ● Please describe the difference between budgeting and sustainable budgeting?
		 ● Provide a proposal with short descriptions and calculations how the company can apply sustainability approaches to the budget of the company and environment on the example of ENERGY and resource allocation. Consider use of energy in infrastructure, resources, materials, deliveries, operations, waste, packing, products and other. Volume 5-10 pages.
		 ● Discuss, demonstrate how to apply Sustainable Budgeting for planning and control in your hospitality company:
		    ○ Income streams, fixed costs and variable costs
		    ○ Sustainable costs;
		    ○ Methods of forecasting to set realistic profit margin targets
		    ○ Pricing strategies and setting realistic targets;
		    ○ Sustainable pricing, green pricing;
		    ○ Sustainable capital management
		    ○ Sustainable waste management
		    ○ Checklist of success factors, strategic infrastructure steps to operate and maintain infrastructure efficiently and effectively
		    ○ Sustainable cost control issues and progress in terms of targets and expectations
		 ● Demonstrate results of the benefits of this approach; make charts, diagrams to illustrate.

9	Checklist	● What is the difference between sustainable budgeting and green budgeting? ● Explain the difference of fixed and variable costs?

		● How Global Reporting Initiative (GRI) can benefit to sustainable budgeting of the hospitality company? ● If you need to propose an energy saving budget for the hospitality company, how would you structure the energy audit and the calculations? ● Can you name some aspects of applying regulations and legislation for sustainable hospitality digitalization?
10	Link to the next topic – suggestions – feed up	Topic 3 Sustainable Hospitality Topic 12 Hotel Management Topic 11 Sustainable Budgeting Topic 13 F&B Management Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices
11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	Financial Reports by Hilton. https://stories.hilton.com/category/financial Read the financial statements for the last full year (annual report) and the updates, design a PPT (not exceeding 10 slides) summarizing the content on the financial performance of Hilton.
13	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best indicators that the hotels have to achieve and achieved in financial performance for the last 2 years.
14	The Musical or Rhythmic Learner or Aural (audio) Learners	https://analyst-zone.com/techniques/resource-audit Watch this video with the guided text and prepare your own video (not longer than 1 minute) where you are explaining this information to the students on resource analysis for sustainable budgeting.
15	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they do differently in sustainable budgeting and how digitalization helps to proceed sustainable budgeting and achieve better performance results.
16	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the summary on sustainable budgeting and resource audit, analysis for sustainable hospitality company - the hotel or restaurant.
17	The Logical or Mathematical Learner or Logical (analytical) Learners:	Create a survey with survey questions to evaluate 2 hotels or 2 restaurants performance in applying sustainable budgeting

		and resource audit, analysis according to their experiences and plans and write a report showing the comparison and results.
18	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	https://www.globalreporting.org/standards/ Review the standards GRI and prepare proposal for the company on resource optimization and budgeted savings for the hospitality company.
19	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learner:** A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). **The Logical or Mathematical Learner or Logical (analytical) Learners:** The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023). **The Interpersonal Learner or Social Learner (aka Linguistic Learners):** The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023). The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).	
20	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by	

representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used.

On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC TWELVE:
SUSTAINABLE HOTEL MANAGEMENT

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

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DigitalGuest APS
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Erasmus+ Project
No. 2021-1-LV01-KA220-VET-000033140

2023
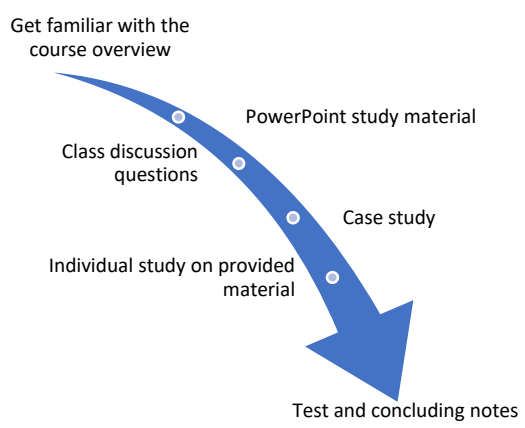
TOPIC 12
HOTEL MANAGEMENT
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	The hospitality industry has witnessed a rapid transformation over the years, with the introduction of new digital technologies. With the increasing demand for seamless and personalized experiences, hotels are turning towards digitalization to improve their operations and enhance guest experiences. In this course, the overall focus will be placed on the digitalization and sustainable practices of the hospitality sector. Further, also specific digitalization tools will be revised, for example, in-room IoT sensors, hospitality services, body area sensors, energy management, building automation and monitoring, augmented reality, and beacon technology. Finally, some major challenges, for example, interoperability, data management, and security and privacy will be revised.
2	Estimated time consumption on the learning process/ activities	Between 5-10 hours
3	Suggestions on solutions	By the end of this session, learners will understand sustainable digitalization practices applied in the hotel industry.
4	Learning activities	There are several kinds of learning activities in the session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on Digitalization in the hospitality sector before embarking on the learning activities below. **Reading material** The dedicated chapter in the Hospitality Digitalisation Guidebook is the perfect way to gain more knowledge on this topic if you are The Linguistic Learner or Verbal Learner. **Case material** The following case material is suited for The Kinesthetic Learner or Physical (tactile) Learners: • https://www.achiga.io/case-study/

		• https://www.linkedin.com/pulse/accor-hotels-study-case-digital-transformation-torres/ • https://www.amara-marketing.com/travel-blog/case-study-digital-transformation • https://www.imd.org/research-knowledge/case-studies/accorhotels-digital-transformation-a-response-to-hospitality-disruptor-airbnb/ • https://www.innquest.com/blog/hospitality-transforming-digitized-guest-experiences/ **Video material** The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the Kinesthetic Learner or Physical (tactile) Learners to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student: • https://www.revfine.com/digital-trends-hospitality-industry/ • https://serengetitech.com/business/a-talk-with-our-client-the-importance-of-digitalization-in-the-hotel-and-tourism-sector/ • https://hotelfriend.com/blogpost/digitalisierung-des-gastgewerbes-folge-2 • https://www.youtube.com/watch?v=VFsuei5ob5U • https://www.youtube.com/watch?v=CG3Et-Bn8No • https://www.youtube.com/watch?v=uQCT0u5s6-k **Suggestions for courses on the topic** The following suggestions are especially suited to Interpersonal Learners or Social Learners (aka Linguistic Learners): • Udemy. Defining a Digital Transformation Roadmap: https://www.udemy.com/course/defining-a-digital-transformation-roadmap/ • Global Institute for IT Management. Digital Hospitality Certificate: https://www.globaliim.com/it-in-hospitality
5	Goals	At the end of this course on **Hotel management practices for sustainable hospitality digitalization**, students will develop the following knowledge, skills, and attitudes: ***Knowledge***: Students will gain an understanding of the environmental impact of digitalization in the hospitality industry, and how sustainable digitalization practices can be implemented in the hospitality industry.

		Skills: Students will develop skills in understanding digitalization and its use in the hospitality industry. The latest digital tools and challenges associated will be revised. ***Attitudes***: Students will develop a positive attitude toward sustainability and the role of digitalization to ensure long-term economic, social, and environmental goals. Overall, the course will equip students with the knowledge and skills necessary to implement sustainable hospitality digitalization practices, while also fostering a commitment to sustainability and environmental stewardship.
6	"If….then you can…."	After completing this part, you will be able to: • Understand the concept of sustainable hospitality digitalization and its importance in the industry • Identify key areas of hotel operations where sustainability can be improved through digitalization • Apply sustainable digitalization strategies to enhance the guest experience and improve operational efficiency • Revize the latest digitalization tools that can be used in hospitality settings
7	Guide lines (points)	• PowerPoint material • Case study • In-class discussion questions • Test
8	Cases for practice (individual/in groups)	Case Study: Sustainable Hospitality Digitalization at the Green Hotel The Green Hotel is a small boutique hotel located in a popular tourist destination. The hotel is known for its sustainable practices and has won several awards for its environmental initiatives. Recently, the hotel management team has decided to invest in digitalization to improve guest experiences and streamline operations. However, the management team is concerned about the environmental impact of digitalization and wants to ensure that their sustainability goals are not compromised. Questions: What are some of the benefits of digitalization for the hospitality industry? What are some of the environmental concerns associated with digitalization in the hospitality industry? How can the Green Hotel incorporate sustainable practices into its digitalization efforts? What renewable energy sources can the Green Hotel adopt to reduce its carbon footprint?

		How can the Green Hotel reduce its water consumption through its digitalization efforts? How can the Green Hotel manage its electronic waste and promote responsible disposal of old devices? What are some green transportation practices that the Green Hotel can implement to reduce its carbon footprint? How can the Green Hotel promote sustainable digitalization practices to its guests?
9	Process schedule/models/frameworks	In order to complete this unit, you can follow this process framework:
10	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learners (aka Linguistic Learners) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the question below in real life. What are some environmental benefits of implementing sustainable digitalization practices in the hospitality industry? Name two types of energy-efficient equipment that hotels can invest in to reduce their carbon footprint. How can hotels manage electronic waste in a sustainable manner? Explain the importance of promoting green transportation practices in the hospitality industry. What are some ways that hotel management can educate guests about sustainability initiatives? What are some of the challenges with sustainable hospitality digitalization?
11	Checklist	• Can you name and explain 5-7 of the technologies and digitalization tools applied in hotels?

		• Can you recall sustainable hospitality digitalization practices used in the case study?
		• Can you list and explain major challenges in sustinable hospitality digitalization?
	Link to the next topic – suggestions – feed up	• Topic 9 Indicators • Topic 7 The Tools of Digitalisation in Hospitality Dania: • Topic 11 Sustainable Budgeting • Topic 13 F&B Management • Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices • Topic 15 Development of Entrepreneurial Ideas and Professional Networks
12	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions:
13	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	There are reading tasks and materials, as well as presentations and group discussions
14	The Naturalist or Natural/ Nature Learners	Real-life case studies from hospitality industry are used to illustrate the concepts of discussion
15	The Naturalist or Natural/ Nature Learners	You can go to the park and complete these activities in the park.
16	The Musical or Rhythmic Learner or Aural (audio) Learners	Video material and suggestions and presentation on the topic
17	The Kinesthetic Learner or Physical (tactile) Learners:	There are in-class discussions and case study questions
18	The Visual or Spatial Learner or Visual (spatial) Learners	There are visuals used in the presentation and graphical presentation of data. Visual examples in the form of videos are provided
19	The Logical or Mathematical Learner or Logical (analytical) Learners:	Solving case studies and real-life case study applications, in-class discussions, and brainstorming suggestions for the Green Hotel
20	The Interpersonal Learner or Social Learners (aka Linguistic Learners):	Group discussions in-class, case study discussions and in-class activities
21	Memo:	

The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023).

The Naturalist or Natural/ Nature Learners: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023).

The Musical or Rhythmic Learner or Aural (audio) Learners: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023).

The Kinesthetic Learner or Physical (tactile) Learners: The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023).

The Visual or Spatial Learner or Visual (spatial) Learners: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023).

The Logical or Mathematical Learner or Logical (analytical) Learners: The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023).

The Interpersonal Learner or Social Learners (aka Linguistic Learners): The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).

The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).

22	Memo:
	The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches.
	The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used.
	On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC THIRTEEN:
SUSTAINABLE F&B MANAGEMENT
FOOD & BEVERAGE

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
ERHVERVSAKADEMI DANIA
Italian Hospitality School SRL
City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

2023

Co-funded by the European Union

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ITALIAN HOSPITALITY SCHOOL

Dania ERHVERVSAKADEMI

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Boost your digital skills

digital guest

TOPIC 13
F&B (FOOD AND BEVERAGE) MANAGEMENT
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	The hospitality industry has witnessed a rapid transformation over the years, with the introduction of new digital technologies. With the increasing demand for seamless and personalized experiences, restaurants, F&B, catering companies are turning towards digitalization to improve their operations and enhance guest experiences. In this course, the overall focus will be placed on the digitalization and sustainable practices of the hospitality sector. Further, also specific digitalization tools will be revised, for example, in-room IoT sensors, hospitality services, body area sensors, energy management, building automation and monitoring, augmented reality, and beacon technology. Finally, some major challenges, for example, interoperability, data management, and security and privacy will be revised.
2	Estimated time consumption on the learning process/ activities	Between 5-10 hours
3	Suggestions on solutions	By the end of this session, learners will understand sustainable digitalization practices applied in the hotel industry.
4	Learning activities	There are several kinds of learning activities in the session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on Digitalization in the hospitality sector before embarking on the learning activities below. **Reading material** The dedicated chapter in the Hospitality Digitalisation Guidebook is the perfect way to gain more knowledge on this topic if you are The Linguistic Learner or Verbal Learner. **Case material** The following case material is suited for The Kinesthetic Learner or Physical (tactile) Learners:

- Digitalisation of restaurants – Gearing up for the future https://www.resmio.com/en/spoon-bytes/digitalisation-restaurant-industry/#definition
- How Quick-Service Restaurants Can Overcome Their Digitization Challenge https://www.forbes.com/sites/forbestechcouncil/2023/01/03/how-quick-service-restaurants-can-overcome-their-digitization-challenges/?sh=44db72437679
- Restaurant management is digitalizing: 9 key digital skills to acquire https://hospitalityinsights.ehl.edu/restaurant-management-digital-skills
- DETERMINANTS OF DIGITAL TRANSFORMATION IN THE RESTAURANT INDUSTRY https://idus.us.es/bitstream/handle/11441/135953/Determinants_of_digital_transformation_in_the_restaurant_industry.pdf?sequence=1&isAllowed=y
- Digital Transformation in the Restaurant Industry: Current Developments and Implications http://smarttourism.khu.ac.kr/file/202103/1622686942.pdf
- The Digital Transformation of Hospitality Report 2021 https://www.vitamojo.com/wp-content/uploads/2022/07/Vita-Mojo-Digital-Transformation-Report-2021-compressed.pdf
- The service digitalization in fine-dining restaurants: a cost-benefit perspective https://www.emerald.com/insight/content/doi/10.1108/IJCHM-09-2021-1130/full/pdf?title=the-service-digitalization-in-fine-dining-restaurants-a-cost-benefit-perspective
- Digitalisation and IT strategy in the hospitality industry https://www.preprints.org/manuscript/202309.0063/v1/download
- The concept of sustainable food and beverage
- https://www.mpi.org/docs/default-source/pdf/white-papers/sustainable-f-b_whitepaper_rev3-14-pdf.pdf?sfvrsn=fc6f9d5a_2 Restaurant Sustainability Guide https://sustainablesaratoga.org/wp-content/uploads/2021/10/Restaurant-Sustainability-Guide-2021.pdf
- Bars & Restaurants SUSTAINABILITY GUIDE https://aib.ie/content/dam/frontdoor/business/doc

s/sector-expertise/hospitality/AIB-SectorSustainabilityGuide-barsandrestaurants-2022.pdf

- SUSTAINABILITY Best Practices Guide. High-efficiency steps for implementing low-impact operations and embracing future-ready foodservice https://members.restaurantscanada.org/wp-content/uploads/2019/02/SustainabilityGuide_Version_FinalDigital.pdf
- A GREEN RESTAURANT GUIDE Your Path to Sustainability and Efficiency https://www.socalgas.com/documents/innovation/fsec/Green%20Guide.pdf
- 3 Steps to Reduce Plastic and Benefit Your Business. A GUIDE FOR RESTAURANTS AND EATERIES https://www.oneplanetnetwork.org/sites/default/files/from-crm/psi_plastic_reduction_guide.pdf
- Where innovation meets recognition Food & beverage industry awards https://www.foodbevawards.com/

Video material
The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the Kinesthetic Learner or Physical (tactile) Learners to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student:

- The restaurant of the future https://www.youtube.com/watch?v=bEWJ-S_mkko
- How Virtual Restaurants Could Become a $1 Trillion Industry https://www.youtube.com/watch?v=Ru2irhp3yPo
- AI: THE FUTURE RESTAURANTS | Impact of Artificial Intelligence in Food Service Industry https://www.youtube.com/watch?v=dTjuC_nLq8U
- Fast Food Restaurant Simulation https://www.youtube.com/watch?v=qs0KSv0AqDM
- Restaurant technology trends to watch in 2021 https://www.youtube.com/watch?v=T10yIfcPFuw
- Why Restaurants Need Tech: The Impact of Technology on Hospitality https://www.youtube.com/watch?v=QfUFH22YV4E
- How restaurants are using data to shape the future of food delivery https://www.youtube.com/watch?v=bytsURjQDfI

- This is the future | Top 10 Popular Food Trends You Need to Try in 2023 and 2024 https://www.youtube.com/watch?v=7KetlgMYFeY
- High cost of ingredients and work trends changing restaurant menus in 2023 https://www.youtube.com/watch?v=C4lcBIlxaVQ
- Food Trends You're Going To See Everywhere In 2023 https://www.youtube.com/watch?v=6-49r126LV8
- Future Food | The Menu of 2030 https://www.youtube.com/watch?v=mnoCy0j7DNs
- The AI Revolutionizing the Restaurant Industry (April 12, 2023) https://www.youtube.com/watch?v=fUGdOaO1VKc
- 4 Restaurant Technologies to Try in 2023 https://www.youtube.com/watch?v=yX89pDCup5w
- 6 Restaurant Trends: Innovations for Successful Restaurant https://www.youtube.com/watch?v=cvguWFjNZhM
- 3D Food Printing In Michelin-Starred Restaurant (ft. Hermanos Torres) https://www.youtube.com/watch?v=LMD6DgM7-mE
- This 3D-Printed Meat Cuts Like Steak https://www.youtube.com/watch?v=tXksi9gynQE

Suggestions for courses on the topic
The following suggestions are especially suited to Interpersonal Learners or Social Learners (aka Linguistic Learners):

- Discover Sushi Singularity food teleportation and 3D sushi printed restaurant in Tokyo https://www.youtube.com/watch?v=Av43lmLmcd0
- 'Genius' 3D-printed steak ready for restaurants https://www.youtube.com/watch?v=OYfFM0tVqB0
- Dutch chef uses 3D printers to create tasty works of art https://www.youtube.com/watch?v=b6AZUPtpNc8
- How the Spyce Robotic Restaurant Works | The Henry Ford's Innovation Nation https://www.youtube.com/watch?v=lXEsWYME2nk
- 7 Ways A.I. Will TRANSFORM Restaurants In The Future https://www.youtube.com/watch?v=n14qRFixuFo
- China's Fully Automated Restaurant https://www.youtube.com/watch?v=uoZ7lWzl6tk
- Is 3D Printed Food the Future? https://www.youtube.com/watch?v=2kCjSq_l-0s

		- Restaurant of the Future 2023 | Food Robots On The Rise https://www.youtube.com/watch?v=KQkmFZQ-2SA - AMAZING Future Generation | Fully Automated Restaurant https://www.youtube.com/watch?v=Az5Cs-C0p3A&t=470s 3D-printed sushi? Japanese company brings restaurant idea to SXSW https://www.youtube.com/watch?v=9aqkyZxUjhc - Cafe Trends to look out for in 2023 https://www.youtube.com/watch?v=Ww0CWg3MFJ8 - A Bite of Innovation: Secret of the Crayfish craze https://www.youtube.com/watch?v=yt7zZXNo2b8 - Robotic Restaurant Created By MIT Grads Opens Second Location https://www.youtube.com/watch?v=J34TUwfMJLU - How the World's First Autonomous Pizza Robot Works https://www.youtube.com/watch?v=fNpBDwYLi-Q - Will Robots Replace Fast Food Workers? https://www.youtube.com/watch?v=oJkQkr3Yy2Q
5	Goals	At the end of this course on **Food and Beverages management practices for sustainable hospitality digitalization**, students will develop the following knowledge, skills, and attitudes: *Knowledge*: Students will gain an understanding of the environmental impact of digitalization in the hospitality industry and F&B sector, and how sustainable digitalization practices can be implemented in the F&B sector. *Skills*: Students will develop skills in understanding digitalization and its use in the F&B sector. The latest digital tools and challenges associated will be revised. *Attitudes*: Students will develop a positive attitude toward sustainability and the role of digitalization to ensure long-term economic, social, and environmental goals. Overall, the course will equip students with the knowledge and skills necessary to implement sustainable hospitality digitalization practices, while also fostering a commitment to sustainability and environmental stewardship within Food and Beverage sector.
6	"If….then you can…."	After completing this part, you will be able to:

		• Understand the concept of sustainable hospitality digitalization and its importance in the food and beverage sector • Identify key areas of restaurant, F&B operations where sustainability can be improved through digitalization • Apply sustainable digitalization strategies to enhance the guest experience and improve operational efficiency • Revize the latest digitalization tools that can be used in F&B settings
7	Guide lines (points)	• PowerPoint material • Case study • In-class discussion questions • Test
8	Cases for practice (individual/in groups)	Case Study: Sustainable Hospitality Digitalization at the Green Hotel The Restaurant is a small restaurant located in a popular tourist destination. The restaurant is known for its sustainable practices and has won several awards for its environmental initiatives. Recently, the restaurant management team has decided to invest in digitalization to improve guest experiences and streamline operations. The idea of the management is to implement a full robotisation and automation of the processes. However, the management team is also concerned about the impacts of digitalization and automation and wants to ensure that their sustainability goals are not compromised. Probably the restaurant will become a Robotic Restaurant. Questions: What are some of the benefits of digitalization and automation for the restaurant? What are some of the environmental concerns associated with digitalization and automation? How can the Robotic Restaurant incorporate sustainable practices into its digitalization and automation efforts? Can you identify the difference between the advantages and disadvantages of digitalization and advantages and disadvantages of automation and robotization of the restaurant? What renewable energy sources can the restaurant adopt to reduce its carbon footprint? How can the restaurant reduce its water consumption through its digitalization efforts? How can the restaurant manage its electronic waste and promote responsible disposal of old devices?

		What are some green transportation practices that the restaurant can implement to reduce its carbon footprint? How can the restaurant promote sustainable digitalization practices to its guests? Which innovation should the restaurant implement and how much these will cost for the restaurant? What the customers will like better - the robotic restaurant or the usual restaurant turned into a sustainable and digital but proceeded by human staff?
9	Process schedule/models/frameworks	In order to complete this unit, you can follow this process framework:
10	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learners (aka Linguistic Learners) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the question below in real life. What are some environmental benefits of implementing sustainable digitalization practices in the F&B sector? Name two types of energy-efficient equipment that restaurants can invest in to reduce their carbon footprint. How can restaurants manage electronic waste in a sustainable manner? Explain the importance of promoting green transportation practices in the F&B sector. What are some ways that restaurant , F&B management can educate guests about sustainability initiatives? What are some of the challenges with sustainable restaurant digitalization?
11	Checklist	• Can you name and explain 5-7 of the technologies and digitalization tools applied in restaurants?

		• Can you recall sustainable restaurant (F&B) digitalization practices used in the case study? • Can you list and explain major challenges in sustinable restaurant (F&B) digitalization?
	Link to the next topic – suggestions – feed up	• Topic 9 Indicators • Topic 7 The Tools of Digitalisation in Hospitality Dania: • Topic 11 Sustainable Budgeting • Topic 13 Hotel Management • Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices • Topic 15 Development of Entrepreneurial Ideas and Professional Networks
12	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions:
13	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	There are reading tasks and materials, as well as presentations and group discussions
14	The Naturalist or Natural/ Nature Learners	Real-life case studies from hospitality industry are used to illustrate the concepts of discussion
15	The Naturalist or Natural/ Nature Learners	You can go to the park and complete these activities in the park.
16	The Musical or Rhythmic Learner or Aural (audio) Learners	Video material and suggestions and presentation on the topic
17	The Kinesthetic Learner or Physical (tactile) Learners:	There are in-class discussions and case study questions
18	The Visual or Spatial Learner or Visual (spatial) Learners	There are visuals used in the presentation and graphical presentation of data. Visual examples in the form of videos are provided
19	The Logical or Mathematical Learner or Logical (analytical) Learners:	Solving case studies and real-life case study applications, in-class discussions, and brainstorming suggestions for the Robotic Restaurant or Green Restaurant
20	The Interpersonal Learner or Social Learners (aka Linguistic Learners):	Group discussions in-class, case study discussions and in-class activities
21	Memo:	

	The Linguistic Learner or Verbal Learners (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing, nature. If this sounds a lot like a scientist, it's because that's how scientists learn. The naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learners:** The Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). **The Logical or Mathematical Learner or Logical (analytical) Learners:** The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers and equations, better than others. (Verma, 2023). **The Interpersonal Learner or Social Learners (aka Linguistic Learners):** The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023). The Intrapersonal Learner or Solo Learners: The intrapersonal, as opposed to interpersonal, learner is someone who works and learns best when they are alone. (Verma, 2023).
22	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC FOURTEEN:
ECONOMIC BENEFITS FROM SUSTAINABLE HOSPITALITY DIGITALISATION

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
ERHVERVSAKADEMI DANIA
Italian Hospitality School SRL
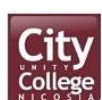City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

2023

TOPIC 14
ECONOMIC BENEFITS
from Sustainable Hospitality Digitalisation Practices for the Sustainable Hospitality Digitalisation
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	Economic Benefits from Sustainable Hospitality: In the model of the sharing economy, the participants—who are also consumers— offer their surplus capacities for use by the group in order to maximize the exploitation of their products and resources. In the context of the hospitality industry, resilient infrastructure based on digital technologies is essential for getting the best customer feedback on offering quality service. A hotel gains in numerous ways from implementing contemporary building technology. Overall, these systems improve performance, lower operational costs, and are also good for the environment. In this session you will learn how the hospitality company can benefit from sustainable hospitality digitalizationand how to use it in a very effective way when working in the hospitality industry. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	Estimated time consumption on the learning process/ activities	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapter on Economic Benefits in the digital brochure Sustainable Hospitality Digitalisation Guidebook before embarking on the learning activities below. You can also watch the webinar 4 of the Sustainable Hospitality Digitalisation Toolkit ''Economic Benefits from Sustainable Hospitality Digitalisation'' and review the

presentation on the webinar with additional links and discussions.

- **Economic development**
- **Sustainable development**
- **TWIN transition**

UN Framework Convention on Climate Change UNFCCC, 1992.
The UN Framework Convention on Climate Change (UNFCCC) sets out the basic legal framework and principles for international climate change cooperation with the aim of stabilizing atmospheric concentrations of greenhouse gases (GHGs) to avoid "dangerous anthropogenic interference with the climate system." (United Nations, 1992).

Sustainable Development Goals
In June 1992, at the Earth Summit in Rio de Janeiro, Brazil, more than 178 countries adopted Agenda 21, a comprehensive plan of action to build a global partnership for sustainable development to improve human lives and protect the environment.

Transforming our world
The 2030 Agenda for Sustainable Development with its 17 SDGs was adopted at the UN Sustainable Development Summit in New York in September 2015.

The economic dimension (profit) regards the way in which the entity business organises its position in the marketplace to actively develop its sustainable profile by using its economic stability and profitability for continuous improvement. (UBC Blogs).

Paris Agreement on Climate Change (December 2015).

The Katowice package adopted at the UN climate conference (COP24) in December 2018 contains common and detailed rules, procedures and guidelines that operationalise the Paris Agreement. The Katowice package adopted at the UN climate conference (COP24) in December 2018 contains common and detailed rules, procedures and guidelines that operationalise the Paris Agreement.

The European Green Deal (2019)
To overcome these challenges, the European Green Deal will transform the EU into a modern, resource-efficient and competitive economy, ensuring:

• no net emissions of greenhouse gases by 2050
• economic growth decoupled from resource use
• no person and no place left behind

The first climate-neutral continent by 2050

Some of the related SDGs: SDG 7 Affordable and Clean Energy, SDG 13 Climate Action, SDG 12 Responsible Consumption and Production

European Climate Law (2021)

The European Climate Law sets a legally binding target of net zero greenhouse gas emissions by 2050.

TWIN TRANSITION: How to merge green skills and digitalisation skills effectively for increasing sustainability of hospitality

GREEN + DIGITAL

The twin green & digital transition: How sustainable digital technologies could enable a carbon-neutral EU by 2050. (European Commission, 2022).

The relationship between the two transitions

In economic terms, enabling markets are required to avoid getting stuck in an "innovation valley of death", when research gains fail to materialise in applied form. A regulatory eco-system should be created that sets high green standards and internalises external costs of pollution and emissions. Upskilling of the labour force is needed to fully exploit the potential of digital technologies. (European Commission, 2022).

"**Sustainable digitalisation,** which incidental equal is known as **sustainable digital transformation**, as a concept refers to the process of digitalising the economy in a long-lasting, green, and organic way. Sustainable digitalisation aims to support and enable...twin transition to a green a digital economy by building on its key strength: Innovative SMEs and their business ecosystems". (European DIGITAL SME Alliance, 2023).

Sustainable digitalisation is a process whereby societies digitise themselves in a way that safeguards natural resources, respects the environment and people. It is about the transformation of organisations, people and societies that must take place in such a way that they have not yet made the shift to digital. (European Digital SME Alliance, 2023).

ECONOMIC BENEFITS FROM SUSTAINABLE DIGITALISATION

The introduction and usage of sustainable digitalisation is all part of the digital era, which equally is referred to as the "Forth Industrial Revolution (4IR)" and in which the notion is all on the development of new technologies.

If you look apart from the individual effects, emphasis is on economic factors e.g., innovation gains, generation of new sales and value growth opportunities while equally addressing higher productivity output and increased efficiency in processes. In this sense, efficiency improvements

are crucial for reducing resource consumption. (Fuchs, H. 2019).

Sustainable digitalization as an economic investment in the future of the organization. Digital hospitality can be categorized into four major themes - content production, enabling technology, content preservation, and promotion of digital sustainability within the organization. (Wut, T.M. et al, 2021).

In order to achieve sustainability, digitization makes it possible to realize resilient infrastructure in every application (Narayan et al. 2022).

In the context of the hospitality industry, resilient infrastructure based on digital technologies is essential for getting the best customer feedback on offering quality service.

A hotel gains in numerous ways from implementing contemporary building technology. Overall, these systems improve performance, lower operational costs, and are also good for the environment. (Prihanto and Kurniasari 2019). The hospitality industry has been impacted by the emergence of travel and lodging applications.

In the model of the sharing economy, the participants—who are also consumers—offer their surplus capacities for use by the group in order to maximize the exploitation of their products and resources. So-called hybrid transactions that can be used to the fullest extent for both commercial and social objectives make up these economic processes.

Hotels need to "embrace" the new trends that are popular now, such as: tourism intelligence, big data technology, contactless solutions, business intelligence, smart tourist destinations (DTI), eco applications, smart technology if they want to achieve this.

- **CIRCULAR ECONOMY**
- **SHARING ECONOMY**

What is the circular economy?
The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended. (EC, 2022)
BENEFITS:
To protect the environment
Reduce raw material dependence
Create jobs and save consumers money
A Sharing Economy

A sharing economy can be described as an economic model in which goods and resources are shared by individuals and groups in a collaborative way such that physical assets become services.

The sharing economy's growth has been facilitated through advances in big data and online platforms. (Corporate Finance Institute.

Sustainable Hospitality Digitalisation Practices

Resilience and Customer Feedback

Economic Benefits:

- Improved Performance,
- Lower Costs,
- Environmental Friendliness

Industry Disruption
- Impact of Digital Technology on Hospitality
- Emergence of Travel and Lodging Applications
- Adaptation to Changing Consumer Expectations

Transforming Business Operations
- Adapting Management and Strategy
- Enhancements in: Supply Chains, New Markets, Productivity, and Efficiency
- Efficient Adaptation and Leveraging Advancements

Hotel Management Software
- Role of Property Management Systems (PMS)
- Organizing Day-to-Day Operations
- Improved Operational Efficiency and Reduced Environmental Impact
- Features: Digital Billing, Paperless Invoices, Interactive Hotel Maps

Web-Based Booking and Sustainability
- Advantages of Web-Based Booking Software: Reduced Paper Waste
- Technology for Enhanced Guest Experience and Cost Savings:
- Smart Thermostats,
- Tech-Enabled
- Water Dispensers

- Importance of Digitalization and Sustainability for Tourism Industry Survival

- Trends:
- Tourism Intelligence,
- Smart Technology,
- Sharing Economy Model and Social Well-Being
- Prioritization

Innovative Services and Tools

1. **Mobile Apps for Payments:** Streamline ordering and payments for guests, saving time and enhancing flexibility. (e.g., BR Bars and Restaurants)
2. **2. Point-of-Sale Systems:** Hiopos provides real-time business insights and analysis for different types of businesses
3. **Digital Signature Solutions:** Enhance check-in processes and reduce paper usage. Used for contracts, payrolls, and eco-friendly practices
4. **Contactless Technology:** Smart hotels offer guests self-check-in and access to in-room devices via mobile apps (e.g., Intelity, Bowo, Hoteza)
5. **Accessibility Support**: Tools like Mobility Mojo help hotels improve website accessibility for all guests.
6. **Eco-Friendly Applications:** Some hotels create apps that promote sustainable tourism through guided walking tours.

Pricing and Return on Investment
Pricing Strategies: Sustainable digitalization allows hotels to implement dynamic pricing based on demand, optimizing revenue.
Companies like AccorHotels and Marriott International have reported substantial ROI through digital initiatives, proving that sustainable practices can lead to sustainable profitability.
Operational Efficiency: The digital guest engagement platform also streamlined housekeeping and maintenance tasks, reducing labor costs by 10% annually.

Tangible and Intangible Assets
Tangible Assets: Examples include energy-efficient lighting, reduced paper usage, and resource conservation, contributing to cost savings and environmental sustainability.
Intangible Assets: Improved guest satisfaction, loyalty, and brand reputation are invaluable intangible assets achieved through digital transformation.

Reading material

- How hospitality industry benefits from digitalisation trends https://www.mypos.com/en-gb/how-hospitality-industry-benefits-from-digitalisation-trends
- The Digital Future of the Tourism & Hospitality Industry https://www.bu.edu/bhr/2018/05/31/the-digital-future-of-the-tourism-hospitality-industry/
- Tourism and Digitalisation – The Sharing Economy in the Hospitality Sector https://ec.europa.eu/docsroom/documents/18321/attachments/11/translations/en/renditions/pdf
- A ten-year review analysis of the impact of digitization on tourism development (2012–2022) https://www.nature.com/articles/s41599-023-02150-7
- The Impact of Digitalization on Tourism Sustainability: Comparative Study between Selected Developed and Developing Countries https://www.dpublication.com/wp-content/uploads/2022/02/14-18033.pdf
- Digitalization of Business Processes in the Hospitality Industry https://ndpublisher.in/admin/issues/EAv67n4sf.pdf
- The Fiscal and Economic Benefits of Sustainability https://www.ca-ilg.org/sites/main/files/file-attachments/the_fiscal_and_economic_benefits_of_sustainability_draft.pdf
- The costs and benefits of environmental sustainability https://link.springer.com/article/10.1007/s11625-021-00910-5
- Benefits Of Restaurant Menu Digitization https://www.relyservices.com/blog/benefits-menu-data-entry-outsourcing
- How Restaurants can Benefit from Digital Solutions https://understandingecommerce.com/how-restaurants-can-benefit-from-digital-solutions/
- Why Digitalization is Crucial for the Restaurant Industry https://www.workstream.us/blog/digitalization-restaurant-industry

Case material

The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*

- Digitalizing business models in hospitality ecosystems: toward data-driven innovation https://www.emerald.com/insight/content/doi/10.1108/EJIM-09-2022-0540/full/html
- The Importance of Digital Tech Adoption in Hospitality (2024) https://whatfix.com/blog/digital-adoption-in-hospitality/
- "Revolutionizing Dining: The Restaurant Digitalization Market's Transformative Journey" https://www.linkedin.com/pulse/restaurant-digitalization-market-markets-us/
- GUTY Case Study – digitization of restaurant chain https://orderingstack.com/case-study/guty/
- Business Case for Sustainable Hotels https://sustainablehospitalityalliance.org/resource/business-case-for-sustainable-hotels/
- What is Net Positive Hospitality? https://sustainablehospitalityalliance.org/our-work/pathway/
- Sustainability Case Studies for Hospitality https://www.greenglobe.com/member-case-studies
- How will sustainability at your hotel benefit your business? https://www.seagoinggreen.org/blog/how-will-sustainability-at-your-hotel-benefit-your-business

Video material

- The following videos are suited for most of the 8 learning styles, as they in various ways combine different learning styles. We encourage the *Kinesthetic Learner or Physical (tactile) Learners* to view them together with others who are interested in this topic. Perhaps a colleague at work or a fellow student.
- Hotel Sustainability Basics – Efficiency https://www.youtube.com/watch?v=MWQXJiCxlYs
- Sustainable Hotel Practices / Top 10 Best Eco-friendly Hotel Practices / Ecotourism Journey https://www.youtube.com/watch?v=giUk6K_Xh54
- Economic growth vs environmental sustainability https://www.youtube.com/watch?v=scS9Q18RAgE
- Regenerative Hospitality: Sustainability, Experiences and Well-Being | Willy Legrand | TEDxSUMAS https://www.youtube.com/watch?v=4H3igIQPJQM

		- How a Climate-Neutral Hotel Works – What is it Like to Stay here? | Eco Tourism in Germany https://www.youtube.com/watch?v=yQfKDaNonf8 - Sustainable Hotels in Greece | Soft Tourism in Greece | A Different Kind of Tourism in Greece https://www.youtube.com/watch?v=I6jvvNcRSm8 - Climate Change: Benefits of Sustainable Waste Management https://www.youtube.com/watch?v=n9tPDVehf3g Suggestions to courses on the topic - The following suggests are especially suited to *The Interpersonal Learner or Social Learners (aka Linguistic Learners)* - Beyond Hospitality - A Path to #Sustainability https://www.youtube.com/watch?v=PiEDMZA-LYI - Hospitality Management: III Levels of Sustainable Hotel Certifications https://www.youtube.com/watch?v=dqR-RCSLVUI - Welcome to a Digitally Transformed Hotel (English) https://www.youtube.com/watch?v=VFsuei5ob5U - Big Data in the Hospitality Industry https://www.youtube.com/watch?v=mK1stwMHb7Y
4	Goals	Upon finishing this part, you should be able to: Knowledge: - Define the economic benefits of the sustainable hospitality digitalization - Know how to develop and design new sustainable hospitality solutions with economic benefits - Understand how energy audit and resource optimization can lead to economic benefits - Interpret how digitalisation and other technological solutions can lead to economic benefits of hospitality company Skills - Apply the knowledge obtained and listed above training and self-study for further integration in the economically beneficial hospitality business solutions - Explore the tools that can be used for economic benefits of the hospitality company - Develop the proposals on economic benefits for the hospitality company - Modify the operations via sustainable hospitality digitalization leading to the economic benefits of the hospitality company

		• Conduct energy (and other resource water, etc) audit and calculate the sustainable energy optimization and digitalization solutions • Demonstrate how digitalization can lead to economic benefits of the hospitality company • Calculate payback period for the capital expenditures for digitalisation or other technologies used by the hospitality company leading to economic benefits • Account economic profit with sustainable hospitality digitalization solutions
5	"If….then you can…."	After completing this part, you will be able to: ● Define and describe key aspects, terminology and concepts of economic benefits from sustainable hospitality digitalisation ● Understand how you can add value to the hospitality industry by researching and updating knowledge on economic benefits from sustainable hospitality digitalisation ● Research other study cases and read about different examples of how the companies developed the economic benefits from sustainable hospitality digitalisation ● Develop the proposals for the economic benefits from sustainable hospitality digitalization of the hospitality company
6	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide. Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.

| 7 | Cases for practice (individual/in groups) | Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most.

INDIVIDUAL:
Mind map
Guide: How to conduct an energy audit of your business
https://www.sefe-energy.co.uk/energy-guides/how-to-conduct-an-energy-audit-of-your-business/
Calculate the economic benefits from the detailed energy audit of the hospitality company

GROUP:
Improving the ESG performance of your hotel/leisure asset (while also reducing costs and increasing value)
https://www.twobirds.com/en/insights/2023/global/improving-the-esg-performance-of-your-hotel-leisure-asset
Class discussion
Methods Of Measuring Hotel Performance
https://www.youtube.com/watch?v=MkDLpDhWjo8
Brain storm
How to improve hotel business performance in 2023 with automation
https://www.youtube.com/watch?v=8xWkVXUy--4
Where do I start when trying to improve my Google Hotel Ads performance ?
https://www.youtube.com/watch?v=vqk1WweUmU8
6 Key Factors to Evaluate Hotel Performances
https://www.youtube.com/watch?v=b0nfkvUAVvs
What is Hospitality Financial Leadership Anyway?
https://www.youtube.com/watch?v=RwB4o_rJE6c |
| 8 | Test | In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life.

● Please describe the difference between financial and non-financial economic benefits from sustainable hospitality digitalization
● Please explain how sustainable budgeting lead to economic benefits of sustainable hospitality digitalization |

		- Provide a proposal with short descriptions and calculations how the company can apply sustainability approaches to achieve economic benefits on the example of ENERGY and resource allocation. Consider use of energy in infrastructure, resources, materials, deliveries, operations, waste, packing, products and other. Volume 5-10 pages. - Discuss, demonstrate how to digitalization improve the economic benefits of the hospitality company: - Demonstrate results of the benefits of this approach; make charts, diagrams to illustrate.
9	Checklist	- What is the difference between economic benefits from digitalization and sustainable hospitality digitalisation - Explain the difference of sharing economy and circular economy, TWIN transition - How Global Reporting Initiative (GRI) can improve the economic benefits of the hospitality company? - If you need to propose an energy saving budget for the hospitality company, how would you calculate financial and non-financial economic benefits of the optimization proposal upon the energy audit?
10	Link to the next topic – suggestions – feed up	Topic 3 Sustainable Hospitality Topic 12 Hotel Management Topic 11 Sustainable Budgeting Topic 13 F&B Management Topic 15 Development of Entrepreneurial Ideas and Professional Networks
11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	Financial Reports by Hilton. https://stories.hilton.com/category/financial Read the financial statements for the last full year (annual report) and the updates, design a PPT (not exceeding 10 slides) summarizing the content on the financial performance of Hilton, list the economic benefits.
13	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best financial and non-financial indicators that the hotels have to achieve and achieved as economic benefits for the last 2 years.
14	The Musical or Rhythmic Learner or	https://analyst-zone.com/techniques/resource-audit Watch this video with the guided text and prepare your own video (not longer than 1 minute) where you are explaining

	Aural (audio) Learners	this information to the students on resource analysis for sustainable budgeting and economic benefits.
15	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they see differently in economic benefits from sustainability, from digitalization and from sustainable hospitality digitalization.
16	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the summary on economic benefits from sustainable hospitality digitalization.
17	The Logical or Mathematical Learner or Logical (analytical) Learners:	Create a survey with survey questions to evaluate 2 hotels or 2 restaurants performance in achieving and analyzing economic benefits according to their experiences and plans, and write a report showing the comparison and results.
18	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	https://www.globalreporting.org/standards/ Review the standards GRI and prepare proposal for the company on resource optimization and budgeted savings for economic benefits of the hospitality company.
19	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learner:** A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). **The Logical or Mathematical Learner or Logical (analytical) Learners:** The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023). **The Interpersonal Learner or Social Learner (aka Linguistic Learners):** The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023). The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).	

20	Memo:
	The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches.
	The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used.
	On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

TOPIC FIFTEEN:

DEVELOPMENT OF ENTREPRENEURIAL IDEAS AND PROFESSIONAL NETWORKING

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

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2023

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HOTEL MANAGEMENT COLLEGE

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ITALIAN HOSPITALITY SCHOOL

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inerciadigital
Boost your digital skills

digital guest

TOPIC 15
Development of Entrepreneurial Ideas and Professional Networks
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
	Problem/Topic	Entrepreneurial skills and digital competence are two basic competences in people's education in the 21st century. They are also transversal competences in university degrees. We carried out an analysis of European models, which suggest areas and indicators within these two competencies (entrepreneurial and digital), with the ultimate goal of elaborating an original model of digital entrepreneurship competence, which we have named EmDigital. (Prendes-Espinosa, P., Solano Fernández, I. M., García-Tudela, P.A. (2021). In this session you will learn how to generate entrepreneurial ideas from sustainable hospitality digitalization and how to develop professional network and benefit from it by sustainable hospitality digitalization. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
	Estimated time consumption on the learning process/ activities	Between 5-10 hours
	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapters 20. Development of Entrepreneurial Ideas to Benefit from Competences, 63. Professional Network for Sustainable Hospitality, 64. Professional Network for Sustainable Hospitality Digitalisation, 69. Links to Useful Resources in the digital brochure Sustainable Hospitality Digitalisation Guidebook before embarking on the learning activities below. You can also watch the webinar 5 of the Sustainable Hospitality Digitalisation Toolkit 'Development of Entrepreneurial Ideas and

Professional Networks'' and review the presentation on the webinar with additional links and discussions.

Development of Entrepreneurial Ideas to Benefit from Competences
Entrepreneurial skills and digital competence are two basic competences in people's education in the 21st century.
They are also transversal competences in university degrees. The ultimate goal of elaborating an original model of digital entrepreneurship competence, which is named EmDigital. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).
EmDigital Model
The EmDigital model is composed of a total of 15 competences, distributed as follows:

- **dimension 1 of identification of opportunities (three sub-competences);**
- **dimension 2 on action planning (three sub-competences);**
- **dimension 3 of implementation and collaboration (four sub-competences); and finally,**
- **dimension 4, related to management and safety (five sub-competences).**

With the aim of favoring the practical realization of the EmDigital model, each one of the 15 sub-competencies described is summed up with different indicators, as in the reference models (EntreComp and DigComp). A total of 45 indicators form the EmDigital model. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).
Description of the competences and sub-competences of the EmDigital model.
1. Identification of opportunities
C1. Search for and analysis of information
C2. Creativity and innovation
C3. Prospecting
C4. Success orientation

2. Action planning
C5. Leadership
C6. Planning and management of digital identity
C7. Initiative

3. Initiative and collaboration
C8. Communication and collaboration
C9. Creation of digital value

C10. Responsibility and commitment
C11. Learning from experience
C12. Problem solving

4. Management and safety
C13. Planning and organization
C14. Techno-ethical approach
C15. Motivation and perseverance

The Relation between EmDigital Model and Open Innovation

The Relation between EmDigital Model and Open Innovation At a time like the present, in which technology is a key element in sociocultural evolution and business development, it is necessary to consider what an entrepreneur needs to know in order to develop and succeed in a digital context. Open innovation is a strategy that can promote the success of any start-up. The EmDigital model could therefore be a good support for such a strategy because it has a complete collection and description of the main competences of digital entrepreneurs. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

Reading material
- 39 Green Business Ideas for Sustainable Entrepreneurs https://www.nerdwallet.com/article/small-business/sustainable-business-ideas
- 82 Hospitality Business Ideas You Can Start Today [2023] https://www.starterstory.com/hospitality-business-ideas
- 85 Amazing Food Business Ideas You Could Start in 2023 https://smallbiztrends.com/2023/11/food-business-ideas.html#google_vignette
- How digital transformation is facilitating servitization in the hospitality industry https://hospitalityinsights.ehl.edu/digital-transformation-facilitating-servitization

Case material
The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*
- Geneva Marriott Hotel - Sustainability https://www.youtube.com/watch?v=wX3tFGGJWcI
- Sustainable Hotels, Tomorrow's World Today, S3E4 https://www.youtube.com/watch?v=NmS9oD5K9PQ

		Video material ● How to Build a Solid Foundations For Your Hospitality Business (Hostcon 2023) https://www.youtube.com/watch?v=D4LFkEkOBX4 ● 5 Eco Friendly Business Ideas | Green Businesses to Slow Climate Change https://www.youtube.com/watch?v=4bvPLZVGccQ ● Technology in the Hospitality Industry - 10 Innovative Trends in the Hospitality in 2023 https://www.youtube.com/watch?v=aqiUYtGzDvs ● Trends And Innovations In The Hospitality Industry | @TheHospitalityPro | Business 2023 | https://www.youtube.com/watch?v=gkIx8h9IGR8 ● Welcome to GRONDA - the professional hospitality network https://www.youtube.com/watch?v=KYhp2bUYT4E ● Hosco: The World's Leading Hospitality Network https://www.youtube.com/watch?v=MCgc6y1unPI
	Goals	Upon finishing this part, you should be able to: Knowledge: ● Explain how sustainability, sustainable hospitality digitalization can benefit to the development of entrepreneurial ideas ● Define the professional hospitality network of your selected hospitality company ● Know how to develop and design new ways of professional networking for sustainable hospitality digitalization ● Understand how energy audit and resource optimization can lead to the development of entrepreneurial ideas in hospitality and strengthening professional networking ● Interpret how digitalisation and other technological solutions can lead to new entrepreneurial ideas and extending professional networking ● Explain the EmDigital Model Skills ● Apply the knowledge obtained and listed above training and self-study for further integration in the development of entrepreneurial ideas and extending a professional networking for the selected hospitality business

		- Explore the tools, apps, clusters, associations, platforms that can be used for development of entrepreneurial ideas and extending professional networking - Develop the proposals on entrepreneurial ideas and professional network channels - Modify the operations via sustainable hospitality digitalization leading to the strengthening of professional networking - Conduct energy (and other resource water, etc) audit to develop the entrepreneurial solutions for hospitality business, consider the professional networking - Demonstrate how sustainable digitalization can lead to the development of entrepreneurial ideas and extended professional networking - Account economic profit of your proposed entrepreneurial idea in the form of the sustainable budget
	"If....then you can...."	After completing this part, you will be able to: - Define and describe key aspects, terminology and concepts of the EmDigital Model and entrepreneurial ideas from sustainable hospitality digitalisation - Understand how you can add value to the hospitality industry by researching and updating knowledge on professional network from sustainable hospitality digitalisation - Research other study cases and read about different examples of how the entrepreneurs developed the entrepreneurial ideas and how their business is linked to the professional networking - Develop the proposals for the extending of professional networking for sustainable hospitality digitalisation
	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide.

		Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most. INDIVIDUAL: Mind map Guide: How Marriott Became The Biggest Hotel In The World, And What's Next For The Hotel Giant https://www.youtube.com/watch?v=MjAI1ihNLX0 TOP 10 Hotels in the World 2023 https://www.youtube.com/watch?v=Xn8awmUHSdw GROUP: Top 10 Eco-Friendly Hotels in the World | Sustainable Travel Guide https://www.youtube.com/watch?v=-_D0jevkQGQ The World's 50 Best Restaurants 2023 | 51-100 List Reveal https://www.youtube.com/watch?v=-UzYS8kSmiA Top 10 Profitable Business Ideas in Restaurant Business Industry https://www.youtube.com/watch?v=ALNx2Xo5VF0 World's Most Sustainable Restaurant? Amass in Copenhagen by Chef Matt Orlando Aims for Zero Waste. https://www.youtube.com/watch?v=ji9BfPZBeqA
	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life. ● Define and describe key aspects, terminology and concepts of the EmDigital Model and entrepreneurial ideas from sustainable hospitality digitalisation ● Provide examples of cases of how the entrepreneurs developed the hospitality entrepreneurial ideas and how their business is linked to the professional networking

		- Develop the proposals for the extending of professional networking for sustainable hospitality digitalization - Provide a proposal with an entrepreneurial idea according to EmDigital Model. Consider use of energy in infrastructure, resources, materials, deliveries, operations, waste, packing, products and other. Volume 5-10 pages. - Discuss, demonstrate how sustainable digitalization generate the entrepreneurial ideas and extend the professional networking - Demonstrate results of the benefits of the EmDigital Model approach; make charts, diagrams to illustrate.
	Checklist	- How Global Reporting Initiative (GRI) can help to generate the entrepreneurial ideas? - In what way EmDigital Model is linked to the development of the entrepreneurial ideas? - Where, in which channels, apps would you search for extending the professional network for your selected hospitality business?
	Link to the next topic – suggestions – feed up	Topic 3 Sustainable Hospitality Topic 12 Hotel Management Topic 11 Sustainable Budgeting Topic 13 F&B Management Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices
	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	Hilton 2021 ESG Report https://stories.hilton.com/uploads/2022/05/2021-ESG-Report-Updated.pdf Read the report ESG by Hilton for the last full year (annual report) and the updates, design a PPT (not exceeding 10 slides) summarizing the content on the entrepreneurial ideas and professional networking by Hilton.
	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best professional network channels of the hotels and the restaurants
	The Musical or Rhythmic Learner or Aural (audio) Learners	https://analyst-zone.com/techniques/resource-audit Watch this video with the guided text and prepare your own video (not longer than 1 minute) where you are explaining this information to the students on resource analysis for development of the entrepreneurial ideas in hospitality

	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they see differently in the development of entrepreneurial ideas and professional networking from sustainability, from digitalization and from sustainable hospitality digitalization.
	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the summary on entrepreneurial ideas and professional networkingeconomic benefits from sustainable hospitality digitalization.
	The Logical or Mathematical Learner or Logical (analytical) Learners:	Create a survey with survey questions to evaluate 2 hotels or 2 restaurants performance in achieving and analyzing entrepreneurial ideas and professional networking channels to their experiences and plans, and write a report showing the comparison and results.
	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	https://www.globalreporting.org/standards/ Review the standards GRI and prepare a proposal for the entrepreneurial idea for a hospitality company to improve selected hospitality business
	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learner:** A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). **The Logical or Mathematical Learner or Logical (analytical) Learners:** The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023). **The Interpersonal Learner or Social Learner (aka Linguistic Learners):** The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).	

	The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).
	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.

20. Development of Entrepreneurial Ideas to Benefit from Competences

Entrepreneurial skills and digital competence are two basic competences in people's education in the 21st century. They are also transversal competences in university degrees. We carried out an analysis of European models, which suggest areas and indicators within these two competencies (entrepreneurial and digital), with the ultimate goal of elaborating an original model of digital entrepreneurship competence, which we have named EmDigital. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

In general terms, the EmDigital model is composed of a total of 15 competences, distributed as follows: dimension 1 of identification of opportunities (three sub-competences); dimension 2 on action planning (three sub-competences); dimension 3 of implementation and collaboration (four sub-competences); and finally, dimension 4, related to management and safety (five sub-competences). (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

With the aim of favoring the practical realization of the EmDigital model, each one of the 15 sub-competencies described is summed up with different indicators, as in the reference models (EntreComp and DigComp). A total of 45 indicators form the EmDigital model. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).
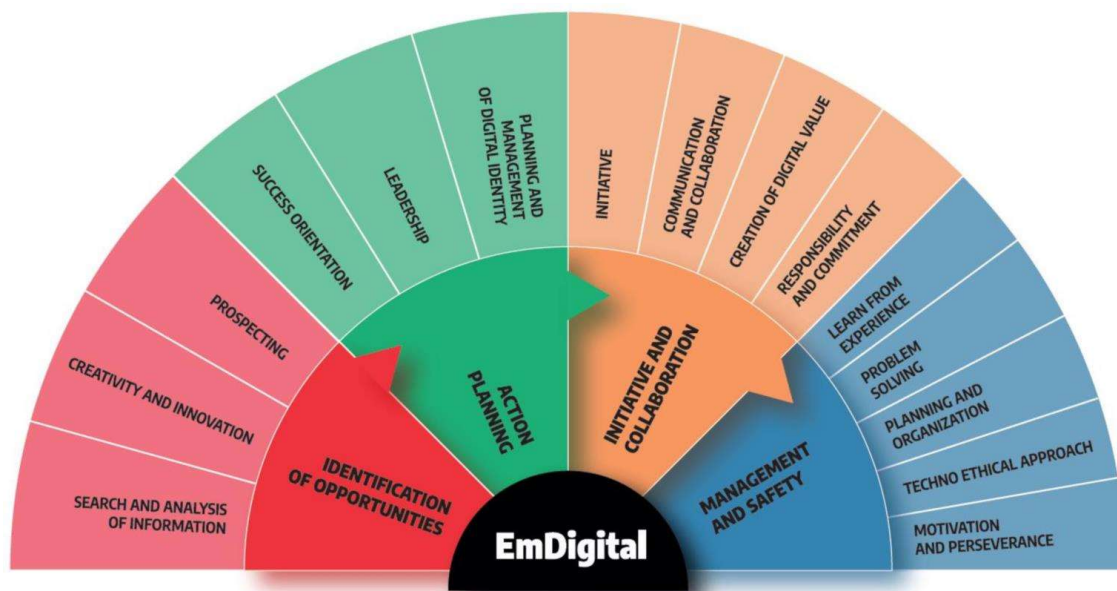

Figure 27, (Prendes-Espinosa, P., Solano-Fernández, García-Tudela, P.A. (2021). EmDigital.

The Relation between EmDigital Model and Open Innovation
At a time like the present, in which technology is a key element in sociocultural evolution and business development, it is necessary to consider what an entrepreneur needs to know in order to develop and succeed in a digital context.
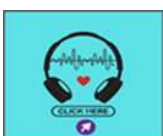
Entrepreneurship today is not limited to a specific field, such as technology and business degrees. According to [Mastrostefano, K, et al, 2020], open innovation is a strategy that can promote the success of any start-up. Our model could therefore be a good support for such a strategy because we have a complete collection and description of the main competences of digital entrepreneurs. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

However, EmDigital is not only a model to improve the initial digital entrepreneurship training of university graduates [Vargas-Larraguivel, P.A. et al, 2021] but also an opportunity to improve the innovation process of companies by reflecting on what it means to be a successful entrepreneur. In this sense, we consider that the EmDigital model can be a breakthrough opportunity for any type of entrepreneurship: the entrepreneurship of novice entrepreneurs, the intra-entrepreneurship of employees and organizational entrepreneurship [Yun, J.J. et al, 2021].

In conclusion, this model is aimed at university students who are going to start their working life, but future research can use this model to evaluate competences of workers and to design processes to improve their digital entrepreneurship.

Description of the competences and sub-competences of the EmDigital model.

Dimension	Sub-Competence	Description
Table 30: Responses to the challenge of sustainable development		
1. Identification of opportunities	C1. Search for and analysis of information	Research and selection of ideas as a point of departure for the creation of an opportunity or entrepreneurial endeavor.
	C2. Creativity and innovation	Identification of the potential innovative values, which can be applied to the entrepreneurial initiative and concretion of creative ideas to tackle current challenges.
	C3. Prospecting	Exploring the real opportunities of the process of development and implementation of ideas in the immediate future.
2. Action planning	C4. Success orientation	Individual and collective efforts to transform the original idea into a reality in the best possible manner.
	C5. Leadership	Capacity to engage and mobilize the work group and influence exerted upon it to set further actions. Promoting the necessary initiatives to optimize the attainment of the objectives established.
	C6. Planning and management	Clear and understandable definition of the digital identity and the different digital sub-identities

Table 30: Responses to the challenge of sustainable development

Dimension	Sub-Competence	Description
	of digital identity	included in it that project any proposal of digital entrepreneurship.
3. Initiative and collaboration	C7. Initiative	Carrying out of the process by which an individual finds the motivations and necessary support to start creating value.
	C8. Communication and collaboration	Interaction and formal and informal discussion in open or private digital spaces on specific issues and related to the action undertaken.
	C9. Creation of digital value	Development of the digital content related to the initiative, for its further sharing with society or the community or the corresponding actors.
	C10. Responsibility and commitment	Assumption of obligations and personal and ethical involvement (like the use of copyright and licenses) acquired throughout the process of inception and development of an idea, which can generate value.
4. Management and safety	C11. Learning from experience	Evaluation of the different actions implemented to optimize the processes and enhance the accomplishment of the objectives.
	C12. Problem solving	Intervention or mediation when solving technical, communication, management or other type of problems.
	C13. Planning and organization	Appraisal of the degree of accomplishment of the objectives set and classification of stored information.
	C14. Techno-ethical approach	Minimization of the potential risks that the design and/or implementation of the proposal could entail and commitment to regular updating.
	C15. Motivation and perseverance	Crafting an individualized and transferable sense of commitment to ensure the progress of the initiative.

Table 31: Responses to the challenge of sustainable development

Indicators of the EmDigital model. Sub-Competences	Indicators
	C1.1. Development of searches implementing information organization and management mechanisms.

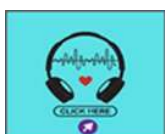| Indicators of the EmDigital model. Sub-Competences	Indicators
C1. Search for and analysis of information	C1.2. Identification of entrepreneurship needs or opportunities within a virtual or based-on-technologies face-to-face environment.
	C1.3. Assessment of limitations, opportunities and risks of potential entrepreneurship with technologies.
C2. Creativity and innovation	C2.1. Specification of the most adequate digital contents and tools to respond to the possibilities found.
	C2.2. Specification of ideas and opportunities in a creative manner.
C3. Prospecting	C3.1. Exploration of the real possibilities of the development and implementation process of ideas within an immediate future team.
C4. Success orientation	C4.1. Enhancement of the participation of other professionals providing the necessary support to the development of the idea.
	C4.2. Creative design of a digital entrepreneurship plan and its updating, according to the ideas provided by the work team.
	C4.3. Estimate of the costs of the proposals made.
	C4.4. Design of inclusive and sustainable entrepreneurship proposals.
C5. Leadership	C5.1. Creation of online communication spaces for the involved individuals to contribute and assess new ideas.
	C5.2. Mobilization of human resources to make an idea become a product.
	C5.3. Management of decisions and strategies of development offered by users to persuade other teammates and determine new actions.
	C5.4. Communicating new actions to teammates/users and training them on interest areas, such as financial education and economy.
C6. Planning and management of digital identity	C6.1. Creation of digital identities according to their role to protect reputation and deal adequately with the data spread and disseminated online.
	C6.2. Assessment of the protection possibilities and projection of the professional digital identity in the entrepreneurship proposals established.
	C6.3. Establishment of a net label, both at a general and specific level addressed to the target population of the entrepreneur proposal.
C7. Initiative	C7.1. Setup of processes creating value.
	C7.2. Development and usage of digital channels and contents to enhance participation and collaboration of different agents.
	C7.3. Management of the different digital identities and the data provided by each one of them to facilitate negotiation and effective communication processes.
C8. Communication and collaboration	C8.1. Collaboration and teamwork to develop and implement the idea through different technologies.

Table 31: Responses to the challenge of sustainable development

Table 31: Responses to the challenge of sustainable development

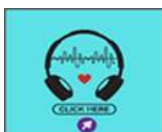| Indicators of the EmDigital model. **Sub-Competences**	**Indicators**
	C8.2. Interaction between two or more people privately or publicly to discuss aspects related with the proposal through digital devices.
	C8.3. Sharing the information and the developed digital content with others.
	C8.4. Knowledge of virtual behavior rules to cover personal needs and attain goals in the most effective possible fashion.
C9. Creation of digital value	C9.1. Collection and management of materials and resources to create or update digital value in different formats (multimedia, texts, data, etc.) and available for several electronic devices.
	C9.2. Interaction with others to create, integrate and re-elaborate digital content.
C10. Responsibility and commitment	C10.1. Taking charge and committing with people (people, institutions) involved in the developed plan.
	C10.2. Authorship declaration of the published information and digital content and presentation of the licenses each product has online.
	C10.3. Application of an online behavior and interaction facilitating communication in favor of the attainment of social, cultural and/or economic goals.
C11. Learn from experience	C11.1. Error proofing and improvement proposals using digital tools to find new opportunities.
	C11.2. Being able to transform success and failure into a learning opportunity, control over frustration.
	C11.3. Improvement of digital entrepreneurship based on strategies to study its performance. An example would be the application of a key performance indicator.
C12. Problem solving	C12.1. Identification and solution of any kind of problem (technical, communicative, related with management, etc.) involved in the action.
	C12.2. Selection and usage of the most adequate resources to find solutions, implement them and assess them collaboratively.
	C12.3. Programming (planning and development of instructions sequences) to solve problems occurring before or during the process.
C13. Planning and organization	C13.1. Monitoring of compliance with the programmed updates within the estimated deadlines.
	C13.2. Management of the data and information gathered.
	C13.3. Effective and quick action against unexpected events happening during the development and implementation process of an idea.
	C14.1. Pro-environmental commitment and reduction of the impact the proposal might have on the environment.

Table 31: Responses to the challenge of sustainable development

Indicators of the EmDigital model. **Sub-Competences**	**Indicators**
C14. Techno-ethical approach	C14.2. Development of improvements for the implemented proposal to be always updated.
	C14.3. Development of an online identity supported by ethical and responsible criteria.
	C14.4. Attention to basic online safety aspects and guaranteed confidentiality of the entrepreneurship proposals implemented.
	C14.5. Attention to basic aspects of participants' privacy.
C15. Motivation and perseverance	C15.1. Perseverance on deficiency identification and ability to set innovative and digital proposals to overcome them.
	C15.2. Self-trust and motivation to offer the most adequate technological responses.

Figure 28, Source: Pixabay at pexels
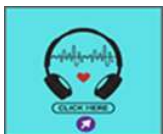
63. Professional Network for Sustainable Hospitality

Professional Network is a word which can place dread into the core of even the most sure and experienced pioneers, frequently conjuring up pictures of making casual discussion and trading business cards in a room brimming with outsiders, but we as a whole have proficient contacts and contributing an opportunity to develop and foster this organization can receive rewards both by and by and expertly. Bruines, L. (2008).

One of the extraordinary benefits of systems administration is the opportunity to gain from the encounters of the people who have gone before you. Through systems administration, you will get the opportunity to collaborate with individuals in the accommodation and the travel industry who are further along in their professions than you. Bruines, L. (2008).

Make the most of this fantastic open door by requesting their recommendation and paying attention to any tips they might offer. After a short time, you will acquire insight and find increasingly more individuals you are meeting at systems administration occasions are prior in their professions than you. This is your opportunity to pass on the guidance you got as well as any knowledge you have actually advanced in route. Bruines, L. (2008).

Professional Network accessible to more opportunities, indeed, this falls under lead age, yet it is really a monstrous advantage of systems administration. It isn't at the first spot on our list, in any case, since it isn't typically something that happens immediately. After you have acquired certainty, started fellowships, and laid out your standing, then you will begin to see an expansion in valuable open doors. Every other person is likewise constructing their own image and nobody needs to propose to associate you with open doors in the event that you haven't previously settled entrust with them. Bruines, L. (2008).

The leads you get from systems administration might promptly affect your profession, however it is different advantages of systems administration that will have a genuine effect throughout your life. Whether you are searching for a temporary position or prepared to recruit an understudy, organizing allows you the opportunity to get to know individuals across in the cordiality business.

64. Professional Network for Sustainable Hospitality Digitalisation

Hospitality industry advances have new offices and will have more significant and more profound effects. They ought to prompt decreases in mass the travel industry, customized administrations and manageability. The friendliness business was an early adopter of innovation. Throughout the long term, digitalization has changed this area and is supposed to have much more significant changes on it in the post-Coronavirus world. The future friendliness will change profoundly founded on expanded utilization of industry innovations and different customer conduct and inclinations. (Zeqiri, Dahmani & Youssef, 2020 and Chandola, 2016).

The current review explores the effects of the new influx of advances on the hospitality business. It makes a few commitments. To begin with, it portrays hospitality industry and the innovations that are reshaping the tourism industry. It looks at the difficulties the future hospitality industry will reality and how hospitality industry could less mass tourism industry, and permit customized administrations and manageability. It also examines what the future hospitality management area will resemble in a post Coronavirus world. (Zeqiri, Dahmani & Youssef, 2020 and Chandola, 2016).

Digital capacities like Brought together Information, Investigation, and Computerized systems empower mix of Business and IT, influence Client Experience, and Functional Cycles. This outcomes in expanded efficiency, higher incomes, and cost decreases. A model is the structure characterized by Cap Gemini (2011). On the effect Advanced abilities has on Client Experience, Functional Cycles, and Plans of action. Numerous perspectives characterized in the structure, for example, smoothed out client processes, cross-channel soundness, selfadministration, Execution Improvement, labourer's having the option to work Anyplace Whenever with more extensive and quicker correspondence, Functional Straightforwardness, progress from physical to advanced, and Venture Joining, as a matter of fact, likewise influence the Manageability parts of carrying on with work. (Zeqiri, Dahmani & Youssef, 2020 and Chandola, 2016).

ABB today delivered the discoveries of another worldwide investigation of global business and innovation pioneers on modern change, checking out at the convergence of digitalization and maintainability. The review, "Billions of better choices: modern change's new goal," looks at the ongoing take-up of the Modern Web of Things (IoT) and its true capacity for further developing energy effectiveness, bringing down ozone harming substance discharges, and driving

change. The objective of the new ABB research is to spike conversation inside industry in regards to amazing chances to use the Modern IoT and engage organizations and laborers to settle on better choices that can help both manageability and the reality. (Zeqiri, Dahmani & Youssef, 2020 and Chandola, 2016).

The study found that an organization's "future competitiveness" is the single greatest factor – cited by 46% of respondents – in industrial companies' increased focus on sustainability. Yet while 96% of global decision-makers view digitalization as "essential to sustainability," only 35% of surveyed firms have implemented Industrial IoT solutions at scale. This gap shows that while many of today's industrial leaders recognize the important relationship between digitalization and sustainability, the adoption of relevant digital solutions to enable better decisions and achieve sustainability goals needs to accelerate in sectors like manufacturing, energy, buildings, and transport. (Zeqiri, Dahmani & Youssef, 2020 and Chandola, 2016).
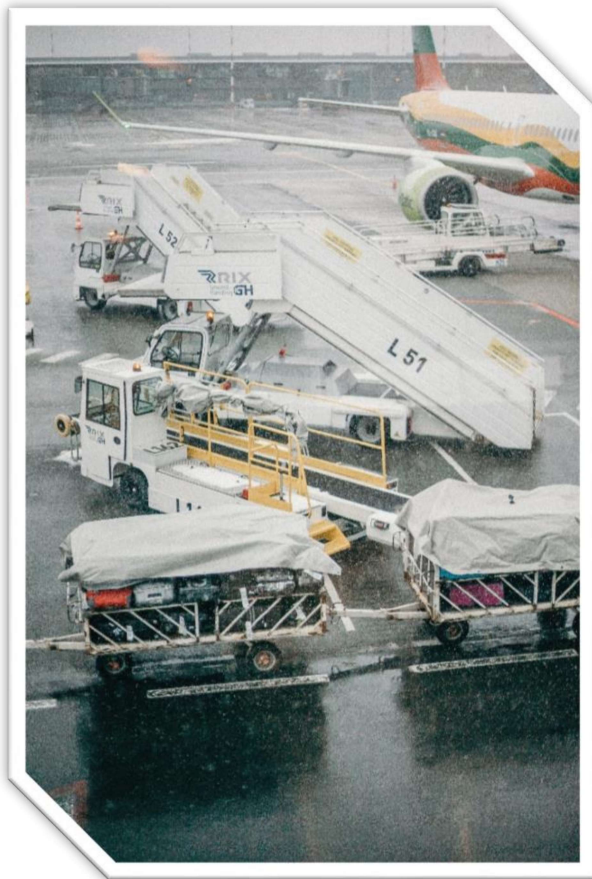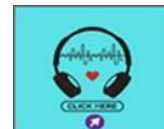

Figure 62, Source: Cottonbro studio

69. Links to Useful Resources

American Culinary Federation (ACF). (2023). Retrieved from https://www.asaecenter.org/

American Dietetic Association (ADA). (2023). Retrieved from https://www.eatright.org/

American Institute of Wine and Food (AIWF). (2023). Retrieved from https://www.aiwf.org/site_home.cfm

American Planning Association (APA). (2023). Retrieved from https://www.planning.org/

American Resort Development Association (ARDA). (2023). Retrieved from https://www.arda.org/about-us

American Society of Association Executives (ASAE). (2023). Retrieved from https://www.asaecenter.org/

Asian American Hotel Owners Association (AAHOA). (2023). Retrieved from https://www.aahoa.com/home

Association of Collegiate Conference & Events Directors-International (ACCED-I). (2023). Retrieved from https://www.acced-i.org/

Association of Destination Management Executives International (ADMEI). (2023). Retrieved from www.corporateeventnews.com

Association of Irish Professional Conference Organisers (AIPCO). (2023). Retrieved from https://aipco.ie/new/

Association of Lodging Professionals (ALP). (2023). Retrieved from http://www.paii.org/

Association of Meeting Professionals (AMPs). (2023). Retrieved from https://ampsweb.org/

Association of Starwood Franchisees & Owners - North America (ASFONA). (2023). Retrieved from https://www.asfona.com/

Caribbean Hotel & Tourism Association (CHTA). (2023). Retrieved from http://www.caribbeanhotelassociation.com/

Club Managers Association of America (CMAA). (2023). Retrieved from https://www.cmaa.org/

Commercial Food Equipment Service Association (CFESA). (2023). Retrieved from https://www.cfesa.com/

Convention Industry Council (CIC). (2023). Retrieved from https://eventscouncil.org/

Corporate Event Marketing Association (CEMA). (2023). Retrieved from https://cemaonline.com/
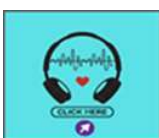
Council on Hotel, Restaurant, and Institutional Education (CHRIE). (2023). Retrieved from https://www.chrie.org/

Cvent Inc (2021). What Is MICE? Your Guide to Meetings, Incentives, Conferences, and Exhibitions. Retrieved from https://www.cvent.com/uk/

Destination Marketing Association International (DMAI). (2023). Retrieved from https://destinationsinternational.org/

Dietary Managers Association (DMA). (2023). Retrieved from https://www.anfponline.org/

The EU CVB Network. (2023), Retrieved from https://boardroom.global/the-eu-cvb-network/

European Cluster Collaboration Platform. (2023). The European online hub for industry clusters. Retrieved from https://clustercollaboration.eu/

EUROPE CONGRESS. (2023). Retrieved from www.europecongress.com

Events Industry Council (EIC). (2023). Retrieved from https://www.eventscouncil.org/

Event Service Professionals Association (ESPA). (2023). Retrieved from https://espaonline.org/

Food Marketing Institute (FMI). (2023). Retrieved from https://www.fmi.org/

Food Service Consultants Society International (FCSI). (2023). Retrieved from https://www.fcsi.org/

Global Business Travel Association (GBTA). (2023). Retrieved from https://www.gbta.org/

Global MICE Collaborative. (2022). Retrieved from http://micecollaborative.com/

Global Sustainable Tourism Council (GSTC). (2023). Retrieved from https://www.gstcouncil.org/

Guam Hotel & Restaurant Association. (2023). Retrieved from https://www.ghra.org/

Hispanic Hotel Owners Association (HHOA). (2023). Retrieved from http://www.hhoa.org/

Hospitality Financial and Technology Professionals (HFTP). (2023). Retrieved from https://www.hftp.org/

Hospitality Sales & Marketing Association International (HSMAI). (2023). Retrieved from https://global.hsmai.org/

Hotel Motel Engineers Association (HMEA). (2023). Retrieved from https://www.hmea.org/

Hotel Association of Canada. (2023). Retrieved from http://www.hotelassociation.ca/

Hotel Electronic Distribution Network Association (HEDNA). (2023). Retrieved from https://www.hedna.org/

HOTREC. (2023). Retrieved from www.hotrec.eu

International Association of Expositions and Events (IAEE). (2023). Retrieved from https://www.iaee.com/

ICCA. International Congress and Convention Association. (2021). Retrieved from https://www.iccaworld.org/

International Executive Housekeepers Association (IEHA). (2023). Retrieved from www.ieha.org

InEvent. (2023). Retrieved from www.inevent.com

Institute of Food Technologists (IFT). (2023). Retrieved from www.ift.org

International Association of Conference Centers (IACC). (2023). Retrieved from https://www.iacconline.org/

International Association of Professional Congress Organisers (IAPCO). (2023). Retrieved from https://www.iapco.org/

International Association of Venue Managers (IAVM). (2023). Retrieved from https://iavm.org/

International Festivals & Events Association. (2023). Retrieved from https://www.ifea.com/

International Food Service Executives Association (IFSEA). (2023). Retrieved from http://www.ifsea.com/

International Hotel & Restaurant Association (IH&RA). (2023). Retrieved from https://www.booked.net/ih-ra

INTERNATIONAL LIVE EVENTS ASSOCIATION. (2023). Retrieved from https://ileahub.com/

International Society of Hospitality Consultants (ISHC). (2023). Retrieved from https://ishc.com/

International Society of Hospitality Purchasers (ISHP). (2023). Retrieved from http://www.ishp.org/

International Society of Hotel Associations (ISHA). (2023). Retrieved from http://www.ishae.org/

Latvia Convention Bureau, (2023). Retrieved from www.latviaconvention.co

Latvian Hotel and Restaurant Association's (LVRA). (2023). Retrieved from www.lvra.lv

LUSH, Luxury Sustainable Hotels Internl Association. (2023). Retrieved from https://www.lushia.org/
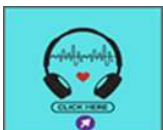
Meetings Industry Association (MIA). (2023). Retrieved from https://www.mia-uk.org/

Meet in Reykjavik. (2023). Convention Bureau for Reykjavik. Retrieved from www.meetinreykjavik.is

Meeting Planners International (MPI). (2023). Retrieved from https://www.mpi.org/

Meeting Professionals International. (2023). Retrieved from www.mpi.org . Mice.com Retrieved from https://www.mice.com/

MICE MAGAZINE. (2023). Retrieved from https://www.micemag.com/

MTT. (2023). Mice Travel Today. Retrieved from https://www.micetraveltoday.com/

National Association For Catering And Events (NACE). (2023). North America. Retrieved from https://www.nace.net/

Pacific Asia Travel Association (PATA). (2023). Retrieved from https://www.pata.org/

Professional Convention Management Association (PCMA). (2023), Retrieved from https://www.pcma.org/

Resort Hotel Association (RHA). (2023). Retrieved from https://www.rhainsure.com/

Society for Foodservice Management (SFM). (2023). Retrieved from https://www.shfm-online.org/

Society of Government Meeting Professionals (SGMP). (2023). Retrieved from https://www.sgmp.org/

STRATEGIC ALLIANCE of the National Convention Bureaux of Europe. (2023). Retrieved from https://convention-europe.com/

Sustainable Restaurant Association (SRA). (2023). Retrieved from https://thesra.org/

The List of Convention Bureaus in Europe http://www.cvent.com/rfp/europe-convention-centers-1ea353f295604bc9afd30d5ac5547d34.aspx

United Nations World Tourism Organization (UNWTO). (2023). Retrieved from https://www.unwto.org/

World Travel & Tourism Council (WTTC). (2023). Retrieved from https://wttc.org/

TOPIC FIFTEEN:

DEVELOPMENT OF ENTREPRENEURIAL IDEAS AND PROFESSIONAL NETWORKING

FOR VET LEARNERS AND PROFESSIONALS IN THE HOSPITALITY INDUSTRY

SUSTAINABLE
HOSPITALITY
DIGITALISATION
TOOLKIT

PREPARED BY:

HOTEL SCHOOL Viesnīcu biznesa koledža, SIA
ERHVERVSAKADEMI DANIA
Italian Hospitality School SRL
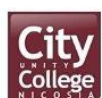City Unity College Nicosia
DigitalGuest APS
INERCIA DIGITAL SL

Erasmus+ Project
No. 2021-1-LV01-KA220-VET-000033140

2023

TOPIC 15
Development of Entrepreneurial Ideas and Professional Networks
SESSION PLAN FOR LEARNERS AND HOSPITALITY INDUSTRY PROFESSIONALS

No	Content	Explanation/header
1	Problem/Topic	Entrepreneurial skills and digital competence are two basic competences in people's education in the 21st century. They are also transversal competences in university degrees. We carried out an analysis of European models, which suggest areas and indicators within these two competencies (entrepreneurial and digital), with the ultimate goal of elaborating an original model of digital entrepreneurship competence, which we have named EmDigital. (Prendes-Espinosa, P., Solano Fernández, I. M., García-Tudela, P.A. (2021). In this session you will learn how to generate entrepreneurial ideas from sustainable hospitality digitalization and how to develop professional network and benefit from it by sustainable hospitality digitalization. We have adapted the materials to the 8 different learning styles, so in order to gain the most from this session, we strongly encourage you to test yourselves in your preferred learning style before proceeding. Take the test here: https://how-to-study.com/learning-style-assessment/
2	**Estimated time consumption on the learning process/ activities**	Between 5-10 hours
3	Learning activities	There are several kinds of learning activities in session plan that will address most of the 8 learning styles described in the two books published in conjunction with this project. Regardless of your preferred learning style, we do strongly recommend that you read the chapters 20. Development of Entrepreneurial Ideas to Benefit from Competences, 63. Professional Network for Sustainable Hospitality, 64. Professional Network for Sustainable Hospitality Digitalisation, 69. Links to Useful Resources in the digital brochure Sustainable Hospitality Digitalisation Guidebook before embarking on the learning activities below. You can also watch the webinar 5 of the Sustainable Hospitality Digitalisation Toolkit 'Development of Entrepreneurial Ideas and

Professional Networks'' and review the presentation on the webinar with additional links and discussions.

Development of Entrepreneurial Ideas to Benefit from Competences

Entrepreneurial skills and digital competence are two basic competences in people's education in the 21st century.

They are also transversal competences in university degrees. The ultimate goal of elaborating an original model of digital entrepreneurship competence, which is named EmDigital. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

EmDigital Model

The EmDigital model is composed of a total of 15 competences, distributed as follows:

- **dimension 1 of identification of opportunities (three sub-competences);**
- **dimension 2 on action planning (three sub-competences);**
- **dimension 3 of implementation and collaboration (four sub-competences); and finally,**
- **dimension 4, related to management and safety (five sub-competences).**

With the aim of favoring the practical realization of the EmDigital model, each one of the 15 sub-competencies described is summed up with different indicators, as in the reference models (EntreComp and DigComp). A total of 45 indicators form the EmDigital model. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

Description of the competences and sub-competences of the EmDigital model.

1. Identification of opportunities
C1. Search for and analysis of information
C2. Creativity and innovation
C3. Prospecting
C4. Success orientation

2. Action planning
C5. Leadership
C6. Planning and management of digital identity
C7. Initiative

3. Initiative and collaboration
C8. Communication and collaboration
C9. Creation of digital value

C10. Responsibility and commitment
C11. Learning from experience
C12. Problem solving

4. Management and safety
C13. Planning and organization
C14. Techno-ethical approach
C15. Motivation and perseverance

The Relation between EmDigital Model and Open Innovation

The Relation between EmDigital Model and Open Innovation At a time like the present, in which technology is a key element in sociocultural evolution and business development, it is necessary to consider what an entrepreneur needs to know in order to develop and succeed in a digital context. Open innovation is a strategy that can promote the success of any start-up. The EmDigital model could therefore be a good support for such a strategy because it has a complete collection and description of the main competences of digital entrepreneurs. (Prendes-Espinosa, P., Solano-Fernández, I. M., García-Tudela, P.A. (2021).

Reading material
- 39 Green Business Ideas for Sustainable Entrepreneurs https://www.nerdwallet.com/article/small-business/sustainable-business-ideas
- 82 Hospitality Business Ideas You Can Start Today [2023] https://www.starterstory.com/hospitality-business-ideas
- 85 Amazing Food Business Ideas You Could Start in 2023 https://smallbiztrends.com/2023/11/food-business-ideas.html#google_vignette
- How digital transformation is facilitating servitization in the hospitality industry https://hospitalityinsights.ehl.edu/digital-transformation-facilitating-servitization

Case material
The following case material is suited for *The Kinesthetic Learner or Physical (tactile) Learners*
- Geneva Marriott Hotel - Sustainability https://www.youtube.com/watch?v=wX3tFGGJWcI
- Sustainable Hotels, Tomorrow's World Today, S3E4 https://www.youtube.com/watch?v=NmS9oD5K9PQ

		Video material ● How to Build a Solid Foundations For Your Hospitality Business (Hostcon 2023) https://www.youtube.com/watch?v=D4LFkEkOBX4 ● 5 Eco Friendly Business Ideas | Green Businesses to Slow Climate Change https://www.youtube.com/watch?v=4bvPLZVGccQ ● Technology in the Hospitality Industry - 10 Innovative Trends in the Hospitality in 2023 https://www.youtube.com/watch?v=aqiUYtGzDvs ● Trends And Innovations In The Hospitality Industry | @TheHospitalityPro | Business 2023 | https://www.youtube.com/watch?v=gkIx8h9IGR8 ● Welcome to GRONDA - the professional hospitality network https://www.youtube.com/watch?v=KYhp2bUYT4E ● Hosco: The World's Leading Hospitality Network https://www.youtube.com/watch?v=MCgc6y1unPI
4	Goals	Upon finishing this part, you should be able to: Knowledge: ● Explain how sustainability, sustainable hospitality digitalization can benefit to the development of entrepreneurial ideas ● Define the professional hospitality network of your selected hospitality company ● Know how to develop and design new ways of professional networking for sustainable hospitality digitalization ● Understand how energy audit and resource optimization can lead to the development of entrepreneurial ideas in hospitality and strengthening professional networking ● Interpret how digitalisation and other technological solutions can lead to new entrepreneurial ideas and extending professional networking ● Explain the EmDigital Model Skills ● Apply the knowledge obtained and listed above training and self-study for further integration in the development of entrepreneurial ideas and extending a professional networking for the selected hospitality business

		• Explore the tools, apps, clusters, associations, platforms that can be used for development of entrepreneurial ideas and extending professional networking • Develop the proposals on entrepreneurial ideas and professional network channels • Modify the operations via sustainable hospitality digitalization leading to the strengthening of professional networking • Conduct energy (and other resource water, etc) audit to develop the entrepreneurial solutions for hospitality business, consider the professional networking • Demonstrate how sustainable digitalization can lead to the development of entrepreneurial ideas and extended professional networking • Account economic profit of your proposed entrepreneurial idea in the form of the sustainable budget
5	"If….then you can…."	After completing this part, you will be able to: • Define and describe key aspects, terminology and concepts of the EmDigital Model and entrepreneurial ideas from sustainable hospitality digitalisation • Understand how you can add value to the hospitality industry by researching and updating knowledge on professional network from sustainable hospitality digitalisation • Research other study cases and read about different examples of how the entrepreneurs developed the entrepreneurial ideas and how their business is linked to the professional networking • Develop the proposals for the extending of professional networking for sustainable hospitality digitalisation
6	Guidelines (points)	The starting point of this session plan is to acknowledge which of the 8 learning styles fit you best, and then seek the learning material/activity that suits you best. Take the "learning style test" here before you proceed: https://how-to-study.com/learning-style-assessment/ Subsequently, it is important that you acquaint yourself with the "Goals" listed above for this session, as they will guide you through the material and what you should get out of it. After this, we invite you to look at the learning activities and choose the learning activity that best suits your learning style. Again, we strongly encourage you to use the "Goals" listed for this session plan as your guide.

		Having completed that, you can dive into the many different "Cases for practice" that we suggest, where you will gain a deeper understanding of the topics in this session plan. Finish up with the "Test" and the "checklist" and you have completed the course.
7	Cases for practice (individual/in groups)	Here are some "best practice" cases that we would recommend that you work on in order to better understand the topic of this session. Depending on your learning style we suggest that you choose the ones that fit you the most. INDIVIDUAL: Mind map Guide: How Marriott Became The Biggest Hotel In The World, And What's Next For The Hotel Giant https://www.youtube.com/watch?v=MjAI1ihNLX0 TOP 10 Hotels in the World 2023 https://www.youtube.com/watch?v=Xn8awmUHSdw GROUP: Top 10 Eco-Friendly Hotels in the World | Sustainable Travel Guide https://www.youtube.com/watch?v=-_D0jevkQGQ The World's 50 Best Restaurants 2023 | 51-100 List Reveal https://www.youtube.com/watch?v=-UzYS8kSmiA Top 10 Profitable Business Ideas in Restaurant Business Industry https://www.youtube.com/watch?v=ALNx2Xo5VF0 World's Most Sustainable Restaurant? Amass in Copenhagen by Chef Matt Orlando Aims for Zero Waste. https://www.youtube.com/watch?v=ji9BfPZBeqA
8	Test	In order to accommodate the 8 different learning styles, we strongly suggest that you take the "test" below in a manner that resonates with you. For example, if you are an Interpersonal Learner or Social Learner (aka Linguistic Learner) you might want to do this with others, whereas if you are a Naturalist or Natural/ Nature Learner you might wish instead to test some of the questions below in real life. • Define and describe key aspects, terminology and concepts of the EmDigital Model and entrepreneurial ideas from sustainable hospitality digitalisation • Provide examples of cases of how the entrepreneurs developed the hospitality entrepreneurial ideas and how their business is linked to the professional networking

		- Develop the proposals for the extending of professional networking for sustainable hospitality digitalization - Provide a proposal with an entrepreneurial idea according to EmDigital Model. Consider use of energy in infrastructure, resources, materials, deliveries, operations, waste, packing, products and other. Volume 5-10 pages. - Discuss, demonstrate how sustainable digitalization generate the entrepreneurial ideas and extend the professional networking - Demonstrate results of the benefits of the EmDigital Model approach; make charts, diagrams to illustrate.
9	Checklist	- How Global Reporting Initiative (GRI) can help to generate the entrepreneurial ideas? - In what way EmDigital Model is linked to the development of the entrepreneurial ideas? - Where, in which channels, apps would you search for extending the professional network for your selected hospitality business?
10	Link to the next topic – suggestions – feed up	Topic 3 Sustainable Hospitality Topic 12 Hotel Management Topic 11 Sustainable Budgeting Topic 13 F&B Management Topic 14 Economic Benefits from Sustainable Hospitality Digitalisation Practices
11	Activities and environment for 8 learning types:	Please make sure that every session plan includes the activities and environment **for 8 learning styles**. Formulate and integrate it in the descriptions
12	The Linguistic Learner or Verbal Learners (aka Linguistic Learners):	Hilton 2021 ESG Report https://stories.hilton.com/uploads/2022/05/2021-ESG-Report-Updated.pdf Read the report ESG by Hilton for the last full year (annual report) and the updates, design a PPT (not exceeding 10 slides) summarizing the content on the entrepreneurial ideas and professional networking by Hilton.
13	The Naturalist or Natural/ Nature Learners	Design an infographic with some of the best professional network channels of the hotels and the restaurants
14	The Musical or Rhythmic Learner or Aural (audio) Learners	https://analyst-zone.com/techniques/resource-audit Watch this video with the guided text and prepare your own video (not longer than 1 minute) where you are explaining this information to the students on resource analysis for development of the entrepreneurial ideas in hospitality

	The Kinesthetic Learner or Physical (tactile) Learners:	Interview: talk to 2 different hotel managers and design a PPT to compare what they have in common and what they see differently in the development of entrepreneurial ideas and professional networking from sustainability, from digitalization and from sustainable hospitality digitalization.
15	The Visual or Spatial Learner or Visual (spatial) Learners	Design a PPT with Google Slides or Powtoon about what are the summary on entrepreneurial ideas and professional networkingeconomic benefits from sustainable hospitality digitalization.
16	The Logical or Mathematical Learner or Logical (analytical) Learners:	Create a survey with survey questions to evaluate 2 hotels or 2 restaurants performance in achieving and analyzing entrepreneurial ideas and professional networking channels to their experiences and plans, and write a report showing the comparison and results.
17	The Interpersonal Learner or Social Learner (aka Linguistic Learners):	https://www.globalreporting.org/standards/ Review the standards GRI and prepare a proposal for the entrepreneurial idea for a hospitality company to improve selected hospitality business
18	Memo: **The Linguistic Learner or Verbal Learners** (aka Linguistic Learners): The linguistic learner is one who learns best through linguistic skills including reading, writing, listening, or speaking. (Verma, E, 2023). **The Naturalist or Natural/ Nature Learners**: The naturalist learns by working with, and experiencing nature. If this sounds a lot like a scientist, it's because that's how scientists learn. Naturalist loves experiences, loves observing the world around them, and captures the best information or knowledge through experimentation. (Verma, E, 2023). **The Musical or Rhythmic Learner or Aural (audio) Learners**: The musical or rhythmic learner is one who learns using melody or rhythm. (Verma, E, 2023). **The Kinesthetic Learner or Physical (tactile) Learner:** A Kinesthetic learner is a person that learns best by actually doing something. (Verma, E, 2023). **The Visual or Spatial Learner or Visual (spatial) Learners**: A visual or spatial learner is a person who learns best if there are visual aids around to guide the learning process. For example, someone who can learn best from diagrams, pictures, graphs would be a visual or spatial learner. (Verma, E, 2023). **The Logical or Mathematical Learner or Logical (analytical) Learners:** The logical or mathematical learner must classify or categorize things. They also tend to understand relationships or patterns, numbers, and equations, better than others. (Verma, 2023). **The Interpersonal Learner or Social Learner (aka Linguistic Learners):** The interpersonal learner is someone who learns by relating to others. Often, these people share stories, work best in teams, and compare their ideas to the ideas of others. (Verma, 2023).	

	The Intrapersonal Learner or Solo Learner: The intrapersonal, as opposed to the interpersonal learner is someone who works and learns best when they are alone. (Verma, 2023).
19	Memo: The course elements include the elements and features to meet the needs of all styles of learning digitalization. As the course is aimed at a wider audience, to make more effect of the course, it is based on the principles of including the elements and activities according to three Learning Approaches. The course elements are based on the approaches: the Behaviourist Approach, when activities are built to respond to some form of stimulus, the Cognitive Approach, when the activities are based on knowledge and knowledge retention, and the Humanist Approach, based on explanations of individual experiences – in that case by representing good practices and challenges by sustainable hospitality companies and their challenges in digitalization. Approaches to embedding sustainability and ESDGC in the content of hospitality digitalization are used. On the basis of the Theory of Planned Behaviour that allows to assess of thoughts before and after education, the surveys can be offered and analyzed to measure the output of the session plan, increased capacity of digitalization skills, and development of entrepreneurial ideas to benefit from competences.