Company project

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Checks content and completeness

Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	Yes	
LYCar Report is complete and **incorporates the following 2 elements:** a. LYCar Company Project Report including Design Based Research component and end deliverable(s) for client(s) b. Career portfolio on student's development, reflection and analyis of Intercultural Hospitality Leadership	Yes	

LYCar Report meets formal reporting criteria (according to e.g. LYCar Reading & Writing Guide)

All documents that are part of final assessment are written in English and are professional, including common basic components such as Intro, ToC, Conclusion etc.- see HTH Reading & Writing Guide	Yes	
LYCar Company Project Report is max. **11.000 words** (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	Yes	
LYCar Portfolio is max. **4.000 words** (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices Career Portfolio.	Yes	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	Yes	

Alignment between all LYCar deliverables can be assessed; all relevant info is included in Appendices

Assessment & feedback form approved Proposal is included - in Appendices Company Project Report	Yes	
Proof of dissemination of the company project is shown: the disemminated piece itself or other relevant material	Yes	
Client(s) evaluations are included for all end deliverables incl. a confirmation and evaluation of all deliverables	Yes	

Check (technical) formalities and submissions

LYCar Execution is the last exam at Hotelschool, student has 210 ECs and 150 ECs IFT students (students should have a pass on the LYCar Proposal).	Yes	
Turnitin accepted	Yes	
LYCar Company Project Report has been sent to larchive@hotelschool.nl	Yes	

Ethics and data management

Ethical, integrity and data management requirements are met (add proof of delivery of data sets to research@hotelschool.nl including research number).	Yes	
Entitled to assessment? (All yes above required):	**Yes**	

Executive summary

Currently, restaurants are dealing with staff shortages and high turnover. Reasons behind this are, for example, bad training, long working hours, bad management communication, and lack of career development. This can be solved by offering fair compensation and opportunities for development.

Additionally, guests want more personalized service and seek original experiences. This is something restaurants can only provide when enough staff is available. Digitalization might be a solution, as it provides opportunities to customize the guest's experience. However, this also means that human contact with guests will decrease. For restaurants to optimally use the moments where contact with the guest is possible, training of employees is recommended.

The research question is as follows:

MRQ

Are restaurateurs interested in personalization and leadership training and if so, what should a training from DYSM and DYSM itself entail for it to be hired?

The following hypotheses were made based on the main research question.
H0: Restaurateurs are interested in personalization and leadership training.
H1: Restaurateurs are not interested in personalization and leadership training.
H2: Restaurateurs are interested in hiring "Do You See Me?" for training.
H3: Restaurateurs are not interested in hiring "Do You See Me?" for training.

The research goal is to research the viability of successfully starting a training company to improve service within restaurants, by analyzing the stakeholders and trends in the hospitality and training industry. Furthermore, research the attractiveness of the market by determining the future interest of restaurateurs in training staff and what employees feel this training should entail for the training to be considered useful.

Research shows that when mediocre staff is working, this affects the service and the restaurant's brand image, which could eventually result in a closing. Employees stay longer at a company where there are development options available. Thus, training employees is essential for the survival of a restaurant. As this not only retains employees, but it also increases revenue, brand awareness, guest loyalty, and reservations.

The following sub research questions were created:
SRQ1   How do restaurateurs & staff define personalization?
SRQ2   Would restaurateurs invest in personalization training and if so, why?
SRQ3   Would restaurateurs invest in leadership training and if so, why?
SRQ4   What should the training entail for restaurant employees to define it as useful?
SRQ5   If an external training company would offer tailormade personalization and leadership training, would restaurateurs hire this company? Why (not)?
SRQ6   From a practitioner's perspective, which types of trainings are needed by restaurateur in the future?
SRQ7   What do trainers recommend doing to ensure results when giving training?
SRQ8   What do trainers give as tips to start your own company?

To retrieve the necessary information, interviews were held with restaurateurs and practitioners within the industry. A survey was distributed amongst hospitality

employees to find out what they need in a training to be able to use it in their work. Purposeful sampling was used to find the right people to fill in the survey and participate in the interviews. All interviews were held anonymously and for the survey it was also not mandatory to fill in an email address, making it anonymous as well.

It was found that restaurateurs, employees, and prior research done all have a similar definition of personalization, namely: Taking care of people and their expectations from beginning to end. The way people do this can differ; however, the expectations must be not only met but also exceeded.

Restaurateurs are interested in investing in leadership and personalization training and would hire an external company to do so. The trainer itself needs to have experience in hospitality and be able to transfer knowledge well. Restaurant employees feel training is most effective when it is interactive, the purpose is clear and there is a follow-up afterward. Practitioners say it is important to set clear goals with management and/or employees at the beginning of training to make the results measurable. Also, follow-up is important to make sure the results are optimal. Also, as tips for starting an own company practitioners said it is important to network, educate yourself and create a unique selling point (USP).

As the restaurateurs are interested in personalization and leadership training and are interested in hiring an external company to do so, hypotheses H0 & H2 were true. Thus, as a solution a business plan has been written for a hospitality training company called Do You See Me? (DYSM).

A SWOT analysis was made and afterward, a confrontation matrix was created to find out which strengths, weaknesses, opportunities, or threats had the biggest effect. As a result, it shows that the experience that the entrepreneur is gaining at the internship is a great strength for starting DYSM. Also, the staff shortage and turnover create a threat for DYSM as even though it is a reason for the training to be given, the training is not effective if staff leaves. The need for friendly employees, the benefits of training, and the availability of Big Data all are important opportunities to be used to the advantage of DYSM.

The product DYSM offers is a training package that includes meetings with management, mystery visits as a measurement for the results, a mystery employee to help tailor the training, a research proposal, and of course training divided over 3 days. Clients can book a refresher training after 3 months.

A competition analysis has been done which resulted in the following USP: DYSM has a specialization in 2 trainings. As other companies have a bigger offer with many different products, this is seen as a USP. Also, the training will be tailormade. A marketing and sales plan has been set up to get DYSM into the market. Also, a business model canvas and value proposition canvas has been made to create a clearer image of the company. The stakeholders are the entrepreneur, restaurateurs, restaurant employees, and other hospitality training companies.

A financial sheet was made to determine the feasibility of the company.

DYSM is expected to make a loss in the first two years and start making profit in the third year. The business is feasible as the NPV is above 0 and this means that the company is expected to make profit

Preface

Dear Mr. Fagel and Mr. Sirisena,

The course LYCar exists out of three components, the research proposal, the company project, and the career portfolio. The research proposal is a report on how the research will be done. Afterward, during the company project the research is executed, the results are analyzed, and a solution is designed. The career portfolio is a document that describes the development of the student's EQ, IQ, and AQ.

Students can choose from four tracks. I chose to do track 3, which means the Company Project is based on a business plan. Research has been done to assess the feasibility of the business plan and determine what needs to be adjusted for it to become successful.

Hereby I would like to thank Mr. Fagel for his guidance and excitement during this report. Also, I would like to thank Mr. Oehlers for his insights and inspiration during my research.

Yours sincerely, Roan Bosman

List of abbreviations

AQ	Adversity Quotient
CM	Confrontation Matrix
DYSM	Do You See Me?
EQ	Emotional Intelligence Quotient
IQ	Intelligence Quotient
SWOT	Strengths, Weaknesses, Opportunities, Threats

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Introduction and reason for research

The reason for this research is the passion of the researcher for starting an own hospitality training company. The competition was researched, and most other similar companies have a broad offer of training, workshops, and other services. Also, own experience has shown a lack of personal service and a lack of good leadership in hospitality. This research will show whether personalization training and leadership training are wanted amongst restaurateurs and how these should be set up for employees to put the information into practice. This research will also show if any other kind of training is needed.

1. Problem definition

1.1 Research goal

Research the viability of successfully starting a training company to improve service within restaurants, by analyzing the stakeholders and trends in the hospitality and training industry. Furthermore, research the attractiveness of the market by determining the future interest of restaurateurs in training staff and what employees feel this training should entail for the training to be considered useful.

1.2 Problem description

Current situation hospitality industry:

Staff shortage and turnover
Unfortunately, at this moment shortage of staff in hospitality is a big issue (Adams, 2021)(Iles, 2020). Hospitality has a significantly higher employee turnover compared to other sectors (van Echtelt and Putman, 2019). This has multiple reasons, such as people finding other jobs during the pandemic and the increase in competition in the hospitality industry (Wang and Wang, 2009)(Heeringa and Jansma, 2021). Also, restaurants prioritize the combination of work and private life as well as the education of employees less than other industries (Perez and Thor, 2017).

High turnover is due to multiple reasons such as:
- Management communication toward employees
- Longer working hours (overworked)
- Schedules
- Bad training
- Other job opportunities
- Physical demands
- Insufficient benefits
- Understaffing
- Lack of career development options

(Dwesini, 2019)(Flexkeeping, 2020)

Staff leaves when they are understaffed or overworked, thus high turnover stays.

This high turnover can be reduced by for example:
- Employees align with the organizational culture
- Fair compensation
- Opportunities for development
- Effective training

(ibid)

In 2015 research was done about education in companies. It shows an increase in training compared to 2010. Furthermore, in 2015 the least number of courses were given in hospitality compared to other industries. However, in hospitality more hours were spent per employee on internal courses (courses given by the organization itself). (Perez and Thor, 2017)

Also, the course subjects that were expected to be most important in the years following 2015 are the following:

- Technical, practical, or profession-specific skills
- Working and -thinking customer oriented
- Working in teams
- Problem-solving
- Management skills

(ibid)

The hospitality industry shows to spend the least on training employees, with an average amount of 700 euros per person (ibid). It is expected that staffing and training will remain an issue (Emerald Group Publishing Limited, 2015). Full-time employees want better working conditions, salaries, and extra benefits (ibid).

Expectations of guests
According to multiple studies, it appears that the one thing customers value the most when going out to dinner is friendly hospitable employees (Feinberg, 2020). To increase customer retention, the experiences of the guests need to be positive (Costantino, 2020).

According to hospitality interior designers, Ingrid van der Veen and Esther Stam, founder of Studio Modijefsky guests expect more personal attention from restaurants (Joosten, 2021). Going out for dinner has become more about the quality of the experience, from beginning to end (ibid). Ingrid and Esther believe uniqueness and authenticity are becoming increasingly important and people value intimacy and connection more (ibid). The more special, personal, and original an experience is, the better (TheFork, 2019). Guests expect genuine interest, personal attention, and clear communication (Werff, 2019).

Guests have higher quality expectations in hospitality compared to other industries (Shiwen et al., 2022). Currently, they want faster and more comfortable service. This results in solutions such as self-service technology (ibid). Some guests are considered "the new tourists" who are more focused on quality and have specific needs (Emerald Group Publishing Limited, 2015). Furthermore, "the old tourists" are okay with standardized experiences (ibid). Thus, there is a difference in guests and how to treat them.

Digitalization
The availability of big data has created more opportunities to customize a guest's experience (Zeqiri et al., 2020)(Revfine, 2022). It helps understand behavioral patterns and get more knowledge about people's daily life (ibid). This means that hotels and restaurants can more easily anticipate the needs and wants of their current target market (Chen, 2021). There are improvements necessary in the hospitality industry to be able to cater to the needs and wants of technophile people that have a low budget for traveling (Kansakar et al., 2018). Currently, hospitality service providers offer packages where guests have little room for changes (ibid). It is expected that the Internet of Things (IoT) technology will continue to grow and support the personalization and flexibility of these packages, as this is how hospitality can adjust to the previously mentioned individuals (ibid). Moreover, the hospitality industry will rely more on technologies such as Artificial Intelligence (AI), robots, and Virtual Reality (VR) (Zeqiri et al., 2020). This will enable sustainability, personalized travel, and less mass tourism (ibid).

However, these technologies also take over human-centered service (Buhalis et al., 2019). This means that human interaction is only necessary when emotions are required for part of an experience (ibid). Also, due to more possibilities such as online ordering, self-service, and contactless payment, the staff of restaurants is less present in the guest experience (Hardeman, 2021). Restaurants need to take this into account when

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training employees as technology is expected to evolve further in the hospitality industry (ibid)(Kansakar et al., 2018). Currently, parts of the service where human interaction is of value, are being replaced by digital options, for example, ordering via a QR code (Timmerije, 2022). This means contact with the guest decreases. It is suggested to use digitalization for moments where contact with the guest is less necessary (ibid). Furthermore, restaurateurs need to be aware of the decrease in human interaction and thus invest in training staff to make sure the moments remaining are used optimally (ibid).

1.3 Main Research Question

MRQ

Are restaurateurs interested in personalization and leadership training and if so, what should a training from DYSM and DYSM itself entail for it to be hired?

Hypotheses:
H0: Restaurateurs are interested in personalization and leadership training.
H1: Restaurateurs are not interested in personalization and leadership training.
H2: Restaurateurs are interested in hiring "Do You See Me?" for training.
H3: Restaurateurs are not interested in hiring "Do You See Me?" for training.

Solution if H0 & H2 are true: Setting up a hospitality training company and providing restaurateurs and restaurant employees with personalization and leadership training.

Solution if H0 & H3 are true: If research shows there is no interest in hiring an external company (or specifically DYSM), then more research needs to be done into alternative options to still provide restaurants with personalization and leadership training. Then a solution will be created to provide this kind of training.

Solution if H1 & H3 are true: If research shows that restaurateurs are not interested in personalization and leadership training, research will be done into which kind of training is attractive. Also, research will be done and applied to make it attractive for restaurateurs to hire an external company to give training to staff. Lastly, a solution will be created where training that is attractive in the current market can be given by DYSM.

1.4 Scope of the research

The focus of this research was on restaurateurs and employees within the Netherlands. As the researcher is planning on starting an own company within the Netherlands this is the first step to gain more insight into the market and the needs and wants of the potential clients.

2. Analysis and Diagnosis

2.1 Literature review

Definition of personalization
When searching for personalization in hospitality the following definition was found:

"The brand should develop a genuine interest in the guest's lifestyle to create an understanding of preferences. Only with this understanding is personalization possible, thus as a consequence must have the potential to evoke feelings of appreciation and surprise. This is the opportunity to develop an intimacy with the guest and as a result, generate trust." (Tutek et al., 2018)

The Cambridge Business English Dictionary defines it as:

"The process of making something suitable for the needs of a particular person". (Cambridge Business English Dictionary, 2022)

Both definitions are applicable when the researcher discusses personalization.

Definition of leadership

"Leadership in business is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can" (Twin et al., 2022)

Return on investment of training
At this moment there is a huge staff shortage within the Netherlands (Beljaarts, 2022). Research from Rabobank shows that the hospitality industry loses over 1,3 milliard euros per year on the loss of personnel (Klerx, 2019).

Restaurateurs need to retain their current staff whilst also recruiting new personnel (Heeringa and Jansma, 2021). During the pandemic, a lot of people lost their job in hospitality, and it is still the question of whether these people will return (ibid). With the growth of the number of restaurants, the number of jobs in hospitality has increased, however, there are not enough employees available (ibid)(Centraal Bureau voor de Statistiek, 2021b).

Not only is there a staff shortage in the Netherlands, but specifically the hospitality industry suffers from high employee turnover (Iles, 2020). When a restaurant experiences high turnover it can lose tens of thousands of euros (Klemt, 2019).

These costs entail recruitment, selection, training, and productivity loss (Griffis and Wooledge, 2021)(Emerald Group Publishing Limited, 2015). If this progresses it can damage the name of the company, making it hard to recruit talent (Klemt, 2019). When mediocre staff is hired, the quality of the service and the restaurant lacks, which can result in a restaurant having to close its doors (ibid).

Possible solutions to decrease turnover are the following:
- Training
- Better organizational support
- More creative recruitment and selection of employees
- Improving career opportunities

- Increase the employee satisfaction

(Emerald Group Publishing Limited, 2015)

There are ways to retain staff and increase the brand image of a restaurant. Research shows that employees are more deemed to stay at a workplace when employee development is an option (Steindórsdóttir et al., 2021). Therefore, to retain the staff it is necessary to develop their skills through training (Hadelman, 2022; Peuter, 2022; Griffis and Wooledge, 2021).

Training cannot only reduce the turnover rate; it will also increase revenue, brand awareness, reservations, and create loyal customers (Klemt, 2019)(Hadelman, 2022; Peuter, 2022)(Poulston, 2008). Furthermore, training creates a higher chance for employees to stay with a company for a longer time and makes employees more confident in their work (KHN, 2021). The service given is often better with trained staff, also creating more satisfaction amongst employees, which rubs off on the guests (Ibid). Thus, restaurants are and should be looking to train their staff and optimize their business (Haas et al., 2020).

When training is well-executed, employees can positively influence the experiences of guests, resulting in more loyal guests (Derbaix and Vanhamme, 2003). Research shows that to exceed the expectations of guests three components need to be met: justice, security, and self-esteem (Emerald Group Publishing Limited, 2015). To exceed the expectations of guests, employees need to be well-trained. Guests want to feel seen and appreciated. To create loyal guests, employees need to be professional, friendly, skilled in problem-solving, and do more than just their job to meet the needs of the guest in question (ibid). Guest loyalty can assist in extra advertising such as Word of Mouth (WoM) (Derbaix and Vanhamme, 2003).

When a restaurant decides to invest in training, they will not only be able to retain staff, but also increase their revenue and lower certain costs. Below is a list of the benefits of training staff.

When training is properly executed it can result in the following opportunities:

- Higher skilled and flexible employees
- Lowered overhead costs
- More innovation possibilities
- Significant returns on investment
- Positive return compared to alternative investments

(Smith et al., 2001)

Previous research on training employees shows that investing in training increases the skills and competencies of employees (Maimuna and Fard, 2013). The development reduces the turnover rate and absenteeism and increases commitment and job satisfaction (ibid). Overall, employee productivity increases, benefiting the company (ibid).

2.2 Sub research questions

SRQ1   How do restaurateurs & staff define personalization?
SRQ2   Would restaurateurs invest in personalization training and if so, why?
SRQ3   Would restaurateurs invest in leadership training and if so, why?
SRQ4   What should the training entail for restaurant employees to define it as useful?
SRQ5   If an external training company would offer tailormade personalization and leadership training, would restaurateurs hire this company? Why (not)?
SRQ6   From a practitioner's perspective, which types of trainings are needed by restaurateur in the future?
SRQ7   What do trainers recommend doing to ensure results when giving training?
SRQ8   What do trainers give as tips to start your own company?

3. Methodology

3.1 Population

The population targeted in the interviews are restaurateurs within the Netherlands and practitioners that have experience in the Netherlands. The population targeted for the survey are restaurant employees within the Netherlands. Purposeful sampling will be used to find restaurateurs and practitioners to interview and restaurant employees to fill in the survey (Koerber and McMichael, 2008).

A total of 11 restaurateurs have been contacted to participate in the interviews and a total of 6 responded and were interviewed. A total of 5 practitioners were contacted and 3 were interviewed.

3.2 Sampling Methods

For the interviews and survey purposive sampling method was used, as restaurateurs, practitioners, and employees were specifically targeted (Koerber and Mcmichael, 2008).

3.3 Methods of Data Collection

There are two methods of data collection, namely qualitative and quantitative (Axinn and Pearce, 2006). For this research, a combination of both will be used. Research states that a research method becomes quantitative or qualitative based on how it is analyzed (ibid). As the survey has open, multiple choice, and checkbox questions, the results will be partly quantitative and partly qualitative. The interviews will be semi-structured, meaning the questions asked will be the same for all interviewees, however room will be left to go more into depth on the answers given. The results will be qualitative.

Interviews can be used to answer research questions, retrieve more in-depth data compared to surveys, and it can give a view of the attitudes and opinions of the interviewees (Paradis et al., 2016).

Semi-structured interviews will be utilized to obtain a deeper understanding of if restaurateurs invest in personalization and leadership training and if so, what a training should entail to be deemed useful. The purpose of the interview is to gain more insight into the reasoning of restaurateurs and to know whether they would hire an external training company to provide staff training.

Semi-structured interviews are often equipped with questions where a fixed answer can be given, afterward followed by more in-depth questions to understand the answer (Wethington and McDarby, 2015). These kinds of interviews are deemed useful when new information can still be found in the research area chosen (ibid). Limitations to this way of interviewing are the following: interviewers can be more biased compared to a structured interview, and it is a lot of data to analyze (ibid).

Practitioners (Hospitality trainers) have been interviewed with an unstructured interview style. Unstructured interviews often have a plan of which questions are going to be asked, however the interview itself is more set up in the form of a conversation(Wethington and McDarby, 2015). The goal of these kinds of interviews is mostly to retrieve information on the personal experiences of the interviewee (ibid). As it was unnecessary for the results of the interviews to be compared this style was deemed best. The interviewer did create a set of questions that could be answered by the

interviewee. The questions were specific and mostly focused on the experience of the practitioner with restaurateurs and giving trainings, as well as with starting an own hospitality training company. Limitations to this interview style might be that practitioners are not completely honest or misremember their experiences (Wethington and McDarby, 2015). However, as these answers were used to enhance the business plan and trainings, this limitation has a restricted impact on the solution.

Surveys are a tool that provides the researcher with insight into a representative, and big sample of the population (Axinn and Pearce, 2006). Therefore, a survey was used to gain insight into the experiences of restaurant employees, their definition of personalization, and what is necessary for them to call a training useful.

The benefits of using mixed-method research are the following:
- Gain fresh insight into the studied population
- Provide information that remained unrevealed in the other research method
- Decrease the possibility of a non-sampling error
- Reduce bias

(Axinn and Pearce, 2006)

Mixed-method research is only beneficial if aspects of multiple methods are needed to retrieve the information desired. It is important to make sure that the research method chosen is correctly applied to ensure high-quality answers.
(ibid)

Reliability
All interviewees were asked the same set of questions. To avoid confirmation bias, the questions asked were open-ended, and why questions were asked to understand the reasoning of the interviewee (Barends and Rousseau, 2018). To reduce any kind of bias, multiple sources of evidence were utilized, such as evidence from scientific literature and evidence from stakeholders (ibid).

To guarantee an understandable survey, first, a pilot test was done amongst a small focus group of 3-6 people. Questions were phrased objectively, to avoid affecting the point of view of the respondent. Furthermore, to make the survey as reliable as possible the social desirability bias was avoided by making the survey anonymous and online, without an interviewer present.
(ibid).

Validity
To ensure validity in the data collection multiple restaurateurs in multiple cities in the Netherlands were chosen to take part in the interviews (Barends and Rousseau, 2018). Furthermore, the study will use random selection for the survey, to ensure its validity (ibid).

3.4 Data
During this research process both primary and secondary research was used. Primary data as interviews were held and a survey was distributed. Also, secondary data was found as articles, research reports, websites etc. were used to find information. Secondary data was used to get more insight into the current situation of hospitality in the Netherlands and the future trends that are expected to happen amongst guests and restaurants.

3.4.1 Qualitative data collection

Semi-structured interviews were held with different restaurateurs within the Netherlands. These kinds of interviews provide the possibility to give a fixed answer and elaborate on that. The selection of the interviewees was made based on the relevance to the business. As the potential clients of DYSM will be middle sized restaurants not part of a hotel only these kinds of restaurants were asked. The participants were at least owner of 1 restaurant, however some of them either had more restaurants before that or owned more when being interviewed. Most of the restaurateurs had experience with trainings given by external companies. This gave insight into what could be improved, what was appreciated and what was still missing. Some of them also stated that when DYSM has been created they would hire it.

Unstructured interviews were held with practitioners (Hospitality trainers) in the industry. The selection of the interviewees was made based on the similarities to DYSM. The participants were owner of their own training company and had at least 6 months experience as a trainer.

All interviews took approximately 20 - 40 minutes. All the interviewees would like to stay anonymous. The interview questions were set up based on the sub research questions.

After these interviews were held, they were transcribed. After that the transcriptions were color coded according to the table below. This color-coding method shows the relationship between the answers given of different restaurateurs and practitioners. This method helps to find the most important answers which will help with the creation of the business plan.

SRQ	Concept
SRQ1	Definition personalization
SRQ2	Definition leadership
SRQ3	Invest in personalization
SRQ4	Invest in leadership
SRQ5	Requirements to a training/training company
SRQ6	Future needs and wants restaurateurs
SRQ7	Ensure results
SRQ8	Tips to start own company

Table 1: Color-coding

3.4.2 Quantitative data collection

The survey has both open-ended and closed questions. Thus, the results were qualitative and quantitative. The survey was focused on what a training should entail for employees to use during their work. It was an anonymous survey. However, if people would like to be kept updated on the developments around DYSM it was possible to fill in their email addresses.

The survey was sent to colleagues, acquaintances, and business contacts. Also, the restaurateurs interviewed shared the survey in WhatsApp chats with their employees. It was shared on multiple platforms such as Instagram, Facebook, WhatsApp, and LinkedIn.

A total of 34 responses were given. The responses were from employees within the hospitality industry. The largest percentage of the respondents had one training per year

or no training at all. Furthermore, the trainings that were given overall were deemed useful. The respondents worked in very different kinds of restaurants, of which most worked at either casual or fine dining restaurants. Most people work at independent restaurants and are between 19 and 25 years old.
See appendix 3 for an overview of the results of the survey.

3.5 Limitations

- The people interviewed cannot be generalized for the full population as there is a possibility that the sample is not diverse enough based on the purposeful sampling method used (Koerber and Mcmichael, 2008)(Sharma, 2017).

- As the Netherlands currently has 15.370 restaurants and around 5.375 lunchrooms, it is impossible to interview a representative sample of the population with a 5% margin of error (Swagerman, 2022)(Calculator, 2022). This is because of the limited time, resources, and availability. The aim is to interview 10-15 restaurateurs.

- Also, the Netherlands currently has around 500.000 hospitality employees, which means the survey needs to be answered by at least 218 people for it to be representable (KHN, 2019; Calculator, 2022). This was the aim; however, experience shows it is difficult to retrieve this number of respondents within a few months.

- As some of the interviewees know the interviewer, this can affect the reliability of the answers given (Alsaawi, 2014).

3.6 Ethical data management considerations

All participants in the interviews were asked if they are okay with being recorded, and all interviews were held anonymously. Also, the survey has been made anonymous. There is an option to fill in an email address if the person filling in the survey wants to stay up to date on the developments of the research. However, this question is not mandatory to be answered and this email address will only be used to inform the receiver about the progress made.

4. Findings

SRQ1   How do restaurateurs & staff define personalization?
SRQ2   Would restaurateurs invest in personalization training and if so, why?
SRQ3   Would restaurateurs invest in leadership training and if so, why?
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SRQ8   What do trainers give as tips to start your own company?

Please refer to appendix 1, 2 and 3 for the interviews and survey results.

SRQ1

Restaurateurs:
Multiple restaurant owners have said this is a difficult question to answer. However, even though said in different words, they all agreed on the same definition. Taking care of people their expectations from beginning to end. The way people do this can differ; however, it is important that the expectations are not only met but also exceeded. (Respondent 1, 2, 3, 4, 5, 6)

Employees:
- One where my explicit as well as implicit needs and wants are met. The explicit ones are I want food and drinks in a nice place to sit. The implicit ones are I want the dishes to be presented to me or contrary if I am on a date, I want less interaction with the staff. If I am a wine connoisseur, I want extra attention on the wine and maybe more wine pairing offers, etc.
- Getting extras during a restaurant visit that I would not expect. Think of water refills, personalized dishes etc.
- The employees have a good balance between fun and professionalism.
- When the employees are familiar with the company and show their knowledge and are really one with the restaurant.
- Catered to the needs of each individual guest, in terms of how they are addressed, served, and interacted with.

(Survey)

SRQ2

All owners have the same mentality which is: "it can always be better". Thus, when asking whether they would invest in personalization training, all of them said yes. The following demands were mentioned:

- Depending on whether it is clear what is going to be trained.
- Work together with the team for one or two nights to see the real bottlenecks, what could be improved and what is going well.
- Good measuring tool so it is clear what is achieved.
- Follow-up is important and tools to support management to motivate employees to use the training to their advantage.

(Respondent 1, 2, 3, 4, 5, 6)

SRQ3

Here it is clear that all owners would invest in a leadership training. Either because they feel also their leadership could improve, or to gain knowledge and stay up to date with the industry. A kind of training that would for example be invested in is train the trainer, which means training the managers within the organization to train their staff.
(Respondent 1, 2, 3, 4, 5, 6)

SRQ4

- Interactive and engaging.
- Ability to use it during daily practices.
- Practice.
- Accessibility to theory.
- Recognizable (recognize that the things that are being taught are necessary and useful, the why needs to be clear).
- Physical reminder of what was taught (like a booklet or something).
- Clear and actionable.
- A test.
- Follow-up

(survey)

SRQ5

The following requirements were mentioned when owners are hiring training companies:

- Experience of the trainers within the field is important, especially in different kinds of hospitality as there are so many different branches within the field.
- It is important that the results of the training can be measured (preferably in percentages).
- Price/affordability is important.
- How well a person can transfer the knowledge onto others (experience is nice but if the trainer cannot transfer it then it has no use).
- Next steps after the training should be clear.
- Tools should be given to management for them to make sure the theory in the training is used properly.

When asking whether they would hire DYSM the above was answered. Another tip was given that a training on complaint handling would be advisable as this is not often given and very necessary according to owners.
(Respondent 1, 2, 3, 4, 5, 6)

SRQ6

- Not seeing a shift in development. Guest journey is often requested or (leadership) coaching sessions.
- Mostly interested in leadership training and personal wellbeing.
- Interested in keeping their personnel.

(Respondent 7, 8, 9)

SRQ7

- Have a follow-up meeting to discuss the results.
- Including the management team in what you do. Make sure they either get the same training or are given a separate session.
- Agree on measurements beforehand.
- Agree on (personal) goals with employees and/or management.
- Use a feedback form to measure the effect of the training.
- Make an action plan at the end of your training together with the participants.

(Respondent 7, 8, 9)

SRQ8

- Develop yourself personally and as a trainer and get rid of the issues you have. You can do this by educating yourself and following trainings.
- Invest in your company and spend money wisely.
- Work on visibility, post a lot on LinkedIn, Facebook etc. and analyze your LinkedIn posts.
- Network.
- Add people on LinkedIn.
- Get an accountant
- Make goals for yourself at the beginning and stick to them.
- Have a USP.
- Give out business cards.
- Have more than one income.
- Cold acquisitions are needed, you need to sell yourself everywhere.
- Choose a target market.

(Respondent 7, 8, 9)

5. Discussion

The secondary research backs up the research done amongst restaurateurs and employees with regards to their definition of personalization and leadership. These definitions are necessary for the content of the training to be solid.

The findings also show that there is a need for leadership and personalization training, however there are demands to it that should be met for restaurateurs to hire a training company / book a training. Also, employees have certain preferences that should be met for them to use the theory in the training during their work. Combining the demands of the restaurateurs and employees with the recommendations of trainers on how to ensure results, the trainings will be more likely to be booked. Therefore, these demands, and recommendations were considered when creating the solution design.

The restaurateurs, employees and trainers agree that follow-up is a must, and that the management team should be included in the training and can help employees to use what was learnt in the training, in real life.

Furthermore, the findings show multiple tips and tricks on how to start an own training company, these are necessary to consider when writing a business plan for DYSM.

6. Conclusion

The most common definition amongst restaurateurs and employees found was to take care of people their expectations from beginning to end and be able to anticipate on explicit and implicit wants and needs.

The results the interviews state the following definition for leadership: An honest leader, that can keep overview, is charismatic and disciplined, is able to motivate employees and seeks to improve the situation/restaurant/their selves. Can make swift decisions and listens to the opinions of their staff.

These definitions sort of aligns with the definition found through academic resources, however, it is more specific.

The findings show that restaurateurs are willing to invest in leadership and personalization training. However, it is needed for the training to include:

- Tools for managers to move forward with the theory of the training after it is done.
- Clear measurement tool for the restaurateurs to see the impact the training.
- A trainer with experience in hospitality and the ability to transfer knowledge.

Furthermore, employees have also been able to give their input through a survey. This input shows what they need to make sure they use the content of a training in their job. They need the following:

- Interactive training
- Follow up from managers
- Clear explanation as to why the training and theory is necessary
- Tools to make it easy to implement the theory in their job

Trainers have given tips on how to ensure results after a training is given, which are the following:

- Agree on a measuring tool to be able to show the impact of the training.
- Include the management team in the training and make sure these people can motivate the employees to use the content of the training during work.
- Follow-up with the client to discuss the results and/or any extras that are needed to satisfy the restaurateur.

Also, recommendations/tips were given to the researcher on how to start a hospitality training company, what to look out for and how to create a network. The most important tips were:

- Take an accountant.
- Network as much as possible even if you think the person you are talking to has no direct benefit for you.
- Stay visible on multiple platforms and have a unique selling point (USP).

The findings were used for the writing of the business plan.

7. Solution design

The following hypotheses were made based on the main research question:

H0: Restaurateurs are interested in personalization and leadership training.
H1: Restaurateurs are not interested in personalization and leadership training.
H2: Restaurateurs are interested in hiring "Do You See Me?" for training.
H3: Restaurateurs are not interested in hiring "Do You See Me?" for training.

The findings show that H0 & H2 are correct and thus the solution that fits those hypotheses was created. A business plan has been written as a solution to the main research question.

7.1 Introduction to business idea

"Do You See Me?" (DYSM) is the name of the company. DYSM will provide restaurants within the Netherlands with tailormade training to personalize their service and optimize their leadership. The company's unique selling point (USP) is that it specializes in two training procedures. It will not just be a training; it is a tailormade package to ensure that the theory and exercises will be optimally implemented in the restaurant. The reason for this is to make sure that the best results are being achieved.
(Roan Bosman, 2022)

I believe great service is essential for the survival and thriving of a restaurant. Without good service, customers are lost, a good marketing tool (word of mouth) is ineffective, revenue is missed, and it could even end up in having to close the restaurant.
(ibid)

7.2 Introduction to entrepreneur

My name is Roan Bosman. The reason for this Business Idea is the following:

Consultation, training, people, and development are four words that speak to me. I have a passion for people and development. I think in a world that changing so fast, it is good to keep up. Human touch, interaction, and personalization are getting more difficult to realize for restaurants. With trends such as a pandemic and digitalization, the human connection can get lost easily.
(Roan Bosman, 2022)

I have worked in several different restaurants. The way the managers or owners have led their staff was often not satisfactory and made people leave or stop enjoying their work. I believe having fun at your job is one of the most essential things necessary within hospitality. When staff is joking around, smiling, working together, and treated well, the guests will feel this. This also means that when this is not the case, it will also rub off on the guests. Thus, good leadership is essential to exceed the guest experience.
(ibid)

Additionally, I believe that a dining experience should be an experience where you can relax, forget about your worries, and truly feel you are being seen by the staff. When I go out to dinner, the service is the first thing I notice and the last thing I will remember about a restaurant. If the service was good, I would choose to return, as opposed to a bad service I would even tell my friends not to go. Thus, I think the service you provide as a restaurant can make or break your business. Unfortunately, my experience has

shown me more bad examples of service instead of good ones, and that is the reason why I am starting this business.
(ibid)

7.3 Link to Triple Bottom Line

People
The target market will initially be restaurants within the Netherlands with problems, thus I would be helping them increase business and thus revenue.

Planet
The training explanation will be done via a website the owner created; thus, paper waste will be minimalized.

Profit
The training will be given to restaurants in the Netherlands that are struggling with retaining their customers. The training will not only improve their service, but also the skills of the staff, retention rate of customers and eventually increase revenue. If your customer retention rate increases by 5% the profit can increase by 25% - 95% (Costantino, 2020).

7.4 Internal analysis

S1 - Internship
The entrepreneur currently does an internship at a hospitality training company. During this internship the entrepreneur works with different kinds of trainers and gets the opportunity to give training. This means training skills are gained and experience is retrieved on entrepreneurship and training, which can minimize the weaknesses.

W1 - No experience
The entrepreneur has no previous experience with starting a company. This means that the experience either still needs to be gained through working at other companies or it will be gained through starting the company and working hard to achieve the skills an entrepreneur should have. Thus, this can be a weakness if the entrepreneur lacks the discipline to retrieve the necessary skills.

W2 - Study
The entrepreneur has not done a study about teaching. This means no knowledge about didactics or transferring knowledge has been gained. As a trainer you teach, and thus when the entrepreneur does not expand their knowledge about transferring knowledge and ways of learning, this can become a weakness.

S2 - Minor entrepreneurship
The entrepreneur has done a minor in entrepreneurship. During this minor knowledge was gained on sales and writing a business plan. These skills are necessary for an entrepreneur to have (Evan Tarver, 2022), thus this is a strength.

S3 - Experience in hospitality

The entrepreneur started working in hospitality at age 16 and has worked in many different restaurants as of then. This means that experience and knowledge has been gained on hospitality, leadership, personalization, and communication. When using these skills to her advantage, this can be seen as a strength.

7.5 External analysis

O1 – Friendly, hospitable employees

According to multiple studies, it appears that the one thing customers value the most when going out to dinner is friendly hospitable employees (Feinberg, 2020). To increase customer retention, the experiences of the guests need to be positive (Costantino, 2020). As the goal of the trainings is to increase personalized service and thus create positive experiences, this can be seen as an opportunity.

T1 – Digitalization

Partly due to the pandemic, the digitalization of services has become more important to survive in the hospitality industry (Hanani, 2021). This includes online ordering, self-service, and contactless payment (Hardeman, 2021). Due to these developments, the staff of restaurants are less present in the guest experience, which can be seen as a threat.

O2 – Big Data

More data is becoming available about customers in the hospitality industry (Revfine, 2022). This means that hotels and restaurants can more easily anticipate the needs and wants of their current target market (Chen, 2021). As personalization training should also be customized to their target market, the availability of this information can be seen as an opportunity.

T2 – Staff shortage and turnover

Unfortunately, at this moment shortage of staff in hospitality is a big issue (Adams, 2021). Staff leaves faster when a company is understaffed and overworked, which can keep the cycle of staff shortage going (Flexkeeping, 2020). Also, the hospitality industry has a high employee turnover (Iles, 2020). Thus, giving a training could be of value, only due to the turnover rate a training should be given continuously to be able to keep all the staff trained, which can become too expensive for employers and useless if staff leaves quickly. Also, the staff shortage can become an issue as enough staff is needed to be able to give personalized service. Thus, this can be seen as a threat.

O3 – Training benefits

Currently, restaurant owners need staff, and thus also retain their current staff. Employees are more deemed to stay at a workplace when a career progression is an option (Reffold, 2022). The service given is often better with trained staff, also creating more satisfaction amongst employees, which rubs off on the guests (Hadelman, 2022; Peuter, 2022). Giving training to develop staff and improve their skills helps retain staff (ibid). Furthermore, training staff can increase revenue in the long run as a good service can increase reservations and create loyal customers (ibid). Thus, restaurants are and should be looking to train their staff and optimize their business (Haas et al., 2020). This can be seen as an opportunity.

7.6 SWOT analysis & confrontation matrix

7.6.1 SWOT

Strengths	Weaknesses
S1 - Internship S2 - Minor entrepreneurship S3 - Experience in hospitality	W1 - No experience W2 - Study
Opportunities	**Threats**
O1 - Friendly, hospitable employees O2 - Big Data O3 - Training benefits	T1 - Digitalization T2 - Staff shortage and turnover

Table 2: SWOT analysis

7.6.2 SWOT analysis

Guests are seeking hospitable and friendly employees (O1). Even though, because of the staff shortage this need can sometimes not be met as staff already needs to work harder, which decreases the possibility for personal attention (T2). As digitalization is making an uprise, the human-centered service is decreasing (T1). Utilizing big data to retrieve information on guests can be used to the advantage of restaurants (O2). Also, training staff can increase the retainment percentage of staff within a restaurant, decreasing the threat of staff shortage (T2).

The entrepreneur in question is doing an internship to develop her training and entrepreneurship skills (S1). This can decrease the weakness of not having studied how to transfer knowledge (W2). The entrepreneur has no experience in entrepreneurship (W1), however, has followed a minor in entrepreneurship which created opportunities to gain the necessary skills to be an entrepreneur (S2). Furthermore, the experience in hospitality (S3) increases her knowledge on the subject, making it easier to train employees.

7.6.3 Confrontation matrix

A confrontation matrix has been made to determine which strengths, opportunities, threats, and weaknesses influence each other and if so, how big this effect might be. The scores have been given on a scale of 0 - 5, 0 being no effect and 5 a big effect. At the end the scores are added and the strength, opportunity, threat, or weakness with the biggest score has the biggest effect on the other aspects.

	O1 - Friendly, hospitable employees	O2 - Big Data	O3 - Training benefits	T1 - Digitalization	T2 - Staff shortage and turnover	**Total**
S1 - Internship	5	3	5	2	4	19
S2 - Minor entrepreneurship	0	4	0	0	0	4
S3 - Experience in hospitality	5	1	0	0	3	9

W1 - No experience in entrepreneurship	0	0	2	0	2	4
W2 - Study	0	2	3	0	0	5
Total	10	10	10	2	9	

Table 3: Confrontation Matrix

7.6.4 Confrontation matrix conclusion

It shows that the strength "Internship" has the biggest effect on the opportunities and threats. Also, the opportunities all have an equal effect on the strengths and weaknesses. The threat that stands out the most is the staff shortage.

The skills the entrepreneur is gaining during her internship (S1) adds to the opportunity that guests seek friendly and hospitable employees (O1), as the training entail information on how to be more hospitable. Furthermore, the utilization of Big Data (O2) can improve the training given (S1) as there is more information available on the different kinds of guests. Also, to retain staff it is necessary to train them (O3), which is done and taught during the internship (S1). Furthermore, digitalization decreases human-centered service (T1), whilst training is mostly based on personal contact between guests and staff. Staff shortage and turnover (T2) can be decreased when staff is trained (S1). Big Data (O2) can be utilized to improve the skills gained during the minor entrepreneurship (S2). The experience in hospitality (S3) can be used when setting up training. Also, this experience is strengthened with the use of Big Data (O2) as this can increase the service standard. Furthermore, the lack in experience as entrepreneur (W1) can make it difficult to meet the training needs of restaurateurs (O3) and decrease staff shortage (T2) as the company needs to be able to work properly. Also, the fact that no experience is gained in transferring knowledge (W2) can make it difficult to train staff (O3) or utilize Big Data (O2) properly.

7.7 Business set-up

These trainings will be customized by first meeting the company and discussing their values, mission, and vision, as well as their target market. A mystery employee will also work together with the team for one or two days to get to know the employees and research the company and what it needs. When more information about the company is obtained a small report about the restaurant will be developed where the target market is researched. Afterward, a training about personal service or leadership is tailormade and given based on those aspects.
(Roan Bosman, 2022)

A training package will contain the following:

Do you see me?		
Steps	**Action**	**Explanation**
1	Meeting management	Discuss needs and wants of the organization and their future perspective.
2	Mystery visit	A scan of the organization will be done to see its pain points
3	(mystery) employee	A scan of the organization will be done to see its pain points
4	Tailormade research proposal	A proposal will be made including the pain points of the restaurant and an analysis of its target market. There will also be a proposal as to what kind of training will be deemed necessary, the costs and the length of the process.
5	Meeting management	Discuss proposal, agree on how to measure the result of the trainings.
6	Tailormade training days	3 training days will be given, 2 days of 4 hours and one day of 2 hours. One day will be a training for the employees. One day will be for the management team. This will ensure the managers will be able to continue to distribute the theory and practice amongst the staff and make sure they apply it in their work. These days will be interactive with a mix of theory and practice. The last day will be a Q&A, last practice, and networking.
7	Mystery visit	A scan of the organization will be done to see whether improvement is made and on which aspects.
8	Follow-up	A meeting will be held with the manager to discuss the results. Also, conversations with the staff will be held to find out their opinion about the progress made.
9	Refresher training	If needed the restaurant can book a refreshment training of one day after a few months to either refresh the minds of current employees or train the new ones.

Table 4: Training package

7.7.1 Vision, mission, and values

Vision:
"Help as many restaurants as possible to deliver a service that is not only personal but makes people forget about their worries for an evening, create a memorable experience, and make sure people will return."
(Roan Bosman, 2022)

Mission:
"Give tailormade trainings about personalized service to make sure restaurants not only retain guests and staff but also increase their revenue and create more brand awareness."
(ibid)

Values:

- Meaningful work – create memorable experiences for guests and restaurants
- Commitment – commit to training the staff to skillful people that can deliver a personal service
- Curiosity – be curious about the industry and the developments and how to improve the trainings every time
- Uniqueness – help restaurants create their own unique personal service
- Success – have a successful outcome every time a training is given (increase in revenue for the restaurant)

(Personal values, 2022)

7.7.3 Legal form

DYSM will be a sole proprietorship as Roan Bosman will be the only owner for the first years and will therefore also be personally liable for the finances of the company (KVK, 2022).

The Chamber of Commerce does not have any requirements for a sole proprietorship to be set up and no capital contribution is needed (ibid). Income tax needs to be paid and the company could have SME profit exemption and entrepreneurship deduction (ibid). Signing up at the Chamber of Commerce has a one-time cost of €51,95 (ibid).

When the company grows DYSM can be changed from a sole proprietorship to a private company.

7.8 The Market

The target market of DYSM will exist out of small to medium-sized restaurants within the Netherlands, in the following categories:

- Casual & shared dining
- Contemporary casual
- Family-style
- Cafés

Examples: restaurants that are a part of a restaurant chain such as 3WO, a restaurant group in Amsterdam. Also, independent restaurants are part of the target market.

7.8.1 Competition analysis

There are a lot of training and consultancy companies, advising the hospitality industry. An analysis of the closest competitors in the market has been conducted, to see in which aspects DYSM can differentiate itself.

The following companies fall under the competition of DYSM in the Netherlands:

Strikwerda Traint!		
What		**Explanation**
Only Business to Business (B2B)	No	She also provides coaching to individuals
Tailormade trainings	No	These are pre-made and not focused on specific companies
Focused solely on personalizing service	No	She focusses on multiple aspects in hospitality
On-site trainings	Yes	She provides in house-trainings
Refresher training	Possibly	If needed she is to be booked as a speaker

Table 5: Strikwerda Traint! (Strikwerda, 2022)

Gastvrijheid in Bedrijf		
What		**Explanation**
Only B2B	No	They provide multiple services to companies as well as masterclasses open to individuals
Tailormade trainings	Possible	There is a hospitality scan available that will scan the company and provide a report with improvement points. Also, trainings can be customized.

Focused solely on personalizing service	No	There are trainings available on multiple topics
On-site trainings	Possible	Trainings can be given at the location of Gastvrijheid in Bedrijf or incompany.
Refresher training	No	There is no aftercare process in place

Table 6: Gastvrijheid in Bedrijf (Mar, 2022)

Gastvrijheidscoach		
What		**Explanation**
Only B2B	No	They provide multiple services to companies and provide education to people that want to work in hospitality
Tailormade trainings	Yes	A mystery visit can be chosen to help find the problem before a training is given
Focused solely on personalizing service	No	The trainings are mostly focused on upselling, cross-selling and efficiency
On-site trainings	Possible	The website does not show whether the trainings are given on site
Refresher training	Yes	There is an aftercare process in place

Table 6: Gastvrijheidscoach (Treichl, 2022)

Letsgoactive training group		
What		**Explanation**
Only B2B	No	They provide trainings to different kinds of companies in different branches as well as trainings and masterclasses that you can sign up for as an individual
Tailormade trainings	Yes	It is possible to contact them and discuss the possibilities of tailormade trainings
Focused solely on personalizing service	No	They are focused on multiple aspects within the hospitality industry, including personalization
On-site trainings	Possible	The website does not show the location of the trainings
Refresher training	No	There is no refreshment or aftercare program

Table 7: Letsgoactive training groep (Letsgoactive training group, 2022)

Do you see me?		
What		**Explanation**
Only B2B	Yes	DYSM only wants to provide restaurants with a training for their personnel, and not train separate individuals.
Tailormade trainings	Yes	The training will be tailormade to the restaurant, its staff, and the target market.
Focused solely on personalizing service and leadership	Yes	DYSM will only focus on providing trainings to personalize service in restaurants and improve leadership.
On-site trainings	Yes	The trainings will be given partly at the restaurant and partly at an external location to create the best experience.
Refresher training	Yes	A training will can be booked after minimum 3 months, to make sure the employees are up to date and new employees are also included.

Table 8: Do You See Me?

Competitive advantage

The full competitive set offers multiple services or trainings to businesses and individuals. As DYSM will only focus on two trainings and will keep developing it further, this will be the unique selling point (USP). Furthermore, DYSM will emphasize the training will be tailormade, as only two out of four competitors also customize their offer and market this clearly on their website. The refresher training will make sure the employees of restaurants are kept up to date with what they have learned and can reveal any gaps that need to be improved in the next training given by DYSM (Fournier, 2022).

7.9 Marketing plan

7.9.1 World's shortest marketing plan

	What	Why	When	How	How much	Who
Product	A training package where a scan of the organization is made as well as tailormade leadership and/or personalization training is offered.	Training package: Making sure the training provided can be tailormade, including a measurement tool and follow-up. These three aspects make sure the hospitality within the restaurant has the biggest chance of succeeding. Personalization training: It will improve the customer experience and return, staff satisfaction and retention, eventually also the profit. Leadership: It will improve the staff satisfaction and retention and eventually increase profit.	When restaurants are struggling to retain staff and guests	By means of tailormade trainings specific to the restaurant, its target market, and its staff.	A group training of the employees (max 35) that will take 3 days. A refresher training can be booked after 3 months.	Employees of restaurants that are situated in the Netherlands. These restaurants can be part of larger restaurant chains or independent.
Price	It will be €3.499 euros for a training package and €330,00 for a refresher training.	This will cover the training cost, travel costs, compensation of mystery visit and	This price will stay the same for the upcoming 5 years. After that it can	DYSM will increase their knowledge by experience and	It is expected that in total in the first 5 years 2900 people will join the trainings.	The prices stay the same for all segments DYSM serves.

		employee and the equipment and salary of Roan Bosman. Also any education and networking Roan needs is also covered. It is the right price for a quality training.	increase depending on the experience of the owner as well as the expansion of the company	training themselves. Even though the price will stay the same.		
Place	The trainings will be given at the location of the restaurant for one day and at an external location for another day and can be booked via the website or phone.	Giving the training on site provides the opportunity to practice what was learned straight away. Also, as the world is digitalizing a website was deemed necessary.	Restaurants can choose themselves how to contact DYSM.	The website will be created via WordPress and will be kept up to date. A phone number and email address will be stated on the website.	Third parties often charge commission. Thus, using own channels is cheaper.	All the segments can use the same channels to contact DYSM.
Promotion	• Online Advertising (Facebook adds) • Newsletters of Horeca Nederland/ Horeca Misset • Advertisements in hospitality journals • Word of Mouth • Website • Social Media posts • Direct sales	These are all the channels restaurant guests, entrepreneurs, and staff use.	These channels will be used every day. They will be made in the year before the launch, to make sure it is all ready when the company is started.	The promotion will be executed via a sales plan that is stated underneath.	These channels are not too expensive to use.	Managers and employees of restaurants that are situated in the Netherlands. These restaurants can be part of larger restaurant chains or independent.

Table 9: Marketing plan

7.9.2 Sales plan

Reach
Newsletter of Horeca Nederland or Horeca Misset / other hospitality journals Publishing a promotional article about the launch of DYSM and updates about its developments.

Online advertising Using Facebook and LinkedIn ads to reach restaurants and its personnel and inform them about DYSM.
Act
Website A website will be made via WordPress where information about DYSM can be found, as well as a contact form, a phone number, and an email address. **Social Media** A social media account will be made on Instagram, Facebook and LinkedIn to connect with the target market and update them on developments. The link to the website will be included as well as the email address.
Convert
Word of Mouth Restaurants will have used the service and will tell their colleagues about the successful results.
Engage
Blog posts The website will be updated with blog posts about its developments and trainings given. Also, articles will be posted on LinkedIn and own website about own experiences in restaurants to stay visible and create engagement. **Refresher training** Restaurants can choose to book a refresher training as of 6 months after their last training

Table 10: Sales Plan

7.10   The business

7.10.1   Business Model Canvas

To visualize the business and the value propositions that DYSM has to offer, the Business Model Canvas (BMC) has been filled in. This shows the partners that DYSM will work with to start the company and get clients. The key activities are the specific tasks the entrepreneur will do for the client. Below that the key resources are found which show what the entrepreneur needs to become successful. The value proposition is what DYSM has to offer. The customer relationships and channels show how the entrepreneur will keep in contact with its client and add value to their collaboration. The segments are the target market of DYSM. Underneath the costs and benefits are divided between economic, societal, and ecological.
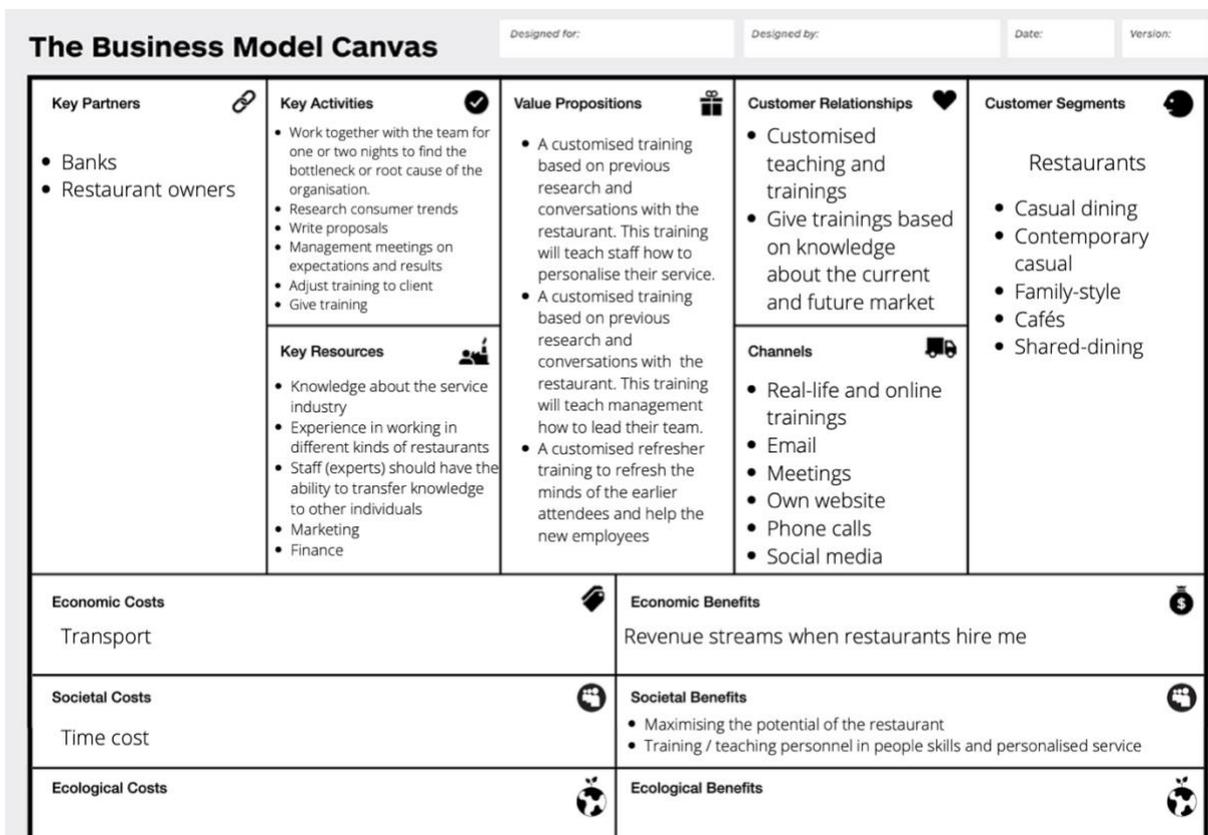
Figure 1: The Business Model Canvas

The Value Proposition Canvas

The Value Proposition Canvas shows the value the customer is seeking, their jobs to be done and the pains experienced now. The left side shows how DYSM can lower the pains, meet the gains, and assist with the Job to be done. DYSM offers customized training for the restaurant and its employees. The employees will be taught to personalize their service and the management will be taught to lead their team. This will not only benefit the staff retainment but also the guest retainment. Furthermore, more guests result in more revenue.
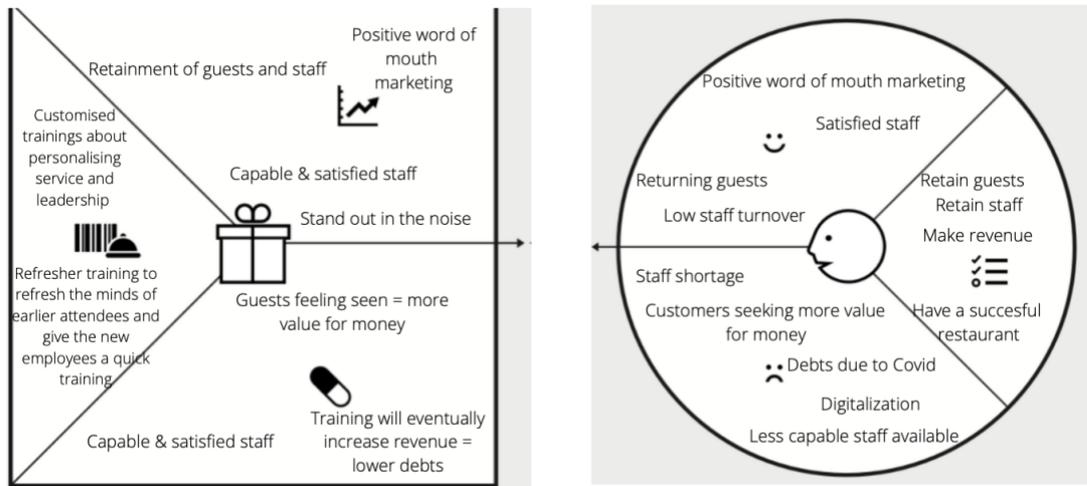
Figure 2: Value Proposition Canvas

7.10.2 Stakeholders

The entrepreneur:
The owner has the highest power as well as the highest interest as this person is personally liable and personally invested in the company. The owner wants it to succeed, hence the high interest. The power is high as it is the only owner of the company thus holding all the power.
(Roan Bosman, 2022)

Restaurateurs:
Restaurants are the second highest in power as their needs and wants to need to be met for DYSM to become successful. Their interest is also high because when they book a training at DYSM they expect a high quality and high result.
(ibid)

Restaurant employees:
The employees are less high in power as they are not the ones deciding that DYSM will be hired. Even though their interest is moderate as they can be interested in developing themselves and getting quality training about personalization.
(ibid)

Hospitality training companies
The competition of DYSM are other hospitality training companies. These people have a low-moderate power in the company as their product does not affect DYSM. However, when they do decide to adjust their product where more similarities with DYSM will happen, it might be needed for DYSM to adjust as well. Furthermore, they have low to moderate interest as DYSM is the competition and can thus take away from their business.
(ibid)
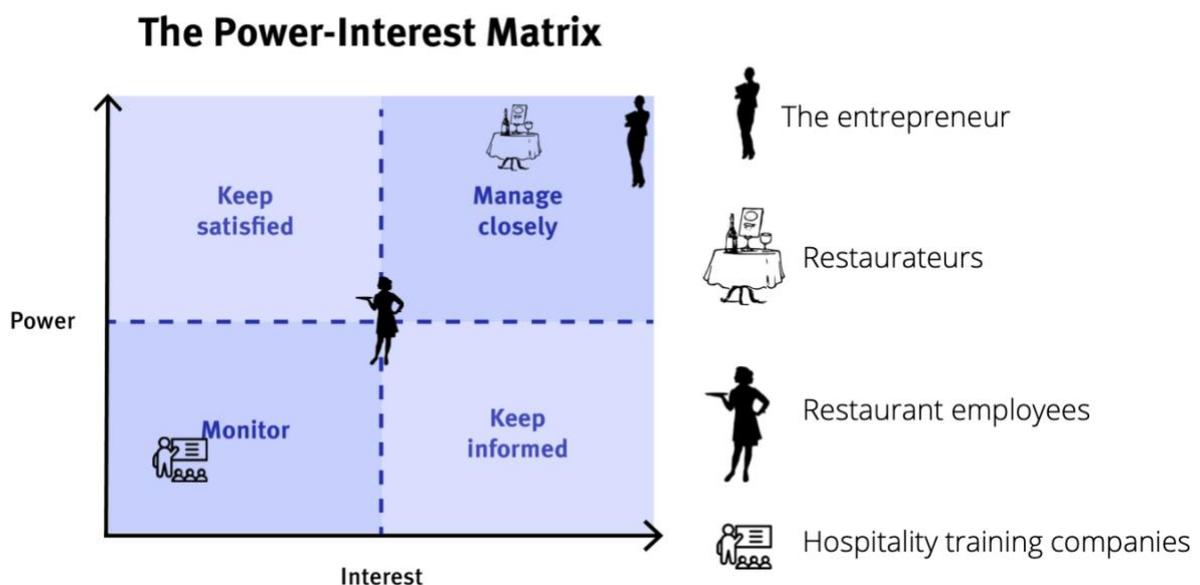
Figure 3: stakeholder analysis

7.11 The finances

7.11.1 Financial plan

Please refer to appendix 8 for the assumptions.

DYSM will offer training packages and a refresher training, The training package will include meetings with managers, training days of 4 hours and mystery visits. Furthermore, DYSM is expected to make a loss in the first two years and start making profit in the third year.

It is assumed that max 20 people will join the trainings. Even though, more is possible to a maximum of 35 participants. A set price has been created for the packages as it is thought that the employees and the restaurant can benefit most from the whole package instead of paying per item or per employee. The goal is to improve hospitality within the company and thus it is important for all the employees to be present and for the results to be measured.

Expected Case					
Number of participants	Year 1	Year 2	Year 3	Year 4	Year 5
Average number of participants per training	20	20	20	20	20
Average number of participants per refresher training	20	20	20	20	20
Expected amount of training packages sold	12	15	20	23	25
Total number of participants training	**240**	**300**	**400**	**460**	**500**
Expected amount of refresher trainings given	6	10	15	17	19
Total number of participants refresher trainings	**120**	**200**	**300**	**340**	**380**

Figure 4: demand forecast

Expected Case

Income statement including interest expense

		Year 1	Year 2	Year 3	Year 4	Year 5
Inital investment	€ 12.471,95					
Revenue						
Revenue training packages		€ 42.617,82	€ 54.071,36	€ 73.176,57	85.415,35	€ 94.235,42
Revenue refresher trainings		€ 2.009,70	€ 3.399,74	€ 5.176,11	5.954,25	€ 6.754,57
Total operating revenue		€ 44.627,52	€ 57.471,10	€ 78.352,68	91.369,60	€ 100.989,99
Cost of sales						
Travel		€ 345,43	€ 350,61	€ 355,87	361,21	€ 366,63
Equipment		€ 3.182,03	€ 4.037,19	€ 5.463,67	6.377,47	€ 7.036,01
Mystery employee compensation		€ 2.436,73	€ 3.045,91	€ 4.061,22	4.670,40	€ 5.076,52
Mystery visit compensation		€ 609,00	€ 761,25	€ 1.015,00	1.167,25	€ 1.268,75
Gross profit		€ 38.054,33	€ 49.276,13	€ 67.456,92	78.793,28	€ 87.242,08
Gross profit margin		85,27%	85,74%	86,09%	86,24%	86,39%
Operating expenses						
Salary		€ 36.759,24	€ 37.310,63	€ 37.870,29	38.438,34	€ 39.014,92
Marketing		€ 5.075,00	€ 5.151,13	€ 5.228,39	5.306,82	€ 5.386,42
Website		€ 1.065,34	€ 1.081,32	€ 1.097,54	1.114,01	€ 1.130,72
Car		€ 3.718,45	€ 3.718,45	€ 3.718,45	3.718,45	€ 3.718,45
Phone		€ 324,11	€ 324,11	€ 324,11	324,11	€ 324,11
Total operating expenses		€ 46.942,15	€ 47.585,64	€ 48.238,79	48.901,73	€ 49.574,62
EBITDA		€ -8.887,81	€ 1.690,49	€ 19.218,14	29.891,55	€ 37.667,46
Fixed expenses						
Depreciation		€ 278,39	€ 278,39	€ 278,39	278,39	€ 278,39
Ammortization		€ 1.902,00	€ 1.920,64	€ 1.939,46	1.958,47	€ 1.977,66
Total fixed expenses		€ 2.180,39	€ 2.199,03	€ 2.217,85	2.236,86	€ 2.256,05
EBIT		€ -11.068,20	€ -508,54	€ 17.000,28	27.654,69	€ 35.411,41
Interest expense (4,90%)		€ 98,00	€ 79,36	€ 60,54	41,53	€ 22,34
EBT		€ -11.166,20	€ -587,90	€ 16.939,75	27.613,16	€ 35.389,07
Income taxes (26,90%)		€ -	€ -	€ 7.413,63	7.439,11	€ 9.525,67
Net income		€ -11.166,20	€ -587,90	€ 9.526,12	20.174,05	€ 25.863,40

Tax carry forward		Year 1	Year 2	Year 3	Year 4	Year 5
EBIT		€ -11.068,20	€ -508,54	€ 17.000,28	27.654,69	€ 35.411,41
Opening balance		€ -	€ -11.068,20	€ -10.559,66	€ -	€ -
Current loss		€ 11.068,20	€ 508,54	€ -	€ -	€ -
Sub-total		€ 11.068,20	€ -10.559,66	€ -10.559,66	€ -	€ -
Loss used		€ -	€ -	€ -10.559,66	€ -	€ -
Closing balance		€ -11.068,20	€ -10.559,66	€ -	€ -	€ -

Figure 5: P&L statement

(Centraal Planbureau, 2019; Belastingdienst, 2022; Actuele rentestanden, 2022; Apple, 2022b; Apple, 2022a; Apple Trade In, 2022; Bol.com, 2022c; Bol.com, 2022a; Bol.com, 2022b; FINN Hotel Almere, 2022; Van der Valk, 2022; ANWB, 2018; ANWB, 2015; Kurt, 2022; Tretina, 2022; De Waal autogroep, 2022; Centraal Bureau voor de Statistiek, 2021a; Loonwijzer, 2022b; Loonwijzer, 2022a; Jansen, 2022; WPbeginner, 2019; UnitedConsumers, 2022; Kleefstra et al., 2022; Team qHotelligence, 2022; Idzinga, 2022)

7.11.2 Financial sources

DYSM will make use of a loan of €10.000 euros to cover the costs of the first month and the investments. Also, as a practitioners advised to invest in educating, an accountant and networking, the left-over money will be invested in these three aspects.

Investments		Year 0	
Laptop		€	1.299,00
Phone		€	799,00
Monitor		€	185,00
Desk		€	59,00
Chair		€	129,95
Loan		€	10.000,00
Initial investment		€	12.471,95

Figure 6: Investment

7.11.3 Feasibility

The business is feasible as the NPV is above 0 and this means that the company is expected to make profit (Tuovila et al., 2021).

Total present value of future cash flow	€	43.717,44
NPV	€	31.245,49
IRR		34,11%
PI		4

Figure 7: feasibility

8. Dissemination

Please refer to appendix 5 & 6 for the disseminations.

Act of Dissemination 1: A blog post	
Execution	The research done can benefit hospitality trainers and companies as it gives insight into the opinions of restaurateurs and its employees. Previously blogs have been written by the researcher and thus it was seen as a good way to communicate the outcome of the research and introduce DYSM to the stakeholders.
Stakeholders involved	- Restaurateurs - Restaurant employees - Commissioner (Mr. Oehlers) - Hospitality training companies
When?	February 2023
Method of communication	The blog will be distributed via LinkedIn, website of DYSM, email, and Facebook.
Act of Dissemination 2: A LinkedIn post	
Execution	Other practitioners, restaurateurs and employees within the hospitality industry might benefit from the research done. Thus, a LinkedIn post will be written to inform them.
Stakeholders involved	- Restaurateurs - Restaurant employees - Commissioner (Mr. Oehlers) - Hospitality training companies
When?	February 2023

Table 11: Dissemination

9. Plan of implementation

Step	Solution process	Stakeholders involved
1	Research the most effective leadership styles through webinars, scientific literature, practitioners' experience, and interviews. Also, research what how to best personalize service.	Entrepreneur, Hospitality trainers, restaurateurs, restaurant employees
2	Research how to best give training through webinars, scientific literature, courses and interviewing practitioners and restaurant employees.	
3	Participate in a course that teaches giving training and coaching.	Entrepreneur
4	Create a business plan suitable for the market that was researched.	
5	Create personalization and leadership training based on the research conducted.	
6	Provide restaurateurs and restaurant employees with training on personalization and leadership.	Entrepreneur, Restaurateurs, restaurant employees
7	Ask participants to fill in a survey to determine their satisfaction and receive feedback.	
8	Track the KPIs over a year (turnover rate and average spending per guest).	Entrepreneur, Restaurateurs

Table 12: plan of evaluation

10. Plan of evaluation

After the training is given, a survey will be handed out to the participants to evaluate the training and give improvement points. Also, the restaurants will be monitored for a year to see whether improvement is made on the following KPIs:

- Average revenue per guest. This indicates whether guests increased their spending after the training was given.
- Turnover rate. This indicates whether employees remained longer with the restaurant in question after the training was given on leadership and personalization.

11. Appendices

Appendix 1: Interviews restaurateurs

Interview 1

Roan
Great, yes would you like to introduce yourself and explain what you actually do?

Owner
I'm 48 now 17 years ago we started here. We started with a lot of fun in the beginning. We are still focused on lunch, that is because we are in the heart of the center of Purmerend where 4 shopping streets end up. So, we have a lot to do with retail. Sit on a beautiful square, one of the most beautiful squares I think of Purmerend. With beautiful large yes, historic buildings. The hat itself is also one of the oldest buildings in Purmerend. Yes, now we have gone from 7 days to five days open a week. This has to do with corona and the staffing. Now it is again difficult to watch out because of the energy prices and the prices that skyrocket is natural. Well, this is just brief.

Roan
Yes, and what is your definition of personalized service?

Owner
Of course a care from A to Z, eh, so of course we start with the decoration. People come for the experience. In addition, you always have to make sure that the quality and service is of course 100% and ensure that the experience remains, right? So that people come and go with pleasure. For me it really does cost me twice as many people have to leave the house satisfied, doesn't it?

Roan
Yes indeed yes. And do you notice that that is also happening at the moment? Are you happy with the level of personalization you offer here?

Owner
Yes, at the moment we are very satisfied. Actually, few errors happen at the moment, so little to correct and the system runs what I call it, so all processes that are active within such a company. Yes, they are well adjusted to each other and then of course you also need good staff and a bit of training.

Roan
Yes indeed yes okay well that at least, then we move on to leadership. Because yes, what is your definition of group leadership?

Owner
First, be honest. Create an overview. Creating honesty. For example, this may be why you make certain decisions and correct them in time. And so that also means yes on time to have the right conversations with the people, but especially actually training within your company.

Roan
And what leadership style do you currently have? For example, autocratic, that's really authoritarian, you have to do what I say, that's all. Then you have Democratic, which is of course just with consultation. People also get to decide. Laissez faire is a bit hands-

off, so really just see how it goes and correct where necessary. And transactional is actually based on bonuses and penalties. So which one do you see among your supervisors at the moment?

Owner

Perhaps democratic best forehand. On the other hand, it is also a bit authoritarian, but I let people think along as much as possible and that is often where my decision comes from. Yes, it depends on what kind of decisions of course. Whether it has to do directly with the workplace or management, I discuss it with my wife or with the chef or chef service.

Roan

And what kind of behavior do you actually expect from your employees? So what makes you think that this leadership style achieves that behavior?

Owner

A bit of personal input, right, that a bit of self-management. I like that. People think about why they do something and not just do it indiscriminately because they have to, but also think about why. Especially quality-enhancing.

Roan

Yes top. Do you notice that this leadership style achieves this behavior?

Owner

Yes, I think so. Of course, it's not the same for everyone, so yes, you have doers and thinkers, right? So you have the thinkers have to make sure that the doers also start thinking. Everyone has their own style, but that is important to guide it well.

Roan

And would you invest in a training focused on personalization at this time or would you not do that because you feel that it is already right?

Owner

Sure, I feel like I'm doing well, or at least I'm doing well. But I'm sure it could be better, so I would definitely think about it. Because you are not everywhere. And it is difficult to get everyone on the same page. We're trying to do that, aren't we? So, I have a description per task, huh? We really work with different tasks in the company and there is then described what is expected of you a bit. And what your objective is, but within that task, so to speak. Yes again one is not the other, so the control is important. That is why I am present as much as possible. Yeah, huh? I don't do it alone, by the way, but yes.

Roan

Yes, you know. And the same question is actually for leadership training, would you also like to invest in that?

Owner

Danger is if you've been working in the same company for years, what do I actually do? Even though I am the owner, you adopt certain habits that you think are the habit and that it is not at all wrong to look at that from other sides and gain knowledge.

Roan

Yes, well, what do you pay attention to, for example, if you were to hire a hospitality training company for this type of training? What would you find important?

Owner

Als first the experience. That the person who is going to train me in that. In my opinion, theory alone is not enough, so the person who will also have to have practical experience is preferably as much as possible. Because you have so many different facets of type of hospitality, I have the feeling that it does not say that everything. Not all courses apply to the same company or fall under that heading. But the practical experience of such a person who knows what such a company entails and how you can best deal with it.

Roan
Okay and is there anything else you pay attention to? For example, if you were hiring a training company now, what things would you really pay attention to?

Owner
Quite frankly, I've taken that step before. And yes, I am such a person in the sea Say yes, he comes across firmly to me, so after a certain conversation and I have the idea that he can certainly deliver and add something, so to speak.

Roan
And, well, the company I want to set up is actually specific to training in personalization and training in leadership, because I notice that a lot of companies, for example, offer a lot of things. That is why I like to specialize in two subjects. But would you hire a company like that or would you actually look at a company rather than offer more or does that not matter?

Owner
If one like a company offers more, such a company would also be larger. And then there will be more specializations and then you would also look for those specializations within the company. So if the one from the Small Business that maybe offers less or maybe can also be a big company, but offers two things, there that will be more in specialty, so then I will rather go for that company which also suits my company, huh? Because it is not the utmost importance.

Roan
Yes, yes.

Owner
So I, If I have a company that's that big, maybe I'll say something else.

Roan
Okay super, those were my questions! Thank you so much!

Interview 2

Roan
Yes is really just a question if you want to introduce yourself a bit and actually want to explain to the company a bit of what you really do exactly?

Owner
I have had this company for 9 years now and we actually always had night horeca. Only I saw that the hospitality industry was going to change so quickly and that there was a need for more day catering and we jumped in and now we go out for lunch dinner. We do about 1200 lunches a week and also around 1200 dinners a week. We have a team of 60 to 65 people, more than half of whom are on a contract basis or full-timers. In addition, 30 part-timers actually I want more than 40% full-timers. My mission is really to see the hospitality industry as a full-fledged profession because it is the most beautiful profession in the world.

Roan

Well agree.

Owner

Together as entrepreneurs, we also have a very important responsibility to train people in the most beautiful profession there is.

Roan

Well well no once sounds good. Yes, definitely. And how many managers do you have?

Owner

That's a nice question. Of course, layers need. I do try a kind of flat possible hierarchy, Everyone must be able to address each other and keep each other sharp. But of course, we do have a management framework and the management consists of 3 in the service and the chef and the sous chef so a management of 5 people. And below that we have shift leaders who are allowed to open and close.

Roan

Okay

Owner

And as a runner if you have been working here for a while, you can also address the manager of we have agreed that we will do it so and so? So everyone has to keep each other on their toes.

Roan

Well, that's certainly good. Yes, yes, and what is your definition of personal service?

Owner

Such a very difficult question just like what is hospitality? And That is interesting for me, what is hospitality? What is personal service? To make everyone who comes in feel at home or to be welcome and to give everyone the attention they want. So the art of looking at people come into the bar with the two of them? Then they often want contact with the host. But if I'm having a very difficult business conversation, or I'm having a love conversation, then maybe you don't want that much service at all, then you might just want your cup of coffee. So the trick is to see when someone wants more attention and when they don't.

Roan

Yes indeed yes.

Owner

And that is difficult because there is no script or procedure to write about it. We work with many procedures, but you cannot describe which service belongs to whom. You have to see what someone wants, be left alone because maybe they work or extra service.

Roan

Yes yes yes yes agree so indeed respond to the expectations of the guest actually.

Owner

Yes we have guests of 15/16/17/18 years who come with friends to have a snack and drink but also people of 80 who come to eat an apple pie and who like to chat about their day. And also the public, who still want to be left alone

Roan

Okay well pretty clear. I'd like to give that kind of training and now I'm kind of looking at how people see that. But most people agree on it, so that's so easy to make something based on that. But still. It's always nice, because that way you get to hear something new from someone so that's nice to notice. Are you currently happy with the personal service you offer here?

Owner
No, yes, I am very happy. Our best capital within the company are our employees and I dare to say without any arrogance that we are the very best company of greater Purmerend etc. We really excel in our employees.

Roan
Okay well, that's good.

Owner
That's just the way it is, we train them all too. I assume that there are also rumors among the guests and we just do everything we can to offer good service and we succeed in that.

Roan
What kind of training have you given?

Owner
Well coffee training, hospitality training, how do we approach the guest and at what time and what do we do in the field of active selling he. Because that is also service. And most like it, they come in for a cup of coffee and you tried to sell apple pie with whipped cream.

Roan
Yes yes yes definitely.

Owner
And the guest should not feel that it has been sold to him but that it is a suggestion. And I really like that.

Roan
Yes indeed certainly and do you both have that training internally or externally?

Owner
Both some trainings we do ourselves some training we do externally. Sometimes we have people hired and we also do mystery visits.

Roan
Oh how funny what fun.

Owner
And we use that report and we discuss it with the relevant employee.

Roan
Oh, That's very good, yes? Yes yes I understand.

Owner
We also put it in the group chat so if you make a mistake, your colleagues will see it too.

Roan
Yes okay yes, but everyone knows that mystery visits take place?

Owner

Yes yes of course very clear, yes.

Roan

Funny, say yes well the first one to say this. So I also want to give leadership training, so I'm doing a little bit of research on that as well. So was I actually wondering what your definition of good leadership is?

Owner

Yes, I think good leadership can set a good example. Charismatic, but you can't learn that. And the methodology. But the most important thing is discipline and leading by example.

Roan

Yes, okay. And do you notice that if the person you are now managing or the shift leader is also following this?

Owner

Some do, some don't. Yes, and that's okay. I have also tried to put people on the management team because they work for a long time and did certain tasks well. But then it turned out that they cannot control or transfer. And in the beginning I found this very difficult because you can't say I'll take you off again. So, then I look at the person's qualities and I give them a task to convey those qualities as well as possible to the colleagues, such as master Barista.

Roan

Oh so good yes yes, indeed.

Owner

Because to let people do a different function in a positive way. Because yes, I say that someone can lead or that I think will be and I really run my business as a team sport. I am a football coach myself and that's how I run my business. My first question at a job interview is also whether you practice a team sport. Because in sports we are used to agreeing on running lines and addressing people on behavior.

Roan

Okay. So you have already partly indicated that employees should lead by example and be charismatic etc. Are there any other things they should have?

Owner

Questions, I'd rather ask me things 6 times like doing it wrong once. That's not annoying at all. Look of course If you have been working here for 4 years and you still do not know certain things, then I think yes stop asking that it is not going to be anymore. But in the beginning certainly, I'd rather people ask than do it wrong.

Roan

Okay! Would you invest in a training that makes your service more personal and what would your requirements be for such a training?

Owner

That's very difficult to measure, of course, isn't it?

Roan

Yes, definitely.

Owner

66

I must feel like it's happening. I have already had many trainers and I have known one for 20 years but I have to hire them again in a few years but good to change. So what is important? We are already very far on service level but it is always necessary to wake everyone up and get new people on board. It is a difficult measuring point. I think the most important thing is that those mystery reports are all above 90%. That's the only measurable thing you can say. And if you have another measuring instrument, I'm open to it.

Roan
Oh yes, indeed. Those reports are certainly interesting yes as a measuring instrument. Yes, and leadership training would you invest in that yourself? Same reason?

Owner
Yes, definitely.

Roan
Yes beautiful. And one more question. Is there anything you're currently missing in the training world or things you think should actually be learned more often or paid attention in training? I think I would actually like this kind of training which I haven't done at the moment.

Owner
We've had a lot of training as well and we're already doing a lot so I don't really know what's needed at the moment. You?

Roan
No, certainly not. Well, I only asked this question yesterday when someone else asked and said that he often handles complaints that he does not do much with it. So then I thought, I really haven't heard that before, but actually I see a lot of training companies that they don't do much with that either.

Owner
Every complaint is a gift. Is a nice title for the training. Then you can still turn it around when people complain. That's just nice. Then you can still give the wow effect.

Roan
Yes definitely yes yes right. Well then at least. Well, I explained my company a bit, so it's called Do You See Me. In any case, I'm still doing research is giving training in leadership and personal service. Because I currently notice that I miss that a lot at restaurants themselves also worked at roast or another company where I still work. And I would like to make that a specialization. Because I notice at a lot of companies, so they are very big and they offer a lot. And yes, I always think of, yes, but how much do you actually know about that subject? So that's why I'm now at least trying to do research on that as well. In the future I want to expand it, but good. That will take a while, but if you hear this company now. Would you hire it and why not, why? Or what would your requirements be?

Owner
Well, Why? Why is that? Because I like that you are going to do this from your studies.

Roan
Okay nice!

Owner

I would first like to know what the content of the study is and the costs. The costs are relevant, but I don't think they are the most important. Is it in company or for the entire team or for a small group?

Roan
Yes so In it in, I think it's at least for the overall team. Depends of course on what you learn, but a training on making service personal is of course important for everyone. Is it also important that I have experience as a trainer or in the hospitality industry?

Owner
Well of course it matters. I would then give you a chance to do that here.

Roan
So basically, if I finished my studies and started this business at this age would you do it? To give me a chance?

Owner
Yes.

Roan
Okay, good to know! Those were all my questions. Thank you so much.

Interview 3

Roan
Would you at least like to explain what kind of restaurant you have and how many employees?

Owner
Sure, I have two, so I don't know if you want it in general, or if you want to talk about 1?

Roan
Go over Milú

Owner
Milú is a bar/restaurant. Open for 7 days in the field. 60 to 70 People employed. Restaurant so from early in the morning, lunch dinner and bar as well. We call ourselves more the first stage in quotation marks. We are not a dance café, are not a club, not a discotheque. If people come to the city to go into the city but say, then they come to us first, and to them then dance in the square. So have a nice lunch. Nice dinner after drinks and a bit yes starts of a dance evening so to speak.

Roan
Yes, okay.

Owner
Open from 11 a.m. to ja, weekdays 1:00 a.m. and weekends until two. So that. Shared dining concept with an international cuisine is many small dishes very deliberately chosen. We have 1 large place 160 place settings downstairs and another 100 place settings upstairs. Upstairs is also a multifunctional space in any case where we can really do everything with, so we also do everything business meetings including parties, events, private dining, you name it all.

Roan
Nice yes.

Owner
But because we are so big, we are also aiming fora very large target group and we are reaching that target group PR by actually? Well, piece of shared dining where we really believe for the somewhat older target group smaller dishes that they can decide for themselves how much and for the young people also a bit easier to get in? Simple mini burger and fries is perfect, but you can also use oysters and bubbles and then the sushi and so on, so it's actually all possible, so it's very broad om that we want to appeal to that broad target group. We have many beers, wines gin and tonics and cocktails. Having very different gerechtjes is actually als you are all together, you can totally yes. If you feel like Italian evening, you can come and drink a glass of red wine with mini pizza. If you feel like sharing anything, you can. If you fancy a quick burger and fries want togo to the theater or to the cinema or if you just come out of the cinema. And it is already 09.30h it is possible it is all possible.

Roan
Nice indeed. Something for everyone.

Owner
That's it, yes, That's the intention too? Yes, yes, absolutely.

Roan
Nice this. And how many managers do you have?

Owner
Is there the kitchen in there or only the front.

Roan
Only the front

Owner
Right now. 6 and then I count the two dames in the office, because they also take on 1 large management role in terms of training. Okay, yes, they are basically in the office for all events, but they also take days in between in which they already close in which they. Watching what they're moving cin, huh? He has had this training who has had that training. That goes well, is that well supervised, et cetera. Of one of those 6, there is a dus a teacher, yes, and he is currently supervising4 students.

Roan
What kind of training do you give here?

Owner
We have a ministry training. And one and one? Yes actually call it a kind of entry. Ifyou're just starting out, what does Milú stand for how do we work, et cetera. Then you actually start as a runner, then you get that training and then we have a ministry training. And then says, what do you explain when you give card, Can you sell things at alln. Mensen things attractively promote et cetera.

Roan
Yes okay.

Owner
Dit is real. That really came out of corona time. Yes, we had never done that. Let me give you an example from a year ago. Then weadd, you had to be 21 years and older, have at least 3 years of experience. People were standing in line at the door and now

it's just you have twohands? Nou cozy, nice to have you here. And, we will train. Yes yes so the employees are younger, less skilled or less experience.

Roan
Yes indeed.

Owner
So during corona we started to develop those trainings.

Roan
Yes is indeed, yes yes, That is good, I think.

Owner
I think so too. It is also really necessary, because inthe past andonce had to do so or did so, so. In 2014 we were looking for 30 to 35 mensen and I have spoken to 80 or 90 people and coffee in a row every half hour.

Roan
Yes, it's so bad that that has changed. Yes, what is your definition of personalized service?

Owner
Definition of personalized service.

Roan
How do you envision that?

Owner
As a waiter towards the guest?

Roan
Yes.

Owner
Difficult good question. Getting it done and as a service to mensen very satisfied to late away. I'm not talking about price quality or type of dishes you serve. Maar really that extra piece of service. So incredibly broad, so continuously communicating with a guest is sitting there and really leaving people to you with the thought that they are being taken care of. The nice and small details where you can really make a difference.

Roan
Yes. And, are you currently happy with the service or the personalized service that you offer?

Owner
Yes no can always be better, stay ahead of your entrepreneur. We want that too, so it has to be better. Better, we have too. Well, huh? Because I had just said, a higher service standard known by the fact that we could set requirements that you are at least 21 years old. Had so much experience, et cetera. We don't have that now. So we have to do more for that. Only I do think that we are in an upward curve.

Roan
Okay, nice. Well first a question, what is your definition of good leiderschap?

Owner

Roan

Okay, I have now also looked up at least 4 leadership styles. For example, autocratic, that's really authoritarian, you have to do what I say, that's all. Then you have Democratic, which is of course just with consultation. People also get to decide. Laissez faire is a bit hands-off, so really just see how it goes and correct where necessary. And transactional is actually based on bonuses and penalties. So which one do you see among your supervisors at the moment?

Owner

Yes, everything. We deal with a large group from people with a lot of experience to people who need help and so basically all styles are applied based on the type of employee in front of you. Yes, sometimes punishments are needed. Sometimes it is nice to give an extra motivation by a kind of bonus. Sometimes you can let someone go a bit more and then they come into their own a bit more. And only then will we find out what's in it? Sometimes you actually have to be on top, because that person has a lot of control nodig so. Actually, find that you just base on the person himself and there which one you use. Onlynow do I realize for the first time howit is difficult to be anager in this matter?

Roan

Yes tricky. Indeed.

Owner

Yes what I say that upward curve that it now seems like there are many more mensen going to work again. People have started the study again and know how many days they can work etc. That's nice.

Roan

Yes I hear it from Stefan too, said something of that e more mensen are going back into paid employment, so a lot of self-employed people who are looking for paid employment again, yes.

Owner

I hope so. Yes on the front. We never actually worked with freelancers, but in the kitchen we did.   The disadvantage is that we are entering a busy period and that with freelancers and Christmas we cannot necessarily count on them because there is no contract attached to it.

Roan

Yes indeed hope that goes well. Do you also notice that your leadership style now how you do that has the desired effect on your employees?

Owner

Well, that's difficult, isn't it, because we go on multiple styles or at least that we actually look more individually at what is needed, right? Of course, always to the process in advance, that you are treated in a certain way. Our teacher is if he is going to guide a student, yes, then of course you also have to look first what kind of employees they are. You have to look at everyone how and what. We also don't have a penalty because everyone is different. That's not realistic either. It's more customized.

Roan

No indeed, yes okay and what kind of behavior do you expect from your staff? What would you like the staff to radiate? More a bit of the hands on or hoe, how do you see that? The perfect employee?

Owner
The perfect employee is informal. We think that is very important that we prefer to address everything with you. You of course for the elderly that you have to estimate yourself. But it is: how nice that you are there, have you ever been there before? Do you know the menu? Can we explain anything for you? Sit back and relax and we will arrange it. There must be an informal atmosphere . That is the ideal employee. Naturally not someone who does that with a trembling voice but that is not too easy to find nowadays. Just a confident person who knows everything about the products and the business etc. And who also wants to take that extra step. That is the most important one. We are not a rigid business and not a high end. Also no throw and throw tent and no beach tent. We do 1000 people a week and we want to deliver quality only with a smooth chat not with a napkin around the arm.

Roan
No, okay super and have you ever done training such as leadership training or other types of training externally?

Owner
Yes hospitality coach. We also have an Academy and we also offer training courses ourselves.

Roan
Okay and, well, with how you are now in it and the service you offer now, would you invest in a training that personalizes service?

Owner
Certainly, provided it is clear what we are going to train on. It depends on the offer on your part and whether we do not already offer it ourselves. I would rather do management training.

Roan
So the leadership training, you would do that faster?

Owner
Yes yes absolutely yes yes.

Roan
And, what would be your requirements for such a training?

Owner
Yes yes, the average entrepreneur will say, yes, how? How are those results measurable and how can I write off those costs? Percentages would be nice, and follow-up is important to me.   Just a conversation to see if something can be improved and if it is picked up. Yes, see if something extra needs to be done. It is important that the theory learned remains with the employees. I would rather do training for management anyway because employees who often do this as a job or something and I prefer to pick that up internally because we know where the employees are. What still needs to be learned etc.

Roan
Yes okay good to have aw eat. Of course, I have already explained the company a bit. What are your requirements for such a training company? What do you pay attention to?

Owner

I would first see if anyone recommended you. We also work on the basis of a little favor factor. We wouldn't pick the first best big company to top and call out how much money we can make. Locally I like and price of course. What you get in return is also important.

Roan

And the experience of a trainer, do you pay attention to that? For example, whether this person has experience in the hospitality industry or as a trainer?

Owner

No, itis very difficult, because in principle you are only going to sell something that you are good at. Are and not based on how much experience you have. It's about how you can transfer it. I have had training from people who may have had a lot of experience but really could not transfer the information in a fun way. What also comes to mind now is that I would really like it if there was a trainer who teaches people how to deal with complaints. So complaint handling etc. Because that can be decisive for the evening of a guest. Not immediately swinging all the free stuff and but first just talking to those people and hearing what happened etc.

Roan

Yes agree, super thank you for this interview!

Interview 4

Owner

I've had the restaurant for 5.5 years now and before this it was of course the club Bubbels and at some point, you must keep up with the times and I decided to turn it into a restaurant.

Roan

What is your definition of personalized service?

Owner

Hard to find, find that difficult. I find it difficult to get good people and also train them. You have hospitality people, and you don't have it and some feel me flawlessly and some don't. You can stay busy all day, go there and ask how it tasted, remove signs. You actually have to constantly focus on the people. You have to keep moving constantly. Going to the guest, showing that you recognize them, guiding them to the table. Give real attention. Always being busy with the guests and meeting the expectations.

Roan

Are you happy with the current level of personalization you offer?

Owner

No, we have recently done a course here. A lot of money paid for it and that didn't really help.

Roan

What is your definition of good leadership?

Owner

That you are flexible. Think of the company as your own, show responsibility. The manager is the boss's right hand. Constantly looking to improve and improve turnover. A manager must walk along with the employee and also give tips to a new person how

Roan
You don't really have an onboarding process, do you?

Owner
No, everyone had a staff shortage and due to corona it was very difficult to draw this up. Then we went into the holidays so it was busy and I think it was difficult for everyone. Now the holiday has been so I want to pick it up again and do it well. I think it will be stable again in six months because people have less to spend and restaurants have less staff, so eating out becomes more of a luxury and therefore in terms of crowds it reduces. I find it difficult when it is full and you do not have enough people on the floor that people do not leave with a nice feeling and that is the hell reason that you go out to dinner.

Roan
There are 4 leadership styles that I have chosen, these are authoritarian, democratic, laissez faire and transactional. Authoritarian is more strict and truly controlling. Democratic is where employees are allowed to think along with the decisions and they are made together. Laissez faire is more hands of leadership, so delegate and interfere as little as possible. Transaction is actually that the management focuses on motivating the employees and stimulating them through bonuses. What leadership style do you currently have?

Owner
I think at the moment the laissez faire. I also work with a little bonus to stimulate them. So for example last Sunday it didn't go so well during lobster Sunday because someone is on top of it so I said guys from Sunday we're going again. So, my bonus for the first one who sold 5 lobsters. That keeps it fun and interesting.

Roan
What kind of behavior do you expect from your employees?

Owner
Staff who are spontaneous with a nice smile and are on top of it. Which are there because they like it and not just for the salary at the end of the month.

Roan
Does the current leadership style achieve this behavior among employees?

Owner
No. I think that authoritarian and democratic with bonuses that behavior is achieved, because I do think that you have to be on top of it, but I would also like to hear the opinion of the employees.

Roan
Do you intend to do something with that, with this conclusion?

Owner
Yes, I have a meeting with the managers tomorrow. Then we will get everything back in order because we are now in calmer waters. Now we can start working on the service again.

Roan
Would you invest in a personalization training for your staff?

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Owner
Yes, absolutely.

Roan
Why?

Owner
Because you have to move forward, otherwise you will stand still.

Roan
Would you also invest in leadership training?

Owner
Yes, too. Someone can be far but there are always things that can be improved so I would definitely invest in that.

Roan
What would you pay attention to when hiring a training company?

Owner
I would pay attention to where I could get a good deal. And it must be someone with experience in the hospitality industry. It doesn't have to be much, but he/she needs to know how it should be. Otherwise, it seems very difficult to me to be able to teach the profession to people.

Roan
I would specifically offer 2 training courses at my company. A personalization training for staff and a leadership training for management. Would you hire such a company?

Owner
Yes, with indeed experience in the hospitality industry then certainly.

Interview 5

Roan
Well, thank you very much in any case. Would you like to introduce yourself and the company you offer.

Owner
It is a bar and grill, a grill a bit In the chic form of the name. We sell beautiful local products from which we make beautiful dishes. We have nice wines, nice beer, great cooks.

Roan
Okay, nice say yes. Okay and how many employees do you currently have?

Owner
43.

Roan
And how many of them are managers?

Owner
I have 2 floor managers and a General manager.

Roan

And two floor managers okay. As a small explanation the training I would like to give are about making the service more personal. In addition, leadership training for managers. I am still investigating whether these are the only two training courses, or whether more are needed in the current market. Currently I would also like to know what your definition of personal service is?

Owner

Personal service? Yes, that's all that has to do with hospitality. So basically yes, from the beginning to the end make sure that your guests are pampered yes. Yes, and that there is nothing lacking.

Roan

Yes yes okay. And, are you currently happy with the level of personal service you are currently offering to guests?

Owner

Happy, but there's always room for improvement, let me put it this way. And, we are now working that, so we have actually recently put a good management team back in order and with that we are now also doing training.

Roan

Okay and then training within the company, so.

Owner

Well, we have external hospitality training. Coincidentally had it again yesterday. And we do two of them and there is also an ongoing thing where we also get mystery visits and from that come all kinds of reports.

Roan

Yes okay.

Owner

The reports are then discussed with the management, and they must ensure that this is improved in practice.

Roan

Oh, That's really chill. Yes, certainly good indeed to do that, then you get an objective view.

Owner

Yes, but that is something that is still a bit in the initial phase. During this training with all the staff, many nice questions come out and of course we as management also have to listen to that. It's just very instructive and the feeling of how someone like that tells that, yes.

Roan

Yes, definitely nice. Well, that was personal service again. Then what is your definition of good leadership?

Owner

Yes, sending people. People do need rules, I think. But always in consultation. I always listen very well. I think so myself. But I always try to. Yes, if things don't go well, then I try to discuss that as well and not just point it out and that's how it should be etc. Always try to do it in yes in consultation.

Roan

Okay, I have now also looked up at least 4 leadership styles. For example, autocratic, that's really authoritarian, you have to do what I say, that's all. Then you have Democratic, which is of course just with consultation. People also get to decide. Laissez faire is a bit hands-off, so really just see how it goes and correct where necessary. And transactional is actually based on bonuses and penalties. So which one do you see among your supervisors at the moment?

Owner

At the moment it's very democratic, so we discuss a lot of things when things need to be changed. Yes, then of course they are invented by me. I want change. But I do want it to be discussed democratically. What do you think about it and how can we address this and things like that? But I am working on the latter, so that we are going to work a bit more towards yes not entirely a bonus system, but more the American system that we are going to set targets and thatyou will also be rewarded on the basis of that.

Roan

Yes, that's certainly nice for the team spirit I think.

Owner

Yes yes certainly, and with the team we do that in a playful way and at management level that must be yes less play and then there are just hard targets that have to be achieved.

Roan

Yes, I understand yes logically.

Owner

Yes, you have to go there with your team, but say lower than management level, there we set targets in the sense of I want so much beer to be sold today of that brand and I want so much wine and I want apple pie to be sold. That is playful and that is very nice. Yes, and we are working on that very much now.

Roan

Okay nice, sure and what kind of behavior do you expect from your employees? What does the ideal employee look like for you?

Owner

I love honest people. Look, we are here at the stables I dare to say, we are a very close team with all nice people who can also tell each other the truth. Me too. Yes, and sometimes that's difficult, isn't it? That if someone has a birthday, then the whole team is invited. Yes, and that sometimes brings some strange situations with it, but. No, yes, We are a very close team and I want to keep it that way. That's really kind of that family feeling. Yes, you are actually here more often than you are at home. At least the full-timers. Yes, yes, and that must of course be fun, must be worked hard that too. Everyone understands that too. It has to be fun and that is very important.

Roan

And to the guests, how do you envision that?

Owner

This shows that guests can see very well from staff whether they are having a good time or not. I think when people are having a good time, people take that step harder much

easier and still with a smile. And that also manifests itself to the guests. That is why it is very important that you have that team spirit that is really right.

Roan
No agree indeed. Nice to see indeed, yes OK. And do you notice at this moment that the leadership style that you have now really influences this behavior of the employees?

Owner
Yes actually, because actually we did that in a certain way really that familial, where I also just work with and just as hard as Everyone else. Everyone can just deal with me as if I were a colleague. I feel like I am, but of course it will be the other way around. You are also the boss again.

Roan
Yes yes yes.

Owner
That's tricky, but I think most of them can handle that very well. But I am working on making some changes in the hierarchy that I am less on the shop floor and that the General Manager, who has to pick that up. That tasks are shifted a bit.

Roan
Do you have a specific reason for that?

Owner
Well, because I have seen for myself that I really like to be in the service or in the kitchen. I have also been trained as a cook myself and I really like that. Only I just notice that I also really like it behind the scenes. Making agreements with major suppliers and figuring out where it is better, nicer and cheaper. As an owner, you earn your money with that. That was reasonably in order before corona, but due to corona that has been thrown off the table a bit. We also face staffing problems. So yes, you jump in faster because I am a cook and I can be in the service.

Roan
No, indeed. Really flying tip indeed. Logical indeed yes and do you notice that there are more applications now?

Owner
Not yet. In operation it's okay though. But we really work with real chefs and in the kitchen it is still not okay.

Roan
Yes okay. No, well, I also hear from several companies that there are a lot of self-employed people in the kitchen.

Owner
Yes no because really learned cooks who work full-time are just not to be found. But everything will be fine.

Roan
Yes, I'm sure. Well you have actually just invested in a hospitality training so would you do that more often, really hire a training company to make the service more personal?

Owner
Yes, I think so, because I think that's very important.

Roan

And, why would you do that, for example? What would be a reason to or what would be your requirements for such training to do it?

Owner
Well, look, that hospitable is training, That's that's general training, but what I'm actually looking for is indeed that a bit higher level, so that the managers are trained in how do they deal with , for example, the information that they are going to do something on such a hospitality training. What's their next step? How are they going to process that? Because actually, yes, we hear all that and for yes the staff that is all yes good to hear. Only after that the next step is that the managers get started with that and the managers have to be trained in that.

Roan
Yes, indeed yes.

Owner
But yes, I also sometimes run into blockages. I'm like yes, how should I go about this and hey would I do this, how can we do this? And well, if you also have such a course for that, then that would be very nice.

Roan
Yes yes yes, I did indeed. I'm now doing podcast and researching how best to give training. It also said that the management is actually the most important thing that you just yes, you can tell it, but if nothing more is done then it is gone in no time. Yes, yes, yes, so then leadership training would you be interested in that?

Owner
Well, yes, I happen to be doing leadership training for owners. That's really purely for me and I'm looking at leadership training for managers and they're there and I'm working on that now, but I don't know yet when I'm going to take that step.

Roan
Yes okay and what does that currently depend on?

Owner
Yes at the moment it just depends Because I'm too busy in the workplace. I do think it's good.

Roan
Yes, You just have to really put attention into it indeed, yes and certainly very important.

Owner
Yes, exactly.

Roan
Yes, if I understand it correctly, is a training to look at how managers deal with hospitality and with staff and that really ensure that what you are looking for is applied in practice?

Owner
And how do they manage that? Because the managers all know what hospitality is like. Only their task is not knowing for yourself, because then you do not have to be a manager. Then you are just very good at what you do. But that manager has to make

sure that the staff does all that and that it is therefore yes kind of it is maintained, that it is also used yes? Yes.

Roan
Yes

Owner
Have I also grown from cook to owner and now actually? Yes kind of manager. I'm managing a company, managing people and that's where I've read myself, but also a little bit, and podcast things like that. But I don't really have an education for that so. And no one in the management team has that, right? We don't have any of that, so we all try to help each other.

Roan
No, yes. Yes is very good indeed, yes.

Owner
Yes, just openly talk about how we can go about that. So interesting to learn tricks on how to do some things.

Roan
Okay.

Owner
Yes, I would be open to that.

Roan
Good to know. I've just explained my business a bit. But it's currently, so I'm really trying to give specialized training, so specialized in personal service or leadership. And other things that might come out of the interviews. Would you hire such a company or what are your requirements for a company? For example, you have had the hospitality training. What are you looking at?

Owner
Yes, That's me like the other day that guy from the training that man who just had MEGA a lot of experience so he wasn't reading from the paper but could just tell and answer questions right away. It was really just someone with an experience and yes, actually what you need is just when someone tells you that I'm like yes, jeez I didn't know that and that's how you look at it. That is also good and a bit that that steers that in a not too drab way, because I have had another hospitality training as well and that yes he just prefers to hear himself talk. He likes that very much and that was very clear. But yes, yes. But that's not what we do it for, so to speak.

Roan
No, I understand that, you can tell it all there. But yes, does not come in to employees. So being able to throw up really well to other people, is the most important thing?

Owner
Yes, yes.

Roan
Okay and then it doesn't matter if it's a big company or a small company, it's just really up to the trainer himself?

Owner
No, not necessarily the person, huh? Look, with that person you have to have some kind of click, I always think it's important, but.

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Roan

Yes indeed yes.

Owner

Yes, there just has to be a clear story and that just has to be after that meeting or after that process, do we just have to have made those steps in what I would actually like to get out of it? Yes, look with such a welcoming appearance then is just very well told. But hey, then it stops and after that hospitality training so those managers have to get going and they have to work that out. And to forward that to the staff and to ensure that something is done with it. With all those mystery visits, we get a very nice report. Which is really okay. But yeah, is that just being looked at and done? Yes, then it is of no use to you. Then you really have to get going and then yes, that just has to be worked out and processed to the staff.

Roan

You totally yes. Yes okay so it is actually good to at least agree in advance what you actually want to get out of his training. Then the training and follow-up is also important

Owner

Yes yes yes.

Roan

Well, that's clear. I think it was all questions. Thanks.

Interview 6

Roan

Well, if you want to start with actually just kind of proposing the company what exactly it actually is, what is garuda actually and when it started?

Company director

In February 2022, so at the beginning of this year we opened, always existed since 1949. We took over. About a year rebuilt, slightly shorter. We have rebuilt them and actually the whole old style has been kind of given a new look, but retaining old elements. Because yes, it is just a unique property and a unique location. So they have. Also the name keep Only done in modern spelling. So it used to be with OE and now it's with a u.And, they have from the instead of Only the ground floor, they also have and the vide. Have them all. Floors used, so We are now 5 floors open for. For yes guests. Well we are an Indonesian restaurant, what do about average on average I think something like 180 People on an evening that one time it's 230 and the other time it's. It's 100. 40 and yes, We are going to grow, more and more, so. Is it a good summary?

Roan

Yes no definitely. And how many employees do you employ?

Company director

Between 40 yes 45.

Roan

And how many managers do you have?

Company director

No we, so we have the chef of course, and me. And then we have there under the Souschef and then we have under rose meilie and senya.

Roan

Okay clear. Well, now we're going to get a little bit more into the subject. What is your definition of personal service?

Company director

Oh Wow. What is my definition of personal service? Well, I think it's mainly the most important thing in that, being able to assess guests' needs. One person, he just has, he just doesn't want to be bathed and he just wants to eat and he has. A very interesting conversation. With his table mates, you shouldn't get in there at all. And the other person who. I don't like his girlfriend that much anymore. And, it has just that you entertain them. And that you have a lot of conversations with them.

Roan

Yes, no top clear and are you currently happy with the current level of personalization that we have here?

Company director

Well, I think that's what we mainly focus on product knowledge and on speed and on and that's not training on personal Service. I have to say that I am very happy with our staff because we have very smooth and social staff around so Everyone does what we want. So they didn't really train in that. I do feel that everyone understands what we want to achieve. So not stiff, I think.

Roan

No, no, neither do I. No, certainly okay and now we are actually moving on to leadership. And what is your definition of good leadership?

Company director

You have to be able to make some sort of quick decisions for what's good for the cause, considering that you're working with people.

Roan

Okay clear.

Company director

Definition of good leadership is, I think. That you are the stable factor for your staff anyway. Set goals for yourself and take your team to those goals and guide and coach them along the way there.

Roan

Okay clear. And well, you have now, I have just chosen 4, because you have multiple leadership styles, but it is autocratic, for example. That's really a bit strict and in control of your staff. We do have democratic. Well, that is that they think along with what you want to put down. Read on, otherwise is a bit of a hands off mentality of okay, If you need help, then you adjust, But it's not real. They actually do it all themselves. And then you also have transactional and that's basically that you use your leadership by motivating, so that you work with bonuses and rewards, for example, and things like that. And which of these 4 do you see the most here?

Company director

What do you think?

Roan

Yes, that's a very good one. Yes, I think it's more myself. Yes, It's a bit of a combination, because I'm actually not really guided, I was just like okay, This is what you need. All explanations, but after that was just from if you need something, then you

let us know. That is actually more laissez fair which I really liked and a bit democratic, because if I have tips about something, then that is something that seems to be taken into account, I think in any case.

Company director
Yes yes agree.

Roan
Yes, for example, what is the perfect employee for you? I think you've pretty much already got it here, but what kind of behavior do you expect from your employees?

Company director
People who can work with Everyone. People who yes what we talked about at the beginning, so people who are sociable and smooth and a bit nonchalant, but professional. Not casual is not the right word, but. Accessible professional, huh? I think so.

Roan
Yes yes

Company director
Perfect staff member also does not complain when he has to do a job, which is not part of his job.

Roan
Yes, yes.

Company director
Or well that he / she does not think in the task package at all. That's nice anyway. Yes flexible.

Roan
Okay, and do you find yourself achieving this behavior with your current leadership style?

Company director
Well I do have the idea that in general Everyone comes here because he likes to work and that Everyone has the idea of understanding what We want to put down or something, so I am happy with that Alone. I, I think in some aspects we're just really. Still very much able to grow.

Roan
And what kind of aspects are these, for example?

Company director
Well, what we're really up against now is talking among the team. That just has an effect on your team and on how Everyone works with each other and how Everyone is in the competition. Yes and I think well, we're mainly running into the onboarding process, so look, you're already, you came in and you've been able to work, so you know how to call that leadership style well that yes, then that works very well, but someone who can't do that much at all, then of course it doesn't work at all, so that kind of thing we have to work on that.

Roan

And is that, for example, a kind of training that you would find so interesting to, for example, a training in how you work in or an induction process, or at least want some more information about it?

Company director
In the end yes yes yes. Yes, it's also just a matter of time.

Roan
Yes yes indeed.

Company director
Yes, you just have to, you just have to put it down once and for all right. These are the steps and you have to train your employees and your managers very well in this.

Roan
Yes it is.

Company director
And then every time someone comes in, they can just do that same trajectory, but you have to be very consistent in that. And what happens is of course very fast. That you think, oh, I'm short on staff. I just put him down as a complete person, while he is only there for the third day, for example.

Roan
Yes, yes.

Company director
That just happens very quickly. Because you can't do anything else, so to be consistent there.

Roan
Yes, logically too. Hear yes. Yes okay and well, We're here at the last few questions, but if you were to invest in a training to personalize service, would you?

Company director
No. I think I would be more interested in a training in which managers and permanent employees are trained to train sort of. It's the power of repetition, so you have to be kind of in your own team, you have to be able to do it. Reproducing actually that training should be able to be reproduced every day.

Roan
Yes yes indeed okay and then leadership training. You would then invest in that, but with that they can actually train their employees, so actually that kind of leadership training.

Company director
Yes that, I would certainly if my business were, I would definitely invest in that.

Roan
Okay, There are other types of training that you think, well, that would really be a gap in the market, that would really be something I would need right now, or is this real?

Company director
No, I think I already have an answer to that. Given that?

Roan
Yes indeed? Yes, I have explained to my company a bit what I would actually like to do is give training in personalization and leadership and I am now working on that. Going to

figure out how I'm going to do that. Preferably a process where you also get a mystery visit, but also a report of okay what these are the bottlenecks in the organization. These are things that can be even better. Then still stand, because training and with follow-up, so that it does not say what says power of repetition that you are not just okay, you have your training success with it, but really find a way to ensure that within companies really just keeps going. For example, what would be the requirements why you hire a training company, for example? What do you look at at such a company?

Company director
Well specifically with Wouter Verkerk was an obligation from Ron blaauw, so I didn't have much say in that. As for what would be important to me. Yes, I think mainly. Well say that imputability, so that your availability that you yes and should not be a training on a Monday morning.

Roan
Yes, yes.

Company director
So it, it would be much more valuable to me. If you were to work on the floor on a Friday or Saturday night and find out what would be said, but where would be trained and then a certain report would come out of it, you know what I mean?

Roan
No, she is just a standard thing instead of that made personally it is yes, There are still requirements that you have for a trainer specifically, so for example a lot of experience or just a good way of transferring. What would you look at if you hired a trainer?

Company director
Well, someone who can ask the right questions.

Roan
Yes, so look at the organization with a critical eye.

Company director
Yes, yes.

Roan
Okay well clear, that was it actually. Thanks.

Appendix 2: Interviews practitioners

Interview 1

Roan
Can you explain a little bit I wonder what you do and who you actually are?

Trainer
Well, I was born Dutch 25 years, happily married, 3 children, already grown up, children who are all in the same place where you are in or at least have something behind the time. And the other two, who still have to study there. Incidentally, all in the Netherlands. I am employed, I have been working in tourism for a long time. I have never worked at a hotel myself, but I have always worked at a right information here in Germany, where I had a lot of contact with many hotels here in the Eifel. We live in the Eifel where there are also a lot of hotels, but a lot of family hotels is a bit different, I

think in the Netherlands. Because most family hotels in the Netherlands have, I think, been taken over by the large chains or at least somewhat yes. So I think that's just a difference now always so In tourism worked until last year noticed that as a staff member In tourism you were pretty much left alone. At a certain moment I quit my fine position at the tourist information, because I was appointed at the municipality, and I became manager of 1 large campsite. And we've noticed that. Yes, was real, but I also find the hotel profession very exciting, but this was also real. I had a very nice, nice function, But I did notice that was also 1 large campsite, so that owner. It also had 10 campsites and there I noticed that the staff swam. We became a bit. I occasionally had the feeling that we went under and I as a manager had. Also to do with. Yes, with sometimes multiple nationalities with. Yeah stuff, huh? People who may find it difficult to put things in a colleague's shoes from their own point of view. Hey, I did this for him. Why doesn't he do that back? And so and I noticed that there's just something there. That I was missing something there. I also noticed the steering there and I also noticed that I could not always do it myself, because I had to do a lot of other things besides that Of course. Well then at some point I thought so. And then of course there was corona, which of course was completely disastrous, wasn't it? Because then we did not literally get through a 1.5 m distance, but also figuratively the 1.5 M distance. And then at some point last year after the high season. I didn't leave them in high season, so I still ran the high season. And then I said, I'm quitting my job and I'm going to start for myself. What a very good trainer training to follow. Post HBO. Guidance, because I really wanted to train In the upper and the lower stream In real life if you are going to coach, that is also so important that you at least there, because there it is missing. Someday I find in coach country a bit on or in trainers land. Look, trainer can Anyone. You can all train platonic, but sometimes you go a bit into the depths, because you have to, you can't get away from that. What People also bring their own thoughts, huh? You can imagine that also in such a hotel there. Every day so many energies come into that hotel of different People who all had a fight at home, the other has been in a traffic jam, the other has had a nice day. The other has dropped off a whining child in the crash and so everything comes in. And how are you going to transform that? Well, so then I started that training guidance, I'm in March last year, so I've only been going on for a very short time. In March last year I started just giving training, just simple hospitality training. And from there it has grown and now I start in January. With the first team training I will train a team. For 5 months I will be their hospitality coach. So go there. We really have the depth? In yes we are going to work with core quadrants with I have also done a disc training in the meantime. I don't know if you know what disk is?

Roan
Yes, my manager happened to do the same.

Trainer
Indeed, so I am also the Certified Disc trainer. And yes, I take all that Together in a team training. And yes, this year was really a start-up phase and getting to know acquisition. Showing myself on social media website making that is not yet completely finished, yes everything together and now in January yes, are really just the first training sessions. Yes, of course I already have a lot. Had training sessions, but January for me. Feeling, then just the real work begins. Yes.

Roan
Oh, that sounds very good indeed, yes.

Trainer
Nice. Yes, definitely, and certainly, because at first, I thought the approach. So, if we telecity is more for the employees, than I am. I thought so myself. Swam, huh? That we were not guided with complaint handling were not guided with pure feedback, were not guided with nothing. But now I have seen that If I must do it from Of course the paying client, then I have to look at it from the staff of hey, if you want to keep your staff within

your company, then you will have to do something about personal development or hospitality.

Roan
Yes indeed yes. Okay no interesting the beginning. Then my first question is, what did you run into? Or what do you think? That's important to know when you're starting your own business.

Trainer
Certainly yes. The most important thing you need to know If you're starting your own business, welcome to the sales team. You can be very busy. All day with. A post on. Instagram do that on canva but at the end of the day it's about having customers. So you will? Yes Cold calls have to do, you will have to do cold acquisition. You will have to show yourself. You will. Have to talk to everything that walks, Because here No One knows who you are and Nobody is waiting for you, huh? People have a latent need, they don't even know they don't have to have and that's, I think, the most you need to realize to yourself. The attitude of fun I start for myself, then I can organize my own time. That's right, you're right, because. I still find it. Always very nice, But I have to now. For example, I now have to prepare with training for January, but I now have to do these two weeks this month. Acquisition going to commit that the month of February also have assignments, because they do not come here to call the door, it is very important what You have to realize.

Roan
Okay, definitely a very good tip.

Trainer
Am I talking about the underneath about the coaching profession, huh? I don't talk about things, really selling the services and not product. Sell yes.

Roan
No indeed, that is exactly indeed. I do want to sell training courses. So That's for sure?

Trainer
Yes, because otherwise you are very busy and you play shop.

Roan
Yes what are your customers now? Currently hotels is correct and and or also other yes okay and you notice yes.

Trainer
No, I really have. Just a question of trust.

Roan
Do you notice any changes in the needs of hotel owners in terms of trainings for example are they more interested in leadership training or more interested in hospitality training or what? What do you notice now that they really need? Or what you notice is needed?

Trainer
They just want to keep the staff and in what form do I pour that, huh? In the end you have to introduce yourself If you end up at the first aid and you have a very big hole in your wrist and it needs to be sewn and you also want Only That. Doctor that closes. Sewing and how you do that, then it will stand on its head. Left, that doesn't matter and

that's basically what that hotel owner also says. Help me because my staff. Walks away, help me. Help me and that. That is actually the only view and then of course a leadership training comes. The pasta comes into play during a training session. That you are going to work on personal development, being aware yourself and things like that. But how does that work? Yes, a good example, for example. Because actually everything revolves around personal leadership. In the end a hotel owner and I was talking to that and I said Van nou where friend so shoe and what do you actually want to have solved? Yes says, I really just want that there is more upselling that more is going to be sold. Because yes, hey, I mean, after all, after all, they all want that's good, but in the end I trained. And so where did it come from? The monkey out of the sleeve. The People were not sure. They had fear that they found it difficult that they had fear and and I finally addressed that. And then the rest comes naturally. So you do it. Starts or falls, always exists. With personal leadership with just working on yourself.

Roan
Yes indeed.

Trainer
By the way, I always do two days after the training I always talk to the client and then I have enough input. Well 9 times out of 10, can I? follow-up training. Give yes, because.

Roan
So that's how do you go about it? Because you give? A training then? Have you hired a conversation with the management with what they hold and then a follow-up training to be even more specific. Training actually that?

Trainer
Yes, I came first, I call them, I happen to have now. My first training. With one with a cold acquisition I booked, because It is of course also quite well. Most of them have all come through via. Or have I spoken personally, but in principle I always offer a general hospitality training and that is more of a training of. Hey, what is hospitality, what do you have to comply with and one and you know yourself as free? It actually has several pillars and one pillar. I then take out what the client wants. Well one time it's the gas price, the other time it's from well, that's you the other time, isn't it? So. But that is actually a very general training of hey, what annoys you. And where do you think the guests are going now and then? Two days after that. If you look in conversation with the client, then I say well, I have seen this, I have heard that, I have heard that, there it hooks anyway and then there is often a follow-up, because the client often does not know. Take that There are, and If I then ask from God, hospitable, yes, they are all hospitable. Yes, okay, that's right yes, you have a Google score of 4.2 is very neat. You are probably more satisfied with it, but if you really want to make your customer your guest , then you have to be on that 4.7, so then that 4.2 is actually all the way now. Is separate, But of course I'm not going to tell him that right away, because yes, then he goes. Not even with me? Sea, so then? We first get a training, or it must be immediately that he says Hey, I want a complaint handling training, for example. But for example, that team that I am going to coach now. I trained them last year and they also said the ones that started with problems. At some point. I think yes, I can't solve that with a training, so I gave a training there. Then I gave them a report of how It went and what my findings are and whether that's theirs, huh? Because that's the goal, isn't it? In the end, we should both be happy with it. And as a result of that one training I have one, can I imagine that team? Training and then I come again yes 100%.

Roan
Yes, That is indeed interesting and also enjoy indeed must do. Don't do that you just notice where should I? What should we actually continue with? So that's right.

Trainer

Really, yes, yes, because then you have an approach, then you have a plus. I am also very honest, someone must also have a click with me. Hey look, I'm very outgoing, so I also bring a certain Energy and a certain playfulness and humor. And, not Everyone likes that well Maybe People of now say a training. Van Hé This is. Enough Annemarie, we don't want this anymore,

Roan
Okay, no interesting,

Trainer
That's why I almost never train a team right away. You also need to build up the now like and trust factor. You have to have the trust of that customer and it is much easier to eventually make a 1 large customer or to win 1 large order from a customer. That you already know instead? Cold If I'm going to call cold and I want to train 1, 1, 1 1 team and that costs 7 or € 8,000 or € 10,000. Yes, nobody is going to do that anymore and. I get that.

Roan
Yes indeed yes definitely yes.

Trainer
First start with a training of € 1,000 and then we will see further.

Roan
Yes Okay and then. Are there certain trends that you notice that are currently very well known in the training industry?

Trainer
Yes. Employees make sure you have employees and make sure they stay and I think that's kind of the trend at the moment. In the Netherlands it is also a bit of coaching to the job which is very popular and I believe that hospitality is also becoming more and more popular. Sure, but that. Well of course I have to in addition, and personal leadership is also. A word like that, you know? Now you have to remember that of course I am in that world, so I also heard a lot about it. There are of course also. A lot of People who have never heard of that.

Roan
Yes, yes. Okay and then, how do you actually ensure that you achieve results? So how do you measure that your training went well?

Trainer
Well, of course I always have a feedback feedback form fill out and you notice that. Myself, too. You really notice yourself whether a training is going well or not going well that that is? Yes, you don't have to tell that and you don't have to. Yes, who do you leave it for? Yes, I don't even know Dutch words worked aust anymore. Me, who do you want the answer for? Look, If you're training for an organization, maybe it's going to be another story. But yeah, so far, the companies I trained. Have, may I for? Come back the second time or even longer? So yeah, then I think, then we've done well and. And enough.

Roan
Yes.

Trainer
Well, you have Of course the success of a training depends of course on several factors. The success of one. Training depends. First the of my craftsmanship, That's a second. Is

the willingness of the employees or of the participants? And the third is the willingness of the management team. If that's all Plus, then I really have a workout that's really good, isn't it? And which is also secured. This ensures that in the future also the learned that it will stay put in any case. Well, I'm aware of it. I am responsible for the training content. I am responsible for the program. I'm not responsible for what they do responsibly, because I can't. I can't. Hey, That's ultimately, That's the same If you go to weight consultants. And You have to. Lose 10 kg, huh? And, I say to you, You have to leave this and that, and you come home to your food top and you say well, because I have not lost weight. Yes, am I not responsible for that? That's actually exactly the same thing. But let's come back to your question, what, oh yes, how do I do that? What I do is? I set Of course I set the goal with the client in advance, don't I? I sit down with the client and we have a goal there. And that's what I try to do with my program that I make. We can pursue that goal with that. But whether that actually happens, ultimately depends of course also on the participants and the company itself. Yes, and I don't feel responsible for the only thing I do is I, for example, me? I have them fill in a card at the end. From the training. I give them Action plan yes for example, I have now trained staff of a supermarket. They have written down an action plan for themselves that they want to work on. There they gave themselves a number. Well, I never do a workout, do I? I always do two workouts, don't I? Because a training is nothing. Well, in the follow-up training we're going to look at well, where do you give it? What grade do you give yourself? Well, that's how it was. For example, we have gone from One. 7 to 8. Well, then we're going to look at well, and then an action plan comes out of it and then I go yes then then then, then I call them again. Or I go there again to do a bit of maintenance. That is, yes, because of course I would like to have a new training there.

Roan

Do you have any recommendations or tips on how to put your trainings together? So how you make the program yourself, do you have any tips on where? Can you pay attention to it or yours?

Trainer

Yes definitely I have. Everyone learns in their own way. You have theorists who learn by just reading the information. They want to have a lot of information. Then you have the pragmatist and the pragmatist who wants to learn from some information. Hey is it practical for me then? Do you have the doer huh, so the one who without reading the reason, who is already going on, isn't he? Because they actually want to do it, they want to learn, so that's the end of it. I need to quote the terms. Catch up, because. But at least I'm learning from the theory of kolb. that's where I build. Well, I also build up a training in that, because then I have always secured. So that there is, so you learn, you have   theorist, who must have the information. He must have the theory, then you have the pragmatist and that is, for example, the one who learns to what informée. And then I very often show a video for that, because then they can see how it is applied. Well, then I have the activist and the activist who can learn, for example through a role play and then you have the observer. And the observe who wants to see, who wants to look and It is very important that you learn according to this circle, because If you according to it does not necessarily have to be this circle, but all learning styles must be involved. Because then you can be sure that every participant in what way that they learn, that they have always taken the material supervision. So I do yes, I have. I do have a certain program for it and each form of work also has its own. Goal to do it that way? But what about it? Open the door here as a storm. You know what I mean? So I'm learning. According to the I learn, I train according to the learning circle of Kolb and that is interwoven in the different working methods. Or suppose I do a feedback training, for example, then there will be, for example, in it. Piece of theory? There's going to be a movie in there, right. How that you should not give feedback, I make something visual for the observer.

Roan

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Yes

Trainer
Indeed, that's how I build a training.

Roan
Yes, that is very concrete. So do you have any tips on starting your own business or giving training, or just for me specifically?

Trainer
Follow a training and NLP or at least you go bullshit, because Everyone has bullshit. Everyone has beliefs that the same from the past has been given. Unaware of your old? Fresh from school of the sports club of the friends of the church or I don't know we are affiliated with. I'll go there first. Let's get on with it. The battle because That's really super, super, super important. Take that money in hand and do that go follow good training. I have. It's done myself, and I give. Now my children want to participate. Also to leadership training and then at the moment that you have started working on it yourself, then you can also put yourself in the right place. I was the participant, because the other day I spoke to a trainer and he said to me. Yes, that group didn't want to at all and there was someone there. In the resistance and. Okay interesting. What does that do to you? Because the moment someone in the resistance. Sit that is allowed. But you react to it, you let that emotion come in, because in the end she had let her training be influenced by that. It is not bad at all, but it is such a pity for yourself, so the moment you yourself have your beliefs gone. From hey then you can look at it quite openly and then you can look at it without judgment with a lot of curiosity, with peace and confidence. And then you also know that you so please invest in it what you get it double and thick. Back, do it, because different than. Yes, That is the only thing I want to give, because then you can. You on it? Moment when your own beliefs are gone? Can you open with? An open mind. In peace and confidence. Curious about what that participant has to offer? Yes That is. Any advice I would like to take you with me? Give, because. Trainers are good, are there enough? What do you want, do you want to be that trainer? Do you want to get out of there that Rohan , that they say hey, that Rohan, you have to have it, well, then you have to distinguish yourself in that and then the world is open to you, absolutely.

Roan
Yes no, I am indeed already working on it myself, but not very active yet, so that is certainly good to continue if she has a bit more to him.

Trainer
To spend yes, yes, yes and Of course. It's expensive to It's an investment, but it's worth it double and thick really.

Roan
Yes yes, and It is also fun to be busy with, despite the fact that you are of course also confronted again, it is.

Trainer
Yes, but without friction no shine, huh? Therefore indeed, yes where it rubs there. It's going to go in the end. And I think that's a bit of a shame in trainers country that there are so many People who train. Yes and flat training I call it, so to speak, they all stay here on the surface and You can only achieve something with your participants at the moment that you also go into depth, because otherwise you can not change anything. Nothing at all and what is also very important, do you want a Nice right away? To have, or do you want one? Must be have, you want to say hey, that novel would have been

fun. Yes, was nice. Or, do you want to say? Well that role. Had been, and he really had that.

Trainer
Very much goodluck with your graduation.

Roan
Thank you have a great day

Interview 2

Roan
Okay, let's see the first question is, what did you encounter when you started your own company? When you started training?

Trainer
Well anyway right from day one administration as in accounting. I thought it all worked out with excel and just put your costs in. And then yes, name your income in it and then finally file a tax return, sales tax and. Yes, but when you have received your first assignments, you have to think a lot more at once. Oh yes, But I also did this and this for this. Oh, do I have to deduct that from the tax? Well, that really went pretty quickly, because I already had my first assignment within 6 weeks and yes, then I thought, I had started August 1st and I thought on December 1st. I really have to have an accountant, so as of January 1st I had taken an accountant and then fortunately that fell away. But those first months I really thought I really panicked. Just entering Excel that I had questions every time, so that's something I would recommend Well, after your first assignment I would take an accountant. Let me put it this way, go yes, because after your first assignment It's going to roll the ball . Often If you do it right. And then what? Yes, then before you know it you have a lot of numbers and stuff. What else I ran into, I am thinking, because it is all not so bad. It is. Namely, it went very smoothly with me.

Roan
That's only nice, right?

Trainer
I've only been self-employed since August 1st last year so I haven't been self-employed for that long and I've had a really good year. Things I've tackled very well is visibility on LinkedIn.

Roan
Yes, I noticed that, yes.

Trainer
Yes, I have a lot of inspiration for LinkedIn. I am very active on LinkedIn and I sometimes get the comment that I am too active. But I notice that I really like it. Give me a lot of Energy, so sometimes I'm really biting my lip. I want to post something, I want to post something and then I hold myself back, but then I'm frustrated all day because I'm holding myself back. Why am I holding myself back, because those few People say it's too much. But how many people do you reach who do like it and that yes and then I think, ah come on Joske just post and I have really already achieved assignments via LinkedIn. People also give a lot of compliments that I post nicely, that I sometimes also give inspiration and I also connect People with each other via LinkedIn, so I have been very active and still on LinkedIn and I have handled that very well. I also really keep track of when I post something how many likes it gets, how many views, how many comments. So if I post a poll, how many votes I get. So I also keep track of everything in an Excel sheet. So that I can also analyze what works well.

just post and I've really already completed assignments via LinkedIn. People also give a lot of compliments that I post nicely, that I sometimes also give inspiration and I also connect People with each other via LinkedIn, so I have been very active and still on LinkedIn and I have handled that very well. I also really keep track of when I post something how many likes it gets, how many views, how many comments. So if I post a poll, how many votes I get. So I also keep track of everything in an Excel sheet. So that I can also analyze what works well.

Roan
Well, that's good.

Trainer
And I can also easily see which post went very well and I can, for example, post it again. After a year you know Nobody who knows that now knows that more, so then I place it again, for example, I have not done it yet, but that chance will be there in a while as my inspiration. Yes, so visibility I worked very it. and also drinking a lot of coffee , for example. Romeo was one person I started drinking coffee with. We don't know each other yet, but someone said to me, You really have to go for coffee with Romeo, so I just approached him. Well do you want to have coffee with me? Oh, well, We chatted for about 2.5 hours in a row and really nice and 3 weeks later he called me. Yes, do you want to do an assignment with me at a holiday park?

Roan
Oh, That's nice.

Trainer
Often yes, and that's how it goes to roll that ball. And well, that was a lot of fun with Romeo. And then Romeo calls my name after someone else who is now commissioning me again, so you really have to drink coffee with People. Even if you sometimes think of well, that's not going to get me anything. Or deliver directly. It can also indirectly end up being good for you. And also with well, what you do now, for example, with a hospitality trainer in conversation, I have also done a lot, because I think I do not see it as competitors. I just see it As we all have the same mission and We all have the same passion. We want to make People yes aware of hospitality. Ah and, We want to make the Netherlands more hospitable and I only like it when several people have the same passion. And, in addition, I think, you can always do something for each other. So, because I, for example, I have already had 1 assignment 2 times through another trainer. Yes, Because it just didn't have time.

Roan
Yes indeed.

Trainer
Or he had a German assignment and I speak German and English in French, so I can also do assignments abroad. But she couldn't speak German and then they said, yes, I know someone who can speak German and then she gave me that assignment and so you shouldn't think, oh, those are competitors. No, you have to think, Oh, how nice, how interesting. So that's what I did. A lot of hospitality trainers, just approached and just asked, how do you do that? And then you run into it and you know what you're doing now?

Roan
Yes indeed.

Trainer

And I also founded a hospitality training app. By the way, we are now 13 People in, so it is also very nice.

Roan
OK.

Trainer
But good thing that aside so yes, what did I actually run into? Nothing can negativity really do nothing? No, a bit boring answer, but the accounting, yes.

Roan
Yes, that is also good to take into account indeed.

Trainer
Yes, one more thing, which I still find difficult, is investing. Look, In the beginning you just have very little income, and then you have well I'll give you an example. For example, have you earned € 2,000, huh? And then you have € 2,000 on your account and then you think and then, for example, there is an offer from someone who says, yes, I can make a nice house style for you with logo with colors this and that and that is then € 800. And then you're off. Yes, I have €2,000, but then I can't spend €800? Well and that's how I thought for a long time. But I always learn from business coaches who all say, You sometimes have to dare to invest, because it ultimately gives you more and I am very afraid in investing in large amounts. And now I have made my own cheap logo for € 40 on such a website, while someone else maybe for € 300.00 would have made much nicer logo for me. So investing is something you have to dare and I found that very exciting and now it is better. I have now ordered a training of € 1,200. Well, That is quite heavy € 1,200 spending and that I therefore never did in the beginning, and now I dare to do that, But that is already for me..

Roan
Okay interesting indeed yes. Let's see though. And do you notice, for example, LinkedIn now that you really have a lot of assignments or do you also have other places where you think of that I get the most assignment, Because you have paid attention to visibility with a bat.

Trainer
It's very divided with me. It's not just LinkedIn too. Well, for example, word of mouth, huh? That Romeo passes on my name, then I get another assignment. I have. Also received another assignment through the Koninklijke Horeca Nederland. Because I said to someone else again, yes, Jos, I had done a very nice session. Well, there I was in front of a group again last week. Through my sport I have won 2 large assignments. There I still have a network In the sports world and therefore. Via Facebook Group the business Women only women entrepreneurs from the north. I got an assignment from that big assignment there.

Roan
Yes,

Trainer
Think further via LinkedIn. Never Instagram.

Roan
Yes they maybe have a younger platform.

Trainer
No, but there are no decision makers on it. There are often behind a hotel and restaurants there are usually marketing people or communication people who do that

and there is. It's usually not the manager who posts there. No, so It's a bit of a mix of everything and I'm also affiliated with a training agency. That is also a tip of do not put all your eggs on a say you also put that in a basket, but also see if you as a freelancer can join a training agency so that they occasionally have assignments for you. Where you don't, you don't have to make an acquisition. You don't need anything else. That training is also made for you and then you really only give it. And then you make a little less money. But yes, you have no hassle around it. So I'm also affiliated with a training agency and I also have something like twice a month a training of that. So that's not very often, but it's just enough for well, to be able to pay the rent, for example.

Roan
Is only nice indeed yes. Okay, and what do you notice now, for example, that restaurant, owners or catering people In the future you think you need from the doctor. On training there are certain trainings that you notice, they really need that or there? There is more demand for that or something along those lines.

Trainer
I didn't really see a development in that year as in a shift or a specific focus on something. I have my workouts are all different as in. It's not that I only get hospitality experience booked. I also have I also give coach training, so I also learn to coach manager In the hospitality industry on the floor instead of managing.

Roan
Yes

Trainer
Yes, that training is already booked, but I also sometimes do a guest journey session for example, they also find that interesting. So it's very different and I, I don't actually see a clear focus on anything, or. No no sorry.

Roan
Nope, that's all right! And let's see, It is and do you think that there are still certain trends in specific In the training section that but there is a certain shift. Do you notice how people give it training. Do you notice that in that sense or in the method that is currently used? Are you not or do you notice a shift in that?

Trainer
Special question. Well I, I do notice. The view, the target group that I often have in my training, is often young. So I'm talking about sometimes as much as 16 year old. Up to 20 years, for example. And what I do notice is? These target groups are often doers. In my training, hey catering people or well, I also give training to the supermarkets for example, are often doers and they just want to sit still in the yes in a training not too long, not too theoretical. And so I adapt very much to that target group that I take care of that. That I never longer. Then talk for 5 minutes or 10 minutes and then give an assignment. Or yes, then I'll give them an assignment. I let them look something up or I let them work something out, or I put them in groups. And well, so. So that and you also have a lot of technology for that. You can have all kinds of fun. What websites use like mentimeter or Kahoot, you know, If you want to do a quiz that you have that kind of thing, that always works very well. And that target group often also wants to know Why things are like this. Why do I have to do it that way and Why? So why is that better? So you have to think more about the baron Why you are going to teach them certain things than learn Why you choose certain working methods.

Roan

And, how do you actually ensure that you achieve the results you want? So that you are there a certain one. Way do you do? Follow-up or how do you ensure that yes, your training really comes in and that something is really done with it in the end?

Trainer

Well what I agree with a client is that we will speak to each other anyway two weeks after the last session that we will then speak to each other, preferably physically. But I live rather awkwardly, so sometimes I also suggest If it's whole. Far away from, we can do an online meeting. Hey If we drive two hours is for me. Yes, then sounds a bit lazy, but then I'm just going to measure online, but is it half an hour 3 quarters of an hour or do I know a lot? I don't have that very often. Then I'm going to go there and then I'm going to discuss well, what have you seen? Over the past two weeks, what has been the effect of the training? What was positive? The past two weeks you would like to see changes and then actually we also look back on the trajectory and the consequences, eh? So the result and then I also ask of, are you satisfied with what you are now what change? You now have. And, if they say not quite, then of course I'm going to look more at what can be done. We dan nu nog verder gaan doen om om toch nog meer resultaat te boeken. What is also very important If you want to guarantee your training, then it is also very important that you also include the management. In because if, for example, you are going to work with a team of 12 employees. All between the ages of 15 and 22, all just in the hospitality industry. And you learn, you learn his skills for better listening, better handling complaints, selling better. And then after that? Turns out that the management about 4 managers actually do nothing with it. Yes and also enjoy leading by example. Yes, then it does not go, then it will whirl away like loose sand and That is just a super sin so in advance. Then say, I always do to a manager, so I also say one, how do you want? How are we going to ensure that we guarantee this? So that you as a team leadership team, so also go along with this. Sometimes they choose to then the manager as well. On training too. Sometimes also do it at the same time as the participants and the employees. I always explain that it can affect. Have on the. Group dynamics Because if you have a manager, then it may be. That it that. Not everyone feels safe anymore. And sometimes they want a separate training and then I do it Only for the manager. And in advance I always ask, yes, how are we going to measure? Measuring our results, because that is quite difficult When you talk about hospitality. Yes definitely look If you have a very short training of a day, yes, then you do not go. Achieve so much, but have you really? A route with a restaurant of a hotel. Then you can look, for example at reviews and you can also do a baseline measurement by a mystery Visit and then after, for example, 2 3 months again a mystery Visit. And then you can, you can. That's good. See a difference, huh? So, you also agree that in advance with such a client.

Roan

Top clear answer, fortunately and then still question. What tips would you give to put together a training? Because what I have experienced myself now is that it is often just tailor-made training. But do you have any tips on how, how you do that or how you think it is useful to do to put training together?

Trainer

Well to get a good training? To put together, you do need some knowledge of didactics. I also think so. That you have to be trained in that or have to be trained in it. I often notice that People call themselves trainers. And then I ask gosh, what did you study? And then they say. I'll mention hotel school. I say, oh but. So how do you get your training skills? And then they say, yes, I've trained a football team or something. And then I find that. Yes, that that is not enough, because didactics really is. It's really about learning styles. How can you ensure that Everyone in your group learns? How do you get People In the vacancy? How do you differentiate yourself in your workouts? It's pretty true. Yes, it's just real. It is not for nothing that there are all kinds of studies for and me.

I then did a post-college education about this, so I have a diploma for that as well. And nevertheless, I still booked a new training for myself, didn't I? The one of € 1,200, because I want even more. Learning, so I can't just tell you. How do you build up a training? Because that's actually. You have whole years of training for that, actually If you if you yes you can also follow separate modules, for example didactics that you only learn something about working methods. How do I build a good training? But yes, what I do in any case is, always look at it first. Purpose of the training? And, what is the goal? What do I want to achieve? Well, which group do I have how, what kind of group is it? Those doers are these. Analytical People want to see those numbers, so I try to delve deeper. In the group I get? And then well, in any case you can always start energetically with a training. So don't start with a boring proposal round, but really do something special. I am very much into the playful working method I have used, for example, very often. This one well, I have this one too. But, oh yes, and also this one. This is one with plastic, so you can stick cards behind it, then stick it in and.

Roan
Oh yes. OK.

Trainer
Then you can change it every time. Other things in. So you can also use it. Well, I also do a lot with it. I do a lot with balloons. So me, I'm very playful and and and. Not in a childlike way, but effective. And often you also keep People there and completely young People and also. Doers, they just want to be tasty. Do you know such a dice? Just I am real, me. I'm really looking. On dice the finish exactly. Yes, you stand up and then each number corresponds to a question. Well, the tension that comes with a dice, that's what People like to throw a little bit, a little bit of laughter. Yes, That is just very special and for example, I often do that right at the beginning of a training actually right from the proposals we immediately do dice and then they are immediately In the on position, huh? They turn on immediately. So That's important. And good If you really have a longer trajectory, look closely, ask well of, what do you expect from today? What would you like to learn? What do you hope to take home today? What do you not like today? What don't you want? Yes, what do we agree on smoking or on the break? What are we going to agree on that? A little, do it all Together. With a group. Instead of making up your own rules? Yes, and If you notice that the group is sinking, then just name it, don't you? I notice that the Energy is sinking. Do you notice that too? Then they say. Well yes yes poop a bit in well what do we need? Yes, we will go outside for 5 minutes? Well, then we all go outside. 5 minutes, jackets. To hup and we inward new Energy? Yes, yes, I can go on for hours, you know?

Roan
Yes okay super. Let's see, yes, then I only have one question and that is whether there are any tips or tips tricks? But for yes. Actually, for me just someone who wants to start her own business and is almost finished with the hotel school.

Trainer
Yes of course, I have of course already given some tips of visibility, drinking coffee.

Roan
OK.

Trainer
Yes, you are going to study something that has to do with giving training, but also think carefully about what do you think is important about giving training? Why do you want that so badly? Do you necessarily want to give training, or do you want to inspire People? Do you want to inspire People on a stage, for example? Hey, do you want to be a spokesman? Or do you want to become a process supervisor, or do you want to

become a coach? Do you want one on one or do you want to work with groups? Do you want to lead with small groups do you want to lead more with large groups or do you want more towards hospitality? You really have to ask yourself good questions of what exactly do I want? Also start thinking indeed, of what do I want to become a trainer If I want to become a trainer? How do I want People to come to me? Look, how do I want People to talk about me afterwards? WhatsApp, what kind of trainer do you want to be? What kind of TYPE do you want to be, how do you want to distinguish yourself? I also find that difficult, because. Yes, there are quite a lot of hospitality trainers and we are all unique. But yes, you have to. You're one out of a dozen actually, so in the end you need something unique. Start bidding. So you also have to start thinking about it. Yes make sure your website works properly, the business cards. Would I still? Always do. At network meetings always take a few cards with you, but also, for example, If you are in a hotel and you have a nice conversation, still with an employee, just give your ticket. Yes, make sure you have a special name, a catchy name. That People immediately think of, oh, how nice. Yes, things like that.

Roan
Okay well super thank you very much.

Trainer
Yes, does it help?

Roan
Yes, certainly very nice.

Interview 3

Roan
Are there things you ran into when you next or when you were in the process of starting your own business?

Trainer
Yes, it would be weird if I didn't go anywhere. Would you say? I think, but not so much bad entrepreneurship the entrepreneurship. I have to say, look, There are a lot of business coaches and there are a lot of webinars and you can really learn a lot from that, Without immediately making all kinds of purchases for partnerships. And, that's in what I did in the beginning, just learned a lot and read and listened a lot. And so I quickly realized how entrepreneurship works and how the psychology behind marketing works and your ideal customer and your target group, etcetera. What I've personally run into and still do and I think that's still going to be, is that as a human being you're transforming you're changing enormously you're changing as a person and you're really like oh, you know, I started with this that that seemed fun to me and then you're just working out and then you think oh no. But I think so. Me, really? Not fun and. You grow as a person at a rapid pace. I didn't see that coming in such a way that you develop so much, but there is also the danger that you occasionally lose your focus, because then you first think, oh, This is my focus and it is very sharp and you have to have that as an entrepreneur. Only then do you think, oh yes, but no, I don't really like that and then you start to doubt your niche or your product strategy a bit and therefore you occasionally become your own mindset. Do you know? I am leaders. Coach is committed, but you really have to adjust your own mindset every now and then. That's what I think, that's what I like the toughest thing about it. Yes.

Roan
And how do you, for example, ensure that you stay focused, that you then, how, how? How do you adjust that? Oh, it gets stuck.

Trainer

Yes a week or 1.5 weeks, have that you also just accept that that is part of it and If you notice on a morning of well, I'm just not comfortable in it and I'm not coming out well today and my creative brain is not working. No, then you just have to do it at least that's what I think works for me, then you just have to let it go and then you just do something else. Then go, I know a lot outside, then I go shopping. Then I go with my child. That's part of it, but just accept that today will not be a success. And yes, that just always takes a few days and there is always something at least with me. Something comes on my. What either I meet someone or I read something that makes me. I'm like, oh yeah. And then at a certain moment you feel that drive come back again. And then you get back into your focus, so I think you just have to accept that that's part of it and then go back to the drawing board and write. For me, writing works very well. And then come the insights.

Speaker 1

Okay well, that sounds good. In each. Case is about also my approach If I. Yes no, indeed yes okay and well, you are a leadership coach you said and mindset coach does that anyway.

Trainer

Yes it works. Yes yes, so It is with the mindset I still focus on the BB and on the manager, although I happen to have a coach who via But that company then, then the company pays, But that is a private person that I help now, but in principle that is not my target group I really focus on the mindset of managers so It is really still the business market. But precisely through mindset coaching and really looking at the bottlenecks and limiting beliefs that they have, as a result of which they experience challenges or bottlenecks in their driving role. That has everything to do with mindset, so the leadership is on the one hand. Of course you can learn very nice skills that are effective, how to give really good feedback, how to get to the core. But overall, We are all People with an upbringing and with friends and family and you name it all. Yes, they have shaped us, so that we sometimes experience fears or find things exciting, etcetera etcetera, so that is why I absolutely want to mention the mindset, because that is really reflected in my product and in my strategy.

Speaker 1

OK interesting for sure.

Trainer

Yes, yes.

Roan

And what kind of customers have you had so far? Is it very bad, because you do not say to be so what kind of companies rent. You in, for example, what are you looking for?

Trainer

Well at first my focus was very much on the hospitality industry, but hospitality is of course a very broad concept. That's all actually where you naturally so hospitals everything with services, But I soon noticed that I very much to. The hotel industry went back? That When I thought of hospitality, I always thought only of that hotel industry, But that's also Because I myself. I have been a manager in the hotel industry for many years. And, I have very positive associations with that, so there is still a very large part of that, although I am recent and that recent is real. Only since a week I have been generalizing a lot more, so I do not only focus on the hotel industry, but also really just on the bottlenecks of manager from my authentic self so who I am and my marketing notice your test who I am. That I actually want to help a lot more leadership now and that I'm actually not very focused on a niche at the moment. I have noticed that I want

to let go of that for a while to experience whatever I wear. Yes. But I do have a hotel client, but I also have a marketing company, so really something completely different, but really true.

Roan
Well, That's that.

Trainer
The average age, yes, is around 30. So that's right, I think. The target group I attract Because I really want to help young experienced managers who are really still searching and really want help. That's especially my for example, but I've let go of the industry a bit.

Roan
Yes and do you notice that, for example, at least in the hotel industry then that it is really necessary, that you notice that those managerial training courses would still be very much in demand in the next few years.

Trainer
Yes and not just there, but I notice that at all. It's all companies. I think that is really due to corona period, that there is much more to the personal well-being of employees. While we do that. Rich as one of us team members, But I think it is now more than before corona that it is really about the positivity and what I notice very much in the hotel industry. That a lot is hired Because the staff is not available or the employees are there. There really aren't all the driven Hospitality hearts anymore. They are no longer present on the floor. And how do you get the noses together? Same rick. Went on, That is really a bottleneck at the moment where some managers really struggle with themselves who are also not just happy. That's a little bit more now, but I think it always will be. That is. That's not going away. No, I don't believe that.

Roan
No no, I don't think so myself, yes.

Trainer
But the costs are currently. That is very much up to the hoteliers or the owners. Everything is more expensive. Well, we notice that ourselves Of course as a consumer as well. Also and energy prices. And yes, then the yes is often quickly cut back on this type of activity. Which I think is a shame, because I think it is only more important, but. You see that happening, yes?

Roan
Yes, you also notice in research. Indeed, it is the first thing that is cut back, but actually the last thing you should cut back on in connection with that you just yes, so you keep your employees. It hasn't. Really a lot of Madonna to do, but well, I understand that she. Think that's a short term solution? Yes and are there somewhere there are certain trends that you notice In the training industry, so for example certain types of training or ways in which you give training that differ or change in the coming time. Do you notice anything of that or.

Trainer
How do you mean that can you imagine?.

Roan
Yes a bit, I have in English, but just think yes or you e.g. Because huh? For example, certain methods to give training, so for example coaching on the job or that you are interactive or more presentations online or in person. So what kind of training do you

notice that there is now more demand for it in the coming period or what you think of okay training in that way, that attracts People the most now. That it's clear?

Trainer
Yes, a lot is plenary. So they really want to go anyway If the workouts go. More training than coaching, because I do coaching and training, although I am convinced that that is my way of working that you first have to look into the brain, where the bottlenecks are with someone and beliefs and only then go into the training so first more the brain and what moves someone and how someone is put together as an authentic person or is not yet authentic. Only then say But into the training and then yes is always work for me, But that is not so much at the need for is, But that is just the most effective way didactic work styles that that just works, that you should not just start sending Of course of information, but precisely by doing activities and that can be a brainstorm. Or yes, some choose a role-playing game for that. I think that's terrible. I don't. But yes, game org. Using those será or flipcharts As long as it's interactive, then one stores that more in the brain, so to speak. But I don't know if that's entirely a trend from how it used to be or what's more needed now. I don't know. No, I haven't noticed yet.

Roan
Yes yes no, I often get those kinds of answers or at least, you notice that a lot now that interactive is just very important. Certainly If I have done a survey among at least among employees and they said the same thing, But I think it is also certainly compared to the corona time that it is just very popular and that you. Of course first. Everything online had so that makes a big difference. Yes and how? You actually take care of it. Make sure that your training results achieve, so the result that you would like to achieve, do you measure that or how do you ensure that? Yes, that happens.

Trainer
Well, it strikes me that the clients hardly have any goals, so they can very much or they actually have no goals themselves, I find that remarkable, so they can not make it measurable themselves and I do not know if that is really a hotel or a hospitality industry. But I also worked at a corporate organization and we were very much into the goals there so that fell to me, so to speak. Oh, because if I ask that question, they never have one. Answer to.

Roan
Also nice.

Trainer
So I skip that? What I do is say with the participants themselves so If I have the manager himself, I ask about their personal learning goals and they can indicate them. And, That is more In the form of bottlenecks, so what they run into what they indeed find challenging and where they want to go and then indeed on the basis of so I do not have a standard package. I always look at the need and from there say yes, I know what the learning objectives are and I really make sure that they are checked off. But you don't know that until the end, of course. And then they can have fun. Complete a survey form. Only after that is it still about the assurance Of course. And, when I come back, because I offer a month after or sometimes two months after that that I come back to just spar and evaluate what went well. What could be better. That's practice makes perfect Of course, so that's not always immediately noticeable after training, but just the months after, then you really know if he has been successful. Only yes as a trainer or as a coach you just let it go at a certain moment and then it is often up to the yes. Why would Vision manager or the FB manager or whoever say is up there again? Clothing to secure that? Yes, and that's often. That is often the challenge for those People.

Roan

Yes, yes, It is for you at least to show that the training you give has had an effect. So you actually pay attention to the learning objectives of the employees or the manager who has done it and therefore one after two months, after that just a week speaks of it. What could be better, or how are we going to do that you know what is? There need to go, okay?

Trainer
Yes, clearly.

Roan
And yes, this is also a bit difficult to explain, but what methods do you use to develop your training yourself or what tips do you actually have to develop your training yourself? Or yes, how do you do that? Or what do you think, you really have to go for that. Pay attention If you develop your own training?

Trainer
Well, then you're not so much talking about powerpoint, I suppose.

Roan
No, no, but no. No, really. Yes, what you actually where you are? Because if you create yourself, now, for example, your own retreat anyway and. And your own training and how you actually do that, whether you have any tips about it. How do you put that together?

Trainer
Look, yes, I'm someone who only actually starts building when I've heard the bottlenecks. So I do. I never do. Look Of course. At some point, you have a little bit of basic stuff. What you can cut and paste back into your powerpoint. But I do really look at the individual manager what he needs and I do that on my feelings. What I think of this fits best with this species and a certain age or this kind of TYPE of person. So people that that fits in terms of information. If you give in a training, there should never be so much. There should not be Just sending. That is of course always important, so you are not going to completely fill your entire powerpoint with information, because then one is only on it. So always read on your powerpoint as little information as possible and as many yes active assignments as possible that they really do indeed get other insights by doing it themselves. Well as little information as possible, I think. Tip on your powerpoint. Yes and I really go more on the mindset and I really pick out their obstacles and I'm going to go through that here that someone can go through a certain comfort zone, so to speak. Because if you know the bottlenecks, then you can also help much better. Yes, that comes to mind. Don't know. Well, you actually have to do what you actually do at the beginning of research or start a conversation with the manager and based on that you actually make a yes tailor-made training for that person himself at the moment.

Roan
Yes, yes okay clear.

Trainer
Yes that anyway yes, because otherwise I think you really go beyond your goal If you if you are going to use standard training. I really think you have to look at who's in it per group and how the culture is, is also important, isn't it? What kind of culture prevails there what I can for example, I have. Very much, I am very much into autonomy. I'm very much in favor of give you 10 authority and don't try to control everything yourself, but If you notice that it's a huge hierarchical company, yes, then you can keep sending nicely, But that's so ingrained, so to speak, then it goes a bit further than that. So yes, you really have to look at the culture and the people. What fits in with that?

Roan

And how to do? You know that how? Do you do that on the basis of a conversation? Or how? Yes, do you know the culture or the company?

Trainer

Yes, look you I have so that first I start with that I call mindset coaching, so then I speak, so I am not talking about the strategy conversation with the client, so I have couple, you have the assignment, then I have the assignment, then I have for example in January I have 6 managers. Well, then I'm going to have individual conversations with those 6 managers and then I'm going to look very much at their own behavior, their own mindset, a bottleneck, a belief. What's getting in their way? What do they struggle with, what do they find scary, etcetera? And so then I really go into depth with themselves and then I discover very quickly where say But the bottlenecks are in their own behavior and If I know that, then I can also go from there, so I will never give the training the next day. I really need time in between and then I'm going to develop or supplement my product. And then indeed I can go to the skills more and to the assignments In the In the workshops and me. I will also never recommend that they may also be nice, I personally never give 8 hours. I want to. Opinion, I do too.
Always thought against yes, firstly it is just very intensive for yourself and secondly there are assignments. If there are two weeks in between, there are assignments that they have to carry out on the job to get a feel for it. Experiences through, and they then take them back to day two. Just say how many sessions are planned, so there is always time frame in between. So yes, I start with mindset coaching and then with workshop, yes.

Roan

Let's see yes, okay clear. Well, I'll explain a little bit about myself, because also done here. But yes, my, I now work at the border fitcoach, I am doing my internship here and I actually want to in the next few years, but has started that company so. And, above all, it will be. At the moment I'm just doing research on how to provide service in restaurants. More personal. And managerial training I actually added a few months ago, because I noticed that it myself. Think, I've worked in a lot of restaurants and I notice that it's actually just not up to Standard yet, so not two trainings, so I'm working on that and looking at how I want to develop that and how I want to start my own business, because I have little experience with entrepreneurship yet. So with that in mind. What tips would you have for me with with regards to being a trainer or with coaching? Or entrepreneurship by bus? Yes, do you have any tips there or. Well top I'm ready.

Trainer

Well, I think it starts with your network from now on anyway, so Just Add LinkedIn, LinkedIn, LinkedIn as many People and visibility as possible, so I add People. That they already know you, that you start with a large network, because I didn't have that at all. Me, I really had zero network, so I have to build everything and visibility, so just show yourself what you're doing every now and then. Who are you, what have you learned? Do you already know things that are relevant to the People you add or what you would like to share yourself? Networking, visibility. That you will always be yourself and that you will never think of oh, but they probably want to hear this. And no, this is not me, but I'm going to do it anyway. Always stay with yourself. Who you are, because you really do attract the right People.

Roan

Yes, yes.

Trainer

So really do what you think is fun and you achieve that by making lists, just writing down words that concern you. You know what? Do you like it? What do you dislike at all?

Just really that you get a good direction. Focus of yes, this is this way I want to go, This is. What am I going for? And, that's going to change over time, but then you know at least a little bit of focus.

Roan
Yes indeed yes.

Trainer
Just think, hear visibility, network, archives. You're already learning a lot of entrepreneurship, aren't you?

Roan
Well, I have only done minor entrepreneurship myself , so I know something about that, but any tip is also welcome, because I am just very busy with that now. One developing.

Trainer
Well, the most important thing is that you just If you have chosen a target group at some point, so you know what you want to do, that you then delve very deeply into that target group. So what keeps that person awake? What are the bottlenecks? What can you help with, what should they have you for? So that is really indeed deepening in that yes in that target group. Yes, really. Yes, that also falls under visibility, but just a lot of coffees talking. Meeting people as many people as possible Meeting people and not thinking, Oh, that's of no use to me, because It's not relevant at all. I have met so many People where sometimes sacrifices come out of cooperation or that helps you personally in your development. So everyone you have in your network, for example, on LinkedIn, can mean something for something in any area. So the bigger your network, I think, the better. Does anything come to mind? Because will, I have to say. Well, I don't remember. Well, at least entrepreneurship as much as possible in depth we will follow webinars . Well anyway If you start Of course make it objectives. Where do you want to go? So really, you must have learned all that. I guess? Yes are resistant to rejections, so yes, that yes that, That is something. Well I, I was already a bit resistant to that, because you can put it into perspective, because you think very often, make your assumptions. You make assumptions quickly If, for example, you send a message to someone or If I do, yo, I'm around tomorrow Will we have a coffee? I'm there anyway you know and then just reacts, they don't respond to you Because they make the assumption themselves of yes. Yes, I don't need anything from you. You don't. Nothing to come. Selling and then I sometimes say If I get that as a reaction, then I also say no, I am literally In the neighborhood. I just work on location from time to time, don't I? I mean, long live it. This will be a nomad and then indeed I am there and you are the connection of mine, so I thought it would be nice to maybe chat. Oh, oh, you know? But Mandy yes, she quickly thinks that you have to do something from them and therefore you just get no reaction very often. You just get rejected quite often for your feelings. How and then you really have to try to stick to it here, because that you are trying to put that into perspective, because you are not rejected and then you can think better. This was not my client, there is no interest. Hup, I'm going to move on to the next one.

Roan
Yes, yes, that's a good tip. Indeed yes, definitely.

Trainer
And, and I've done that 30 times, so If you go 30 times you go, try 30 times every day to get a no, so. Then not 30 days or no answer is not a no, but You really have to get an answer. Just no, no, no, no, then at some point you are through that sales fear you are over.

Roan
Yes, that's a good one indeed, isn't it?

Trainer

Yes, yes or thinking, do you know what is also such a beautiful that at least? I didn't have that, but In the beginning you are very focused on LinkedIn because of all the likes. You want to have likes, you want likes on your Instagram, you want to have likes on your channels, because then people will find them. Nice, But it also means that if one does not seem to, you may have touched a sensitive chord and then they will. Don't like it, but they go, because I see that happening. Then I sometimes see on posts, but they do go to your website, so then you look at your guidance of your blogs. So if you analyze you will see that they do go to your website
go.

Roan

Yes, That is very interesting indeed, yes.

Trainer

So don't always focus on those likes, while on LinkedIn, of course, you can broaden your network and increase your visibility. But not likes doesn't mean if they don't like him, no. This is not always the case.

Roan

OK.

Trainer

And you also sometimes get comments that say, oh what a great post, are you writing and what are you doing well? And then think. I hey, you've never been right. For me, yes, you're doing a really great job, I think, you can do it. Once seem though.

Roan

Yes, yes, But I would indeed, I am myself. I don't look very much myself, but I have very often that I think, oh yes, that is Very interesting to read.

Trainer

For example, yes, certainly, yes okay yes, but as an entrepreneur it can sometimes hurt you that you. Think oh, nobody thinks I am nice, yes.

Roan

Thank you! This was really helpful.

Appendix 3: Survey results

How often do you have a training at the restaurant you work at? 34 responses Never / Once per month / Once every 3 months / Once every 6 months / Once per year — 29.4% / 11.8% / 11.8% / 8.8% / 38.2%	The biggest percentage of people have never had a training of only had it once per year.
If you had a training, how useful was/were the training(s)? □ Copy 30 responses 1 (3.3%) / 6 (20%) / 11 (36.7%) / 11 (36.7%) / 1 (3.3%)	Overall, the trainings given were deemed to be useful.
What aspects does a training need to have for it to be effective for you? 34 responses Follow-up (after a few months) — 20 (58.8%); A test at the end to check your knowledge — 11 (32.4%); Interactive training combined with theory — 26 (76.5%); Visuals (PowerPoint etc.) — 8 (23.5%); A booklet (something you can write in and that includes infor... — 11 (32.4%)	Most of the respondents feel that an interactive training would be best to make it effective. Also, there is a need for follow-up after a few months.
Do you prefer to be trained online, in person or a combination? 31 responses Online / In person / Combination — 29% / 71%	Most respondents want to be trained in person.
Should the restaurant you work at focus more on personalisation? (use the definition of personalisation in the intro) □ Copy 34 responses 1 (2.9%) / 12 (35.3%) / 9 (26.5%) / 11 (32.4%) / 1 (2.9%)	Most feel that the restaurant they work at should focus more on personalisation.
In what kind of restaurant do you work? □ Copy 34 responses Fast food restaurant / Casual dining / Fast casual restaurant / Café / Fine dining / Family-style / Beach restaurant / Not currently employed at a restaurant... — 29.4% / 26.5% / 8.8% 1/2 ▼	The respondents work at very different kinds of restaurants, however, most work at casual or fine dining restaurants.
Is your restaurant part of a chain or is it independent? □ Copy 31 responses Chain (examples are Burger King or 3WO) / Independent — 80.6% / 19.4%	The biggest percentage of respondents work at an independent restaurant
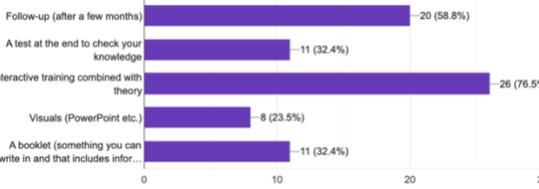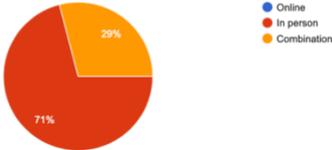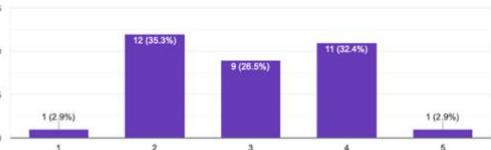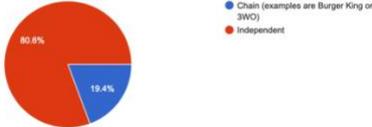
What is your age? 34 responses Pie chart: 82.4% Legend: Under 18, 19 - 25, 26 - 35, 36 - 45, 46 - 55, 56 - 65, 66 and older Copy	Most respondents are between 19-25 years old

Appendix 4: Proof of data files uploaded

noreply <noreply@hotelschool.nl>
To: Roan Bosman
Sat 17/12/2022 18:54

Dear Roan Bosman,

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

Name : Roan Bosman
Student Number : 782501
Email : 782501@hotelschool.nl
LYCar Coach : Mr. Fagel
Research Number : 2022-872

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

↩ Reply   ↪ Forward
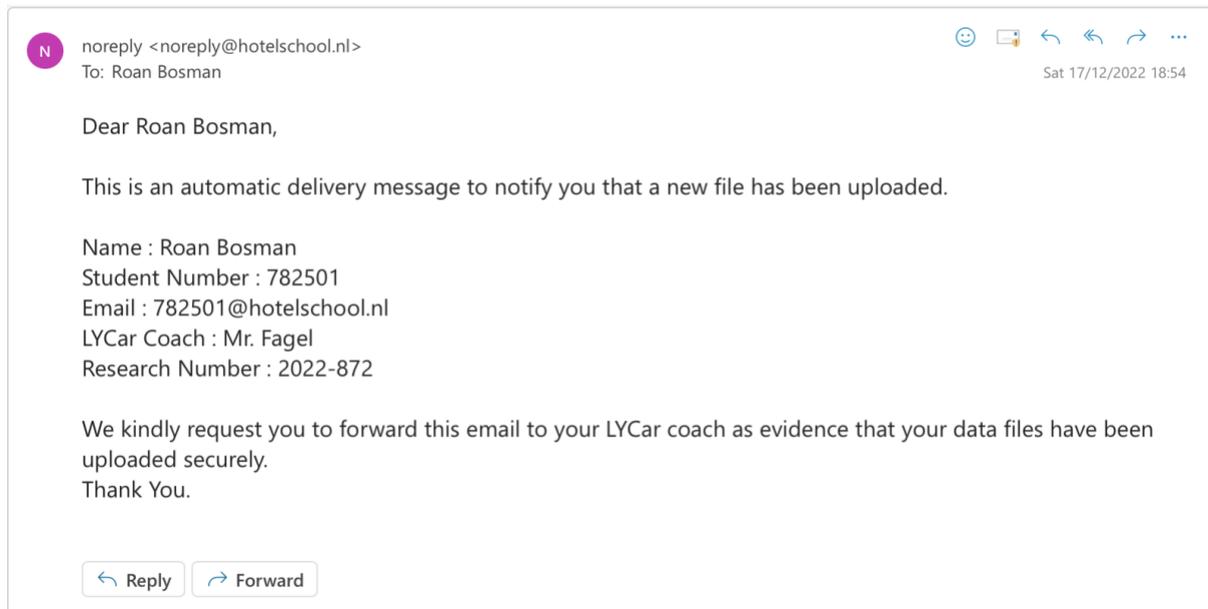
Appendix 5: Dissemination 1 Blog post

Blog post

The benefits of training your staff

As a restaurateur I can imagine you are very busy. Finances, hiring employees, creating a new menu, marketing, etc. A lot of important things to do every day to make sure your business survives. This often results in employees not getting the attention deserved. Research has even shown that restaurateurs spend the least on training their employees.

My name is Roan Bosman, I want to start my own hospitality training company and that is the reason why I have written my thesis with the following goal:

> *Research the viability of successfully starting a training company to improve service within restaurants, by analyzing the stakeholders and trends in the hospitality and training industry. Furthermore, research the attractiveness of the market by determining the future interest of restaurateurs in training staff and what employees feel this training should entail for the training to be considered useful.*

Consultation, training, people, and development are four words that speak to me. I have a passion for people and development. I think in a world that changing so fast, it is good to keep up. Human touch, interaction, and personalization are getting more difficult to realize for restaurants. With trends such as a pandemic and digitalization, the human connection can get lost easily.

I have worked in several different restaurants. The way the managers or owners have led their staff was often not satisfactory and made people leave or stop enjoying their work. I believe having fun at your job is one of the most essential things necessary within hospitality. When staff is joking around, smiling, working together, and treated well, the guests will feel this. This also means that when this is not the case, it will also rub off on the guests. Good leadership is essential to exceed the guest experience.

Additionally, I believe that a dining experience should be an experience where you can relax, forget about your worries, and truly feel you are being seen by the staff. When I go out to dinner, the service is the first thing I notice and the last thing I will remember about a restaurant. If the service was good, I would choose to return, as opposed to a bad service I would even tell my friends not to go. Thus, the service you provide as a restaurant can make or break your business. Unfortunately, my experience has shown me more bad examples of service instead of good ones, and that is the reason why I am starting this business.

Currently, restaurants are dealing with staff shortages and high turnover. Reasons behind this are, for example, bad training, long working hours, bad management communication, and lack of career development. Research shows that when mediocre staff is working, this affects the service and the restaurant's brand image, which could eventually result in a closing. Employees stay longer at a company where there are development options available. Thus, training employees is essential for the survival of a restaurant. As this not only retains employees, but it also increases revenue, brand awareness, guest loyalty, and reservations.

Additionally, guests want more personalized service and seek original experiences. This is something restaurants can only provide when enough staff is available. Digitalization might be a solution, as it provides opportunities to customize the guest's experience. However, this also means that human contact with guests will decrease. For restaurants to optimally use the moments where contact with the guest is possible, training of employees is recommended.

I have held interviews with restaurateurs and other trainers to get an answer to the following question: **Are restaurateurs interested in personalization and leadership training and if so, what should a training from DYSM and DYSM itself entail for it to be hired?**

It was found that restaurateurs, employees, and prior research done all have a similar definition of personalization, namely: Taking care of people and their expectations from beginning to end. The way people do this can differ; however, the expectations must not only be met but also be exceeded.

Restaurateurs are interested in investing in leadership and personalization training and would hire an external company to do so. The trainer itself needs to have experience in hospitality and be able to transfer knowledge well. Restaurant employees feel training is most effective when it is interactive, the purpose is clear and there is a follow-up afterward.

Practitioners say it is important to set clear goals with management and/or employees at the beginning of training to make the results measurable. Additionally, follow-up is important to make sure the results are optimal. Tips for starting an own company practitioners said it is important to network, educate yourself and create a unique selling point (USP).

My company "Do You See Me?" (DYSM) will provide restaurants within the Netherlands with tailormade training to personalize their service and optimize their leadership. The company's unique selling point (USP) is that it specializes in two training procedures. It will not just be a training; it is a tailormade package to ensure that the theory and exercises will be optimally implemented in the restaurant. The reason for this is to make sure that the best results are being achieved.

My tip for restaurateurs? Start training your staff, it not only helps you retain them, but also attract new employees. Are you interested to hear more about DYSM? Contact me now via roanbosman@icloud.com

Appendix 6: Dissemination 2 LinkedIn

Dear Network,

The end is in sight, I have almost finished Hotelschool The Hague. I have handed in my thesis and am preparing for my defense.

During my thesis I have interviewed restaurateurs and hospitality trainers. Also, I have distributed a survey amongst hospitality employees. I did this to get an answer to the following question:

Are restaurateurs interested in personalization and leadership training and if so, what should a training from DYSM and DYSM itself entail for it to be hired?

Currently, restaurants are dealing with staff shortages and high turnover. Reasons behind this are, for example, bad training, long working hours, bad management communication, and lack of career development. Research shows that when mediocre staff is working, this affects the service and the restaurant's brand image, which could eventually result in a closing. Employees stay longer at a company where there are development options available. Thus, training employees is essential for the survival of a restaurant. As this not only retains employees, but it also increases revenue, brand awareness, guest loyalty, and reservations.

Restaurateurs are interested in investing in leadership and personalization training and would hire an external company to do so. The trainer itself needs to have experience in hospitality and be able to transfer knowledge well. Restaurant employees feel training is most effective when it is interactive, the purpose is clear and there is a follow-up afterward.

Practitioners say it is important to set clear goals with management and/or employees at the beginning of training to make the results measurable. Also, follow-up is important to make sure the results are optimal.

Also, as tips for starting an own company practitioners said it is important to network, educate yourself and create a unique selling point (USP).

This is a small summary of the results I have retrieved.

Thank you to everyone that has been such a support during this journey. I am grateful for all the people I got to interview and that have filled in my survey, you have all been a great help to the success of my thesis. I would also like to thank Mr. Fagel and Mr. Oehlers for their guidance and inspiration during this process.

Finally, I have really noticed I have a great support system around me, not only family but also friends that have really helped me and inspired me to work hard.

If you are curious to hear more or are interested to talk about entrepreneurship and the hospitality training industry, I am always up for a coffee!

Appendix 7: Proof of approved proposal

LYCar Proposal Grading Rubric
v.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Roan Bosman	LYCar Coach:	Mr. Fagel
Student Number:	782501	Primary PLO:	7
Date Submitted:	22/08/2022	Secondary PLO(s):	9

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	✔	☐	clarify that Do You See me is your own startup
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	✔	☐	
LYCar Proposal is max. **5.000 words** (counting after Table of Content, incl. text in tables) **-** visual proof of wordcount is included in Appendices.	✔	☐	

	Yes	No
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	✔	☐

Check (technical) formalities and submissions

	Yes	No
Ephorus upload	✔	☐
LYCar Proposal incl. Appendices are uploaded in Osiris	✔	☐

Ethics and data management

	Yes	No
Ethical, integrity and data management requirements	✔	☐
Entitled to assessment? (All yes above required):	✔	

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.

Student Feedback:	Pass ✔ Not Yet ☐	Literature is used to underpin the report and different perspectives have been used to see the problem, such as the perspective of guests and restaurateurs.
Assessor Feedback:	Pass ✔ Not Yet ☐	In project report clarify link between lit. review and sub questions. you can add to kit review if needed. maybe insights on current trainings available.

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback:	Pass ✔ / Not Yet ☐	Research underpins the problems found. Also, the solution will be evaluated by using KPIs and a survey, this way the impact on the industry/restaurateurs will be monitored. Also, all stakeholders have been identified and 2 acts of dissemination have been included. The different channels through which this dissemination will take place have been written down and adjusted to the audience.
Assessor Feedback:	Pass ✔ / Not Yet ☐	clear set up, maybe include some market research models/theories to help you structure. briefly explain dbr cycle used.

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.

Student Feedback:	Pass ✔ / Not Yet ☐	The DBR cycle has been used throughout the whole report and has been checked after to make sure it is included. The solutions formulated are feasible and will be executed after the relevant people have been interviewed. References have been used throughout the whole report to underpin the information found. Information is subtracted from practitioners and scientific literature. Also, a plan has been set up to subtract information from stakeholders.
Assessor Feedback:	Pass ✔ / Not Yet ☐	possible solutions formulated, well structured. could add how you will analyze the data for both the interviews and the survey. if not enough respondents to the survey, how can you still increase reliability?

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:	Pass ✔ Not Yet ☐	English has been checked with grammarly and read through multiple times to assure good grammer. Sub-headings are used for clarity and paragraphs have been used to make sure the information read is divided clearly.
Assessor Feedback:	Pass ✔ Not Yet ☐	well written easy to read. when putting in tables or graphs always summarize what you learned from this.

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:	Pass ✔ Not Yet ☐	Theory is used to underpin plans on how to improve on AQ and EQ. Plans have been created to improve and an evaluation plan has been written down to make sure improvement has taken place. Also, EQ Social development has been included in the research done as well as in the internship.

Assessor Feedback:	Excellent ☐ Pass ✔ Not Yet ☐	students shows a plan and has set goals. in report do not forget the cultural aspects.

Overall Assessor Feedback

In final report add current situation of trainings in hospitality. type of trainings available, indication of budget/costs. How will DO YOU SEE ME differentiate itself from the current offerings in the market.
which questions will you ask in the survey? why do you focus on personalization and leadership? explain why this methodology is best for your MRQ.
For the interviews consider adding current trainings given, satisfaction with current training. outsourced or not, budget available.

LYCar Proposal Outcome

Pass	✔	All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
No Go	☐	One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
Pre-Condition NY	☐	Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback:	Pass ✔ Not Yet ☐	Research underpins the problems found. Also, the solution will be evaluated by using KPIs and a survey, this way the impact on the industry/restaurateurs will be monitored. Also, all stakeholders have been identified and 2 acts of dissemination have been included. The different channels through which this dissemination will take place have been written down and adjusted to the audience.
Assessor Feedback:	Pass ✔ Not Yet ☐	clear set up, maybe include some market research models/theories to help you structure. briefly explain dbr cycle used.

Appendix 8: Assumptions finance

General	Assumption	
Inflation rate	1,50%	According to Centraal Planbureau this will be the average inflation between now and 2025 (Centraal Planbureau, 2019)
Income tax	26,90%	According to Belastingdienst the income tax rate is 26,90% (belastingdienst, 2022)
Wacc	4,9%	As a loan is used to cover the costs, the interest rate of the loan is equal to the wacc

Investment	Assumption	
Interest rate loan	4,90%	The interest rate is 4,90% for a loan of 10 000 (Actuele rentestanden, 2022)
Cost macbook pro	€ 1.299,00	(Apple, 2022a)
Expected trade in value for macbook pro	€ 630,00	(Apple, 2022)
Cost Iphone 13	€ 799,00	(Apple, 2022b)
Expected trade in value for iphone 13	€ 450,00	(Apple, 2022b)
Monitor price	€ 185,00	(Bol.com, 2022b)
Monitor scrap value		The monitor has no scrap value (Bol.com, 2022b)
Desk	€ 59,00	(Bol.com, 2022)
Chair	€ 129,95	(Bol.com, 2022a)
Loan	€ 6.207,14	Covers at least the costs of the first month and the investments

Expenses	Assumption	
Room rental	€ 261,25	The first training day will be at an external location. Average price of a room from 13:00 - 17:00 including beamer, flipover and screen (Finn Hotel Almere, 2022)(Van der Valk, 2022)
Car lease	€ 304,00	The car lease will be 304 euros per month for 5 years for 10 000 - 15 000 KM, with the upgrade elegance package. (ANWB, 2018; ANWB, 2015; Kurt, 2022; Tretina, 2022; De Waal autogroep, 2022)
ANWB membership	€ 15,50	(ANWB, 2018; ANWB, 2015; Kurt, 2022; Tretina, 2022; De Waal autogroep, 2022)
Expected KM per training package	138,90	Average amount of KM business people drive in the Netherlands per day x the amount of training days (Centraal Bureau voor de Statisitek, 2021)
Chamber of Commerce sign up	€ 51,95	(KVK, 2022)
Salary	€ 3.018,00	This is the starting salary of a consultant (Loonwijzer, 2022)
Hourly pay of trainer	€ 75,00	An average has been taken of the numbers named in the sources (€45, €65, €30, €80 / 4) (loonwijzer, 2022; Jansen, 2022)
Hosting costs website	€ 7,23	Monthly (Wpbeginner, 2019)
Domain costs website	€ 13,57	Monthly (Wpbeginner, 2019)
Website costs	€ 800,00	Yearly (Wpbeginner, 2019)
Phone subscription	€ 26,61	Own bill
Marketing costs	€ 416,67	Monthly. Facebook ads and LinkedIn both give you the opportunity to choose an amount of money to invest in ads, thus I choose to give them both 200 euros per month and leave 200 euros per year for advertising via other platforms such as journals and newsletters
Travel costs for gas	€ 2,25	Price per liter (UnitedConsumers, 2022)
Compensation mystery visit	€ 25	Price per mystery visit (Kleefstra et al., 2022)
Compensation mystery employee	€ 200	People working in hospitality above 21 get paid between 11,75 and 16,83. The average has been taken of this amount as salary. The employee in question needs to work 2 shifts of 6 hours. As well as 2 hours extra work is paid for the report.

Revenue	Assumption	
Mystery visit price	€ 395,00	Some companies ask €295 and some €495 thus an average has been taken (Idzinga, 2022; Team qHotelligence, 2022)
Price mystery employee	€ 400,00	The price of the compensation is doubled to cover the costs and revenue is made
Hourly pay of trainer	€ 55,00	An average has been taken of the numbers named in the sources (€45, €65, €30, €80 / 4) (loonwijzer, 2022; Jansen, 2022)
Full training day & refresher training	4	The training day will be 4 hours long as experience at the internship company shows that longer is too long for hospitality staff to focus
Half a training day	2	
Preparing for meetings	1	One hour will be charged, if it takes longer price will not be increased. Experience shows longer is unneccessary.
Preparing for refresher training	2	two hours will be charged, if it takes longer price will not be increased. Experience shows longer is unnecessary.
Meeting management & follow-up	1	One hour will be charged, if it takes longer price will not be increased. Experience shows longer is unneccessary.
Research proposal	4	two hours will be charged, if it takes longer price will not be increased. Experience shows longer is unnecessary.

Price of the training package is build up as follows:	Price/hours			Total
Mystery visit	€ 395,00	1		€ 395,00
Mystery employee	€ 400,00	1		€ 400,00
Hourly rate	€ 55,00	20		€ 1.100,00
Room rental	€ 261,25	1		€ 261,25
Travel costs	€ 340,33	1		€ 340,33
Marketing cost	€ 148,80	1		€ 148,80
Total price of package				€ 2.645,37
Total price of package	€ 2.645,37	A price of €3499 will be charged, to make sure profit is made and any extra costs not taken into account are covered. Also, to gain money to invest in education of the trainer and networking, as this was a tip from the practitioners (Respondent 7)		€ 3.499

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13. Wordcount
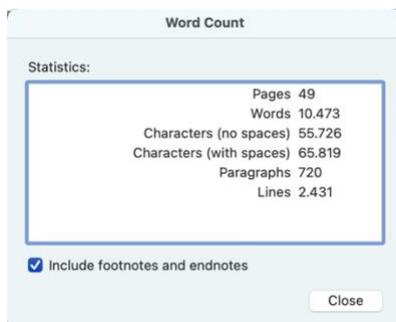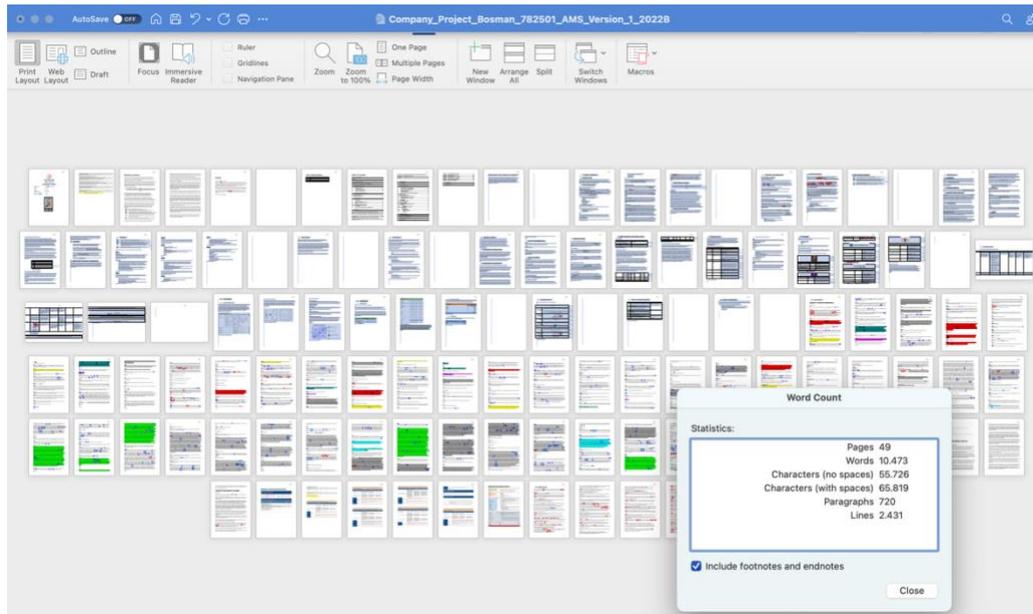
Figure 1: 151 words
Figure 2: 73 words
Figure 3: 17 words
Figure 4: 69 words
Figure 5: 184 words
Figure 6: 17 words
Figure 7: 14 words

Total: 525 words

Total wordcount: 10.473+525 = **10.998 words**