



DEVELOPMENT OF COMMUNITY-BASED HOSPITALITY

Professional Product for Young Professionals semester



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DEVELOPMENT OF COMMUNITY-BASED HOSPITALITY

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Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- all the work I have conducted to fulfil these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBSguidelines.

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A handwritten signature in black ink, appearing to be 'Valentin Chavdarov', written in a cursive style.

Preface

Dear reader,

This professional product encompasses the comprehensive efforts and endeavors undertaken for The Social Hub, focusing on developing the concept of community-based hospitality and increasing engagement from the co-working members of the community. The fundamental objective of this project is to develop a framework for the hotel's community-based strategy where there is increased participation from community members, especially co-workers. In the present era, there is an urgent need for greater emphasis on sustainability concepts, prioritizing social and environmental thinking, and evaluating long-term environmental impacts rather than solely pursuing immediate benefits.

The inspiration for this project emerged from a simple discussion with the client, highlighting the importance for organizations to prioritize community engagement in their strategy. As demonstrated by this project, building one community is a complex task. Community members have various wishes and needs, and their expectations for community engagement have many aspects that must be considered. Community-based hospitality, being a recently known concept, requires years of a concerted effort to embark on the journey toward a complete framework that encompasses the complexity of the topic. Commencing this journey involving each participant in community development represents a commendable approach, inspiring more individuals, stakeholders, and the government to join a broader movement.

I am immensely grateful for the opportunity to collaborate with an exceptional group of Young Professionals who provided support, camaraderie, and shared challenges throughout the semester. Additionally, I extend my gratitude to The Social Hub and its Community Manager, Ms. Parnsalu, for granting me this invaluable experience to delve into the community The Social Hub aims to create.

Summary

The imperative of community-based hospitality has become indispensable for businesses from various perspectives. In particular, community-based hospitality has garnered constant attention, owing to a heightened focus on mitigating the negative impact of hospitality through community building. Community-based hospitality is a recent trend developed around hotels that aim to benefit society and the environment leaving behind traditional commercial purposes.

This product aims to meticulously create a comprehensive framework for community-based hospitality and policy for increasing community engagement, especially the co-working members. Furthermore, the product aims to solve the client's management question of creating one community by increasing co-working community engagement. The goal of creating one community is a challenging task due to the need for more research and theory related to the concept of community-based hospitality. The framework for the product is created based on similarities between the concepts of community-based tourism, community-based enterprises, and tourism social enterprises. Subsequently, the framework is adapted to The Social Hub's case. The framework portrays critical community members and means for engagement of the community members.

Moreover, the outcome of this professional product takes the form of a report consisting of three main parts, providing an overview of actions that need to be taken by community managers, connectors, and employees to facilitate an environment that promotes community-building and engagement. Combining these three parts, the product ensures that all critical facilitators of community-based hospitality in The Social Hub are aligned to increase co-working engagement in the community-based strategy of the hotel.

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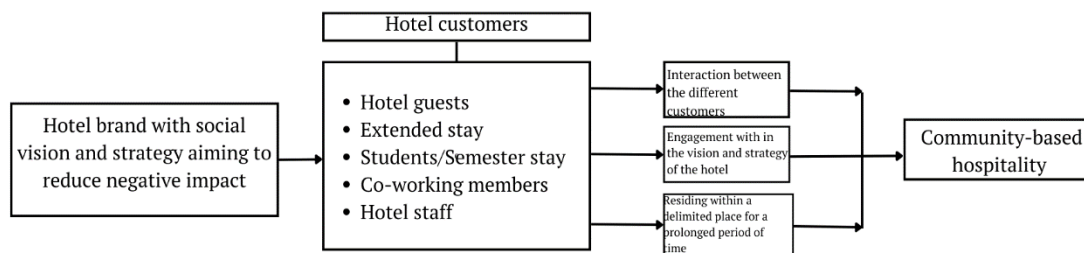
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1. Introduction

The Social Hub must enhance community engagement within the co-working target group to advance its mission of creating a one community. Existing literature defines community-based hospitality as a hotel brand's endeavor to generate a social impact while minimizing negative hospitality effects. The framework that was created for The Social Hub to operationalize its strategy of community-based hospitality is based on a literature review and systematic analysis of existing theories concerning community-based tourism (CBT), community-based enterprises (CBE), and tourism social enterprises (TSE). The end framework concludes that *"Community-based hospitality refers to a hotel brand that aims to create a social impact and mitigate the negative consequences of hospitality through community development using a variety of **initiatives, programs, and events**. The foundation of a community within the hotel brand consists of a diverse group of individuals who **reside within the hotel location for an extended period**. The key element of community participation is facilitated **through active interaction between different community members and their active participation in the shared vision and goals of the hotel brand**. To foster engagement and community cohesion, the hotel brand should stimulate its community members by offering a wide range **of services, activities, amenities, and facilities that bring together individuals with diverse needs and desires**."* (See Figure 1).

In the case of The Social Hub, the hotel customers residing or working there for an extended period constitute the building blocks of the community. However, interviews with community managers show that each customer group has distinct preferences and requirements. Finding common ground among these diverse target groups is challenging, and even when they are brought together, community building is not guaranteed. Interaction and engagement among community members are key factors for effective community development. Moreover, community-based hospitality should foster positive social or environmental impacts driven by community members.

Figure 1. Community-based hospitality framework



Therefore, The Social Hub must consider these factors to enhance engagement and effectively implement its community-based strategy, which it has embraced as its new brand direction.

The actions that The Social Hub needs to take on to create an environment where community engagement is created are related to three main figures within The Social Hub – connectors, community managers, and community hosts/supervisors. These main characters are identified as playing a major role in co-working community engagement and overall community engagement. Thus, creating a multi-stakeholder solution approach was the best structure for the professional product.

The information and decision-making for shaping the professional product were based on a literature review, interviews with community managers, connectors, and co-working members, an analysis of the independent co-working community engagement survey, and an analysis of the NPS co-working survey. The results from the research are included at the beginning of each chapter for ease of reading.

2. Community managers solution

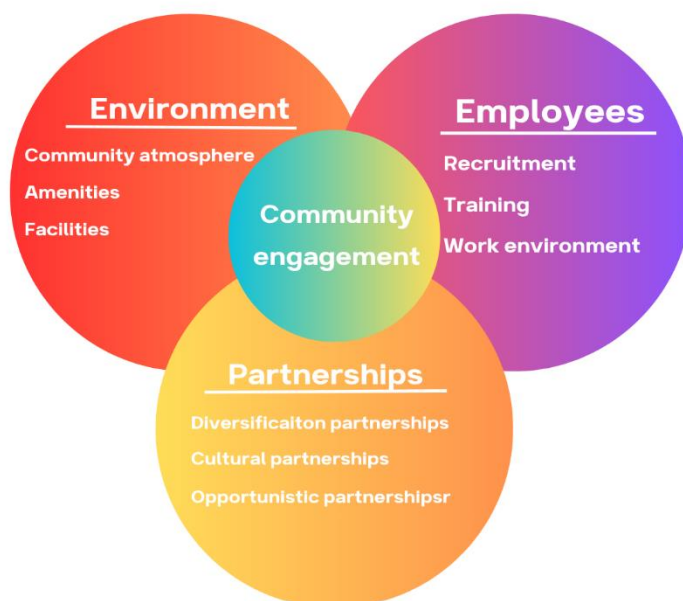
Community managers are pivotal in The Social Hub's hotel chain, playing a crucial role in fostering community engagement. Community managers serve as intermediaries between the hotel's objectives and its guests, establish effective communication channels, nurture relationships, and foster a sense of belonging. Recognizing the significance of community development, these managers cultivate an environment where community members feel valued, heard, and connected, enriching their overall experience (See Figure 2).

Furthermore, community managers are instrumental in ensuring the provision of superior facilities within the hotel, which significantly influences community engagement. They assume responsibility for overseeing the maintenance and upkeep of the hotel's physical spaces, amenities, and services, guaranteeing guests a seamless and enjoyable experience. By ensuring the availability of top-notch facilities, community managers contribute to the overall satisfaction of guests and co-working members, fostering positive perceptions and encouraging active involvement in the hotel's community. Based on the literature review and interviews with community managers, when guests perceive that the facilities are well-maintained and meet their expectations, they are more inclined to participate in various activities, utilize the amenities, and explore the hotel's offerings.

Apart from guest engagement, community managers also play a pivotal role in cultivating a positive relationship between the hotel and the local community. They actively seek partnerships and collaborations with local businesses, organizations, and influencers to promote the hotel and its services. Community managers position the hotel as an integral part of the local fabric through joint events, sponsorship of local initiatives, and active involvement in community projects. This enhances the hotel's reputation and provides guests with opportunities to immerse themselves in the local culture, further fostering their engagement with the community.

Lastly, community managers undertake a multifaceted role in driving community engagement within hotels by ensuring the delivery of high-quality services through motivated, skilled, and brand-passionate employees. Their responsibilities encompass the recruitment of new employees, their training, and creating an inclusive environment that facilitates their professional growth. By carefully selecting individuals who embody The Social Hub's values and mission, community managers establish a robust foundation for a team committed to serving the community. Through comprehensive training programs, they equip employees with the necessary skills and knowledge to deliver exceptional experiences that resonate with guests. Furthermore, by fostering a culture of inclusivity and respect, community managers create an environment where employees can freely express their authentic selves, promoting creativity, innovation, and personal development. These efforts in recruitment, training, and cultivating a supportive atmosphere directly contribute to heightened community engagement within the hotel, as employees become brand ambassadors who inspire guest connections, trust, and loyalty.

Figure 2. Community engagement factors



2.1 The concept of community-based hospitality

As mentioned, community managers play a crucial role in the success of a hotel's community engagement initiatives, and their understanding of community-based hospitality is of utmost importance. Knowledge of community-based hospitality provides community managers with a framework to develop strategies that align with the hotel's goals of creating a positive social impact and reducing the negative effects of traditional hospitality practices. By comprehending this concept, community managers can foster a sense of belonging, facilitate open communication, and establish meaningful relationships within the hotel's community.

Understanding community-based hospitality allows community managers to recognize the value of active participation from community members in shaping the hotel's vision and goals. They can encourage and facilitate this engagement by organizing a wide range of services, activities, amenities, and facilities that cater to the diverse needs and desires of the community. By providing opportunities for community members to connect and collectively contribute to the shared vision, community managers can foster a strong and vibrant community within the hotel.

Moreover, knowledge of community-based hospitality enables community managers to leverage partnerships and collaborations with local businesses, organizations, and influencers. Community managers can actively seek out these opportunities to position the hotel as an integral part of the local community. This enhances the hotel's reputation and provides guests with opportunities to immerse themselves in the local culture and experience authentic interactions, thereby strengthening their engagement with the hotel and the broader community.

Furthermore, community-based hospitality emphasizes the importance of creating a positive social impact. Community managers who grasp this concept can incorporate sustainable and responsible practices into their community engagement strategies. Community managers can enhance the hotel's reputation as a socially conscious organization by promoting environmentally friendly initiatives, supporting local causes, and fostering inclusivity. This, in turn, contributes to higher guest satisfaction, increased loyalty, and positive word-of-mouth referrals within the community.

The concept of community-based hospitality and the framework created for The Social Hub can be found in the introduction chapter of the report (see chapter Introduction). Overall, a deep understanding of community-based hospitality empowers community managers to navigate the complex community engagement landscape within a hotel setting. It allows them to develop strategies

and initiatives that foster a strong sense of community, encourage active participation, and create a positive social impact. By leveraging this knowledge, community managers can elevate the overall guest experience, enhance the hotel's reputation, and cultivate long-lasting relationships with community members.

2.2 Facilities, atmosphere, and amenities for increasing community-based hospitality

Based on the literature review and the interviews with the community managers, high-quality facilities at The Social Hub's locations play a crucial role in fostering community engagement among co-working members, reflecting its significance as an essential aspect. Co-working members have specific desires and needs, seeking an environment that promotes productivity, collaboration, and a strong sense of community. When co-working spaces offer top-notch facilities, it enhances the overall experience and encourages active participation within the community. Creating open spaces with natural lighting, ergonomic seating, and ample room contributes to a pleasant work environment.

First and foremost, providing quality facilities significantly contributes to productivity and comfort. Co-working members require a workspace that accommodates their work needs and enables focused efforts. Ergonomic furniture, well-designed workstations, and adequate lighting collectively establish a conducive environment for efficient work. When the facilities are well-maintained and equipped with amenities like high-speed internet and reliable technology, co-working members can seamlessly carry out their tasks, resulting in heightened engagement and satisfaction.

Collaboration and networking are vital elements of the co-working experience, and quality facilities play a pivotal role in fostering these connections. The well-designed communal areas and shared spaces at The Social Hub's locations create opportunities for co-working members to interact, exchange ideas, and form valuable professional relationships. These facilities serve as gathering points, facilitating meaningful collaborations and networking among members. By providing comfortable and inviting spaces, The Social Hub effectively facilitates the creation of a vibrant and engaged co-working community. Conversely, as revealed by the NPS co-working survey, locations lacking such facilities have demonstrated poor co-working satisfaction.

Furthermore, the availability of amenities and services within quality facilities enhances the co-working experience. On-site amenities such as cafes, restaurants, fitness centers, and wellness facilities offer convenience and opportunities for relaxation. Co-working members can take breaks, socialize, and recharge in these spaces, fostering a sense of well-being and work-life balance. Additionally, access to services such as printing, mail handling, and concierge support adds value and convenience to the co-working experience, enabling members to focus on their work without unnecessary disruptions.

The locations of The Social Hub, equipped with quality facilities, also contribute to the professional development of co-working members. By hosting workshops, seminars, and networking events tailored to the community's needs, The Social Hub provides opportunities for learning, skill development, and industry insights. These events not only enhance the knowledge and expertise of co-working members but also foster connections and collaborations among individuals with shared interests, which aligns with the most significant desire among co-workers, as identified by the NPS co-working survey.

Lastly, The Social Hub's brand's reputation and credibility are significantly influenced by its co-working facilities' quality. When co-working members encounter well-maintained and professionally managed spaces, it instills confidence in the brand's commitment to providing an exceptional working environment. Positive experiences within these facilities enhance the hotel's reputation, increasing trust and loyalty among co-working members. This positive perception attracts new members and encourages active engagement and participation within the co-working community.

2.3 Facilitating partnerships for increasing community engagement (create visual of partnership impacts)

Facilitating partnerships to enhance community engagement is a shared responsibility among the hotel manager, community managers, and connectors. Together, they are accountable for establishing partnerships with various organizations to build a robust local brand presence for The Social Hub. However, each management figure has distinct objectives when it comes to partnerships. The hotel manager primarily focuses on facilitating partnerships that contribute to increased revenue, while the connectors prioritize stronger marketing efforts and improved offerings for city activities. A significant responsibility of community managers in promoting community engagement is to foster partnerships that enhance interaction with the local community. They should actively seek collaborations with local businesses, organizations, and influencers to create mutually beneficial relationships that enhance the overall guest experience and contribute to the growth and vitality of the local community.

Although facilitating partnerships may not directly impact co-working community engagement, it yields several indirect benefits that align with community-based hospitality. Firstly, partnerships with local organizations can increase the diversity of the community. By leveraging local partnerships, The Social Hub gains exposure to a wider target audience, which can be leveraged in the future for organizing charitable events, initiatives, or community programs. For example, The Social Hub's location in Amsterdam West has collaborated with a local barber to offer free haircuts at their location as an initiative to engage the local community.

Secondly, partnerships with local restaurants, catering companies, or bakeries can indirectly impact community engagement. Community managers can collaborate with nearby eateries to provide hotel guests and co-working members with diverse dining experiences that showcase local gastronomy. These partnerships can even lead to organizing food tours or providing food for events like "Lunch and Learn." Moreover, by recommending and promoting local restaurants, hotels contribute to the community's economic growth while offering guests an authentic taste of the destination. By doing so, The Social Hub increases its positive impact on the local community, aligning with the core tenets of community-based hospitality and counterbalancing the potential negative impact of commercial businesses.

Lastly, community managers can establish partnerships with local cultural and arts organizations. Collaborating with museums, galleries, theatres, and music venues allows The Social Hub's locations to provide guests exclusive access to enriching cultural experiences. For instance, The Social Hub could partner with a nearby art gallery to curate an exhibition featuring the works of local artists. Opening receptions or art events hosted by The Social Hub would attract hotel guests, students, co-working members, and local community members. These partnerships not only expose guests to the vibrant local arts scene but also support local artists and contribute to the community's cultural fabric.

Facilitating partnerships is a shared responsibility among management figures within The Social Hub's hotels. Depending on the type of partnership, these collaborations can benefit the local community in social, cultural, and economic aspects. The aim of such partnerships should be to create mutually beneficial agreements that enhance the well-being of the local community members and The Social Hub's community. Through various partnerships focused on revenue, marketing, or community well-being, The Social Hub can establish a stakeholder network that collectively fosters a diverse and vibrant community.

2.4 Recruitment

Recruitment is another aspect of community managers' main role, specifically community hosts and supervisors, as evident from the interviews conducted. Community hosts are recognized as key drivers of community engagement, bringing with them the essential community vibe. The process of acquiring suitable employees commences with the recruitment procedure. Community managers unanimously agreed that hiring based on personality and subsequent skill development is imperative.

This notion holds particularly true in the hospitality industry, where individuals with an approachable demeanor are essential for fostering a pleasant atmosphere for hotel customers. However,

community managers should be mindful of hiring individuals who align with the values and ethos of the hotel. During the interviews, only one community manager from the interviews was aware of a specific checklist provided by the human resources department. This checklist guides community managers to assess candidates' alignment with the company's values. It consists of questions evaluating attributes such as curiosity, boldness, consciousness, and fun, which align with the company's values.

This checklist is employed post-interview, based on the overall conversation and the impression conveyed by the candidate. Incorporating this checklist into most recruitment processes would be beneficial, as it favors candidates who share the company's values. By recruiting individuals who resonate with the hotel's values, community managers establish a strong and cohesive team dedicated to serving the community, thus ensuring a better translation of their efforts into employees who actively contribute to the positive impact on the community.

2.5 Training

Community managers are responsible for providing effective training and onboarding upon successfully recruiting new employees. They offer a comprehensive onboarding passport emphasizing the hotel's values, service standards, IT systems, and a guest-centric approach. Completing the onboarding passport is the responsibility of community hosts, who are accountable for their professional growth.

However, the current training tools community managers provide primarily focus on the onboarding process and lack emphasis on community building and community engagement. Thus, community managers should strive to incorporate additional training sessions related to community building and community engagement, utilizing the workshop outlined in chapter 4.

This workshop can also be utilized as an onboarding tool by the learning and development team, serving as annual refresher training for community managers. Such a training process ensures that all team members possess the necessary knowledge and skills to contribute positively to community engagement efforts.

2.6 Work environment

Moreover, fostering an environment where employees can genuinely express themselves is another critical aspect of a community manager's role. Community managers should cultivate a company culture centered on inclusivity, respect, and open communication within the hotel. Community managers create an atmosphere that nurtures creativity, innovation, and personal growth by valuing diverse perspectives, encouraging collaboration, and providing a safe space for authentic self-expression. When employees feel valued, respected, and supported, they are more inclined to go above and beyond in their interactions with guests, leading to increased community engagement. Based on the interviews, community managers can adopt various approaches to establish such an environment.

To begin, community managers should establish channels for open and transparent communication within the workplace. Regular team meetings, feedback sessions, and suggestion boxes allow employees to express their thoughts, ideas, and concerns. By actively listening to employee feedback and taking appropriate actions, community managers demonstrate their commitment to creating an environment where everyone's voice is heard and respected. Moreover, community managers should exemplify authenticity in their behavior and interactions. By demonstrating vulnerability, openly expressing their perspectives and ideas, and showing appreciation for individuality, they set the tone for employees to do the same. When employees witness their managers embracing authenticity, they are more likely to feel comfortable doing so themselves. Therefore, community managers should also incorporate community engagement activities into their routines. For instance, working in the co-working area instead of their office establishes a direct channel for communicating with the co-working target group, ensuring a personalized touch to the customer experience. Additionally, community managers should actively acknowledge and celebrate their employees' diverse perspectives, backgrounds, and talents. This can be achieved through organizing cultural

celebrations, promoting employee spotlights, and creating platforms where employees can share their unique experiences and talents.

The interconnection between recruiting new employees, their training, and creating an environment that fosters their individuality directly impacts community engagement within the hotel. When employees align with the hotel's values and exhibit genuine dedication to serving the community, they become brand ambassadors who embody the spirit and essence of the hotel. Their enthusiasm and authentic commitment to creating memorable experiences resonate with guests, fostering a sense of connection, trust, and loyalty. As a result, guests are more inclined to engage with the hotel's community, actively participate in events and activities, and share their positive experiences with others. The efforts of community managers in recruiting, training, and cultivating a supportive environment for employees ultimately contribute to a thriving and engaged community within the hotel.

3. Connectors solution

Community-based hospitality emphasizes the importance of interaction, customer engagement, and prolonged residence in a hotel to foster a community. The Social Hub must address the diverse needs and wishes of its customers. Community managers highlight events as catalysts for engaging members. The organization has introduced the role of a "connector" in each location to organize community-building events within a limited budget. These events revolve around themes set by headquarters, such as Learn and Thrive, Positive Impact, and Creative & Culture. Staple events like Monday Coffee and Friday Drinks to promote alignment across locations. However, connectors need more flexibility due to theme and event constraints. Currently, customer input needs to be gathered regarding event themes, and there is no evaluation process to measure the success of the community-building efforts connectors are making.

The findings indicate a significant impact on community-building, as the current events at The Social Hub do not align with the wishes and needs of co-working members, as substantiated by the co-working members community engagement survey (see Appendix I). This underscores the necessity for improving the event management process for community events at The Social Hub. To address this, The Social Hub should implement a policy that focuses on managing event attendance, fostering community-building aspects, and involving community members in co-creating event themes. The literature review emphasizes that involving customers in decision-making positively influences community building by fostering a sense of involvement with the brand. Therefore, it is crucial to establish a system that enables connectors to engage diverse target groups within the community-based strategy effectively.

3.1 Continues improvement cycle for increasing co-working engagement

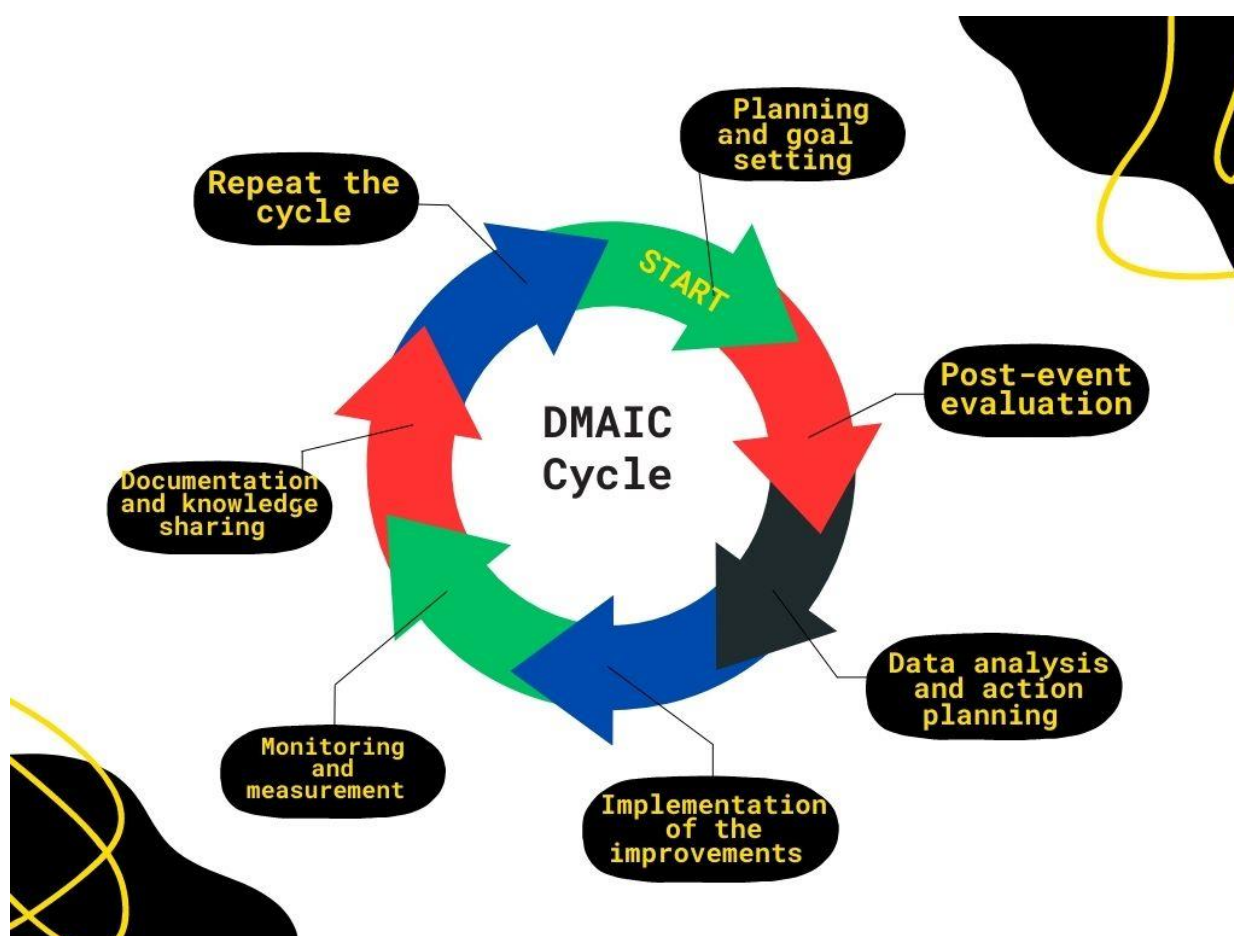
Continuous improvement methodology hinges on four concrete phases: plan, do, check, and act. This is sometimes called the plan-do-check-act cycle or PDCA cycle, and it reveals the guiding principles of continuous improvement. The suggested system for improvement of the event management process is based on the DMAIC continuous improvement.

DMAIC means "define, measure, analyze, improve, and control." It is a management system that can apply the lean six sigma model principles. This step-by-step methodology, combined with the values articulated in the lean six sigma method, can help a business pursue continuous improvement in a steady, measured, systematic way (MasterClass, 2022).

The DMAIC model is one of the models that can serve as the basis for building a cohesive and long-term oriented system for improving the event management process. Other considered models include Kaizen continuous improvement, lean and agile, continuous improvement, lean six sigma model, and total quality management.

The cycle that was derived from the DMAIC model involves 7 steps (see *Figure 3*). The steps are related to each other, and each step has to be done in order. The cycle's usability depends on the event's scale and can be used mostly for monthly highlights events. This decision is supported by interviews with connectors from two locations that noted that the usability of the cycle is suitable for bigger events.

Figure 3. Continuous improvement cycle



3.1.1 Planning and goal setting

Effective event planning and goal setting are crucial for increasing community engagement. This step holds significance for several reasons. Firstly, it provides a clear direction, aligning efforts and resources towards specific objectives. A well-defined plan ensures everyone understands the purpose and enables effective communication with stakeholders. Secondly, planning allows for a co-creation approach, addressing the community's needs and preferences. By tailoring the event program, connectors can resonate with the target audience, enhancing engagement.

Additionally, efficient resource allocation is facilitated, optimizing the budget, staffing, and timeframes. This maximizes the event's impact and attendee experience. Lastly, setting measurable targets and milestones enables evaluation and feedback for improvement. Data-driven decisions maintain progress toward objectives and promote community engagement.

3.1.2 Post-event evaluation

The post-event evaluation is a crucial step in the continuous improvement cycle. It assesses the event's performance, impact, and community engagement using a simple survey. It measures the event's success in achieving predefined objectives and provides valuable feedback for a comprehensive assessment.

The evaluation could analyze attendee feedback, attendance numbers, social media reach, and community-building impacts. Findings inform future planning, addressing areas for improvement and optimizing the event experience based on community preferences. The evaluation identifies target groups with low attendance, allowing targeted efforts to attract a more balanced audience.

Involving the community in the evaluation fosters engagement and ownership, increasing their participation in future events. This feedback loop informs and improves planning, ensuring

subsequent events align with community interests, are impactful, and successfully increase community engagement.

3.1.3 Data analysis and action planning

The next step in the continuous improvement cycle involves data analysis and action planning. Data analysis allows connectors to extract valuable insights from event data and post-event evaluation, assessing performance against objectives. It identifies areas of improvement and aligns with initial goals.

Data analysis complements the evaluation process, providing a deeper understanding of the event's impact on community engagement. It informs informed decisions and action items based on quantitative and qualitative data. Action planning addresses areas for improvement, developing a clear and actionable plan with specific steps and timelines.

The action plan aligns with initial goals, incorporating insights from data analysis and evaluation into future event planning. This cyclical process enhances community engagement with each iteration, fostering continuous improvement.

3.1.4 Implementation of improvements

Implementing improvements is a crucial step in the continuous improvement cycle, focusing on executing strategies outlined in the action plan to enhance future events and increase community engagement. Implementation transforms insights into tangible actions, addressing areas of enhancement and benefiting the community.

It tests the action plan's effectiveness and feasibility, allowing for monitoring and necessary adjustments. This step reflects the culmination of planning and goal setting and builds upon data analysis and action planning.

By actively integrating changes based on feedback and evaluation findings, connectors demonstrate commitment to continuous learning and growth, fostering trust and loyalty. The implementation also serves as a measure of the overall effectiveness of the continuous improvement cycle.

3.1.5 Monitoring and measurement

Monitoring and measurement are crucial in the continuous improvement cycle, involving the ongoing tracking and assessment of the set long-term objectives to gauge the effectiveness of implemented improvements and event success in increasing community engagement. They allow connectors to track progress, evaluate impact, and assess whether desired outcomes are achieved.

Monitoring and measurement are connected to all preceding steps, measuring actual performance against defined objectives, validating post-event evaluation outcomes, and feeding back into data analysis and action planning. This iterative process enables continuous learning and adjustment for ongoing enhancements in community engagement.

3.1.6 Documentation and knowledge sharing

Documentation and knowledge sharing are critical components in the continuous improvement cycle, involving capturing and organizing information, insights, lessons learned, and best practices from the event. It ensures the preservation and accessibility of valuable knowledge for future use.

This step connects to all preceding steps, documenting objectives, goals, strategies, evaluation findings, and action plans. It enhances data analysis, action planning, and collaboration by providing a reference for future analysis, planning, and learning. Documentation and knowledge sharing facilitate learning, collaboration, and effective communication, promoting transparency, accountability, and continuous improvement.

3.1.7 Repeat the cycle

Repeating the cycle is the final stage of the continuous improvement process. After completing all the preceding steps, connectors can start the cycle again for future events, building upon the knowledge, insights, and improvements gained from previous iterations.

Repeating the cycle is crucial for several reasons. Firstly, it allows connectors to implement a proactive and iterative approach to event planning and community engagement. By repeating the cycle, connectors can continually refine and enhance the event experience based on data, evaluation findings, and community feedback. Each iteration builds upon the lessons learned from the previous events, leading to incremental improvements and an increasingly tailored approach to community building.

Additionally, repeating the cycle demonstrates a commitment to ongoing improvement and responsiveness to the changing needs and expectations of the community. It showcases an organizational culture that values continuous learning, adaptation, and growth. By consistently engaging in the cycle, connectors show their dedication to creating meaningful and impactful events that foster a strong sense of community.

3.2 Cycle's impact on community engagement and Co-creation

The 7-step continuous improvement cycle enhances community engagement convincingly for several reasons. Firstly, it ensures that community input and feedback are actively considered and integrated into the event planning process and have a process surrounding the co-creation of events. By engaging the community in post-event evaluations, gathering feedback, and monitoring community engagement metrics, connectors can align the events more closely with community interests and preferences. This inclusivity and responsiveness strengthen the bond between the connectors and the community, fostering a sense of ownership and connection.

Secondly, the cycle enables connectors to measure and evaluate the impact of their events on community engagement. By setting clear objectives, evaluating event outcomes, analyzing data, and implementing improvements, connectors can track the effectiveness of their efforts in increasing community engagement. This data-driven approach allows for evidence-based decision-making and ensures that resources and efforts are directed toward strategies that positively impact the community.

Furthermore, the continuous improvement cycle promotes organizational learning and knowledge sharing. By documenting and sharing insights, best practices, and lessons learned, connectors contribute to a collective understanding of effective community-building strategies. This knowledge sharing not only benefits future event planning within the same organization but also has the potential to inspire and guide other community connectors, leading to broader community-building efforts.

Related to the cycle is an important trend cycling into the leading industries such as retail, restaurants, and automobile manufacturing. According to Reynolds (2022), 86% of consumers want to co-create. Co-creation is defined as customer participation in creating products or services by applying resources such as time, effort, or ability (Frow, Nenonen, Payne, & Storb, 2015). Consumers are now armed with new connective tools and want to interact and co-create value (Prahalad & Ramaswamy, 2004). According to the NPS co-working survey, 32% of co-working members want to be included in the programming of the events. In the case of The Social Hub, co-creation in the event planning would be facilitated if events were more tailored to the needs and wishes of the specific target group. The co-working target group has specific wishes and needs, which, based on research, are not considered when organizing the event. As seen from the surveys, most co-working members stated that if the events are more related to their interests, it increases the likelihood of them participating in these events.

Moreover, based on the literature review, Rop, Manono, and Kiptanui (2023) argue that one important aspect of community engagement is the community's involvement in the business's decision-making process. In the case of The Social Hub, there is a limitation regarding the extent to which the community can participate in the decision-making process of the business. However, including the co-working members in the planning of the events should increase the attendance and community engagement of the co-working members. Furthermore, involving co-workers in event planning is important for community engagement and essential for fostering a sense of belonging and empowerment within the organization. When the co-working members are directly involved in the planning process, they become active participants and stakeholders in the event, boosting their motivation and commitment to its success. By including co-workers as the target group in event

planning, connectors create a unique opportunity to cater to their specific interests, needs, and preferences, resulting in a more engaging and relevant event experience for everyone involved.

3.3 Co-creation through surveys and needs assessment.

As stated at the beginning of the connector's section, there is a lack of evaluation of the community events and their impact on building a community where members feel engaged. Based on the data collected during the research process, the only way The Social Hub measures community is through the single question in the NPS survey, conducted twice a year, which asks, "Have you made at least one valuable connection within The Social Hub community while being a member?".

The step of monitoring and measurement seems to be the step that lacks the most in the event management process of The Social Hub. Despite the investments and commitment made towards creating one community, there is a lack of measuring this community and a lack of objectives set specifically to measure the success of the community creation.

One way for connectors to facilitate a co-creation approach while improving the cycle's monitoring and measurement step would be through post-event surveys. Surveys are valuable tools for gathering quantitative data and understanding the target group's preferences, interests, and needs. The first step would be to design a well-structured survey that captures relevant information. It's important to use scientifically validated survey methods and techniques to ensure the reliability and validity of the data collected.

According to (Touchette, 2019), when constructing the survey, consider the characteristics of the target group, such as their age, education level, and cultural background. Then tailor the questions accordingly to ensure they are relevant and easily understood by the participants. It may be helpful to pilot-test the survey with a small group of individuals from the target group to ensure its clarity and effectiveness. Once the survey is ready, based on interviews with community managers, the best way to reach the co-working members would be through a multi-channel approach. Connectors should use various channels to distribute the survey to the co-working members. Based on the NPS co-working survey, the most used channels for co-working members are WhatsApp, email, online platforms, and in-person communication.

3.4 Survey metrics for community engagement

Based on the data collected through analyzing the NPS survey, co-working engagement drivers survey, and interviews with managers across locations, the most important aspects that the survey needs to evaluate include:

- Attendance and participation -The goal is to measure the number of attendees and the level of participation in the event by tracking the overall attendance, the diversity of attendees, and the percentage of target group representation. Additionally, consider the extent of active engagement during the event since attending does not translate directly into participation. In the NPS co-working survey, 38% of co-working members would like activities facilitating interaction. Ways to measure engagement include questions at the end of the event, such as "Did you participate in discussions, activities, or workshops" but can also be done by observing and ensuring everyone is engaged in conversation with someone.
- Social connections – The goal is to measure how participants formed new social connections or expanded their network during the event. From the NPS co-working survey and the co-working engagement drivers, co-working members' main motive for events is expanding their network. These surveys strengthen the idea that social connections created from events should be measured. Possible metrics could be the number of new friends or acquaintances made.
- Active participation in the events – The idea is to measure active participation in networking events or activities. Active participation can be facilitated through initiatives and social events such as speed networking sessions, meet-and-greet opportunities, or roundtable discussions. This will create situations where connectors can evaluate metrics such as the number of

connections made, the depth of conversations, or the level of engagement in structured networking activities.

- Diversity and inclusion - The idea is to assess how the event promoted diversity and inclusion within the community. This can include measuring metrics such as the representation of different demographic groups among attendees, participants' perception of inclusivity and respect, or the extent to which the event created a safe and welcoming environment.

Formulating a post-event survey grounded in these metrics is anticipated to facilitate the co-creation process while simultaneously establishing a fundamental understanding of the extent of community creation and engagement. Subsequently, it is imperative to establish unambiguous objectives that are intricately tied to the endeavor of increasing community engagement among co-working members. An illustrative survey exemplifying these metrics can be found in the Appendix.

3.5 Setting proper objectives

Based on the survey metrics, connectors can set objectives that will help guide the process of increasing community engagement. The desired outcome of the continuous improvement cycle is to better tailor the events for the community's needs, thus increasing the co-working community engagement. When it comes to objectives, they can be categorized into three main groups: "Reach" objectives, "Process" objectives, and "Effectiveness" objectives (Reijisen, van Zweers, & Janssen, 2016).

3.5.1 Reach objectives for co-working community engagement

The reach goals are typically associated with ambitious objectives beyond expected or achievable. They are often set as a challenge to push the organization to strive for exceptional performance or achieve something they may not have thought possible. Reach goals are typically set with a specific deadline and may require significant effort, resources, and innovation. In this case, a reach objective can be the management issue "to increase co-working community engagement." To reach accomplish this reach objective, certain processes and effectiveness objectives should be set.

3.5.2 Process objectives for co-working community engagement

When it comes to process objectives, they are focused on the actions or processes that are necessary to achieve a specific outcome. Process objectives are often smaller and more manageable and aim to help The Social Hub develop the habits, skills, and routines that are necessary to achieve the reach objectives. For instance, the following process objectives can be used to facilitate an environment that helps to accomplish the reach objective of increasing co-working community engagement:

1. Implement a regular event calendar: Create and maintain a consistent schedule of events, activities, and initiatives in The Social Hub within the co-working spaces.
2. Enhance communication channels: Improve communication channels within the co-working community by creating a dedicated online platform or communication tool where members can share updates, collaborate on projects, and connect. The goal is to create a communication system that ensures timely and effective dissemination of information and updates.
3. Establish a co-working member onboarding process: Develop a comprehensive onboarding process for new co-working members, including creating welcome materials and conducting orientation sessions to help them integrate into the community more easily. The goal is to ensure that new members feel welcomed, informed, and supported to join.

3.5.3 Effectiveness objectives for co-working community engagement

Effectiveness objectives are similar to reach objectives because they are both result-focused. However, effectiveness objectives differ in that they are focused on improving the effectiveness of a specific process or system rather than achieving a specific outcome. For example, the effectiveness

objectives aim at the result of the process of increasing co-working engagement through objectives such as:

1. Increase event attendance: Increase the average attendance rate of co-working members at events by tracking attendance data and implementing strategies to enhance event promotion, scheduling, and content to ensure higher participation rates. The goal is to have 80% of co-working members participate in at least one community event.
2. Diversify member participation: Promote diversity and inclusion within the community by measuring and improving the representation of different target groups such as students, co-working, staff members, and hotel or extended stay guests. The goal is to implement initiatives to attract a more diverse membership base.
3. Measure and track community engagement: Measure and track community engagement metrics consistently by implementing a post-event survey to monitor event attendance, members' participation per target group, and engagement levels during the event. The end objective of this goal is to establish baseline metrics, set specific targets for improvement, and regularly assess progress toward increasing overall community engagement.

4. Training for the community hosts

The Social Hub has adopted an all-around role system to better facilitate their community-based strategy into their day-to-day basis. The roles have shifted from receptionist, barista, and bartender to community host. The hosts' role is split mainly between reception and restaurant making so that employees are skilled in both workplaces and can better facilitate the community experience. The main goal of shifting the roles is to have skilled employees who can cover both positions, helping to manage high-volume situations in the restaurants or reception.

Based on the conclusions from the literature review, the framework for community-based hospitality presents the community hosts as one of the building blocks of the community. In the case of The Social Hub since it communicates with the other members for a prolonged period within the same location. Furthermore, based on the conclusion from the interviews with the community managers from The Social Hub's location, the staff is facilitating the community experience and engaging the members with each other.

Based on the conclusions, the importance of well-trained staff in fostering a sense of community within The Social Hub is crucial for the strategy. The hosts, who interact with various community members like hotel guests, students, and co-working members daily, play a crucial role in this process. They organize community events and create a welcoming environment in meeting spaces and restaurants. However, interviews with connectors reveal that hosts often overlook the community-building aspect and are unaware of the connector's role, resulting in lower-quality community-based events than commercial ones. The community hosts prioritize revenue-generating commercial events over community-based ones.

Additionally, community managers report a lack of knowledge among hosts regarding the community concept the headquarters desires, making them ineffective in facilitating community building. The research concludes that there is currently no training provided to hosts regarding community building, engagement, and the role of connectors during their onboarding. To address these issues and implement the strategy of community-based hospitality effectively, it is recommended to incorporate training in the form of a workshop during the hosts' onboarding phase and rehearse the workshop every 6-12 months, depending on the development around the concept or the company.

4.1 Workshop content

The workshop's content shapes the learning experience and achieves the desired objectives. Well-crafted and engaging workshop content provides valuable knowledge and skills and inspires participants to actively participate, reflect, and apply what they have learned. In this section, the focus is on how to develop and organize workshop content effectively. The workshop content is derived from the interviews with community managers of The Social Hub, the NPS co-working survey, and insights gained from interviews with connectors. Furthermore, the content was consulted with two community supervisors from The Social Hub, who shared their opinion about the workshop's content.

4.1.1 The goal of The Social Hub and the concept of community-based hospitality

The workshop commences with an introduction to The Social Hub's strategy, highlighting its mission and vision for the foreseeable future. This introductory segment emphasizes the significance of the company's core values and underscores the rationale behind the rebranding initiative, which aims to facilitate the recently implemented strategy. The strategy of The Social Hub also involves aspects of corporate social responsibility which is when companies ingrain social and ecological concerns into their business activities and stakeholder relationships (Achmad & Yulianah, 2022). This comes in the workshop in the form of introducing the hosts to the sustainability and social initiatives that The Social Hub is doing, such as the goal of acquiring a "Green Key" certificate.

Subsequently, community-based hospitality is expounded upon, elucidating the essential participants involved in this strategic approach. Each community member possesses distinct characteristics, desires, needs, and interests concerning community engagement. Notably, the company has yet to operationalize the concept of community-based hospitality. Therefore, the developed concept for this project serves as a potentially auspicious starting point for the learning and development team.

Concomitantly, it is imperative to apprise the hosts of their indispensable responsibilities as primary points of contact and facilitators of The Social Hub's overarching strategy. They bear the weight of fostering meaningful connections and cultivating an environment that embraces the company's strategic vision. Recognizing and internalizing these crucial roles is fundamental to effectively implementing The Social Hub's strategy.

Thus, the workshop provides participants with a comprehensive and scholarly exploration, equipping them with the knowledge and skills necessary to embark on the transformative journey of community-based hospitality. Together, this collaborative endeavor seeks to unlock the full potential of The Social Hub, redefining the parameters of community engagement.

4.1.2 Connectors' role in community building and the importance of it

The introduction of the role of connectors in The Social Hub is a recent development uncommon in the hospitality industry. Consequently, new community hosts may be unaware of the significance of this role, particularly as it lacks the title of a manager. In essence, connectors organize events to foster community within the location. Their primary duties include event coordination, facilitating partnerships, and ensuring the well-being of students.

Following the rebranding, the role of connectors has gained substantial importance in achieving the company's objective of building a unified community. Connectors play a vital role in fostering a sense of community and enhancing overall community well-being. However, community building cannot be facilitated solely by connectors alone. While the title of "manager" may not be attributed to connectors, their primary responsibility lies in the planning and execution of events. Therefore, a trained workforce is required to effectively implement these events.

Furthermore, community hosts serve as valuable conduits for disseminating information about events. In many cases, hosts actively participate in events, creating a vibrant community atmosphere. Hence, community hosts must receive comprehensive training to collaborate effectively with connectors and place greater emphasis on community-based events, thereby supporting The Social Hub's community-oriented strategy.

4.1.3 Points of improvement for community hosts to better facilitate community-based hospitality engagement

Community hosts play a pivotal role in the day-to-day operations of The Social Hub, both at the reception and in the restaurant. While standard operating procedures govern activities like guest check-in and check-out, drink preparation, and event space setup, most of their responsibilities revolve around their demeanor: being open, communicative, and having a problem-solving mindset toward customers.

Effective communication is vital in their interaction with guests, as community hosts are responsible for ensuring the satisfaction of in-house guests. Communication is a critical aspect of community engagement, so community hosts play a vital role in disseminating information about planned events and activities within the location. For example, during check-in, community hosts can propose that hotel guests join community events, thereby diversifying the event attendance. Similarly, when checking in new co-working members, the focus is typically on practical aspects, neglecting to communicate the availability of free events they can attend.

To enhance event communication, community hosts must prioritize their day-to-day interactions with other community members. Feedback from the NPS co-working survey indicates that improved communication of events is the top area for enhancement. Notably, 83% of co-working members prefer face-to-face communication as their preferred method of receiving event information. Consequently, incorporating a standard operating procedure where community hosts check the upcoming community-based events, review updates (as suggested in the connector section), and proactively communicate them with guests during their shifts would not only increase community engagement and event sign-ups but also foster sense of unity and belonging throughout guests' stays.

4.2 A guide for facilitating a workshop

Facilitating an employee workshop requires careful planning, engaging content, and effective facilitation techniques. The appendix provides a guide for facilitating a workshop based on literature and testing from 2 supervisors from The Social Hub. Furthermore, an example of a workshop presentation is provided in The Social Hub's format with scripted slides for doing the workshop (see Appendix II). By following this step-by-step guide, the learning and development team can create a meaningful and impactful learning experience that empowers The Social Hub's employees, fosters collaboration, and contributes to increasing knowledge about community-based hospitality and community engagement (see Appendix III).

5. The co-working members

The aforementioned strategies have been formulated to enhance community engagement and foster a sense of community surrounding the primary issue, which pertains to co-working members and their involvement. Since co-working members constitute the focal demographic examined during the product's development, it is imperative to possess a comprehensive understanding of their engagement levels, interests, desired advantages, and preferred modes of communication. The subsequent information is derived from the NPS co-working survey, interviews conducted with co-working members, and a survey centered on co-working community engagement.

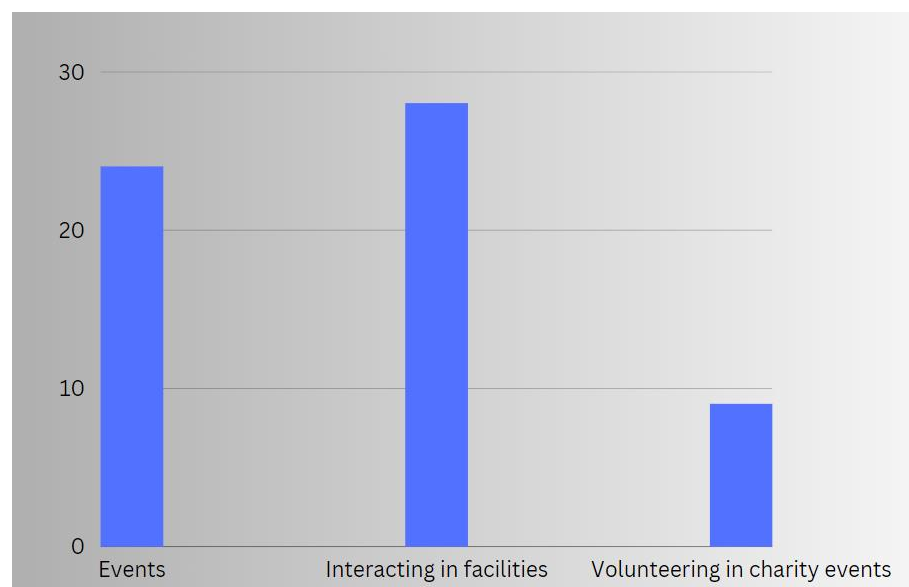
5.1 Co-working engagement

Co-working members' engagement occurs when they actively participate in various activities and events and interact with fellow community members. This involvement encompasses diverse manifestations, including volunteering, attending community meetings and events, and engaging in offline or online community discussions on social media platforms.

Furthermore, community engagement entails connecting with other members, fostering relationships, and contributing to the community's overall well-being. Findings from the co-working engagement survey, conducted across multiple locations of The Social Hub, indicate that co-working members primarily engage with the community through interactions facilitated by the hotel's amenities (*refer to Figure 4*). These micro-level communications play a pivotal role in community building and contribute significantly to the ambiance fostered by The Social Hub. Indeed, based on interviews conducted with co-working members, the day-to-day interactions within the facilities are considered fundamental in community development.

Moreover, events have been identified as a crucial component of co-working engagement, with charity events displaying slightly lower participation levels than other types of events. Community managers unanimously regard events as catalysts for community engagement and building. The nature of these events is contingent upon the partnerships established by The Social Hub's management team. Consequently, the limited participation in charity events by co-working members may be attributed to the specific partnerships cultivated by the management team.

Figure 4. Co-working means of engagement



5.2 Co-working is the main interest of events.

Organizing events centered around the interests of co-working members assumes paramount importance in ensuring the efficacy of community engagement efforts. When individuals can attend events that resonate with their interests, their engagement and active participation tend to increase.

Consequently, this fosters a profound sense of belonging and fortifies the interpersonal bonds among community members.

A key advantage of tailoring events to align with the interests of co-working members is the promotion of inclusivity. When individuals perceive that an event has been customized to cater to their unique interests, they are more inclined to attend and feel a genuine sense of integration within the community. This aspect holds particular significance for minority groups who may experience a sense of exclusion from mainstream events and activities. In the case of The Social Hub, where there is a higher concentration of students, it is crucial to organize events that cater to the interests of co-working members, who often find themselves in a minority position.

The range of interests in events within The Social Hub is contingent upon the diverse professional backgrounds of its members. According to interviews conducted with co-working members, most individuals at The Social Hub identify themselves as consultants, software developers, accountants, and designers. This finding is further supported by the NPS survey conducted by the hotel, which indicates that most respondents are employed in the IT sector, creative industries, marketing, and various service-related fields.

Considering this wide array of professional backgrounds, it is apparent that many interests exist regarding event preferences. The co-working engagement survey reveals that the most sought-after event attributes include enjoyment, refreshments, games, music, a business-oriented focus, and opportunities for social connection. Meeting new people and expanding professional networks emerge as recurring themes among co-working members, underscoring the significance of events as catalysts for social interaction and relationship building.

5.3 Co-workers' main benefits from an event

Participating in events confers many benefits upon co-working members, encompassing socialization with like-minded individuals, acquiring new knowledge, and accessing personal and professional growth opportunities. Among these advantages, networking holds particular significance. Events serve as platforms for individuals with similar interests or belonging to the same community to converge, facilitating the exchange of ideas and fostering connections that can potentially lead to valuable opportunities.

Furthermore, attending events can provide a distinctive and enjoyable experience. Many events incorporate entertainment elements, such as music performances, comedy shows, or art exhibitions, offering a pleasurable avenue for spending time with friends and family. Moreover, events serve as an opportunity to deviate from the routines of daily life, enabling individuals to explore novel environments or engage with fresh concepts.

The co-working community engagement survey reveals that many members attribute the highest importance to networking as a benefit of attending events. This is closely followed by the inclination to assist others in need, which often manifests as support for local causes or businesses. Another noteworthy benefit that garners high scores is the attainment of inspiration, which frequently arises from interactions with individuals who possess diverse perspectives and cultural backgrounds. These identified benefits resonate with co-working members, encompassing a range of other advantages, such as acquiring new knowledge and enjoying food and beverages during events.

5.4 Preferred means of communication

Lastly, selecting an appropriate communication tool for the co-working target group holds immense significance as it profoundly impacts the effectiveness of message delivery. Different communication tools are tailored to suit diverse audiences, and carefully selecting an appropriate tool can significantly enhance the likelihood of the message being received and comprehended. For instance, if the target group primarily comprises older individuals less adept with technology, relying on digital communication methods like email or social media may prove ineffective, as they may lack the requisite skills to access or navigate these platforms. In such cases, traditional means such as postal mail or phone calls may be more suitable and effective alternatives.

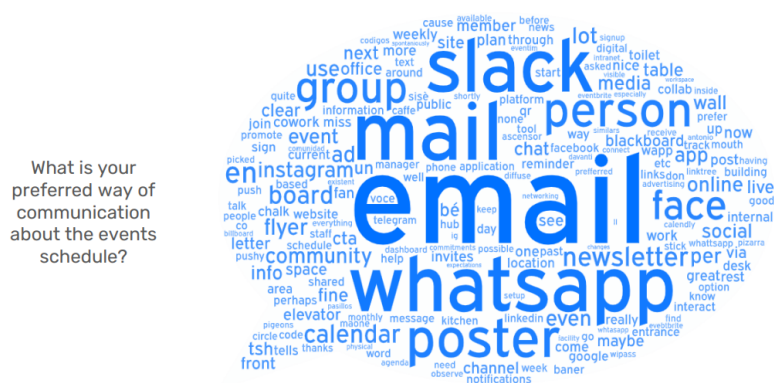
According to the NPS co-working survey (refer to Figure 5), the primary communication tools employed to disseminate information about events encompass offline and online channels. On the traditional front, some members still prefer to receive event-related information through face-to-face interactions and physical posters. However, a strong inclination towards utilizing online channels, including email, WhatsApp groups, and Slack, has been observed. Given the diverse preferences within the co-working target group, employing multiple communication channels to effectively engage with co-working members is imperative.

Furthermore, employing a mix of communication tools can ensure that messages are delivered promptly and efficiently. For instance, when The Social Hub needs to promptly communicate last-minute updates about an event to co-working members, employing an internal messaging system or conducting phone calls may be the most effective method for ensuring swift message delivery and prompt action.

In summary, selecting an appropriate communication tool is of utmost importance when targeting the co-working demographic. By considering the preferences and technological literacy of the target group and employing a mix of offline and online communication channels, effective and timely dissemination of information can be achieved, thereby maximizing engagement and promoting active participation among co-working members.

Figure 5. Co-working channels for communication

Members also mostly prefer online communication about events
Specifically, via email or messaging apps such as WhatsApp and Slack



Source: Coworking Experience Survey FY23 Jan (N=200 for the visualization and includes most frequently mentioned words)

6. Finance

The finance chapter will comprehensively examine the financial implications of adopting the professional product. These implications are closely related to increases in labor hours and event budgeting. Due to the nature of the issue, there is no direct return on investment when considering the costs of implementing the professional product. However, indirect financial benefits can be derived from the project.

One of the main costs associated with implementing the professional product is the implementation of workshops for employees. These workshops are recommended to be incorporated into the onboarding program for new employees and conducted every 6-12 months for existing employees. Each workshop would last approximately 30-45 minutes, resulting in an additional labor hour for community hosts and supervisors. The Social Hub covers the cost of employee hours spent on learning and development activities such as courses, workshops, and training that contribute to workplace skills or qualifications. Therefore, the implementation of the workshop would incur a cost of approximately one additional labor hour for community hosts and supervisors.

6.1 Cost calculation

The cost of one labor hour in the Netherlands varies and is calculated based on the **labor hourly rate formula: (direct labor costs/number of productive hours per year) * 1.5**. Direct labor costs are determined by subtracting indirect labor costs from the gross salary. At the same time, the number of productive hours is calculated by subtracting holiday hours and 5% absenteeism hours from the total number of hours. The *1.5 factor represents a 50% markup, compensating for indirect and overhead costs such as indirect labor costs and expenses for housing and office equipment (Netherlands enterprise agency , 2021).

Calculating labor hours rate for community supervisor:

€ 2,500 Gross salary

€ 200 Vacation benefits (8%)

€ 150 non-profit-dependent year-end bonuses or 13th month salary (6%)

€ 712 Employers contribution (pension fund, insurances, 25% of sum of above items)

€ 3,562 Monthly wages (x 12 months = € 42,744 annual wages)

Annual wages + 50% mark-up → € 42,744 x 150% = € 64,116

Number of productive hours per year 1,619

Labour Hourly rate for community supervisor → € 64,116 / 1,619 = € 39,60

Calculating labor hours rate for community hosts:

€ 2000 Gross salary

€ 160 Vacation benefits (8%)

€ 120 non-profit-dependent year-end bonuses or 13th month salary (6%)

€ 570 Employers contribution (pension fund, insurances, 25% of sum of above items)

€ 2,850 Monthly wages (x 12 months = € 34,200 annual wages)

Annual wages + 50% mark-up → € 34,200 x 150% = € 51,300

Number of productive hours per year 1,619

Labour Hourly rate for community host → € 51,300 / 1,619 = € 31,68

Calculating productive hours:

- based on actual productive days and hours within the company/organization
- where productive hours per year = minimum 1.550 hours per FTE

Number of business days 261

Number of holidays on business days 7 -/-

The number of productive days is equal to 261 - 7 = 254

Number of productive hours (254 x 7.5) = 1905

Holiday hours = 184 -/-

Average absenteeism hours (5%) = 102 -/-

Productive hours per year is equal to 1908 – 184 – 102 = 1,619

According to their internal software, the number of community hosts in The Social Hub is 239. This would mean that an increase of one labor hour for all community hosts would come at the cost of €7571,52 (239 x 31,68)

According to their internal software, the total number of community supervisors in The Social Hub is 57. This would mean that an increase of one labor hour for all community supervisors would come at the cost of €2257,20 (57 x 39,60). **The overall cost of implementing the workshop once a year would cost €9828,72.** All calculations are based on information from the internal organizational software and payslip information from supervisors and hosts.

Another cost associated with the product implementation relates to the budget allocated for the connectors responsible for organizing events. According to budget reports from The Social Hub, the average cost of an event is **€180**. These costs encompass various purchases specific to each event, categorized into three main types: learn and thrive, positive impact, and creativity and culture. In the professional product, increasing the number of events for co-working members by one per month is recommended. This would amount to **a yearly cost of 12 events * €180 = €2160** per location for the additional event. However, The Social Hub has the flexibility to reallocate the costs of this extra event by reducing expenses for other events, thereby maintaining the same monthly and average budget.

6.2 Social return on investment

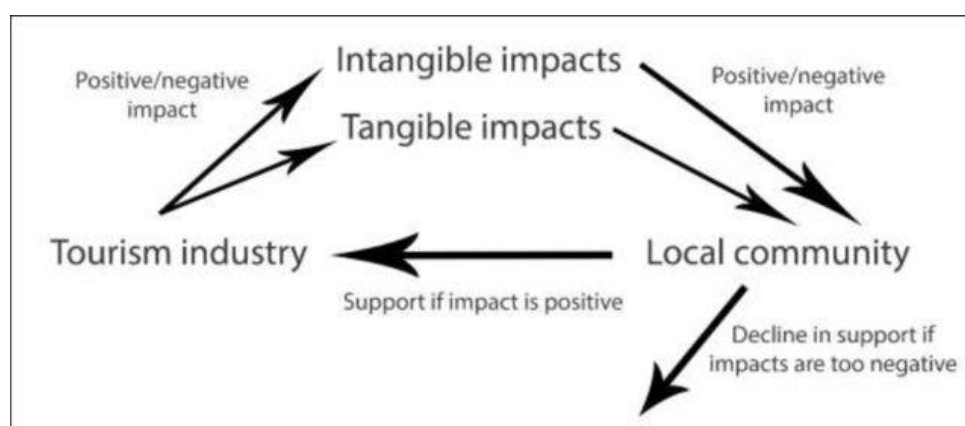
These represent the primary costs associated with the professional product, but indirect benefits arise from its implementation. According to Cropanzano, Anthony, Da, and Hall (2018), **the social exchange theory** suggests that relationships between individuals and organizations involve the exchange of resources, including both economic and non-economic factors. This theory underscores the significance of social connections, trust, reciprocity, and perceived fairness in fostering positive non-financial benefits such as loyalty, commitment, and organizational citizenship behavior (see Figure 6).

Figure 6. Social Exchange Theory



Scholtz and Slabbert (2017) have adapted the social exchange theory to the tourism and hospitality industry, creating **a framework** where the industry's positive or negative impacts on the local community determine whether the community will support the organization operating in the industry (see Figure 7). This framework can be applied to The Social Hub's case. Although the professional product may not yield direct financial benefits, its primary objective is to facilitate robust community development within and around its locations. Based on the social exchange theory, this **sense of community will significantly influence the decision-making process** of the target group in the future.

Figure 7. Social Exchange Theory adapted for the tourism industry



In conclusion, the finance chapter comprehensively examines the financial implications of the professional product. Although there may not be a direct return on investment, indirect financial benefits can be derived. The costs associated with implementing workshops and the event budget must be carefully considered. Furthermore, the non-financial benefits, as informed by the social exchange theory, emphasize the importance of community development and its influence on future decision-making. Overall, a balanced approach to financial and non-financial aspects is necessary to successfully implement the professional product.

7. Possible other solutions

The nature project is unique for the hospitality industry since The Social Hub is a pioneer in developing such a community-based strategy focusing on community building for hotels. Thus, there is no standard theoretically-build solution for the client's management question. Therefore, with my client, we agreed on providing a multi-stakeholder solution targeting different stakeholder levels. However, other possible solutions could have been developed for this project.

In the subsequent part of this chapter, explicit criteria for selection and evaluation were established to identify the best possible solution. However, had the client not provided specific requirements for the product's usability, numerous alternative solutions could have been explored and potentially implemented. This chapter will examine four of these alternatives and discuss the reasons for their dismissal.

A table has been devised to assess and rank each alternative concerning the chosen product development idea to facilitate comparative analysis. In order to make these alternatives measurable, the client chose certain evaluation criteria and further refined them the researcher during the desk research phase (refer to Appendix IV).

Solutions are evaluated on a scale of 1 to 3 on set criteria:

Marketing and Communication 1, operational plan 2, strategic alignment plan 3, community development plan 4,

Urgency: How urgent should it be implemented (1 not urgent, 3 very urgent)

Impact on the management problem: Does it solve the management problem in the most direct way (1 does not answer all client's problems, 3 covers all management problem angles)

Community scope: the impact on community aspects, includes different community members (1 does not include all community members, 3 includes all community members)

Solution duration: Can the solution be used again (1 means a one-time solution, 3 means continuous use)

Budget: financial resources needed (1 is too expensive, 3 is fitting in the budget)

Resources: human (staff), intelligent (knowledge), practical (equipment) (1 means too many resources needed, 3 means some resources needed)

Time efficiency: how much time is needed for the implementation (1 too much time needed, 3 can be implemented right away)

Feasibility: easiest to create (1 means difficult to develop and implement, 3 means easy implementation)

Resistance: highest resistance from stakeholders (1 is high overall resistance, 3 is low resistance). More about resistance is explained in the Stakeholders chapter.

An alternative solution to the client's issue is developing a marketing and communication plan to increase the community aspect provided by the hotel. The marketing and communication plan scores low on most aspects, such as urgency, community scope, and solution duration. This is because, with the rebranding, the focus was already set on the community aspect by the headquarters during their latest marketing campaign. Furthermore, this would be a one-time solution that does not fully involve all community aspects, such as community engagement. Lastly, the cost of implementing a marketing and communication plan would be significantly high since high-end hotels are quite competitive in marketing their brands (Spector, 2018). Hotels are spending more and more on marketing, trying to be more competitive and get more direct bookings which would translate into higher costs for The Social Hub.

Another alternative considered was an operational plan aiming only at community improvement. The client suggested the idea of the operational plan since an operational plan is usually part of the

marketing and communication plan. However, the operational plan focuses more on the actions required to achieve the marketing plan's strategy. An operational plan is viable, but it scores low on solution duration. An operational plan is generally a one-time solution aiming to improve the current situation and lasts until the end of the marketing campaign (Reijssen et al., 2016). Furthermore, the issue's complexity requires more creative and innovative solutions, which allow us to fully consider the wide variety of stakeholders involved and their wishes and needs. With an operational plan, the product is restricted to a set target group by the marketing plan, which would suit the client's problem.

A strategic alignment plan could also solve the client's issue. The strategic alignment plan aims to align operations between different departments or locations to have the same level of standards (Indeed Editorial Team, 2022). This type of plan would be suitable since some locations of The Social Hub are doing better than others regarding community engagement of co-working members. Thus, aligning the same approach towards the issue with the lowest performed location to the best performed seems like the probable solution. However, after conducting the research with managers from different locations of The Social Hub, it became clear that some factors depend on location and cannot be copied by others, such as architecture design, demographic factors, and facilities provided. This makes such a plan quite ineffective since it scores low on these community factors, crucial for increasing community engagement.

Lastly, the initial product suggested in the plan of approach was a community development plan. The community development plan follows a similar structure to the marketing and communication plan but has a clear focus and goals set on community development. The product fits the criteria for problem-solving, but the client discarded it due to difficulty with implementation. The plan remains a viable option for the future since it targets the specific issue and provides a strategic and operational plan for dealing with it. Points to be improved regard feasibility, solution duration, and budgeting.

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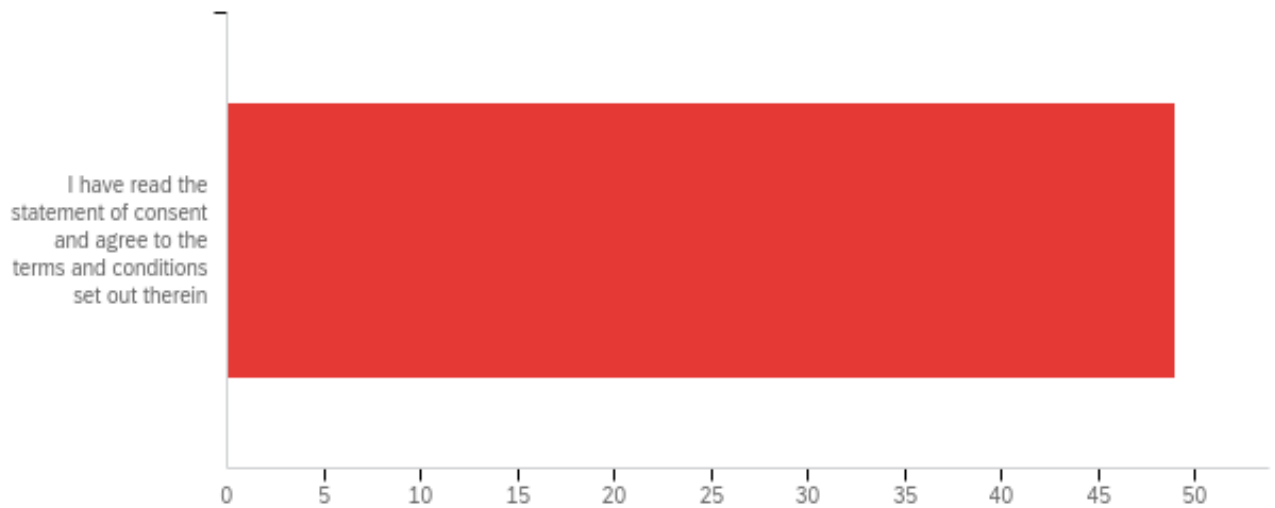
Appendix

Appendix I Co-working community engagement survey

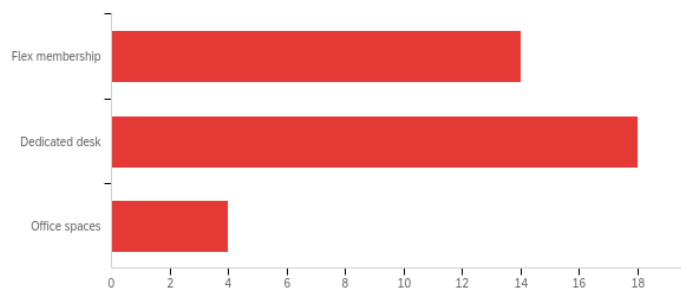
Engagement drivers

June 15th 2023, 12:11 pm MDT

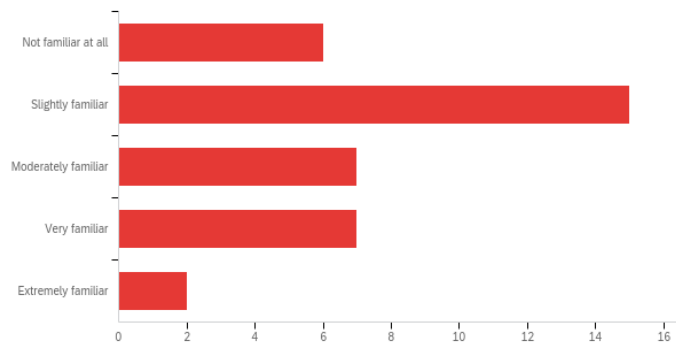
Q27 - Indicate below whether you agree with the consent form



Q1 - What type of co-working membership do you currently have at The Social Hub?



Q3 - How familiar are you with The Social Hub's vision and strategy?

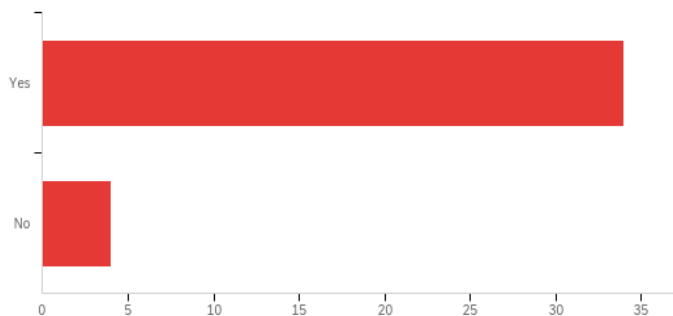


#	Answer	%	Count
1	Not familiar at all	16.22%	6
2	Slightly familiar	40.54%	15
3	Moderately familiar	18.92%	10
4	Very familiar	18.92%	7
5	Extremely familiar	5.41%	2
	Total	100%	40

Q5 - The Social Hub's vision is "At The Social Hub, we believe a better society is created when people with vision and talent come together from all walks of life. United by a shared mindset, our community is shaping a brighter future, and having fun doing it." On the scale of 1-10 how much do you relate to The Social Hub's vision?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Select	3.00	10.00	6.31	1.61	2.60	40

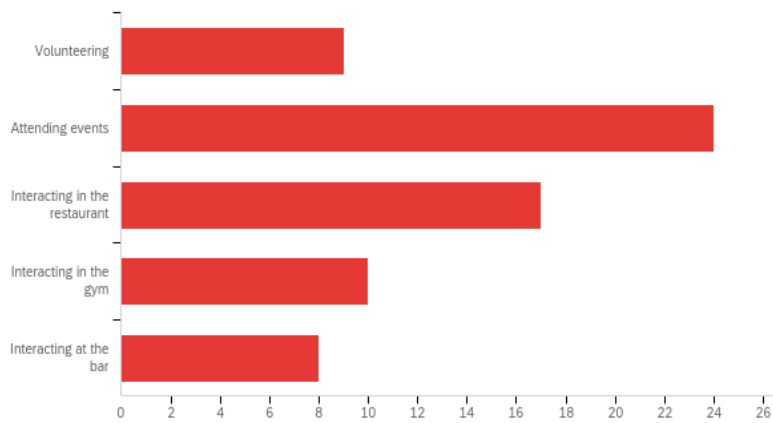
Q6 - Do you currently engage with The Social Hub's community, for example, through volunteering, attending events, or interacting with other people in facilities such as restaurant, bar or gym?



Q29 - How many events have you attended in the last six months?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Events	2.00	12.00	6.83	2.97	8.84	40

Q17 - Through which way do you mostly engage with the community?



Q7 - What motivates you to engage with The Social Hub's community?

What motivates you to engage with The Social Hub's community?

Sport events, nice food

Depends but i like attending different events related to my interests

Growing my network

To meet different people

To see how are people are doing

Meeting new people

Getting some conversation with people

I am looking to meet new people

many things

Helping other people

Meeting new people and connecting with different cultures

Many things

depends

People

People

None, no added value for now

Meeting new people

For enjoy

for funny

Meeting new people.

Having fun

Meeting new people

Enjoying food

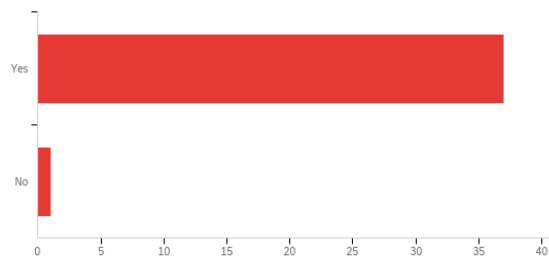
Don't know

Learning something

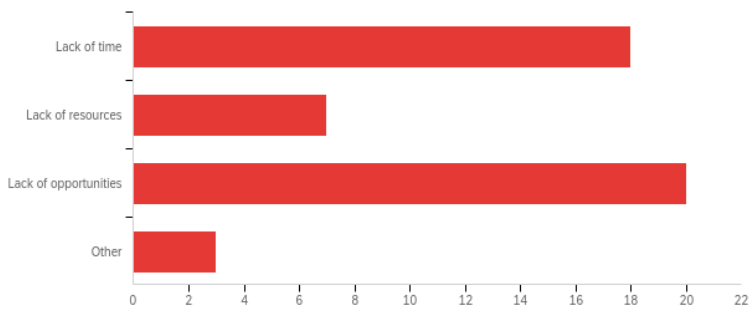
It's nice to meet new people and have the feeling of colleagues while freelancing.

Nice to meet people

Q8 - Have you ever faced any barriers to engaging with the community, such as a lack of time, resources, or opportunities?



Q6 - What barrier do you experience the most?



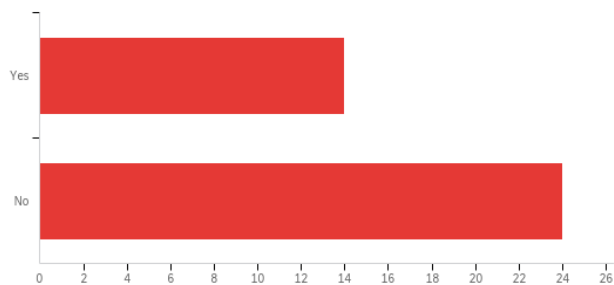
Q31 - Other reason:

Other reason:

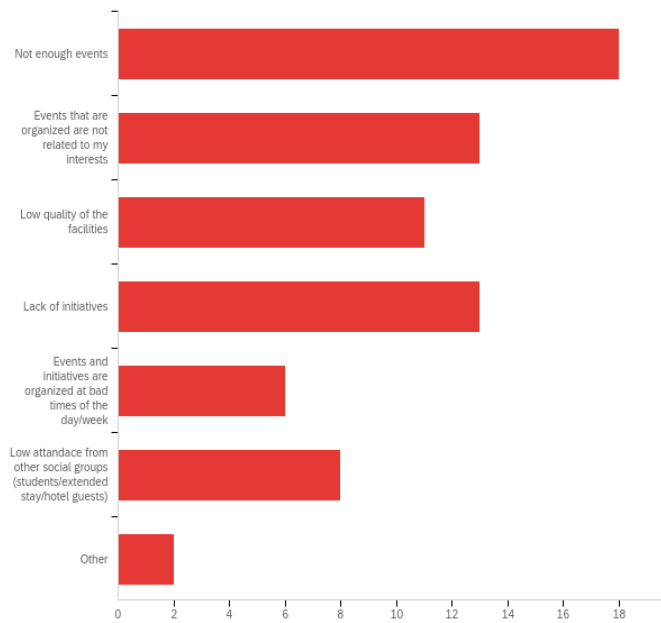
Most of the events I don't like

Lack of initiative

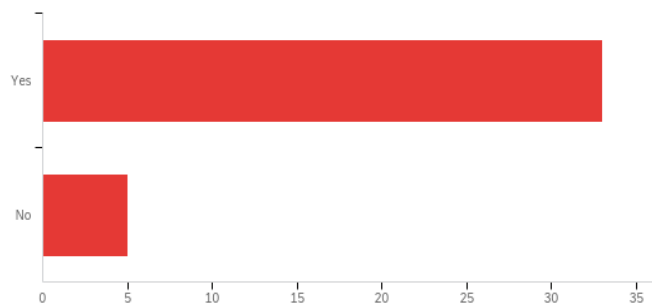
Q9 - Do you feel that The Social Hub provides sufficient opportunities for engagement?



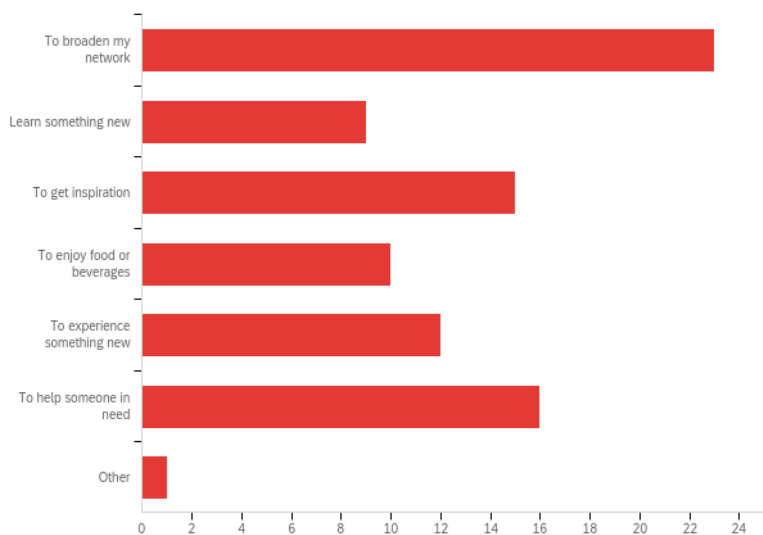
Q11 - Why do you think The Social Hub provides insufficient opportunities?



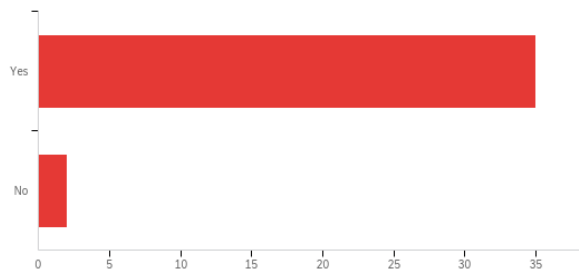
Q10 - Would you be more likely to engage with the community if it brings you personal benefits (For instance, networking, personal growth, inspiration, escapism)?



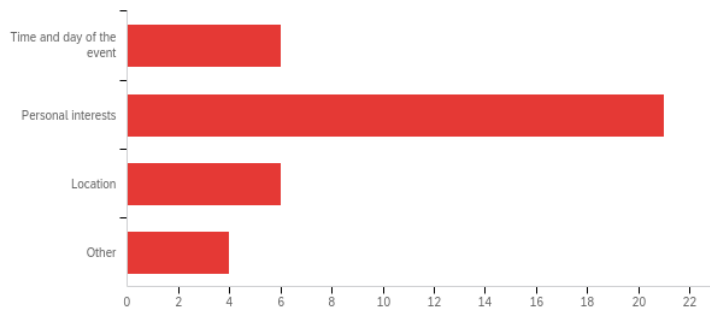
Q10 - What are some benefits you associate with engaging with The Social Hub's community?



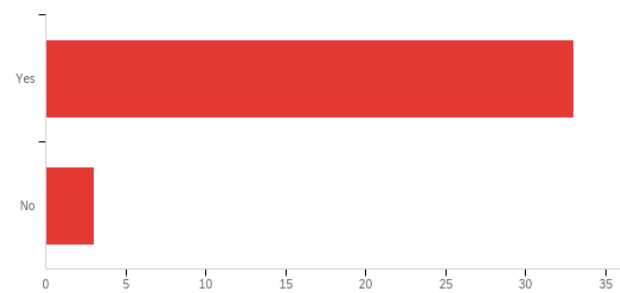
Q18 - Do you think community events are important for promoting a sense of community in The Social Hub?



Q19 - What factors influence your decision to attend a community event, such as time and day of the event, personal interests or location?



Q20 - Are you more likely to attend an event which is related to your interests?



What personal interests do you have that you'd like to see events around?

fitness, food, cooking

having fun, while enjoying some nice food, drinking, eating, dancing, singing

Games,drinks,foods

Music, food, drinks

Having fun

Sport,art, music

design, innovation, food, dance, drink, fun, games

I love meeting energetic people

More business related events

Meeting freelance people like me

to support something

to meet new people

Multiple

Depending, wide field of interests

Helping others

To make friends

to make friends

Having fun.

Events where you meet new people

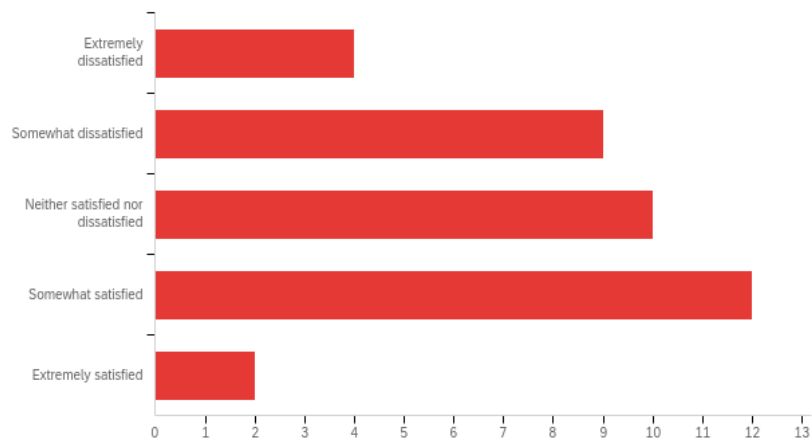
Meeting new people

Exercising

Networking with other people

Experiencing new things and meeting people from different cultures.

Q22 - Overall, how would you rate your experience with The Social Hub's social atmosphere?





The Social Hub

Goals of today

- Align knowledge and practices to enhance community engagement
- Feel more confident in welcoming guests to our community



2



What is our mission?

'The Social Hub sees our community through a new lens. Not as students, travellers, nomads or entrepreneurs, but as a single group unified in their desire to make an impact. We connect people through experiences, opening doors to the city like never before.'

One of the goals: Increase the size and loyalty of community through a lifetime connection

4

Our values

Curious

We believe in staying curious and pursuing lifelong learning.

Fun

We play with a wink and never take life too seriously.

Bold

We're a work-in-progress and encourage learning from failure.

Conscious

We make responsible, purposeful decisions that have a positive impact.

Entrepreneurial

We take the initiative, challenge the status quo and question things.

5

Introducing community-based hospitality

Community-based hospitality refers to a hotel brand that aims to create a social impact and mitigate the negative consequences of hospitality through community development using variety of initiatives, programs, and events.

6



Role play time !

- Case: a new co-working member checks-in today and he has never visited the location before. Give him an amazing welcome to our community.
- Choose 2 volunteers and let them practice in front of the group. You want to see the raw knowledge and experience of the team and how the tour goes.
- Analyze and discuss the outcome: how did it go, what information has been shared, how was the attitude, was a connection made?

The Social Hub



How to improve?

1. Be aware of the events

- Check daily event calendar on Pxier
- Communicate with the Connector for further explanation if needed

2. Promote the event

- Mention events during the check-in process
- Have QR codes or posters ready to be shared with the guests
- For co-working: add new members to WhatsApp group on their first days

3. Follow up

- Be active in engaging with the community during the shift and spread awareness about the current or upcoming events

6



Try again 😊

Goals of today

- Align knowledge and practices to enhance community engagement
- Feel more confident in welcoming guests to our community



10



How did we do?



*Each slide contains comments with explanation or desired outcome of the discussions during the workshop (as shown on slide number 7)

Appendix III Guide for facilitating quality workshop

Step 1: Define the workshop objectives

- Clearly define the purpose and goals of the workshop.
- Identify the specific knowledge, skills, or behaviours you want participants to gain or improve upon.
- Consider the desired outcomes and the overall impact you want the workshop to have on the participants and the organization.

Step 2: Plan the workshop structure

- Determine the workshop duration, schedule, and logistics (venue, equipment, materials).
- Break down the workshop into logical sections or modules.
- Allocate appropriate time for each section, considering both content delivery and interactive activities.
- Incorporate a mix of presentations, discussions, group activities, and hands-on exercises to keep participants engaged.

Step 3: Prepare engaging content

- Research and gather relevant content, examples, and resources that align with the workshop objectives.
- Organize the content into a clear and logical flow.
- Use visuals, multimedia, and real-life scenarios to make the content more relatable and engaging.
- Consider incorporating case studies, role-plays, or simulations to enhance learning and practical application.

Step 4: Create interactive activities

- Include interactive activities that promote active participation and reinforce learning.
- Incorporate group discussions, brainstorming sessions, and small group activities to encourage collaboration and diverse perspectives.
- Use icebreakers and energizers to set a positive and engaging tone at the beginning of the workshop.
- Design exercises that allow participants to practice new skills or concepts in a safe and supportive environment.

Step 5: Engage participants throughout the workshop

- Foster a positive and inclusive learning environment.
- Encourage open communication, active listening, and respect for diverse opinions.
- Use effective facilitation techniques such as asking thought-provoking questions, encouraging participation from quieter participants, and managing time effectively.
- Regularly check for understanding and address any questions or concerns raised by participants.

Step 6: Provide meaningful feedback and reflection

- Allow time for participants to reflect on their learning and discuss key takeaways.
- Facilitate a debrief session to gather feedback on the workshop content, structure, and facilitation.
- Use feedback to improve future workshops and enhance participant satisfaction.
- Provide additional resources or references for further learning, if applicable.

Step 7: Follow up and evaluate the workshop's impact

- Follow up with participants after the workshop to reinforce learning and provide ongoing support.
- Assess the workshop's impact on participants' knowledge, skills, and behaviour through surveys, assessments, or post-workshop interviews.
- Use evaluation results to measure the effectiveness of the workshop and make necessary adjustments for future sessions.
- Incorporate the workshop in the training of the new employees.

The workshop guide is based on report for facilitating a quality workshop from Smith, Edleston, Bruke and Laurie (2017).

Appendix IV Evaluation table for alternative solutions

	Alternative solutions			
Measure	Marketing and communication plan	Operational plan	Strategic alignment plan	Community development plan
Urgency: how urgent does it need to be implemented	1	2	2	2
Impact: How much does it solve the issue	2	2	1	3
Community scope: Does it include all community aspects	1	1	1	3
Solution duration: Can the solution be used again	1	1	2	2
Budget: Financial means needed	1	3	2	2
Resources: How much resources are needed	1	3	2	2
Time efficiency: How much time would it take to implement	1	2	1	2
Feasibility: How easy to implement is the alternative	1	3	1	2
Resistance: What level of resistance would stakeholders have	3	3	2	3
TOTAL:	12	20	14	21



DEVELOPMENT OF COMMUNITY-BASED HOSPITALITY

Substantiation for professional product



JUNE 19, 2023
VALENTIN CHAVDAROV

DEVELOPMENT OF COMMUNITY-BASED HOSPITALITY

Valentin Chavdarov

Student Number: 481057

Young Professional Semester

Tourism Management

Hospitality Business School

Saxion University of Applied Sciences

Client Ms. Johanna Parnsalu

Organization: The Social Hub

Semester tutor: Rienk van Marle

The Hague

June 2023

The Netherlands

Submission Date: 19th of June 2023

Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- all the work I have conducted to fulfil these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBSguidelines.

Name: Valentin Chavdarov

Date: 19/06/2023

Signature:



Preface

Dear reader,

This Young Professional portfolio encompasses the comprehensive efforts and endeavors undertaken for The Social Hub, focusing on developing the concept of community-based hospitality and increasing engagement from the co-working members of the community. The fundamental objective of this project is to develop a framework for the hotel's community-based strategy where there is increased participation from community members, especially co-workers. In the present era, there is an urgent need for greater emphasis on sustainability concepts, prioritizing social and environmental thinking, and evaluating long-term environmental impacts rather than solely pursuing immediate benefits.

The inspiration for this project emerged from a simple discussion with the client, highlighting the importance for organizations to prioritize community engagement in their strategy. As demonstrated by this project, building one community is a complex task. Community members have various wishes and needs, and their expectations for community engagement have many aspects that must be considered. Community-based hospitality, being a recently known concept, requires years of a concerted effort to embark on the journey toward a complete framework that encompasses the complexity of the topic. Commencing this journey involving each participant in community development represents a commendable approach, inspiring more individuals, stakeholders, and the government to join a broader movement.

I am immensely grateful for the opportunity to collaborate with an exceptional group of Young Professionals who provided support, camaraderie, and shared challenges throughout the semester. Additionally, I extend my gratitude to The Social Hub and its Community Manager, Ms. Parnsalu, for granting me this invaluable experience to delve into the community The Social Hub aims to create.

Summary

The imperative of community-based hospitality has become indispensable for businesses from various perspectives. In particular, community-based hospitality has garnered constant attention, owing to a heightened focus on mitigating the negative impact of hospitality through community building. A recent trend has been developed around hotels that aim to benefit society and the environment leaving behind traditional commercial purposes.

The objective of this project is to meticulously create a comprehensive framework for community-based hospitality and policy for increasing community engagement, especially the co-working members. The project encompasses a comprehensive analysis of diverse trends and methodologies from theoretical and practical perspectives, achieved through interviews and stakeholder communication. The project structure entails a systematic literature review of existing concepts related to community-based hospitality, an examination of the co-working target group, and an analysis of best practices regarding community engagement. An in-depth exploration of essential concepts has been undertaken to offer optimal solutions and guidance to the client.

The outcome of this professional product takes the form of a report consisting of three main parts, providing an overview of actions that need to be taken by community managers, connectors, and employees to facilitate an environment that promotes community-building and engagement. Subsequently, the product concludes with a financial chapter and a chapter examining alternative solutions to the issue.

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1. Introduction

Table 1. Table of information about the assessment criteria

Assessment criteria	Relevant information in the professional product	Relevant information within the substantiation
The professional answers the client's question with an appropriate and substantiated professional product	Please view: Chapter introduction	Please view: Chapter 2: The client and their question Chapter 3: Professional Product
The professional identifies the most important (internal and external) trends and developments and clarifies their influence on the issue.	Please view: Chapters: <ul style="list-style-type: none"> - Connectors solution - Training for the community hosts - Community managers solution 	Chapter 4: Trends and developments
The professional collects knowledge in a responsible way to support a decision and values this knowledge.	Please view: Professional product	Chapter 5: Use of knowledge
The professional justifies how the wishes of the stakeholders have been taken into account in the final product.	Please view: Professional product	Chapter 6: Stakeholders
The professional substantiates the extent to which the made choices are socially responsible (e.g. with regard to ethical, intercultural and sustainability aspects).	Please view: Professional product	Chapter 7: Societal impact
The professional demonstrates the financial feasibility of the professional product.	Please view: Chapter Finance	Please view: Chapter 8: Finance

2. The client and their question

In this chapter, the description of the client is made. The chapter provides business information, such as the organization's core activities and distinctive character, the organization, the size of the organization, and a description of the specific division/department where the problem lies.

2.1 Client's history

The Social Hub, previously known as The Student Hotel, is a hotel that was established in 2010 with the simple idea of providing better accommodation for students. It is widely known that students live in scrappy buildings with low technical maintenance and small rooms that feel very uncomfortable for everyday life. The Student Hotel's initial purpose was to improve students' life around the idea of providing better accommodation for an affordable price. Fast forward to 2022, The Student Hotel saw that it had grown exponentially to become a place for students and people from all walks of life. The Student Hotel has had 16 locations across Europe, eight being in the Netherlands, and a wide range of visitors because of its different stay types. Thus, The Student Hotel decided to rebrand its name, and in October 2022, The Student Hotel became The Social Hub.

The hotel's rebranding remained the same as the main products it offers but the strategy and the central vision. The Social Hub's purpose changed from offering students quality accommodation at an affordable price to connecting people from all walks of life under the same roof and creating a better world by building one community. The primary strategy shifted towards more community-based hospitality, a unique value proposition that The Social Hub tries to put together for its guests and customers.

The Social Hub has four leading offers tailored for different customer segments residing under the same building. It offers hotel stays, meeting, and events spaces, restaurant and bar areas, and co-working spaces. This whole bundle of products and services aims to create community-based hospitality.

Lastly, the rebranding was also part of the organizational rescheduling of the positions. Bartenders, baristas, servers, and receptionists became community hosts. The overseers of the community hosts are community supervisors, and the assistant general managers became community managers. Finally, a new role was introduced to the organization called Connector. A connector is a marketing and partnership manager responsible for the community-building process through event organization and partnerships.

2.2 The main issue

The leading cause for this thesis assignment is the difficulty of bringing all these different types of customers together while maintaining their needs and wishes intact. Specifically, an example is the co-working members. They have been refusing to engage with the other guests and students of the hotel, thus creating a difference between The Social Hub's vision and their wishes. The co-working members' main wish is to have a workplace, but something else is needed to contribute to the community-based strategy that The Social Hub is trying to implement with its rebranding.

As a result, the client's management question is, **"How can The Social Hub increase their co-working members' engagement in the community-based hospitality strategy."** The client wants to explore a new way to engage the co-working members of all the locations in the Netherlands toward their community-building strategy. This is of great importance since, from the perspective of The Social Hub, they rebranded themselves from The Student Hotel. They adopted the not-so-common concept of community-based hospitality as their new vision and strategy. Furthermore, the recently formed trend of remote working travelers and freelancers staying in hotels that offer co-working hotspots for digital nomads and young professionals (see Chapter 4) emphasizes the importance of tackling the issue.

3. Professional product

This chapter will delve into the decisions and choices that led to developing the professional product. This selection aims to increase the co-working community engagement and the overall quality of the community-building processes within the company.

At the beginning of the YP, my client wanted a solution for increasing co-working participation in their community-based strategy, which involves several target groups, including the co-working group. After researching the topic to create an operationalization and a theoretical framework, the most suitable solution appeared to be a community development plan. The community development plan was suggested as a solution to the issue and also in the plan of approach. However, after the progress meeting with the client in week 3.10, there were changes in the decision for the product. My client requested a product that can be put into use and is more of a practical nature. The community development plan was said to be too much on a strategic level, where the company headquarters would need to approve the product. The nature **project is unique** for the hospitality industry since The Social Hub is a pioneer in developing such **a community-based strategy focusing on community building for hotels**. Thus, there is no standard theoretically-build solution for the client's management question, but the different parts of the solution are built based on proven theoretical methods. Therefore, with my client, we agreed on providing a multi-stakeholder solution targeting different stakeholder levels. The professional product is built on three different levels, including assistant managers (community managers), marketing and partnerships managers (connectors), and the operational team (community hosts). The product comprises a community development guide for the community managers, a continuous improvement cycle with an evaluation form, objectives, and milestones for the connectors, and a workshop for the community hosts and supervisors. All of the mentioned stakeholders are crucial for increasing co-working community engagement and overall community building. The solution provided is not based on a one-time solution but a reusable community-building process that can be used on a half-year or yearly basis.

In the subsequent part of this chapter, explicit criteria for selection and evaluation were established to identify the best possible solution. However, had the client not provided specific requirements for the product's usability, numerous alternative solutions could have been explored and potentially implemented. This chapter will examine four of these alternatives and discuss the reasons for their dismissal.

To facilitate comparative analysis, a table has been devised to assess and rank each alternative concerning the chosen product development idea. In order to make these alternatives measurable, the client chose certain evaluation criteria and further refined them the researcher during the desk research phase (refer to Appendix I).

Solutions are evaluated on a scale of 1 to 3 on set criteria:

Marketing and Communication 1, operational plan 2, strategic alignment plan 3, community development plan 4,

Urgency: How urgent should it be implemented (1 not urgent, 3 very urgent)

Impact on the management problem: Does it solve the management problem in the most direct way (1 does not answer all client's problems, 3 covers all management problem angles)

Community scope: The impact on community aspects, includes different community members (1 does not include all community members, 3 includes all community members)

Solution duration: Can the solution be used again (1 means a one-time solution, 3 means continuous use)

Budget: Financial resources needed (1 is too expensive, 3 is fitting in the budget)

Resources: Human (staff), intelligent (knowledge), practical (equipment) (1 means too many resources needed, 3 means some resources needed)

Time efficiency: How much time is needed for the implementation (1 too much time needed, 3 can be implemented right away)

Feasibility: Easiest to create (1 means difficult to develop and implement, 3 means easy implementation)

Resistance: Highest resistance from stakeholders (1 is high overall resistance, 3 is low resistance). More about resistance is explained in the Stakeholders chapter.

An alternative solution to the client's issue is developing a marketing and communication plan to increase the community aspect provided by the hotel. The marketing and communication plan scores low on most aspects, such as urgency, community scope, and solution duration. This is because, with the rebranding, the focus was already set on the community aspect by the headquarters during their latest marketing campaign. Furthermore, this would be a one-time solution that does not fully involve all community aspects, such as community engagement. Lastly, the cost of implementing a marketing and communication plan would be significantly high since high-end hotels are quite competitive in marketing their hotel brands (Spector, 2018). Hotels are spending more and more on marketing, trying to be more competitive and get more direct bookings which would translate into higher costs for The Social Hub.

Another alternative considered was an operational plan aiming only at community improvement. The client suggested the idea of the operational plan since an operational plan is usually part of the marketing and communication plan. However, the operational plan focuses more on the actions required to ensure the marketing plan's strategy is achieved. An operational plan is viable, but it scores low on solution duration. An operational plan is generally a one-time solution aiming to improve the current situation and lasts until the end of the marketing campaign (Reijssen et al., 2016). Furthermore, the complexity of the issue requires more creative and innovative solutions, which allow us to fully consider the wide variety of stakeholders involved and their wishes and needs. With an operational plan, the product is restricted to a set target group by the marketing plan, which would suit the client's problem.

A strategic alignment plan could also be used to solve the client's issue. The strategic alignment plan aims to align operations between different departments or locations to have the same level of standards (Indeed Editorial Team, 2022). This type of plan would be suitable since some locations of The Social Hub are doing better than others regarding community engagement of co-working members. Thus, aligning the same approach towards the issue with the lowest performed location to the best performed seems like the probable solution. However, after conducting the research with managers from different locations of The Social Hub, it became clear that some factors depend on location and cannot be copied by others, such as architecture design, demographic factors, and facilities provided. This makes such a plan quite ineffective since it scores low on these community factors, which are crucial for increasing community engagement.

Lastly, the initial product suggested in the plan of approach was a community development plan. The community development plan follows a similar structure to the marketing and communication plan but has a clear focus and goals set on community development. The product fits the criteria for problem-solving, but the client discarded it due to difficulty with implementation. The plan remains a viable option for the future since it targets the specific issue and provides a strategic and operational plan for dealing with it. Points to be improved regard feasibility, solution duration, and budgeting.

4. Trends and developments

During the development of the professional, there have been a couple of trends and developments that played a crucial role in the product's design. The following addresses the trends and developments that have been used to develop the project.

4.1 Increase in bleisure tourism and freelancers

With the decline in the tourism industry during the 2020 – 2021 Covid pandemic, the hospitality industry experienced a sharp decline in guests overall. In early 2022, the tourism industry showed early signs of recovery, and during the summer of 2022, the industry rebounded strongly toward its previous travel levels. According to Azimnova (2022), world tourism experts' assessments showed that business tourism is becoming one of the main factors in the industry's recovery in the new conditions. World Travel and Tourism Council (WTTC) forecasted that in 2022, the number of business trips was expected to increase by 41% and over ten years, the growth rate of this type of visit will be 5.5% per year on average. Looking into early 2023, the famous hospitality magazine EHL insights (2023) places the rise of bleisure as the main hospitality trend in 2023. The bleisure target group is heavily influenced by the growing target group of freelancers. According to Barufatti (2023), Europe has the highest freelance population accounting for 35.5% of the global freelance power.

Furthermore, the target group will grow by 65% in the next five years. Based on the NPS co-working survey, freelancing is the main occupancy of the co-working members. Consequently, according to Weisskopf & Masset (2023), the increase in people preferring to work from home has created a shift, and hotels are becoming hospitality venues, turning themselves into remote working hotspots for locals and travelers alike. This is a great opportunity for hotels and F&B venues to capitalize on the trend and adapt their offering to meet the needs and wants of this emerging segment; ample plug sockets, free high-speed WIFI, meeting rooms, and great coffee are good starting points. This trend played the main role in the decision of the YP project since the co-working target group directly represents the bleisure post-covid traveler. This type of trend plays a major role for The Social Hub since it is an external trend developing in the hospitality industry. Thus, the importance of the target group for the client has been used to tailor a specific product which would help them drive more travelers from the booming target group and gain a competitive advantage in the industry.

4.2 Corporate Social Responsibility (CSR)

Before the pandemic, pursuing sustainable tourism and hospitality was a prevalent trend. Since tourism is not inherently essential for human survival, it is especially susceptible to environmental scrutiny from environmentalists. The United Nations World Tourism Organization (UNWTO) has recognized the pollution generated by the tourism industry as a significant concern, leading to the establishment of sustainability development goals in 2015 (United Nations, n.d.). Building upon this foundation, the UNWTO has outlined three key principles businesses must adhere to be environmentally and socially responsible.

Firstly, the efficient utilization of environmental resources, a crucial aspect of tourist development, contributes to the preservation of essential ecological processes and the conservation of natural resources and biodiversity. Secondly, maintaining sociocultural authenticity within host communities entails the preservation of cultural heritage and traditional architectural values and promoting intercultural understanding and tolerance. Lastly, ensuring the long-term economic viability of tourism entails providing stable employment opportunities, generating income, and delivering social services to local communities, with the ultimate goal of poverty reduction (UNWTO, 2023).

Consequently, the integration of corporate social responsibility (CSR) has become a prominent feature in the vision and mission statements of various tourism and hospitality brands worldwide. CSR is a voluntary framework for companies to incorporate social and ecological concerns into their business activities and stakeholder relationships (Achmad & Yulianah, 2022). Moreover, the significance of sustainable certifications has increased as businesses are now expected to substantiate their sustainability claims. Notably, certifications such as the widely recognized "Green Key" certification indicate sustainable practices within an establishment. This exemplifies how the sustainability trend can be deeply ingrained within a company's strategic approach (Green Key,

2023). The concept of CSR has been used in developing the professional product, most notably for the part of the workshop for employees. The Social Hub's vision has integrated a social stand to improve society by creating one community. This point has been used as a center, together with community engagement, for the content creation of the workshop.

4.3 Co-creation

The trend of co-creation has gained notable traction within the hospitality industry in recent years. As a concept, co-creation encompasses the active involvement and collaboration of customers or guests in the design, development, and delivery of products, services, and experiences. This participatory approach has emerged as a response to evolving consumer expectations, where individuals seek personalized and immersive experiences that align with their preferences and desires. In the hospitality industry context, co-creation fosters a deeper level of engagement and interaction between guests and service providers. It transcends the traditional role of passive consumers and transforms them into active contributors and co-producers of value. By involving guests in co-creation, hospitality businesses aim to enhance customer satisfaction, loyalty, and overall experience quality (Co-creation , 2023). One key aspect of co-creation in the hospitality industry is the provision of platforms and tools that enable guests to express their preferences, customize their experiences, and actively participate in creating value (Huggins, 2022). This can manifest in various forms, such as personalized room configurations, menu customization, or interactive mobile applications that facilitate real-time feedback and engagement. The external trend of co-creation had a significant impact on the creation of the professional product, most notably in the connectors' part. As mentioned above, co-creation can take various forms in the hospitality industry. Thus, incorporating surveys as a tool to facilitate co-creation is one of the design ideas deriving from this trend. Co-workers and other community members can actively participate in the event planning process of The Social Hub by sharing their preferences about future events. This creates an environment where co-creation is used to make events more personal and tailored to the needs and wishes of a specific target group.

Furthermore, co-creation in the hospitality industry extends beyond individual guest interactions and encompasses collaborative partnerships with external stakeholders. According to Bell (2020), this can involve engaging with local communities, businesses, and other industries to co-create unique offerings incorporating local culture, heritage, and resources. By involving multiple stakeholders in the co-creation process, hospitality businesses can enrich the authenticity and relevance of their offerings, creating memorable and distinctive experiences for guests. This has been reflected as an internal trend for community managers in the professional product. The part advises community managers to focus more on facilitating partnerships with local communities as the research concludes that having solid partnerships with local communities increases the community-building process and helps for engaging the community members.

5. Use of knowledge

This chapter delves into the knowledge required during the project, the knowledge collection process, findings and the use of the finding, and closing with a discussion.

5.1 Required knowledge

This chapter aims to comprehensively understand the research processes essential for designing a professional product. A research overview has been meticulously constructed based on the sequential stages outlined in the Plan of Approach.

In order to effectively address the management problem at hand, research questions and sub-questions have been formulated to exert a significant positive influence on various facets of the management issue. These areas encompass a thorough exploration of the theoretical and practical applications of community-based hospitality, aiding in the development of a theoretical framework and identifying key aspects pertaining to the concept as desired by the client. The target group, namely the co-working members, and their desires and requirements. Furthermore, the investigation delves into the optimal approaches for implementing community-based hospitality and effectively engaging the target group across different locations.

By investigating these areas, which are experiencing a gradual expansion and reshaping of industry focus, the research questions serve as an organized means of collecting and analyzing data, facilitating the subsequent knowledge acquisition stage. Each research question has been thoughtfully devised based on emerging trends, developments, and the expectations outlined by the client. In the appendix, a table can be found explaining each research (sub)question and which research method has been chosen to answer and analyze it (see Appendix II).

RQ 1: What is community-based hospitality and how does it translate for the client?

SQ 1: What are the main aspects of community-based hospitality?

RQ 2: What are the needs and wishes of the co-working members regarding community engagement?

SQ 2: What are the main drivers and incentives for co-workers to engage into the community?

SQ 3: What are the main obstacles co-working members experience when it comes to community engagement?

RQ 3: What are the best practices for facilitating the community-based strategy of The Social Hub across different locations?

SQ 4: What aspects impact community engagement?

SQ 5: What are critical success factors to increase community engagement into the community-based strategy?

SQ 6: How are the co-working members perceived across different locations?

5.2 Knowledge collection

Verhoeven (2014) posits that the research strategy is encapsulated within the research questions. In the context of the aforementioned (sub)questions, their descriptive nature becomes apparent, as they primarily seek to elucidate aspects rather than delve into predictions or connections. Such questions apply to qualitative and quantitative research methodologies (Verhoeven, 2014). Consequently, this chapter aims to elucidate the research questions that require employing qualitative, quantitative, field, or desk research strategies.

The research strategy used to gather information for RQ 1 and SQ 1 was mainly **a desk research strategy** in combination with **a literature review**. According to Verhoeven (2014), a desk research strategy can be utilized by secondary research. This entails reviewing previous research publications on the subject and analyzing common patterns. These questions required deeper theoretical understanding and were needed to create a theoretical framework for defining the direction for the

following research questions. The concept of community-based hospitality has been quite recent and might be an **object of future research**. Assuring reliability of the sources during the desk research and literature review strategy was assessed using Google Scholar and the snowball research method from scientific articles.

Data collection through **surveys** was another research strategy used for RQ 2. The surveys were designed using information gathered from RQ 1 and SQ 1 to create a clearer objective for the surveys. The sample size of the target group was approximately **20** per location for 5 locations. The result was a **response rate of approximately 40%** per location with 40 responses (see Appendix III). The survey was spread by contacting the community managers first to get their approval for conducting the survey. From 6 locations, five managers allowed the research, while the location in **Amsterdam city declined** due to the number of surveys already distributed to co-working members. Next, contact with each supervisor responsible for the co-working members of other locations was contacted via email, WhatsApp, and Microsoft Teams to ensure the timely delivery of the surveys. The surveys were created using Qualtrics and shared with anonymous links and a QR code. Furthermore, the client was asked to propose an incentive, such as winning free tickets to the King's festival by filling in the surveys, but it was declined due to high costs. Regarding SQ 2 and SQ 3, it was decided to use **analysis** and **semi-structured interviews** for data collection. RQ 2 partly contained questions related to SQ 2 and SQ 3, so analysis and interviews were used to further strengthen the findings from the survey. The Social Hub conducts an NPS co-working survey twice a year for the co-working members in all locations (outside the Netherlands as well), having a **sample size of 1314** and respondents of 606, amounting to a **response rate of 46%**. The NPS survey contains a section regarding co-working members' main drivers, which was the main section to be analyzed. The analysis, in combination with the surveys, created similar results related to the target group's wishes and needs, their struggles when it comes to lack of engagement and the main areas to improve on.

Furthermore, **semi-structured interviews** were used to gain insight related to RQ 2, SQ 2, and SQ 3 with two co-working members who have been to various co-working locations offered by The Social Hub. The intent of the interview was to give as much freedom to the target group to address different topics, but still, there was a main aspect that needed to be covered. Using a semi-structured interview was still quite flexible, and follow-up questions were asked, which created a much easier process for the researcher (Verhoeven, 2014). The questions mainly revolved around their experience with community engagement and the new strategy of The Social Hub. The interviews were done **after** the survey and analysis of the NPS so that the researcher could ask more critical questions after having a clearer idea of the underlying issues.

A case study is an empirical in-depth inquiry about an individual, family, group, or organization. It is preferable when 'how' and 'why' questions are asked (Verhoeven, 2014). RQ 3 with SQ 4, 5, and 6 were directed at the assistant managers (community managers). This sample group is also represented **by the client** and her experience with the strategy and the target group. Questions also focused on aspects that were identified as important such as training of staff, facilities and their quality, partnerships, and initiatives. **A semi-structured interview** was again used for data collection since there was already structure from the insights of RQ 1 and SQ 1. However, flexibility was needed to understand topics the sample group found important. The sample size of this group was seven assistant managers from different locations except Amsterdam City, where there were two assistant managers. The researcher asked for extra interviews from the location since one assistant manager declined the survey spread. The second assistant manager had more **responsibilities related to the co-working members** as their co-working spaces have the highest number from all locations overall.

Thus, having an extra interview with him helped to gain indirect insight into the co-working members from Amsterdam City's location. Lastly, the selection of the sources is mainly the people (who and the amount) that took place in the interviews and is the building element of the interview **sample**. SQ 3, 4, 5, and 6 with RQ 3 have been researched utilizing interviews; therefore, suitable interviewees were needed using a **non-probability selection method** (Verhoeven, 2014). In non-probability, the sample selection is made through self-selection based on criteria the interviewees needed to meet. The criteria for selecting interviewees were the employment level of the person, the location he/she

works in, and whether the location had co-working spaces. For the co-working members, the criteria were related to how long they have been using co-working spaces from The Social Hub and if they have been in other co-working spaces in different The Social Hub locations. This type of selection reassured the collected data's quality and reliability for the decision-making process during the product design.

The timeline of the research follows the order of the research questions. The desk research and literature review related to RQ 1 and SQ 1 was done first to create a clear idea of the concept and what essential information needs to be gathered during the following stages. The methods for data collection regarding RQ 2 and 3, SQ 2,3,4,5, and 6 were decided based on literature and consultation with the client.

Upon completion of data collection, the subsequent step entailed its analysis to facilitate the derivation of meaningful conclusions. The methods employed for data analysis were contingent upon the specific research strategy employed. When the research questions were addressed through qualitative research, the data necessitated deconstruction, typically achieved through the transcription of interviews. Subsequently, the coding process commenced, wherein each text fragment was succinctly summarized using a limited number of words, referred to as codes (Verhoeven, 2014). Once the codes were established, the axial coding phase ensued, wherein connections and associations among the codes were established. A coding table has been included in the appendix for further perusal (refer to Appendix IV). For the surveys, the analysis mainly used Qualtrics to derive a main report and overlay data to conclude (see Appendix V).

Extra research was done during the design of the professional product. Since the product is divided into three parts, community managers, connectors, and community hosts, stakeholders' opinions on the specific part related to them were considered. This was done through unstructured interviews with the client and two connectors from different locations. For the workshop, desk research was used to craft a well-designed workshop to facilitate interaction and knowledge sharing. An AAOC criterion was used to filter the most ambiguous sources to reduce the level of unreliability from the sources used during the process (see Appendix VI).

5.3 Findings

In RQ 1 and SQ 1, the main goal of the research was to create an operationalization and theoretical framework that can be used for the client's case. Since The Social Hub has changed its strategy towards community-based hospitality, the concept itself needed to be defined for the client's case. The concept of community-based hospitality appears to be not theoretically developed the way The Social Hub wants to implement it. Thus, given the relatively nascent state of research in community-based hospitality, the available literature on this subject remains limited. While comparable concepts have been explored, a dearth of specific papers focuses explicitly on community-based hospitality. Consequently, for this research, the definition and theoretical framework of community-based hospitality will be derived by drawing parallels with the concepts of **community-based tourism (CBT)**, **community-based enterprises (CBE)**, and **tourism social enterprise (TSE)**. Finally, a model will be formulated based on the findings of the literature review (see the full literature review in Appendix VII).

In summarizing the literature review, certain key elements emerge as recurrent themes across the concepts of community-based tourism, community-based enterprise, and tourism social enterprise. Mitigating the adverse impact of mass tourism through the creation of social value stands out as a common starting point for all three approaches. This strategy fosters community development **through incentives, programs, or events** designed to support disadvantaged groups. Community participation is another critical success factor that permeates all three concepts which plays a pivotal role in fostering community development. The principles governing community participation encompass trust, equity, transparency, a sense of responsibility, communal identity and stability, commitment to the project, **and participation in decision-making**. These principles are instrumental in cultivating a sense of comfort among community members. To facilitate community participation, the management of the tourism enterprise must **offer a range of territorial services that enable community members to convene and interact with one another in their living**

environment. In the context of community-based tourism and community-based enterprise, community participation in ownership and decision-making processes is crucial to ensure that the business aligns with the needs and desires of the community. Community participation can be understood in both strong and weak senses. In the strong sense, participation encompasses defining the future goals of the enterprise, while in the weak sense, **opinions are shared without direct influence on decision-making.**

Conversely, in the context of tourism social enterprise, community participation in ownership and/or decision-making processes is not a prerequisite as long as the business has a social strategy. Lastly, the concept of the area is defined as a delimited **space where the community is expected to reside collectively.** The specific size of the area varies across the concepts, as community-based tourism emphasizes a geographic area. In contrast, the other two concepts define the area more broadly **as a delimited space where people coexist.** Building upon the characteristics and key success factors that delineate a business as community-based or socially entrepreneurial, the following definition will be adopted for this project:

*"Community-based hospitality refers to a hotel brand that aims to create a social impact and mitigate the negative consequences of hospitality through community development using various **initiatives, programs, and events.** The foundation of a community within the hotel brand consists of a diverse group of individuals who **reside within the hotel location for an extended period.** The key element of community participation is facilitated **through active interaction between different community members and their active participation in the shared vision and goals of the hotel brand.** To foster engagement and community cohesion, the hotel brand should stimulate its community members by offering a wide range **of services, activities, amenities, and facilities that bring together individuals with diverse needs and desires.**"* For visualization, refer to Appendix VIII.

Based on this definition, the theoretical framework has been set for developing the key aspects of the professional product and the structure of the following research in the forms of interviews, surveys, and analysis.

Research Question 2 (RQ 2) and Sub-Questions 2 and 3 (SQ 2 and 3) aimed to gain insights into the wishes and needs of the project's target group, the co-working members. Multiple research methods were employed to derive concrete conclusions about the target group. The findings can be summarized as follows. Analysis of the surveys indicated that co-working members primarily engage with the community through **the utilization of facilities and participation in events**, receiving 28 and 25 votes, respectively (see Appendix III). However, engagement through **charity events received a relatively low score** of 8 votes. These results were further supported by the Net Promoter Score (NPS) co-working survey, where 88% of respondents reported using the food and beverage facilities, and 59% stated their attendance at events.

Moreover, when asked if events were the preferred means to foster engagement, 90% of respondents answered affirmatively. Therefore, it can be concluded that the main avenues for facilitating community engagement among co-working members are providing suitable facilities and organizing events. However, the survey revealed that the average number of events attended by co-working members in the past six months was **relatively low** at 5.3 events. This finding is noteworthy considering that The Social Hub, for instance, organizes a weekly Friday drinks event for the community. Consequently, further investigation was conducted to understand the reasons behind this lack of participation. The survey question, "Do you think The Social Hub provides enough opportunities for community engagement?" generated mixed responses, with **24 votes for "no"** and 14 votes for "yes" (see Appendix III). Additional inquiries sought to identify the reasons for the negative responses. The most commonly cited factors for the lack of opportunities included **insufficient events, a lack of initiatives, and events that did not align with individual interests.** Insights gleaned from interviews revealed inadequate communication and promotion of events, leading to uncertainty among co-working members regarding event status and potential cancellations. This **poor communication** hindered community engagement and fostered a general sense of neglect among co-working members. Since the rebranding efforts, attention has been increasingly focused on other target groups, such as students and extended-stay guests. Therefore,

based on these findings, it is evident that The Social Hub does not offer a sufficient number of events, and when events are organized, they fail to cater to the desires and needs of co-working members.

Additionally, inadequate communication about events significantly impacts co-working members' decision-making process to participate. According to the NPS survey, co-working members prefer a mix of online and offline communication, with **face-to-face communication and WhatsApp** scoring the highest. Further inquiries aimed to uncover the factors behind co-working members' event participation. When asked if they would participate in events aligned with their interests, 90% of co-working members responded affirmatively. These interests included **expanding their network, having fun, learning new things, engaging in games, singing, and enjoying meals** (see Appendix III).

All in all, through surveys and interviews, it was found that co-working members primarily engage with the community through the use of facilities and participation in events. However, engagement through charity events was relatively low. The lack of event participation was attributed to a shortage of opportunities, initiatives, and events that did not align with individual interests. Inadequate communication and promotion of events were identified as significant barriers, leading to uncertainty and neglect among co-working members. The findings indicate that The Social Hub does not offer sufficient events and fails to cater to the desires and needs of co-working members. Effective online and offline communication is crucial for engaging co-working members.

Research Question 3 (RQ 3) and Sub-Questions 4, 5, and 6 (SQ 4, 5, and 6) yielded valuable insights on implementing the community-building concept and its key success factors. The findings **highlight six key areas** that significantly influence community-building: **facilities and atmosphere, employees, communication tools, measurement tools, responsibilities and partnerships, and community-building tools**. Firstly, the facilities and atmosphere aspect encompass the quality and availability of amenities that promote **interaction and traffic** among individuals, such as **food and beverage areas, meeting spaces, and gyms**. All managers identified these areas as crucial elements for community building, and the absence of such facilities proves detrimental to the community-building process. Secondly, the employees, particularly the community hosts, play a pivotal role in community building. They serve as **a bridge** between the company's mission and the customers, engaging with co-working members, students, and hotel guests on a daily basis. Essential aspects related to employees include **training, working atmosphere, and recruitment**, which must be carefully executed to ensure a high-quality workforce that facilitates community building. Another frequently discussed area pertains to the **communication channels** for engaging co-working members. Notable responses highlighted the use of various channels, including **posters, WhatsApp, Slack, email, and face-to-face interactions**. Community managers considered face-to-face communication the most effective, although its implementation was limited due to time constraints.

Effective communication tools have been demonstrated in RQ 2 to significantly impact **co-working members'** motivation to engage with events and the community. Measurement tools related to community building received considerable attention. Although The Social Hub's new strategy emphasizes the importance of community in all aspects of its operations, strategies, and marketing, **there is a lack of adequate systems to measure** the success of community building. The only measurement tool mentioned by community managers was the Net Promoter Score (NPS) survey, which only contained one question related to community building. However, the NPS survey primarily focuses on customer satisfaction regarding facilities and services, leaving an **inadequate measurement system** in place for evaluating The Social Hub's community-building efforts. In conjunction with measurement tools, **responsibilities, and partnerships** are critical factors. Partnerships with local businesses and entrepreneurs were identified as the main avenue for community building. These partnerships **vary depending on their goals**. Connectors primarily focus on partnerships that benefit the community and provide event opportunities, while hotel managers and commercial marketers aim to forge partnerships to increase revenue and reduce costs.

On the other hand, community managers facilitate partnerships based on their capabilities without a clear goal for partnerships. Lastly, community-building tools primarily consist of **events, initiatives, and activities organized by connectors through partnerships with local providers**. These tools are central to fostering community wellness and building a sense of belonging.

5.4 Use of findings

In order to address the management problem of increasing co-working members' engagement in The Social Hub's community-based hospitality strategy, three research questions have been formulated, drawing upon relevant theoretical foundations. These research questions aim to gain a comprehensive understanding of the concept of community-based hospitality, explore the characteristics of the target group, and identify key success factors through practical applications. This chapter will delve deeper into each of these aspects and examine their influence on the development of the professional product.

The professional product comprises three main sections: community managers, connectors, and employees. This organizational structure was determined based on the research findings, as these key figures play a crucial role in shaping community building and co-working engagement. Community managers oversee the community hosts and ensure the smooth operation of the hotel. Their responsibilities encompass continuous training for new community hosts and maintaining the overall quality and atmosphere of the facilities. Given their pivotal role in overseeing community hosts, community managers need to clearly understand the community-based hospitality-concept, the community members, and the influencing factors. Similarly, community hosts must undergo a rigorous recruitment process, receive adequate training, and work in a conducive environment to ensure a high-quality workforce within the hotel. These aspects have been translated into one of the sections of the professional product, providing an overview and highlighting key considerations for each aspect. Additionally, a concise checklist summary has been created for the community managers to facilitate the related processes effectively.

The next section of the professional product focuses on the role of connectors and the event management and planning process. The product incorporates a continuous improvement cycle based on the PDCA (Plan-Do-Check-Act) cycle and the DMAIC (Define-Measure-Analyse-Improve-Control) model. This cycle comprises seven interconnected steps aimed at enhancing the event management and planning process, including objective setting, post-event evaluation, and co-creation. Given the absence of an instrument for measuring community building, the cycle emphasizes setting community-building goals for events and evaluating their success in achieving these goals. Connectors, as the key drivers of community development in The Social Hub, require a systematic approach to ensure effective management of the community-building process through events.

Lastly, community hosts play a vital role in the success of both the aforementioned sections. As integral members of the community, they reside within the location for extended periods and contribute to event execution, maintenance of quality facilities, and fostering a vibrant community atmosphere. Therefore, organizing workshops for community hosts that focus on key elements such as community-based hospitality, the role of connectors, and the day-to-day facilitation of community engagement is crucial. The workshop content is derived from the key success factors identified in the research findings, while the workshop draft is based on literature related to facilitating high-quality workshops.

5.5 Discussion

In this chapter, an in-depth examination and discussion will be conducted on several key aspects, including the utility of the conducted research, the quality of the acquired knowledge, the relevance of the topics explored, practical and academic limitations encountered, unanswered questions that persist despite the research efforts, and the ethical considerations that were taken into account throughout the research process. A comprehensive evaluation of the research outcomes and implications will be presented by addressing these critical facets.

The first point of the discussion revolves around **the usefulness** of the research for further development of the professional product. At the start of the YP project, the strategy of The Social Hub was mainly a mission and vision statement without a clear structure of how, who, and what this community is made of. The Social Hub had implemented initiatives for facilitating its strategy, such as reorganizing its structure and creating new positions, such as connectors whose job is directly related to the new strategy. However, without the research, it would be nearly impossible to identify key aspects that influence the co-working members' participation and what exactly community-based

hospitality should look like. The project also delivers a base understating of the system that must be applied to create a process where the community is being developed systematically. This research servers as a starting point for future goals and plans related to community-building and can be used to create a framework around the development of such a concept.

The **relevance** of the research can be described as high since The Social Hub fits the concept that was created and is a pioneer in strategy which surrounds trendy topics such as corporate social responsibility, an increase of bleisure travelers, sustainability, and social enterprises.

The quality of the gathered knowledge will be assessed in terms of its **reliability and validity**. Reliability pertains to the absence of random errors in the research, allowing for the possibility of replication by other researchers under varied circumstances while yielding comparable outcomes (Verhoeven, 2014). The reliability of the research is challenging to assess since it is mostly of qualitative nature. However, based on literature from Verhoeven (2014), there are ways to increase **reliability**. Firstly, the **interview guide** (see Appendix IX) was developed based on science-based literature to minimize inconsistencies and gather mainly relevant information. The interviewees' sample size covered all locations intended for the project. Secondly, all interviews have been recorded and transcribed with the agreement of all participants and stored for later usage, which positively impacts the "reporting and justification." Finally, to facilitate a thorough analysis of the interview data, **transcription, and coding** processes were employed to ensure consistent and systematic analysis. To enhance reliability, the transcribed interview and interview notes were shared with the interviewee to confirm **the accuracy of the information**.

Additionally, a notable aspect contributing to reliability was the involvement of the client, who reviewed the interview guide prior to the initial interview and provided feedback on the primary research results during progress meetings, affirming the findings with positive feedback. However, some aspects **hindered the reliability**, such as the interviewees' lack of extensive knowledge about the concept. This can significantly reduce the reliability of the research since interviewees had no prior explanation of unknown terms and concepts. Furthermore, there is no logbook with records to justify the decision-making process. Lastly, the reliability of the surveys is considered relatively high since surveys generally have the same structure of questions presented to certain target groups. This limits the room for error since all answers are recorded similarly based on the same questions (Verhoeven, 2014).

The validity of the knowledge collected in this research is assessed through three dimensions: **construct validity, internal validity, and external validity**. Construct validity refers to the extent to which the chosen methods effectively measure the construct of interest (Verhoeven, 2014). To ensure construct validity, the indicators and measurements employed in this study were carefully developed based on existing knowledge and evaluated using the **AAOCC criteria**, ensuring up-to-date and relevant information. The operationalization of the main concept of community-based hospitality was also based on existing literature, further contributing to **construct validity**. The creation of the **interview guide** was guided by the literature review findings, reinforcing construct validity.

Internal validity pertains to the accuracy and appropriateness of the data collection process. However, internal validity is limited for the interviews due to potential biases inherent in the target group. Community managers may have withheld **negative information** to present a favorable image of their approach. Similarly, the internal validity of the surveys can be considered moderate as the target group had already completed the NPS survey three weeks prior. This may have resulted in survey fatigue, leading to incomplete or less insightful responses, particularly in open-ended questions.

External validity focuses on the generalizability of the findings to other contexts, populations, and sample sizes. In this study, the co-working survey had a relatively low **response rate of 38%**, which decreased the **reliability and external validity** of the research. Additionally, excluding the Amsterdam City location from the co-working survey results limits the external validity, as the sample cannot fully represent the entire co-working member population. To **enhance external validity**, the survey results were compared with the NPS co-working survey, encompassing 606 responses from

co-working members across all locations. This comparative analysis between the two surveys contributes to the **confidence** in the external validity of the research. Furthermore, the interviews exhibit **high external validity** as they represent all community managers within the Netherlands with co-working members in their respective locations.

Limitations during the YP project concern a couple of points. The first and most notable point is the time that was projected for the whole project (16 weeks). The limited amount of time has greatly impacted the completeness of the research. Secondly, the limited literature regarding community-based hospitality and the lack of framework set by The Social Hub contributed to reducing the overall time for research. Thus, there was not enough time to research the development of the professional product with the respective professionals it was designed for. Other practical limitations were related to the difficulty of gaining information from co-working members due to their busy schedules.

The client has demonstrated a thorough understanding of the limitations discussed above and acknowledged their significance in shaping the overall quality of the research. Despite these limitations, the client expressed satisfaction with the presented results.

The research process complied with Saxion's privacy regulations, and ethical considerations were made to protect stakeholders' data. All participants were informed about the data processing procedures, and consent was given from each interviewee before the recording. At the beginning of the interviews, permission for data collection was signed by Saxion's tutor. In the case of the survey, the NGWI code of conduct was applied by explaining the project, the data collection process, and privacy protection as the professional product would not include the names from the interviews, their explicit consent was not needed. It is worth noting that all names were coded during the interview analysis to ensure privacy protection.

6. Stakeholders

Throughout the development of the Professional Product, multiple stakeholders actively participate in various stages. This chapter delves into an examination of the roles and responsibilities undertaken by each stakeholder, alongside their respective levels of resistance (see Appendix X).

6.1 The Social Hub's management

This particular group of stakeholders plays a crucial role in shaping the development of the professional product through their various actions. They possess a high level of interest, as the company's management aims to address the challenge of increasing co-working community participation in their overall strategy. Throughout the research process, their involvement primarily revolved around the collection of knowledge through interviews, meetings, and email exchanges, which aided in gaining a comprehensive understanding of the issue at hand and related financial consequences. Connectors (marketing managers) play a vital role in fostering a unified community and addressing the management issue directly. The professional product offers a system that enhances engagement with the co-working target group and provides a framework for measuring success in relation to the goals and objectives of community events. However, given connectors' numerous responsibilities, they may perceive the product as additional work and overlook the added value of the product. Therefore, the product's design for connectors was created based on the DINAMO change model, incorporating insights gathered through interviews to mitigate resistance and highlight the product's benefits. In addition to the design considerations, implementing change management strategies can further facilitate the adoption of the professional product. One such strategy involves redefining cultural values, leveraging the inherent desire of individuals to conform to and align with cultural norms and values (Five Effective Change Management Strategies, 2017). Assistant managers, on the other hand, are expected to exhibit a low level of resistance. They are enthusiastic about facilitating The Social Hub's strategy in their respective locations. Furthermore, their involvement in the project, assigned by the client themselves, indicates their willingness to address the issue and find a solution.

6.2 Co-working members

The next major stakeholder group related to the professional product is the project's target group – co-working members. Their contribution to the professional products has been through surveys about their wishes and needs regarding community engagement. Furthermore, interviews with the co-working members to get more insights into their experience facilitating The Social Hub's community strategy. The co-working members' wishes, needs, and preferences have been the main points to consider while deciding on the professional product and its content. Their interest in the project appeared to be high since one of their main reasons for joining The Social Hub's spaces is their commitment to creating a community with various members that aims to positively impact society. Their resistance level to the professional product is expected to be low since it is designed to better suit the co-working members.

6.3 Employees (community hosts)

The employees are another crucial stakeholder involved in the professional product. The employees contributed to the design of the professional product by testing the system and creating a sample questionnaire based on the product. Their interest in the project remains dependable on personal characteristics since some employees find it more important to achieve the company's vision than others. The resistance level of the community hosts is expected to be medium since most of the changes in the professional product could come across as extra work, more responsibilities, and extra time spent outside working hours. Thus, having a change management model in combination with a change management strategy in place would be necessary to reduce their resistance. The DINAMO model can be used to examine the readiness of employees to change. The model provides an evaluation based on many factors, and scoring low on certain factors has a direct change management strategy proposed (DINAMO-model, 2018). For example, lacking experience and knowledge to change requires an education strategy to get the employees to the needed level. Thus, having possible change management models and strategies in mind will help reduce the resistance level of the employees in The Social Hub.

7. Societal impact

This YP project revolves around a conceptual framework with the objective of fostering a more progressive society through the implementation of an innovative strategy centered on community-based hospitality. The overarching idea behind the project is to support the execution of The Social Hub's strategy, which seeks to establish a cohesive community with shared values and a collective mindset aimed at improving the world. At the core of the community-based hospitality concept lies the intention to mitigate and diminish the adverse effects commonly associated with the hospitality industry. This strategic approach pursued by The Social Hub revolves around the creation of a unified community that collaboratively works towards effecting positive change.

The professional product considers this commitment by integrating inclusivity as an integral component into the three parts of the product, with an enhanced emphasis on charitable events and initiatives. By incorporating the three components of the professional product, the YP project aims to enhance the facilitation of The Social Hub's strategy by engaging the target group of co-workers. Consequently, the community development process within the professional product underscores an increased emphasis on forging partnerships with local community members. This partnership has been described as having a couple of mutually beneficial aspects for both The Social Hub's locations and community. Notably, the organization exhibits a strong commitment to sustainability by partnering with Meatless Farm. Meatless farms are a 100% vegetarian food provider. By facilitating such partnerships, The Social Hub minimizes its impact on the environment and promotes diversity through food inclusivity. Consequently, this endeavor contributes to the creation of a society where The Social Hub's communities have a minimal environmental impact during their stays.

8. Finance

The finance chapter will comprehensively examine the financial implications of adopting the professional product. These implications are closely related to **increases in labor hours and event budgeting**. Due to the nature of the issue, there is **no direct return on investment** when considering the costs of implementing the professional product. However, there are indirect financial benefits that can be derived from the project.

One of the main costs associated with implementing the professional product is the implementation of workshops for employees. These workshops are recommended to be incorporated into the onboarding program for new employees and conducted every **6-12 months** for existing employees. Each workshop would last approximately **30-45 minutes, resulting in an additional labor hour for community hosts and supervisors**. The Social Hub covers the cost of employee hours spent on learning and development activities such as courses, workshops, and training that contribute to workplace skills or qualifications. Therefore, the implementation of the workshop would incur a cost of approximately one additional labor hour for community hosts and supervisors.

The cost of one labor hour in the Netherlands varies and is calculated based on the **labor hourly rate formula: (direct labor costs/number of productive hours per year) * 1.5**. Direct labor costs are determined by subtracting indirect labor costs from the gross salary, while the number of productive hours is calculated by subtracting holiday hours and 5% absenteeism hours from the total number of hours. The *1.5 factor represents a 50% markup, compensating for indirect and overhead costs such as indirect labor costs and expenses for housing and office equipment (Netherlands enterprise agency, 2021). To see the elaborated calculation for the hourly labor cost of a supervisor and host, refer to the chapter **Finance** in the professional product.

Another cost associated with the product implementation relates to the budget allocated for the connectors responsible for organizing events. According to budget reports from The Social Hub, the average cost of an event is **€180**. These costs encompass various purchases specific to each event, which are categorized into three main types: learn and thrive, positive impact, and creativity and culture. In the professional product, it is recommended to increase the number of events for co-working members by one per month. This would amount to **a yearly cost of 12 events * €180 = €2160** per location for the additional event. However, The Social Hub has the flexibility to reallocate the costs of this extra event by reducing expenses for other events, thereby maintaining the same monthly and average budget.

These represent the primary costs associated with the professional product, but there are also indirect benefits that arise from its implementation. According to Cropanzano et al (2018), **the social exchange theory** suggests that relationships between individuals and organizations involve the exchange of resources, including both economic and non-economic factors. This theory underscores the significance of social connections, trust, reciprocity, and perceived fairness in fostering positive non-financial benefits such as loyalty, commitment, and organizational citizenship behavior (see Appendix X).

Scholtz and Slabbert (2017) have adapted the social exchange theory to the tourism and hospitality industry, creating **a framework** where the industry's positive or negative impacts on the local community determine whether the community will support the organization operating in the industry (see Appendix XI). This framework can be applied to The Social Hub's case. Although the professional product may not yield direct financial benefits, its primary objective is to facilitate robust community development within and around its locations. Based on the social exchange theory, this **sense of community will significantly influence the decision-making process** of the target group in the future.

In conclusion, the finance chapter provides a comprehensive examination of the financial implications of the professional product. Although there may not be a direct return on investment, indirect financial benefits can be derived. Furthermore, the non-financial benefits, as informed by the social exchange theory, emphasize the importance of community development and its influence on future decision-making.

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Appendix

Appendix I Alternative solutions evaluation criteria

Measure	Alternative solutions			
	Marketing and communication plan	Operational plan	Strategic alignment plan	Community development plan
Urgency: how urgent does it need to be implemented	1	2	2	2
Impact: How much does it solve the issue	2	2	1	3
Community scope: Does it include all community aspects	1	1	1	3
Solution duration: Can the solution be used again	1	1	2	2
Budget: Financial means needed	1	3	2	2
Resources: How much resources are needed	1	3	2	2
Time efficiency: How much time would it take to implement	1	2	1	2
Feasibility: How easy to implement is the alternative	1	3	1	2
Resistance: What level of resistance would stakeholders have	3	3	2	3
TOTAL:	12	20	14	21

Appendix II Research table overview

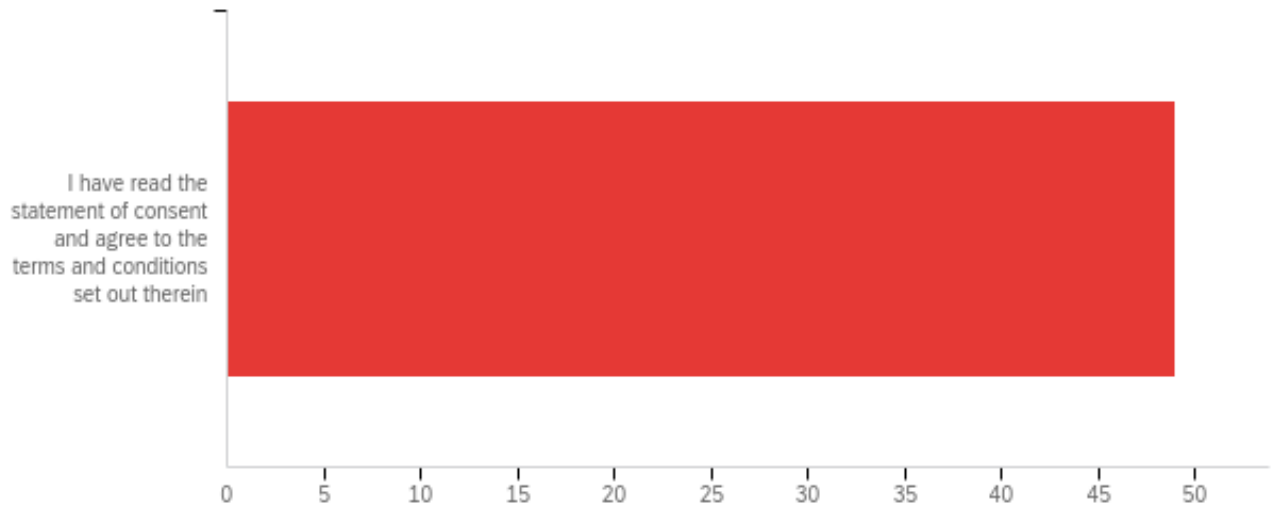
Question:	Research strategy	Activities	Data collection method	Sources	Analysis Method
What is community-based hospitality and how does it translate for the client?	Not applicable	<ul style="list-style-type: none"> -Identify the topic and its purpose, then list any relevant research attributes - Make a list of sources that'll provide relevant information for your research topic - Literature research - Desk research - Collect data - Analyze the data, 	Combination of desk research and literature review	<ul style="list-style-type: none"> -Book by Page and Connell called changing the world of tourism. - Google scholar using words such as community-based tourism, community-based tourism in hotel context, and community development for hotels. - Using references from the book of Page and Connell to do further research. 	<ul style="list-style-type: none"> -Quality checks of the sources will be done with the AAOCC table. -Descriptive analysis
What are the needs and wishes of the co-working members regarding community engagement?	Survey	<ul style="list-style-type: none"> -Defining the goal of the interview and questionnaire -Selecting suitable people from the target groups -Designing interview guide -Designing questionnaire -Sending out the questionnaire -Fieldwork (conducting the interviews) -Create coding for the interviews -Analyze the interviews -Analyze the questionnaires 	Combination of interview and questionnaire	Respondents from the interview and questionnaire. The main target group will be co-workers and further division could be their membership duration.	Coding
What are the best practices for facilitating the community-based strategy of The Social Hub across different locations?	Case study	<ul style="list-style-type: none"> -Select locations for case studies -Build a theoretical framework -Select management interviewees -Prepare an interview guide -Create coding for interviews -Conduct interviews -Analyze the interviews 	-Focus group interview	-Interviewees main managers of certain locations.	Coding

Appendix III Survey report

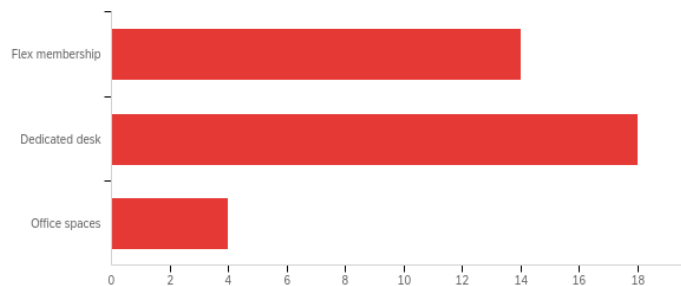
Engagement drivers

June 15th 2023, 12:11 pm MDT

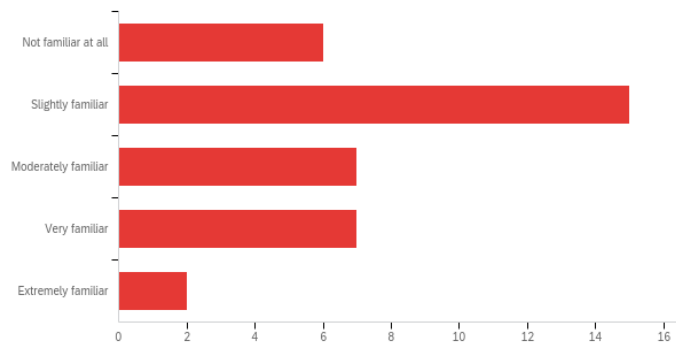
Q27 - Indicate below whether you agree with the consent form



Q1 - What type of co-working membership do you currently have at The Social Hub?



Q3 - How familiar are you with The Social Hub's vision and strategy?

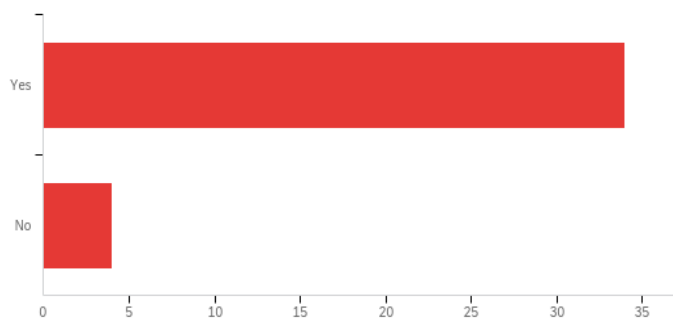


#	Answer	%	Count
1	Not familiar at all	16.22%	6
2	Slightly familiar	40.54%	15
3	Moderately familiar	18.92%	10
4	Very familiar	18.92%	7
5	Extremely familiar	5.41%	2
	Total	100%	40

Q5 - The Social Hub's vision is "At The Social Hub, we believe a better society is created when people with vision and talent come together from all walks of life. United by a shared mindset, our community is shaping a brighter future, and having fun doing it." On the scale of 1-10 how much do you relate to The Social Hub's vision?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Select	3.00	10.00	6.31	1.61	2.60	40

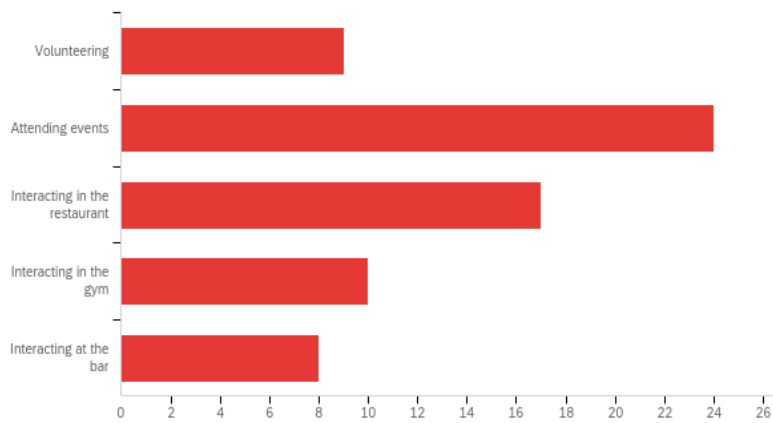
Q6 - Do you currently engage with The Social Hub's community, for example, through volunteering, attending events, or interacting with other people in facilities such as restaurant, bar or gym?



Q29 - How many events have you attended in the last six months?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Events	2.00	12.00	6.83	2.97	8.84	40

Q17 - Through which way do you mostly engage with the community?



Q7 - What motivates you to engage with The Social Hub's community?

What motivates you to engage with The Social Hub's community?

Sport events, nice food

Depends but i like attending different events related to my interests

Growing my network

To meet different people

To see how are people are doing

Meeting new people

Getting some conversation with people

I am looking to meet new people

many things

Helping other people

Meeting new people and connecting with different cultures

Many things

depends

People

People

None, no added value for now

Meeting new people

For enjoy

for funny

Meeting new people.

Having fun

Meeting new people

Enjoying food

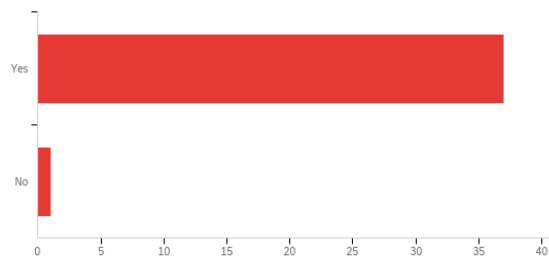
Don't know

Learning something

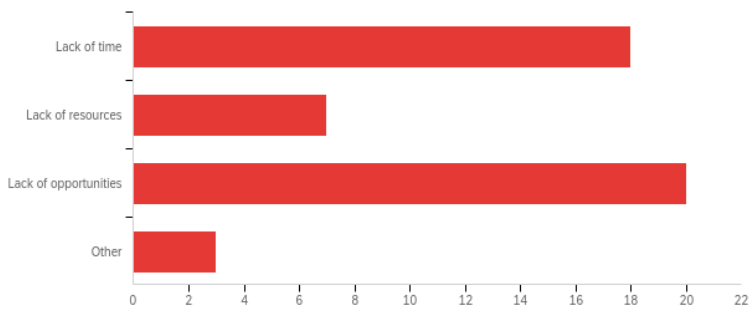
It's nice to meet new people and have the feeling of colleagues while freelancing.

Nice to meet people

Q8 - Have you ever faced any barriers to engaging with the community, such as a lack of time, resources, or opportunities?



Q6 - What barrier do you experience the most?



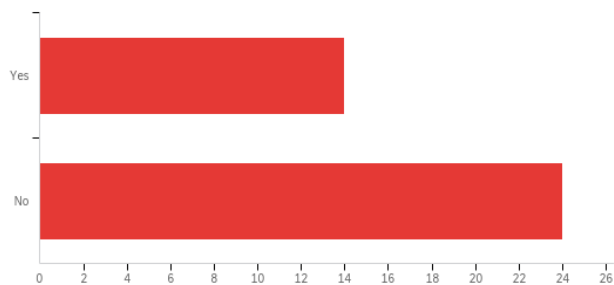
Q31 - Other reason:

Other reason:

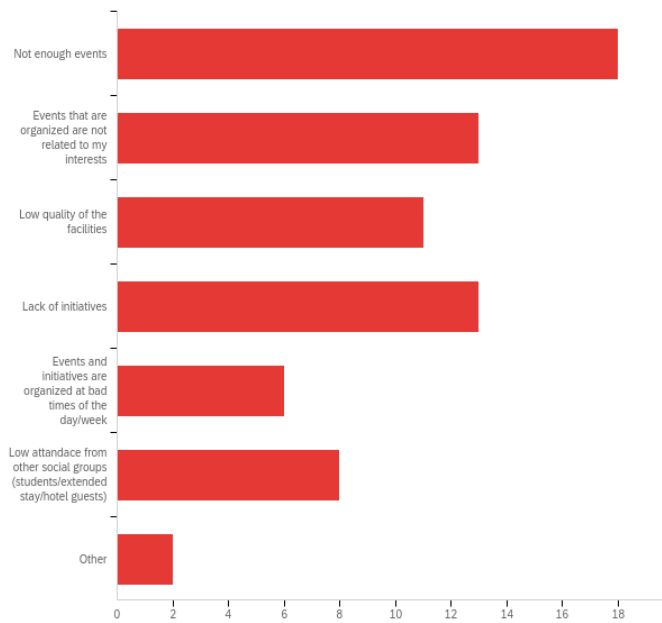
Most of the events I don't like

Lack of initiative

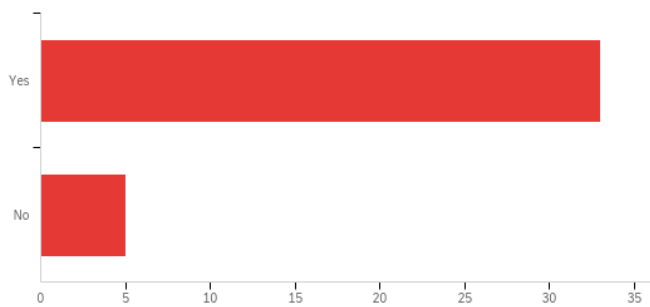
Q9 - Do you feel that The Social Hub provides sufficient opportunities for engagement?



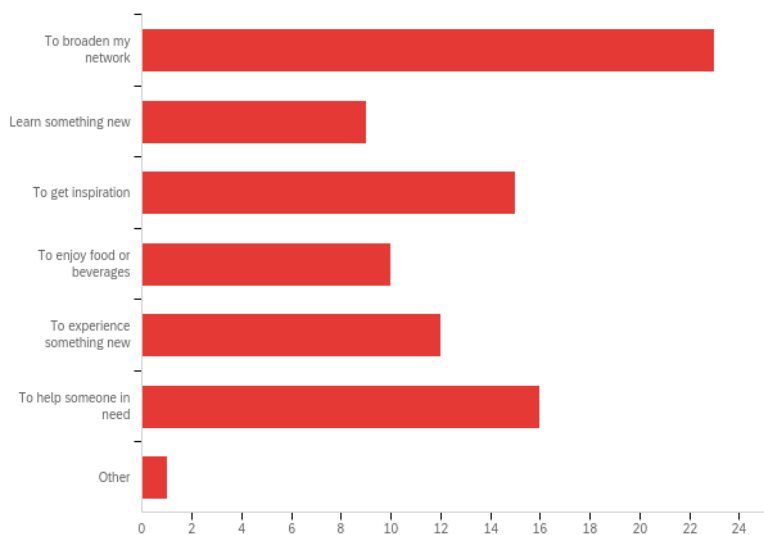
Q11 - Why do you think The Social Hub provides insufficient opportunities?



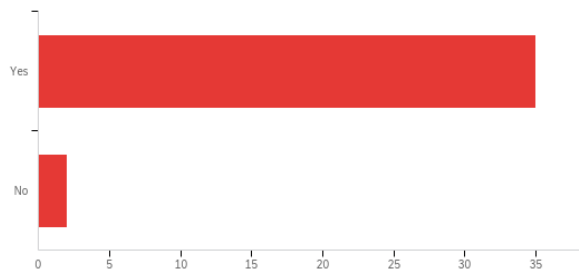
Q10 - Would you be more likely to engage with the community if it brings you personal benefits (For instance, networking, personal growth, inspiration, escapism)?



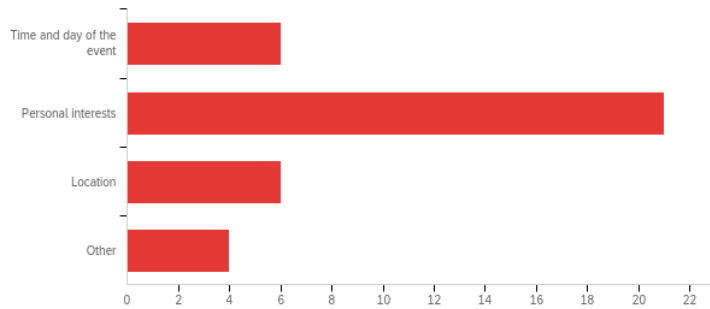
Q10 - What are some benefits you associate with engaging with The Social Hub's community?



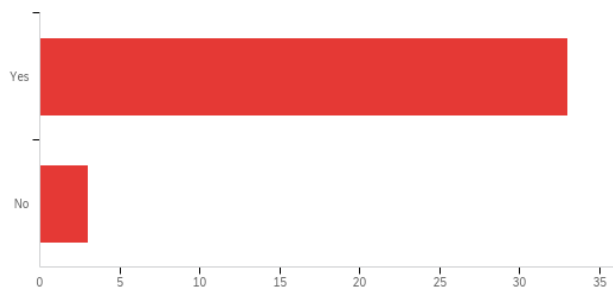
Q18 - Do you think community events are important for promoting a sense of community in The Social Hub?



Q19 - What factors influence your decision to attend a community event, such as time and day of the event, personal interests or location?



Q20 - Are you more likely to attend an event which is related to your interests?



What personal interests do you have that you'd like to see events around?

fitness, food, cooking

having fun, while enjoying some nice food, drinking, eating, dancing, singing

Games,drinks,foods

Music, food, drinks

Having fun

Sport,art, music

design, innovation, food, dance, drink, fun, games

I love meeting energetic people

More business related events

Meeting freelance people like me

to support something

to meet new people

Multiple

Depending, wide field of interests

Helping others

To make friends

to make friends

Having fun.

Events where you meet new people

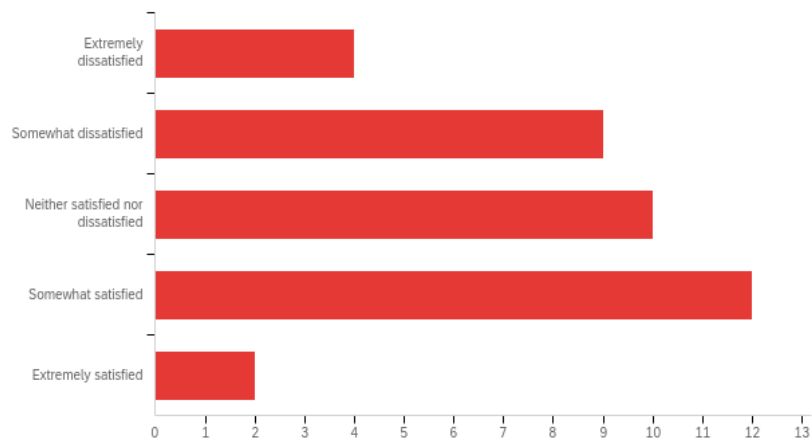
Meeting new people

Exercising

Networking with other people

Experiencing new things and meeting people from different cultures.

Q22 - Overall, how would you rate your experience with The Social Hub's social atmosphere?



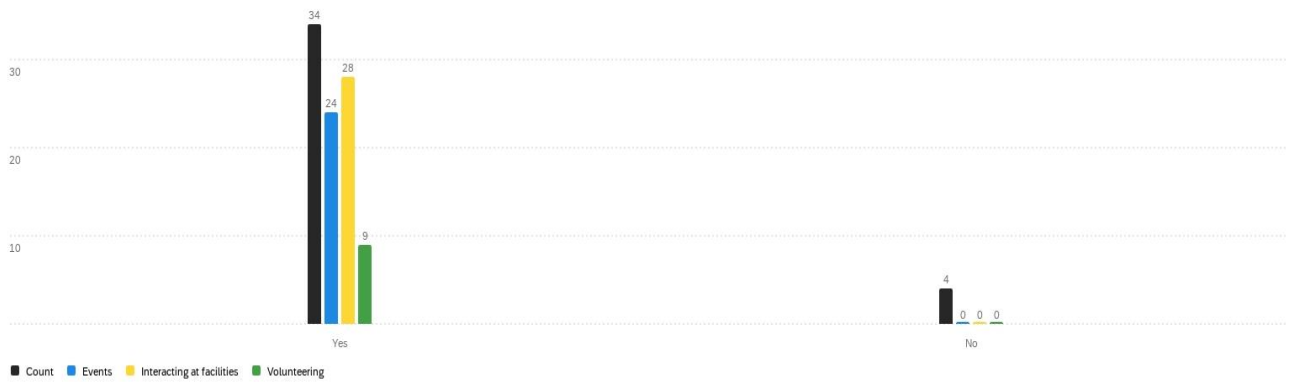
Appendix IV Coding table

<u>Main code</u>	<u>Sub code</u>	<u>Fragments</u>
Amenities	Facilities	1.3, 1.27, 1.28, 1.29, 2.31, 2.32, 2.33, 2.34, 2.46, 3.51, 4.1, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.10, 4.11, 5.9, 5.12, 5.13, 5.27, 5.32, 5.36, 5.38, 5.62, 6.2, 6.4, 6.23, 7.1, 7.16, 7.17, 7.19, 7.20, 7.22, 7.24,
	Surrounding area and geographic impact	1.30,
	Atmosphere	4.9, 6.24, 6.25
Employees	Communication	1.4, 2.24, 2.25, 3.35, 5.41, 6.26, 7.27, 7.29,
	Motivation	2.23, 7.27, 7.28,
	Feeling	1.4, 1.5, 1.6, 2.10, 3.29, 3.37, 4.2, 4.20, 4.34,
	Skills and qualities	2.13, 2.14, 2.15, 2.16, 3.25, 3.26, 3.27, 3.28, 3.31, 4.38, 4.39, 4.40, 6.26,
	Training	1.8, 1.9, 1.10, 1.11, 1.12, 3.25, 3.32, 3.33, 3.34, 3.35, 3.36, 4.33, 6.30, 7.26, 7.30, 7.31, 7.32,
	Recruitment	2.17, 2.18, 2.19, 2.20, 2.21, 2.22, 2.26, 3.30, 4.32, 4.35, 4.36, 6.28, 7.33, 7.34,
Communication	Channels and tools	1.7, 2.6, 2.7, 3.42, 3.52, 3.54, 3.55, 4.27, 4.28, 4.29, 4.30, 4.31, 4.37, 5.18, 5.20, 5.21, 5.22, 5.23, 5.26, 5.30, 5.31, 5.33, 5.34, 6.9, 6.10, 7.4, 7.5, 7.7, 7.8, 7.10, 7.19, 7.20,
	Goal	2.5, 3.4, 3.20, 3.31, 3.44, 3.49, 4.26, 5.14, 5.52, 6.29, 7.43,
Shared values	Different wishes and needs	3.8, 3.10, 5.5, 6.7, 6.31, 7.11,
	Co-workers	1.14, 5.1, 5.2, 6.5, 7.12, 7.18, 7.25,
	Personal interests	1.15, 2.8, 2.9, 2.11, 4.15, 4.19, 5.53, 7.15,
Tools for community building	Initiatives	1.16, 2.40, 3.2, 4.14, 4.24, 4.25, 5.28, 5.44, 5.50, 6.14, 6.34, 7.35,
	Events	1.17, 1.18, 1.19, 1.20, 2.27, 1.31, 1.32, 1.33, 3.4, 4.23, 4.53, 4.54, 5.6, 5.26, 5.27, 5.49, 6.7, 6.13, 6.20, 7.2, 7.44,
	Activities	5.35, 6.6, 6.17, 7.9,
Participation	Measurements tools	1.22, 1.23, 1.24, 1.25, 2.43, 2.44, 3.47, 6.22, 6.35, 6.36, 7.3,
	Metrics	1.21, 3.18, 3.19, 3.22, 3.23, 3.24, 4.56, 4.57, 4.59, 5.42, 5.54, 7.40, 7.41, 7.42,

	Inclusiveness	1.21, 1.34, 1.36, 1.37, 2.4, 2.28, 2.29, 3.3, 3.6, 3.11, 3.42, 5.59, 5.60, 5.61, 6.8, 6.38, 6.39, 6.40, 6.41, 6.42, 6.43,
	Drivers	1.35, 2.3, 2.12, 2.42, 3.5, 3.7, 4.13, 4.16, 5.7, 5.10, 5.11, 5.29, 5.37, 5.46, 5.47, 5.48, 7.36, 7.39,
	Partners	2.30, 2.35, 2.36, 2.37, 2.41, 3.11, 3.12, 3.13, 4.50, 4.51, 4.52, 5.4, 5.49, 5.55, 5.56, 6.19, 6.37, 7.45, 7.46,
Management of key tasks	Events and initiatives	2.1, 2.2, 2.39, 3.14, 3.15, 3.16, 4.18, 5.17, 5.45, 5.51, 5.58, 6.12, 6.15, 6.16,
	Team building and training	2.47, 2.48, 3.38, 3.39, 3.40, 3.41, 3.43, 6.44,
	Partnerships and brand	1.21, 2.38, 3.17, 4.21, 4.55, 5.16, 5.57, 6.18, 7.47,

Appendix V

Do you currently engage with The Social Hub's community, for example, through volunteering, attending events, or interacting with other people in facilities such as restaurant, bar or gym? 38 ①



Appendix VI AAOCC criteria

Publication	Authority	Accuracy	Objectivity	Currency	Coverage
DINAMO-model (2018)	+	++	-	+++	+++
www.managementmodellensite.nl: https://managementmodellensite.nl/dinamo-model/	No specific author, but well-established research team	Text based on several reliable sources	Might be promoting product sales	Text based on current data	Website provides wide range of aspects on the topic and further reading
Co-creation (2023)	-	+	-	+	-
https://www.trendhunter.com/ megatrend/co-creation	No clear author mentioned	Recent information provided, but no clear sources outlined	Information could be biased	Content partially based on collected data	No in depth analysis and no further reading provided
Indeed Editorial Team (2022)	++	+++	+++	++	+++
https://www.indeed.com/career-advice/career-development/strategic-alignment	No specific author, but well established research team	Consistent information based on recent studies	Objective point of view	Content baes on current data, but might be slightly outdated	Various concepts presented and further reading links provided
Spector D. (2018)	+++	++	++	+	+++
www.hospitalitynet.org: https://www.hospitalitynet.org/opinion /4090018.html	Reliable author	Content based on multiple reliable sources	Neutral point of view	Data and information may be slightly outdated	Various concepts presented and further reading links provided
EHL Insights (2023)	++	++	+++	+++	+++
https://hospitalityinsights.ehl.edu/hospitality-industry-trends	No specific author, but well established research team	Content based on multiple reliable sources	Objective point of view	Content based on current data and researches	Various concepts presented and further reading links provided

Community Based Tourism (CBT)

The origin of community-based strategies in tourism has been in the sight of the industry since Murphy's book *Tourism: A community approach* (Murphy, 1985). There have been constant debates about basic principles and effectiveness of CBT since there is a scarcity of research on the topic. Furthermore, as recently in 2017, it has been noted that "Since the turn of the century, discussion of community-based tourism (CBT) has become prominent, including diverse understandings of what CBT includes and critical assessment of the extent to which it is community-oriented" (Mayaka, Croy, & Wolfram Cox, 2017:1). There are several definitions of CBT such as that community-based tourism (CBT) is a form of tourism that arose to offset the negative impacts of conventional or mass tourism (Mtapuri & Giampiccoli, 2017) such as leakages and falling of local control of natural resources. Community-based tourism is gaining popularity (Mearns & Lukhele, 2015) and it "is increasingly being promoted as a means of reducing poverty and fostering local community development" (Runyowa, 2017).

The sole goal of developing community-based tourism is redistribution of wealth among poor and more inclusiveness of the local community in the decision-making process of the development of tourism activities. This is further supported by Simpson (2008) as he defines a concept called Community Benefit Tourism Initiatives (CBTIs). The concept is based on the transfer of benefits to the community in a responsible and sustainable manner from related tourism activities.

Another definition regarding CBT is given by Spenceley (2008, pp. 185-303). He states that "a community is a delimited place where people live and meet their daily needs trying to pursue their collective or individual agendas. A community-based tourism initiative is a project or program, or collective action of a group of people that belong to a community that decided to participate in or develop together a small to medium scale local tourism industry".

A crucial idea in the development of CBT is participation. It is a type of voluntary action in which people take on possibilities and duties associated with citizenship, including self-governance, responding to outside actions that have an impact on one's life, and working together to address shared problems (Arnstein, 2007). In a strong sense, participation offers a genuine opportunity to find a point of relative equality with other stakeholders to decide on the community's development goals. (Lawrence, 2006). In the weak sense, participation is limited to planning and management tasks, with no actual chance of influencing significant choices or results. (Choguill, 1996).

Following on the concept of participation, the concept of CBT surrounds tourism activities or enterprises within a geographic area that through participation of local community manage to reduce the negative impacts of mass tourism and increase the well-being of the local population through campaigns or incentives. It follows that CBT should be owned and managed by the community to meet their needs and wishes (Nauright & Giampiccoli, 2010 & Ramsa & Mohd, 2004)

Community-based enterprises (CBE)

Manyara and Jones (2007) define community-based enterprise (CBE) as a sustainable, community-based tourism project to support conservation with community participation in which they enjoy the fruits of their efforts. They assert that CBEs in tourism should focus on three main issues: community-ownership; community involvement in development and management; and spreading the benefits to community members.

Based on a systematic literature review, Hertel and Belz (2017) define CBEs as enterprises that are collectively established, owned, and controlled by the members of a local community, in which they are embedded and for which they aim to generate economic, social, and/or ecological benefits. This definition consists of five elements, namely, 1) embeddedness, i.e., the entrenchment of a CBE into a local community's structures; 2) self-sustaining business activity, i.e., the production and commercialization of a product or service in an economically viable way; 3) multiplicity of goals, i.e.,

the goal to generate not only economic but also social and/or ecological benefits; 4) community orientation, i.e., the goal of generating benefits for the community as a whole, and not only for specific individuals; and 5) collective establishment, ownership, and control.

There are elements that can be found in both definitions of CBT and CBE. They are mainly used as a main factor for categorizing a business or enterprise, or system as community based. There is strong notion towards inclusiveness of the community in the ownership and decision making of both CBT and CBE. The inclusiveness of local communities in the decision-making process and ownership of CBTs and CBEs derives from the historical poor performance of tourism industries regarding social and environmental impact. In the end, business exist with one main purpose – making profit. There is rarely business that are willing to reduce their profit to maximize their social and environmental impact without community participation in the decision making. Thus, according to Rop, Manono and Kiptanui (2023), community participation principles like trust, equity, transparency, sense of responsibility, communal identity and stability, commitment to the project and unity in decision making are essential in dealing with similar challenges.

Social Entrepreneurship

From its inception, social entrepreneurship has been given numerous comprehensive yet contrasting definitions. Social entrepreneurship is simply described as a business activity with a central social purpose (Austin, Stevenson, & Wei-Skillern, 2006). This type of activity is mainly led by people who have vision other than maximizing profit. In this chain of thought, social entrepreneurship is defined as “the process of identifying, evaluating and exploiting opportunities aiming at social value creation by means of commercial, market-based activities and of the use of a wide range of resources” (Bacq & Janssen, 2011).

According to Newbert & Hill (2014), social entrepreneurship may be used to offset the negative effects that conventional (solely) for-profit business has on society. It is intended to minimize the detrimental impacts or externalities that private businesses may have on the people who work for them. This can be done via social entrepreneurship ventures or social businesses, which use business models developed to have both a positive social impact and a positive economic impact. Such an example is the Albergo Diffuso (AD). The business model is generally translated as ‘scattered hotel’ and is ‘a particular type of hotel conceived to ensure to the guests the experience of living in a rural village or a historical center of a small town’ (UNDP-EBM, 2008).

The guests at an AD expect to interact with both the people living in the territory in which it operates and local resources. Therefore, if the management seeks to facilitate these interactions, it should be obliged to offer a range of territorial services allowing guests to recognize the value and uniqueness of the territory in which they are living. For instance, in the case of The Social Hub, these territorial services are translated into a restaurant and bar area, gaming areas and meeting and events spaces where like minded people can meet and connect with each other. According to Droli (2020), in his book he explains that this additional characteristic (having territorial services) plays a crucial role in increasing guest satisfaction, improving cash flow, facilitating competitive survival, and assuring the competitive development of the proposal. This element, therefore, should be regarded as a key part of the AD hospitality model.

Social value creation, social innovation, and sustainability are key terms that describe social entrepreneurship and encompass its relevance in the travel and tourism sector. With this justification, tourism social entrepreneurship (TSE) is described as: a process that uses tourism to create innovative solutions to immediate social, environmental and economic problems in destinations by mobilizing the ideas, capacities, resources and social agreements, from within or outside the destination, required for its sustainable social transformation (Sheldon, Pollock, & Daniele, 2017)

The potential for TSE to offer economic and social advantages will be increased if these establishments place a greater emphasis on producing social value since the sector is anchored by businesses that are present across the tourist value chain. In response to this challenge, there are expanding number of tourism businesses, most of which are for profit, that have corporate social responsibility (CSR) ingrained in their vision to combat these statements. This is partially since

companies with more significant corporate social missions tend to generate more revenues than those that are just "for-profit." (Pollock, 2015).

One argument arising from incorporating CRS can be that it is a tool for increasing revenue and not actually aiming for positive social impact. In fact, many authors argue that CRS, likewise sustainability, is used as a marketing tool to increase brand awareness and reach newly emerging marketing groups – namely eco tourists.

Tourism social entrepreneurship typologies

The complex tourism value chain entails social ventures that provide a variety of services and products while also putting social innovation initiatives into practice. According to Sigala (2016) there are five tourism social enterprises based on service offerings, namely: "intermediaries, accommodation providers, destination – [and] community-based tourism operators and tourism institutions" (p. 1272). Using a similar line of reasoning, Day and Mody (2016) proposed a different tourism-focused TSE typology based on the functions, role, contributions, and product offerings of businesses within the tourism value chain. Based on this two categories Aquino, Lück, & Schänzel (2018), came up with the model shown on figure 1.1.

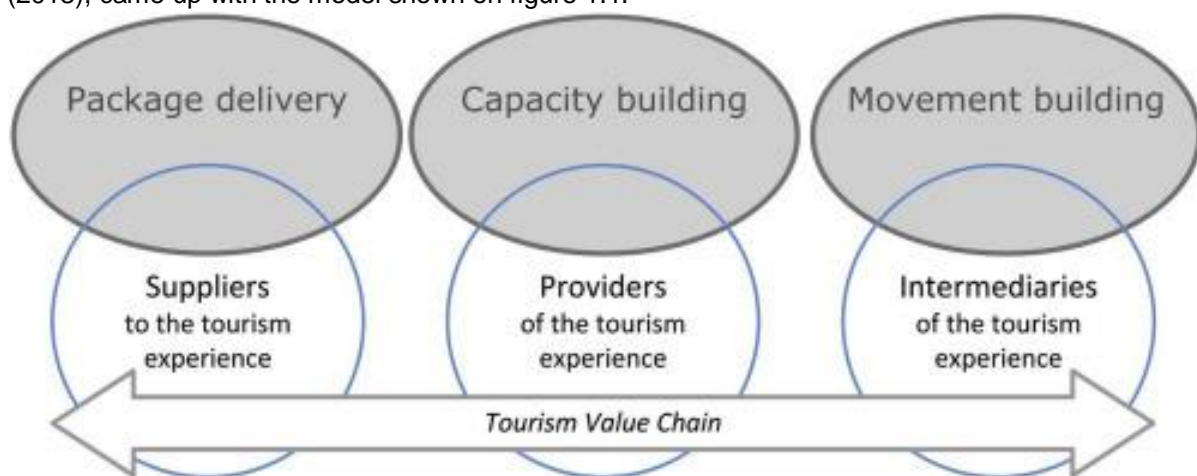
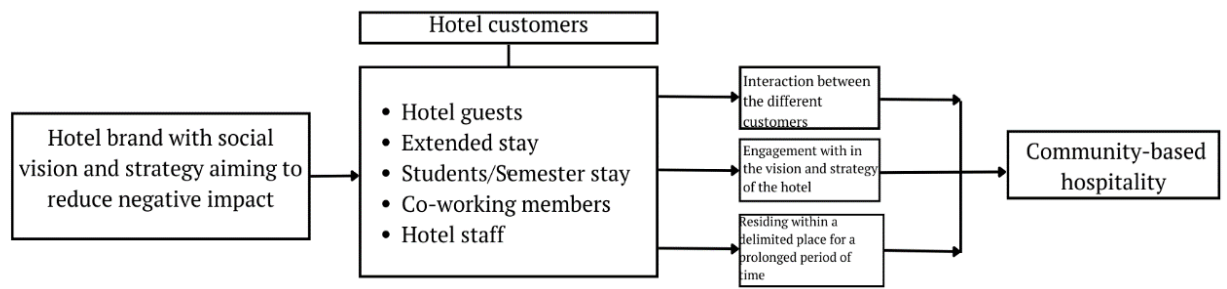


Figure 1.1

As shown in the figure, the first type represents to a 'supplier-package delivery' model, encompassing tourism social enterprises that offer tangible products (e.g., food, souvenirs) to tourists (Aquino, Lück, & Schänzel, 2018). The second type involves more of the concepts related to community-based tourism. The 'provider-capacity building' model, where socially driven entrepreneurs assemble and include the wider local community, distinguish community needs, and develop local capacity to convey these needs through human resource development and training. The third TSE type refers to an 'intermediary-movement building' model (Fig. 1.1). This involves travel-market intermediaries (e.g., travel agencies) selling sustainable tourism products (Aquino, Lück, & Schänzel, 2018).

The above typologies show the range of ways that TSE might appear; nevertheless, tourist social enterprises are not required to use just one of these tactics.

Appendix VIII Concept of community-based hospitality



Appendix IX Interview guide (name of locations changes per manager)

1. What are the types of community members present at Rotterdam (e.g. hotel guests, extended stay, normal restaurant guests, co-working members, semester stay students)?
2. The Social Hub's vision is that a "better society is created when people with vision and talent come together from all walks of life. United by a shared mindset, our community is shaping a brighter future, and having fun doing it". Can you describe what would be your approach to aligning the headquarters' vision with the unique characteristics and needs of the members of the community at Rotterdam?
3. Have you been at location where certain community members refused to engage with the other members of the community? How did they motivate them to do so?
4. How different locations ensure that enough opportunities for interaction between community members are facilitated?
5. How do you personally ensure that the headquarters' vision is communicated effectively to all employees on location?
6. Can you describe your approach to training and development for employees to ensure they are equipped to deliver the new community experience?
7. Can you provide an example of a successful community-based initiative that you implemented in a location? What was the impact?
8. Do you measure the success of community-based initiatives? What metrics do you use?
9. Have you made any collaboration with any local organizations or businesses to enhance the community-based hospitality experience? Can you provide an example?
10. How do you ensure that The Social Hub's hospitality offerings are inclusive and representative of the community's diversity?
11. How do you gather feedback from the community members to tailor your hospitality offerings to their needs and preferences?

Appendix X Stakeholders table from the plan of approach

Stakeholder	Representative	Interests from the project	Impact on the project
Client	Johanna Parnsalu	Aligning The Social Hub vision and strategy designed by the headquarters to the location of the Hague and all target groups from the Hague.	Provides contact information about different stakeholders. Provides relevant data from research that was carried out by the organization itself. Guidance toward the whole process and quality check of the research and main purpose.
Headquarters TSH	Unknown	Seeing an increase in co-working members' participation in the community-based hospitality. Applying the vision and strategy which is desired to different location.	Providing relevant research for community-based hospitality and sharing knowledge about current situation across different location.
General Managers and Assistant General Managers of TSH locations in the Netherlands.	<ul style="list-style-type: none"> - Delft GM – Matthijs Jansen - The Hague Assistant GM - Johanna Parnsalu - Rotterdam Assistant GM - Arend Brouwer - Eindhoven GM – Sonny Blesmas - Maastricht GM – Patrique Bulte - Groningen Gm -Sophie Speelman - Amsterdam GM – Lucas Kaan 	Passing down the strategy and vision designed by the headquarters and implementing them in their locations.	Providing opinions and insights of why the issue exists and possible solutions. Giving insight of how their location approaches the issue. <i>Note: Some locations do not have co-working spaces.</i>
Co-working members	<ul style="list-style-type: none"> - Delft - The Hague - Rotterdam - Eindhoven - Maastricht - Groningen - Amsterdam 	Keeping their wishes and needs while increasing their participation in the community-based hospitality that The Social Hub wants to create.	Sharing their wishes and needs. Providing opinions and insights of why the issue exists and possible solutions.
The Hotel Guests	<ul style="list-style-type: none"> - Student stay - Extended stay - Normal hotel stay <p>For all location: mentioned above.</p>	Being able to connect more with the co-working members while maintaining their wishes and needs.	Sharing their views on the issue if needed.
Event organizers	Unknown	Connecting more with the co-working members and expanding their network	Sharing their views on the issue if needed

Appendix XI Social exchange theory



Appendix XII Tourism adaptation of social exchange theory

