



Hotel Management **ZU**
School Maastricht **YD**

fundament

Jaarlijks magazine voor alumni van Hotel Management School Maastricht | 2022

www.alumni-hotelschoolmaastricht.nl

Leadership

and how to manage
a new generation

8

STORIES
about alumni
careers

**It runs
in the family**

Drie broers uit één familie

**Interview
with the new dean**

Bas Vogelsangs

Welcome

At the end of my first weeks at the Hotel Management School Maastricht, I am now aware that I am not only part of a faculty but also of a vibrant community of students, lecturers, alumni and many other people who feel connected to the hospitality sector. It is an honour to use this, somewhat impersonal, way to make my first address to the over 7,500 alumni who receive this magazine.

Your welcome and my first weeks at the Hotel Management School Maastricht have been the epitome of hospitality. I feel part of the family. My belief is that mutual respect is the driving force of hospitality, and this is something that I have experienced these first few weeks. If you want a guest to feel welcome, you need to make sure that they feel comfortable enough to be their true self. And that is exactly how I feel.

For me, hospitality is inextricably linked to important events. Take the Treaty of Maastricht (red.: Verdrag van Maastricht), a historic decision reached in this city. The major parties could only decide on that agreement if they felt completely at ease in the place they were meeting. So, my opinion is that good hospitality is a prerequisite for the success of an important event.

The theme of this Fundament is 'Leadership'. Whether you are a manager at a multinational company or running your own household, every leader interprets leadership in their own personal way – based on the skills you have learnt during your studies as well as the leadership styles you have seen in others during your career. In one of the articles, alumna Kyra Bommeljé



adds that being honest to yourself is a major part of being a good leader. I agree with her: I believe that respect is central to good leadership. First and foremost, respecting yourself. And, of course, a good leader respects others.

Our role as teachers and educators places an immense responsibility on us to educate the leaders of the future. And we do not just do that with theory. Drawing on the experiences of alumni, in guest lectures or during internships, we give our students a realistic view on how theoretical skills are applied in practice, so that they can make a better choice about which style suits them. I am filled with admiration reading the various stories about leadership in this edition. Despite having quite some experience as a leader, I have been able to enrich myself with new knowledge and visions, and I am sure many of you will do the same.

Enjoy reading!

Bas Vogelzangs
Dean Hotel Management School
Maastricht

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Colophon

Fundament is een uitgave van het Alumni Netwerk van de Hotel Management School Maastricht en wordt jaarlijks toegestuurd naar alle alumni en is digitaal beschikbaar op www.hotelschoolmaastricht.nl.

Afkortingen

HMSM: Hotel Management School Maastricht
THCB: Teaching Hotel Château Bethlehem

Eindredactie Binie Hermans, Carola van Roermund

Redactie Paul Bremen, Vera Dühring, Binie Hermans, Ankie Hoefnagels, Luc Houben, Karin Kleijnen, Katharina Kühnle [F 2011], Tom Kuypers, Marcella Middendorp [F 2013], Carola van Roermund, Inge Verhaegh [F 1992],

Daniëlle Vink [F 2022], Roel Wolbrink [F 1994]

Vertaling DUO Vertaalburo b.v.

Vormgeving Frank de Both, Twin Media b.v.

Coverbeeld Focus22

Druk De Bondt grafimedia communicatie b.v., Barendrecht

Opplage 8.000

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ISSN: 1876-4088

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Lately

Latest changes, facts and developments of the HMSM



Foundation HMSM

In March third-year students raised € 3.000,- in the Trails of Global Minds -event. The funds were earmarked for Russian and Ukrainian HMSM students in need.

Student Jean Maroun from Lebanon, who received a full scholarship by the Foundation, started his third year with success. Due to contribution of many of you, he continues his studies without financial worries, although the situation in his home country remains a huge issue. We would like to support more students in need and therefore we are looking for more donors. Become a regular donor to make your gift tax deductible. Check our website or send an email to foundationhmsm@zuyd.nl.

Memory Wall

Alumni and current students are part of the same longstanding living tradition and have great memories of their time on campus. This rich history of the Hotelschool has now been visualised in a Memory Wall including the news messages from behind the room mirror. **Anne-Fleur van der Heiden [F 2009]** wrote a beautiful poem 'This is the beginning'. The pictures and the poem can be found in the Media Centre on the alumni platform. If you're ever around, walk into the reception building of the Student Residence to admire the Memory Wall and remember the good old times!





Update your personal profile!

It is important to have your personal details up to date. Make sure we have your email address. Update your profile on www.alumni-hotelschoolmaastricht.nl

Reünie '57 - '60 viert 60 jaar vriendschap



Eindelijk kon 'twee jaar later dan gepland' herdacht worden dat 60 jaar geleden de Funda-uitreiking werd gevierd van jaargang 1957-1960. De reünie begon met het herdenken van de inmiddels overleden oud-studenten, daarna volgde een heerlijk diner verrijkt met anekdotes en foto's uit de hotelschool periode. Naast de vijf aanwezige alumni is de onderlinge vriendschap in een groter gezelschap nog altijd zeer levendig.

New IHAB members

We are happy to announce that we have three new board members in our IHAB; Ronny Maier (Area Vice President, Marriott International), Erwin Verhoog (Vice President Operations Europe, Hilton) and Rino Soeters (Managing Director/Owner, LBG Hotels). With their vision on the hotel industry we hope to enrich our curriculum in hospitality, leadership, innovation, foodservice and research.

Something old *Who recognizes himself? Let us know!*



The Badge of Merit

The Badge of Merit (Knoop van Verdienste) is awarded to those who have made exceptional efforts on behalf of HMSM. Last year, the following people were awarded the badge: Ad Smits (former Dean), Rita Kusters (former Manager Specialisations, Minors and Research) and Joelle Verschoor [F 2022] (for initiating, developing and implementing the Excellence programme).



Follow your



Op 7 maart 2022 verschijnt op het Instagram account van **Freek Weel [F 2015]** een nieuwe post. We zien een enthousiaste **Marjolein Weener [F 2014]** met op de achtergrond het gebouw van de KvK en 'Daar gaat de ondernemer' als bijschrift. Marjolein: 'Het was dan wel mijn handtekening, maar het is ons gezamenlijke avontuur.' Freek vult aan: 'Op bedrijfsvlak zijn wij nergens bang voor. Gewoon doen.'

DOOR **KARIN KLEIJNEN**

Twee maandjes later nemen de twee Boutique B&B 'Het Hart van Alem' over in de Bommelerwaard. Freek houdt zijn baan in Amsterdam aan als Director of Operations bij de Belgische koffieproducent Vasco-belo. Zo hebben ze altijd nog iets om op terug te vallen. Marjolein zegt vaarwel tegen haar baan bij Rituals — 'dat was dik vijf jaar lang erg leuk' — en runt nu fulltime de B&B. Partijen en weekend-openstellingen van restaurant en terras verzorgen ze samen. Een wijnhandel staat nog in de planning.

Aan het roer

Vanaf het moment dat Marjolein en Freek elkaar ontmoetten op de hotelschool, kreeg niet alleen hun relatie, maar ook het idee om ooit samen te gaan ondernemen steeds vastere vorm. Marjolein: 'Bij Freeks

heart

ENTREPRENEURS

ouders, de oud-eigenaren van De Tuinkamer in Ruurlo, zagen we al hoe fijn het is om elke dag zelf aan het roer te staan. Het is heerlijk om onze eigen werkzaamheden te kunnen plannen. Geen dag is hetzelfde. Het ondernemerschap geeft ons de kans om ons eigen idee van gastvrijheid vorm te geven. Hoe dat eruitziet? Mensen in de watten leggen, verrassen, erop toezien dat alles er mooi en verzorgd uitziet, werken met seizoensproducten uit de regio en persoonlijke aandacht geven. Kortom een connectie maken met onze gasten en hen een te gek verblijf bezorgen.'

Mensen verbinden

Connecties maken, mensen samenbrengen, dat lukt meteen al aardig. Tijdens de eerste twee weekenden van mei is in Het Hart van Alem een twintigtal mannen en vrouwen druk in de weer met keukentrapjes, afplakband en verfridders. Dispuutgenoten van Marjolein en Freek, leden van damesdispuut Sconfinato en herendispuut Primus Inter Pares. Ze hebben zich allemaal spontaan aangemeld om te helpen klussen. Freek: 'In twee weekenden hebben we samen het hele pand van binnen geschilderd. En 's avonds lekker samen barbecueën.' Met Hemelvaart volgt het openingsweekend. 'Met familieleden, mensen van de hotelschool en inwoners van Alem. Eerst nog aparte groepen, maar aan het einde van de avond was iedereen met iedereen in gesprek. Kijk, dát is een mooi voorbeeld van wat we zo graag willen bereiken.'

Teamwork

Samen ondernemen vraagt om teamwork. Waar Marjolein graag gestructureerd plant, is Freek de impulsieve geest. Dat ze elkaar ook in de praktijk goed aanvullen, blijkt uit de taakverdeling als het restaurant open is. Dan bestiert Marjolein de keuken, meestal samen met schoonpa Jos, soms is ook zusje Floor van de partij. Freek doet de voorkant, vaak bijgestaan door moeder — en vinologe — Ria. Freeks ouders brengen een hoop expertise binnen. Freek: 'Regelmatig geven vrienden, allemaal hotello's, aan hoe leuk ze het zouden vinden om nog eens in de bediening te staan. Dan komen ze hier en zeg je 'hier is de kassa en daar de glazen' en huppa, ze snappen gewoon hoe je met mensen om moet gaan, wat gastvrijheid en hard werken is.'

Alem – of all places

Maar toch, ergens, blijft die vraag zich opdringen: waarom Alem, of all places? Twee jonge mensen, gewend aan het stadsleven in Amsterdam, vol drang naar avontuur, allebei helemaal verliefd op Zuid-Afrika, strijken neer in een Gelders dorp van 500 — naar eigen zeggen — eigengereide inwoners, een eiland eigenlijk, omringd door water met maar één toegangsweg. Freek: 'Ja, stoer doen over Zuid-Afrika en dan naar Alem vertrekken. En toch is dit precies wat we zochten, een karakteristiek pand dat meer dan 50 jaar de dorpskroeg is geweest, met zes kamers en veertien bedden groot genoeg om van te leven. Het voelt hier als een grote huiskamer, kleinschalig en gemoedelijk. Met een grotere stad,

Den Bosch, op 15 auto-minuten. Hier ken je meteen de hele gemeenschap, er is een actief dorpsleven met een fanfare, scouting en een voetbalvereniging.'

Liefde, tijd en enthousiasme

'We doen dit zolang we het leuk vinden. We hebben één leven, waarom zouden we dingen doen die we niet leuk vinden?' Freek en Marjoleins motto moge duidelijk zijn: pluk de dag. 'We denken dat we juist doordat we zijn gaan ondernemen meer grip hebben gekregen op hoe we ons leven inrichten en dat er behalve voor hard werken ook ruimte moet zijn om leuke dingen te ondernemen met vrienden, te sporten en vooral te genieten van het leven.'

Ze koesteren de simpele gedachte dat als je liefde, tijd en enthousiasme in je business stopt, dat dat enthousiasme overslaat op de gasten. 'Een B&B die het hele jaar open is en dan ook nog partijen en volgend jaar twaalf culinaire weekenden waarin we volop onze passie voor eten, drinken en wijn kunnen uitoefenen, hoe fijn is dat?' Nee hoor, geen spatje twijfel: Alem, daar ligt voorlopig Freek en Marjoleins hart. In het Hart van Alem.

'Gasten een te gek verblijf bezorgen'



Let data be your guide

Unknowingly, organizations possess a tremendous amount of valuable data, but there is often a lack of knowledge and expertise to make proper use of it. The research center Data-driven Hospitality aims to bridge this gap by joining forces with multiple stakeholders. Task forces that consist of industry experts, valuable alumni, ambitious students, and HMSM researchers come together and cooperate to be game changers in this field of expertise. Two projects of the research center are highlighted in this article.

BY LUC HOUBEN

1 Hospitality leadership: following the career path of our alumni

In the current light of employee shortages, being able to recruit and retain the right staff is more important than ever. The research

center is setting up a project to map the careers of HMSM alumni, allowing to identify trends and developments in the labor market. By using longitudinal research, it is possible to visualize which career paths our graduates take.



The research center Data-driven Hospitality focuses on translating raw data into managerial information.

The center consists of **Leo Fransen [F 1997]**, Luc Houben, Armand Odekerken, Lyvie Schoenmaeckers and professor Martijn Zoet. If the research center could be of any assistance to you, don't hesitate to reach out to martijn.zoet@zuyd.nl or check our website on www.hotelschoolmaastricht.nl/en/research

The research will be conducted using publically available information whilst adhering to the GDPR legislation at all times. The findings will enable the center to identify the popular and less popular fields of employment over time, and it will show the change in required skills and expertise on a global level. A dashboard is to be created, showing which elements are needed to be a true hospitality leader. It would show our current students which career paths will lead to a certain position within the industry, helping to translate ambition into success. The HMSM will be able to use the findings in its curriculum.

2 Grandma's meatball or granddaughter's veggie-bowl: machine learning helps!

Every chef's dilemma: what to put on today's menu? On the line where creativity meets finance, and gastronomy meets business, it is hard for a chef to decide which dishes to include in the F&B offering. Many platforms exist that help with food-cost control, but predicting demand often remains at the disposal of fortune-tellers. With tons of experience, chefs and F&B managers try to predict the popularity of their offering but not always with success. Using simple AI (artificial intelligence) techniques, a restaurant will be able to accurately forecast the demand per dish on the menu. This helps to streamline the production process, reduce food waste and increase profit. The HMSM is developing a tool that first year students will use to forecast the number of sales concerning their own-developed menu in our student restaurant Refresh. Come and see yourself if the current offering at our school consists of Grandma's meatballs or Granddaughter's veggie-bowls!

Thinking ahead

on career moves & personal motivation

HMSM wanted to interview **Kyra Bommeljé [F 2012]** on the subject of female leadership in the Middle East. Five minutes into our zoom-meeting she announced to be moving back to the Netherlands. We changed directions slightly and decided to talk about personal leadership instead. A skill, according to Kyra, 'which is essential not only to lead others, but also crucial to stay happy in your own career.'

BY MARCELLA MIDDENDORP [F 2013]

Create the life you desire

'What makes personal leadership so powerful is that it applies to yourself', Kyra states. 'When the time came for my final internship I was super ambitious and I always knew F&B was my thing. The Middle East had the reputation for fast-forward career advancement, plus is the place to be in terms of top luxury hospitality. Other than leaving friends and family the decision was easy: I aimed for a position which ticked all boxes to kick-start my career overseas. This is exactly what personal leadership, although I didn't know of that terminology at the time, is all about. It's being honest to yourself about what you want and using your skills to get you there.'

Management internship onwards, Kyra built an impressive career. She started off at Le Meridien Abu Dhabi, switched to Jumeirah Dubai, advanced to JA Resorts & Hotels in the Maldives and returned to Dubai as JA's Cluster Director of F&B. At the time of interview she directs the F&B department for Conrad - also in Dubai - from where she explains reasoning in every move: 'See, my first and second job, I 'only' held

those positions for 1,5 - 2 years. They were the first steps to showcase skills, build experience and familiarize myself with culture. I exchanged Abu Dhabi for Dubai for lifestyle, getting ahead and adding a metropolis to my resume. 20 months later I joined JA Resorts to experience leadership at a remote location. Each step I had to ask what it was that I, myself, really wanted. Would I stay in a role that I mastered, or choose one where I could work towards new goals?'

'Anything related to leadership is about the ability to make choices'

According to Kyra, to manage yourself and your career is to always keep asking questions. It helps to form a personal compass, but also defines the way you manage others: 'I'm not saying that building the career and life you love is about the much heard phase 'getting out of your comfort zone.' Rather it's

about constantly re-assessing if you are getting enough of what you want out of it, and what that is (career advancement, salary, meaning, location, free time, family time, a new skill, relationships -etc.), is different for everyone, and might as well be a comfort zone at times. I just try to think one step ahead, and stimulate others to do the same. For example, when I want to motivate my staff, instead of pushing from an organizational perspective I try to figure out their reasons for working in their jobs. That 'what-really-motivates-people-thing' has always been a factor I embraced. Obviously, I can be tough when the work really needs to get done, but I certainly believe best results are achieved through personal motivation. The fun thing is, it's quite simple: You just have to ask people what it is they envision when it comes to the big picture, and provide something that benefits that goal. Like my switch of last year, which was based on personal branding. I took a step back in job title, but ahead in terms of an internationally well-known employer on my resume.'

To paradise and back again

When asked what illustrates Kyra's personal leadership most, she refers to the time of relocating to the Maldives as assistant F&B Manager: 'Two months in, I was called upon by HR. They didn't see me lead, give orders and wanted change - literally mentioning that I was just another waitress. I could have adjusted, but instead explained this was strategy. Bond with the team and gain respect while observing operations, I wanted to fully understand what was going on, before taking action. Sure, it wasn't the easiest of conversations, but the only way

Hotel Management Track

This profile turns students into 'game changers' for the international hospitality industry. It allows students to further specialize in revenue/real estate management. And in the minor Creating Customer Delight, students develop innovative lodging concepts for 2030. Afterwards, they carry out a strategic advisory project assigned by the industry. And to finish off, students can choose a management internship in an international hotel or HQ, which enables them to develop their strategic skills further. If you want fourth-year students to take an advisory project in Hotel Management, don't hesitate to get in touch with track coordinator Josje van Dongen (josje.vandongen@zuyd.nl).

Kyra Bommeljé

not to lose who I wanted to be in that environment. Work aside, we also had to live together on Manafaru (an island that took only 20 minutes to circumnavigate by foot -red.), I made it pretty clear this was my way and that I would be happy to leave if they couldn't work with that. Dream destination or not.'

But speaking her truth did work. Kyra continued on the island for three years, replaced the F&B manager and found a valuable business partner thanks to the event. 'Coincidentally the resort's senior GM was quite anti-top-down himself, and learning of my intentions, I found someone in my corner. Obviously, he was more experienced and there was value in that, but more important was that we spoke the same language. When the company moved him to Dubai to oversee multiple properties, he asked me to join. Advancing from our small resort to 3 hotels, 800 rooms, 25 F&B outlets and a large conference & catering division was a huge step, but equally a huge opportunity to write my story forward. Still a well-considered one as always, but with a leader who believed in me, it definitely made it easier to take the leap.'

50 most inspirational women in F&B

In early 2022, industry platform Caterer Middle East awarded Kyra a spot on the '50 most inspirational women in F&B power list' which led to a nomination for 'F&B professional of the year.' The peer-nominated entries are judged on direct business results, but also on what has been done to bring the industry forward. Not surprisingly the last parameter being heavily influenced by Kyra's personal motivation yet again.



CV

nov 2022
Eden Hotels
Group Manager F&B

2021 - 2022
Conrad Hilton Dubai
F&B Director

2018 - 2021
JA resorts & hotels Dubai
F&B Manager + Cluster
Director

2015 -2018
JA Manafaru Maldives
Asst. F&B + F&B manager

2013-2015
Jumeirah Dubai
Outlet Manager

2012-2013
Le Meridien Abu Dhabi
Asst. Restaurant
Manager

'Unlike in the Maldives and the year after, where I was still developing my own skills, the last years in Dubai brought new significance' - Kyra explains. 'At some point it struck me that approximately 80 percent of food buying decisions are made by women, yet across every area of the F&B industry, less than 20 percent of senior leadership roles are occupied by us. I wouldn't call myself a feminist, but besides leading by example and discussing the matter in our own teams, I became quite active in a network and support group for female F&B leaders locally. To now be able to give back in mentorship like I once received, I really came to value.'

Reflection

'It's been 11 years that I have spent working overseas. I've made incredible progress, achieved my goals by keeping them close and

acting when the time felt right. I'm still ambitious, was thinking of Asia for a while in terms of location, a strategic F&B position and eventually GM as my next steps. Then I caught Covid, spent 10 days without anyone bringing me soup, and realized what is most important for me now: being closer to the people I love - and maybe a little more spare time.'

As of November 1st, Kyra is appointed as Group F&B Manager at Eden Hotels the Netherlands (HQ/strategic).

Meet the dean

Last October, Bas Vogelsangs was appointed as the dean of two academies at Zuyd University of Applied Sciences: the Hotel Management School Maastricht and Facility Management. We are eager to know what the new dean thinks about leadership, education and the current generation of young people.

BY BINIE HERMANS AND CAROLA VAN ROERMUND

Just after the announcement of his appointment in July, Bas was taken aback by the incredibly warm welcome he received from the whole community at the Hotel Management School Maastricht. 'I received so many warm and positive messages welcoming me to Zuyd, as well as LinkedIn connection requests from my own network and future colleagues at Zuyd. But I was also pleasantly surprised by the lovely comments from the hotel school's alumni network. This consolidated the image I had in my mind of the engaged community.'

Bas studied Commercial Econo-

mics at Avans Hogeschool, did an Executive MBA at the Nyenrode Business University and studied at the Kellogg School of Management in Illinois, USA. Bas held various commercial, management and board positions. At Selecta Group he successively held the position of Managing Director Selecta Belgium and director of Marketing & Sales Selecta Benelux. After almost 20 years in foodservice, he made the switch to Avans University of Applied Sciences in 2015. First as a lecturer in International Business, then among others as Program Director and Deputy Director at the Academy for Marketing & International Business.



'We are educating the future generation. As an educational institution, we have an immense impact on and responsibility for the future.'

Problem-based learning

In 2015 Bas made the switch to the educational sector. 'I had a great career in the business sector and loved working at the commercial challenges, on the other hand I wanted something completely different. I experienced such a switch is not easy and self-evident. Fortunately I had always kept in touch with Avans University of Applied Sciences after graduating. I was giving guest lectures on entrepreneurship, and when a lecturer was long term absent, I was asked whether I could cover for him.' 'As a lecturer, you have to realize that your lecture isn't the most important thing in the world for students.' Education has changed from transferring knowledge to problem-based learning. 'The current generation of students wants you to explain the purpose of learning something before they are willing to learn the theory. That's why I made the International Business bachelor's programme (at Avans) much more problem-based. Getting students involved to solve a problem

makes it much easier for them to learn and apply the theory.'

The impact of education

'My choice to start off as a lecturer was deliberate, because I wanted to understand what the position involves, both specifically and more broadly. And of course, I also wanted to support the new generation to make an impact. This sounds grandiose, but I mean it as a realist: if just one student is inspired during one of my lectures and acts positively on that inspiration, now or in the future, then we as a collective of lecturers are making a huge impact on society. There are just a few other positions that have that kind of impact.'

Focus on the 'Why'

'My aim is to put our lecturers and guest lecturers in an optimal position so that they can make that impact on society through the younger generation that they teach and inspire. My role as a dean is to clearly explain 'why' we are doing something, and to keep the focus. If you are on the operational side of things, you tend to focus on getting things done and lose sight of why you are doing them. In organizations like Zuyd that employ many highly skilled staff members, a manager can work together with their team to determine the "why" and offer their team members the respect, responsibility, and autonomy to 'do'.'

Best for the world

Bas' vision on sustainability is also strongly influenced by respect as a core value. 'A company or

institution today shouldn't be 'the best in the world' but 'the best for the world'. I am delighted to see the HMSM took a huge steps forward in gaining knowledge about and conducting research on sustainability.' In terms of sustainability, the Future of Food Research Centre has more than enough challenges to investigate and address for our sector. Hospitality is also inextricably linked to travel. The various angles of approach to this are a lively topic of debate between us, companies, and consumers.'

Bas thinks that the Hotel Management School Maastricht can still make headway in terms of social sustainability. 'Our study programmes are largely funded by the taxpayer, so we're accountable to them. There could be even more diversity among our students and lecturers. That said, I think it takes a certain personality type to be successful in the hospitality industry, which means we're not an exact reflection of society. Nevertheless, we need to educate our students with inclusiveness in mind, so that they're prepared to join a diverse global workforce. This is an area of knowledge that we're building on at the research centre Global Minds @ Work.' After being warmly welcomed into our community, Bas is now getting to know everything better. 'I'm looking forward to meeting alumni and other stakeholders, but first I need to continue immersing myself in the world of hospitality, so that I can seriously discuss the future of our institute, our community, and the industry.'



It runs in *the family*

Drie broers uit één familie kozen allemaal voor de Hotelschool in Maastricht. Daarna bewandelden ze ieder hun eigen pad met alle drie een uitstekend gevoel voor gastvrijheid, een gezonde dosis ambitie en ondernemersgeest. Een uniek verhaal over de broers **Roersma, Jan [F 1980], Hans [F 1983] en Paul [F 1988]**.

DOOR **BINIE HERMANS**

Hans en Paul wonen en werken al jaren in Amerika. Hans heeft samen met zijn vrouw 20 jaar een makelaarskantoor gehad in Phoenix, Arizona welke ze 2 jaar geleden hebben verkocht. Paul heeft jaren in de hotellerie gewerkt maar startte vorig jaar een eigen bedrijf in dry cleaning service. Jan is de ondernemer achter de Hospitality Support Group (HSG) en adviseert investeerders en banken over de hotellerie. Een paar maanden geleden verkocht hij zijn bedrijf, al hij blijft wel betrokken bij de business.

Trots

Bij de start van het online interview vraagt Jan, de oudste van de drie, 'zijn mijn broertjes er al?'. Niet veel later opent hij hun familieverhaal: 'ik ben trots dat wij alle drie onze Funda in Maastricht hebben behaald. Het was destijds makkelijk om te gaan studeren, maar niet om op de hotelschool te worden toegelaten. Dan is het bijzonder dat dat ons alle drie is gelukt. Onze ouders werkten allebei in het onderwijs en mijn vader gaf extra avondcursussen om de dure opleiding voor zijn zoons te kunnen betalen.'

Toch hebben de broers ieder hun eigen keuze gemaakt voor de hotelschool. Jan overwoog rechten, maar met het idee dat de wereld aan zijn voeten lag en de buitenlandstage in het vooruitzicht maakte hij de keus voor de hotelschool. Hans wilde eigenlijk sportleraar worden, toen echter zijn resultaten voor biologie niet goed waren en hij bij de talen wel goed scoorde, koos ook

hij voor de hotelschool. Paul wilde als kleine jongen timmerman worden. 'Ik werkte sinds mijn 16e in de horeca en ben eerst naar de middelbare hotelschool gaan. Daarna ben ik doorgestroomd naar Maastricht. Ik ben geen timmerman geworden, ik timmer wel aan de weg met mijn eigen onderneming.'

Internationaal

Destijds was de hotelschool nog niet zo internationaal. Jan: 'In die tijd was het helemaal niet zo gewoon om in het buitenland stage te lopen, dat maakte de hotelschool bijzonder.' Paul: 'In Nederland heeft je Funda status en een bepaalde waarde, in het buitenland was dat helemaal niet zo en moet je je zelf meer bewijzen.'

De drie broers werkten alle drie korte tijd bij de Holland Amerika Lijn en creëerden zo de mogelijkheid om de wereld te ontdekken. Jan werkte er een jaar na afstuderen: 'ik kon 'gratis' reizen zo kort na mijn studie.' Paul en Hans leerden allebei hun vrouw kennen op zee.

Amerika

Hans haalde na zijn studie aan de hotelschool zijn makelaarsdiploma. Toen hij aan boord zijn vrouw leerde kennen die ook in de makelaardij zat, besloot hij mee te gaan naar Amerika. Daar startten ze samen een makelaarsbedrijf gericht op verkoop en property-management.

Paul werkte jaren in de Amerikaanse hotellerie. Deze business is volgens hem anders dan in Europa. 'Zoals het cliché zegt, is alles groter in Amerika. Een hotel hier, zoals Luxor Hotel in Las Vegas waar ik werkte, heeft al snel meer dan 3.500 – 4.500 kamers en ik had 1.200 medewerkers die ik als GM moest aansturen. In Nederland

Jan Roersma



heb je niet zulke grote hotels.'

Jan volgt via zijn broers graag de ontwikkelingen op het gebied van gastvrijheid in Amerika. Paul: 'Daar kan hij zaken uit oppikken die nog naar Nederland komen en zijn advies vanuit zijn onderneming HSG daarop aanpassen.'

Ondernemerschap en succes

De broers startten allemaal een eigen bedrijf. Jan: 'Ik heb altijd de ambitie gehad om succesvol én onafhankelijk te zijn en dat kan je bereiken door je eigen bedrijf op te zetten. Dat is mij met HSG zeer goed gelukt.' Na jaren hotellerie is Paul inmiddels ook ondernemer. 'De hotellerie heeft de reputatie van hard en veel werken, maar als je succesvol wilt zijn, moet je overal hard en veel werken', aldus Paul. Hans verkocht twee jaar geleden zijn bedrijf. 'In Amerika gaat alles over geld en de business. Op de hotelschool heb ik geleerd net iets meer te doen voor je klant en dat maakte onze business zo succesvol. Dat stukje service- en gastgerichtheid hebben de nieuwe eigenaren duidelijk niet en dat maakt het bedrijf en hun business gelijk anders.'

Meer familie

Het gezin Roersma heeft ook nog een zus. Zij ging haar ouders achterna en koos voor het onderwijs, daarnaast haalde ze haar horeca-diploma om ook mee te kunnen praten. Ze plukte de vruchten van haar broers in Maastricht. Zo ging ze diverse keren mee op het ski-weekend van Amphitryon.

Jans dochter startte met een studie rechten, maar vond daar helemaal niks aan en wilde overstappen naar de hotelschool. In eerste instantie hoopte Jan dat ze ook voor Maastricht zou kiezen. Ze koos voor de campus in Amsterdam omdat ze in de Randstad inmiddels al zo ver geworteld is. Paul heeft een zoon. 'Hij vindt dat je in de hospitality te hard moet werken en koos een

Paul Roersma



andere studie. Hij wil wel net als zijn vader en ooms ondernemen.' Pauls vrouw is vorig jaar overleden. Zij werkte op de Holland Amerika Lijn als entertainer. 'Daardoor begreep ze mijn werk van lange dagen en altijd klaar staan. Mijn huidige vriendin komt ook uit de hotellerie dus zij heeft ook begrip voor de lange dagen die ik maak.'

Band

De broers hebben ondanks de afstand onderling goed contact. Ze bellen minstens één keer per maand en soms in crisistijd vaker. Jan: 'Net als bij anderen, gaat ook in onze familie niet alles van een leien dakje zoals het overlijden van mijn vrouw en vorig jaar Pauls vrouw.'

Natuurlijk verschillen de broers ook van elkaar. Jan is de aanjager, zijn doel is dan ook groei van hemzelf, zijn bedrijf en de mensen om hem heen. Paul is een doener. Als hij iets wil bereiken dan gaat hij er voor. Zijn weg van middelbare hotelschool naar de hoge hotelschool is daar een voorbeeld van. Ook tijdens zijn carrière in de hotellerie en nu als ondernemer komt deze eigenschap goed van pas. Hans is de luisteraar, hij heeft aandacht voor wat de ander zegt en wil, een kwaliteit die hij in zijn service gerichtheid goed heeft kunnen benutten.

Hotelschool

Een van de passies waar Hans nieuw leven in heeft geblazen na de verkoop van zijn bedrijf is wijn. Als wijnadviseur voor Wines for Humanity geeft hij tastings voor groepen. Een deel van de opbrengst gaat



Hans Roersma

naar gezinnen en mensen die dakloos zijn (geweest). 'Mijn passie voor wijn is ontstaan op de hotelschool. Iedere tasting herinnert me aan de lessen van Van Eerdenburg en Vlasman.'

Jan heeft regelmatig contact met hotello's en geeft gastcolleges op de hotelschool in Maastricht. 'Ik werk graag met hotello's. Je herkent hotelschool studenten direct. Ze zijn makkelijk in de omgang en verbaal sterk. Samen met mijn dochter geef ik gastcolleges voor de masterclass van de HMSM. Als je ouder dan 50 bent, moet je je kennis en ervaring omzetten om iets terug te doen voor de maatschappij. In mijn netwerk probeer ik anderen te stimuleren om dat ook te doen.'

Paul heeft zijn leven in Amerika opgebouwd. 'Via social media volg ik nog wel wat studiegenoten, maar ik kom weinig terug naar Nederland.' Hans vertrok 15 jaar na afstuderen uit Nederland. Zijn band met Nederland is hierdoor sterker dan voor Paul, ook omdat hij zeker twee keer per jaar terug komt. 'Als ondernemer met mijn vrouw als compagnon had ik meer vrijheid om een trip naar Nederland te plannen. Sinds het ontstaan van platformen zoals LinkedIn, Facebook en het alumni-platform heb ik meer contact met oud-studiegenoten. Als ik in Nederland ben zoek ik sommigen op en dan is het altijd weer als vanouds.'

Dat drie broers uit één familie allemaal hun Funda behalen op de Hotelschool Maastricht is bijzonder. De broers zijn het er over eens dat de tijd op de hotelschool uniek was en ze zijn vooral trots op elkaar dat zij alle drie zo'n mooie carrière hebben gemaakt.

Excellence Programme:

een extra-curriculaire activiteit waarin aan ambitieuze studenten een verdiepend traject wordt aangeboden ter voorbereiding op deelname aan internationale student-challenges. Het programma wordt volledig gedragen door de hotelindustrie met iedere week gastdocenten uit onder andere onze alumni community. Jan geeft een college over financiën en investeringen, zijn dochter Kimberly over ondernemerschap en sustainability.

Amphitryon

Dear alumni
& Amphitryans

What a year it has been. It was a year where we as Amphitryon, among a lot of other things, celebrated our 14th Lustrum and past Board van Knippenberg made a lot of progress for the project of the new Club Bar. In other words, a great year for Amphitryon. As Board Melaard II, we want to inform you about some things that are happening at our association and what you can expect in the upcoming year.

In the upcoming year the biggest project will of course be the construction of the new Club Bar. The last papers are to be signed and after these last stages we are really looking forward to laying the first brick at the beginning of 2023.

Apart from this we are organizing a lot of events in the upcoming year which are also focused on you as former members. Such as the Recruitment event, Rally d'Amphitryon and of course

the Preuvenemint. The dates of these and other events can be found on our website and we will also communicate these through mail and the alumni platform.

We find the connection with all of you really important and therefore we hope to welcome you back in Maastricht for an event or in the Club Bar in large numbers again this year!

*Kind regards
on behalf of the Board
Philip Melaard
Chairman*



Board Melaard II

Historical and unique

For the first time in the history of Amphitryon a son or daughter of a past Chairman follows in his/her parents footsteps. In 1989, 33 years ago, Board Melaard, with **Robert Melaard [F 1992]** as Chairman, was inaugurated as new Board. His son Philip Melaard was inaugurated as present Chairman of Board Melaard II on 3 September. On the same day his sister Fleur Melaard stepped down as Vice-Chairman of Board van Knippenberg. Siblings in successive Boards also never occurred before in the rich history of Amphitryon.



Sharing is caring *and more actual than ever*

Hospitality employers are recovering from Corona in an economy that no longer promises to be profitable. Debts need to be repaid, energy prices have gone through the roof, the costs of raw materials have increased and the industry is complaining, en masse, about staff shortages. In a trade that's heavily relying on young generations as part-time employees willing to work the after-hours to keep revenue flowing, **Sven Sallaerts [F 2013]** and **Joseph de Jongh [F 2013]**, share with us their vision on Gen-Z and what we can do to keep this generation on board.

BY **MARCELLA MIDDENDORP [F 2013]**

Metaverse & Meaning

Whether Gen-Z is a difficult generation to employ might not be the right terminology as that is problem based thinking, something Sven and Joseph try to steer clear of. However Joseph feels it's explanatory: 'Compared to when we graduated at HMSM, the new generation is much more inventive, (digital) knowledge is everywhere and a large part of them grow up with everything in reach by the click of a button. We built up so much wealth that is transferred via other means, the value of work, and what people are willing to put in for it seems to have shifted. Work no longer automatically provides basic necessities, there are other ways to make money than having a job, and social media makes it appear as a piece of cake. Why would your ambition be to work in an average restaurant when you can become an influencer yourself?'

Sven: 'I know this sounds super futuristic. But look into online gaming for example. It's a billion dollar industry and the younger

generation is at the forefront of it. Last year Ariana Grande held an avatar-based concert on Fortnite. It attracted 1 million viewers at its peak and it is said she made 20 million USD out of it. Obviously this is huge, but on a smaller scale individuals also earn through such platforms. It is not only social media anymore. I believe in 10 years time the online environment will be the standard go-to for side hustles with this generation. If we want to keep at least a part of them present in the real world, where they can work for us, our industry needs to reinvent its valuation.'

Become a cool employer

Sven and Joseph are very aware about the importance of being a 'cool' employer to work for. Their concepts are highly engaging in experience, design and F&B offering. Not only towards guests, but also for their employees. 'We aim to be 'the place to be', Joseph clarifies, 'and want to become the top 1% of employers in the European market in all aspects of

our enterprise. The job experience that you want to tell your friends about, whether in real life or on social media.' According to Sven it is exactly that: 'Employees should be our biggest fans. We believe a strong and social company culture is a key element for this. Our people are here for each other, call in sick less often, if someone's bike gets stolen we buy them a new one and in some positions we still offer unlimited leave days. We can do this because we created an environment built on trust, responsibility and listen to what our teams have to say. People stay with us for quite some time compared to the rest of the industry. This starts with really strong onboarding but also a killer farwell. When we take our team out to a trip abroad we only have to make a few phone calls, and the old teams take over. If that is not the best example of staff retention, I don't know what is.'

Joseph: 'What we see happening in the newest of generations is that those of them with financial stability, whether self-earned or gained via their families, don't

CV

CV Joseph & Sven

2016 - now

Owners Younique Concepts

2014 - 2016

Startup Younique & various interim positions

2013 - 2014

Msc. Innovative Hospitality Management

2007 - 2013

HMSM



want to work unless it adds significance and meaning to their cocktail. This development comes from the deep desire for personal branding and self image: something you can work with. Young people are super receptive to the opinion of their peers and contributing to a better world is simply becoming another new symbol of status. Businesses that truly play a part in it currently reap the benefits of this. For others it is imperative to organize branding and culture in this direction at least partially, or to be 'cool' in another way.'

At Younique, being a 'cool brand' seems to come naturally through creativity the company is well-known for. Starting off through crowdfunding at a time this was quite new, profit sharing with employees, being one of the first to introduce the 4-day workweek for fulltimers, or pulling off stunts like shark fins swimming through the canals of Amsterdam and the free-to-attend oyster fest as a promotion for PESCA. Sven and Joseph state that it is the core of how they operate. Besides being creative in brand building, both accord money also stays an important motivator. 'And here we need to make sure that work remains, or in other cases again becomes, financially profitable for employees', Sven states.

Talking money

Won Yip (one of the most well known hospitality Tycoon's of Amsterdam) recently opted that, in a city where cost of living is becoming too high to survive on a hospitality wage, we have to start getting used to people holding multiple jobs, or that the only way is commuting. 'See, I think that's a bit exaggerated and a bleak perspective, although there is truth in it: if we don't choose to

talk about the financial aspects of work this indeed could become reality.' 'The difficulty with that scenario - Sven takes over - is that we then need to find people that are ok with this. Like sourcing outside the Netherlands, or even outside of Europe. I'm pretty convinced we won't find many in our country when alternative jobs and income sources with better pay or benefits are available.' To subsidize the development of a 'Won Yip scenario', both agree another valuation shift is needed: measurements by the government and that consumers are willing to pay for service and experience the hospitality industry provides. All so that entrepreneurs can pay their teams a better wage. Sven: 'I often wonder why we don't have a service charge on our bills yet. Look at New York, London... Here guests pay the owner for the venue and product, but the service charge directly contributes to the income of the people who provide the actual service. I truly believe this is going to happen in Amsterdam, and eventually will spread out over time. To me it's quite strange that on a national level we only spend 8% of our income on food and F&B services. If you compare this on a worldwide scale you will notice that we are quite in contrast.'

Minister of hospitality

Then what about the government? Taxes, they both answer. 'Let's start with wages', Joseph elaborates: 'They are taxed so high compared to other forms of income that it has become less profitable to work, or work extra hours, than to gain an income through investments. This is also why we are now looking into ways where employees can become shareholders in our company through a trust fund. When we

About Younique Concepts

Since the start of their first venue PESCA in 2016, Sven and Joseph, owners and entrepreneurs at Younique now own or operate several high experience-driven hospitality brands across the Netherlands such as De Tulp, Lolo, Fiona, This Hostel and Stadsoase where staff members (a payroll of 14 at HQ and 200 across venues) share in the profit their teams generate. A move which put them on the map instantly, both in the industry, amongst job-seekers and beyond. Younique also develops concepts for third parties and helps hospitality owners with creative marketing and PR and will open three new venues in 2023, heading to Eindhoven, Rotterdam and their first cross-border project in Berlin.



PESCA Rotterdam

started with our profit-sharing in the first year, our kitchen steward got an envelope with 1800 euros in it. Compare that to the friends he sat around with while discussing their Christmas parties and were given a bottle of wine. This story is still a very beneficial reality for us, but we also need to look at the future. With the job market tighter than ever and the system not providing solutions, staff becoming shareholders is the next logical next step for us.' Another recent development, the Yunique owners are not too fond about is the lack of government control on freelance platforms like Temper. 'They market easy labor without the administrative hassle towards employers and promise quick and high volume net money to freelancers, but without taking into account the responsibilities, and a bit of societal and personal mentorship role employers have towards the young. With too many freelancers really comes the issue of neither being able to build a strong company culture nor continuity. We try to stay away from it from a strategic point of view, but also from the care factor perspective.'

Sven: 'As we were growing, at some point we decided to get someone on board on people. He doesn't hold the title of HR manager, but is known to be our Manager of Culture. I cannot underline enough how much coaching has become part of his job, on a myriad of things. Freelancers have nothing as such, but do have to make their way in a world that is developing faster than humans were made for. Top that with the hard fact that most of these kids have no clue on taking care of tax returns, are terribly insured and often refrain from saving up towards a pension. In the long run I strongly believe this is detrimental for industries that

rely on people and our societies health in general. Actually, with the world having become full of big issues, I think an in-house psychologist at every company is something we as employers should seriously consider.'

At some point during our 'solution talk', we get to the initiative by Postillon Hotels with general manager Erik-Jan Ginjaar [F 2006]: advertising with partially paying off student debts through a transfer of €2,50 for every hour of work, directly into the DUO account of their new employees. 'A fantastic idea, and a great marketing effort in the war on talent' Joseph reacts. 'But when you look into it, which we obviously did, the current tax system only allows us to establish this up to a certain amount and from a certain kind of reserve. After that it becomes taxed at 50% at the side of the entrepreneur, or is seen as disguised remuneration and taxed at expense of the employee. There are so many good ideas, but also way too many limitations.' On the question if it is time for the government to start an advisory committee, with some progressive thinkers and a brainstorming session for the job market in general Sven replies, 'Sure thing. But let's think big. A minister of hospitality, I wouldn't mind that at all.'

Foodservice Track

The Foodservice Track is training a new generation of young food professionals who understand all aspects of the food-service chain. This track consists of two minors, a research project, and a management work placement position in the world of food and drink. The track has two perspectives: original producers and the food industry. If you are looking for fourth-year students to take on an innovative project in the Food Service field, please contact Paul van Oers (track coordinator, paul.vanoers@zuyd.nl)

Let's catch up with Katharina Kühnle

[F 2011] Acquisitions and Financial Planning Manager at UrbanHub, Mexico



1 How did you end up in your current job?

After my internship, I stayed in New York for about 5 years and worked for HVS, a hotel valuation company, as well as in EY's hospitality group. I met my husband and we decided to move to his hometown, Mexico City. At that point, I only spoke the little Spanish that I learned at HMSM, didn't have many professional contacts, and knew little about the culture so I decided to do a MBA in Mexico. As part of my summer internship, I worked for UrbanHub, a multifamily developer and operator in Mexico City. It's a small and very dynamic team, which I enjoyed very much. When I graduated from my MBA, I happily accepted a full-time position. I enjoy living and working in Mexico City. Emerging markets provide a different kind of challenge and make you think out of the box more often; I am responsible for the company's growth and every day brings something new. My job requires my analytical skills, fast decision making, but I also get to meet new people and form new relationships every day. For me it's the perfect balance.

2 Why didn't you choose for a career in the hospitality industry?

I absolutely love the hospitality industry. I think my education and especially the Global Program (one semester in Hong Kong and one in the U.S.) is one of the main reasons that I ended up in Mexico City without ever planning on it. Both of my jobs in New York were in the hospitality industry, just in a different niche. I quickly realized during my internship at HVS that I am a very analytical person and that I enjoy the

financial aspect of the hospitality industry. The company I currently work for is a bit similar to the hotel industry; our tenants always come first. We strive for extraordinary services and experiences, and our buildings are much more than your standard apartment.

3 What is the most important skill you've gained at HMSM?

Being part of the international stream has really taught me how to work with people from different cultures and backgrounds, which I think is a very important skill. The exchange semesters and internship abroad really opened up my eyes and made me a very adventurous person that is always up for trying new things.

4 What is your best memory of your study at HMSM?

It's very hard to pick one memory; I absolutely loved the entire four years at HMSM. I remember my first year living on campus fondly, cooking dinners in our small apartments with newly made friends or our first cooking classes and serving our fellow students lunch in Refresh! One of my favourite experiences is probably exploring Hong Kong with my classmates from HMSM and our American and Chinese classmates that we travelled and studied with for 1,5 years. Hong Kong was such a fascinating, beautiful, and fun city! And what better way to explore a city than with people that call it their home.

Join the Online community and be an active member!

With the app on your
mobile device your network
is even closer. Go to your
app store and find:
Alumni HMSM.



The platform
has now over
6.000 activated
alumni. Did you
already join?

We recently have had a kick start of the pilot **Chapter Berlin** and **Chapter Curaçao**. Alumni who would like to contribute to our mission to improve our international visibility and to help recruit new students are welcome to join. In return we would like to facilitate network gatherings with a professional and social background.

Furthermore theme **Groups** are being explored. The first Group 'Creating Customer Delight' is now available and Group 'Food service' is under construction.

Are you interested in a Chapter in your area or do you have interesting ideas or suggestions for a Group? Let us know via alumnihmsm@zuyd.nl.

www.alumni-hotelschoolmaastricht.nl
✉ alumnihmsm@zuyd.nl

Gen-Z recruitment

Who better to shed some light on successfully attracting Gen-Z than **Philipp Tobergte [F 2009]**. As Managing Director for the No. 1 full-service employment agency that specializes in the influx of new generations on the job market, Philipp experiences at first hand how young generations - and strategies to hire them - are ever changing.

BY **MARCELLA MIDDENDORP [F 2013]**

Facts & Statistics

According to Philipp, the war on talent is set to increase. 'The harsh reality is that by 2030, the entire baby boomer generation will be over 65', he kicks-off. 'When you look at numbers for the Netherlands for example, this predicts an outflow of 1.9 million people over the next 8 years, compared to an inflow of just 1.6 million. At the same time, the new generation has a different mentality towards work, desiring variety, purpose and freedom. They are super ambitious, but also rather work part-time, so they can develop in other areas of life. I hear this from our own recruiters that speak with

candidates, we research it from an organizational perspective, but I also experience this in my own teams. When you top that with a different approach as to how this generation operates when they start to find their first or second jobs, I believe we have a hell of a challenge ahead.'

Mobile, Speed, Timing and Branding

'Gen-Z is the most interconnected, culturally aware and technologically advanced generation in history, still 70% of them make job decisions based on gut feeling. Your message, how you reach them, and making sure they don't

YoungCapital focuses on helping those aged between 18 and 35 with their first steps on the job market. Belonging to THE WORKS, the group generated a turnover of 600 million in 2021. On an international scale YoungCapital has close to 10 million job seekers in its database, operates across 28 digital platforms in 10 European countries and holds offices in the Netherlands, Germany and the UK, where they opened their latest agency office at London Shoreditch this year.





CV

2020 - now

YoungCapital Germany
Managing Director

2015 -2020

YoungCapital
Country Manager,
Business Line Manager,
Director of Sales

2012-2015

SocialDeal
Managing Partner

2010-2012

Mise en Place
Operations Manager &
Branch Manager

lose interest is key. A mobile interface with a simple application procedure, speed, timing and branding is everything. We also see this in our numbers: the marcom budget has tripled since 2017, candidates now apply at 10 jobs simultaneously, and submit applications on a Friday evening bus ride. The problem is that most recruiters don't see those messages until after their Monday morning meetings. So chances are a candidate's interest has already shifted. And if you do reach them on time, but wait two weeks with an offer? They are also likely gone.'

Low hurdle application

Philipp explains about the latest development taking place within his offices, where automated software allows his teams to reach out on a 24/7 basis. Not only to meet the demands in terms of speed, but also to optimize the hiring process. 'They scan the application, send a direct message to the candidate's phone via

WhatsApp, or give them a call within the next hour. We let applicants know that they are of interest to us and propose to schedule a call into the agenda of one of our recruiters. To be the first that shows interest, and fast: checking hard-facts such as having a driver's license, or mastering a certain language, a 'bot' can perfectly do this. As long as we are honest to the candidates that they are speaking with one.' In the context of speed, Philipp also believes traditional motivation letters might soon be a thing of the past. 'Anything that doesn't contribute to the generation's demand for short line communication only creates hurdles, and it's those you'll want to avoid.'

Speaking their language

'What I love about YoungCapital is that we are incredibly strong in building our brand, invest in our data and research, but also that we are an opportunity driven organization that tries new things. From that perspective you could say we have the perfect advantage, as these are factors that appeal to the younger generation. Our average in-company age is 28, which proves my point, but also allows us to practice what we preach: we speak this generation's language. When during the pandemic we started a radio station to reach our

staff and add some fun, also including company updates and interviews, employees indicated they wanted us to keep it in place. So we did, and now regularly broadcast at Friday drinks.' Philipp has seen his team change from suited up recruiters to a sneaker culture with tattoos, flexible work hours and 'workations.' Also in Germany, where street culture might be one of the most outspoken in Europe, but in the workplace was far behind. 'All the things that are relevant these days but have not been in the past, we experiment with in our own offices. To clients, I really notice this is valued, not only by providing candidates, but also sharing knowledge and inspiration for their development of company culture.'

Continuous change



'In the end what it comes down to is that you really have to stay at the top of your game. Last year money usually wasn't the most important factor for our applicants, in recent months this shifted due to inflation. When we hear that clients in the banking and insurance fields can't find the right applicants due to lack of modern skills that universities can't keep up with, we organize fast-track kick-start courses. As soon as we see changes to our data sets, we find a new opportunity.'

Horizons in the Hospitality Track

Students explore Horizons where Hospitality has added value for the organization. They formulate the Why, How, and What, to further develop hospitality within this organization (e.g. with guest and employee journeys). This includes sectors such as Cure & Care, Retail, Events, Financial Services, Staffing & Recruitment and Airlines. If you want fourth-year students to take an advisory project in the Hospitality field (e.g. in Sales, Marketing, HR) in a 'Horizons' sector, please contact Emily Teunissen (track coordinator emily.teunissen@zuyd.nl).

What 2 wear?

What you wear is how you present yourself to the world. In hospitality your appearance is important and at the Hotel Management School Maastricht the dress code is introduced at your very first day. But what do the leaders of today need to wear?



Inge Verhaegh [F 1992] and Roel Wolbrink [F 1994] have experience in fashion and share their tips for today's leaders.

1 Power suit or men suit

Wear a suit to make a positive, lasting and bold impression.

2 Go for quality

In the case of humanity choose wisely and go for a sustainable choice; just quality, less and better.

3 Details matter

Go for a distinctive personal touch: either a belt, shoes, bag, hair, nails, make up. But please keep it clean and sober.

4 Provide good basics

Nice clean white shirt or flowing blouse etc. Go for contrast or not at all.

5 Comfortable

Choose an outfit that feels comfortable so you can move around.

6 And blend in to stand out

Leave prints and logo's to other people. You are your own brand. Adapt your outfit (a bit) to the business you are working in.

Go for second hand (www.frontrowstreetstyle.com) or tailor made (www.newtailor.nl).

In 1959 bleek een aantal campusbewoners de passie voor muziek te delen. Het bleef niet alleen bij zingen in de douchecellen. Samen met drie studiegenoten startte **Joseph Lejeune [F 1961]** een band.

DOOR KARIN KLEIJNEN

Joseph Henri Lejeune

Geboren in 1938 op Java. Omdat hij al een HBS-diploma had, mocht Joseph instromen in het tweede studiejaar, destijds nog een campusjaar. Na de hotelschool werkte hij als Chef de Rang bij Hotel De Zalm, nu Park Centraal, in Den Haag en daarna 35 jaar bij de Efteling, eerst als horecamanager en later als controller food en non-food. Joseph woont in Sprang-Capelle. Hij is weduwnaar van Lily, met wie hij meer dan zestig jaar getrouwd was, heeft een dochter en is opa van Jade (19) en tweeling Jort en Jens (16).

1 Wat is je bijgebleven van je campusjaar?

‘De campuskamers waren toen nog in het kasteel. Ik heb me daar enorm thuis gevoeld. Het studeren ging goed. Zo goed, dat een paar klasgenoten mij vroegen of ik ze wilde helpen. Geweldig vond ik dat. Op het kasteel gaf ik bijles aan een klasje van zes studenten. De directie waardeerde dat enorm, ze kwamen regelmatig even kijken hoe het ging.’



Jos in 1960



2 Met mede-studenten Jack de Nijs, Paul Pieterse [F 1963] en Johan Beijerman [F 1961] vormde je de band The Four Sweeters. Waren jullie zo'n zoete jongens?

‘Echt wel. Onze muziek was een combinatie van sweet, zoetgevooidse muziek van bijvoorbeeld The Everly Brothers, met wat rock en roll. Jack was de leider, hij schreef de muziek en zong de meeste solo's. Studenten en leraren waren dolenthousiast. We traden niet alleen op school op, maar ook bij bejaardenhuizen en verzorgingshuizen — het was goed voor de naam van de school en soms kregen we een glaasje bier. We hadden veel plezier en dachten het helemaal te gaan maken, maar toen Phonogram ons een tienjarig contract aanbood, werd het ons te serieus. Onder de artiestennaam Jack Jersey schreef Jack uiteindelijk meer dan 1500 songs, waaronder het alom bekende *Comment ça va*.’

3 Schrijven is jouw hobby. Jouw derde boek, een autobiografie met de titel *Geketend en Getekend*, is net verschenen. Wat is jouw boodschap?

‘Ondanks mijn moeilijke jeugd en de verschrikkelijk ervaringen in de interneringskampen in Nederlands-Indië ben ik mijn hele leven positief gebleven. Ik heb mogen proeven van rijkdom, die overigens al snel weer veranderde in grote armoede. Wat je leest in mijn biografie is dat het me gelukt is om met tegenslagen om te gaan. Vierentwintig pagina's in het boek beslaan mijn jaren op de hotelschool, waar ik het geweldig naar mijn zin heb gehad.’

They are considered by many, as a difficult generation to lead and manage and better known as Gen Z (born 1997 - 2013). But this new generation is entering the labor market. Before we know how to deal with them as a manager, we need to know them.

BY **TOM KUYPERS** AND **PAUL BREMEN**



Managing Generation Z

Generation Z was raised in times of greater economic well-being, are more diverse than any other generation, and have grown up in a time where everything they needed could be found, lived and experienced by unlocking their phones. On the other hand, they were also raised in times of climate change, social justice movements, a global pandemic, increasing political imbalance and a risk of global war. This has led to Gen Zers being more likely to suffer from stress, anxiety and depression than any other generation. The one thing that stands out for Gen Zers, however, is their view on job loyalty. From personal experience, we have seen that the new generation can work wherever they want. They are loyal to

life, not to their job. We have seen people quit their job, simply because they did not get a day off for a festival. And they seem less ambitious. The best duty manager in the house, decided to work on reservations only. With some more years of experiences, this duty manager could have become the next general manager. But this duty manager preferred to accept a lower pay, just to have less of a hassle at work. Seeing other colleagues dealing with work-stress drove the decision as well. Stress in general is a factor Gen Zers struggle with.

Dealing with Generation Z

A first advise for leading such a new generation of employees, is acknowledging the state of society as they know it. Gen Zers do not

share prior experiences like other generations do, and haven't learned to deal with uncertain times, or with not getting what they are looking for instantaneously. This is not saying that this is a good thing, but we do have to acknowledge that it is the way society has shaped them. And what started with the Millennial generation (born 1981 — 1996), is now even more so the case with Gen Zers, which is that the nature of work has changed. Gen Zers look to work as a place where they want to build friendships, create a sense of community and identifying with a social group. In other words, it is not about the work anymore, it is much more than that. We have seen examples of Gen Zers sharing all kinds of life-issues with the manager.

Things like finding a place to live, fights with their life-partner, a lost passport, anything they struggle with. They even feel comfortable discussing their sex-life with their manager, and sharing who slept with whom after a night out, usually during the first coffee moment of the day. They bring their life to work. This causes higher levels of stress, which Gen Zers find more difficult to deal with, leading to a growing phenomenon of employees being burnt-out before the age of 30. Bear in mind, that the reason for this is not just the work itself, but all aspects associated to this current view on the nature of work. So there is work to be done by organizations and their leaders. And from experience, it does not help to keep a professional distance as a general manager. The Christmas party where you decide to keep that distance, going as far as

sticking to water all night, does not resonate well with Gen Zers. It is better to be on the same page as them, really stand next to them and even acting like a big brother or sister. Having some beers with them during a team meeting, and going out for shots afterwards, might even bring you the loyalty you are looking for.

Managing expectations of Gen Zers

What can be done is managing expectations. If you are leading Generation Z employees, give them a realistic job preview. Gen Z employees often have an idealistic view on work. They expect it to be interesting and meaningful, and that their managers will want to hear and implement their ideas. Managing these expectations realistically, increases their motivation and reduces the risk that you will be hiring a new Gen Zer every three months. Thus, it is important to talk to each new

employee to understand that person's expectations about the work relationship. For example, when asked what they want most from their boss in the workplace, Gen Z cited a positive attitude (42%) and clear targets (37%), something their Gen X bosses (born 1965 – 1980) were not providing them with (INSEAD, 2018). Moreover, issues surrounding diversity, equity, and inclusion are more important to Generation Z than any other generation. Leaders thus need to be equipped to manage a diverse and inclusive workforce. One crucial moment to pay attention to all this as an employer, is in the onboarding stage of new Gen Z employees. Think about checklists, clear communication, providing feedback, and paying attention to the cultural fit, in order to successfully onboard a new generation of employees. The responsibility of managing these expectations, however, does not lie solely with employers. Schools, and thus also the HMSM, play a vital role in preparing Generation Z for the real world. Especially the highly dynamic nature of the hospitality industry, proves to be a challenging future workplace for our students. And as this future workplace will be internationally diverse, we aim to develop students with a global mindset. The research centre Global Minds @ Work plays an important role in this process for our students, both in research and education. And, at the HMSM, students work on their personal leadership development for their entire study-career. They end their studies with a final assessment asking them to reflect on the HMSM experiences. We want to do all we possibly can to prepare them for the future. The question is: are you ready for Generation Z?



Tom Kuypers and Paul Bremen are both lecturers at HMSM. Tom is part of the research centre Global Minds @ Work. This research centre conducts research on the development of young professionals' Global Competences as well as the role Global Competences play in the workplace. Tom holds a PhD in Organizational Behavior and Team Dynamics. Paul Bremen is a hospitality professional who has enjoyed a career of over 20 years in the hotel industry, which has taken him to various places around the world and brought him a lot of experience in working and managing hotels. Most recently Paul was general manager of ZOKU Amsterdam.

Leergang Hospitality Innovator

2024 - 2025 (14^e editie)



Steeds meer alumni weten ons te vinden en keren terug naar Maastricht om zich weer eens te laven aan de bron. Die prachtige plek in Maastricht waar je ooit eens bent begonnen...

Na jaren hard werken wil je weer nieuwe inspiratie opdoen op jouw vakgebied. Je bent als 'hotello' werkzaam in een ziekenhuis, theater, gemeente, hotel of facilitair bedrijf en komt allerlei uitdagingen tegen op het gebied van hoogwaardige dienstverlening. Je voelt: het is weer tijd voor the next step, niet alleen voor het bedrijf waarin je werkt, maar ook voor jezelf!

Kijk op www.hospitalityconsultancy.nl

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Leonie van Heeswijk
– deelnemer leergang

Wat doe je op dit moment?

'Vanuit mijn bedrijf Studio Pinea werk ik bij zorginstellingen die een inrichtingsvraagstuk hebben. Ik geloof erin dat de omgeving waarin je je bevindt van grote invloed is op hoe je je voelt en je ervaring als gast. En inrichten is niet alleen het meubilair. Juist ook de ontvangst en het gedrag van medewerkers, de sfeer en uitstraling spelen daarbij een rol.'

Wat van de leergang is je het meest bijgebleven?

'De vernieuwde kijk op gastvrijheid; dat het groter is dan alleen 'gastvrij zijn'. Het gaat om gastvrij denken en vooral ook kijken en luisteren. Ervaringen van mensen uit diverse branches in combinatie met de theorie en de 'frisheid' van studenten is heel waardevol.'

Wat zou je willen zeggen tegen hotello's die aarzelen om zich in te schrijven?

'Doen! Het is niet zomaar een 'cursus.' Het is een investering in jezelf. In de leergang word je gevraagd om naar jezelf te kijken en naar je verbeterpunten op zoek te gaan. De weerspiegeling van de mede-deelnemers en de trainers is daarbij heel waardevol! Dat vind ik gastvrij leiderschap; door jezelf te ontwikkelen kun je anderen inspireren om bewuster met gastvrijheid aan de slag te gaan. Een win-win situatie dus wat mij betreft!'

WINNERS OF THE IHAB AWARD 2022

IHAB award

The graduate who makes the most memorable impression during the final assessment presentation receives – in addition to eternal fame – a sum of € 1,000 sponsored by Bidfood. IHAB stands for the International Hospitality Advisory Board of HMSM, which is made up of leaders from the international hospitality industry and professors from the academic world.

BY VERA DÜHRING

IMAGE SLUYSMANS FOTOGRAFIE

Reginyo Veldwijk [F 2022]

'At first I didn't realise that I had won the IHAB award, but I am extremely honoured. For me, it feels like getting recognition for my work ethics and staying close to myself. I have grown tremendously in recent years in the area of personal development and to be rewarded for that is very nice. This is a great motivation for me to pursue in this way and I will try to make positive changes where necessary.'



Winner Reginyo with former dean Ad Smits

Marjijn Götzenberger [F 2022]

'Winning the IHAB award gave me a tremendous sense of accomplishment and gratitude. I am super proud that my personal development at the Hotel School is recognized with this award. Winning this award shows that I am on the right track, but I am also well aware that I am only at the starting point of my career. With the prize money, I will continue to develop myself hoping that later on, I will be able to offer support to future generations of Hotello's in the same way I have had!'



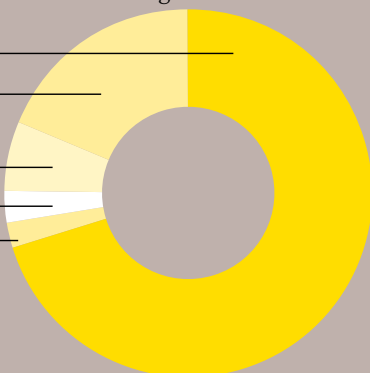
Winner Marjijn with MT-member Josje van Dongen

Destinations of our graduates on graduation day

March 2022

140 graduates

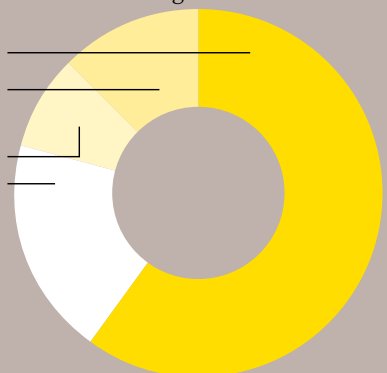
has a job 70%
master study 19%
looking for
a job 6%
travelling 3%
own company 2%



September 2022

182 graduates

has a job 60%
master study 19%
looking for
a job 9%
travelling 12%
own company 0%



Hospitality abroad



Meet two passionate hoteliers who – for a change – did not fall in love at school, but at J.W. Marriott Grosvenor House Hotel in London. Learn about their love of hospitality in London, the multicultural city that remains the place **Kira Rogmans - Tetteroo [F 1996]** and **Maarten Rogmans [F 2004]** call home, even after Brexit.

BY ANKIE HOEFNAGELS

1 How did you two end up in London?

Kira After graduating, I decided to move to Australia to explore the country where my mum grew up. After five years in Sydney I was asked to the opening team of the Renaissance Chancery Court Hotel in London and I have been here ever since!

Maarten During my last internship I got a job at the Hilton in Vienna where I worked in F&B and cost controlling. After a small detour in the financial sector I returned to hotels and transferred from Marriott Vienna to London. In 2017, I started as Head of Groups &

Events at the Ned, one of the most prestigious openings that year and part of Soho House Group.

2 What is the difference between working in NL and UK?

Maarten Neither of us have much work experience in the Netherlands, but in London the pace is relentless. There is no such thing as a 9 to 5 working day. At the start of our career, we invested heavily in our work. Many colleagues had the same spirit, and that kept us going: ‘work hard, play hard’. Hospitality is not a desirable career in the UK. It is the expats who have a passion for

hospitality and that makes it a multicultural world. The diversity in the workplace is enormous. Therefore, you have to be open to different ways of working. The larger chains have procedures, but the smaller and newer hotels need to learn and adapt quickly. London is a city where many cultures meet, it is part of the magic.

3 Cultural differences between the UK and the Netherlands?

Kira I truly think it is the direct approach of the Dutch. In the UK, people are less harsh in their feedback or approach, we are known to apologize a lot even if it's not something we could have influenced.

Maarten But also the ‘stiff upper lip’ British mentality. Directly expressing your opinion on the work floor is not always apprecia-



ted, while 'beating around the bush' does not get you anywhere either. I feel the Brits have a 'can do' and entrepreneurial spirit, but I would not mind a little German 'Gruendlichkeit' sometimes.

4 What about Brexit?

Maarten Brexit was truly a slap in the face for us. We felt home in the UK, but suddenly we were not welcome anymore. Our friends and colleagues tried to comfort us, but it felt bad. The government at the time made a huge mistake. Because many areas in the UK were suffering economically (except for London) this was a reaction to blame others: too many foreigners, Europe determines our rules, we know better. And now COVID has covered the true impact of Brexit. The recession, the supply chain problems, the relentless bureaucracy; not because of Brexit is what Brexiteers say.

CV

Maarten Rogmans

2017 – present
The Ned
Current: Head of Groups & Events

2010 – 2017
Marriott and Intercontinental,
London, various Events and F&B
leadership positions

2004 – 2010
Ass. Event manager, Vienna

2000 – 2004
HMSM

Kira Rogmans
- Tetteroo

2003 – present
Marriott International, London
Current position: Senior Director,
Sales Systems & Programs - Europe,
Middle East and Africa

2001 – 2003
Renaissance London Chancery
Court Hotel, London
Reactive Sales Manager

1996 – 2001
Renaissance Hotel, Sydney
Various positions

1992 – 1996
HMSM

Kira One of the things I have always loved about London is how multicultural it is. Everyone works and lives together and I don't feel this has really changed even after Brexit. On a business level it is definitely hard to recruit at present in the UK, as many of our associates were from the EU area.

5 Are you part of an HMSM alumni network?

Kira I moved to Australia straight after graduating. So by the time I

moved to London, I had lost the connection.

Maarten I am a member of the F&B Managers Association that was started by a fellow Dutchman. I meet a lot of other alumni through this network. At Marriott I know a couple of alumni, but I am not part of an HMSM network. Few alumni still work in the hotel sector. Because the study is focusing on other hospitality branches many students choose a different career path regrettably.

6 What are your future plans?

Kira We are totally settled in London and have no plans to leave. We both have great job opportunities here and as Samuel Johnson famously said 'when a man is tired of London, he is tired of life' — there is always something to do.

Maarten Our future is in London. We really want Felix to grow up here!

7 Your advice to recent graduates?

Kira Be open to opportunities. Build up your network and find a great mentor who you can reach out to for advice. Be patient, be humble, listen and learn and this can bring you great opportunities.

Maarten When you graduate, your knowledge of leadership is limited. Your education provides a good foundation, but interaction with colleagues and guests cannot be learned from a textbook. Hospitality is a passion. And if you have that passion, your job is not just another job, but a place called home.

Daniëlle Vink [F 2022]

Just Graduated

Having the opportunity to travel a lot with my family from a very young age, I found my passion for hospitality. Making sure that every detail is accounted for and going the extra mile to create memorable experiences is something I fell in love with. This made me realise quite early on that HMSM was the right fit for me. For my management traineeship I choose a company that offered room to grow and the opportunity to gain experience in multiple departments. I ended up at TIG Sports in Amsterdam. This company specializes in creating, renewing, and organizing the biggest international sports events in the Netherlands.

TIG Sports has given me the opportunity to work on events like the Dutch Grand Prix, Invictus Games the Hague and the Dutch Open (tennis tournament). I started off as a trainee and am currently working as a project manager for a new event called 'Huis van Oranje' and the World Gymnaestrada Amsterdam, which will take place in 2023.



Preparing for months (if not years) in advance and making sure every element is thought of and executed, is something I enjoy deeply. From ticket sales to the ground plan to marketing, hospitality and security, everything needs to be carefully thought out.

For me, the execution of an event is a highlight every time. It is satisfying to see all the team's hard work becomes reality. Sports events don't exist just to give visitors a great experience. Athletes work hard toward the games, and partners are made proud to be a part of the event. It makes you feel even more excited about taking care of the next event.

TIG Sports offers me a balance between a technical, theoretical, and practical work environment, which makes every day completely different.

When I had just started working, I had to get used to my new schedule. I noticed that it was divided by events, clients and colleagues. This is a huge difference from during my studies. Fortunately, you get used to this and learn to combine your spare time with a busy work schedule. I also experienced another difference. During projects at school you had to make decisions that mainly influenced a project. Now that I make decisions that directly affect operational matters during an event, I find it more exciting at times to make decisions.

For my future, I see myself working the hospitality industry. I plan to stay at TIG for some time and hope to grow even further. We have a wonderful team of ambitious, creative, and hardworking people who go above and beyond to create spectacular events.

One day I plan to run my own business in event management. My approach? Acquiring experience from the best, learning from my own - and others - mistakes and hard work.'

'It is satisfying to see all the team's hard work become reality.'



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