A background image of Earth from space, showing the blue atmosphere and dark surface with city lights. A bright star or sun is visible on the left side, creating a lens flare effect.

**#AUTOMATION**  
**#AUGMENTATION**  
**#DISRUPTION**

**Adapt and Transform: Mastering Hospitality ESG and Innovate with  
Hospitality Tech Labs**

**HITT 2024 in Amsterdam, 17-18 June**

**Dr. Alexander Lennart Schmidt  
Hotelschool The Hague**



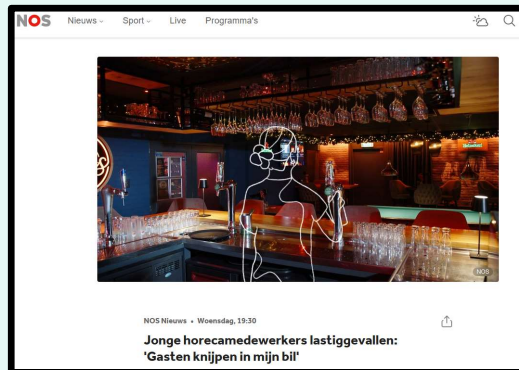
**CONTEXT**

**FIRST**



## Hospitality is of great importance to the Dutch economy...

- 8<sup>th</sup> largest sector based on GDP contribution
- 500,000 – 800.000 employees
- 40 million tourists in NL p.a.
- >20mio. hotel nights in Amsterdam p.a.



## ...but there are serious challenges

- Digital disruptions: online delivery services, service robots, automation
- Social disruptions: unethical behaviour, workforce shifts to other industries, staff shortages



# Drivers of global growth

Developments expected to impact economic growth in the next 5 years:

## Positive



73%

technological transformation



64%

artificial Intelligence



56%

green and energy transition

## Negative



79%

geopolitical factors



68%

debt levels



65%

social polarization

# **MASTERS OF SUSTAINING INNOVATION**



**sustaining innovation**

**≠**

~~**sustainable innovation**~~

## **DISRUPTIVE**

unlock new opportunities

reach new customers

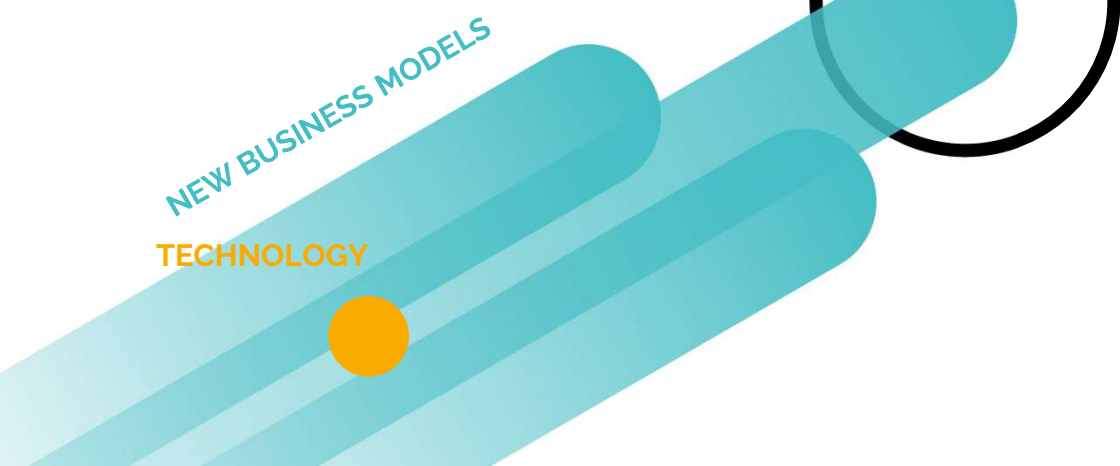
make offerings simpler, more affordable

## **SUSTAINING**

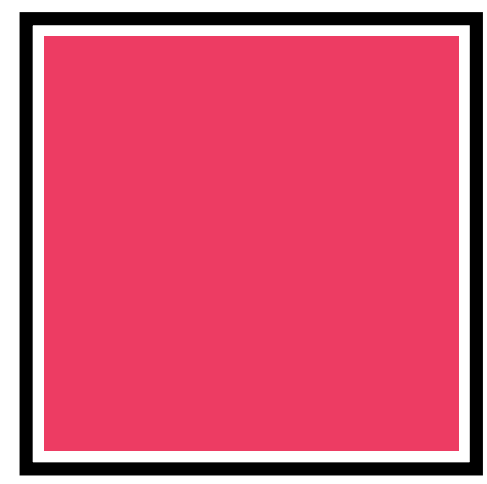
make current business more efficient

focus on current customers

aim for higher margins



ESTABLISHED  
BUSINESS MODELS



MASS MARKET



**HOW DOES**

**DISRUPTION**

**LOOK LIKE?**




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Alexander Lennart Schmidt

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Authors Authors and affiliations

Alexander Lennart Schmidt

Chapter  
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**R&D MANAGEMENT**

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### Disruption by design? Classification framework for the archetypes of disruptive business models

Alexander Lennart Schmidt | Peter van der Sijde

First published: 17 March 2022 | <https://doi.org/10.1111/rdm.12530>

SECTIONS TOOLS SHARE

#### Abstract

The current scholarly debates highlight the role of business models for understanding the dynamics inherent to disruptive innovations. Additionally, research on business models argues for similarities between business models, as they are shared by multiple competitors and across industries. Despite the recent advancements in both debate streams, a consolidation of the research on the underlying similarities of disruptive business models is lacking. Such a consolidation would allow learning from previous waves of disruption, ultimately informing theory and practice to cope with the increasing pace and impact of disruptive innovations. Consequently, this study systematically identifies 122 disruptive business models that have been discussed in the literature during 2006–2019. Based on qualitative content analysis, we then develop a classification framework and propose five archetypes of disruptive business models: (1) matchmakers, (2) standardizers, (3) service providers, (4) open collaborators, and (5) performance reducers. We make a twofold contribution to the discussions around the hitherto tentatively specified business models underlying disruptive innovations, thus emphasizing the pertinence of the phenomenon. First, we discuss how the identified

DISRUPTIE & INNOVATIE

EEN OPROEP OM AAN DE SLAG TE GAAN MET DISRUPTIEVE INNOVATIE

Verandert uw bedrijf de regels van de gastvrijheid, of zullen we dat aan de concurrent vragen?

"De enige constante in het leven is verandering." – deze uitspraak van de Griekse filosoof Heraclitus gaf lang geleden al weer wat besluitvormers in de gastvrijheidssector in de huidige tijd ervaren. Sterker nog, we zien een steeds sneller tempo en steeds meer baanbrekende impact van verandering en transformatie in de horeca.

The current issue and full text archive of this journal is available on Emerald Insight at: <https://www.emerald.com/insight/1355-2554.htm>

### Enacting disruption: how entrepreneurial ventures innovate value propositions to increase the attractiveness of their technologies

How ventures innovate value propositions

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HHL Leipzig Graduate School of Management, Leipzig, Germany

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Hotelschool The Hague, Campus Amsterdam, Research Centre, Amsterdam, The Netherlands

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October 2020 - Insights  
/ A Systematic Analysis of how Practitioners Articulate Business Models across Disruptive Industries

### A Systematic Analysis of how Practitioners Articulate Business Models across Disruptive Industries

Alina Marie Herting, Alexander Lennart Schmidt October 2020

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"A powerful idea communicates some of its strength to him (or her) who challenges it."

Marcel Proust



MEWS



# 90% RECOMBINATION



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**BREAKING THE  
"REPLICATION TRAP"  
IN HOSPITALITY**

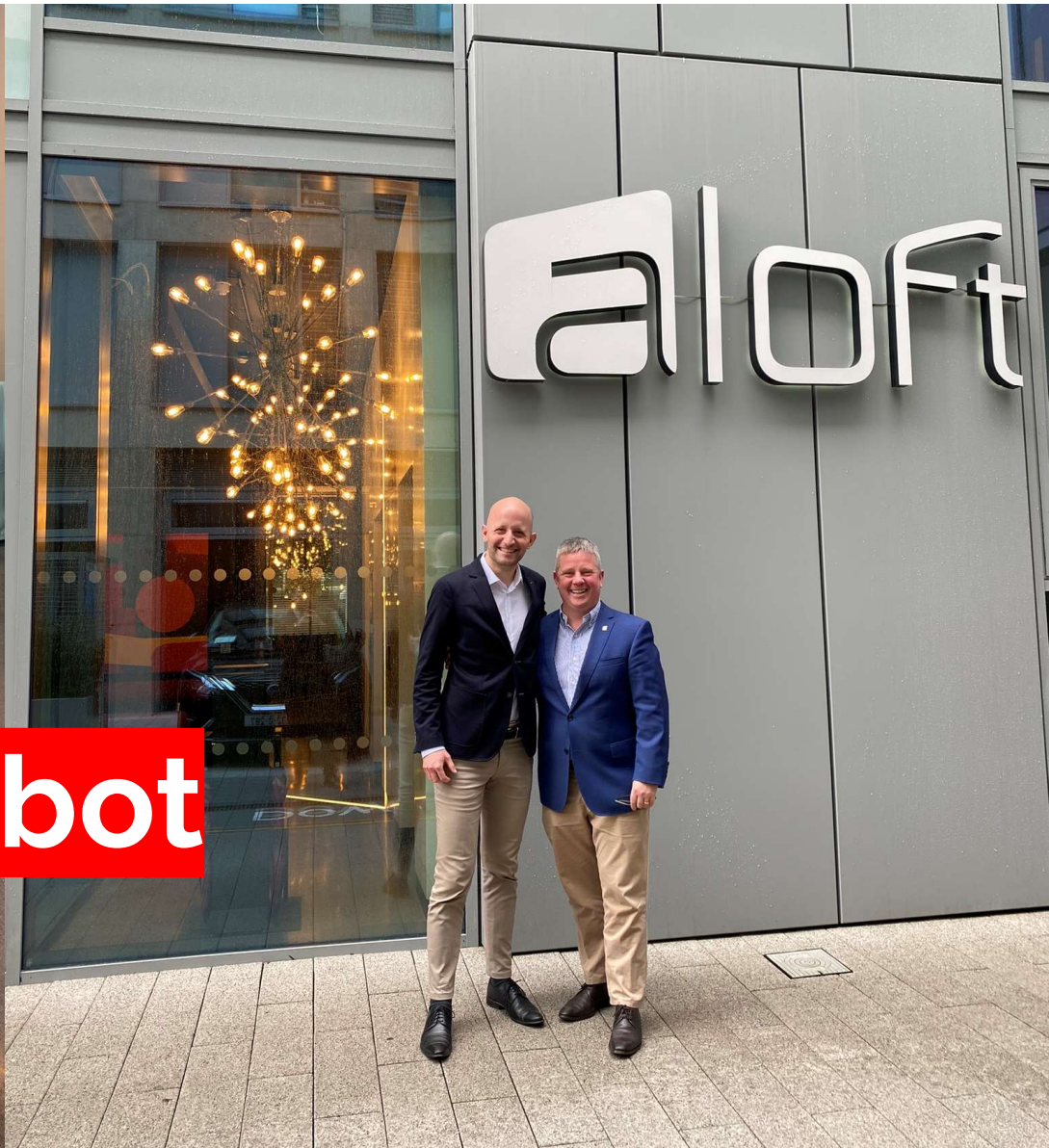


# Automation

(Hospitality robots, machines, ...)



**Restaurant robot  
Sea Palace, Amsterdam**



**Room service robot  
Aloft, Dublin**

Hybrid setting

No difference in  
Guest Experience

Higher expectations  
towards human host





Different scenarios

Higher service  
productivity

Worker experience  
negatively impacted



A multi-disciplinary cooperation



# **HIGH-TECH OBSESSION VS. LOW-TECH POTENTIAL**



# Augmentation

(AR, VR, XR, ... you name it!)

A photograph of a starry night sky, featuring the Milky Way galaxy. The galaxy's band of stars and dust is visible, stretching across the upper and lower portions of the frame. The background is a deep, dark blue-black, filled with numerous individual stars of varying brightness and colors.

**A lot is happening...**

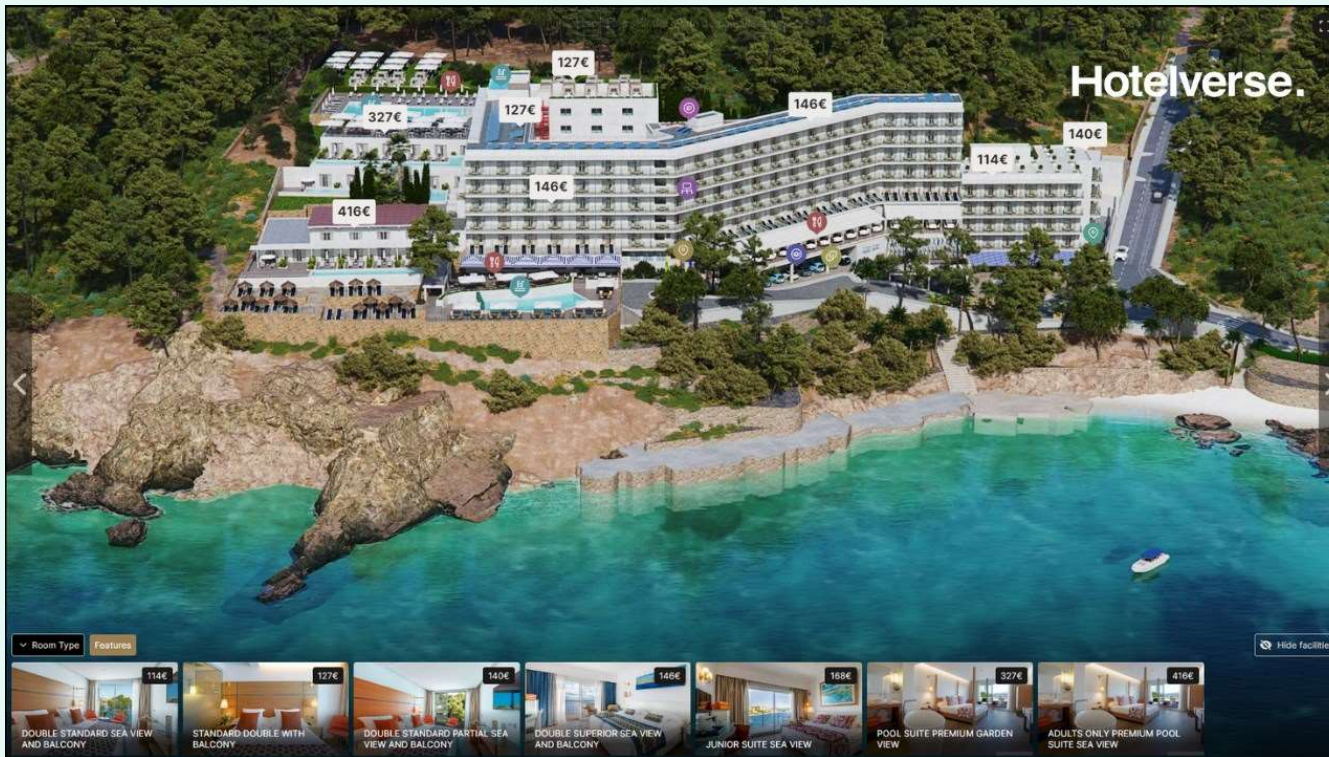


# High-tech XR technologies



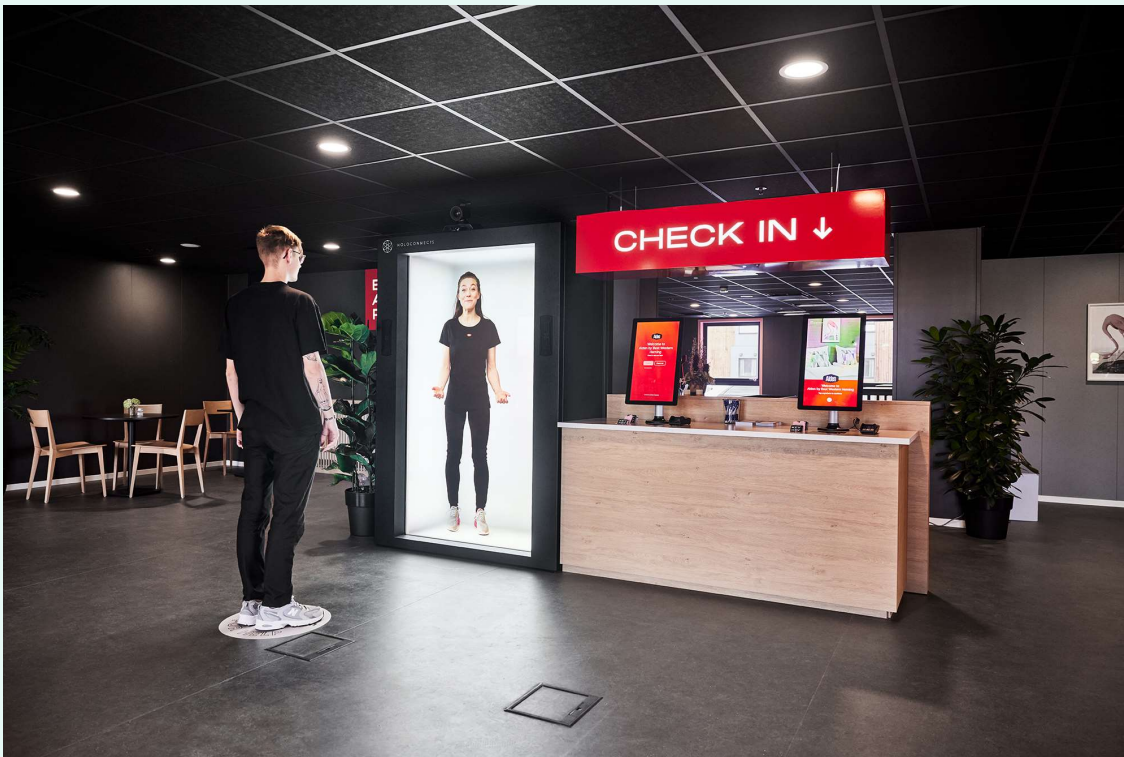


# Digital twins: personalization (pre-stay)





# Hologram: efficiency (during stay)







**Our industry needs...**



**No one reads the SOPs, we need to digitalize the SOPs**

(HR manager, Amsterdam hotel)

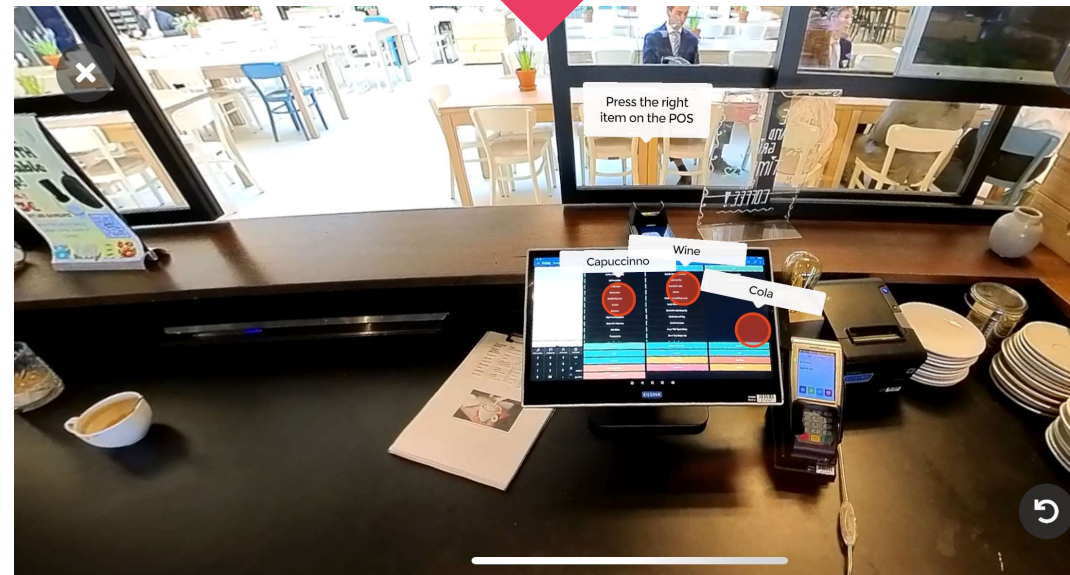
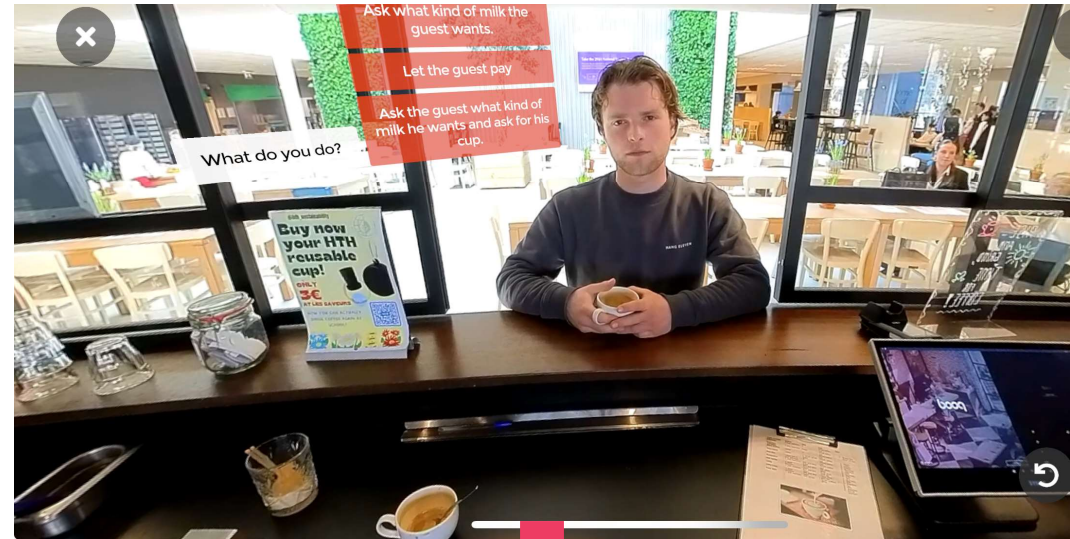
**Our foreign housekeepers do not speak English. A more visual solution is needed**

(Housekeeping manager, Amsterdam hotel)

Low-end immersive trainings

Reduction in error rates

Higher levels of confidence



**EMBRACING TECHNOLOGY OR  
LOSING COMPETITIVENESS**



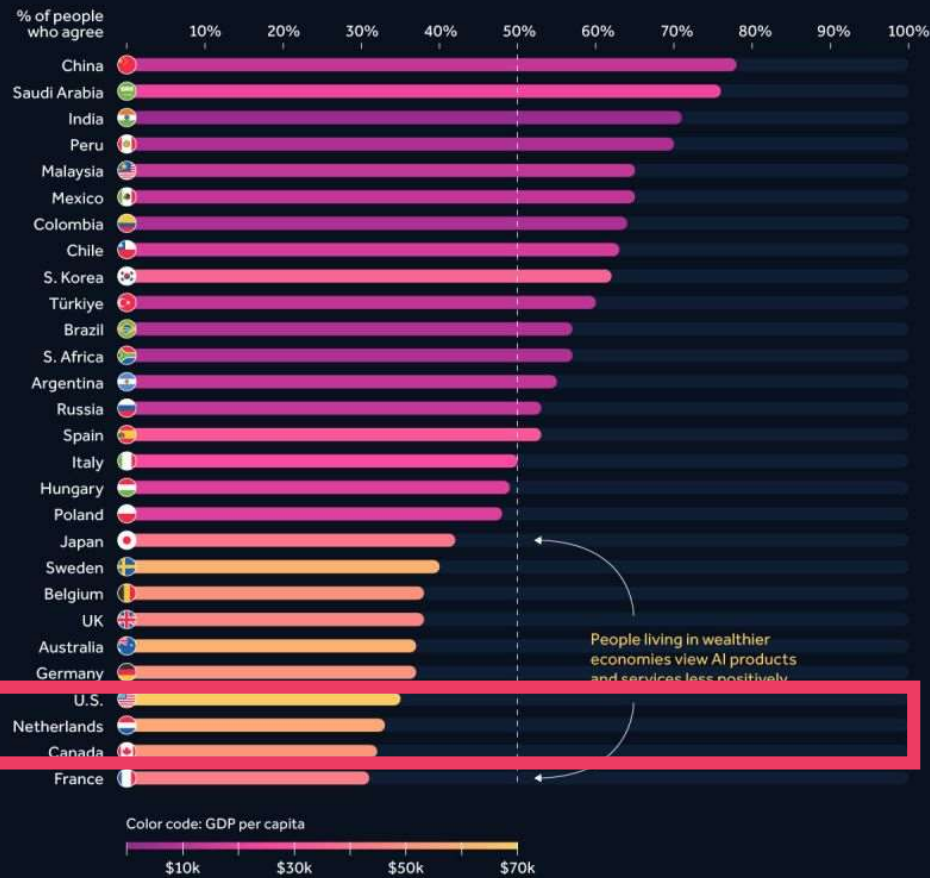
genAI

PUBLIC SENTIMENT TOWARDS

# ARTIFICIAL INTELLIGENCE

A recent survey by Ipsos shows the % of respondents who agree to the question:

**Q:** Do products and services using AI have more benefits than drawbacks?

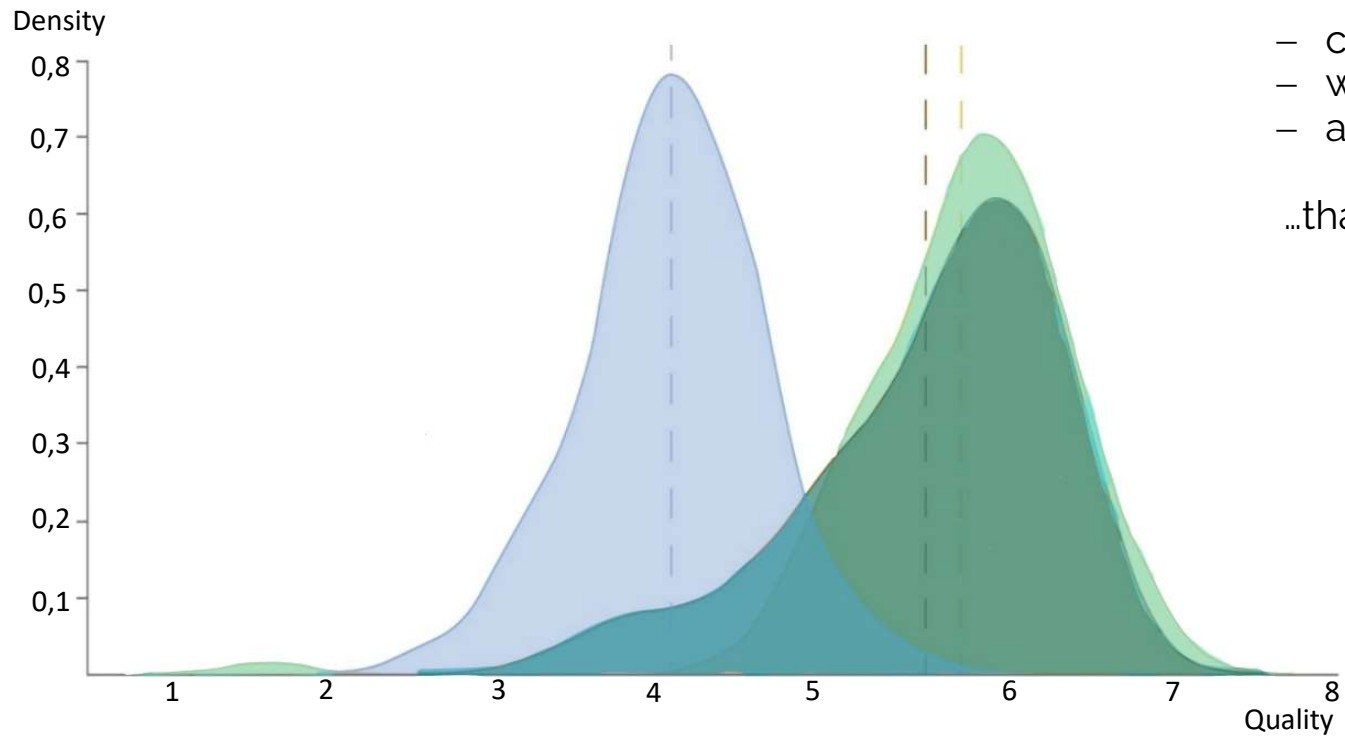


People living in wealthier economies view AI products and services less positively

# How generative AI improves the way we work\*

Knowledge workers who use AI ...

● Without AI ● With AI, but without training ● With AI and prior training



- completed 12% more tasks
- were 25% faster
- achieved 40% better results

...than people without the use of AI.

\* Universities:  
Harvard Business School, MIT Sloan,  
Wharton School and Warwick Business  
School

Quelle: Dell'Acqua 2023

Frankfurter Allgemeine PRO D:ECONOMY

## SIA subsidy for professors' platform Hospitality, Tourism, Innovation & Technology

In 5 years, the platform aims to grow into a globally renowned knowledge platform, specialising in technological innovation in the hospitality and tourism industry.

The professors' platform Hospitality, Tourism, Innovation & Technology Experts Network (further HTTT-EN) has been granted a subsidy of 100.000 euros by the SIA. HTTT-EN brings together researchers from five universities of applied sciences in the field of tourism and hospitality. This unique collaboration contributes to technological innovation within the domain of hospitality and tourism. Based on a joint research and innovation agenda, they are working together with local, as well as national and international partners.



## Hotelschool The Hague joined forces with TU Delft and RoboHouse to experiment with "hospitality robotics"

Did you know what robots are being used in the Hospitality industry? Several hotels around the globe are using robots to deliver meals to guests, vacuum rooms & welcome guests at the reception.

In this light, Hotelschool The Hague joined forces with TU Delft and RoboHouse to experiment and research the interaction between people and robots. From spring 2022 and onwards, guests and the hotel staff can take part in experiments with robots performed by Hotelschool The Hague, TU Delft and RoboHouse. The experiments will be conducted at Skotel, which is the training hotel and research centre of Hotelschool The Hague in Scheveningen.

## Discover the Power of AR/VR Innovation for Hospitality Trainings

Why are AR and VR technologies (augmented, virtual reality) critical right now in the hospitality industry? Imagine onboarding your (new) hospitality staff with immersive VR simulations that replicate customer service scenarios or utilizing AR to make your trainings for housekeeping processes more engaging.

Just two concrete use cases of how AR/VR are transforming operational efficiency and engaging hospitality employees, and these technologies are quickly becoming indispensable for pioneering hospitality businesses.

Join us in creating innovative, hospitable futures together





# LET'S CONNECT?

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