

# Global Hospitality Education

Master Class




Les Roches

UPUHH



UDRUGA  
PODUZETNIKA  
U  
HOTELIJERSTVU  
HRVATSKE



Dear members,  
We are proud to present you a  
new educational programme

**GLOBAL HOSPITALITY  
EDUCATION, Master Class**

delivered to you by the **Les  
Roches** in cooperation with  
UPUHH.

## Topics

The courses will explore the domains of Digitalization, Sustainability, Luxury and Change Management. Through these courses the participants will learn the latest thinking in the above domains, all applicable in the tourism and hospitality area. In sum, the course will enhance the leadership skills of the audience through a demonstration of good practices and applications.

## Target group

Hotel and Tourism Industry Professionals

## Fees and charges

Thanks to the partnership between Les Roches and UPUHH these courses are free of charge for UPUHH members

## Complexity level

Intermediate & Advanced

## Language

all courses are in English



# Modules:

## 8th February 2023 Module 1

Innovative Digital Transformations, Designing Customer Experiences

Lecturer: Dr Sanjay Chib, Associate Professor, **Les Roches**

## 9th February 2023 Module 2

Sustainability: greening the industry and the journey beyond 2030

Lecturer: Dr Dimitrios Diamantis, Executive Academic Dean, **Les Roches**

## 15th February 2023 Module 3

Managing organisational change in hospitality: The theory, the challenges, and some realities

Lecturer: Dr Rachel Germanier, Associate Professor, **Les Roches**

## 17th February 2023 Module 4

Traditional vs modern luxury: Notions of luxury experiences in hospitality

Lecturer: Mr Wolf Gerstkamp, Undergraduate Program Director, **Les Roches**



**Module 1 8th February 2023 from 9:00 to 12:30**

## Innovative Digital Transformations, Designing Customer Experiences

The class will examine the so-called Customer Experiences that are engineered efforts to ensure we meet customer expectations, meet their moments of truth, and ensure return visits and positive reputation building. Each customer is an online ambassador, and such customer is simultaneously the consumer and designer of all the services and products we deliver. The consumers are the ultimate masters of their own experience. We need to design them through heterotopic digitalisation for personalisation and active participation.

On the other hand, Digitalisation does not mean replacing existing services. We digitalise to (1) enhance existing systems, processes, organisational structures, value chains, (2) optimise and adapt to new market ecosystems (checking-ins, temperature and menu customisation, for example) but, (3), ultimately, to create new market opportunities where new ventures, services are possible. They are legacy enhancers as well as nostalgia makers.



**Dr Sanjay Chib**

Associate Professor  
**Les Roches**

Associate Professor in Entrepreneurship, Web Strategy and Design since 2015. BA in Hotel and Restaurant Administration, Washington State University, USA, (2001). MSc in International Hospitality Management, Manchester Metropolitan University, UK, (2004). PhD in Business, Royal Melbourne Institute of Technology University, Australia, (2013).



**Module 2 9th February 2023 from 9:00 to 12:30**

## Sustainability: greening the industry and the journey beyond 2030

The class will look at the paradox for sustainability and growth. It will examine the current practices for sustainability focusing on the matters of circular economy and climate change. It will outline tools that the industry can employ to advance its current practices and it will examine ways that go beyond the current agenda of 2030, that of Sustainable Development Goals.

Considering that more and more consumers are becoming aware of sustainable credentials, the master class will outline scenarios and practices, suitable for the sector.



**Dr Dimitrios Diamantis**

Executive Academic Dean  
**Les Roches**

Executive Academic Dean and Professor since 1999. BA (Hons) Hotel Management, South Bank University, UK, (1993). MSc in Tourism Management, University of Surrey, UK, (1994). PGD in Marketing, Chartered Institute of Marketing, UK, (1994). PhD in Ecotourism and Consumer Behavior, Bournemouth University, UK, (1998).



**Module 3 15th February 2023 from 9:00 to 12:30**

## Managing organisational change in hospitality: The theory, the challenges, and some realities

The class will examine, Theories of change management – we will look at one simple one and then develop it into practical sections. Why is change difficult – looking at an organisational level and an individual level to understand why change so often fails and we find it so difficult.

The course will discuss issues of diversity and inclusion as well as the concepts of adaptability and strategic thinking as ways to management change.



**Dr Rachel Germanier**  
Associate Professor  
**Les Roches**

Associate Professor in Methods of Research Inquiry since 2005 and Senior Fellow of Advance HE since 2021. BSc (Hons) in Land Management, University of Reading, UK, (1991). MEd in Applied Linguistics (Open), Open University, UK, (2009). EdD, Open University, UK, (2013).



**Module 4 17th February 2023 from 9:00 to 12:30**

## Traditional vs modern luxury: Notions of luxury experiences in hospitality

The scope of the master class is to understand and explore the history and traditions of luxury, and, luxury in hospitality. In addition, various tangible and intangible elements of luxury are discussed and analyzed, which are of importance for customer expectations and experiences.

A comparison of traditional and modern luxury will be made, also with an outlook on the notion of affordable luxury concepts in a hospitality setting.



**Mr Wolf Gerstkamp**

Undergraduate Program Director  
**Les Roches**

Undergraduate Program Director and Senior Lecturer since 2010 and MBTI Qualified Practitioner. MBA in Hospitality Management Finance, Universidad Europea de Madrid in partnership with Les Roches International School of Hotel Management, Switzerland, (2007).



## Student facts

For Crans-Montana and Marbella campuses (2022 data)

1.980

Total student population

41%

Male

3

Average internship opportunities per student

1.502

Undergraduate

1.388

Students on campus

59%

Female

2

Average job offers per student

92

Postgraduate

592

Students on internships

90

Nationalities

383

Masters

## Where our students come from

10%

Americas

30%

Europe

56%

Asia Pacific

4%

Middle East and Africa

Les Roches  
Crans-Montana

Les Roches  
Marbella

## About

# Les Roches

Founded in 1954, Les Roches is a private institution based on the **Swiss model of experiential learning**, offering undergraduate and graduate degrees as well as executive education in the fields of hospitality, tourism and event management.

Les Roches prepares **entrepreneurial and innovative graduates across a global network** of campuses in Switzerland and Spain. All our campuses offer a diverse student body and a dynamic student life, rich in opportunities for personal and professional development.

Les Roches **Switzerland** is nestled in the Alps, neighboring the famous ski and golf resort of Crans-Montana; Les Roches **Spain** offers warm Mediterranean sunshine.

Les Roches is **accredited by the New England Commission of Higher Education (NECHE)** and has achieved **5 Stars overall** (Excellent) in the QS Stars higher education rating system.

Learn more at [lesroches.edu](https://www.lesroches.edu)





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How to apply

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