

# TOURISM ALLIANCE FRIESLAND INTERNSHIP REPORT

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January 19, 2021

# Internship Report

BSc. Global Responsibility & Leadership  
University College Fryslân  
19 January, 2022

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# Preface

My Global Responsibility & Leadership bachelor courses and travels in my gap year have given me a great interest in the tourism industry. But, for a long time, I was not able to pinpoint how I would like to pursue this industry. Through the course Sustainable Tourism, lectured by Lucia Tomassini and Elena Cavagnaro, two professors at the University of Groningen, I found that my interest lies in the field of sustainable tourism. Therefore, I felt eager to explore this field through an internship, to discover what this would mean in practice. I contacted Elena and Lucia for internship recommendations in sustainable tourism organizations in the Netherlands, as I figured going abroad would be complicated during the COVID-19 pandemic. Through Elena, I got acquainted with Marjan Soepboer, the secretary of the Tourism Alliance Friesland (TAF). After an introduction and multiple meetings, I got accepted for an internship position at the TAF. Marjan arranged that the main focus of my internship would be the Vitale Horeca or Vital Hospitality project. As the project was still very much in development in April 2021, my role in this was not yet set out in stone. The Vitale Horeca project aimed to create a baseline measurement of how the restaurant industry in Friesland is functioning and measure in what state every restaurant is situated. Marjan and I wanted to create a role for me where I could apply my interests in sustainability and thus see if I could take up a part of the research focused on sustainable hospitality. When I started my position in September, my role took many different turns.

I would like to thank Marjan Soepboer for taking me in as an intern at the TAF and giving me the freedom to take on projects which fit with my circular economy and tourism interests. Marjan gave me the opportunity to become a project manager for the first time in my life and introduced me to a large tourism network in Friesland. Through her guidance and feedback, I have grown significantly this past half-year. I would also like to thank Lucia Tomassini for guiding and advising me through this internship and always being available for questions and feedback.

This internship has been an inspiring learning experience for me and has given me a better idea of what career field I would like to pursue in the future. In addition, I am grateful to have met so many lovely and like minded people along the way such as Hanneke Schmeink, Lucia van Oene, Jozanneke Gootzen, Natasja Kesteloo, and Robin Rappard.

I hope you enjoy reading about my projects and experiences at the TAF in the following internship report.

# Table of Contents

Preface	2
Introduction	4
About Tourism Alliance Friesland	5
About My Internship	9
Main Tourism Alliance Friesland Projects	9
Association Circular Friesland Projects	13
Outputs List	15
Evaluation	16
Learning Outcomes	16
Contribution Reflection	21
Usefulness of Bachelor Knowledge and Skills	21
Future Outlook	21
References	22
Appendix	24
Appendix A: Infographics	24

# Introduction

My internship was provided by Tourism Alliance Friesland (TAF) and lasted from the 1st of September 2021 until the 28th of January 2022. In this semester, I worked 4 days a week from 9:00 to 17:00 in the office space of Ynbusiness, which is located in the Kancelarij. Marjan Soepboer, secretary of the TAF, was my external supervisor and Lucia Tomassini, a research lecturer at University College Fryslân, was my internal supervisor. Hanneke Schmeink, project manager at Association Circular Friesland (ACF), also guided me in several projects during my internship.

The TAF is an alliance consisting of 27 members which together with the executors aim to strengthen the tourism and recreation industry of Friesland. The TAF functions as a creative think-tank and boosts innovations through a triple-helix approach. By initiating research and experiments the TAF aims to contribute to a better and healthier living environment, as well as, the preservation of natural and cultural heritage.

In the past half-year of my internship I was able to contribute to five different projects: Vitale Horeca, Circular Orange Peels and Coffee Grounds, the Green Key Guidance Track, the Circulairgastvrij website, and the Green Key Kancelarij project. Through this internship, I have acquired a large network in the Frisian tourism and recreation industry which I tend to use for my Capstone. Additionally, I have had many valuable experiences through which I have learned multiple hard and soft skills.

In the first section ‘About Tourism Alliance Friesland’, I will elaborate on the origins, mission and projects of the TAF. In the second section ‘About My Internship’, I will describe all the different projects I have been involved in. In the third section ‘Evaluation’, I will give insights into my learning outcomes, internship contribution, my perspective on the usefulness of my bachelor and my outlook on the future.

# About Tourism Alliance Friesland

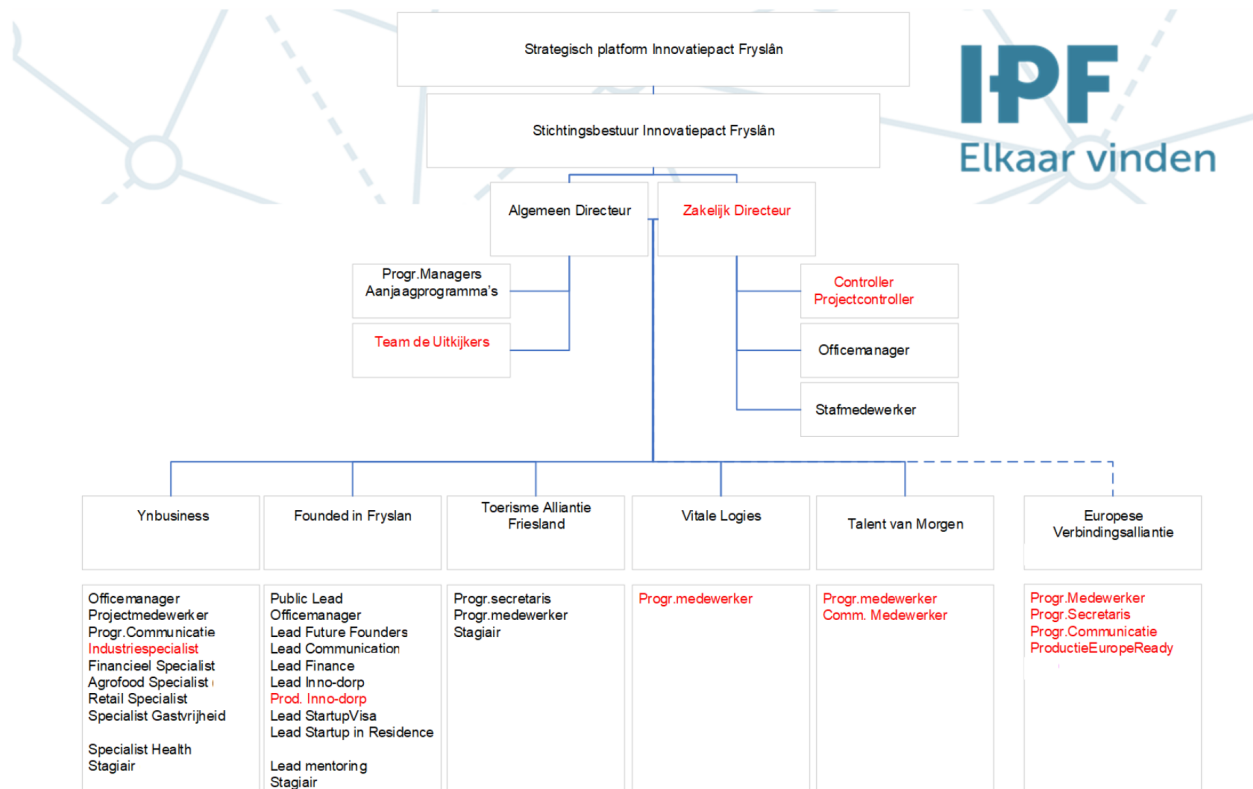
In 2018, the tourism and recreation industry in Friesland accounted for 21.000 jobs, this is 7,1% of all Frisian employment (FSP, 2020). This number is slightly higher than the national average (FSP, 2020). To stimulate the professionalization and organizational capacity of this large industry, the Tourism Alliance Friesland (TAF) was formed. The TAF is an initiative of Foundation Innovation Pact Friesland (IPF) and the Province of Friesland. It is a triple-helix alliance, consisting of entrepreneurs, province representatives, and academics. The TAF utilizes many tools such as research, experiments, advice, think tanks, industry news updates, workshops, and webinars. In the following paragraphs, I will explain the origins of the TAF, its vision and mission, and the structure of the board. Lastly, I will touch upon several of their current and future projects.

## **Origins**

The origins of the TAF date back seven years to the formation of IPF, a foundation financed by the Province of Friesland (H.P. van der Snee, Personal interview, October 5, 2021). The establishment of the TAF was initiated by Hans-Paul van de Snee, as this was the time he co-created a strategic agenda for the hospitality economy of Friesland (H.P. van der Snee, Personal interview, October 5, 2021). One of the goals of this agenda was to establish a Research & Development (R&D) alliance for the Frisian hospitality sector. R&D alliances are ‘innovation-based relationships formed by two or more partners who pool their resources and coordinate their activities to reach a common goal’ (Martínez-Noya & Narula, 2018, p. 196).

Pre limits for this alliance were that it should be pragmatic, action- and collaboration-oriented, additionally entrepreneurs are a crucial link to this, and must feel co-owner of this alliance (H.P. van der Snee, Personal interview, October 5, 2021). In 2017, the TAF was created to become this R&D business unit. A business unit is “a separate division within a company that often develops and implements its own processes independently from the core business or brand while still adhering to the overall company policies” (Indeed, 2021, p. 1). Besides the TAF, other business units were formed by IPF, such as Ynbusiness and Founded in Fryslân, see the chart in figure 1 below to get an idea of the hierarchy within IPF.

Figure 1: Organization chart of Innovation Pact Fryslân (IPF, 2021).



The development of the TAF is divided into three phases A, B and C (H.P. van der Snee, Personal interview, October 5, 2021).

- Phase A is the research phase where relevant topics about the tourism industry are researched.
- Phase B is the experimental phase where research is put into action.
- Phase C is the embedment of the experiments, where the aim is that stakeholders from the ecosystem initiated by TAF embed this experiment, such as a knowledge institution.

An example of embedment that has already taken place is the creation of the Tourism Collective Friesland (TCF) in 2019 (H.P. van der Snee, Personal interview, October 5, 2021; TCF, 2021). First, the TAF researched how a partnership could be established between education, government, and entrepreneurs (H.P. van der Snee, Personal interview, October 5, 2021). The TAF then financed a pilot of the TCF, a collaboration between Frisian schools of MBO and HBO level, entrepreneurs, and municipalities. This evolved into an ecosystem where all partners financed TCF to phase C. In this way, TAF initiated an ecosystem that can function and live on without the TAF's support. The eventual aim is that the Frisian tourism and recreation sector can evolve and continue without the TAF (H.P. van der Snee, Personal interview, October 5, 2021).

## **Vision and Mission**

One of the goals of the TAF is to create more ecosystems similar to TCF that stimulate the hospitality economy of Friesland. Similar to TCF, many other initiatives were formed, together they support the goals of the ‘Gastvrij Fryslân 2028’ policy report. This provincial policy report was co-created by the TAF and the Province of Friesland to formulate future guidelines for the recreation and tourism sector of Friesland up until 2028 (H.P. van der Snee, Personal interview, October 5, 2021). The policy is based on seven development assignments: 1) Smart growth; 2) Future-proof jobs; 3) Destination management; 4) Vital water recreation; 5) Vital tourist accommodations; 6) Day recreational networks, and; 7) Data management (Provincie Fryslân, 2021). Each of the assignments has a ‘schipper’ or a ‘captain’ who is responsible for the implementation of the various development tasks within the assignment (TAF, 2021). Many of the initiatives that the TAF enables are motivated by these seven development tasks. The opportunities and/or obstacles that the TAF encounters in its role as a think-tank are communicated to the appropriate ‘captain’ (TAF, 2021). The captain then decides if the TAF must address this obstacle or opportunity (TAF, 2021).

## **The TAF Members**

The alliance accounts for 29 members, of which three are employed as the executors, Gerard Kremer, Marjan Soepboer and Lucia van Oene. Gerard Kremer is the chairman, Marjan Soepboer is the secretary, and Lucia van Oene is the project manager. The other 26 members are entrepreneurs, academics, and state/municipality representatives with knowledge of the tourism and recreation sector. Additional members are representatives of Staatsbosbeheer and Media Art Friesland. All members of the TAF are invited at least four times a year for a gathering to discuss relevant tourism industry issues and to act as a think tank for the Frisian tourism and recreation sector.

## **Current and Future Projects**

The TAF is working on multiple different projects, often in collaboration with other organisations such as Association Circular Friesland (ACF). In the list below, I will shortly describe some of the current and future projects of the TAF.

### **Current Projects**

- Koploper project: A recent project is the ‘Koploperproject’ for Frisian hospitality entrepreneurs. In collaboration with Dzyzion and ACF, a workshop has been organised to stimulate the sustainable and circular development of Frisian entrepreneurs. The workshop runs from autumn until spring.
- Vitale Horeca phase A: A large-scale research project on the Frisian hospitality industry. This project will be described more elaborately in ‘About my internship’.
- Circular Orange Peels & Coffee Grounds research: A research on the feasibility of the logistics for the upcycling of orange peels and coffee grounds waste streams from the



hospitality sector in Friesland according to a healthy business model. This project will be described more elaborately in ‘About my internship’.

- The Circulairgastvrij website: In collaboration with ACF, a website has been created to inform entrepreneurs on the possibilities of sustainable and circular development. This project will be described more elaborately in ‘About my internship’.
- The Green Key Guidance Track: This project guides entrepreneurs in acquiring the Green Key certification. This Track just came to an end but will most likely become an annual Track. The details of this project will be described in ‘About my internship’.

#### Future Projects

- Vitale Horeca phase B and C: Throughout 2022, the ambition is for Vitale Horeca to continue with phases B and C. This project will be described more elaborately in ‘About my internship’.
- The Review Campaign: This campaign aims to professionally improve the reviews that companies receive from their customers. Online masterclasses and toolkits have been created to teach entrepreneurs what this entails. The campaign runs from January until July 2022 and all entrepreneurs are welcome to join.

Additional points of interest for TAF projects in the coming years are; insight into types of tourists, tourist origins, tourist travel intentions, unburdening tourists in Friesland, strengthening the innovative capacity of entrepreneurs within the sector (TAF, 2021).

# About my internship

In this section, I will elaborate on the assignments received during my internship at the TAF. I will first describe the main TAF projects: the Vitale Horeca project and the Circular Orange Peels and Coffee Ground project. Next, I will describe the project collaborations with ACF: the Kanselarij Green Key project, the Green Key Guidance project, and the Circulairgastvrij project.

## **Main Tourism Alliance Friesland Projects**

In the next paragraphs, I will elaborate on the main projects I facilitated for the TAF. For each project, I will describe the mission, output, and research process.

### **Vitale Horeca Project**

The core assignment for my internship, as was arranged from the start, is the project named 'Vitale Horeca'. This project is derived from the seven assignments established by the Provincial Executive in the implementation programme 'Gastvrij Fryslân 2028', as described in the former section. In 2019, the TAF initiated large-scale research on assignment five 'Vital Tourist Accommodations', for which 700 tourist accommodation suppliers were researched to create a baseline measurement of the supply market (ZKA, 2020). This research aimed to create an overview of the vitality and development opportunities in the Frisian tourist accommodation industry and create tools to stimulate the development of this industry. As a follow-up to the research on Vital Tourist Accommodations, the focus has shifted to the Frisian hospitality sector.

There exists a great demand from municipalities, the province and entrepreneurs for reliable data on the restaurant sector. The Vitale Horeca research will provide the necessary data, knowledge, and tools for this demand. In addition, the research will bring Friesland closer to its ambitions of Gastvrij Fryslân 2028. As such, the TAF has appointed research agency Van Spronsen & Partners to perform this study. The study is divided into three phases A, B and C.

- In phase A, an inventory is made concerning trends and developments, numbers and market position of the relevant restaurants. In addition, Friesland will be compared to similar areas in the Netherlands and there will be an indication at the provincial level of the space for market expansion and employment. This phase was initiated in September and completed in December 2021.
- The ambition is that phase B of the research will follow up from Phase A, with the creation of a market baseline for all 662 restaurants in Friesland in order to hold up a mirror to the market concerning the current quality. From this, the aim is to provide recommendations and tools to improve the vitality of the restaurant sector. This phase has not been enabled yet.

- Lastly, the intent is to follow with phase C. In this phase, further research will be done on specific topics such as sustainability, digitization, finance, staff and entrepreneurship. This phase has also not been enabled yet.

My role in this project was project management, to inform the steering committee, align the expectations of all stakeholders, bring input into the meetings, make minutes of the meetings and set up the location, date, and time of the gatherings. Additionally, I posted updates on the TAF website on the developments of the project. When the research on phase A was finished in December, I created an infographic to post on the website and for Marjan to refer to if stakeholders or interested parties would reach out. During the last weeks of my internship, I organized meetings with the steering committee and research agency to discuss the continuation of the project.

### **Advisory Report Vitale Horeca**

Halfway through October, I got the opportunity to write an advice report for the TAF on how to involve students in the research on phase C of Vitale Horeca. From this advice, the TAF will choose how to involve students in the research for the Vitale Horeca project. The TAF tasked me to research the options for short term and long term student involvement. For my research, I interviewed multiple contact persons from relevant studies in Leeuwarden to create an overview of the different possibilities for the TAF. I summarized different constraints such as timespan, starting dates, and time investment in one large table for each study option. From the different table outputs, I formulated the conclusion of the report in which I presented the option that fit the criteria of the TAF best.

### **Circular Orange Peels and Coffee Grounds Project**

The second-largest project that I facilitated during my internship was the task to set up the logistics for the upcycling of orange peels and coffee grounds waste streams from the hospitality sector in Friesland according to a healthy business model. The task received from the TAF was to research this topic on a provincial level.

#### **Origins**

Originally, this idea was created through Friese Doorlopers, a project enabled by the Professorship of Sustainability in Hospitality and Tourism of HMS NHL Stenden together with the Circular Friesland Association and a core group of entrepreneurs (NHLStenden, 2021). This project was then honoured with a KIEM HBO funding (NHLStenden, 2021). During this project, four focus groups were created to focus on four topics, of which one was the upcycling of orange peels and coffee grounds. This focus group set the baseline for this project, from which Lucia Tomassini and Elena Cavagnaro reached out to the TAF to resolve the logistics. The TAF then appointed Natasaja Kesteloo, a specialist in project and event management, to research and establish these logistics. During the first meeting in September, Marjan Soepboer invited me

along, as my interests lie in circular problem-solving too. Natasja made clear that she had no experience in circularity and was thus glad to have an intern as support. From the first meeting onwards we agreed that I would assist Natasja in the research and circular aspects of this project. The requirements highlighted by Lucia and Elena were to find orange peels and coffee grounds processors within a radius of 70 km from Leeuwarden and to make the process as circular as possible. Additionally, the entrepreneurs in the Friese Doorlopers focus groups emphasized the added value of receiving and/or buying a circular product in return to use for the storytelling to their customers.

### Research Process

As Natasja was on a holiday from mid-September until 30 October, I was tasked to identify potential waste processors in Friesland. Furthermore, I was assigned to reach out to potential contacts with knowledge on upcycling logistics to assemble useful information and to learn from others. As recommended by Elena, I reached out to Froukje Anne Karsten from Circular Hotels in Amsterdam, a project that attempted to initiate a similar initiative with soap company Unwaste. Unfortunately, their project was not successful. The logistics, especially legally, to make soap from waste were too complicated and the hotels were difficult to align as they all had different contracts and ambitions. Froukje referred me to Bart Aupers the co-founder of Unwaste, when I contacted him he was however not eager to talk nor share information on the research they had done to create the upcycled soaps. In addition, I reached out to Peelpioneers, the biggest orange peels upcycle factory in Europe which is situated in Den Bosch (PeelPioneers, 2021), to discuss any form of partnership or information exchange, unfortunately I received the same response as from Unwaste.

### Local Perspective

At the beginning of October, I joined a meeting of the ‘Circulaire Kwartier’ in the Kancelarij, an initiative to make the city centre of Leeuwarden the most circular city centre of the Netherlands within the next seven years (hetcirculairkwartier, 2021). During this meeting, I met Robin Alkema, a local entrepreneur who strives to create the ‘Schillenboer’, an electric ‘peel bicycle’, to collect orange peels, coffee grounds, glass, plastic, and GFT (compostable waste) from the hospitality sector in Leeuwarden. Additionally, Thirza Veenstra, an NHL student, was there to help Circulair Kwartier member Jacqueline Dijkstra from Grand Cafe Dikke van Dalen with the upcycling of her orange peels and ground coffee. In this way, we found many people with a similar upcycling ambition in this meeting. Thus, we planned a meeting with all of us to see how and if we could collaborate. On the 25th of October, we all gathered together with Annigje Roest, circular adviser at the municipality of Leeuwarden, to brainstorm on how we could learn from each other and/or collaborate. In the meeting, it became clear that there were still unanswered questions about the laws and regulations around the use and transport of the waste streams. For this, a meeting on the 4th of November was set with Omrin, the most circular collector and processor of household and commercial waste in the Netherlands (Omrin, 2021).

Natasja Kesteloo was also present during this meeting. We met with Klaas Wijnsma, the manager of commerce and logistics at Omrin, who explained to us the laws and regulations, as well as the risks it brings to start a waste collection business. After this meeting, Natasja, the TAF, and I decided to move away from the local project and move our focus back to the provincial project as this was our original assignment.

### Provincial Perspective

To pursue the provincial perspective of the project, Natasja and I interviewed key stakeholders such as Rimmert de Jong, CEO of Royal Steensma, Klaas Wijnsma from Omrin, and entrepreneur Geesje Duursma from restaurant the Pleats. From the interviews and literature review we found that there is:

- a. A lack of mass in both orange peels and coffee grounds for provincial upcycling;
- b. This poses a challenge in transport (which amounts to 70% of the total costs);
- c. All this results in a negative CO<sub>2</sub> footprint (too many transport movements);
- d. Omrin's business operations have no existing collection infrastructure for this niche 'waste';
- e. Renewi does have this infrastructure, however, they deliver to PeelPioneers (Den Bosch) and the Koffie Recycle Service (Rotterdam) which is not within the radius of 75 km;
- f. Renewi has long-term national contracts with large national players such as Jumbo and Van der Valk (monopoly);
- g. PeelPioneers currently has no need for mass expansion.

Therefore, we conclude that for now (2021/2022) it is not feasible to upcycle coffee grounds and orange peels on a provincial level through a healthy business case.

### Recommendations

During the research and interviews with Omrin, we discovered a possible alternative opportunity: swill. Swill consists of (cooked) food scraps and kitchen waste. This also includes orange peels and coffee grounds. Swill is fermented in a biodigester to produce biogas which Omrin uses to fuel their waste trucks. A separate collection of swill is within Omrin's infrastructure. However, this is currently too little used, especially in Leeuwarden. Only 7 out of 88 hospitality entrepreneurs in Leeuwarden currently separate their swill. The most likely reason for this is the extra costs involved. Consequently, in the recommendations of the report, we wrote three suggestions: 1) to start a campaign in Friesland to raise awareness of swill separation, 2) to subsidise the extra costs, and/or 3) to start a pilot in a Frisian city such as Leeuwarden to raise the willingness of hospitality entrepreneurs to separate swill.

### **Association Circular Friesland Projects**

In addition to the aforementioned projects, I facilitated three other projects in collaboration with ACF. In the next paragraphs, I will describe the mission, output, and research process.

### **Green Key Guidance Project**

In September 2021, the ACF initiated an online Green Key Guidance Track in collaboration with Greenleisure, a company that is specialized in practical sustainability. In this track, entrepreneurs from the tourism and hospitality sector received guidance to acquire the Green Key certification for their company. The Green Key is an international certification for sustainability, which is ranged into three classes: bronze, silver, and gold. By achieving multiple norms such as limiting water usage, energy-efficient lighting, and reducing waste, entrepreneurs can make their business more sustainable and achieve one of the three classes in certification. My role in this project was to organise and record the monthly webinars and to keep all participants informed as well as engaged throughout the Track.

### **Kanselarij Green Key Project**

The Kanselarij is an office and gathering building with many social organizations such as the TAF and ACF. It is a building where collaboration between education, business and social organizations is established and it has recently become the Frisian SDG house (SDGNetwerk 2021). Therefore, the Kanselarij is a leading building in sustainability in the society of Leeuwarden and Friesland.

During the second week of my internship, I met Hanneke Schmeink, project manager at Association Circular Friesland. In our meeting, I asked her how the Kanselarij is doing in terms of circularity. She informed me that the Kanselarij is part of the Circulair Kwartier, but that it could certainly improve in circular business operations. The Circulair Kwartier is a project by the municipality and multiple entrepreneurs which aims to make Leeuwarden the most circular shopping area in the Netherlands within 7 years (hetcirculairkwartier, 2021).

Thus, I reached out to Robin Rappard, the manager of the Kanselarij, to ask if I could support him with increasing the circular ambitions of the Kanselarij. Robin replied very positively and agreed to collaborate with me on this ambitious project.

### **Project process**

In the beginning, it was difficult to pinpoint the exact focus of the project, but when the AFC organised a Green Key Guidance Track, Hanneke suggested that the Kanselarij should join. This seemed like the perfect opportunity to make the Kanselarij more circular and sustainable. I consulted Robin and we signed up for the Track.

Along the Track, Robin and I engaged in practical tasks to achieve the norms of the Green Key. For example, we made an inventory of the different non-energy efficient light bulbs and

calculated the water flow of the water taps throughout the whole building. Additionally, a Green Key Team was established to appoint ambassadors in (almost) every organisation of the Kancelarij. The team consists of 5 ambassadors, which will maintain the tasks that need to be made to acquire and maintain the Green Key certificate.

In collaboration with the minor Future Proof Hospitality taught by Lucia Tomassini, we got the opportunity to cooperate with students on the different obstacles we were facing. The students gave us useful advice on different ways we could pertain to the silver Green Key certification. A key finding was the financial and energy-saving the Kancelarij would be able to make if they were to replace the 212 non-efficient light bulbs. Accordingly, Robin and I organised a meeting with sustainable light specialist Jan Adema from IDFRM, to discuss the different solutions for the light bulbs in the Kancelarij. Jan Adema advised designing a whole new lighting plan for multiple conference rooms, as the lights were outdated and not used as efficiently as would be possible. In the future, the owner of the Kancelarij and Robin will organize a follow-up meeting to instigate the design of the lighting plan.

Other initiatives for change that are still in development are to meet with a representative from Omrin to communicate the new ambitions of the Kancelarij and to discuss the possibility of separating waste in the offices. Additionally, a meeting was set with Cadenza, the catering company of the Kancelarij to communicate the new ambitions and create a Green Key menu that guests could order when reserving a conference room. Lastly, a meeting is scheduled with the cleaning company Tiemersma to communicate the new ambitions of the Kancelarij and to discuss if any changes can/need to be made in terms of cleaning products.

Although the Kancelarij has not yet achieved the certification during my internship period, many initiatives have been initiated to attain the certification. While I return to my university courses and bachelor thesis, I am confident that the Green Key Team will continue upholding the tasks to acquire the Green Key certificate.

### **Circulairgastvrij Project**

During my first meeting with Hanneke Schmeink, she addressed her ambition to create a decision tree website for entrepreneurs in the Frisian tourism and hospitality sector. The website aims to help entrepreneurs with the circular development of their businesses. For this, she needed the support of someone with knowledge of circularity, to help her write the content for the website. She asked if I would be interested in helping her write the content and to criticize the website, to which I gladly said yes.

My task for this website was to formulate the content, this information ranged from where the entrepreneurs could find subsidies to where they could find examples of best practices. Additionally, I facilitated the brainstorming on the design of the website and its icons.

On the 14th of January 2021, we had the soft launch of the website called [circulairgastvrij.nl](http://circulairgastvrij.nl). On my last internship day, the 28th of January we organised the hard launch and promotion of the website.

## Outputs list

To have a short overview of all the outputs I created/facilitated, I made a full list of outputs:

- Infographic Vitale Horeca: To inform stakeholders and other interested parties, I created an infographic of the Vitale Horeca project. See appendix A.2.
- Advisory report Vitale Horeca: In October I was asked to write an advisory report for the TAF on how to involve students in the Vitale Horeca project.
- Vitale Horeca stakeholder engagement: I organized meetings to keep stakeholders engaged and informed on the developments of the project. I reserved conference rooms and food for such meetings. Additionally, I kept stakeholders informed through emails and telephone calls.
- Vitale Horeca meeting minutes: During the meetings of Vitale Horeca I wrote the minutes to take notes of the developments in the research and to make sure all input of the stakeholders would be implemented in the project.
- Report on Circular Orange Peels & Coffee Grounds: through an online literature review and interviews with stakeholders, Natasja Kesteloo and I wrote a report for the TAF on if it is feasible to create an upcycle infrastructure for coffee grounds and orange peels in Friesland.
- A PowerPoint for the final presentation of the Circular Orange Peels & Coffee Grounds project.
- Infographic Orange peels & Coffee grounds: To inform interested stakeholders and parties about the findings of the report, I created an infographic, see appendix A.1.
- Green Key guidance track: I facilitated ACF with the Green Key Guidance Track by keeping the applicants informed about the webinars and additional information. I also facilitated hosting the webinars.
- Green Key the Kanselarij: I executed tasks for the Kanselarij to achieve the norms. I initiated meetings with stakeholders and established a Green Key Team.
- Circulairgastvrij website: I facilitated Hanneke Schmeink from ACF with the writing of the text for [Circulairgastvrij.nl](http://Circulairgastvrij.nl) and helped brainstorm on the design and icons on the header of the website.
- TAF Website: I created the Vitale Horeca [project page](#) to inform people about the developments of the project.
- TAF website and social media news: I created news posts for the promotion of events or research, I would then also post these on the TAF Facebook and LinkedIn.



# Evaluation

In this section of the internship report I will elaborate on the learning outcomes of my internship, both on a professional- and personal level, as well as the acquired competencies. In addition, I will reflect on my contribution to the TAF and the connection between the theory from my bachelor and the experiences of my internship. Lastly, I will manifest my future outlook on topics such as my future career and future educational goals.

## **Learning Outcomes**

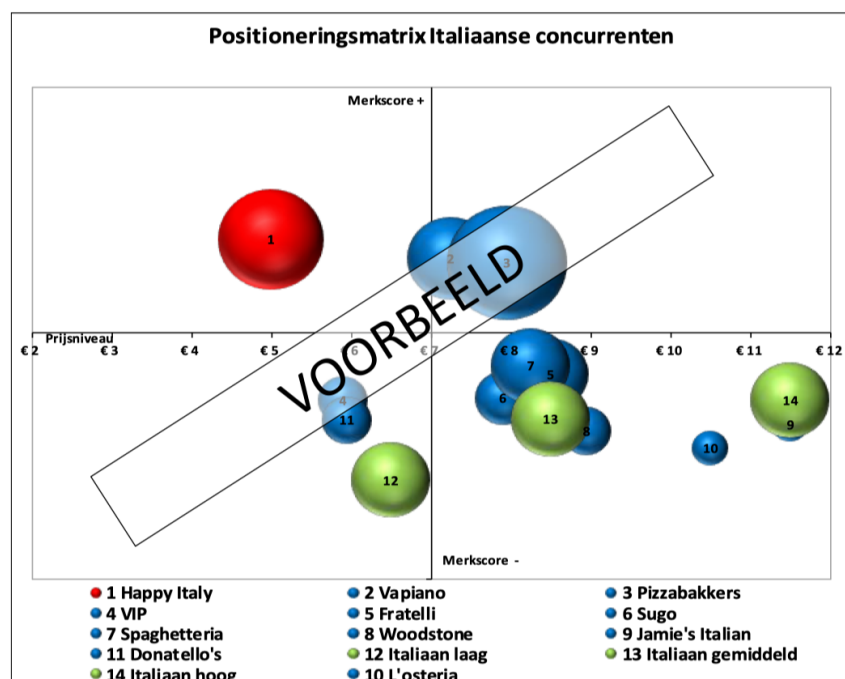
When I phrased the learning outcomes in my Internship Agreement in April 2021, I was not yet aware that I would be involved in many more other projects. Thus, the learning outcomes I wrote are not all-encompassing to what I have learned during my internship. Therefore, I will first reflect on the three learning outcomes I wrote down in my Internship Agreement and follow up with a description of personal learning outcomes and acquired competencies I have gained during this first semester of 2021.

Learning Outcome 1. *Have an understanding of what components come into play when researching the vitality of the hospitality industry*

As described in ‘About my internship’ I got the opportunity to become the project manager of Vitale Horeca. For this project, the TAF hired research agency van Spronsen & Partners to research the vitality of the Frisian hospitality industry. So far, only phase A has been researched, where a baseline is created of current developments and trends in this industry. The goal is for phase B to go deeper into researching the vitality of the hospitality industry. As phase B has not been initiated, I do not have a very detailed understanding of how to research vitality but I do have a general idea of what components come into play.

I learned from van Spronsen & Partners that an efficient method to assess the vitality of the hospitality industry in a province is to assess each restaurant individually and to compare the restaurants with the same type of cuisine in so-called positioning matrices, as you can see in figure 1 below. Individual restaurants would be analysed through multiple different indicators such as; type of cuisine, interior, exterior, location, facilities, arrangement of dishes, and price level. Based on these indicators, a restaurant would have a certain positioning in the matrix which gives an insight into how good or bad a certain restaurant is functioning in comparison to the other restaurants. The matrix information would be a good basis to identify points of concern and formulate recommendations to improve certain market positions.

Figure 1: Example of a positioning matrix for multiple Italian restaurants (van Spronsen & Partners, 2021).



Voorbeeld positioneringsmatrix Italiaanse Restaurants.

I learned that this method of research is very labour intensive and time-consuming, as there are currently 662 restaurants in Friesland. This does not mean the data and research would not be important, especially in times of COVID-19, this research would give a valuable insight into how the province or other entity could support the Frisian hospitality industry through lockdown measurements. Furthermore, this data can help hospitality entrepreneurs understand how their restaurant is functioning and what the possible aspects of improvement are.

Learning about all these different components that come into play when researching the vitality of the Frisian hospitality industry was a valuable experience for me as this type of industry research has not been taught in the Global Responsibility and Leadership bachelor. Additionally, I feel extremely lucky and privileged to have been allowed to manage this large scale research project as a bachelor student.

*Learning Outcome 2. Being able to critically assess the components of the tourism and recreation industry in Fryslân*

To reflect on this learning outcome, I will first give a brief overview of my academic experiences with tourism. During my minor in tourism courses at the University of Wageningen, I mainly learned about the different theories and history involved in tourism. I noticed that these courses were often focused on the tourist instead of the hotel or restaurant entrepreneur. At GRL,

throughout the course Sustainable Tourism, I got the opportunity to see the perspective of the entrepreneur. Our class was assigned to design a sustainable luxury tourism accommodation in the Netherlands. This experience has taught me useful insights into the broad concept of sustainable tourism accommodation design.

In contrast to my academic experiences, my internship at the TAF showed me the more practical sides of strengthening the Frisian tourism industry. Through facilitating tools to support entrepreneurs such as the Green Key Guidance Webinars I got a better understanding of the importance of the role of entrepreneurs in the tourism industry. While I assisted the Kancelarij in achieving the Green Key label, I also learned a great deal about the different practical interventions businesses can make to become more sustainable.

Coming back to learning outcome 2, I wouldn't say I have learned to critically assess all the different components of the tourism and recreation industry in Fryslân. I would rather say that I have managed to learn how to critically assess the sustainability of tourism businesses, ranging from lightbulb efficiency to water usage of toilets in hotels, campings or restaurants. In addition, I have learned to assess the components of the hospitality sector through the Vitale Horeca project. Lastly, I have learned about the opportunities and barriers in logistics of the upcycling of orange peels and coffee grounds in the O&C project with Natasja Kesteloo.

Learning Outcome 3. *An understanding of what it means to set up a Hospitality Desk*

Unfortunately, this was not one of the projects I contributed to as it was already in development when I started working in September. I did however contribute to many other projects as described in 'About my internship'.

Personal Learning Outcomes and Acquired Competencies

Besides the previously mentioned learning outcomes, there were many more lessons learned during my internship. I could write very elaborate on what I have learned but to keep a clear overview I will present the acquired skills in bullet points. In addition, I will briefly elaborate on each skill in the paragraphs below.

Soft skills:

- Teamwork
- Problem-solving
- Leadership
- Communication
- Critical thinking
- Practical thinking

## Hard skills:

- Technical skills: CMS-training & Webinars
- Project management skills
- Dutch writing skills
- Presentation skills

## Soft Skills

### Teamwork

Projects such as the O&C research with Natasja Kesteloo have shown me new aspects of teamwork. Especially in the O&C research, it was enlightening to work with someone who had a great array of practical skills but little knowledge of the circular economy. As I normally collaborate with students with the same knowledge from my bachelor, this was quite a different teamwork experience.

### Problem-solving

In the Green Key Kanselarij project, I learned new practical ways of sustainable problem-solving for businesses that aim to become more sustainable and/or circular. Examples are switching light bulbs to LED or participating in solar panel schemes such as the 'PostcodeRoos' project where a whole neighbourhood can invest in shared solar panels.

### Leadership

In my role as project manager for the Vitale Horeca project and the Green Key Kanselarij project, I learned how crucial it is to take initiative and to always keep a birds-eye view of the progress of a project. Especially for the Vitale Horeca project, I noticed in the beginning that I read too much into the details of the project and lost the overall view of the project. Luckily Marjan corrected me on this and I recovered my perspective, but this was one of the key learning experiences during my time as a project manager.

### Communication

In the past two bachelor years, I got very used to communicating English with peers and friends. At the start of my internship, I noticed that I sometimes struggled with finding the right words to express myself in Dutch. Now that I have reached the end of my internship, I noticed that I have managed to express myself better and more professionally in Dutch.

### Critical Thinking and Practical Thinking

The different projects I facilitated during my internship have taught me critical thinking on a practical level. How can the Kanselarij create less waste? How can we give offices incentives to stop buying disposables? How can we give incentives to eat more sustainably e.g. vegetarian?

Questions such as these need critical thinking on a practical level, which was a valuable learning experience for me.

## Hard Skills

### Technical skills

In the process of making a website in collaboration with Association Circular Friesland, I was able to join a Content Management System training from website design company Cinnamon. I had never had such training before, thus it was a valuable experience to learn about WordPress website navigation. In addition, I was tasked to host webinars for the Green Key Guidance which was a new experience for me too. As we only work with Google Meets at Campus Fryslan, it was useful to learn about the Microsoft Teams environment for a change.

### Project Management skills

Before this internship, I did not have any project management experience. When I first started project managing for Vitale Horeca, I was nervous due to the lack of experience. But through the guidance of Marjan, I became more confident. I got the opportunity to learn what it means to perform such a large scale study and how to keep the expectations and input of stakeholders and the research agency aligned.

### Dutch Writing skills

As mentioned before, I have gotten very used to writing and speaking in English for the past two years. Therefore, it was quite challenging to write suitable Dutch texts at the start of my internship. After a few weeks of sporadic feedback from my TAF colleague, I did notice that my writing skills were improving. Now, at the end of my internship, I have managed to write two reports in proper Dutch.

### Presentation skills

From high school until my second bachelor year I have been quite anxious about presenting in front of a large audience. I used to get nervous at least one day before I would have to present presentations or give a pitch. Throughout my internship, I have grown significantly in this regard. I often had to present my projects on short notice, which created a short time for me to become nervous. I believe this has helped me overcome my presentation anxiety. Of course, I still get a little nervous upfront but it was nothing compared to what I felt before. In my GRL portfolio, this was one of the main challenges I wanted to overcome, I am thus very glad about this growth in my presentation skills.

### **Contribution Reflection**

I hope to have contributed to the social working environment in the office, even though I was not able to see all office members often, mainly due to the ongoing COVID-19 pandemic. I do think I managed to have good conversations and interactions with most of my colleagues. In addition, I hope that the projects I have contributed to such as the website will attract and support entrepreneurs to develop their companies sustainably. While I am gone, I hope the projects I managed, such as Vitale Horeca, will keep developing to stimulate the Frisian tourism and recreation sector. Lastly, I hope the Kancelarij will keep pursuing the Green Key certification to become more sustainable.

### **Usefulness of Bachelor Knowledge and Skills**

The knowledge gained from the GRL bachelor has been helpful in my internship, especially the knowledge I gained from the Energy Track and the Sustainable Tourism course. Along the Energy Track, I learned about concepts such as the circular economy, the butterfly diagram of the Ellen McArthur foundation, and the CO2 footprint. This knowledge has been useful for facilitating the Green Key Webinar, the Kancelarij project, and for the research report on circular orange peels and coffee grounds. The Sustainable Tourism course gave me a head start into the entrepreneurial side of sustainable tourism. This experience had additional benefits for my creative thinking for transforming the Kancelarij into a sustainable office building. More general courses such as Academic Communication and Qualitative Methods were also of key importance for this internship as communication, academic writing and relevant research skills are very important when writing reports and managing projects.

Something I would have liked to learn more about in the GRL bachelor is project management. Even though project management can be a broad phenomenon, it can be very useful for students to have a course where the basics of project management are taught. Maybe this could be taught in the Leadership Lab course in year two.

### **Future Outlook**

Marjan always involved me in TAF projects with topics that were closely related to my interest in tourism and the circular economy. She also gave me the freedom to start my own project, namely the Green Key Kancelarij project. Through this freedom, I was able to collaborate with different organizations and people. In this way, I was able to explore new topics such as the upcycling of coffee grounds and orange peels. Circular projects like these sparked my interest in the circular economy, so much that I have chosen to include this in my Capstone research. After I acquire my bachelor's degree, I would like to continue working in the field of sustainable tourism and the circular economy. I am currently looking into masters that focus on circular tourism but I am not certain yet which exact master's I would like to choose.

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# Appendix

## Appendix A.1. Infographic of the research on circular orange peels and coffee grounds



## Appendix A.2. Infographic of the Vitale Horeca research

# VITALE HORECA

## Gastvrijheidssector onderzoek



### OORSPRONG

De Toerisme Alliantie Friesland wil graag de gastvrijheidssector in de provincie versterken en klaar maken voor de toekomst, specifiek 2028 omdat dit past bij de ambities van Gastvrij Fryslân 2028. Als opvolging van een onderzoek naar de vitaliteit van logiesaccommodaties ligt de focus hiervoor nu op de restaurantsector.

### BELANG

Vanuit gemeenten, provincie en ondernemers is er een grote vraag naar betrouwbare gegevens in de gastvrijheidssector. Dit onderzoek zal hier de nodige data, kennis en tools voor aanleveren. Hiermee brengen we Friesland verder in haar ambities voor Gastvrij Fryslân 2028.



### PLAN



Het onderzoek is opgedeeld in fase A, B en C. Voor fase A vindt een inventarisatie plaats m.b.t. relevante trends en ontwikkelingen, aantallen en marktpositie van de betreffende eetgelegenheden. Daarnaast zal Friesland vergeleken worden met soortgelijke gebieden in Nederland en komt er een indicatie op provinciaal niveau van de uitbreidingsruimte en werkgelegenheid. De ambitie is dat hieruit fase B van het onderzoek volgt met het creëren van een marktscan voor alle restaurants in Friesland om de markt een spiegel voor te houden ten aanzien van het huidige kwaliteitsniveau. Hieruit streven we ernaar dat het onderzoek aanbevelingen geeft om de vitaliteit van de restaurantsector te verbeteren. Naar aanleiding van de aanbevelingen uit fase B is de ambitie om vervolgonderzoek te doen in fase C.

### SAMENWERKING

De TAF werkt samen met een stuurgroep van academici, ondernemers, brancheorganisatie, Fryslân Culinair en representanten uit Provincie Fryslân en gemeenten om zeker te zijn dat de inbreng en kennis van deze diverse partijen wordt meegenomen in het onderzoek.



### DOELSTELLING

Het doel van dit onderzoek is om het huidige functioneren van de restaurantmarkt te inventariseren en mogelijke opvallendheden of zwakke schakels te identificeren en daarvanuit te achterhalen wat de restaurantmarkt nodig heeft. Daarnaast willen we vanuit dit onderzoek instrumenten creëren om de vitaliteit van de Friese horeca te stimuleren, zoals dat destijds is gedaan voor het onderzoek naar vitale logiesaccommodaties.



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