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'How can you measure the success of events based on emotional impact?'

LYCar Company Project

Statement of originality

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This report is written by Mila Claassen. a Phase 4 student at Hotelschool The Hague. I am entirely responsible for the content of this thesis. The secondary data in this study is collected from the sources written down in this paper, which are fully referenced accordingly. The primary data is gathered via interviews with participants.

Mila Claassen

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Preface

Dear Reader,

During the last phase of Hotelschool the Hague, students are expected to take part in the Launching Your Career course (LYCar). This course lasts three blocks and offers students to choose between three tracks. As for track one, the final deliverable is a Company Project report. Within this, the focus will be on the steps of the Design-Based Research Cycle: Problem Definition, Analysis and Diagnosis, Solution Design, Implementation and Evaluation & Learning. This Company Project Report is prepared for Mr. Gallicano, the allocated research coach, and Mr. Fagel, the allocated second assessor.

The main research topic was selected by discussing the current strategic direction of The Student Hotel (TSH) with my company coach, Tessa Winter- Head of the Connector Program. By looking at big projects that are still in the process of being accomplished, the problem was defined. After this, the topic was discussed more in-depth and approved by Mr. Gallicano. This research was executed with a focus on the Dutch Student Hotel locations and presents a final version of the topics that are explored during the LYCar phase.

I would like to express my gratitude to Mr. Gallicano for his valuable insights, guidance, and availability at all times during the process of this Company Project Report. I would also like to thank Tessa Winter and Puck van Opdorp, for helping me develop this research topic and giving me valuable company insights whenever needed.

Enjoy reading this Company Project Report.


Kind regards,

Mila Claassen

List of Abbreviations

Abbreviation	Definition
AQ	Adversity Quotient
BOD	Board of Directors
CSR	Corporate Social Responsibility
DBR	Design Based Research
E.g.	For example
EQ	Emotional Quotient
HTH	Hotelschool The Hague
IHL	Intercultural Hospitality Leader
IQ	Intelligence Quotient
KPI	Key Performance Indicator
LYCar	Launching Your Career
MRQ	Main Research Question
OECD	Organisation for Economic CO-operation and Development
PLO	Project Learning Outcome
ROI	Return On Investment
TSH	The Student Hotel
UvA	University of Amsterdam

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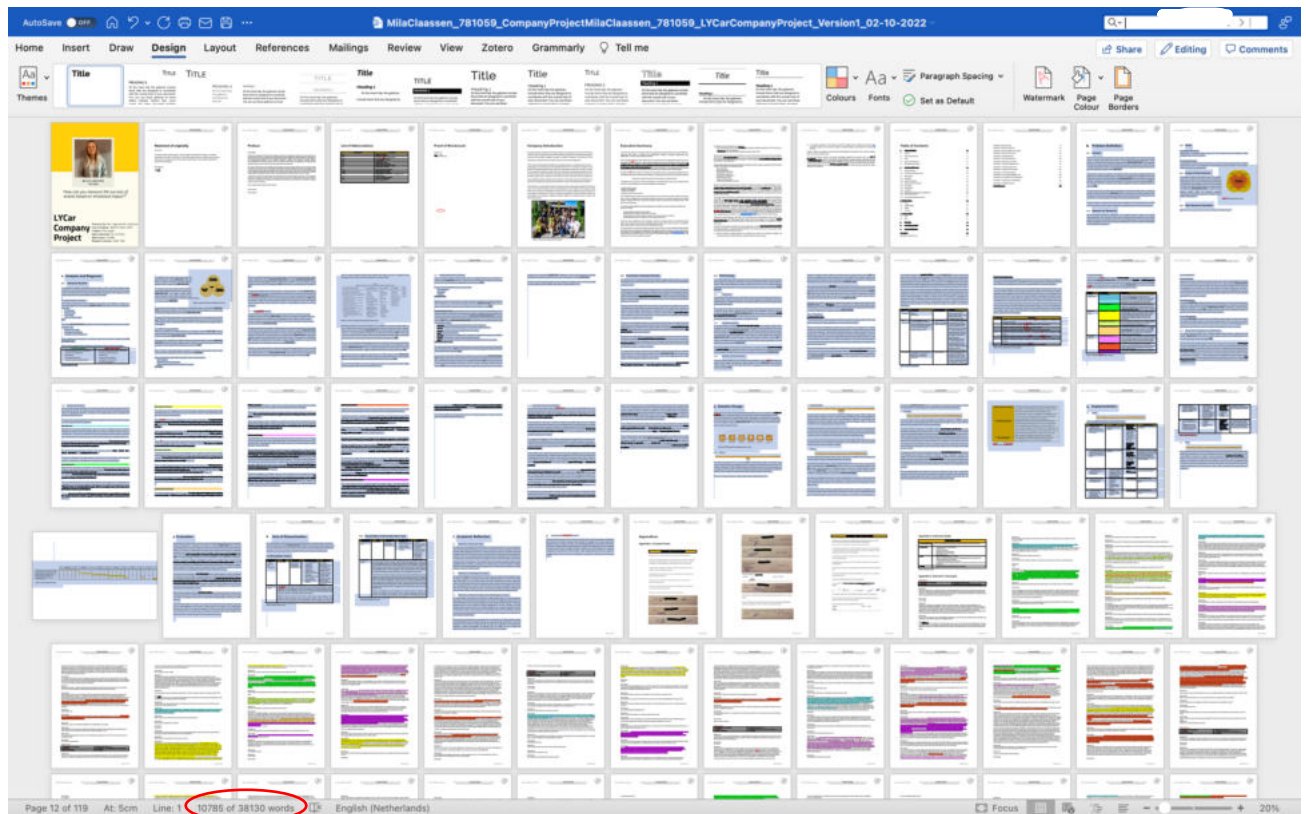
Company Introduction

During the last phase of Hotelschool the Hague, students are introduced to the first steps of their future careers through a management internship. Whilst looking for possible internship opportunities, positions involving event and project management caught my attention. Resulting in an internship at TSH as 'Partnership, Community and Event manager' within the Community Hub department.

TSH is a new and inspiring hybrid hospitality concept offering student accommodation, hotel rooms, co-working spaces, and meetings and events (thestudenthotel, 2022). The company was founded in 2005 based on the belief that students deserve better and is growing immensely ever since (ibid). Currently, they are located in six different countries, spread over 18 properties, and planning to expand even more in the upcoming years (ibid). TSH offers a wide range of impactful initiatives and lifelong connections to its students, guests, and co-workers, the TSH Community. These community events are hosted by an event manager per location, internally called 'Connectors'. This is where I get to be involved during my internship, by facilitating frameworks and partnerships for global events that built these connections.

TSH's ambition is to create a better society for students and make a positive impact. Aspects that TSH strives to excel in their hybrid hospitality-concept, are sustainability, and social abilities whilst excelling financially (Uffen, 2022). To become as sustainable as possible, TSH is focusing on obtaining a B Corp Certificate. A B Corp Certificate indicates that a business is meeting high standards of verified sustainable performance, accountability, and transparency regarding employee benefits and charitable giving to supply chain practices (BLab, 2022).

Figure 1: TSH Community Hub and Connectors

Executive Summary

This report was written for The Student Hotel and is organized according to the five phases of the DBR-cycle, taking the four sources of evidence into consideration: scientific knowledge, organizational data, stakeholders' concerns, and professional expertise.

First, the problem and goal of this research were uncovered by means of organizational objectives, such as obtaining the B-corp certificate. To add, research was performed on event demands and requirement in the hospitality industry in which TSH is positioned. Consequently, the goal of this research was established; **'to gain information regarding the measurement of the emotional impact of events, which eventually helps TSH in achieving its social and sustainable objectives.'** The discovered metric for emotional impact will eventually be used to re-design the entire global event programming of TSH, starting with The Netherlands.

By taking the increased number of companies in the hospitality industry incorporating sustainable practices and obtaining the B Corp Certificate into consideration, the following main research question was established:

"How can you measure the success of events based on emotional impact?"

Throughout the second phase, 'analysis and diagnosis, a thorough literature review was conducted, where four key concepts related to the main research question were explored:

1. Social impact of events
2. Affect in organisations
3. Measuring emotions
4. Measuring the success of events.

Here, multiple academic papers and best practitioners' data were reviewed to further explore the research topic. This led to findings around measuring emotions and success of events that might solve the existing problem, being that TSH lacks a simple and consistent metric that measures the emotional impact of their events on its participants.

The collected data identified the following approaches as effective, as perceived by best practises and literature reviewed:

-    An independent evaluator of event impact
-    Buttons based on emotions before leaving an event
-    Standardized list of emotion categories using a free response format of questions
-    Implementing the Seven I's model to reach flow state experiences.

These four topics contribute to brand recognition, retention, and loyalty. Which are considered essential factors for a company like TSH, that is immensely growing. Hence, these will be taken into consideration while collecting primary data throughout the Methodology chapter.

The second step of the analysis and diagnosis phase was the execution of a thorough Methodology chapter. Here, the theories mentioned were validated through qualitative research methods. The topics discussed in this chapter are: the population of this research, sampling methods used, data collection methods, data analysis of the primary data, limitations to this research ethical data management considerations and results and analysis of the primary research conducted.

The following primary research was conducted:
- Six semi-structured and two open **interviews** with people of different perspectives: TSH community, a field expert and TSH management.
- A **focus group** with eight participants within the target market of TSH.

Respondents of the interviews were selected on the level of involvement in this research topic and position within TSH. The **theoretical saturation** theory was used, where the point of adding new information would not be necessary to the understanding of the research. For both methods, **non- probability sampling methods** were used to recruit participants.

To draw interpretations from the primary data set, the data was colour coded according to a thematic analysis method. This resulted in the following themes:
- Work motivation
- Event engagement
- Differentiation TSH events
- Participation rate events
- Promoting Community Pride
- Measurements in place
- Output of measurements
- Importance of measuring emotions.

Based on the analysis the following was concluded: considering customers' increasing emotional needs in product design, it is valuable for TSH to consider emotions in the design of their events. Furthermore, **emotions and predict the behaviour towards an organization**, seeing that the **retention rate** of an organization often comes from emotional connections. Lastly, the field expert in emotional responses mentioned that **emotions are more reliable than opinions**, as people are honest in reporting their feelings and tend to be less honest in their opinions

The results found in the literature combined with conducted market research, resulted into the third phase of the DBR- cycle: the 'Solution Design'. Here, the chosen solution was proposed over four out of the six phases of the **DBR Design Process**; **focus, understand, define and conceive**. The solution entails implementing a new initiative, namely a **pencil and paper questionnaire taking place** the last ten minutes of an event. During the questionnaire, questions regarding the **Seven I's indicators of event success** were asked: involvement, interaction, immersion, intensity, individuality, innovation, and integrity. This ensures an unbiassed approach and consensus on emotional features. After filling in the questionnaire, the participants put their answers in a box and will remain anonymous. The evaluation points of management within TSH **simplicity and consistency,** was assured in this solution, by the fact that it would only require pencils, papers, and a standardized list of questions. This way, it can consistently be applied in all Dutch TSH locations.

Subsequently, following phase of the DBR- cycle was executed: the implementation of the solution. Here, the last two steps of the DBR Design Process, build and test, were applied. In this chapter a **detailed implementation plan** was provided including the steps that need to be taken to execute the solution successfully.

Thereafter, the last phase of the DBR-cycle, the evaluation plan. Using the **Evaluating Criteria Model of OECD** to measure the Seven I's, to evaluate the implementation from several viewpoints is recommended. Within this evaluation the following steps are taken:

1) Monthly evaluation meetings between the connectors, the Head of the Connector Program and Commercial Analytics & Insights Manager, utilizing the OECD model as a guide.

2)   A summative evaluation of the results per Dutch TSH location will be created by the Head of the Connector Program and Commercial Analytics & Insights Manager and presented to the Board Of Directors.

Finally, a timeline is presented to ensure that the implementation and evaluation of the solution are taking place on a short yet realistic notice.

To share the findings, solution, and general knowledge regarding the research topic, two **acts of dissemination** are performed. First, the solution, implementation and evaluation plan are presented during an **offline presentation** with the responsible stakeholders for this solution: TSH Community Hub. This was during conceive phase of the solution design, to collect feedback. Second, the research topic and solution were shared through a post in the **TSH Community Newsletter** to create awareness amongst the target audience of this research.

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1.   Problem Definition

1.1   Context

Within TSH, The Community Hub department offers a free accessible platform for the TSH Community, that consists of students, hotel guests and co-workers. The free program varies from masterclasses, mentor sessions, community talks, lunch and learns to language classes (thestudenthotel, 2022a). The events within this program are solely measured by KPI's, attendees and the profit of a specific event. However, TSH aims to include social aspects as well, as they strongly believe that measuring social impact will be the new method for businesses to capture success (Uffen, 2022).

Considering the increase of companies in the hospitality industry incorporating sustainable practices and adopting more socially responsible practices, TSH wants to incorporate more sustainable practices and increase their Corporate Social Responsibility (CSR) (Investopedia, 2022a). CSR can be defined as a business attempt to pursuing social and environmental practices that ultimately result into financial gains (ibid). To add, within the CSR trend, community and employee engagement becomes gradually important to companies (ibid).

To increase CSR, TSH aims to obtain the B Corp Certificate. To obtain this certificate, there is a checklist to fulfill for each department within TSH (BLab, 2022). Within the Community Hub, one of the changes the check list requires, is to measure the emotional impact that the current events have on the TSH Community. TSH will adjust their community program accordingly, for the upcoming semester intake.

To explore solutions to measure the emotional impact of attendees of TSH Community events, concepts such as Social Impact of Events, Affect in Organisations and Measuring Success of Events were explored.

1.2   Reasons for Research

With the developing necessity for organisations in the hospitality industry to adapt to more socially responsible practices, that increase their positive impact, research must be conducted on how to measure emotions and what can be considered event success in the hospitality industry. This way, customer loyalty and brand recognition can be increased consequently. Additionally, this research contributes in obtaining the B-Corp certificate in the long term.

1.3   Goals

1.3.1 The goal of the research

Finding metrics on emotional impact, to apply to the TSH community. With this knowledge, to further investigate when an event is successful.

1.3.2 The goal of the client

To determine the emotional impact of their events on the TSH community. Knowing what the emotional impact of their events is, can ultimately attract more people to the events. Moreover, TSH can make a selection of their most successful events.

1.4   Scope of the Research

The population sample for this research will be TSH's students, guests, and co-workers of TSH locations within The Netherlands. Considering that seven out of the 18 TSH properties are located in The Netherlands and the flagship location is the TSH Amsterdam City location, this research will be focused on the properties within The Netherlands (thestudenthotel, 2022b). To answer the Main Research Question (MRQ) and hypothesis, qualitative organisational data, professional expertise and scientific literature research will be explored.
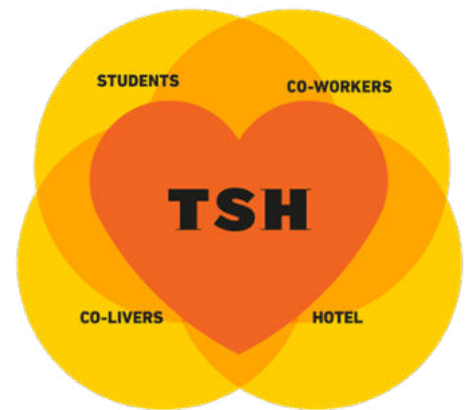

Figure 2: (thestudenthotel, 2022a)

1.5   Main Research Question

MRQ: How can you measure the success of an event based on emotional impact?

2. Analysis and Diagnosis

2.1. Literature Review

To investigate the challenge of measuring emotional impact of events on the TSH Community, several concepts were reviewed through primary and secondary data. While conducting research, there was a gap found on information directed at equivalent hybrid hospitality organisations to TSH. Therefore, work and examples of practitioners in similar yet different sectors are mentioned.

2.1.1 Social Impact of Events

Social Impact of Events refers to the consideration of how visitors, event attendees or members of a community engage with an event happening (Wise et al., 2022). Social impact of events can be categorized in four ways:

1. Hard outcomes;
2. Personal impacts;
3. Group impacts
4. Local/ community impacts

(ibid).

According to Mao and Huang (2016), applicable to these impact categories, there are three social impacts created by events

1. Shape a new city image;
2. Promoting community pride;
3. Contribution to social development.

When considering social event impact, it is important to explore both the positive as negative impacts (Raj and Musgrave, 2009).

There are several possible positive and negative Social Impacts of Events, hereby some examples:

Positive Social Impacts	Negative Social Impacts
- Induced development and consumption	- Set-ups not being maximized for future use
- Long-term brand awareness	- Interrupted normal businesses
- Brand loyalty	- Security risks
- Community development	- Unequal wealth distribution
- Increased employment opportunities	- Unsupportive media reports
	- Community antagonism

(Raj and Musgrave, 2009)

An organisation that is aware of their social impact and applies CSR practices is Adidas (Adidas, 2022). Adidas' CSR structure is built on Community Involvement, Employee engagement and Corporate Giving *(Ripplematch, 2022)*.

To increase the social event impact of their community, Adidas organized BOKS by Reebok before school program (Ripplematch, 2022*)*. This program includes physical activities designed to gives children between five and twelve years of age access to fitness, to eventually establish a lifelong commitment to sports (BOKS, 2022).

Figure 3: Adidas CSR structure (Ripplematch, 2022).

The actual impact of this program is evaluated by an independent evaluator named 'NIOST' (Ripplematch, 2022a). Outsourcing the evaluators of events hosted, helps Adidas to achieve its objectives, by implementing an unbiassed and disciplined approach to evaluate (Ripplematch, 2022b).

Compared to TSH, Adidas has launched numerous equivalent initiatives for an international community. The biggest difference is that Adidas caters to a bigger and global network and is not part of the hotel industry, but the results can still be considered reliable for this research. To add, Adidas has more budget in place to hire evaluators.

2.1.2 Affect in Organisations

Affect can be defined as the outward expression of a somebody's emotions (Cuncic, 2020). Affective practices include all responses to either positive or negative feelings related to emotional-laden behaviour, principles and knowledge (StateUniversity, 2022).

In the past 30 years, organisations on a global scale have experienced an "affective revolution" (Barsade and Gibson, 2007). During this revolution managers started to realize that embracing employee affect in their organization, was a key element that was missing from earlier views (ibid).

Affect is existent in relationships between employers and employees, group projects, events, human resource processes e.g. appraisal interviews and job interviews (Anon, 2022).

Implementing affective activities within organizations improves several aspects:
- Work motivation;
- Reduces burn outs and absenteeism;
- Creates customer retention, brand recognition and loyalty
(Anon, 2022).

Affect has even guided organizations in their product design, as the customers emotional needs in product design is significantly increasing (Khalid and Helander, 2022). According to Khalid and Helander (2022), a product or service should engage the people that the product is meant for. To do so, the product or service should give a certain emotion to the target group (ibid). These emotions are connected to the user experience (ibid).

A company that emphasizes their emotional culture, is 'Ubiquity Retirement + Savings' (Uniquity, 2022). By allowing its employees to press a smiley button based on how they feel at work, every day before leaving work (Barsade and O'Neill, 2016). Ubiquity collects this data and is using it to understand what encourages their employees and what gives them a sense of belonging and excitement while being at work (ibid), Seeing that Ubiquity is located in the consulting industry catering to their employees and TSH in the hospitality industry catering towards a big community, the outcome of implementing such systems can be less meaningful.

2.1.3   Measuring Emotions

Defining 'emotion' is a recognized problem, where the question "What is an emotion?" has not been scientifically answered until this day (Scherer, 2005). Currently it is increasingly recognized that emotional and affective experiences are addressed in an interdisciplinary manner, however, in order to measure emotions, it is critical to come up with a definition with limited consensus regarding the different types of emotional experiences (Davidson et al., 2009).

To design any type of event or experience, whilst taking emotional impacts and responses into consideration, it is important to make a distinguishment between intrinsic and extrinsic evaluations (Wranik et al., 2004). Intrinsic evaluations appraise the characteristics of an event or person independently of the current needs and goals of the appraiser, only looking at genetic or learned preferences (Scherer, 2005). Whereas extrinsic evaluations appraise events taking the primary needs, desires or goals of the appraiser into consideration (ibid). Eventually, the appraisal basis helps people to prepare emotional response to an event and will eventually influence the authenticity of someone's answer (Lazarus, 1968).

Furthermore, componential theories of emotion, often state that the appraisal process of an event should occur rapidly after the event took place, to prevent re-evaluation or new information to change someone's initial emotion towards an event (Harre and Parrott, 1996). Lastly, emotional processes are experiencing constant adjustments allowing rapid readjustment to changing evaluations or environments (ibid).

There are several emotional responses within different affect labels to take into consideration whilst measuring emotion. In Figure 4 you see an example of an overview of these

TABLE 3
Representative items for a grid to profile the semantic fields of different affect labels

Appraisal of the eliciting event (E)	Physiological symptoms	Motor expression	Action tendencies	Feelings
How suddenly and abruptly did E occur?	Feeling cold shivers (neck, chest)	Smiling	Moving attention towards E	Intensity
How familiar was the person with E?		Mouth opening		Duration
How probable is the occurrence of E in general?	Weak limbs	Mouth closing	Moving attention away from E	Valence
How pleasant is E in general, independently of the current situation?	Getting pale	Mouth tensing	Information search	Arousal
How unpleasant is E in general, independently of the current situation?	Lump in throat	Frown	Attention self-centered	Tension
	Stomach troubles	Eyes closing		
How important/relevant is E to the person's current goals or needs?	Heart beat slowing down	Eyes opening	Attention directed towards others	
How likely is it that E was mostly caused by chance or natural causes?	Heart beat getting faster	Tears	Physically moving towards E	
	Muscles relaxing, restful (whole body)	Other changes in face		
How likely is it that E was mostly caused by the person's own behavior?	Muscles tensing, trembling (whole body)	Voice volume increasing	Physically moving away from E	
How likely is it that E was mostly caused by someone else's behavior?	Breathing slowing down	Voice volume decreasing		
	Breathing getting faster	Voice trembling		
If E is caused by a behavior, how likely is it that E was caused intentionally?	Feeling warm, pleasant (whole body)	Voice being assertive		
	Perspiring, moist hands	Other changes in voice		
Are the potential consequences of E clearly envisaged and may they occur in the near future?	Sweating (whole body)			
	Feeling hot, puff of heat (cheeks, chest)	Abrupt bodily movements		

Figure 4: Overview of different affect labels (Scherer, 2005).

Both biological indicators and nonverbal behaviour can be qualified to conclude the emotional state of a person, however there are until this day no specific objective methods of measuring someone's subjective experience during an emotion episode (Scherer, 2005). Research has shown that the most effective possibility to find out , is to ask the individual to elaborate on the nature of their experience (ibid). In many cases, researchers provide a table such as Figure 4, with several standardized lists of emotion labels and information regarding the actions a person might undertake after the affective state experienced (ibid).

There are several advantages and disadvantages tied to the use these lists of fixed response alternatives. The reason researchers often use this method, is because it ensures efficiency and standardization of data collection (Kantowitz et al., 2014). However, participants might adjust their original response to the most similar fixed response alternatives or suggest a response that they would not have chosen usually (ibid).

To avoid such situations from happening, researchers often use a 'free response format' (Schauber et al., 2021). This format consist of questions that allow participants to respond with their own chosen labels or expressions, that illustrate the emotional state they experienced the most accurate (ibid).

All in all, this format applies to all sorts of companies and is proven to be successful amongst multiple renowned researchers, which makes it a useful method for TSH.

2.1.4 Measuring Success of Events

Often the success of events is measured solely based on quantitative factors, such as the Return on Investment (ROI) (Lowinsky, 2013). However, events are a way of expressing art and emotions as well, hence there is much more to consider when evaluating the success of an event (ibid).

Examples of factors that affect the success of an event are:
- Brand recognition;
- Networking;
- Education

(Talkingtree, 2019).

Measuring the success of events based on emotions requires the consideration of deciding what type of affective experience is of interest before designing an experience (Kaplan et al., 2013). Emotions can be defined as intense affective responses that are directed at a specific situation or cause (ibid).

Wood and Masterman (2007) ascertain that every event must strive to create a 'flow state experience' for the majority attending. Flow state refers to a feeling where you become completely immersed to whatever you are doing, in case you are under the right circumstances (Nakamura and Csikszentmihalyi, 2022). The benefit of flow state experiences, is that it is proven that it encourages happiness, a sense of clarity and reduce stress behaviour (ibid). Authors E. Wood and G. Masterman (2007) have identified seven aspects that enhance event success (Seven I's model):

1. Involvement: an emotional involvement with the brand, event, the experience.
2. Interaction: interaction with brand ambassadors, other attendees, exhibits, the brand.
3. Immersion: immersion of all senses, isolated from other messages.
4. Intensity: memorable high impact.
5. Individuality: unique, one-to-one opportunities, customization. To guarantee each experience is different.
6. Innovation: being creative in content, location, timing and audience.
7. Integrity: seen as genuine and authentic and providing real benefits and value to the consumer.

(Wood and Masterman, 2007)

This model is used to reach a flow state experience and can serve as a guide to evaluate the effectiveness and successfulness of an event (ibid). By measuring the level of challenge, engagement, skill level and match with the audience earlier experiences (ibid).

In 2014, authors Jamie Wheal and Steven Kotler, invented the 'Flow Genome Project' (FlowGenomeProject, 2022). During this projects they shared best practices from organisations that created flow state experiences, how to create flow state, optimal neuroscience and experiential leadership (ibid). The top ten world's best performing companies participated in this project, varied from Google, United Nations, Deloitte, PWC and Facebook (ibid). After the six-week training of the project, Google reports a 35-80% increase in productivity,

depending on the department (Schawbel, 2017). Additionally, a ten-year study performed by McKinsey, indicated that top executives reported to be five times more productive in flow state (Kotler, 2014).

Overall, this model and typology applies to all sorts of events and companies and is proven to be successful amongst multiple renowned companies, which makes it a reliable method for TSH.

2.2   Conclusion Literature Review

This literature review has recognized several theories based on multiple academic papers, that conclude that organisations must respond to emotional responses. Every practitioner mentioned, was evaluated based on relevancy to TSH.

To adapt to the current CSR practises in the hospitality industry, it is critical to take the level of engagement of event attendees to events happening into consideration. This is referred to as 'Social Impact of Events'. Valuable benefits that arise from considering social impacts are brand loyalty, community development and long-term brand awareness. **Independent evaluators of events** can be used, to measure the Social Impact of Events. It is proven by Adidas that this way, an unbiassed evaluation can be ascertained and organisational objectives can be achieved.

Focussing on the emotional impact aspect of this research, it was explored how organisations are currently considering affect and what affective processes are applied. Affect can be defined as the expression of someone's emotion. Benefits of taking affect into consideration that are applicable for TSH would be the creation of customer retention, brand recognition and loyalty. By implementing a **smiley button system**, where employees can express their feelings after an event, emotions can be understood, and a sense of belonging can be created for the TSH community.

Furthermore, in was explored how emotions can be measured; until this day there is no objective method of measuring someone's subjective experience during an emotion episode in place. To conclude all findings of different studies, the most desirable metric to measure emotions, is to develop a **standardized list of emotion categories**. To illustrate the most accurate emotional state someone experiences, researchers often use **free response formats,** of subjective feeling states.

Knowing how to consider emotions, several ways on how to measure the success of events were explored. A framework consisting of **seven aspects that enhance event success** was found: the level of involvement, interaction, immersion, intensity, individuality innovation and integrity. These aspects help events becoming **flow state experiences**, which is when participants are fully immersed with an event and reported by Google and McKinsey to increase a company's productivity.

To conclude, these four findings contribute to brand recognition, retention, and loyalty. Which are considered essential factors for a young and growing company like TSH (Investopedia, 2022b). This conducted desk research resulted into a clear perspective on the research topic, but also highlighted the lack of data available on similar hospitality concepts and events to TSH.

This literature guides the primary research conducted. The topics yet to be explored are **the current state of TSH regarding the mentioned topics** and **views on the output of metrics to measure emotions**.

2.3   Methodology

The following chapter will provide an explanation of the methodology that was applied to collect the primary and secondary data. Through the combination of deductive and inductive research methods within this research, Evidence Based Management principle of pooling from four main sources; scientific knowledge, organizational data, stakeholders' concerns and professional expertise, are taken into consideration (Trochim et al., 2014).

2.3.1   Population

The population for this research was the entire TSH Community across all 18 locations, that consists of co-working members, students, and hotel guests. Taking the entire population into consideration would not be feasible, taking into consideration the number of community members across all 18 TSH locations and the limited time for this research.

The population for this research could not be quantified precisely, due to early check-in and check-outs, and is above 500 people. Taking a population above 500 people into consideration, would not result into successful and feasible research (Sekaran and Bougie, 2003). Therefore, this research was limited to **the TSH Community within The Netherlands**. The Netherlands was chosen, as this is the only country with seven out of the 18 TSH locations. The flagship location is in Amsterdam as well.

2.3.2   Sampling methods

For the eight interviews conducted, **purposive heterogeneity sampling** (non-probability sampling method) was applied to recruit employees based on their position and experience within and outside of TSH, and who would best answer the MRQ (Guarte and Barrios, 2006). To determine and validate the number of interviews that were conducted, the **theoretical saturation** theory was used. This refers to the point where the addition of new information would not be necessary, as it did not add to the understanding of the research topic (Nascimento et al., 2018). Theoretical saturation is a criteria that enables the validity of a data set (ibid). To add, there was limited time and lack of experimental controls, therefore a sample size between 5 and 50 is adequate for successful research (Dworkin, 2012) .

Moreover, the sample of the focus group was assembled by non-probability methods: **convenience sampling** and **snowball sampling**. As participants were within the network of the researcher in Amsterdam and others within their network, therefore it was convenient to involve them in this focus group (Taherdoost, 2016)

2.3.3   Methods of Data Collection

To answer the MRQ, qualitative data was collected through qualitative research methods. Qualitative data include emotions, feelings, and subjective in-depth perceptions of a topic (Kabir, 2016). Where qualitative research methods discuss the 'how, 'what' and 'why' of a topic, and tend to use semi-structured to unstructured methods (ibid).

Examples of qualitative research methods are interviews, group discussions and focus groups (ibid). The reason why a qualitative data collection methods are the most suitable for this research, is because this approach allows to identify issues from the standpoint of participants, and recognizes the meanings and interpretations that they have to relevant research topics (Hennink et al., 2020).

Primary data was collected through **interviews** in this research. Both semi-structured as open interviews were conducted. Semi-structured interviews were conducted with one part of the sample. Hereby, the researcher decided the topics covered, but the interviewee's answers determine the direction of the interview (Stuckey, 2013). With the other portion of the sample, open interviews were conducted. Throughout these interviews open-ended questions were asked to discuss the key concepts 'measuring event success', 'affect in organisations' and 'social impact of events' more in depth (Weller et al., 2018).

Additionally, it is crucial for organisations to understand the needs of their audience when creating content (Phillips et al., 2014). Hence the **focus group** technique was applied, with a sample of eight participants. During this focus group, a set of open questions was asked to discover opinions of the target market of TSH and to avoid bias that might arise from suggested responses (Weller et al., 2018).

2.3.4 Procedures

2.3.4.1 Interview Procedure

A total of eight interviews were held with people of different perspectives. Listening to different opinions and perspectives helped me to gain knowledge come up with a solution to the MRQ.

Before each interview, the participant was asked to sign a Consent Form, see Appendix 1 for all signed consent forms. This form ensured that the interviewee participated in this research and the researcher could use their data. Furthermore, a day before the interview took place, an Interview Guide was sent to all participants by e-mail. Within this e-mail, the participant was thanked for their participation as well. The Interview Guide provides an overview of the topics that would be discussed during the interview, to make sure the participant could prepare for the interview (see Appendix 2). As there were different purposes of almost every interview, the interview guide was tailored accordingly. All possible topics are mentioned in the interview guide under "body".

At the start of each interview, the participants were asked permission to the recording of the interviews and that their answers are only used for research purposes is mentioned. **Semi- structured questions** were asked, as there was a set of questions, but the flow of the interview sometimes varied depending on the participant's input (Hennink et al., 2020). Whereas **open questions** were asked, depending on the participant and the objective of the interview.

For the interview questions, the '**principle of division**' was applied (Mishler, 1991). This theory states that the pattern of a set of questions, should be adapted to the standpoint of the interviewee and do not always need to be the same for all interviewee's (ibid). In this research, a different set of questions was asked to the three different perspectives that were interviewed: the TSH Community, TSH Management and a field expert. During the interviews, questions regarding TSH events experiences and current metrics to measure emotions that are in place, were asked to participants that are within the TSH Community or working for TSH. Refer to Table 1 for an overview of all interview procedures Additionally, questions regarding measuring emotions and affective processes were asked, depending on the participant's role. Lastly, to end each interview, the participant was asked to go over any question and if they had any questions or feedback. Moreover, every interview lasted approximately 20 minutes, to keep the focus of the participant. All participants are anonymized to ensure confidentiality and tackle possible biases. To ensure an equal environment for all participants, all interviews were conducted in an online setting. Furthermore, to analyse the outcome, all interviews were audio-recorded and manually transcribed accordingly. See Appendix 3 for all interview transcriptions.

Perspective	Interviewee	Type of interview	Objective
TSH Community	Hotel guest Student Flex-worker	Semi-structured	To gain knowledge about their current emotions towards TSH events and the effect of the current measuring tools of TSH.
TSH management	1. The co-founder of TSH 2. Two Connectors: one of the Amsterdam flagship location and one of a smaller Dutch location. 3. Commercial Analytics & Insights Manager at TSH.	1. Open interview 2. Semi- structured 3. Semi- structured	1. To gain insights regarding the necessary for TSH to measure emotional impact and on what factors TSH base their success currently. 2. To get a perspective on what measurements TSH is currently using to measure the impact of events and how TSH events differentiate themselves. 3. To gain insights of the current metrics that TSH uses for emotions, and to collect knowledge regarding possible metrics to implement from an expert.
Field expert	A professor at the University of Amsterdam in 'emotional responses' and 'affective processes.	Open interview	To gain knowledge about measuring emotions and affective processes. What ways there are to measure emotions, what the benefits of measuring emotions are and what the consequences of measuring emotions are.

Table 1: Interview Procedures

2.3.4.2 Focus Group Procedure

Prior to the focus group, when all participants were known, the Consent Form and a thank you message was sent through e-mail to all participants. One day before the focus group took place, all participants were sent the PowerPoint that was going to be used, for them to prepare themselves on the topics discussed.

The focus group was organised to collect data from the students between 18 and 24 that are living, or used to live, at a student residence. The focus group included four females and four males from different nationalities. Due to geographical reasons, the focus group took place via Zoom. First, the participants were briefly introduced to TSH's vision, mission, and concept. Thereafter, the participants were asked to openly share their opinion about several statements regarding the importance of taking emotional impact into consideration from the conducted secondary data of this research. Ultimately, the participants were asked to rank several ways of measuring emotions at events from 'very useful' to 'not useful at all'. Equally to the interviews, the focus group was audio-recorded and transcribed accordingly. The names of the participants were referred to '1' until '8' in the transcription, and all the names mentioned are blurred out, this to ensure their anonymity. Refer to Table 2 for the description of each participant, to Appendix 4 for the PowerPoint slides and Appendix 5 for the transcription.

Participant	Description
1.	Student of 22 years old who used to live in Skotel of Hotelschool The Hague (HTH), Portuguese (female).
2.	Student of 23 years old, living at Neyenrode Business School, Dutch (male).
3.	Student of 18 years old, living at Skotel of HTH, Dutch (female).
3	Student of 20 years old, living at Neyenrode Business School, Dutch (male).
4	Student of 19 years old, living at University of Amsterdam (UvA) Student Housing, German (male).
5	Student of 22 years old, used to live in Skotel of HTH, Saint Martiner (female).
7.	Student of 24 years old, living at University of Amsterdam (UvA) Student Housing, French (female).
8.	Student of 23 years old, used to live in Skotel of HTH, Dutch (female).

Table 2: Focus group participant description

2.3.5 Data Analysis

The interviews were colour coded according to a **thematic analysis** method, to draw interpretations from the qualitative data (Castleberry and Nolen, 2018). Hereby a combination of an **inductive** and **deductive approach** was used, meaning that the themes were chosen from the secondary data and sub-themes were added according to the primary data and secondary data combined (Azungah, 2018). This research was manually colour coded to explain the themes, see Table 3 for the explanation per theme.

Themes	Sub-themes	Reasoning
Affect in Organisations	Work motivation	Work motivation is one of the possible consequences of implementing affective activities within an organisation (Anon, 2022). To explore how well TSH is performing on this topic, questions regarding their motivation to start working at TSH were asked.
	Event Engagement	Taking the increasing emotional needs in product design into consideration. The events hosted at TSH need to engage the people that the event is meant for (Khalid and Helander, 2022).
Success of Events	Differentiation TSH events	Primary data states what makes TSH events unique and what type of events are hosted, which creates an understanding and is important to consider, when designing and implementing a metric that will measure the emotional impact of events on its participants.
	Participation rate Events	Primary data gives a perspective on the participation rate, what attracts and what does not attract community members to TSH events.
	Promoting Community Pride	Promoting community pride is an indicator applicable to TSH, that shows the social impact of events (Mao and Huang, 2016). To design a metric to ultimately improve the TSH event success, it is important to know the current performance.
Measuring Emotions	Measurements in Place	Primary data gives an overview of the measurements TSH is currently using, and what is lacking, to measure emotional impact of their events. This theme helps clarifying what needs to be included in the solution.
	Output of Measurements	Different ways and perspectives on measuring emotions are mentioned in the primary data collected, which are taken into consideration in the solution design of this research.
	Importance of Measuring Emotions	This theme is relevant as the benefits of measuring emotions, help to validate this research.

Table 3: Thematic colour codes per theme

2.3.6 Limitations

2.3.6.1 Sampling bias

Qualitative data collection methods involve smaller samples, which may not be representative for the entire population and sometimes lack of true distribution because of non- random selections (Panzeri et al., 2008). Seen as this research only considers the Dutch TSH Community, instead of the global TSH Community and the participants for this research are chosen, this research may include sampling bias. This bias is counteracted by using the country with the most TSH locations as a sample size. Additionally, by interviewing one of the founders of TSH directly and comparing both big and smaller locations, the information obtained regarding TSH is as accurate as possible.

2.3.6.2 Systematic bias

According to Tuckett (2005), qualitative data is prone to systematic bias. In case of online interviews that were recorded, this might result into limited responses given by the participants, as participants unintentionally change their explanation of an experience (Rutakumwa et al., 2020). Nonetheless, recording interviews enhances the accuracy of the data (ibid). Therefore, this bias was tackled by mentioning the participants anonymity and that the recording is only used for research purposes.

2.3.6.3 Confirmation bias

According to Peters (2022), confirmation bias can be defined as "people's tendency to search for information that supports their beliefs and ignore or distort data contradicting them." This is one of the most common biases until this day, therefore the researcher should be aware and consider this while obtaining the data. To tackle this bias, open interviews were held, that allowed the participant to lead the conversation.

2.3.7   Ethical data management considerations

This research includes cooperation and coordination between different people in different fields and institutions (Resnik, 2020). Ethical standards in research support essential values to collaborative work, such as, trust, mutual respect, fairness and integrity (ibid).

There were three ethical standards applied in this research. Firstly, prior to all interviews, an **interview guide** was sent to all participants, this way they would be aware of the kind of questions that will be discussed (Appendix 2). Secondly, one day before each interview took place, all participants signed and agreed with an **Informed Consent Form** . This form guarantees that all interviewees wanted to participate and permitted that their answers, including opinions, could be used as a source of primary data for this research. For their consent reference to Appendix 1. To add, the anonymity and confidentiality is protected to tackle possible biases, by not mentioning the names of all participants in the transcripts and consent forms. Thirdly, the **Data Management procedure** was accomplished to ensure that all the data will be stored in a safe matter. Refer to Appendix 6, for proof.

2.3.8   Results and Analysis

Within this chapter discusses the analysis of the collected qualitative data through the eight interviews and focus group that were held. The analysis is based on collected evidence from the field experts, the target market and organisational information. The results of the discussed parties will be summarized and discussed per thematic element.

An overview of all conclusions per interview can be found in Appendix 7, and an overview of all conclusions of the focus group can be found in Appendix 8.

Work Motivation

Participants were asked what motivates them to work or live at TSH. An emotional culture and emotional atmosphere are affective processes, companies often try to achieve, as these are proven to work as a motivating factor. To achieve this, companies should know what is going on with their employees, what they think, what they have seen and what they know, combined with the transparency of decisions (Interview 7).

The working culture at TSH has been described by TSH management as **"There is freedom and space to broaden your role"**, **"International and diverse"**, **"Freedom working with others to create new concepts"** and **"they leave room for innovation and trust their employees"**.

The TSH Community, describes their motivation to live and work at TSH as "**unique**", "**relaxed**", "**open**", "**diverse**", "**international**" and "**everything is under one roo**f".

In general, the participants of the eight interviews concluded that the 'TSH experience' and its affective activities, are considered as a motivating factor, for people to work on or be surrounded by.

Event Engagement

Within this theme, participants were asked how TSH creates engagement at their events, and how they include the community in the event design process. This, because "**It is crucial to take certain emotions of your target audience into consideration in event design"** (Interview 7). Furthermore, it was concluded by the focus group that "**If events would be tailored to the wants and needs of students, a better connection is made, as people are doing something in their field of interest"**.

It was concluded that when there is food and drinks included in events, engagement is stimulated (Interview 1). Furthermore, a recurring comment made by multiple interviewees regarding event engagement, was that "**TSH places focus on connecting different people within its community, however they hardly ask for feedback after or before an event took place"**.

Currently, "**by means of an NPS survey TSH is trying to understand how to engage with its community and their emotions towards the customer experience and finding a framework of measurement for that"** (Interview 4).

Differentiation TSH Events

The interviews with TSH Management and the TSH Community, included the following question: "What differentiates TSH events, what makes them unique?" This question was asked to gain understanding of the type of events that are currently hosted.

While reviewing the TSH events, multiple interviewee's concluded that TSH events are **"co-hosted or entirely hosted by local partners, therefore the TSH Community and locals get the chance to socialize with each other**". Furthermore, "**TSH events are focused on personal development and growth of the individual joining the event**".

Another unique characteristic of TSH events, is that "**just as the unique design of TSH buildings, TSH surprises in its events and attention to its community**" (Interview 5). These surprises vary from **"hosting "experience events', which are once in a lifetime experiences, to combining two activities together, such as techno yoga"**.

Lastly, both Connectors considered the way the TSH community members engage with an event happening, as the most important success factor (Interview 1, Interview 2). Overall, **"TSH events are considered investments in the future of the company as well as the people**".

Participation rate Events

To rank the success of an event based on the participation rate, an organisation needs to know why people joined and if they would come back. Therefore, more than just the positive and negative thoughts should be measured. "**The organisation should also be aware whether attendees found they were engaged, they found it funny or boring, and design events accordingly**" (Interview 7).

There are multiple factors that influence the participation rate of TSH events, such as **"which other parties or partners are involved", "if it is a standalone event or not", "the type of event, "the way the event is promoted and how the community is involved in hosting the event"**. Therefore, the participation rate varies a lot, "**from 450 attendees at an entrepreneurial event, to two attendees at a yoga event**" (Interview 2).

However, the co-founder of TSH states that "**event success is not only about the amount of people attending the event, but also about the connection people make during these events**" (Interview 5). Still, TSH is not aware of the connections made and in-depth why people are joining their events or not (Interview 1, Interview 2).

Promoting Community Pride

According to multiple participants of the focus group, **"events play a big role in feeling integrated and gaining a sense of community**". "**I felt like I was part of the community, and that happened through the creation of**

initiatives and events." (Participant 1). Furthermore, it was mentioned in the focus group, that in case a student residence would check up on their students, it would make students feel part of something.

TSH promotes community pride by allowing community members with specific talents to host their own events. "**These events make them feel proud, and glad to be part of something where they can share their passion**" (Interview 1).

Lastly, to gain insights on what is considered a successful event within TSH, the Connectors that were interviewed were asked what they consider a successful event. The Connector of Interview 2 expressed that "**Whenever community members come to thank me for the connection they made, or the nice experience they had, that is considered a successful event to me**".

Measurements in place

TSH Management and the TSH Community were asked what metrics are currently in place to measure emotional impact within TSH, to gain understanding of what is still needed and what metrics work or do not work within TSH. To specifically go in-depth on the metrics in place, the "Commercial Analytics & Insights Manager of TSH was interviewed.

All interviewees responded that TSH was currently not using a consequent metric to measure emotions "**there is no developed measurement in place to measure emotions, due to limitations in terms of technology, staff and budget**", "**the only thing TSH measures, is that they sometimes talk to staff members to talk about an event that took place but does not ask the participants of the events anything**" (Interview 4 and 3). An NPS survey is the main metric in place to evaluate the customer experience. This survey is sent out twice a year at the check-out of students. NPS surveys is a renowned research tool but fails to provide information on how value is delivered to the TSH Community. Additionally, "**there are 'experience feature ratings' in place that ask for rankings of services. These surveys are sent automatically to guests after their stay, and twice a year to co-workers and students**" (Interview 4).

Furthermore, participation and Instagram clicks are used to understand how many people are reached (Interview 5). TSH Amsterdam City sends out individual surveys after big events on an ad-hoc basis. Here, **the question that TSH always wants event attendees to answer, is how they heard about the event, and if it is likely that they would recommend the attended event to someone else**" (Interview 2). Whereas TSH Groningen implemented an event committee, and a survey is sent out twice a year regarding what events the TSH Community would like to see (Interview 1).

Output of Measurements

To gain information on what metrics there are to measure emotions, was asked over an open interview with the field expert, afterwards different metrics were proposed in the focus group and other interviews.

To decide how a company is measuring emotions, the goal of why they are measuring emotions needs to be identified first. While measuring emotions, "**in-depth questions regarding a specific emotion should be asked, to know if people would like to come back to similar events and if they share their positive feelings regarding the event with others, as people tend to share positive feelings they have**" (Interview 7).

Before implementing any metric to measure emotions, "**it should be considered where it fits in the customer journey**" first. Questions such as "**How will the touch point intervene with the event?**" and "**Is it a natural point to engage with the community?**" should be considered (Interview 4).

Recurring responses on the output of measuring emotions within TSH, were that the metric should be "**simple**", "**in-person**", "**delivering consistent quality**", "**measured individual**", "**right after an event took place**".

Looking at the different ways of measuring emotions, "**through a survey, group or individual interviews, observations of facial expressions, e-mail, or pencil and paper questionnaires**" (Interview 7). The preferred metric according to most interviewees and focus group participants, is pencil and paper. This metric was chosen as most effective, considering the "**simplicity**", "**people being tired of survey's within TSH**" and "**the budget in place**".

The natural point to engage with the community would be, resulted in multiple different opinions. Either during or after the event would take place. According to Interview 7, **it is proven to be most reliable, to collect feedback within a week after the event took place**". Interviewee 6 supports this by saying "**a lot of people are 'review tired', it is better to measure it right after the event**". The focus group participants confirm this by saying "**during an event, if you do it quick, I think it's it will be effective because people still memorize how they felt and what went wrong**". However, this argument was counteracted by another participant of the focus group by saying "**during an event can also be biased, as people might feel uncomfortable answering honestly while the event is still going on**".

Importance of measuring emotions

There are several reasons of why it is considered important to measure emotions. According to Interviewee 4, "**measuring emotions answers organizational questions, such as "Are we delivering the experience that we want to deliver? and "Do we set for that?", which play a big part in the success of a company**". Interviewee 8 and Interviewee 3 support this by saying "**measuring emotions helps to decide with which events to continue and makes employees and attendees feel heard**", measuring emotions would positively contribute to my attendance and sense of community.**"

Interviewee 7 suggests that "**emotions are more reliable than opinions, as people are honest in reporting their feelings and tend to be less honest in their opinions".** In addition, **emotions predict the behaviour, motivation, and commitment towards an organisation**".

As for TSH, the retention rate of people often comes from emotional connections, as emotions stick with people and influence their actions (Interview 5).

2.3.9 Conclusion Results and Analysis

The main themes of this research; Affect in Organisations, Success of Events and Measuring Emotions, were based on the secondary data. Consequently, sub-themes were chosen based on the answers of the primary data and secondary data combined; Work Motivation, Event Engagement, Differentiation TSH events, **Participation rate Events, Promoting Community Pride, Measurements in Place, Output of Measurements, and Importance of Measuring Emotions.**

It was concluded by a field expert in affective processes and emotional responses, that an emotional atmosphere and culture within companies, serve as a motivating factor for employees. Hereby, it is important that there is transparency in decisions of management. During the interviews with TSH Management and the TSH Community, recurring motivating factors of working and living at TSH, were described as **freedom, open for innovation, based on trust and diverse surrounding.** Thus, it can be concluded that TSH meets the expectation regarding work motivation.

To encourage event engagement, TSH is trying to understand how to engage with its community over bi-annual NPS surveys. Within these surveys, emotions towards the TSH customer experience are measured. During several interviews with TSH Community members, it became evident that for TSH to engage different groups of people within its community during their events, **more feedback moments and input in the design of events are required.**

To find a suitable metric to capture the needs of the TSH Community regarding events and to find a natural touch point to engage with them, in-depth information regarding the current TSH events was obtained from TSH Management and the TSH Community. Various interviewee's stated that TSH are often 'co-hosted or entirely hosted by local partners. Furthermore, it was mentioned by TSH Management that TSH events place focus on **the personal development** of the individuals joining, **surprise in the design** and **attention to its community.**

It was concluded by both connectors that it is necessary for event success to know **why people joined and what experience they are looking for to come back.** This was supported by Kaplan (2013), who concluded that it is crucial to consider what type of affective experience is of interest, in designing a successful event. This way the participation rate can become more stable. Currently, the participation rate of TSH events depends on the type of event, the promotion and which parties are involved in hosting the event, therefore the participation rate varies a lot. Thus, **TSH considers the connection people make during their events and the reason for joining events as more important, than the number of people joining.** Conversely, TSH is currently not collecting in-depth information on these matters.

According to the focus group participants, events play a big role in gaining a sense of community and feeling integrated. By initiatives such as allowing community members with specific talents to host their own events, TSH is promoting community pride. **Whether people made connections during TSH events, is considered the primary success factor by both TSH Connectors.**

Moreover, the measurements TSH is currently using and what is still missing to measure emotional impact of their events, is provided within the interviews. All interviews mentioned that there is no developed metric in place to measure emotions, this because of limitations in terms of budget, staff, and technology. As aforementioned, the main metric in place to evaluate the customer experience are NPS surveys. Besides that, **experience feature ratings** through smaller surveys are sent out, and **Instagram clicks** are examined to observe the reach. However, it became evident that all metrics besides the **NPS surveys**, are executed on an ad-hoc basis, and not consistently across the different TSH locations.

There are different ways to measure emotions, namely interviews, surveys, observations, e-mails and pencil and paper questionnaires. Before implementing one of these metrics, it is important to decide when **a natural point to engage with their community** is and **how it will intervene with the event**. Many of the participants in this research mentioned that the metric should be **simple** and **take place right after the event**.

Lastly, considering customers increasing emotional needs in product design, it is valuable for TSH to consider emotions in the design of their events (Khalid and Helander, 2022). Examples of recurring comments regarding the importance of measuring emotions are, that **emotions stick with people** and predict the **behaviour towards an organization**. Often the **retention rate** of an organization comes from emotional connections. Additionally, the field expert in emotional responses mentioned that **emotions are more reliable than opinions**, as people are honest in reporting their feelings and tend to be less honest in their opinions.

3. Solution Design

Based on the first two steps of the Design Based Research (DBR)-cycle, it was concluded that a **simple and consistant** metric to measure the emotions of event attendees needs to be implemented at TSH. This metric will be discussed in the Solution Design chapter. Subsequently, an implementation and evaluation plan will be provided. For both the Solution Design and Implementation, the six phases of the DBR Design Process were applied, see Figure 5 (Easterday et al., 2014). Lastly, an evaluation plan and timeline will be shared, of when to execute the steps.
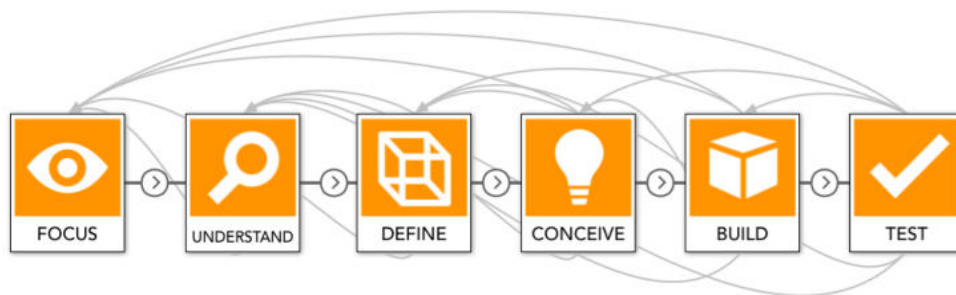
Figure 5: DBR Design Process (Easterday et al., 2014).

3.1   Focus

"In the focus phase, the designer bound the audience, topic and scope of the research" (Easterday et al., 2014).

This solution was designed for TSH, a hybrid hospitality-concept offering student accommodation, hotel rooms, co-working spaces, and meetings and events. The scope of this research will be the seven Dutch TSH locations. Furthermore, TSH offers impactful initiatives and lifelong connections to its students, guests, and co-workers, the TSH Community. To take the increasing importance of being sustainable into consideration, the MRQ "How to measure the success of events based on emotional impact?" was created.

Refer to the 'Company Introduction' chapter to gain a broader understanding of TSH.

3.1 Understanding

"In the understand phase, designers study learners, domains, contexts and existing solutions" (Easterday et al., 2014).

The best practices mentioned in the literature review; the independent evaluator 'NIOST' of Adidas, the emotional culture of Ubiquity, the Seven I's model of Wood and Masterman and the standardized list of emotion using free response formats, have all acknowledged the importance to take emotions into consideration. four findings contribute to brand recognition, retention, and loyalty . Which are considered essential factors for a young and growing company like TSH.

The findings of the interviews, confirm the importance to measure the emotional impact of event attendees, as it states that emotions predict the behaviour towards an organisation and influences brand retention. Furthermore, it was concluded by a field expert in one of the interviews, that event success should be based on people's emotions, as emotions are more reliable than opinions and participation rates.

As it is important to keep up with the increase of companies in the hospitality industry incorporating socially responsible practices, and the feedback of stakeholders that were interviewed, a metric that measures emotional impact at TSH events needs to be initiated.

3.2 Define

"In the define phase, designers set goals and assessments" (Easterday et al., 2014).

The main problem that this solution needs to solve, is the lack of a consistent metric that captures the emotional impact of events, to eventually evaluate the event success.

By looking at the literature findings, it can be concluded that often the success of events is measured solely based on quantitative factors (Lowinsky, 2013). However, events are a way of expressing emotions as well (ibid). However, defining emotions is a recognized problem, as there is no scientific definition for what emotions are (Scherer, 2005). To add, emotional processes are constantly adjusting, allowing rapid re-evaluations to changing evaluations or environments (Harre and Parrott, 1996).

By looking at the findings of the interviews, it can be concluded that a consistent and simple metric, that captures qualitative data at or after events, is lacking at TSH. Either the metric is executed on an ad hoc basis and not implemented at all locations, or the metric does not capture the value TSH would like to achieve within its events.

All in all, the chosen solution should occur rapidly after the event took place, to prevent re-evaluation or new information to change someone's initial emotions towards the event. Also, consensus regarding the different types of emotional experiences that exist needs to be created, to ensure efficiency and standardization of

data collection (Kantowitz et al., 2014). Furthermore, simplicity is a critical feature for the solution, as it needs to be implemented in a consistent approach, at multiple TSH locations within the Netherlands.

3.3 Conceive

"In the conceive phase, designers sketch a plan for the solution" (Easterday et al., 2014).

The chosen solution, needs to consider the feasibility and reliability to implement a metric that captures emotional impact of event participants within TSH, mentioned in the literature review, as well as with the demands of the stakeholders within TSH that were interviewed.

The solution would be to implement a new initiative, namely a **pencil and paper questionnaire,** after each event worthy of assessing, as mentioned in Interview 7. This questionnaire takes place in the last ten minutes of each event and allow participants to answer anonymously. **Simplicity and consistency** were assured in this solution, by the fact that it would only require pencils, papers, and a standardized list of questions. This way, it can consistently be applied in all Dutch TSH locations. Taking the opinion of the target market in the focus group and the secondary data about 'measuring emotions' into consideration, it was chosen to execute the metric right after the event took place. This way re-evaluation is prevented, and people still memorize how they felt. Seeing that participants can answer anonymously, prevents them from feeling uncomfortable answering honestly.

The questionnaire would consist of seven questions based on the **Seven I's indicators of success** mentioned in the secondary data 'involvement', 'interaction', 'immersion', 'intensity', 'individuality', 'innovation', and 'integrity'. This ensures an unbiassed approach and consensus on emotional features. Furthermore, the questions asked to the participants will follow a **free response format**. This means open ended questions that allow participants to respond with their own chosen labels or expressions, that illustrate the emotional state they experienced the most accurate. These types of questions ensure efficiency and standardization of data collection.

After the participants filled in the questions, they can put the paper they used in a box, to ensure their anonymity. The Connector of each location is responsible for collecting the answers. Refer to Appendix 9 for an example of a possible questionnaire called 'TSH Event Evaluation template', that could be used. The questions related to the Seven I's still need to be decided and assessed by an expert.

Socially accepted and needed	This solution allows selecting events that have a positive impact on participants for TSH's upcoming event program. The solution also allows TSH to understand the needs and feelings of their community better. This way, it contributes to the satisfaction of the TSH Community and indirectly helps TSH to grow and select the most successful events based on emotional impact.
Economically interesting	Seeing that this solution only requires a specific TSH location to purchase enough pencils, paper, and a box to put the papers in at the end. Seeing that these attributes are in-house products, it is economically interesting for TSH to implement this. Additionally, this solution responds to the feelings and needs of participants, TSH can adapt their event programming accordingly, which may result in higher attendance, leading to increased revenue of events.
Technically feasible	The simplicity of using pencil and paper, does not require any technological feature, which makes it technically feasible.

Table 4: Solution requirements

4. Implementation

4.1 Build

"In the build phase, designers implement the solution" (Easterday et al., 2014).

Note, the highlighted stakeholders are responsible for this step.

	Implementation step	Action	Stakeholders	Communicated
1.	Design the list of questions of the questionnaire and let them be checked by a field expert.	Schedule an MS Teams meetings and e-mail contact.	- **Head of the Connector Program TSH.** - Community and Partnership intern TSH - Field expert in emotional responses and affective processes - **Commercial Analytics & Insights Manager TSH**	Through online MS Teams meetings.
2.	Create awareness of the new initiative towards all Dutch TSH Connectors and collect feedback of them.	Schedule an MS Teams meeting,	- Seven Connectors - **Head of the Connector Program TSH.** - Community and Partnership intern TSH - **Commercial Analytics & Insights Manager TSH.**	Through an online MS Teams meeting, the concept will be explained by the Head of the Connector Program and Commercial Analytics & Insights Manager towards the Connectors.
3.	Create awareness of the new initiative towards the Dutch TSH Community.	- Creation of posters. - Share informative messages of new initiative via online communication platforms of TSH.	- TSH Connector Intern - **TSH Connector**	Through posters and online communication platform.
4.	Implement initiative at the flagship location Amsterdam City.	- Decide which event will test this initiative. - Print out questionnaires. - Collect enough pencils.	- **TSH Connector** - TSH Community	The initiative will be discussed at the TSH event itself.
5.	Implement initiative at other Dutch TSH locations after one month trial at Amsterdam City.	- Print out questionnaires. - Collect enough pencils.	- **TSH Connector** - TSH Community	The initiative will be discussed at the TSH event itself.

6.	Share results per location and process results in Monday.com (project management system of TSH).	- Schedule MS Teams meetings with Connectors individually. - Presentation of results is prepared by the Connector. - Process results in Monday.com	- **TSH Connector** - **Head of the Connector Program TSH.** - Commercial Analytics & Insights Manager TSH	Through MS Teams meetings. These meetings will be organised monthly.
7.	Inform the Board of Directors (BOD) of TSH to: - Update them on the results of the events - Get approval to adjust the event program.	- Schedule meeting with BOD. - Prepare presentation of results.	- **Commercial Analytics & Insights Manager TSH.** - **Head of the Connector Program TSH.** - BOD	Through an offline meeting over a presentation with results. The first meeting after analysing the results of one month, afterwards a meeting every six months.

Table 5: Implementation plan

4.2   Test

"In the test phase, designers evaluate the efficacy of the solution" (Easterday et al., 2014).

Early testing of the solution and implementation plan was executed throughout the conceive phase, here the solution was presented over an in- person presentation to the Community Hub Team (Dissemination 2). After the presentation, comments were made to stress the importance of **simplicity and consistency** in this solution. which was taken into consideration in the design of the final solution, see the client evaluation in Appendix 10. Furthermore, this solution will first be tested at a smaller event at the TSH flagship location Amsterdam City, before the implementation at all Dutch TSH location. This was advised by the Commercial Analytics & Insights Manager of TSH of Interview 4. Lastly, in Table 6, the timeline of the implementation plan is displayed.

	November				December				January				February				March				April			
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1. Design the list of questions and let them be checked	�	▦	▦	▦																				
2. Create awareness of the new initiative Connectors					▦																			
3. Create awareness of the new initiative Community						▦	▦	▦																
4. Implement initiative at the flagship location									▦	▦	▦	▦												
5. Implement initiative at other locations													▦	▦	▦	▦								
6. Share results of questionnaire per location																	▦				▦			
7. Inform the BOD of TSH																								▦

Table 6: Implementation timeline

5. Evaluation

Implementing an evaluation process, is proven to enhance the effectiveness and efficiency of an intervention and allows organizations to understand if their goals are achieved (Fletcher, 2002). Hence, after the implementation plan was created, multiple tools were revised to evaluate if the chosen solution answers the problem of not having a consistent metric that captures the emotional impact of events, to eventually evaluate the event success. An evaluation tool that evaluates the solution on multiple perspectives was found, namely the **model of Organisation for Economic CO-operation and Development (OECD)** (OECD, 2022a). This model thoroughly examines the seven characteristics of the questionnaire: 'Involvement', 'Interaction', 'Immersion', 'Intensity', 'Individuality', 'Innovation', and 'Integrity', based on several criteria: **coherence, efficiency, sustainability, impact, effectiveness, and relevance of the implementation**. These will be the KPI's used to measure the attractiveness and usefulness of this solution. The criteria per standpoint and the principles of the model are discussed in Appendix 11. Note, the criteria do not need to be followed strictly, but serves as a supporting tool to assess the impact of the solution over time.

This solution will be evaluated by an **after-action review**, as the emotional impact is currently not measured yet, a before review is not possible. A monthly evaluation of the solution will be executed by the Connectors of each location where this solution will be implemented. They will **revise the relevancy of answers given to the questionnaires and discuss these over a monthly meeting with the Head of the Connector Program and Commercial Analytics & Insights Manager**. During these meetings the 'OECD Evaluation Criteria' can be used as a guide to assess the impact. These evaluation moments are scheduled from one month after the implementation of the application onwards.

Based on these evaluation meetings, a **summative evaluation** of the results per Dutch TSH location will be created by the Head of the Connector Program and Commercial Analytics & Insights Manager and presented to the BOD. This meeting will take place one month after the implementation, and every six months afterwards.

In case the implementation is successful, the evaluation will showcase that relevant feedback is given and TSH can make judgements on the success of events based on the answers of the questionnaires. Furthermore, the metric can consistently be applied to most events and caters to the event participants needs. Eventually, the event programming can be adapted consequently. Ideally, positive feelings such as feeling heard will be enhanced amongst the TSH Community (Focus Group).

6.   Acts of Dissemination

Acts of dissemination can be defined as the act of knowledge and communication transfer, on the lessons learned throughout the research (Ashcraft et al., 2020). The tables below showcase the plan of approach for three acts of dissemination. TSH did not approve the researcher to share its findings publicly, therefore the possibilities of acts were limited. Refer to Appendix 12 for the proof of both acts of dissemination.

6.1 Newsletter Article

Stakeholder	Date	Deliverable	Resources needed	Objectives
Research company: TSH Community	15/09/2022	Article in the Community Newsletter (Appendix 12.1).	- The online platform to share the newsletter, - Mailchimp, a marketing programming platform to make the newsletter. - Interview and focus group findings - Literature review findings	To create awareness amongst the TSH Community of valuable findings related to the emotional impact of the current events of TSH, partially possible through their efforts during the interviews.
Insights and Impact	This newsletter article was created and shared via the marketing program of TSH called 'MailChimp'. Via this platform, the newsletter was opened by 1045 community members (Appendix 12.1). The platform served as an extensive and relevant platform for the researcher to share its findings, as some of the community members participated this research and they are the target market of this research. Within the post, the tone of voice of TSH is used to share relevant findings of the literature review, interviews and the proposed solution is given. This way, the community can already get familiar with the solution, in case TSH decides to implement it.			

Table 7: Dissemination act one.

6.2 Presentation Community Hub Team

Stakeholders	Date	Deliverable	Resources needed	Objectives
Community Hub Team	05/09/2022	In-person presentation (Appendix 12.2).	- Presentation - Interview and focus group analysis - Literature review findings	Creating awareness about the advantages of measuring emotional impact during events, to fellow future Intercultural Hospitality Leaders (IHL).
Insights and Impact	The presentation was given to the Community Hub team, including the head of the Connector Program, the co-founder, and the Director of Partnerships. Furthermore, the presentation was given in an offline setting at the TSH headquarters. During this dissemination, the researcher had the opportunity to present important insights from the secondary and primary data. Furthermore, the proposed solution, implementation, and evaluation plan of were showcased. After the presentation the researcher collected their feedback, and the evaluation form of Appendix 10 was filled in. The Head of the Connector Program was impressed by the implementation plan and liked her role within the plan and the fact that we included the team in the conceive phase of the solution. However, she was concerned how time consuming it would be, next to her other responsibilities. Furthermore, the co-founder explained that the event programming is already in the process of change, thus they are considering implementing the proposed solution in their general proposal of the new event programming towards the BOD. He believed this solution could boost the brand image of TSH. Overall, all participants were enthusiastic and confirmed that this solution was relevant and feasible to implement at TSH. TA recurring feedback point was the importance of simplicity and consistency in the solution. As TSH eventually wants to implement a metric in all TSH locations through Europe.			

Table 8: Dissemination act two.

7. Academic Reflection

6.3 Reflection on Research Topic

The chosen topic was proposed by TSH and found to be extremely relevant. Over the last months, the researcher has discovered multiple topics such as the social impacts of events, the importance of affective processes within organizations and metrics to measure emotions and event success. Whilst working and conducting research at TSH the last few months, in increased interest in these topics were developed by the researcher. As none of the concepts related to the Research Topic were discussed in the HTH-curriculum, the research topic improved the researcher's knowledge. The topic is extremely relevant considering the increasing number of organizations in the hospitality industry incorporating sustainable adopting socially responsible practices. However, a downside of this research topic, is that the concept of emotional experiences can be interpreted differently amongst people, thus it was difficult for the researcher to created consensus on the topic 'emotional impact'.

6.4 Reflection on Changing the Industry

This research investigated some key elements for TSH to adapt to the rapidly evolving hospitality industry, that requires organizations to implement more socially responsible practices to increase their positive impact. Valid research on how to measure emotions and what is considered event success, supported by academic secondary data and data and primary data with internal and external stakeholders of the research topic. Concluding, that there is need for a simple and metric that measures the qualitative data of events within TSH. This change will bring TSH closer to becoming fully socially responsible by obtaining the renowned B Corp Certificate, which allow them to grow to the next level within the hospitality industry,

6.5 Reflection on Research Design and methodological choices

The research design of this project was elaborated in the Methodology chapter. Here several methods of data collection were mentioned where the researcher used several non-probability sampling methods. The selected interviewees and focus group participants are varied, and all considered relevant to obtain data regarding the topic as they all represent important stakeholders for this topic. Thereafter, a thorough thematic analysis has been executed on all collected qualitative data. Though, the population that was considered in this research can be questioned, as TSH properties located within The Netherlands, might fail to represent the international identity of TSH in the solution design. Also, the population was relatively small, which resulted in limited findings.

Based on the Analysis and Diagnosis, a reasonable solution was created, that was clearly explained according to the DBR Design Model and underpinned with primary and secondary data. Furthermore, to ensure the effectiveness of the solution, the target audience was taken into consideration in the design phase. Afterwards, a feasible implementation and evaluation plan was created, for TSH to envision the implementation of the chosen solution. To ensure the effectiveness of the evaluation.

6.6   Implications for future research

This research still leaves room for further research on multiple aspects. First, interviewing more field experts within emotions and affective processes, would increase the credibility of the chosen solution and speculations made. As mentioned in chapter 7.3, interviewing stakeholders of international TSH locations would ensure a valuable solution and implementation on a global scale. Additionally, it would be interesting to conduct further research on different emotional responses and cultural differences in responses, considering the variety within the TSH Community. Lastly, developments from within and outside the hospitality industry need to be taken into consideration, to guarantee the deliverables will continuously improve.

Appendices

Appendix 1: Consent Forms

Consent Form Interviews

Research topic: How to measure the success of events, based on emotional impact?

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: ▮▮▮▮▮▮▮▮▮
Signature: *BB*   Date: ▮▮/▮▮/2022

Name of participant: ▮▮▮▮▮ Christdat ▮▮▮▮▮
Signature: *Pchristda*   Date: 19/07/2022

Name of participant: ▮▮▮▮▮▮▮▮▮
Signature: *P*   Date: 11/07/2022

Name of participant: ▬▬▬▬▬▬
Signature:

Date: 11 / 07 / 2022

Name of participant: ▬▬▬▬▬▬
Signature:

Date: 13 / 07 / 2022

Name of participant: ▬▬▬▬▬▬
Signature:

Date: 12 07 / 22

Name of participant: ▬▬▬▬▬▬
Signature:

Date: 20 / 08 / 2022

Name of participant: ▬▬▬▬▬▬
Signature:

Date: 25 / 08 / 22

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Mila Claassen
Signature:

Date: 12 / 07 / 2022

Consent Form Focus Group

All participants of the focus group have signed their informed consent before participating this research project. The form can be shown below, including all signatures of the participants.

Research topic: How to measure the success of events, based on emotional impact?

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Do███
Signature: Date: 05 / 09 / 2022

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Mila Claassen
Signature: Date: 12 / 1 / 2022

Appendix 2: Interview Guide

Interview Guide	
Research question	"How can you measure the success of events based on emotional impact?"
Introduction	- Thank you for your participation - Consent Form - Length of interview - Permission to record session - Explanation of research topic - Goal of interview
Body	- Experience in attended TSH events - Opinion regarding TSH performance regarding affective processes and measuring emotions after events - Current metrics in place at TSH events - In-depth information regarding Measuring emotions and Affective processes in companies
Closing	- Option to review any question or give feedback. - Thank again

Table 9: Interview Guide

Appendix 3: Interview Transcripts

Interview 1

Perspective of interviewee	Management within TSH
Occupation	Connector at TSH Groningen (small location)
Length of interview	25 minutes

Researcher
First of all, thank you for meeting me today. I already explained and sent you the consent form before this interview. I noticed you already signed it, thank you for that. This interview should last between 20 and 30 minutes, and will be recorded. I will maintain the anonymity of all interviewees therefore; I would like to ask you if you agree with the recording of this interview?

Interviewee
Yes, I agree.

Researcher
Thank you. To give you an insight of what this research is about, I will give a short explanation. I am researching the following question: "How to measure the success of events, based on emotional impact?" The question relates to the events we host for the Dutch TSH Community. Therefore, I am interviewing two connectors, one of a big location within the Netherlands and one of a smaller location within the Netherlands. With this interview, I hope to get more insights regarding the efficiency and the results of the current measuring systems that TSH is using and also the point of view from a connector.

Researcher
Umm, so first I'm going to ask a few background questions. Can you tell me something about yourself, your occupation, how long you work for the student hotel?

Interviewee
I am ███████. I'm a connector of TSH Groningen and I work for TSH from the 1st of September. And yeah, I do all the events in Groningen, partnerships for students and also for locals. We just started with an extra parttime Connector Annemarie, and she focusses more on the students and I'm now more focused on the locals.

Researcher
Nice, I actually wasn't aware that Annemarie was a connector. And what was your motivation to start working at TSH?

Interviewee
What motivated me most, and why I started at TSH, is the freedom and working with others to create nice things. It doesn't matter what, as long as you work in a team, team spirit. And that you create something that makes a difference and you really see, like impact. Umm, and what we do at TSH Groningen is that we create events that I created and what I thought is the best for TSH and for locals. And to make them work together to make it a success.

Researcher
Alright, and what type of events do you host?

Interviewee
Yeah, at TSH we have different themes, and all the events take place within one of these themes.

Researcher
Yeah.

Interviewee
For the TSH community, I think we host that one big event and six or seven events during a month. Some of them are recurring. We would like to have every month events on well-being. But also creative events and here people connect with each other together, but we often see that food and drinks always connect people. We host events for different groups within Groningen; for our neighbors, hotel guests and also for students. Some of the events we host, we combine all of these groups together, so that they can meet and network with each other. It is important that our neighbors know our students and the students know the locals and entrepreneurs.

Researcher
Nice. Do you mean with entrepreneurs the Collab workers, or how does it work in TSH Groningen?

Interviewee

In TSH Groningen we do not have Collab, but we have TSH Friends. I started TSH Friends by myself, as the idea of a football club. You see at a football club that they want to connect young people. From the age of 2 years old until 12 years old they have the junior teams. After the junior teams they have teams from 14 years onwards. If you are over 18, you can become a sponsor or get season and club cards. So they build a community from a younger age until older ages.

Researcher
Ah I get what you mean, and you were planning on implementing this within TSH events to create engagement within different community members?

Interviewee
Yes, exactly. I was thinking of a 'study mates group' at TSH, of local people between 18-25, who study often at TSH Groningen. When they finish a day of school, they can join TSH Friends. And out of the TSH Friends group, I want to pick the upcoming TSH ambassadors. So that you can grow within TSH.

Researcher
Super cool, really unique idea.

Interviewee
The strategy behind it is that I want to be the first TSH location, who has the Collab filled from day one. Now we have 45 TSH friends, and I want to go to 150 TSH Friends. All of them are working for themselves and have or a small office or do not have an office yet. In the future they can can all work together here in Collab.

Researcher
Alright, sounds amazing. So you work for TSH Groningen, how big is this location?

Interviewee
We have 365 hotel rooms. This semester we had 281 students and now they are slowly checking out.

Researcher
Okay, and at the event that you hosted for the community of TSH Groningen, how many participants do you usually get?

Interviewee
When I started, I did not realize that most students go to school during the day. This was during my first month and mental health week. But now I know what to do, so we have a events for yoga, where we get six to 10 participants, but if we make it a frequent recurring event that is hosted at the same time and same day during the week, we notice to get around 20 to 30 participants. In general, I notice that if we host events for fun and where students can get free drinks or food, that the number of students is way higher. For example last week, we had a pizza party event where there was free pizza, and 119 students showed up. During the end of the year BBQ we had 100 students showing up.

Researcher
Cool. So would you say the number of participants really depends on what type of event it is?

Interviewee
Yes, exactly, the participation rate depends on the type of event. It is also the way you are promoting it and if you involve the community in hosting the events. For example, we have a girl that is really good in painting and we ask her to host all types of art events. For sport events, we ask one guy from TSH Friends who is really good at football and sports in general. They make sure to bring the community together. We really notice that the number of participants increases when the event is hosted by one of our community members. The painting event of last month, usually would get 10 to 15 participants and now when we asked TSH student Vera to host it we got like 50 participants, insane. So when we involve the community, we notice an increase in the participation rate.

Researcher
Wow, really nice. So generally speaking, do you think that the participation rate could be higher.

Interviewee
Yes for sure. But it is hard to find people and what they are interested in. I think we have to ask them in advance, when they check in or before they check in, what they do and what their talents and interests are.

Researcher
What do you think is important to take into consideration, like critical factors, rate when hosting a successful event at TSH?

Interviewee
So we heard last year: "you know exactly how to organize an event". Like during the checkout BBQ we went to a workshop in Giethoorn. I think if you prepare it well, if the communication is good and you have something special, so not only beers and a DJ, but something the participants would not expect, then I think you can host a successful event.

Researcher
Okay, clear. Then I still have three questions about taking emotional impact into consideration at events.

Researcher
What measurements do you currently take into consideration when talking about a successful event? So, for example the participation rate, but are there any other factors that you think are important when saying "this was a successful event".

Interviewee
Yeah, what I like, is that you really connect people to each other. So that they meet each other at the event I host and then I see them having lunch with each other later or sitting together. Connecting people is really

what our job is, even though this seems like a detail. These details are the reason why students have the time of their life when they are living at TSH, and what makes TSH a unique student accommodation and work place.

Interviewee
We host events, and sometimes the attendees of these events go out with each other after it and become friends. After the third week of the new arrivals of last semester, I spoke to some students, and they told me about a tradition they created after one of my events. Every time they go out, they all drink coffee together in the Commons the next day and talk about the last night and what each other's plans. It was only three weeks living at TSH and they already had a tradition. So really creating connections I would say.

Researcher
That sounds amazing. Do you think it would add value to measure the emotional impact of the people attending these events after the even happened? So, how they felt about it and really ask how or if the event connected them with others.

Interviewee
Yes, it would in my opinion definitely add value to measure the emotions of the participants. I do think it has to be easy for them to fill it in. Because students are not good in communication. If we ask our community something, it needs to be easy for them to fill it in by phone, or directly after the event. Also, I think there needs to be in there for them, so that they will be rewarded for filling it in, otherwise it will be hard to have a valid outcome.

Researcher
Yeah, I get it. It needs to be easy for sure. Do you think that this is something that you think is still missing in TSH?

Interviewee
Yes, for sure, especially with TSH wanting to becoming more sustainable. I think in order for us to become a truly sustainable company, TSH also needs to take emotions of both its employee, as their community into consideration. The solution to measure emotions can be simple, as long as it is effective.

Researcher
I agree. Well, then we are already at my last question. How do TSH events differentiate themselves from other events? So outside of TSH.

Interviewee
Uhm, they are a bit next level and co-created. So it is always an event for anyone. We ask local partnerships to host events at our properties. Also, we ask students to co-create events with us. In TSH Groningen, we always like to combine the entire community with the locals.

Researcher
Is there anything or metric you already use to measure the emotional impact of the participants?

Interviewee
No, there is not not really a metric in place. We talk a lot with the host of our events, for example the art girl or the football guy, we ask them what to do. We also have an event committee. We sent a survey two times a year, with what the community would like to see and what time the events should start. In that survey we saw a lot of answers that we picked up for the upcoming events, so that was really useful.

Researcher
All right, good to hear that you send these surveys already. Now the last part of the interview, this will exist of a direction of a possible solution for TSH. I would like to know your opinion from a connector point of view and if you think something like this would be feasible. Just for me to know what direction to look for.

Researcher
So, a possible solution to this topic is to use the THX application as an outsourced evaluator. This application recognizes the behaviour of attendees based on their location and audio, which will be further investigated through small surveys within the application. Every participant is asked for permission, to have access to their microphone and location when they have downloaded the application. And in return, they

get points for every hour the application is allowed to use these tools. With these points, participants can win gift cards, prizes or choose to support a good cause. These measuring tools can recognize the participant's behaviour and the type of events they usually like to go, based on location and the length of stay. The microphone can recognize the interaction, involvement and immersion of the participant while attending the event. After the event the participant can close the app, so it will not be recording anymore. This is an existing application already.

Interviewee
I am always critical and I am not immediately exited usually. I always look at how does this work in reality. Do we have to ask them always to download and open the app? Is it easy to implement? As I am not always there nor is my intern. Also, it is hard to ask participants to download something on their phone. But I think if we use this well, this could be a really nice solution.

Research
Alright, clear answer. I understand that a solution like this could be hard to implement. Is this something that has TSH has tried before, implementing an application with an external company?

Interviewee
Nice question, and yes, we tried implementing an application during Pride two years ago, with an event planner application, so that our community could have a clear overview of when what would happen during pride at TSH. Initially we wanted to use it to replace our current event system Eventbrite, but we saw that no one wanted to download the app and if we hosted events without a connector there, the app was also not used. Therefore, my opinion. However, like I said before the solution needs to be really simple, so I think in order for all connectors to effectively implement this at all events, metrics such as a pole with smiley buttons would be a better solution. Because students are really hard to ask favors from, like downloading something. It is already too hard for them to tag TSH during an event, on their own Instagram account.

Researcher
Yeah, I get it, true.

Interviewee
But I really like the idea behind it, but it is hard to implement a different app on the long term. The only way that an application would work, is if we implement it in the existing TSH application. So that the participants already have the app on their phone.

Researcher
Thank you, I will for sure take this feedback into consideration. Very useful.

Researcher
Okay, well this was the end of my questions and thank you again for the participation of this interview. Is there anything you would like to add or share? Maybe feedback for me?

Interviewee
No, I do not have anything to add, it was nice talking to you again and I see you next week at the event in Amsterdam right?

Researcher
Yes, for sure, I will be there.

Interview 2

Perspective of interviewee	Management within TSH
Occupation	Connector at TSH Amsterdam City (big location)
Length of interview	25 minutes

Researcher:
First of all, thank you for meeting me today. I already explained and sent you the consent form before this interview. I noticed you already signed it, thank you for that. This interview should last between 20 and 30

minutes, and will be recorded. I will maintain the anonymity of all interviewees therefore; I would like to ask you if you agree with the recording of this interview?

Interviewee
Yes, I give my consent to that.

Researcher
Amazing. To give you an insight of what this research is about, I will give a short explanation. I am researching the following question: "How to measure the success of events, based on emotional impact?" The question relates to the events we host for the Dutch TSH Community. Therefore, I am interviewing two connectors, one of a big location within the Netherlands and one of a smaller location within the Netherlands.With this interview, I hope to get more insights regarding the efficiency and the results of the current measuring systems that TSH is using and also the point of view from a connector. I initiated two interviews with connectors, one of a big location within the Netherlands and one of a smaller location within the Netherlands.

Researcher
My first questions are some background questions. The first one being, what is your position within TSH?

Interviewee
I am ▮▮▮, but you know me. I have been working as the Community Connector and Event Manager for TSH Amsterdam City for approximately 11 months now.

Researcher
All right. Well, my next question was for how long you work at TSH, but now I know. And what was your motivation to start working at TSH?

Interviewee
What motivated me is the individual flavour, and liberty for being comfortable in your skin. So it leaves a lot of room for innovation, and trust their employees. Which I find very handy when it comes to my role and what I like to do as a profession.

Researcher
Okay. Yeah, for sure. And how many rooms does your location have?

Interviewee
Particularly for students or in general?

Researcher
In general.

Interviewee
So these rooms, we're looking at 570 rooms, for hotel and students mixed. We also have Collab with its community, and that will be over 200 co working members.

Researcher
Okay. All right. And what type of events do you host?

Interviewee
So there is an array of different activities at our location in Amsterdam. Some are based on a general programming, some more on individual decisions are because they're very applicable to the community. And of course, there's wellness and sports activities that happen on a more reoccurring weekly basis. Then we have some artistic/ networking activities on a bi-weekly basis. We always change in terms of theme in order to be applicable to the date and the type of crowd we believe we're going to be having in house and where we're going to be hosting. Then we, we have events that are closer to the entrepreneurially set minded individuals. We have art exhibitions, there are a lot of 'experience events', as I like to call them. Apart from the educational events, which all of them are actually, because they can leave you with information and a new perspective in life. And then I also like to have my experience events, which is basically once in a lifetime sort of challenges that you can have, but maybe you didn't have the ability to do so. So spicy challenges or trying to combine two activities together like techno and yoga, in order to create

some curiosity amongst the guests so that they test it out. Even if they even if they enjoyed it, or even if they haven't tried it before, it will be a memorable experience.

Researcher
Yeah, for sure. Super nice. And for who do you host these events within TSH?

Interviewee
For every one, of course, in the beginning, everything was very much student driven. But then slowly, the orientation was to include the co-working community and extended stay guests as well, because they had their own set of activation. So then the challenge became a bridging everything together. But overall, because I've had now been experience of checking the flows of the different populations and the different mixes between the guests. Especially now in the summer period, it's truly a mix of everyone within the TSH community, trying to attract the neighbour, willing to tell extended stay and co-working community. So you aim your schedule around facilitating everyone and being relevant to most type of groups that you're going to have.

Researcher
Nice. Alright, and looking at these events, how many participants do you usually get on the events that you host?

Interviewee
It depends on the type of event and the time that it took to promote and which other parties are involved if it's a really standalone event, or if they're partners involved. So it truly varies. We can start from two people for our weekly yoga, and then we can also have 450 for a big entrepreneurial type of event along with a partner for example, on a different date. So yeah, a very big difference.

Researcher
All right. And what do you define a successful event and why?

Interviewee
Well, there's multiple variables, in my opinion. One would be the internal view, just the 'making it run smoothly', so at least organisation wise, you feel good. Then you also have programmes such as Eventbrite. So our content side where you want to have good content. For example, we have had experiences where events that were were meant to be bigger, and then participation wise, they did not meet those standards or those expectations that we have. And so for me, what usually puts a smile for me at the end of the event is usually having some person that participated, or even if the audience or a speaker, to come and thank me, or they tell me something nice about the experience that they just had and the connection they made. So usually, that's the emotional factor that counts for me whilst hosting a successful event, because papers can only be as much, you know.

Researcher
So the emotional factor is the most important factor, when looking at a successfull event for you?

Interviewee
Yeah, I think the emotional factor of events makes a difference, because people also remember beyond financial years, so that's very nice.

Researcher
All right. I can imagine. So you said it puts a smile on your face when people thank you and that taking emotional impact into consideration basically, is what makes a successful event for you? And what measurements do you currently take into consideration after an event? So what do you measure from an event that you host?

Interviewee
To measure success?

Researcher
Yes, exactly.

Interviewee

One would be participation, and also clicks that you received on Instagram during your promotion, in order to understand how many people you actually reach, then you can also see if consumption has reached a good level of the expenditure in order to measure whether it's worth to invest into in the future. And it's reviews that we received, either verbally, or written via our platform. And then I think the biggest indication also would be if the guest is going to return again. If they're going to use if they're going to come to another event or also whether we're going to hear, "Oh, this was actually recommended by that person that used to do this". So then you also have a little bit of a longer post mortem evaluation. Yeah, that's truly word of mouth, and recommendation and just positive promotion.

Researcher
A question regarding the positive recommendations you mention and the emotional impact part of your events, is there a metric in place to measure these aspects? Or is it currently bit ad hoc and not really a framework or standard metric?

Interviewee
Yeah, I think, at this point, there is no particular metric in place to measure emotions. For bigger events, we do aim to send surveys out, but at times we forget. So, I would not say that we always do this after a big event. One of the questions we always want to answer is, how did they hear about it, and whether it's likely that they would recommend our event to another person. That person would be a possible workplace individual, student or hotel guest. But this is only for bigger conventions that also have a lot of budget behind it. So yeah, it could gladly be established or more standard basis after all events. But then of course, you do risk if you have multiple similar events, to be repetitive and negatively affect the online engagement of somebody. Also, I do not want to spam their email with these questions.

Researcher
Exactly. That's indeed a tricky one. So you already mentioned like it would add value for you to measure the emotional impact of people attending your events? But what is your main reason why you think the emotional side of events is important to you? As you mentioned before that you consider an event successful, if people come up to you to thank you and return to the event.

Interviewee
I think especially now it's going to become relevant with the new generation and how speed of life and life is. Investing time in something usually has to bear some fruits or has to be worth it. There is so much valuable information and entertainment that you can have without necessarily putting yourself out there. So when it comes to somebody dedicating the time of their schedule, or their money in order to be part of something that you have created, it's good, because there's so many alternatives as well. And you're supposed to compete with really curated content as well. So for example, if you're going to have an event that's focused on business and networking, there can be masterclasses provided by Bill Gates online that somebody can subscribe to. It has to have a similar impact, and even though did not necessarily meet Bill Gates, it should still have had impact.

Researcher
Yeah, okay. That is clear. All right. And then a general question about TSH events. So how do you think that TSH events differentiate themselves from other events?

Interviewee
I think that they are very focused on personal development and the journey of the individual that walk through the doors. So it has a lot to do about the care and well being and the current entertainment of the person that walks through the doors. But then it's about sustaining and help throw the individual. Of course, TSH has a very hybrid model, that knowledge can also fall into a next stage in the guest life and how we can be part of it as well. So growth that is quite a factor because you're investing in the future of your company as well as the people.

Researcher
Yeah, I agree. Then the last three questions will be about a solution for my research question and your point of view.

Researcher

I am trying to find a solution on how to measure this emotional impact on events, and to make a framework for it. But as you can imagine, there's a lot of ways to measure emotions. And it's kind of a hard thing to measure as well, because everyone expresses their emotions differently. And of course, a solution should also be feasible for TSH and budget wise, and a lot of things to take into consideration. So therefore, I want to know what direction I can go for. So I just am giving one example. And I'm just going to ask three questions for your opinion with whether you think it will be nice to implement, for example, your location, also because your locations, flagship location. Therefore it would be nice if this is a direction that we could go for or not.

Researcher

So basically, what the solution is the possible solution is the application called THX application. This would serve as an outsourced evaluator. So this application recognises behaviour of attendees based on their location and audio. This will be further investigated through a small survey within the app. But of course, it's a lot of privacy that they take. Everyone should admit to if they can use it or not. You can always turn it on and turn it off. When they have downloaded the application, they get points for every hour, that application is allowed to use these tools. So their microphone and their location. With these points, they can win gift cards prices, choose to support a good cause and things like that. These tools, they can recognise the participants behaviour on the type of events, they usually like to go to, the length of stay and location. The microphone can also recognise the interaction involvement, immersion while they're at the event. Yeah, do you think that a solution like this would be useful at your location?

Interviewee

For for emotional impact, I think could be a good possibility, but I think it would really depend on the type of event I would use it and on what type events you would want to evaluate it. Because if it's for the regular class that you go to when your regular cafe where you're five people and you're creating a small group or a small community where it can also be the warmest, it wouldn't it would not translate. Maybe, then some data could have been wrong as well, unless the variables you set are so specific.

Researcher

Yes, I get it. With events like yoga it is also hard to measure the interaction. What would you like and what wouldn't you like about this solution?

Interviewee

I think that a source like an application would be the easiest way to gain context and gain good content and good feedback from someone, if you're able to slide into their DM. And so having a portfolio of your events and being able to send pop up questions with star evaluation, then you can also be engaging with the community of people that have attended in order to see how they have been doing since then. Because then you can also be receiving after messages like "Oh, that event was very impactful because that's where I met my girlfriend or that's where I found my future employer", for example. With this measure, I think you can have the most the most the intimate contact, but also through emailing would be something that I can consider, somehow applicable and a bit more personal.

Interviewee

Of course, you cannot continue measuring based on what you have heard and how many word excels you're going make. So, then you really need a strong database in order to put that but it still needs an individual touch because we're still in the people business. So, it would need a lot of PR and social media management, community engagement specialism in order to keep that part growing as well. But I think it has to be in line with the existing TSH application, otherwise we need to ask people to download yet another application. Applying something new at events should be very simple and easy to implement, at least at TSH.

Researcher

Exactly. It's also hard to add another application, because then we would need to promote it. Well okay, this was my last question. It was really helpful. Do you have any remarks or feedback still?

Interviewee

No, I really like your subject and I hope my answers helped you a bit. I am curious about the result, so please keep me up to date, that is my only remark haha.

Researcher

Thank you, I will for sure. Now I will stop the recording.

Interview 3

Perspective of interviewee	Community member
Occupation	Student at TSH
Length of interview	15 minutes

Researcher
Thank you for meeting me today this interview should last between 15 and 25 minutes. would also like to thank you for filling in the consent form. So I would like to ask you, do you agree with the recording of this interview?

Interviewee
Yes, I agree.

Researcher
All right, nice. So basically, the interview will focus on the following research question: "How to measure the success of events based on emotional impact." The questions relate to the events we host for the Dutch TSH community. I initiated an interview with you as a student within the TSH community, to get a clear perspective of what you TSH is currently measuring at their events. So first, I wanted to ask you some background questions. Can you tell me something about yourself?

Interviewee
I'm a first year student at the University of Amsterdam. I'm studying Communication Science. I'm originally from Germany, Frankfurt and I've been a student at TSH for 10 months now.

Researcher
All right, nice. Why did you choose to live at TSH?

Interviewee
That you have everything under one roof. Like you can go to the gym, you can meet your friends and there are always cool events happening. Also it's super central, super close to my university, you have everything you need and it's very international. So when I got accepted at the university, I was really struggling to find a house. And then I heard from one of my friends that they would most likely move into the student hotel. But I already knew it was quite expensive, but then I looked at it anyways, when I was visiting with my family. I thought it's super cool. Also, like, who starts their studies whilst living in a hotel. Like the facilities are just great and as I said, it was close to my university and they were really open to like taking international students, which is like a big problem in Amsterdam. I think it was just like you had kind of a security that a lot of stuff was provided to you and a lot of stuff you don't have to deal with, like your own water bills your own like all this stuff. And you automatically meet a lot of new people so yeah, even though it was above my budget, I ended up staying here.

Researcher
Nice. You said like meeting a lot of students, so did you know about the TSH community before you moved here or was it something you realised while living here?

Interviewee
Only whilst living here.

Researcher
Okay. And well, about the events. Did you attend TSH events?

Interviewee
I attend a lot, now COVID is over.

Researcher
Nice, what was your favourite TSH event and why?

Interviewee

My favourite event, actually, now that I'm thinking about it, I think was ADE, because The Student Hotel turned into a DJ Hotel. And it was quite cool, because the study area was turned into a DJ booth and David Guetta was sitting there, and like Nicky Romero. Back then it was still really into electronic music. It was just super cool that they were kind of living in what we would call like our living room or shared spaces. They also gave like some private concerts in the Parool Theatre before they headed to their big stages. TSH events truly have no boundaries, nothing is too crazy and the people organizing them are open minded people.

Researcher

So cool.

Interviewee

Yeah. And I was actually able to go to one for free, which was really cool. Because I paid like, a lot of money in the past. So that was definitely super cool. Also, there was so much happening. Every time we would go down from the elevator there was like cameras.

Researcher

And what's this like an event for only students or for the entire community to join?

Interviewee

For the entire community. So I think there were also a lot of external stakeholders that would come.

Researcher

Okay, nice. And I just realised you did not mention in which TSH location you live. So in which location do you live?

Interviewee

I live in the hotel and Amsterdam City.

Researcher

All right. Did TSH ask about your opinion regarding the event?

Interviewee

No they didn't. The only thing they did, was that sometimes they would talk to staff members about an event that happened, but not that I was actively asked for feedback on an event.

Researcher

Alright. And do you think that TSH should take your emotions, like the emotional impact events had on you, into consideration when hosting events.

Interviewee

Yeah, definitely, they put so much work into hosting the events. And then I think it would definitely be good to also see what kind of impact it has on the community to see whether you should continue doing something or like expanding maybe an event or activity. Or if you should just like cut it off entirely. I think that would be super helpful.

Researcher

Yes, okay. And would you be more eager to go to a TSH event, if you knew that they would take the impact it had on you into consideration? Or would it not really matter to you if they did it or not?

Interviewee

Well, I think if I would see after giving feedback that they would take this into consideration, and like enhancing the events, or just like making slight changes, and I think it would definitely contribute to my attendance. Because then you feel like more seen and heard and feel like you're really part of the community. And yeah, but you really have a say in like shaping the TSH live.

Researcher

Okay. Okay, so then, the last part of this interview is, in within this research, I created a solution to the research question. So the research question was "how to measure the success of events based on

emotional impact?". A possible solution is to use the THX application as an outsourced evaluator, so this application recognises the behaviour of attendees based on their location and audio, which will be further investigated through small service within the application. And every participant is of course, asked for permission to have access to their microphone location, when they have downloaded the application. In return, they get points for every hour the application is allowed to use these tools. So within these points, participants can win gift card prizes, and so on. And these measuring tools can recognise the participants behaviour and type of events they usually go to, based on location and length of stay. And the microphone can recognise interaction, involvement and immersion of the participant while attending the events. Do you think that this solution would be useful solution for TSH or not? And why?

Interviewee
Well, it sounds pretty interesting and I think it could definitely help collect your feedback. And I think it's also a good idea to make it like kind of like a competition or like a game like you. And like, as a reward, you get a gift card or other small incentives. The only thing I'm not entirely sure is like, if everyone would be willing to have their microphone on. Like would it also record like the conversations you would have with your friends then?

Researcher
Good point, I would for sure take this into consideration in the future.

Interviewee
I think it's also good that it's an application and then it's like happening instantly. And not that you get like a, like a feedback form, for example, two weeks later. So the fact that it's happening in the moment or like, right after I think it's definitely more efficient.

Researcher
All right. Well, thank you so much for the interview. Is there any question you would like to revisit or do you have any additional questions?

Interviewee
No, everything was clear. I am curious for the results of your thesis, so let me know once you have finished it. Thank you.

Interviewee
Will do. Have a nice day.

Interview 4

Perspective of interviewee	Management within TSH
Occupation	Commercial Analytics & Insights Manager at TSH
Length of interview	30 minutes

Researcher
Thank you for your time and participation. I would firstly like to thank you for filling in the consent form. This interview will approximately take 20 to 30 minutes. Lastly, I would like to ask for your permission to record this interview, for me to transcribe it.

Interviewee
Of course.

Researcher
Thank you. First, I will explain my research topic: 'how can you measure the success of events based on emotional impact? Within TSH I was responsible for the global event programming. As you might know, TSH is working on becoming more sustainable, by obtaining the B-corp certificate. One of the requirements of this certificate is to measure the emotions of participants of events. Therefore, this research question. The goal of this interview is to gain knowledge about their current emotions towards TSH events and the effect of the current measuring tools of TSH. From you specifically, I would like to know the exact measurements are currently in place at TSH to collect feedback regarding events, as well as your

knowledge on metrics that work. First, I would like to ask some background questions. What is your occupation within TSH?

Interviewee
My job consists of two pillars I would say. The first pillar within my job has to do with marketing, analytics and measurement of performance of TSH. And the second pillar is more the research bit and insights. So that's basically ranging from guest experience research. So understanding how we deliver on our guest experience and where we can improve, where we're doing well, as well as market research. So anything that has to do with opportunities within the market, or gaps or pain points or anything within that funnel.

Researcher
Nice. All right, then I think you can help me a lot today. So and how long have you worked for TSH already?

Interviewee
In October it will be three years.

Researcher
All right. And what was your motivation to start working at TSH?

Interviewee
Yeah, good question I think that there are a few things that motivated me. The fact that I have quite some freedom, also and space to try and to broaden this role every year. Basically I work on lots of different things, approach things from different angles. It's not like I get only one very specific thing to work on, and I guess that part I enjoy a lot. Of course, the teams are great, but that's that's more on a personal personal level. I think the experience that we deliver is really a great experience to work on. It's a multitude of experience. it's not just one thing that we're selling, or providing. And second, how do we take that to the next level in line with where where we want to go as a company. I think that's quite a complex thing, right? It also has to do a lot with the emotional value drivers like you just mentioned. So I guess that makes it also interesting, too. There's not like a black and white answer, right? The success of TSH is a bit more intangible.

Researcher
Yes, I agree. All right. And then now I'm going to start with questions regarding the metrics that TSH is currently using to measure satisfaction within the company. So what metrics is TSH currently using to measure the satisfaction, and what are they and which topics are they including? If you could tell me a little bit more about what metrics TSH is currently using.

Interviewee
Yeah. So we talk about the guest experience, right? Because that's that's the focus as well within your department.

Researcher
From the TSH community perspective yes.

Interviewee
Well, I have to say, we don't have a very developed measurement in place to begin with. Well, I started looking at our surveys maybe one and a half years ago, and there was still a lot of base to be set. And there are things that we look at in the customer experience, or the NPS as a main, like a star metric. That's something that we track for now, all our different guests groups to think about co working guest, students, hotel guests, for all those groups we track and NPS in the same manner. Then underneath that, there's certain like, experience features ratings, so think about questions such as: "How would you rate our service level?", "How would you rate the quality of the room?", "How would you rate our F&B services?", so different aspects of the experience are rated then on a one to five scale usually, and that's also across different groups. Those are the functional elements I would say, as we deliver the level that we want to deliver across these features.

Researcher
These features are they like, surveys?

Interviewee

Yes, so everything that I'm talking about now, is based on quantitative measures. So that are surveys that we do on a continuous basis with these different community groups. Now, it depends a bit on which group we are talking about. So with hotel guests, we do it on an ongoing rolling basis. So that means everybody who stayed with us or who has a booking with us, receives this survey automatically in their inbox. With students, we do it on an ad hoc basis. So that means that we send it out twice a year. So first semester and second semester to all the students that are in house. So the measurement is twice a year then co-working is similar. We started last semester one FY2022, we did the first one. And we did we do the second one now we have it in June. And we will also do it twice a year moving forward at least for the next year. Ideally, we move on a rolling basis for all of them, but because of systems and process that are not yet in place, we can not at the moment. For M&E guests, we do it also on a rolling basis. So every m&e guest gets the survey automatically

Researcher

Would you say that the NPS is the main metric that you're using, like the most valuable system for the TSH community? Or what system do you think that works best?

Interviewee

NPS is used very widely and researched very widely. In the research community, so in scientific papers and stuff. It is widely accepted as robust measurement of guest experience or customer experience. Is it perfect? No. And especially, it doesn't give the depth that maybe we want to achieve with our community. And we don't just ask one question or these ratings, we ask more than that. So in order to paint a more comprehensive picture. I'm not aware of any other metric. Definitely we ask also very specific questions to TSH. But in order to also benchmark and have like a consistent measurement over time, NPS is a good indicator to follow for now. However, to go into depth, I would like to see more qualitative measures on an ad hoc basis. It is important to measure unexpectedly and to make it easy for the participant, to make the results more effective.

Researcher

Okay. Clear. And why do you think it's, in general, important to have one metric like an NPS in an organisation?

Interviewee

I think having customer centric metric, yes. Because we look at a lot of numbers in general, but a lot of them are about our performance, mostly financially. Because whether you measure occupancy, or revenue or profit, it all leads to one thing, which is your P&L and profit. I think NPS or similar metrics are what they bring on top is really that customer experience layer. Because in revenue or performance indicators setting only, you might not regularly in touch with "Are we delivering the experience that we want to deliver?" and "Do we set for that?". And I think bringing that on table with all these other financial metrics that are more internally driven, forces an organisation, whichever it is, to have that conversation or to be constantly engaging with that. And the second part, it's also a good measurement, because it forces or allows you to measure this "How you deliver on the customer experience?" over time, and also benchmark across different properties. For instance, in our case countries. So it also allows you to flag, and usually customer experience comes first, or maybe financial results will lag or you can still maintain a certain level of revenue performance. Seeing that you're declining on how you deliver customer experience that is already a flag that you could have, by measuring those things or talking to your customers, basically.

Researcher

Customer experience is really like what it adds on top of the normal KPI's that you're measuring? Looking at the customer experience metrics that TSH is currently using, what do you think that they could still improve upon? For example by looking at the current NPS and the several surveys you mentioned.

Interviewee

Yes, so there's always room for improvement. But particularly in our case, and maybe this one is interesting for you, is to improve on understanding the question that you started with, so how do you measure the success of events, but in my case, I would replace that with our community experience. How do we measure the success of that within TSH? And a bit more consistently, right? Because it is very emotionally driven. That's usually also where it's difficult to measure. You can not plug in trackers in everybody's brain. So that's where we can improve on understanding. Okay, how is that value delivered? How we can then

consistently deliver that value? Understanding how to engage our community, their emotions towards the TSH customer experience, and finding a framework of measurement for that, that will be a great next step. On top of that, I think we can also improve, but maybe this is more process related, is to talk more to customers in for different reasons, right. So not just to measure their experience, but also include them in in the process of developing our products, or testing certain things, certain new value propositions that we come up so a new product entirely. So to do more of customer research.

Researcher
Okay, clear. And so the current system, do you think, regardless of the points you just mentioned, do you think they are effective within TSH? So, they capture a lot of respondents or not?

Interviewee
Yes, I think they're as effective as they can be. But given our systems and our limitations in terms of technology, as well as resource in general, the people or budget, I think they are effective. And I think they are also improving year on year, because we are also learning on this front, it's not that there's a template or thing that, you know, we could just follow, and then it works for every company. It is also a process of understanding what works for us and how we can leverage that. I do see personally a lot of improvement, but there are still a lot of areas where we should still strive to improve. And especially when it comes to dissemination and also the closing the feedback loop. So,we learn a lot from our guests or from customers, but how do we then also act on it in a consistent way? Because you see, there's some, like sometimes we do a lot and sometimes less. How can we create that feedback loop, that always closes off.

Researcher
Yeah. Which is also hard with all the different locations obviously, like, it's so different per country as well.

Interviewee
There's a lot of locations with differences, but also with TSH, a lot has been going on in the past three years. So, it's always a bit unpredictable on how can you come up to a process that will work.

Researcher
Okay, so for the next question I will repeat the research question: "How to measure success events based on the emotional impact?" At this moment, I am reviewing multiple options and solutions, but as you mentioned as well, it is quite hard, because measurement of emotions is different for everyone, one person smiles and he's still sad and one person like looks happy, but still doesn't like the event. But there's multiple ways that are currently in the market that are available to, to use and to tackle these and to measure the emotions. One of these options that we can possibly implement in this thesis is something I want to propose to you as well. So basically, there's this app, it's called the 'THX' application, and it would serve as an outsourced evaluator. And this application would recognize the behaviour of attendees based on their location and audio, which will refer the investigator to like a small survey within the application after the event. And every participant is asked for permission, obviously like to have access to the microphone and location when they have downloaded the application and activated at the event. But basically, what they get in return, they get points for every hour the application is allowed to use these tools. With these points, they can win give cards, prizes or to support good cause. But basically, these measuring tools can recognize the participants behaviour and the type of events they end the length of stay. And the microphone recognizes the interaction, involvement and immersion of the participant while attending the event. It is already an existing app. Every month, they would collect all the results and basically make a one pager of everything and you can make the survey yourself. So based on events, you can make your own survey of like four to five questions. It would all work with the point system so that they also know that they get something in return. So my question to you is, do you think this was useful for TSH?

Interviewee
The first thought that I had when you described it was more on the privacy area. So it does sound like because they're using what video and microphone?

Researcher
They are using location and microphone.

Interviewee

It does sound like it's quite intrusive in terms of access. I would also then want to understand, how open the community would be to so let's say we test it. And then do we get basically 5% to engage with this? Or do we get 90%? Because that does make a difference. And in terms of surveys, yeah, I understand that part. So but that's also something that we could rather easily manage internally as well. So think about if we have our own app, to which events are managed entirely, then that could be quite a sensible and useful add on or feature within it, to basically have a rating or a small feedback after each type of event. Yeah, it would make also more sense to be within the same space.

Interviewee
Yeah, if it works, and if there's openness to this, and it could definitely be interesting. With measurements and customer experience, you always have to be aware of where does it fit in the actual customer experience or journey. Even with surveys, I can't just sit here and send surveys whenever I feel like, "Oh, I have a question, let me get some answers." I have to be wary of where is that person in their experience with us? How would the touch point intervene with that experience? Is it a natural point to ask for feedback or to engage with them or not? And that sort of like balance is something that you always have to consider. Because you're not doing research in isolation. You're doing research within a particular experience. Which is also the interesting part.

Researcher
All right, so you are saying that you have to always take into consideration when it will be a natural point of intervening, which makes sense. But do you think that now, at TSH after an event, they do not usually ask for feedback or something. Do you think there will be a natural moment to ask for participants what they think?

Interviewee
Yeah, I definitely think so. I actually had a talk to Puck and Lucien this week, to discuss their questions as well and some areas of focus for next year. And that is exactly one of the topics are the things that came out, that we would like to understand. Looking at the events programming that we have, and the different categories of events or things that we are organising, how can we best understand, what works for different people like what works for our communities in different places? And what the perfect mix of that would be. So there is definitely a need to ask for that feedback. So really serving after every type of event, asking a few question or, or even like on location, putting a small thing there for them to share their feedback. But what we could do for instance, a few interviews with different students in different locations and understand a bit the initial thoughts from what they've been experiencing. And narrow down our questions or focus. So let's say we already discovered that actually, these types of events are not really popular based on emotions. And then we can also validate with attendance data. Then you already start from a different point where you're like, "Okay, now, if I if I hear this correctly, this and this are assumptions, let's maybe that sent a survey to validate."

Researcher
Okay. So with interviews, how frequently would you host these? So would you do them after every event with a selection of students, like random selection of students?

Interviewee
No, I will do it more like this. We have a period where we know we are running all our different categories of events, so learn and grow, social, wellness, etc. Then we select the group that actually attends regularly or we can see a bit like, have you attended these types of events and then we will talk to those people and understand a bit what their feedback is, what their needs are, and what suggestions or thoughts they have around our program.

Researcher
Nice because yeah, as I'm still like looking for a solution that is feasible and like a direction to go to like, I was wondering taking emotional input into consideration, what you would think could be a feasible direction? Do you think it would be more feasible to have an application? Like I just mentioned? or more face to face contact in interviews. Talking to you now. Like, I realise now that maybe this is something I what I think but I'm not sure if you think that if you have a face-to-face conversation with someone that regularly joins like events, that maybe you can see more emotions, then you can do online. So?

Interviewee

Yes, definitely. So what I always say is that you have to have a bit of a proof of concept before you launch something or start off with something that is rather elaborate. I would say, if we go with, with different apps or tools to measure emotions, that would come with budget, so investment, but also resource, because somebody needs to actually spend time on this, otherwise we'd better not do it. So there's quite a high initial investment in this in this thing. And we haven't really nailed down what our needs really are. Or even like, we are we are starting from the point where we don't know much. So I would say like, that's quite maybe a high jump to handle. And also, you know, it might work but it might also not work, a lot of the things go like that. And so I would say, it's, it makes more sense to start with, with a smaller job where you're, you know, just gathering some call qual feedback and forming some hypotheses. That you can then take to the then the next jump, and then you come in that conversation or in that project much more prepared. Already having a bit of an understanding of, this is where we start off, these are our hypotheses, these are the things we really want to test, because these are decisions that we're going to take from it. I think that is an important piece, which will make it more successful. Regardless whether you get the feedback that you want or not. The learning, you can't control that. You can't you cannot know, that's the why we're doing research.

Researcher
Yeah, exactly. Agree. These interviews, like, are you actually planning on already doing this? And if so, how?

Interviewee
Well, it could be an idea in my mind, but we don't have it on paper or like in a calendar.

Researcher
All right These were my questions, are there any questions you would like to revisit?

Interviewee
No, everything was clear.

Researcher
All right, good to hear.Thank you so much for the interview. And I will share the results with you once I'm done.

Interviewee
Yeah, no worries. Good luck with putting it together. And let me know if you need any second eye or help there.
Researcher
Thank you so much and have a nice day.

Interview 5

Perspective of interviewee	Management within TSH
Occupation	Co-founder & Director of Partnerships of TSH
Length of interview	25 minutes

Researcher
Thank you for meeting me today and filling in the consent form. This interview should last between 15 and 30 minutes and will be recorded. I would like to ask you if you agree with the recording of this interview?

Interviewee
That's fine.

Researcher
Perfect, so this research and thus interview will focus on the following question: "how do you measure the success of events based on emotional impact?" This question will relate to the events of the Dutch TSH locations. This will be an open interview with several topics we will discuss. The first one being the background information of TSH, then we will discuss affects in organisations, so the response to emotions in organisations. Then social impact of events and then the measuring of events success in general of TSH. Regarding all these topics, I would like to receive your opinion and necessary information.

Interviewee
Yes, perfect.

Researcher
So, first some background information. What is your occupation within TSH?

Interviewee
My current title is 'Managing Director of Partnerships and Community' which means I am responsible for the team that is in many ways leading or facilitating and supporting events throughout the TSH portfolio

Researcher
Okay, and how did you start working with TSH? What was your journey in TSH?

Interviewee
I have been there there are since the beginning, before we opened our first property, about 12 years ago. Charlie is officially the owner and I assisted him in the growth and was there for more operational matters and making sure TSH would expand through Europe. One of the first jobs that I had was sales, marketing and communication around our TSH property in Rotterdam. That included everything from website to activations flyers.

Researcher
All right. And what would you say that differentiates TSH from other hospitality concepts in your opinion?

Interviewee
I think we take the best from many different ones. So we allow people to stay longer, whereas most hotels don't really have that option. We allow people to create health facilities like they want at home. At the same time, we also give hotel guests a sense of belonging and community because a lot of people that they are surrounded with are staying here for a longer time. You have the transactional part, you can adapt your needs you can stay here for a coffee, you stay here for an event, you can stay here for a whole year. But there's also the emotional part, which is this idea of like that it's actually very homely in its vibe.

Researcher
All right, clear. And right, and what do you value most from working at TSH?

Interviewee
Personally, I like I enjoy most the fact that it's so international and diverse and very much about innovating spaces that have often been very speculate. The hotel, the office, the residence.

Researcher
Okay, understandable. And so now we're going to discuss the first topic. So that means affect. Affects can be described as the outward expression of someone's emotions. Affective practices includes or responses to either positive or negative feelings related to emotional behaviour that an organisation implements. So what is your opinion regarding TSH in this field and do you think they are implementing enough or not enough processes?

Researcher
So if we have enough affective processes or things that are focused on affect?

Researcher
Yes, things that are focused on affect. So it can be procedures, it can be any type of processes that you think of. It's an open question to you what your opinion is regarding this topic is. And how well TSH is performing in this.

Interviewee
Okay. Someone sent me a quote the other day, and it says like: "True fun, making a point of noticing moments of playfulness, noticing moments of connection, and noticing moments of flow really can go a long way in helping us to benefit psychologically, from the moments of fun that we are already experiencing." So what's interesting, I think, what we are noticing a TSH. There was always the departure from being extremely personal and very involved personally, which is, of course the highest achievable

emotion. You feel very special, you know, you meet the boss, like everyone is part of the family. Then everything scales up, and then it becomes more professional, but it also becomes a little bit less personal. So in that process, we noticed that creating special moments is actually not very easy. Especially if their dictated, it actually becomes a procedure and not something that is spontaneous or you help each other. So what this quote also does, and I'll share it in a few, is that we basically try to create this consciousness of moments, which can be very little very profound, very big and very spread out. And that you focus on creating the consciousness, the connection, and that can be through digital means. But it can also be through personal means it can also through other senses, like it can be a visual stimulation like in our design, for example. That is a very common point of reference for us. We surprised with and we do that through events and attention to our community.

Researcher
All right. Clear. And why is it important for TSH to measure emotions, you think?

Interviewee
Well, I think emotions are the bonds, the things that we stick with us. It influences both in a good positive way, as well as when we feel unhappy. I think when you look at what we do, the most interesting part is to have an emotional connection. In general, that people feel something special, something emotional, it's, it's also what is the most precious to achieve as a company and people feel positive emotionality. But having said that, the good part is also like, you have the ability to influence people's lives by taking on a role that could be like either you are part of the community for the rest of your life, or you feel that you're a part of something that was really meaningful to you. And someone else in our fields, said that the retention rate of people comes from emotional connections. And in this case, he made it very explicitly saying, if you make one valuable connection it can be a friendship, meeting a lover, meeting a partner, making the business connection, that can be valuable connections, those connections are made in a TSH via a TSH connection. That it's worth sticking around at TSH. Measuring emotions would therefore be extremely useful for TSH.

Researcher
If I understand you correctly, it would be useful for TSH to create loyal guests and customer retention.

Interviewee
Yes, exactly

Researcher
Okay, and how would you define success for TSH events?

Interviewee
So, the TSH events are the things that connect us. A lot of people when they think of events, is like major stadiums with football games, but can be also very small events. Like within TSH we say, little routines, little special moments or something really extatic. So, we look at events in three different levels. And each of them have their own value and also their own success. So, with a routine it is successful that it supports something that creates a reason for you to go back to, or it creates structure in your day. It can be a coffee moment or weekly lunch. The more special moments are the sense of surprise and love and attention is often connected to that's where I felt cared for, where I got something special, maybe a little privilege, you know, that you're part of this community and something is given to you. Yeah, it can be a freebee, it can be a startup in the community that gives away free pancakes, because they're introducing a new organic syrup that they want to test and try out. And, of course, also access to people like success, as you made a connection, as we said before. So maybe you need an inspirational speaker or writer that we are talking about in the book club. So those are things that you can measure.

Researcher
Yes, exactly.

Interviewee
Success of events is not just the amount of people that come to an event.

Researcher
That alligns nicely to my next question. So the metrics that we're currently using within TSH to measure success are for big part based on the number of participants, the things we have a Monday.com, that are

mostly unlike numbers. Do you think that we are already making progress within like changing this? Or is this like the future when TSH said, that we're going to change these numbers for the metrics that you were just talking about that are more important to us to define success?

Interviewee
Yeah, we are not technically always ready everywhere, or we don't have the capacity to process so much data at this moment. So we're investing in CRM and other tools that are basically allowing us to quite easily measure engagement in different ways. Participation is one thing, of course, but then you see also content, how the event has been talked about. You have reach and you have engagement. The number of people that feel the emotional need to say something about something, that's also a sign of the number of posts that people make personally. There are different ways of measuring what's successful. And, and then also with words, if you do content scanning, you can actually search for certain words, positive expressions versus negative expression. We want to become more and more sophisticated there. But there is still quite a roadmap in order to do so.

Researcher
And about the content scanning, which you just mentioned, are we currently implementing that at this moment?

Interviewee
Yes, we do. The digital team now analyses all the engagement online and follows and there are software programmes that help them. Funny enough, we're doing it for social media posts, like things that are posted on on Instagram, but not for Instagram stories when else for reels. Technology goes so fast and trends are shaping so quickly. This is a way of engagement online that we missed out on, something that has become the most popular way of talking about an event. To reach the event attendees directly, TSH needs to simplify their metrics of collecting feedback, in my opinion at least, the old fashion way.

Researcher
Ah, that is a shame indeed. All right, the last topic is about the following. There are multiple possible solutions to measure the success based on emotions. And I'm going to just give you one example of a solution that could be helpful. I would like to ask two small questions like whether you like it, what the do's and the don'ts you think are for the solution. It's not something that would necessarily work just it's an open question for me to know what type of direction I could go into. So the possible solution that I chose to ask you is an app called the THX application. This would serve as a outsourced evaluator. And this app recognises behaviour of attendees based on their location and their audio, which will be further investigated through small surveys after they attended an event within the application, so it's really easy. Every participant is of course asked for permission and privacy laws are really implemented in the app. So if a student or like anyone from the community does not agree with what has been recorded, it will not be recorded. In return, they get points for every hour, the application is allowed to use these tools. So with these points, they can, for example, get gift cards, prizes or support a good cause, anything. The measuring tools of this app, they recognise their behaviour and type of events they usually go to, based on the location and length of stay, but also, the microphone recognises the interaction and involvement and the immersion of the participants while attending the event. And the questions in the survey that are asked are tailor made on the company so we could decide ourselves what we will ask them do you think a possible partnership with an application like this would be useful for TSH? It is an existing app already.

Interviewee
It is an interesting and good question. Of course, it's always nice to have more data and more data points. In principle, yes. That will be interesting. I guess the part that triggers me is the component where you say 'okay, it's it measures new ways of emotional expressions.' But what would you do with that information? That I have not thought about. Because there are different points to collect things and then to also make it measurable or standards. I think that's in general interesting. Because it has to be worth it. So how much time can you afford to spend on this? That's a little bit my doubt, like so much effort for something that small. But always good to keep an eye on these new things. I think we're coming from a point where we're trying to improve with the tools that we already have, to get a couple of really stable KPI's measured.

Researcher
Okay. Clear. Okay, well, these were my questions. Thank you so much for the interview and your time. Are there any questions you would like to revisit?

Researcher
Not of this interview, I really liked the questions and your topic. A tool to measure emotions is really needed at TSH, preferably one after the event took place. I do want to speak to you about your final solution once you have finished. Have a good day.

Interview 6

Perspective of interviewee	Community member of TSH
Occupation	Entrepreneur working at Collab at TSH
Length of interview	18 minutes

Researcher
Thank you for your time and participation. I would firstly like to thank you for filling in the consent form. This interview will approximately take 20 to 30 minutes. Lastly, I would like to ask for your permission to record this interview, for me to transcribe it.

Interviewee
I give you the permission to record this interview.

Researcher
Thank you. First, I will explain my research topic: 'how can you measure the success of events based on emotional impact? Within TSH I was responsible for the global event programming. As you might know, TSH is working on becoming more sustainable, by obtaining the B-corp certificate. One of the requirements of this certificate is to measure the emotions of participants of events. Therefore, this research question. The goal of this interview is to gain knowledge about their current emotions towards TSH events and the effect of the current measuring tools of TSH. Firstly, I would like to ask some background questions.

Interviewee
Sure, that's fine. Can you give the definition of affect?

Researcher
Well, it can be any feeling the participant has. It can be why they are coming back, what they felt was interesting about the event how the event made them feel etc. So it's more based on emotions and less on numbers and on the rate of participants. So yeah, the goal of my interviews actually to gain more knowledge about their current events and the effects of the tools that TSH currently using. I would like to ask you some background questions first, even though you already answered a few of them. So, what is your occupation?

Interviewee
So I have a consultancy company called 'To Good To People', and our goal is to help people work better together and fast forward their projects. We mainly work for the water City Council, a lot of water parties and great operatios in the Netherlands. And we try to contribute to the energy protection, a cleaner water chain, and sustainability. Me and my associates work from The Hague. And we have about five people we use as contractors. And yeah, that's basically what we do.

Interviewee
Okay, nice. And what was your motivation to use for a flex-office at TSH?

Interviewee
Well, I was connected a few years ago, I was looking for a place where I could just work once or twice a week. But in the end, I started to work there, four or five days a week. The first time I came to TSH, what I really liked was the atmosphere. So there's a very big difference between all kinds of people staying at TSH. There are entrepreneurs, people who are trying to set up a business to a variety of people and students, so the scenery really attracted me. I felt very welcome. So yeah, basically how I came to TSH. I also compared it with other co working places, and I think the identity and atmosphere is very unique.

Researcher
Nice. So now I would like to ask you some questions regarding events at TSH? My first question, have you ever attended a TSH Collab event?

Interviewee

Yeah, I attended multiple events, but I forgot the names of the events. But let's say the network events I like a lot. And so often small events organised. All the younger people and all the interactions from the connectors. They also organise events like Friday afternoon drinks and stuff like that. And they are always very nice, because you connect easily to other people as well.

Researcher

Okay, good to hear. What did you like? And what did you not like about some of the events that you attended?

Interviewee

That's, that's very good question. So what I like is the fact that people are very laid back, and everything is well- organised. The atmosphere, the way the connectors bring people together within, that's what I like a lot. However, sometimes I think that the communication could be a little bit better. Because not everybody knows where things are going on. I think because there are so many people in the building that it would really contribute if you could mobilise more people, because I made friends within TSH and I also gain business via TSH events. So they have such a big community, it would be better if you could let them communicate better, so people would be more aware of what is going on.

Researcher

Okay, so maybe one platform where everyone can see like, what events are going on?

Interviewee

Yes, exactly. They have 'Slack' as a platform of course, this communication channel, where they have all kinds of boards. But if they would consistently communicate to everybody like "Hey, there is an event, this is what we are going to do", then it would be would be great. Simple thing, what they have is a coffee card where you can buy coffee carts for 20 euros. So for 20 years, you can buy 20 cups of coffee. That's a very good deal. If more people would know that the more people drink coffee, because I have met people at a coffee counter, where I'm going to do business with.

Researcher

Yes, good one indeed. I fully agree from experience. I know that exactly what you're talking about. So that's interesting to hear from a different perspective. After you attended an event, was there something any tool or any way that TSH reached out to you to ask you, if you had any tips for improvement, or if you liked the event? Or was there any way that they contacted you after an event?

Interviewee

No, they did not contact me or ask for any feedback, I wish they did tho. I will give you a small example from communication perspective. And this basically has nothing to do with events, but it's just a thought. Maybe Google form would help. It's a very good idea, where you can scan a QR code and and fill in your details. After that, you don't receive an email or spam. So I think if they could use Google Forms, and Google to do all the communication, and maybe do a questionnaire if you like an event, or do not like an event, would there be interest to organise more events etc. That would be a good idea. I think it would be also good if they would communicate that you could maybe set up your own event, because I was not aware of the fact that that could do so, and I would love to set up something myself as well. Maybe, you know, every few months that they contact us.

Researcher

And how would you then see this happening through Google Forms?

Interviewee

Google Forms works very easily. So basically, in a Google Forms, you create an event. It's called 'new event'. And then you invite people in Google Forms You ask if you would wish to be interested to attend an event, what can be an event? Would it be a knowledge event? Would it be a social event? Would it be a networking event? Based on that, you can make a summary of what people would love to attend, but also what people would like to contribute. Because it works both ways. You could create an event and you could attend an event. Because I think if you people would know that they could maybe organise something within TSH, that also could benefit both ways.

Researcher
Yeah. And then you would suggest, for example, with these Google Forms, to share it on their emails? Or how would you promote it?

Interviewee
Google Forms is basically a tool that you could use to make an inventorisation. So if you would send out a Google form to the community to make an inventorisation based on what they would like to attend, or which events they like best, or if they are aware of the events that are going on. TSH uses some software where I can see my invoices, but I'm not aware of all the stuff that is going on. I don't use Slack. I mean, I do it, but not for TSH, because I also get too much information on this one platform.

Researcher
I completely get it. We currently we use Monday.com, where you can also send forms. And that works quite well internally. But communication wise it could improve for sure, is what I have noticed as well, not only in the Netherlands, but everywhere in TSH. So that's definitely good feedback.

Interviewee
I will explain how it works very simple. We do it as well at my company. At my work, we use workshops to help people work better together and we work in very complex matters. So we use a lot of Google Forms to extract information and it is a very easy way to structure information. And regarding the current tool we use you know, that members use with all the dashboards, I only go there when I have to pay an invoice.

Researcher
Okay. And do you use the TSH Eventbrite? Here is where you can see an overvie of all events happening and where you can apply for an event.

Interviewee
If I click on events, you know, I didn't even know that this was a thing where I could see events, you know? I wasn't aware of that either. Not to be rude, but I just never used it. I never looked into it.

Researcher
Yeah, because students they also use Eventbrite, but we noticed indeed, that's outside of students not that much.

Interviewee
Oh, I never knew TSH used Eventbrite. If I knew that TSH would have used it, I would use this as well. I am a fan of Eventbrite.

Researcher
They do use it for all their events. The thing it is again lack of communication, because you were not aware of it. I am really curious actually, about the Google Forms. Because I think it might be a good solution to part of the problem of this research. And then I have one more set of questions. The last questions will be about affective processes. Affect is the outward expression of someone's emotions and it is proven by researchers that implementing affective activities, so measuring affects and measuring the emotions. Can improve brand loyalty and brand recognition. In case TSH provided you with more feedback possibilities after events, would this have any positive or negative or no impact on you, and why? So you can, for example, think of a smiley button that you can press after an event or like anything that you can give your immediate feedback?

Interviewee
Yeah, I think it would contribute to me coming back to events. And it's also a nice way of measuring, because it's an easy way to gain feedback that doesn't take a lot of time and effort. But at TSH, I would send out a questionnaire at the event itself or right after the event someway. You have to look to the GDPR regulations and check with TSH, what kind of information you can receive, but maybe you can do a questionnaire via the event page of the Collab tool and ask if it is okay if you do a small anonymous feedback session.

Researcher

Yes, that would be nice.

Interviewee
My philosophy is, if you do something you have to do it very simple, in order to get the best result. I am a fan of your, your idea and research topic. And I think you will figure it out, as long as you keep it simple. Do not do it too much. Some people are a little bit 'review tired'. So if you would use a smiley button or possibility during the event, that would be better.

Researcher
It would not be too extensive indeed. All right, thank you for this interview, these were the questions I had prepared. Are there any questions you would like to review?

Interviewee
No, all good. It was nice to meet you.

Interview 7

Type of interviewee	Field expert
Occupation	Professor in Emotions and Affective processes at the University of Amsterdam
Length of interview	18 minutes

Researcher
Thank you for your time and participation. I would firstly like to thank you for filling in the consent form. This interview will approximately take 20 to 30 minutes. Lastly, I would like to ask for your permission to record this interview, for me to transcribe it. I will explain my research topic: 'how can you measure the success of events based on emotional impact? Within TSH I was responsible for the global event programming. TSH is working on becoming more sustainable, by obtaining the B-Corp certificate. One of the requirements of this certificate is to measure the emotions of participants of events. Therefore, this research question.

Researcher
The goal of this interview is to gain more knowledge about measuring emotions and affective processes in companies. andwhat the consequences of measuring emotions are
First, I would like to ask you to tell me a bit more about you and your occupation.

Interviewee
I am Agneta Fischer and I'm a professor in emotions and affective processes. But I'm now also Dean of the Faculty of Social and Behavioural sciences, which means that I'm basically in charge of the whole faculty, so I don't do any much research anymore. But I've been involved in emotion science for the past 30 years. Therefore, I know a lot about measuring emotions in general. So, I can help you with that.

Researcher
Nice, it seems like you really can yes. Thank you. The first couple of questions will be regarding measuring emotions. What ways are there to measure emotions?

Interviewee
So there are different ways to measure emotions and it depends a little bit on what the goal is of your measurements. If you want to know more about the attendence of events, you do not not only want to know whether they think positively or negatively, but also whether they found they were engaged or whether they found it funny, whether they found it boring. So you can ask a little bit more about specific emotions. That's what we'd call it. And so not only positive or negative, but also maybe some more specific emotions. Because you want to know, I think, whether people want to come back to similar events, whether they share the positive emotions they have with others. There's some sort of general sharing of the positive feelings that people have. So, you can ask about these types of different emotions.

Researcher
Okay, clear.

Interviewee

Whether they were happy during the event, whether they were enthusiastic, or if they were inspired, whether they found it funny etc. But also, some negative emotions, like whether they were frustrated in some way by what's happened whether they felt angry or things didn't go well. We're not organised well. Irritated is maybe a better word. Or maybe they were bored, this is a negative emotion that is very common in these types of things, like events.

Interviewee
You can ask people with a survey, what they felt during the event, but you can also ask them whether the emotion will influence their future behaviour. So, you can ask them whether they would like to come back, if they would go again to an event like that. I I don't know the specifics of the event, but you could think of some behaviours that would be signalling their emotional involvement.

Researcher
Yes, good one. And are there any tools or ways there are to measure emotions, because everyone expresses their emotions in a different way.

Interviewee
Well, there are different tools. You can ask people what they felt, which is generally the best measure for events like the ones you described at TSH. You can also ask them: "Did you feel happy during the event?"

Researcher
Yeah. Okay.

Interviewee
The other way to do it is, of course, physiological measures, but that is that is not very handy in such a context.

Researcher
No, I don't think so either.

Interviewee
Another way is to observe them, to look at their facial expressions, or their activation during the event, or things like that. The questionnaires that you can do always afterwards, you know, you can always send them an email and ask them a couple of questions. So that is most efficient and practical. If you want to do observations, you have to film them. They have to give consent to use their the videos. So that would be another way but it's more difficult.

Researcher
Yes, of course. And would you say asking in person like you mentioned it as the first option would be the most effective so to say, if you really want to capture the emotion in events?

Interviewee
Yes, I think in person would be the most effective. So there are two ways that you can ask them when they are there.

Interviewee
Just give them a couple of questions and make participants answer them in the break during lunch, or as part of the event. That is the most direct and effective measure.

Researcher
Yeah. Okay, that is clear.

Interviewee
If you if you would do it afterwards and you can ask them if they would go back to such an event, if they can still remember how they felt during the event. Most of the time people remember that, and then ask them the same question, because it is still not so long ago. It is also reliable to do it within a week after.

Researcher

Yes, the only thing that I'm scared of is that you know, people get so many emails to fill in yet another survey or questionnaire.

Interviewee
Yeah exactly, that is really the problem with that.

Researcher
So, I think what you said, asking in person during the break would be something that I would like to continue with.

Interviewee
Okay, it would be best by the way, to do it with several people. Because on your own, you can only do, a couple of people.

Researcher
Yes, that is true.
Interviewee
Another option is that you have paper and pencil questionnaire and give it to people who are sitting there rather than interviewing person by person. Anonymity often enhances the validity of emotions, people naturally feel more comfortable expressing their emotions that way.

Researcher
Okay.

Interviewee
But you can also have pile of question lists and give them to people and ask them to fill it in and put it somewhere, in a box.

Researcher
Yeah, that's a good one. So it will also stay anonymous as well.

Interviewee
Yeah, exactly.

Researcher
Okay, perfect. So I already answered a few of my questions, to be honest, if I look at them. The last question we still had from measuring emotions was what are the benefits of measuring emotions within a company in your opinion?

Interviewee
The benefits of measuring emotions rather than do something else or?

Researcher
So in my research, I found it that there is an evolution of companies wanting to implement more affective processes, so looking at the emotions of their employees. Because in the past, it was really different. So it's more of a general question of what you think are the benefits of implementing measuring the emotions of your employees?

Interviewee
Now I see what you mean. So people want to know about emotions of their employees, or their clients, because they are more reliable than just their opinions. People are honest in reporting their feelings and usually less in honest in opinions. Feelings predict to a certain extent better their behaviour and their motivation, their commitment towards the organisation, then cognitions, which is basically opinions that they have without the affective component.

Researcher
Yeah.

Interviewee

Do you understand what I mean?

Researcher
I do understand what you mean. I have to think about a bit.

Interviewee
So for instance, if you would ask someone: "Do you feel proud of your organisation?" It would be a better measure then if you ask them: "What do you do you think that your organisation is good in at their market?"

Researcher
Yeah. And why?

Interviewee
As it gives information about how committed people are.

Researcher
Yeah, that is true. Because if it's not that important, you would not really say in this example that you will be proud in general.

Interviewee
Yes, exactly.

Researcher
No, it makes sense. I still have a few questions about regarding affective processes within companies. We already talked about it a bit just now. So how would you define affect in general?

Interviewee
I wanted to say that about affective processes, emotions are affective processes. So in the scientific literature this distinction is being made between affective processes and emotions, because emotions are more concrete. You have anger, sadness and you have joy. Affective processes is more a response to the way in which these emotions occur and how they are expressed. So it is a more general term.

Researcher
Okay, yeah, that's also what I found actually. Like the way of how you express the emotions.

Interviewee
So it is all evaluation reasons, when companies have affective processes. Whether you find something positive or negative, that is an evaluation. That is also an affective process, but it is not necessarily an emotion.

Researcher
No, I get it yes.

Interviewee
It is a conceptual distinction, actually.

Researcher
Yes, good to know. And then, what are examples of affective processes in companies that you think that work well, or that you've seen throughout your career?

Interviewee
If you would talk about affective processes, then that would be the more general emotional culture or the emotional atmosphere. Which is, unrelated to a specific event or specific behaviours. So the affective process could be that people are afraid of their boss, so that there is a fear culture. Then that is a sort of collective affective process. That could be enthusiasm, or inspiration, or pride, or shame, and these are maybe more emotions that can occur. But there is also a difference between what an individual employee can feel and the collective feeling of, you know, an average of all the employees as an indication of the culture in the organisation.

Researcher
Okay, are there tools or things that companies can do to make the atmosphere at the organisation more open and that they take the emotions of their employees more into account. What are common tools for companies to do so?

Researcher
Very nice question. It depends very much on the type of organisation and also what's going on. If the company wants to be more open, the first thing is that you need to know what's going on between your employees, so what they think, what they've seen, and what they know. So it's also about information that they've seen and the transparency of decisions. It's not even necessarily about about their feelings.

Researcher
No, okay.

Interviewee
It is important that if you want to get support from your employees and decisions, it is important to know what they think and what they feel about certain things. One option is to have to have meetings to to discuss that. Again, it depends so much on how the organisation is or how it is organised and how big it is. But knowing what people think and feel about certain decisions, about management, that is the start. And they should trust the the management, if there is no trust, people never say anything.

Researcher
Yes, true. Thank you so much for the interview. Are there any questions you would like to revisit?

Interviewee
No it is fine. Of course, my pleasure. I wanted to thank you as well for reaching out, really nice. I hope I could help you with your thesis.

Interview 8

Type of interviewee	Community member of TSH
Occupation	Extended stay hotel guest of TSH
Length of interview	15 minutes

Researcher
Thank you for meeting me today this interview should last between 15 and 25 minutes. would also like to thank you for filling in the consent form. So I would like to ask you, do you agree with the recording of this interview?

Interviewee
Yes, I agree.

Researcher
All right, nice. So basically, the interview will focus on the following research question: "How to measure the success of events based on emotional impact." The questions relate to the events we host for the Dutch TSH community. I initiated an interview with you as a hotel resident within the TSH community, to get a clear perspective of what you TSH is currently measuring at their events. So first, I wanted to ask you some background questions. Can you tell me something about yourself?

Interviewee
I'm ████████, and I have been staying as a hotel guest at TSH Delft for 7 months now. I'm originally from Belgium, from Antwerp, and for work purposes I am currently living at TSH Delft for one year.

Researcher
All right, nice. And what motivated you to stay at TSH?

Interviewee
That you have everything under one roof and that it is centrally located and close to my work. I can go to the gym, make new business partners and there are always interesting events happening. Also, that it is

very international, so convenient for my profession. If you are okay with it, I'd rather not share the firm I am working for, as I am not sure that they want to be mentioned in your thesis or be associated with TSH.

Researcher
Ofcourse, no problem. And what was the exact reason before you lived here, that you wanted to live at TSH and not for example rent an apartment in Delft?

Interviewee
Okay, so when I was sent to Delft for one year, I was looking for apartments close to my work but I was really trying to find something for this period of time. Also, as I did not know anyone in Delft yet, I was looking for a place where I could easily connect with other people. I think it was just like you had kind of a security that a lot of stuff was provided to you and a lot of stuff you don't have to deal with, moving to another country. That is how I ended up staying here.

Researcher
Allright, makes sense. And regarding meeting new people, did you know about the TSH community before you moved here or was it something you realised while living here?

Interviewee
I did not know about the community that much, but I knew it I was able to connect easily to other people here.

Researcher
Okay. About the events, what was your favourite TSH event until now and why?

Interviewee
My favourite event, actually, now that I'm thinking about it, was the Human Factor event, where students were linked to entrepreneurs and people already working within the Business Innovation sector. It was held in Collab in May. I really felt connected to everyone in the TSH Community at that moment. There were snacks, drinks and several CEO's and senior managers attended this event to share their knowledge. However, I found out really late about the event, so I could only be there the last 30 minutes. Also, the organisation could be better at the event itself, it felt like TSH was understaffed. Also, I would really like to attend a similar event, but until now, I have not heard anything about it.

Researcher
Sounds interesting. I have attended one Human Factor event in Amsterdam City myself in May as well. A shame to hear it was not properly organized from TSH's side. Did you TSH asked about your opinion regarding the event?

Interviewee
No they did not ask for any feedback. The only thing they did, was that sometimes they would talk to staff members about an event that happened, but not that I was actively asked for feedback on an event, even though I would really like that, as I was wondering if the event would happen again.

Researcher
Alright. And do you think that TSH should take your emotions, like the emotional impact events had on you, into consideration when hosting events?

Interviewee
Yeah, definitely, they put so much work into hosting events. And then I think it would definitely be good to see what kind of impact it has on the community to see if they should continue doing something. I think that would be super helpful.

Researcher
Yes, okay. And would you be more eager to go to a TSH event, if you knew that they would take the impact it had on you into consideration? Or would it not really matter to you if they did it or not?

Interviewee
Definitely, as I live here and TSH is more to me then a hotel, but my home, it would definitely matter if they would take my opinions and emotions into consideration. Because then you feel like more seen and heard

and feel like you're really part of the community. However, I do not want to receive yet another survey, like the current NPS. I would like to give feedback face-to-face and direct.

Researcher
All right, understandable. Within this research, I created a possible solution to the research question. So, the research question was "how to measure the success of events based on emotional impact?". A possible solution is to use the THX application as an outsourced evaluator, so this application recognizes the behaviour of attendees based on their location and audio, which will be further investigated through small service within the application. And every participant is of course, asked for permission to have access to their microphone location, when they have downloaded the application. In return, they get points for every hour the application is allowed to use these tools. So within these points, participants can win gift card prizes, and so on. And these measuring tools can recognise the participants behaviour and type of events they usually go to, based on location and length of stay. And the microphone can recognise interaction, involvement and immersion of the participant while attending the events. Do you think that this solution would be useful solution for TSH or not? And why?

Interviewee
Well, it sounds interesting, and I think it could definitely help collect your feedback. I think it's also a good idea to make it like kind of like a competition or like a game like you mentioned. I'm not entirely sure if everyone would be willing to have their microphone on. Like would it also record like the conversations you would have with others, or am I just too old to understand this? As I mentioned before, I really like face-to-face, as believe it is more personal and effective. Looking at the TSH concept, I also think that something simple face-to-face would suit better.

Researcher
No good point, multiple people shared this opinion with you and I will for sure take this into consideration. All right. Well, thank you so much for the interview. Is there any question you would like to revisit or do you have any additional questions?
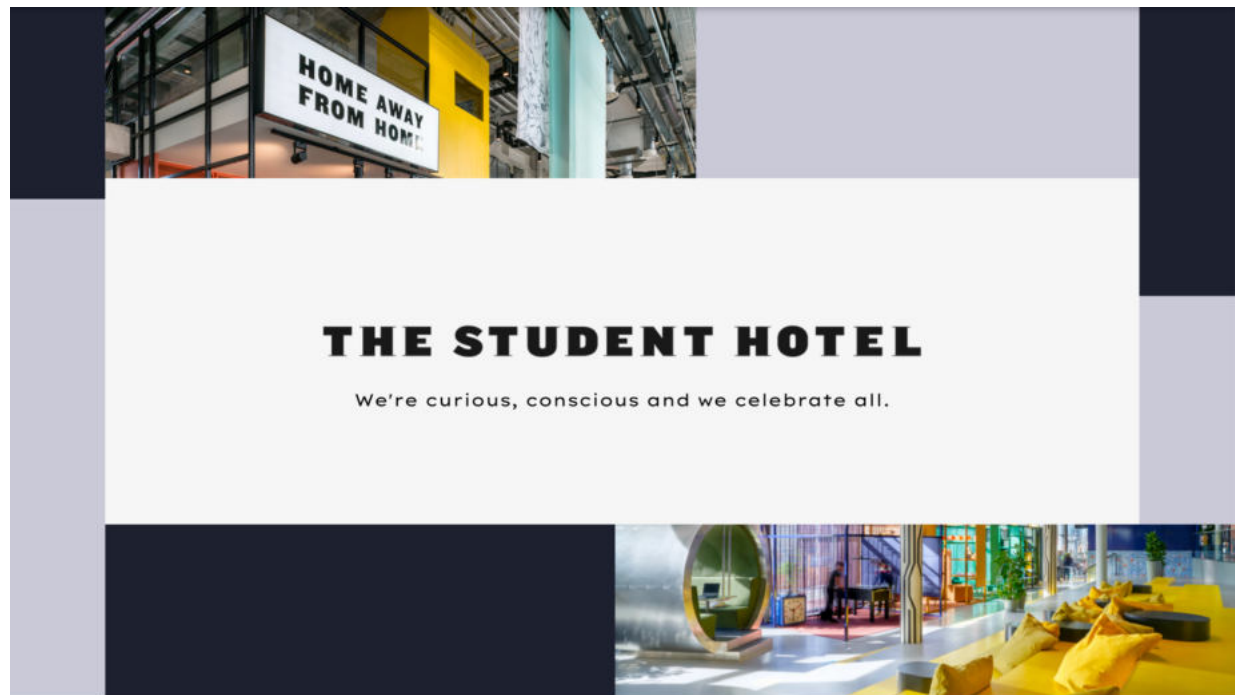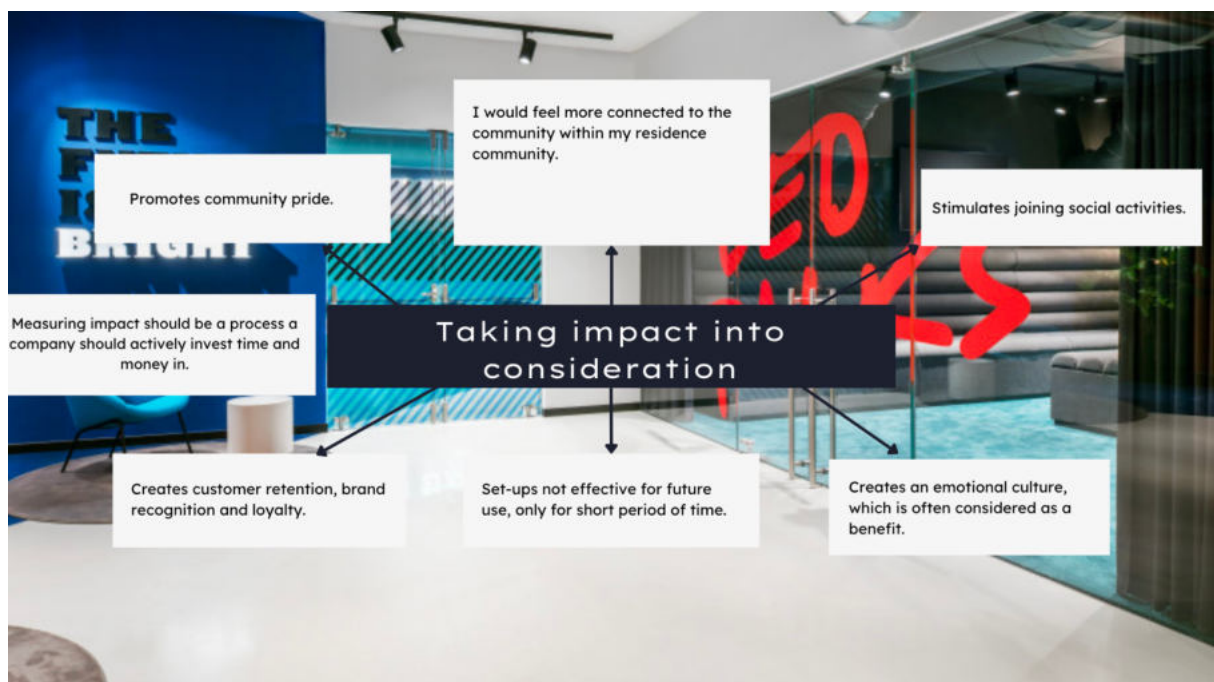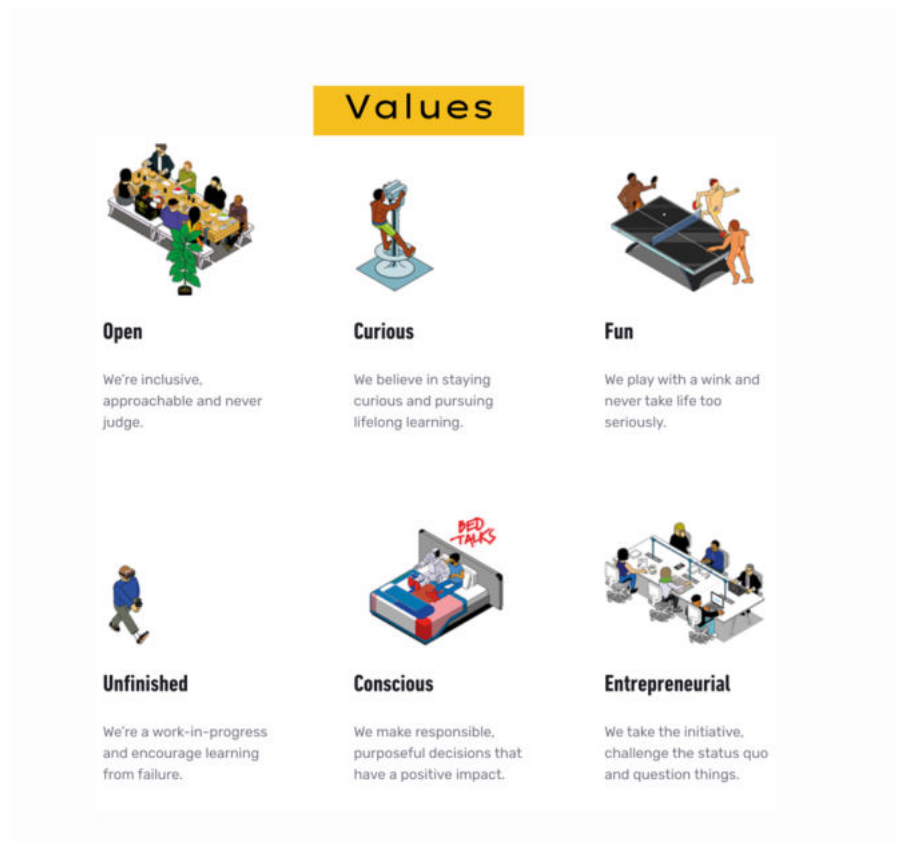
Interviewee
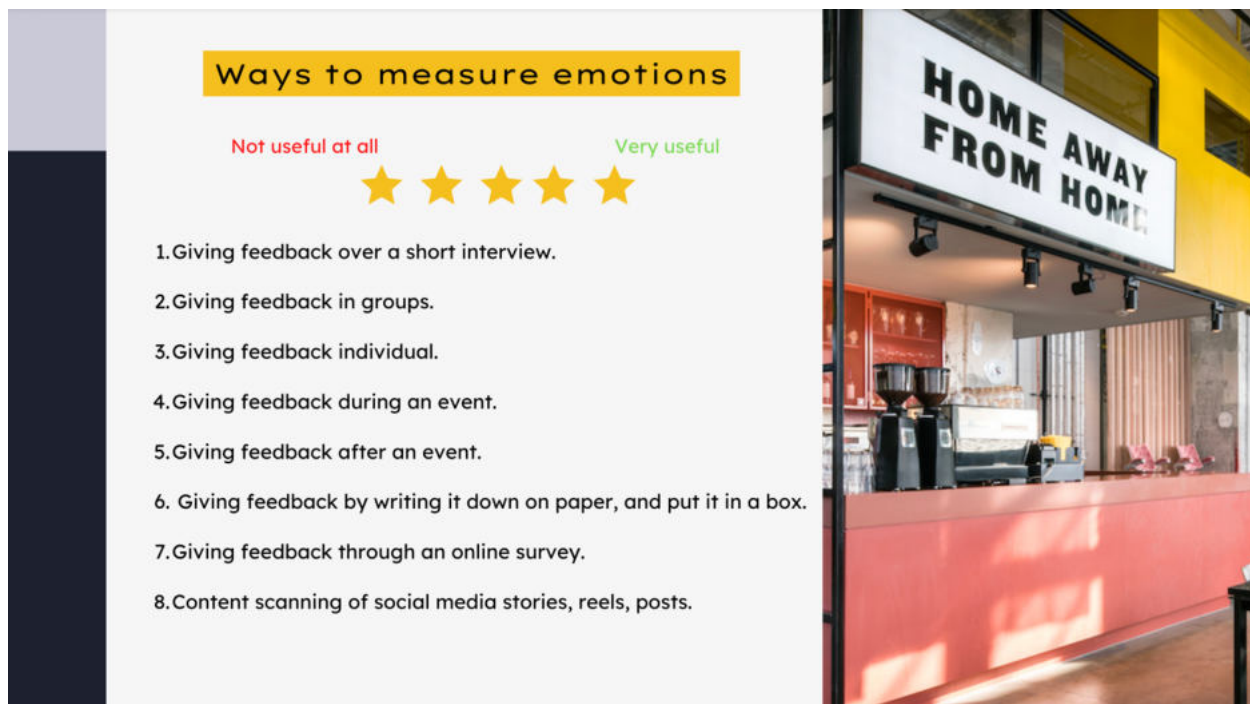No, everything was clear. let me know once you have finished it, happy to read it. Thank you.

Interviewee
Will do. Thank you again for your time.

Appendix 4: PowerPoint Slides Focus Group

Ways to measure emotions

Not useful at all   Very useful

★ ★ ★ ★ ★

1. Giving feedback over a short interview.

2. Giving feedback in groups.

3. Giving feedback individual.

4. Giving feedback during an event.

5. Giving feedback after an event.

6. Giving feedback by writing it down on paper, and put it in a box.

7. Giving feedback through an online survey.

8. Content scanning of social media stories, reels, posts.

Appendix 5: Transcript Focus Group

Researcher
Thank you guys for joining. So I am writing my thesis for the student hotel. For you to of get an idea of their concept and why I'm doing this topic, is because the concept is built on 'students deserve better'. So it's like that's how it created but now it got expanded to an entire community of like flex workers, students and hotel guests that stay there for a year. And so they're really working on, where can we create the best space where students and travellers can find a purpose and network, which stimulates them and it's a place for the student spirits curious, open free and adventurous. The main thing that they're like working on now is, to make a complete connected community. So that a hotel is not only an hotel, that a workspace is not only a workspace, but it's all combined. Furthermore, they also arrange events, where entrepreneurs can meet students, where they can exchange ideas and where companies can meet each other. And it's currently becoming Europe's biggest hybrid accommodation for students or hotel guests and professionals. So yeah, that's a bit of information about The Student Hotel. Some of the values are conscious entrepreneurial, also unfinished, open, curious and fun. So this is for you to get an idea of the concept. So my thesis is about how to measure the success of events based on emotional impact. So that's quite hard also to measure because emotion is not something tangible or with ranking.

Researcher
I have several statements about taking emotional impacts into consideration what is scientifically proven. And then for each statement, I would like to get your opinion. So the first one, taking impact into consideration promotes community pride. Do you agree, like what do you think of it?

1
Just a question, before I share my opinion. When you mean taking impact into consideration. Do you mean like the impact of an event? Or in general, an initiative started by The Student Hotel?

Researcher
Well, for my research it is regarding events, but it can also be like emotional impact of a companies employees in general. But in my case it's maybe easier for you to think of events. Because you have all lived or are currently living in a student accommodation where you are part of a community, I would like you to think from that perspective. So would you think whenever your student residence would host events

and they take the impact it had on you as a new student and an international students. Would that make you feel more connected to your community?

1
Yes, I mean, for sure. I think that's if I can say for myself that's whilst we were in Hotelschool, as students, that a sense of community was super important to feeling integrated wherever we live, and events and initiatives took really big part, especially with myself. Coming from Portugal, I found it really easy to feel at home and feel included and happy where I was, if I was felt like I was part of the community and that happened through the creation of initiatives and events.

2
I also agree with that. I mean, I also think the natural environment of TSH, like what you're describing or any campus has already that natural kind of community vibe. So naturally, you feel part of something. And I think if my student residence would check up on me to ask how I felt from time to time, as a student coming from Sint Maarten, it makes you feel part of something. Neyenrode hosts a lot of events for its students, of course, they had an impact on all of us and we felt included.

3
I know in my case, there's also a lot of people who study abroad, so I mean, as cliche as it sounds, I guess it's also good for networking, if you tailor your events on emotional impact.

6
Yeah, for sure. And then the next statement, would you feel more connected if your student residence would really consider, what do you guys want, after an event? If they really made an effort to making you feel at home, and would that have an impact on your sense of community?

3
Yes, it would. I would really like to have an input on how the event would look like, as we are the target group of their events right. The sense of community gets created by doing things together, being in the same situation, such as living situation, going to the same events etc.

5
I think so, because if you have the same events that are based upon your wants and needs, then you can connect better with your fellow students.

1
Yeah, I agree, I also think that if I know they're organising a bingo night or whatever, or for example, not organising things often enough can also be the case, then you're not getting the needs for you able to develop and really connect within your environment. So I think that event engagement pointed to contact such as feedback and being able to contact the students to understand what they want, are super relevant to organising such initiatives.

Researcher
All right. One of the statements is that taking emotional impact into consideration, creates an emotional culture, which is often considered as a benefit. And an emotional culture is that there's a culture where emotions are being taken into consideration where it's not just okay, we host this set of events or this set of activities, but where there's a culture where we really look at like what the students want for type of events and activities. So you guys agree with that? If there is an emotional culture in a company or in a student residence, that that would a benefit? Coming from a place where you live there?

8
I think, yes, because if you organise a football event, but no one likes football, then I think it would be less popular then if I organised an event which everyone likes.

Researcher
Yeah, exactly. Okay. Well, I think from your opinion, based on the other statements that I mentioned, I can conclude that, you all think that it's important to take emotional impact into consideration. Okay, so there are several ways to measure emotions. However, there's not really a process in place at the moment, to take emotional impact into consideration, at The Student Hotel. So I just wanted your opinion based on five

stars, from not useful at all to very useful. So one star means not useful and five, very useful. So I stated eight characteristics of possible metrics that I can implement, and I just wanted your opinion of what you think would be useful and what not so much. So the first one is giving feedback over a short interview, so that students have a small interview of what they thought of it.

1
I think personally with our generation, which is your target market, digital usage of feedback retention are more relevant, because being interviewed that sounds like it would take a whole lot even if it would take just five minutes. If you get a survey, or a chat where you can easily deliver, that's better. So I would say like two stars or one star for interviews.

Researcher
Okay. Next one, ■ for sample

1
Well, what ■ said, I agree with him a bit. But I do think that within interview you get more details then a survey.

7
I think with a short interview you get more information. So it's then quality over quantity. With, for example, individual feedback through a questionnaire it's quantity over quality. In your case it should be, quality over quantity.

Researcher
Yeah, that's true. So how you would how many stars would you then give it?

7
In terms of way to measure five.

3
And you ■■■■?

4
Yeah, I mean, I think it depends exactly what you're looking for. Or like, what is it what it is you want to get out of the interview. Because I mean, if you're talking literally in terms of measuring emotion, then indeed you get the most detail from interviews as ■ said.

6
Yeah, allright. And you ■■■■?

5
I give it three stars, because of the reasons you just gave. I think if you are talking about emotions, it's good to do it.

Researcher
Okay. And then next one, giving feedback in groups?

1
Um, I would say three stars. I think that if I was suddenly randomly picked with a group of my friends to answer some feedback grounds, then I would go five minutes. So yeah, I would say three or four stars.

8
I would also say three because, like we experienced have in a group ■■■■ said something , and we all agreed, so you probably would have the same thing in a group with feedback, a domino effect of opinions, and not true subjective opinions.

2
Maybe your feedback will probably, feed off of someone else's in a group.

6

A bit biassed?

2
Yeah, exactly, biassed.

3
I would give it like a four, because groups sometimes help other people open up, because they become a bit shy of someone like me, who will talk way too much compared to other people.

5
I would give it four, because I would prefer group feedback over giving a short interview. I would rather do with with my friends than alone. But it can be a bit biassed indeed.

Researcher
All right. And then giving feedback individually.

1
Do you mean in person?

Researcher
Yes. In person.

1
I think for me the same as the first one then, that I would give it like two stars as well. Because generally speaking, people will stop less if you pick them out individually to just have a conversation. Usually people say "No, thanks, I'm good". So I would say like two stars.

Researcher
Okay, and then you ██?

2
I also think it's the same as the first one.

5
I think it's more formal then individual, when you are in groups.

Researcher
Yeah. It's just more that you can if it doesn't matter,you just give it by yourself. It can be anonymous, it can be by writing it down on paper and put it in a box it can also be a way of doing it individual.

1
Then I would 5 stars, because I think individual can be less biassed , then collecting a group response.

Researcher
Okay, and you ████████?

2
Yeah, I think you can also read a person better if they are giving feedback individually, rather than having to maybe look at the emotions of everybody in a group. So I would give it a four.

3
I would prefer individual as well, because it allows you to sometimes ask a why, and you have time to clarify questions. If you do it in a group. during a questionnaire, sometimes people don't understand the questions and now you have the time to explain if someone doesn't understand.

Researcher
Yeah, true. And then giving feedback during or after an event?

1

I would do it like four or five stars for after an event. I think that that's a better way of placing feedback because if people haven't experienced, then they will probably be more prone to giving feedback about the fact that they weren't happy, or they had a good time. And also because they want to see repeated events. So then I would say that it's more effective than before an event happens and you're like "So what would you like to see?".

7
During an event, if you do it quick, I think it's it will be effective because people still memorize how they felt and what went wrong. Yeah, so four stars for during.

Researcher
Okay. And what would you prefer ███?

5
I would also prefer after an event. I think if I really liked events, I want to be on the event and not really think about giving feedback at the time, but I would prefer after. So four stars for after.

7
I think I also think you'd get more honest answers after, because I think if you ask people during during they are inclined to answer positive. They would be like "Oh, I am having a great time, because they feel awkward about giving you shit during the moment. yeah. I would be five stars for after.

2
Yeah, during an event I will also give it a three, because I don't know I'm between three and four, because if you approach someone asked how they are and how they liked the event, if they're at the moment they're having fun of course they're gonna give it to you right then and there, but then something at the end of it can mess it up and be like, oh, no, actually at the end, this happened and my whole time got ruined there because of this. So, 3.5 haha.

Researcher
All right, and then giving feedback through an online survey. How would you rank that one?

1
Um, I would give it three or four stars, because you will get more easy answers through surveys. So if you get a bigger sample, then you can really generalise your results and really come up with future events that really means the biggest size of your market group. However, it can also be the people answer just because or you get less information from them. So that's also that the bad side of it. Yeah,

3
Um, yeah, it depends on who sends the survey for me, if school sends it I will not fill it in, but if you guys send it I do.

Researcher
No, it will be in this case that the student residence would sent out the survey.

7
If they would send me a survey, they can forget it, no way I am waisting my time on that.

Researcher
Okay, well that's also an answer.

2
At the end of the day to also measure emotion, this is the the base of it all, I do not think you can measure emotion through survey really. It is too, black and white.

5
You can not see someone's face, when doing a survey, so no, I would for sure come up with a metric that is in person, to hear someones tone of voice and see facial expressions.

Researcher

Okay. Another way of measuring emotions can, not be through direct contact, but also through like content scanning. So of social media of stories, of views, of posts that people upload. You have specific programmes that like scan the positive or negative tones within the posts. And generalise feedback reports what people think for you. So this metric is without having to contact someone for feedback.

4
Well, I think social media is a bit fake. So I don't think you should measure emotion via social media, as emotions are such a subjective matter, and social media so shallow and fake. I give it one star.

1
I give it three stars, because there are people who really enjoy social media and like really watch those reels and those stories and actually end up reliving an experience better through social media. So, I think that it's a great way to get honest feedback from your audience personally. So I would give it three stars.

4
But you only posts what's nice, like you don't post the bad parts.

7
I don't think that neccesarily, a metric that only take the people who answer truthfully would be nice, but there's a lot of people who post sarcastic stuff like they had a great time, but they complain about getting there, or about the weather. And I don't know how accurate that kind of technology is. But I can still measure that as bad, even though it's not meant at the event.

1
I also think, like if there's something that went wrong with your events, then you will immediately see it because there's always going to be that woke person that is going to post it on their story.And you will also learn from it.

4
But then you have 20 people posting is great, and one it is not great.

5
I also think that if you like an event you will post about it, you don't like it, you're not going to post about it, right. That is how I feel

Researcher
Allright, thank you all for actively participating. This was the end of my focus group. So thank you guys so much for joining. Is there any slide or topic you would like to revisit?

5
No, it was a nice focus group, my pleasure.

Appendix 6: Data Management

File Upload Notification

N noreply <noreply@hotelschool.nl>
To: Mila Claassen

Sun 25/09/2022 14:12

Dear Mila Claassen,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Mila Claassen
Student Number : 781059
Email : 781059@hotelschool.nl
LYCar Coach : R. Gallicano
Research Number : 2022-765

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely. Thank You.

↩ Reply   ↪ Forward

Appendix 7: Conclusions Interviews

Interview 1	Management within TSH, Connector at TSH Groningen (small location)	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	Freedom working with others to create new concepts. The team spirit of TSH is also a motivating factor. Lastly, creating something that makes a difference, connecting people, to make sure students are having the time of their lives.
	Event engagement	Hosting events on well-being and creative events, help people connect. Often, when there is food and drinks at the event, it stimulates engagement as well. In TSH Groningen, neighbors, hotel guests and students are brought together during events, so that they can meet and network with each other. Most events are designed according to this. For example, within TSH Groningen, you can join study groups, TSH Friends and become a TSH ambassador, so they can grow within the company.
Success of events	Differentiation TSH events	TSH-events are often co-created and next level, an event for anyone. Local partners get to host event at TSH properties, as well as students staying at TSH together with the TSH Connector. Often at TSH events, locals are combined with the TSH Community.
	Participation rate events	It attracts students if there are free drinks and food. The participation rate generally depends on the type of event, the way the event is promoted and how the community is involved in hosting the event. If the event is hosted by one of the community members itself, more people show up.
	Promoting community pride	Community members with talents are asked to host their own events, such as painting and football. These events make them feel proud, and glad to be part of something where they can share their passion.
Measuring emotions	Measurements in place	There are no metrics in place to measure emotions. However, with the events hosted by students, questions are asked of what to do and their experience. There is an event committee in place and a survey is sent out twice a year regarding what events the community would like to see.
	Output of measurements	The metric needs to be simple, for all connectors to effectively implement this at all their events. Metrics such as a pole with smiley buttons would work.
	Importance of measuring emotions	As TSH is becoming more sustainable, it is important to take the emotions of both employees as the TSH Community into consideration.

THE STUDENT HOTEL

Interview 2	Management within TSH, Connector at TSH Amsterdam (biglocation)	
Themes	**Sub-themes**	**Key Findings**
Affect in organisations	Work motivation	The individual flavour and liberty for being comfortable in your skin, that TSH allows its employees and community to, is considered a motivating factor. Also, they leave room for innovation and trust their employees.
	Event engagement	From being mostly student driven, TSH started to include the co- working community and hotel guests more over time. Events within TSH are adjusted to cater to all three pillars of the TSH Community. TSH Connectors make sure to facilitate to all types of groups attending the events.
Success of events	Differentiation TSH events	There is an array of events at TSH, most of them are a based on individual decisions and on personal development of individuals, as they are applicable for the TSH community. We host sport and wellness, artistic and networking activities. From 'experience events', which are once in a lifetime experiences, to combining two activities together, such as techno yoga. In general, events at TSH care about the well-being of the person attending the event. Additionally, growth plays a big role, as TSH events are considered investments in the future of the company as well as the people.
	Participation rate events	Depends on the type of event, the time it took to promote, which other parties or partners are involved and if it is a standalone event or not. It can vary from 2 pax at Yoga, to 450 pax for a big entrepreneurial event.
	Promoting community pride	Community members that come to thank the Connector for the connection they made or nice experience they had, is considered a successful event.
Measuring emotions	Measurements in place	Participation and Instagram clicks is used to understand how many people are reached. For bigger events, TSH Amsterdam City aims to send surveys out, but tend to forget sometimes. Furthermore, reviews, either verbal or via TSH's online platforms, are being checked after most events. A question that TSH always want attendees to answer is how they heard about it, and if it is likely that they would recommend the attended event to someone else.
	Output of measurements	Online surveys or e-mails negatively affect the online engagement of guests and is often considered as spam. Whereas in-person word of mouth promotion and recommendations would be the preferred metric to measure how attendees like the event or not.
	Importance of measuring emotions	Emotional factors of events are extremely important, as they make a difference, as people remember beyond financial years, they cherish memories for a lifetime. Especially now, measuring emotions will become relevant with the new generation and speed of life. It is becoming more valuable if people are putting themselves out there, with multiple online alternatives for events, which makes it harder to attract people. In order to attract people, you need to know their demands and emotions.

Interview 3	Community member, Student at TSH	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	Everything is under one roof, the gym, your friends, centrally located, it is very international and there are always interesting events happening. TSH offers everything a student needs.
	Event engagement	-
Success of events	Differentiation TSH events	TSH once turned into a DJ Hotel, where famous DJ's such as David Guetta performed in the communal spaces of the TSH students in Amsterdam City. Usually, TSH events are varied and open minded, where nothing is too much.
	Participation rate events	-
	Promoting community pride	-
Measuring emotions	Measurements in place	There is no current metric in place, the only thing TSH measures, is that they sometimes talk to staff members to talk about an event that took place, but not to the participants of the events.
	Output of measurements	An effective feedback moment for attendees of events would be to incorporate such a moment in the event itself or right after the event took place.
	Importance of measuring emotions	Considering all the effort TSH puts in their events for the community, it would be good to see the impact they have, to ultimately select events to expand and continue with or cut off the program.

Interview 4	Management within TSH, Commercial Analytics & Insights Manager at TSH	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	Freedom and space to broaden your role within TSH. Working on different projects from different angles and approaches. In general, the experience TSH delivers, creates motivation to work on.
	Event engagement	By means of TSH's NPS surveys, TSH is trying to understand how to engage with its community and their emotions towards the customer experience and finding a framework of measurement for that. Besides finding a framework, TSH should include their customers more in developing products and testing new value propositions that they come up with.
Success of events	Differentiation TSH events	TSH provides different categories of events, where they try to understand what works for different people and what works for the TSH Community in different countries.
	Participation rate events	-
	Promoting community pride	-
Measuring emotions	Measurements in place	There is no developed measurement in place to measure emotions, due to limitations in terms of technology, staff and budget. All current metrics in place are quantitative measures. TSH is currently using NPS surveys as a main metric to look at customer experience, where all different community groups are tracked in the same manner. Besides NPS, there are experience feature ratings in place that ask for rankings of services. With hotel guests' surveys regarding their experience are sent on a rolling basis and with students and co-workers on an ad hoc basis, which means twice a year. Yet, the NPS does not give the in-depth information that TSH wants to achieve in their community. TSH needs to understand how the value is delivered.
	Output of measurements	The metric should be a qualitative metric on an ad hoc basis, where the quality of the output is consistent. It is important to measure unexpectedly and to make it easy for the guest to participate, to gain valid results. Before implementing the metric, it should be considered where it fits in the customer journey. Questions such as "How will the touch point intervene with the event?" and "Is it a natural point to engage with the community?" should be considered. An example of a metric that could work, would be interviews with a group of students of different locations that attends regularly, where TSH tries to understand their needs and initial thoughts of their experiences.
	Importance of measuring emotions	Measuring emotions answers organizational questions, such as "Are we delivering the experience that we want to deliver? "and "Do we set for that?" Which, together with all financial factors play a big part in the success of a company. Secondly, measuring emotions allows you to benchmark across different properties and check how you deliver on the desired TSH customer experience.

Interview 5	Management within TSH, Co- founder & Director of Partnerships of TSH	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	The international and diverse atmosphere. It is motivating to work in such an innovative space that is called, the hotel, the office, and the residence.
	Event engagement	TSH tries to create consciousness of moments, and places focus on connection through digital and personal means. An example is the visual stimulation of TSH buildings, we surprise.
Success of events	Differentiation TSH events	Just as the design of TSH buildings, TSH surprises in its events and attention to its community as well. TSH allows hotel guests to stay for a year, offer health facilities people would like at home and people can adapt their needs to stay for a coffee, event or for a whole year. The homeliness, is something TSH excels in, emotional wise.
	Participation rate events	Success of events is not only about the amount of people that attend the event, but also about the connection people make during events.
	Promoting community pride	TSH gives hotel guests a sense of belonging and community, as most guests stay for a longer time.
Measuring emotions	Measurements in place	TSH is sometimes lacking technical measurements, or capacity to process so much data, but they are investing in CRM and other tools that allow them to measure engagement in different ways. TSH aims to become more sophisticated in their content scanning, as currently big online platforms are not taken into consideration.
	Output of measurements	To reach event attendees directly, TSH needs to simplify its current metrics of collecting feedback and improve its content scanning. Here positive and negative expressions regarding events and experiences are being selected and reviewed.
	Importance of measuring emotions	As emotions stick with people and influence people's actions. The most interesting and precious part of TSH, is that they create emotional connections. Often the retention rate of people comes from emotional connections. If you make a valuable connection somewhere, like a lover, friend, or business partner, it is worth sticking around somewhere. Therefore, these emotions should be captured.

Interview 6	Community member of TSH, Entrepreneur working at Collab at TSH	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	The unique atmosphere and identity, as well as the difference between all kinds of people staying at TSH. From entrepreneurs to a variety of students and hotel guests. The entire relaxed scenery allows for a motivating workspace.
	Event engagement	Interactions of Connectors and young people attending events, allows people to connect easily to other people. Events such as Friday afternoon drinks for example. The Connectors bring people together, which allows a lot of people to gain friends and business via TSH events.
Success of events	Differentiation TSH events	People within TSH are young and laid back and events are well-organised. Connection between entrepreneurs and students are made, which creates uniqiue, but valueable events.
	Participation rate events	The ability of creating your own events at TSH, using the program Eventbrite to do so, would be attractive to a lot of Collab members, but is not communicated well-enough.
	Promoting community pride	-
Measuring emotions	Measurements in place	There is no feedback moment after TSH events currently. The communication program that is in place, Slack, shows too much information in one communication platform. There is no consistent communication in place, resulting in community members from Collab that are often unaware of what events are happening.
	Output of measurements	Small anonymous feedback session right after the event would contribute to people coming back to events. Furthermore, QR codes with questions could work, or Google Forms with questionnaires if people like certain events. Overall, the metric should be simple to get the best result, such as a smiley button pole. As a lot of people are 'review tired', it is better to measure it right after the event.
	Importance of measuring emotions	Measuring emotions would contribute to community members coming back to events.

Interview 7	Field expert, Professor in Emotions and Affective processes at the University of Amsterdam	
Themes	**Sub-themes**	**Key Findings**
Affect in organisations	Work motivation	An emotional culture and emotional atmosphere are affective processes, organisations often try to achieve. To achieve this, companies should know what is going on with their employees, what they think, what they have seen and what they know, combined with the transparency of decisions. Knowing what employees think about management and certain decisions is important in this. De-motivating work environments could be that people are afraid of their boss, which creates a collective affective process, namely: a fear culture.
	Event engagement	Taking certain emotions into consideration in event design is crucial. Whether attendees were happy during the event, whether they were enthusiastic, inspired, if they found it funny. But also, if they were frustrated in some way, or if they felt angry or things did not go well.
Success of events	Differentiation TSH events	-
	Participation rate events	To get a better insight about the attendance of an event, an organisation needs to know more than just the positive and negative thoughts. They should also be aware whether attendees found they were engaged, they found it funny or boring.
	Promoting community pride	-
Measuring emotions	Measurements in place	-
	Output of measurements	The way to measure emotions, depends on the goal of why you are measuring emotions. In-depth questions regarding a specific emotion should be asked, to know if people would like to come back to similar events and if they share their positive feelings regarding the event with others, as people tend to share positive feelings they have. What participants felt during the event and whether this emotion will influence their future behaviour, should be questioned by chosen metric. E.g., "Did you feel happy during the event". You can measure in different ways, a survey, observations where you look at facial expressions or their activation during the event, e-mails and pen and paper. Considering all complications, pen and paper would be the most easy and effective metric. Here, a question list is provided during the event, which multiple people at the same time can fill in, anonymously, and put in a box. It is proven to be most reliable, to collect feedback within a week after the event took place. Lastly, anonymity often enhances the validity of emotions, as people feel more comfortable.
	Importance of measuring emotions	Emotions are more reliable than opinions. People are honest in reporting their feelings and tend to be less honest in their opinions. Feelings predict behaviour and their motivation, their commitment towards the organisation,

		better then cognitions, which are opinions that they have without the affective component

Interview 8	Community member of TSH, Extended stay hotel guest of TSH	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	Everything is under one roof together with an international and open environment.
	Event engagement	During the Human Factor event, students were linked to entrepreneurs and people working in the Business Innovation sector, which allowed for meaningful networking, In case TSH would take the impact their events have on people into consideration, people would feel heard and part of the TSH Community.
Success of events	Differentiation TSH events	-
	Participation rate events	-
	Promoting community pride	Whenever TSH connects entrepreneurs, with hotel guests and their students, a sense of community is perceived by attendees of these events.
Measuring emotions	Measurements in place	There is no consequent metric in place.
	Output of measurements	A simple metric face-to-face would be preferred.
	Importance of measuring emotions	Measuring emotions could help TSH to decide with which events to continue, and which to scrap from the event program. Also, employees as well as attendees feel seen and heard.

Appendix 8: Conclusion Focus Group

Focus Group	Students living or that used to live at a student residence	
Themes	Sub-themes	Key Findings
Affect in organisations	Work motivation	-
	Event engagement	If events would be tailored to the wants and needs of students, a better connection is made, as people are doing something in their field of interest.
Success of events	Differentiation TSH events	-
	Participation rate events	-
	Promoting community pride	Events play a big role in feeling integrated and gaining a sense of community. This sense of community gets created by doing things together, being in the same residence and going to the same events. "I felt like I was part of the community, and that happened through the creation of initiatives and events." In case a student residence would check up on their students, it would make students feel part of something.
Measuring emotions	Measurements in place	-
	Output of measurements	Interviews more details and information can be collected, compared to a survey. As the research topic discusses emotions, the data collection method should be quality over quantity. Interviews would be less detailed and a 'domino effect' of opinions would be created, in case of group interviews. This, because people's opinion would feed off someone else's in a group, and participants would like to leave as soon as possible. However, groups could also help others to open. Individual feedback is found to more effective, as it is easier to read a person, better than in a group. The timing of the metric is preferred to be during, or right after the event, by most of the participants of the focus group. "During an event, if you do it quick, I think it's it will be effective because people still memorize how they felt and what went wrong." During an event can also be biased, as people might feel uncomfortable answering honestly while the event is still going on. Lastly, the metric should be in person, to hear someone's tone of voice and see facial expressions and it is preferred, to implement an anonymous metric.
	Importance of measuring emotions	It can be good for networking to tailor events based on emotional impact. Also, in case a company does not organize enough events, students are not getting the needs to develop and connect within their environment. "I think that event engagement pointed to contact such as feedback and being able to contact the students to understand what they want, are super relevant to organising such initiatives."

Appendix 9: TSH Event Evaluation Form

Note, the form would be in A4 format.

THE STUDENT HOTEL

TSH Event Evaluation Form

Your opinion counts. So in order for us to continuously improve our events, we need your opinion. Please take your time and tell us your thoughts regarding the following topics of event you participated.

1. Involvement

2. Interaction

3. Immersion

4. Intensity

5. Individuality

6. Innovation

7. Integrity

Appendix 10: Client Evaluation Form

HOTELSCHOOL
THE HAGUE
Hospitality Business School

⊞

Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)

Name of student:	Mila Claassen	Student number:	781059
Name of company/organisation:	The Student Hotel	Department:	Community & Partnerships
Name of company tutor/research commissioner:	Puck van Opdorp	Position of company tutor/commissioner (if applicable):	Project Coordinator
Project and/or Deliverable: (please specify)	Company Project Report: How to measure the success of events based on emotional impact?		

During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD				
Rating	Excellent	Good	Room for improvement	Comments
	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (considering all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (considering significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Really liked that Mila investigated so much in concepts as emotions and how to measure them. Those are things we do not have time for at this moment but are very important to consider.

CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS				
Rating	**Excellent**	Good	Room for improvement	Comments
	The theories and models are skillfully applied, and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory, models, and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	Relevant models used. Especially the one in mentioned in the solution and implementation.

CATEGORY 3: INFORMED JUDGEMENTS

Rating	Excellent	Good	Room for improvement	Comments
	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	Excellent, as some of the interviews were with us, it was nice to see how Mila incorporated our opinions in her research.

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE

Rating	Excellent	Good	Room for improvement	Comments
	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Mila used a clear presentation to communicate the idea's to solve this "problem". The implementation plan realistically visualized how we could implement this internally.

CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP

Rating	Excellent	Good	Room for improvement	Comments
	Student can lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student can lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	

Overall, relevant, and useful findings. We would like to stress the importance of a consistent and simple metric, as we do not have the budget nor capacity to invest in a complicated system.

STUDENTS' COMMENTS:

Comments on evaluation:	All feedback points mentioned will be taken into consideration in the design of the solution and implementation.

DATE & STUDENT'S SIGNATURE:		COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:
2/09/2022		

Appendix 11: Evaluation Criteria OECD

The evaluation criteria of the OECD help to provide a framework to assess the value of an intervention (OECD, 2022b). The discussed criteria serve as a basis of which evaluative judgements can be made and is based on two principles:

1. The criteria should be contextualized to the intervention and the stakeholders involved (ibid).
2. The use of the criteria depends on the purpose of the evaluation (ibid).

Relevance   Is the solution and implementation still capturing relevant data of participants for not only the problem itself, but also the industry and the stakeholders involved?

Coherence
Does the solution and its implementation still match with other interventions within TSH? For example, is it still corresponding with all the event structures?

Effectiveness
To what extend is the solution meeting its objectives and the objectives of different stakeholders involved? E.g., does the chosen solution and intervention allow TSH to judge the success of their event program based on emotional impact?

Efficiency
How well do the resources of the solution respond the problem? In this case, how well do the Seven I's reflect on event success?

Impact
Does the solution and its intervention make an impact socially, environmentally, and economically?

Sustainability
Will the impact and benefit of the solution and implementation last, or if a updated solution is necessary over time.

Figure 7: Evaluation Criteria OECD (OECD, 2022b).

Appendix 12: Acts of Dissemination

Appendix 12.1: Community Newsletter Post

LEAD GEN: CCC Monthly Newsletter #18
Regular · TSH Newsletter
Tags: TSH Newsletter Semester

Sent

1,045
Opens

66
Clicks

View Report

HI TSH'ERS!

Welcome to your bi-weekly dose of TSH News ⚡. We are reminiscing about the amazing Pride events for **Pride week** in August. 🌈 We remind you to fill in the **TSH Self ID Survey 2022**. The **COCO team** shares their latest updates and **TSH Toulouse** is saying hello! 👋🏽 Lastly, some of you have been involved in the research project of our former Partnership, events & Community intern at the Hub: Mila Claassen. Therefore, we would like to share some of her findings regarding TSH events.

Stay Curious ❤️

#STAYCURIOUS

"How to measure the success of events based on emotional impact?"

Aspects that TSH strives to excel in their hybrid hospitality-concept, are sustainability, and social abilities whilst excelling financially. To become as sustainable as possible, TSH is focusing on obtaining a B Corp Certificate. A B Corp Certificate indicates that a business is meeting high standards of verified sustainable performance, accountability, and transparency regarding employee benefits and charitable giving to supply chain practices. Thus, TSH would like measure the success of community events based on emotional impact. But how? Let's find out.

FINDINGS

To answer the research question: "*How to measure the success of events, based on emotional impact?* " Research on different measurements to measure emotions, event impact and in-depth information on emotional responses has been conducted. Based on interviews with some of you community stars, field experts, management within TSH and a focus group the following was concluded to see what YOUR needs are:

- **Strengths TSH:**

Freedom, open for innovation, diverse surrounding, focus on personal development community, and trust.

- **Weaknesses TSH:**

Lack of feedback moments of events and input in the design of the events that are happening.

- **Relevant conclusion:**

TSH considers the connection people make during their events as more important, than the number of people joining.

- **Current metrics in place:**

NPS survey, experience future ratings, Instagram clicks.

- **Why measuring emotions?:**

1) "Emotions stick with people".
2) "Emotions predict behaviour towards an organization".
3) "Emotions are more reliable than opinions".
4) "Retention rate of organizations come emotional connections".

HOW?

Identified charactaristics of the solution include:

- By looking at the findings of the interviews, it can be concluded that a consistent and simple metric, that captures qualitative data at or after events, is lacking at TSH
- Should occur rapidly after the event took place, to prevent re-evaluation or new information to change someone's initial emotions towards the event.
- Consensus regarding different types of emotional experiences that exist needs to be created, to ensure efficiency and standardization of data collection.

Resulting in the following solution.....

The solution would be to implement a new initiative, namely a **pencil and paper questionnaire** after each event worthy of assessing. Taking the opinion of the target market in the focus group and the secondary data about 'measuring emotions' into consideration, it was chosen to execute the metric right after the event took place. This way re-evaluation is prevented, and people still memorize how they felt. Seeing that participants can answer anonymously, prevents them from feeling uncomfortable answering honestly. After the participants filled in the questions, they can put the paper they used in a box, to ensure their anonymity. The Connector of each location is responsible for collecting the answers.

Here an example of how this questionnaire could look like:

TSH Event Evaluation Form

Your opinion counts. So in order for us to continuously improve our events, we need your opinion. Please take your time and tell us your thoughts regarding the following topics of event you participated.

1. Involvement

_____
_____
_____

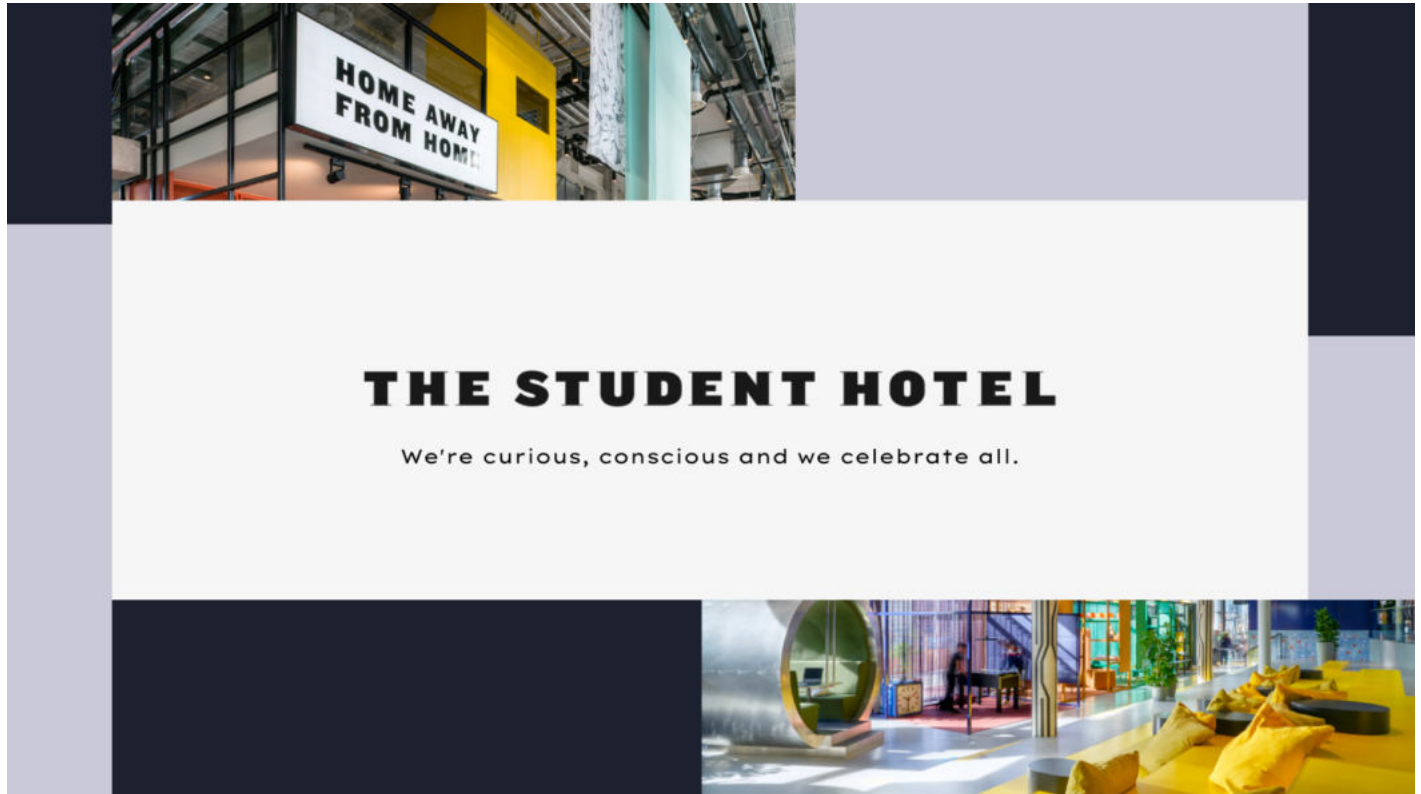**2. Interaction**

_____
_____
_____

3. Immersion

_____
_____
_____

4. Intensity

_____
_____
_____

5. Individuality

_____
_____
_____

6. Innovation

_____
_____
_____

7. Integrity

_____
_____
_____

THE STUDENT HOTEL

Appendix 12.2: Presentation TSH Management

THE STUDENT HOTEL

We're curious, conscious and we celebrate all.

Literature Review Findings

To adapt to the current CSR practises in the hospitality industry, it is critical to take the level of engagement of event attendees to events happening into consideration. The topics discovered were: Social Impact of events, Affect in organisations, Measuring Emotions and Measuring success of events. Hereby some best practises in the industry:

- **Social Impact of Events**: independent evaluators of events can be used, to measure the Social Impact of Events. It is proven by Adidas that this way, an unbiassed evaluation can be ascertained and organisational objectives can be achieved.
- **Affect in Organisations**: implementing a smiley button system, where employees can express their feelings after an event, emotions can be understood, and a sense of belonging can be created for the TSH community.
- **Measuring Emotions**: a standardized list of emotion categories. To illustrate the most accurate emotional state someone experiences, researchers often use free response formats consisting of open questions, of subjective feeling states.
- **Measuring Success of Events**: Seven I's framework consisting of seven aspects that enhance event success was found: the level of involvement, interaction, immersion, intensity, individuality innovation and integrity. . These aspects help events becoming flow state experiences, which is when participants are fully immersed with an event are proven to help a companies productivity.

Contribute to brand recognition, retention, and loyalty.

Interview & Focus Group Insights

- **Factors of working and living at TSH:** freedom, open for innovation, based on trust and diverse surrounding.

- **Community feedback:** "more feedback moments of eventsand input in the design of events are required to engage the different groups within the TSH Community."

- **Insights field expert in emotions and affective processes:**

"Emotions are more reliable than opinions."

"People are honest in reporting their feelings and tend to be less honest in their opinions."

"Feelings predict behaviour, motivation and commitment towards the organisation."

"To get a better insight about the attendance of an event, an organisation needs to know whether attendees found they were engaged."

"To create an emotional culture companies should know what is going on with their employees, what they think, what they have seen and what they know, combined with the transparency of decisions."

- **Insights target market (focus group):**

"I think that event engagement pointed to contact such as feedback and being able to contact the students to understand what they want, are super relevant to organising such TSH initiatives."

"A metric during an event, if you do it quick, I think it's it will be effective because people still memorize how they felt and what went wrong."

"In case a student residence would check up on their students, it would make students feel part of something."

Solution Design

FOCUS

The Dutch TSH Community.

UNDERSTAND

- Keep up with the increase of companies in the Hospitality Industry that implement socially responsible practises.
- The importance to measure the emotional impact of event attendees, as it predicts the behaviour towards an organisation and influence brand retention.

DEFINE

Main problem: The lack of a consistent metric that captures the emotional impact of events, to eventually evaluate the event success

Solution criteria:

- Occur rapidly after the event took place, to prevent re-evaluation or new information to change someone's initial emotions towards the event.
- Consensus regarding the different types of emotional experiences that exist needs to be created, to ensure efficiency and standardization of data collection.
- Simplicity is a critical feature, as it needs to be implemented in a consistent approach, at multiple TSH locations.

Solution Design

CONCEIVE

Pencil and paper questionnaire

- The last ten minutes of each event
- Questions based on 'involvement', 'interaction', 'immersion', 'intensity', 'individuality', 'innovation', and 'integrity'.
- Open ended questions that allow participants to respond with their own chosen labels or expressions
- Put the paper they used in a box, to ensure their anonymity.

Socially accepted and needed	This solution allows selecting events that have a positive impact on participants for TSH's upcoming event program. The solution also allows TSH to understand the needs and feelings of their community better. This way, it contributes to the satisfaction of the TSH Community and indirectly helps TSH to grow and select the most successful events based on emotional impact.
Economically interesting	Seeing that this solution only requires a specific TSH location to purchase enough pencils, paper, and a box to put the papers in at the end. Seeing that these attributes are in-house products, it is economically interesting for TSH to implement this. Additionally, this solution responds to the feelings and needs of participants, TSH can adapt their event programming accordingly, which may result in higher attendance, leading to increased revenue of events.
Technically feasible	The simplicity of using pencil and paper, does not require any technological feature, which makes it technically feasible.

Implementation Plan

Implementation step	Action	Stakeholders	Communicated
1. Design the list of questions of the questionnaire and let them be checked by a field expert.	Schedule an MS Teams meetings and e-mail contact.	- **Head of the Connector Program TSH.** - Community and Partnership intern TSH - Field expert in emotional responses and affective processes - **Commercial Analytics & Insights Manager TSH**	Through online MS Teams meetings.
2. Create awareness of the new initiative towards all Dutch TSH Connectors and collect feedback of them.	Schedule an MS Teams meeting.	- Seven Connectors - **Head of the Connector Program TSH.** - Community and Partnership intern TSH - **Commercial Analytics & Insights Manager TSH.**	Through an online MS Teams meeting, the concept will be explained by the Head of the Connector Program and Commercial Analytics & Insights Manager towards the Connectors.
3. Create awareness of the new initiative towards the Dutch TSH Community.	- Creation of posters. - Share informative messages of new initiative via online communication platforms of TSH.	- TSH Connector Intern - **TSH Connector**	Through posters and online communication platform.
4. Implement initiative at the flagship location Amsterdam City.	- Decide which event will test this initiative. - Print out questionnaires. - Collect enough pencils.	- **TSH Connector** - TSH Community	The initiative will be discussed at the TSH event itself.
5. Implement initiative at other Dutch TSH locations after one month trial at Amsterdam City.	- Print out questionnaires. - Collect enough pencils.	- **TSH Connector** - TSH Community	The initiative will be discussed at the TSH event itself.
6. Share results per location and process results in Monday.com (project management system of TSH).	- Schedule MS Teams meetings with Connectors individually. - Presentation of results is prepared by the Connector. - Process results in Monday.com	- **TSH Connector** - **Head of the Connector Program TSH.** - Commercial Analytics & Insights Manager TSH	Through MS Teams meetings. These meetings will be organised monthly.
7. Inform the Board of Directors (BOD) of TSH to: - Update them on the results of the events - Get approval to adjust the event program.	- Schedule meeting with BOD. - Prepare presentation of results.	- **Commercial Analytics & Insights Manager TSH.** - **Head of the Connector Program TSH.** - BOD	Through an offline meeting over a presentation with results. The first meeting after analysing the results of one month, afterwards a meeting every six months.

BUILD

Implementation Plan

TEST

- Implement the solution in flagship location first (advice ▮)
- Your opinions after this presentation

Evaluation Plan

- After-action review, as the emotional impact is currently not measured yet, a before review is not possible.
- Monthly evaluation of the solution will be executed by the Connectors: revise the relevancy of answers given to the questionnaires.
- Monthly meeting with the Head of the Connector Program and Commercial Analytics & Insights Manager to discuss the review.
- 'OECD Evaluation Criteria' can be used as a guide to assess the impact.
- Summative evaluation of the results per Dutch TSH location will be created by the Head of the Connector Program and Commercial Analytics & Insights Manager and presented to the COCO team. This meeting will take place one month after the implementation, and every six months afterwards.

RELEVANCE is the intervention doing the right things?

COHERENCE how well does the intervention fit?

EFFECTIVENESS is the intervention achieving its objectives?

EVALUATION CRITERIA

EFFICIENCY how well are resources being used?

IMPACT what difference does the intervention make?

SUSTAINABILITY will the benefits last?

Model of Organisation for Economic CO-operation and Development.

Appendix 13: Declaration of Confidentiality

HOTELSCHOOL THE HAGUE
Hospitality Business School

Declaration relating to confidentiality concerning research data in Launching Your CAReer (LYCar) programme

The undersigned Mila Claassen (hereinafter referred to as: the Student), residing in Amsterdam, The Netherlands.

Conducting a (research)project for the company The Student Hotel
(Hereinafter referred to as: the Client), residing in: Amsterdam, The Netherlands.

Whereas:

- the Student shall, in the context of his or her LYCAR research, gain access to confidential information;

- the Client shall, where appropriate, demand a signed declaration relating to secrecy and confidentiality concerning the information provided in this context;

- this non-disclosure agreement shall, in the event of any discrepancies, take precedence over other contracts or agreements which have been or will be concluded or made between the Student and the Client;

Declares as follows:

1. The Student shall keep confidential any information which the Client or any other party involved in the LYCAR research provides under this contract and shall not further disclose such information in any way, except insofar as the Student is obliged to disclose it by virtue of any legal requirement or irrevocable decision of a judge.

2. Information, as referred to under 1, refers to all information, including written, verbal, graphic and digital information, or information in any other form, which comes to the knowledge of the Student during the research period and which the Student knows, or can reasonably be expected to know, is of a confidential nature.

3. The Student shall not, without the prior written consent of the Client, disclose any confidential information to third parties or contribute to the publication of confidential information. The Student shall submit the thesis to the supervisor for approval from the Client in respect of confidential information, before making such information available to his examinator(s) at Hotelschool The Hague.

4. This non-disclosure agreement shall be in force for an indefinite period / The Student shall be bound to this obligation of secrecy for five (5) years after signing this declaration.
   CHOOSE IN CONSULATION WITH CLIENT)

Thus, declared and signed by:

Name: Mila Claassen   Date: 26 - 10 - 2022

Place: Amsterdam   Student number: 781059

Signature:

Appendix 14: Feedback Proposal

LYCar Proposal Grading Rubric
v.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Mila Claassen	LYCar Coach:	Mr. Gallicano
Student Number:	781059	Primary PLO:	PLO 2
Date Submitted:	05-07-2022	Secondary PLO(s):	PLO 9 and PLO 10

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	✔	☐	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	✔	☐	
LYCar Proposal is max. **5.000 words** (counting after Table of Content, incl. text in tables) – visual proof of wordcount is included in Appendices.	✔	☐	

	Yes	No	Comments
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	✔	☐	
Check (technical) formalities and submissions			
Ephorus upload	☐	☐	
LYCar Proposal incl. Appendices are uploaded in Osiris	✔	☐	
Ethics and data management			
Ethical, integrity and data management requirements	✔	☐	
Entitled to assessment? (All yes above required):	✔		

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.

Student Feedback: Pass ✔ Not Yet ☐

Pass, as all the literature and models used in this report are academic and relevant to the MRQ, but there is always room for improvement, as this is still the proposal and the interviews still need to be conducted. Therefore, a full understanding from different perspective of this field of study, is yet to be explored.

Assessor Feedback: Pass ✔ Not Yet ☐

Well developed Problem Definition - stated in clear terms and supported by relevant facts, good desk research and interpretation of the information available. Good link between the company issues and relevant research to support the main research question. Mila shows enthusiasm for the topic.

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback: Pass ✔ Not Yet ☐

Between exellent and pass, all theories and models seem to be appropriate to the problem mentioned. The student's own perspective is well described. As for the evaluation, this still needs to be more elaborate, but this will be done in the final Company Report. Therefore, solely the criteria is mentioned for the evaluation and acts of dissemination of different stakeholders.

Assessor Feedback: Pass ✔ Not Yet ☐

Literature Review well oirganized - presenting the current state on several topics - relevant to the research question. Use of models also good and well supported with best practices. Good conclusion of Literature Review. Stakeholders have been properly identified. Dissemination still needs work - intervention and action plan are detailed but acts of dissemination will need to be further developed.

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.

Student Feedback:	Pass ✔ / Not Yet ☐	Pass, as this report contains a structured research process, that follows the criteria of the DBR theories. As the motivation of the research is yet to be completed by interviews, the report could still be more logically underpinned.
Assessor Feedback:	Pass ✔ / Not Yet ☐	Well done. Analysis is complex enough, with multiple perspectives. Solution is logical and based on relevant research and forward thinking - connecting the potential outcomes to the client. The plan for the data analysis is clearly stated and with academic sources.

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:	Pass ✔ / Not Yet ☐	Pass, there are no mayor errors regarding the spelling andd English grammar, but there are small mistakes and room for improvement. In general, the tone of voice varied and well- formulated.
Assessor Feedback:	Pass ✔ / Not Yet ☐	According to guidelines - pleasure to read. Keep an eye on grammar - it's not 100% perfect - e.g. "as they strongly believes" (See your comments above Mila - there are two spelling errors)

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback: Pass ✔ Not Yet ☐

Pass, this report contains a clear plan of approach regarding the deliverables in chapter 7. The growth mindset is supported by both deliverables within the company, as with the reflection during the appraisal with the company coach. A clear end objective is stated and SMART goals are formulated, for the student to reach towards the end of her intership.

Assessor Feedback: Excellent ☐ Pass ✔ Not Yet ☐

Good reflection to date. Uses models and theory from past HTH journey and with good analysis and insight. Mila is self critical and has a good idea of what she will need to accomplish and as well areas of potential improvement as well as good performance. Would still like more discussion of how Mila will contribute the company/community as a "responsible citizen".

Overall Assessor Feedback

Mila has taken the proposal seriously - after some challenges with time and focus and this has resulted in a good proposal - and what seems to be enthusiasm and passion to continue with the research and solution - potentially adding value to her client and company. I am looking forward to working with Mila throughout the rest of her journey.

LYCar Proposal Outcome

Pass	✔	All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
No Go	☐	One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
Pre-Condition NY	☐	Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

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