



Hospitality Innovation & Leadership Masters Degree

Programme: **PgCert Enterprise Skills PG CERT 10 (Part-time)**

Module: **Into Action in Enterprise**

Submitted:

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Task 1: Spotting the Opportunity for My Enterprise / Venture

Create an infographic that captures four ways you have identified opportunities



"FAST SECOND" – THANK YOU EXETER UNIVERSITY

As stipulated on the Infographic, there are elements of osmosis and influential design which can influence and steer the hand of any institute looking to create something which could be considered a 'similar offering' - Exeter university's hospitality and tourism MA program whilst a strong offering for those looking to complete their studies in this field... The course however, does not deal with the industry relevant aspects that we wish to ingrain within our studies.

The hope is that by leveraging these resources, using the 'Fast Second' approach to business design (Geroski & Markides, 2004), the development process could be streamlined and as a result of ensuring the basics are covered, the programme could be brought to market more quickly.

Additionally, by utilising the Fast Second approach, the programme could be designed with a focus on meeting the specific needs and preferences of potential students and employers, resulting in a more tailored and effective educational experience - as outlined below.

1. INDUSTRY x ACADEMIA - A CRUCIAL MIX

providing a 'catch-all' for undergrads and hospitality professionals: peer-led experiences combined

A Hospitality-focused Masters degree provides specialised knowledge and skills that are relevant to the Hospitality industry, allowing graduates to become experts in their field - a field which is never one-dimensional. The intention here is to present it as the perfect progression route for those students who have completed undergraduate degrees in Hospitality-related but also, for those currently working within industry who feel they wish to refine their thinking and hone their skills within the field.

This pathway allows for a smoother transition into higher-level roles that require more advanced knowledge and skills (Shackleton-Jones, 2019). All the while, veteran academic students can learn from those with industry experience and conversely, those that have been at the helm of industry can learn some essential traits from those that have spent years writing assignments and honing their academic prowess.

2. INDUSTRY LINKED INDUSTRY LED

**future proof content with fluid and relevant design:
the successful alumni machine**

The content, approach and overall design for this master's degree will be heavily geared to links within the Hospitality Sector and respected Industry professionals. This approach provides several benefits such as allowing students to gain practical experience and knowledge through internships, guest lectures, and networking opportunities with industry professionals, helping students develop the skills and connections necessary to succeed in the industry (Stolovitch & Keeps, 2021). Another crucial aspect of this industry led approach is the access it provides students to the prospect of increased job opportunities.

3. INNOVATION WITH ACADEMIC BACKING

students devising creative solutions in an ever evolving industry to address current opportunities & challenges

Encouraging and promoting innovation from students within a hospitality leadership master's degree is crucial. The hospitality industry is constantly evolving (UK Hospitality, 2023), and innovation is essential for businesses to remain competitive and meet the changing needs of customers. By fostering a culture of innovation, students can develop creative solutions to industry challenges, showing real life practical application to adding value to a growing industry when passion combined with innovation can make them valuable assets to future employers.

4. EXTERNAL ACCREDIATIONS

meeting multiple quality standards that matter and which are recognised by the industry

Having accreditation from external bodies relating to the most important topics to any field of study (sustainability, intercultural leadership competences etc.) is important for postgraduate masters degrees in several ways. Firstly, it ensures that the degree programme meets certain quality standards and is recognised by employers and the industry overall, in turn making it more valuable to students both from the context of learned materials but also, the sense of pride that one can take from having engaged in such a programme, which looks to ensure it is on the forefront of developments within the industry (Advanced HE, 2011).

Task 2: Using Creativity to Develop Enterprise / Venture:

HAIER- A culture change within a Culture

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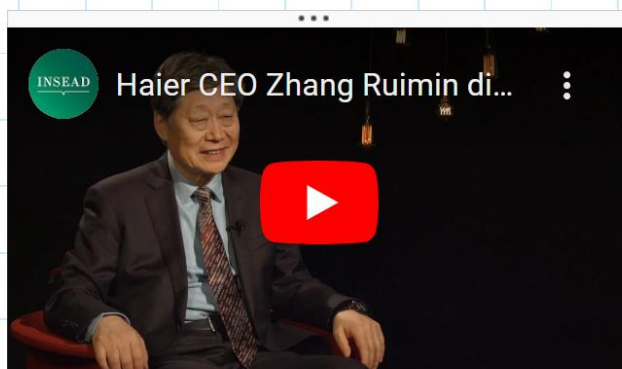


Haier is a multinational home appliances and consumer electronics company based in Qingdao, China. Once seen as a relatively typical example of a 'white goods' company, when looking to revitalise the company, founder Zhang Ruimin, pioneered the now ubiquitous and highly progressive: RenDanHeyi management model, and through implementation, big changes have been achieved which have resulted in a expansion and global success (De Moree et al, 2018).

One of the biggest changes is that prior even to the global pandemic, the company has adapted the concept of satellite offices, which are remote workspaces located in different cities that allow employees to work from a location closer to their homes. This approach has several benefits, including increased employee satisfaction, reduced commuting time, and improved work-life balance. Additionally, satellite offices have helped Haier to attract and retain top talent, as well as improve communication and collaboration among employees.

According to Ruimin, the company's 'network' approach to implementing the satellite office strategy has helped to eliminate bureaucracy and create a more agile and responsive organization that can better meet the needs of its customers (Forbes, 2020).

[Haier CEO Zhang Ruimin discusses Rendanheyi with Professor Felipe Monteiro of INSEAD - YouTube](#)



PATAGONIA and the Common Threads initiative:

An assessment using the SCAMPER model

Within the world of corporate rigour, The Chouinard family of Patagonia, Inc. have always been at the forefront of innovative (and quite frankly, annoying for other organisations) approaches to business (Seeley, 2023). The recently initiated Common Threads Initiative is no different and again, looks to shake up the status quo of traditional organisational strategic design and implementation. It is an environmental program developed by the outdoor clothing company Patagonia. Assessing the recent initiative using the SCAMPER approach, it can be seen that Patagonia has been able to create a sustainable and innovative program that reduces waste and promotes recycling for existing customers, whilst potentially gaining a good few more!.



Promoting "Slow" Fashion
In a plea to get consumers thinking more about sustainability, Patagonia marketed their latest apparel with a caption that states "Don't Buy This Jacket". Considering the company is based in America (where cultural identity is closely linked to consumerism), the advert received a significant amount of attention. Patagonia often advocates against fast-fashion culture. In 2015, they partnered up with eBay to create a marketplace for their customers to buy and sell unwanted Patagonia apparel. The partnership was nicknamed the "Common Threads Initiative", and provided its customers with advice on how to repair their clothes as to reduce waste. In the nine months following the ad, sales increased by approximately 30%. Some people attribute this to positive brand awareness, whilst others say it's basic reverse psychology.

Substitute: Patagonia has substituted traditional materials with more environmentally friendly options, such as recycled polyester, in order to reduce the amount of waste produced during the production process

Combine: By combining design and functionality, Patagonia has been able to create clothing that is both durable and sustainable which in fact fits the MO of the organisation.

Adapt: Patagonia has adapted its supply chain to include the use of recycled materials, reducing the need for new resources and minimizing the company's environmental impact.

Modify: Patagonia has looked to modify its production processes to reduce waste and increase the use of renewable energy sources.

Put to another use: Patagonia has put textile waste to another use by creating new products from recycled materials, such as backpacks and jackets.

Eliminate: Patagonia has eliminated the use of harmful chemicals and dyes in its production processes, reducing the company's impact on the environment.

Reverse: Patagonia has reversed the traditional model of the clothing industry by encouraging customers to repair and reuse their clothing rather than constantly buying new items.

Thus by adopting the SCAMPER approach, Patagonia has once more been able to shake up the world of outdoor (and all) fashion and apparel and have created a truly sustainable and innovative program that promotes environmental responsibility and inspires others to do the same... Time will tell of its impact.

Task 3: Creating Value with My Enterprise / Venture:

Hand-drawn version of the 5 forms of value as a SCAMPER framework.



Substitute: The aim is to substitute traditional lectures with hands-on, practical experiences to better prepare students for real-world situations, based on content devised with industry links. Project-based learning, will allow students work current industry related challenges and opportunities and apply the knowledge they have acquired to come up with a solution or idea respectively. This type of learning encourages critical thinking, problem-solving, collaboration, and communication skills, which are all essential in the workforce.

Combine: Combining both formative and summative assessment materials with that of real world industry requirements, providing students further opportunities to gain industry experience.

An excellent way to enhance students' learning experience, according to Race and Pickford (2017) not only does it allow students to gain hands-on experience in their field of study, but it also provides them with the opportunity to network with professionals in their industry and throughout the process get peer and familiar review over their chosen approach/design.

Adapt: Adapting the curriculum to include emerging trends or technologies within hospitality and tourism will better prepare students for the future within the industry.

Benefits of adapting the programme design and content include Improved job prospects, Enhanced critical thinking skills, Increased engagement and better personal alignment with industry needs. Overall, adapting the curriculum to include emerging trends or technologies is a crucial step in ensuring that students are prepared for the rapidly changing job market.

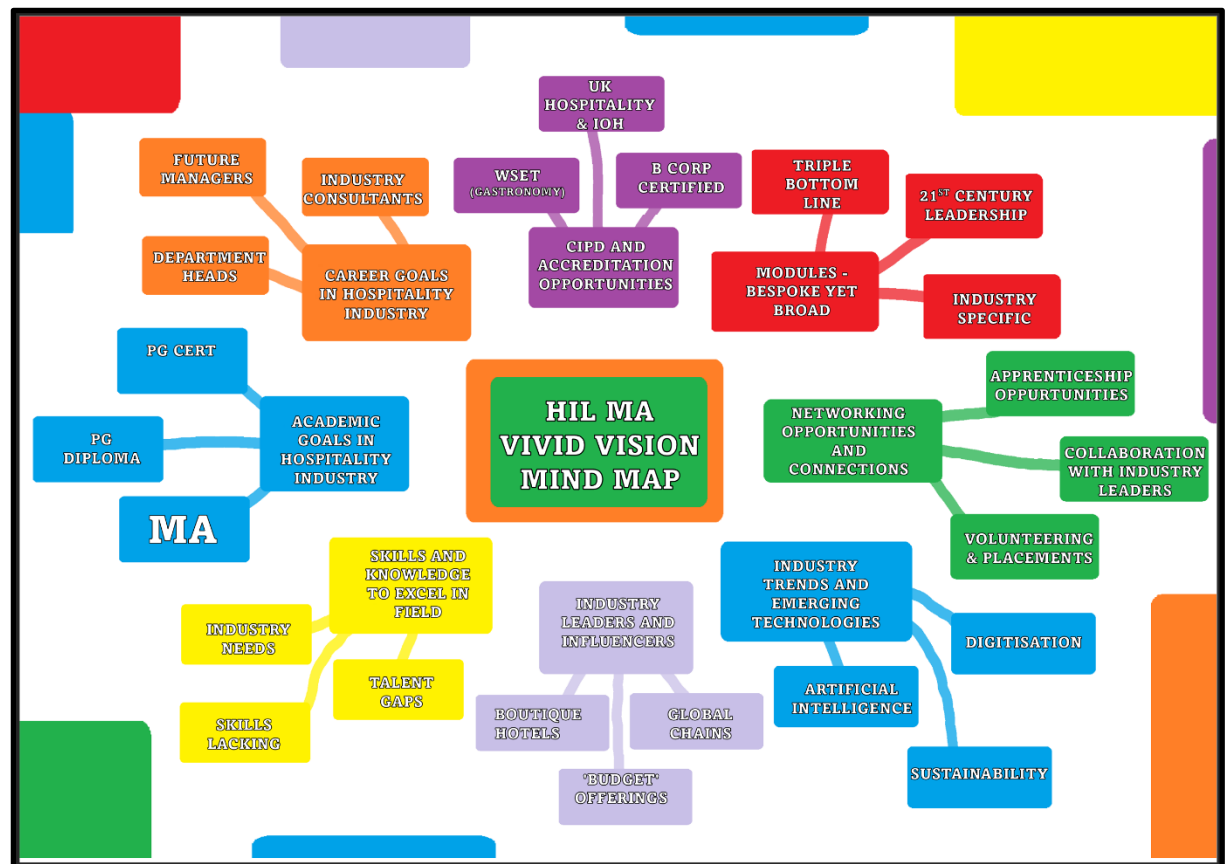
Modify: This MA will be modified to include bespoke progression tracks designed to focus on student's specific interests within the industry. Offering bespoke tracks or concentrations in a programme can help students tailor their education to their career goals. Furthermore from the perspective of attraction, by offering these bespoke available, student-led opportunities, a program can appeal to a broader range of students who have different interests as well as provide an opportunity for networking among students with similar interests.

Put to another use: Putting the degree to another use, will include offerings such as providing consulting services to relevant and applicable businesses. This could provide additional value to the student, the industry and the institute by virtue of feeding on from the wealth of knowledge obtained by industry engagement throughout their studies and applying that knowledge and expertise reciprocally in order to allow students and their clients to solve complex problems or improve their operations.

Eliminate: Eliminating unnecessary coursework or requirements could streamline the program and better prepare students practically for their chosen careers (Dougherty, 2012). Whilst Blooms Taxonomy (1972) is something which largely can still be adhered to - by examining the learning outcomes of each course, as well as liaising with industry professionals to identify the skills and knowledge that students need to succeed in their chosen fields, the programme will seek to identify areas of overlap as well as redundancy and eliminate summative assessments which are no longer relevant or necessary.

Reverse: Reversing the traditional student-teacher roles by having industry professionals teach courses as well as those students who have already had a great deal of industry experience – this could provide valuable insight with practical and real-world experiences being constantly introduced and discussed within the classroom (Friedrich, 2020). Furthermore, networking opportunities with these professionals can be invaluable for students who are looking to establish themselves in their chosen field.

Task 4: My Vivid Vision for My Enterprise / Venture:



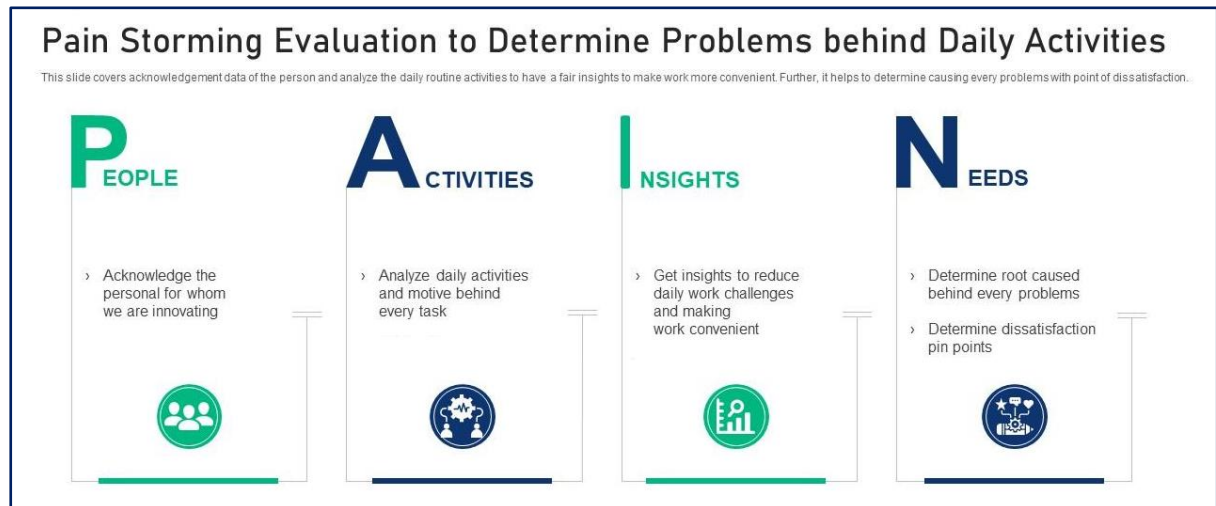
As can be seen within the Mind Map presented; the MA we are developing currently presents an extremely exciting opportunity whereby as a discipline, we are looking to dispense with the traditional notion of what is required within a Master's degree.

'PAINSTORMING'

Utilising the process of 'Painstorming' (Lardi, 2022), Again, using other Hospitality and Tourism MAs as a foundation (namely Exeter University but including both national and global offerings), the process of 'Painstorming' can help us identify areas for improvement and innovation both with the design of the course overall but also in relation to the specific course materials.

Whilst we may be unable to gather feedback from students, faculty within these university programmes, we can absolutely liaise with relevant industry professionals in order to identify common 'pain points' which may have occurred from their experiences of dealing with staff to ascertain those unmet or underserved needs, and also - the practical challenges that need to be addressed within the real-world in order to influence the programme itself. With the inclusion of developing teaching methodologies and

technologies, the process of (continued) Painstorming' may lead to the development of a more comprehensive and relevant curriculum, and instead is harnessing the power of relevance within the hospitality and looking to ensure both content and available opportunities for those studying is as current as possible.



The hope is that a master's degree with industry links can provide access to cutting-edge research and industry trends (Tong et al, 2022), which can help students stay up-to-date with the latest developments in the field which is often particularly valuable for those interested in pursuing leadership positions in the industry (Koehler et al, 2016).

Fiet (2022) posited very recently that using the effective process and discipline of arbitrage, looking at some of the techniques used elsewhere within their courses it is clear to see that enterprise lead educational offerings can add great value and insight.

Many MBA programmes, globally employ experienced business professionals as adjunct professors or guest speakers to provide their students with real-world insights and practical knowledge. These professionals can offer unique perspectives on industry trends and challenges, and can provide students with valuable networking opportunities (Palazzo, et al, 2023) This can be very important where, employers often look for candidates with relevant experience and connections in the field which is particularly the case we have found within the research leading up to the prospect of this MA. Overall, a hospitality master's degree with links to industry and sessions delivered by the professionals themselves, can provide students with a comprehensive education and valuable industry connections that can help them far beyond their time of study with an institute and beyond.

With a drive toward innovation whilst remaining mindful of emerging trends and technology, the MA will support the notion of innovation and how it can lead to new opportunities for both personal growth as well as revenue generation, which is particularly important in today's uncertain economic climate (Hayes, et al, 2021). By encouraging innovation, students can build their confidence and develop important skills such as critical thinking, problem-solving, and adaptability, which will serve them well in their future careers.

External and relevant accreditation, both for the course as a whole as well as the students who graduate within their field also provides an element of expressed credibility and accountability to the degree program by ensuring that it is reviewed and evaluated by experts in the field (Jenlink, 2021). This, in turn can also further lead to opportunities for networking, professional development, and access to resources and funding. Overall, having an accredited postgraduate masters degree can enhance career prospects and provide a solid foundation for continued learning and advancement in one's chosen field (B Lab, 2023).

There are similar courses out there... I know because I run one of them, but this is only in terms of the industry the courses or programmes of study wish to help support and develop . Within this MA we would look to take a different approach. Whilst we would look to replicate the relevant components of the International Hotel Management MBA and Global Tourism Management MBA of which I currently am Programme Manager for, the only elements of those we wish to reuse/recycle are those elements that fit within the remit of academic relevance, rigour and of course the things which will ensure this programme can 'get across the line' with the internal and external review bodies ... However, the content, the delivery, the approach to innovation and the inevitable growth are things we believe will be truly unique to this MA, as a result of the approaches discussed above.

Task 5: B-Corp Application:

In the age of sustainability, businesses are expected to do more than just make profits. They are also expected to have a positive impact on society and the environment. B Corp certification is a way for businesses to demonstrate their commitment to these values. B Corps are companies that meet rigorous standards of social and environmental performance, accountability, and transparency.

As far as we can see from the research which has been carried out, educational Institutions should be no different. This certification can help all organisations, universities included build credibility and be taken more seriously by consumers, investors, and other stakeholders. B Corp certification is becoming increasingly important as consumers demand more sustainable and ethical practices from the businesses they support. And frankly I believe this may be imperative from the perspective of an innovative, forward looking Master's degree, that can show that this University and the relevant programmes, truly do walk the walk.

Help us reach more businesses by keeping the B Impact Assessment free [Donate today](#)



Robyn Griffiths

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Profile

Sign Out

Certification

Assessment Review

A key step in the certification process is to review questions that may have been difficult to answer or are unclear directly with B Lab Staff. On average, it takes about 60-90 minutes to complete this review via phone. Upon submitting your assessment, a member of B Lab's review team will contact you.

Assessment Review is locked because:

- [You must complete at least 90% of your assessment](#)
- [You must improve your score to pass the 80 point requirement](#)
- [You must complete the disclosure questionnaire](#)
- [You must supply your company's annual revenue](#)
- [You must complete the company details information](#)
- [You must confirm viewing certification requirements](#)
- [You must confirm viewing the verification process](#)

SUBMIT

Disclosure Questionnaire

The Disclosure Questionnaire is the final series of questions your company will answer. The Disclosure Questionnaire allows you to confidentially disclose to B Lab any sensitive practices, fines, or sanctions related to your company or its partners. Your answers to the Disclosure Questionnaire do not affect your score on the B Impact Assessment. However, material disclosures may trigger further transparency requirements, review, or remediation if your company pursues B Corporation Certification.

PROGRESS

Required Questions

The questions that appear on this list need to be either answered or confirmed prior to submitting your Assessment for review.

Questions Remaining: 0

Get Help

Note: I am not sure to what extent I am currently able to submit further information for review as a result of the organisation being the University itself (something you could no doubt assist with) – even as an exercise I believe it may trigger some correspondence I am not yet ready to address.

I have created an account and started the B Impact Assessment (BIA) process and this is confirmation of that – apologies if I have gone via the incorrect channel.

Dear Jayne,

I hope this email finds you well.

*As we further explore the possibility of writing and validating the **Hospitality Innovation & Leadership MA** master's degree program together, whilst the intention is still indeed to obtain external accreditation to enhance the credibility of the programme, I wanted to touch base on one of the most challenging aspects of our journey towards becoming a B-Corp.*

Upon reflection and with quite extensive research, I have found that the process of applying for B-Corp status can be quite complex and time-consuming. One of the biggest challenges we may face is ensuring that our approach to what is still essentially an academic programme can prove unequivocally that our practices align with the rigorous standards set by B Lab (2023) in order to reach the minimum requirement and score 80+ points on the B Impact Assessment. Furthermore, there are implications which may involve us having to have even greater checks and vetting procedures in place when looking to establish industry links and partnerships, as these may invoke additional scrutiny in terms of this (and any accreditation).

This may, as a result involve significant changes to our operations, including implementing new policies and procedures, to ensure that both the university as well as prospective links

employ environmental, social, and governance practices which meet the highest standards.

However, it is not all doom and gloom. I have had several very positive conversations with regard to this and together with your expertise and knowledge in matters relating to governance, policy design as well as your work within the field of sustainability, I am confident that we can overcome these challenges.

I propose also that we work closely with a B Corp consultant to help us set relevant long terms goals and guide us through the application process and ensure that we have all the necessary documentation in place. We can also collaborate with other B Corps to learn from their experiences and leverage their best practices.

I believe that with our joint efforts, we can create a successful B Corp that will not only benefit the institute but also have a very positive and lasting impact on our students and ultimately the hospitality industry at large. I believe this may be imperative from the perspective of an innovative, forward looking Master's degree, that can show that this University and the relevant programmes, truly do walk the walk.

Thank you for all your help and guidance thus far. I look forward to discussing this further.

Best regards,

Robyn

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