

**MINUTES OF THE MEETING OF THE EXECUTIVE BOARD  
HELD ON NOVEMBER 14<sup>th</sup>, 2018 IN LEEUWARDEN (NL)**



**MEMBERS OF THE EXECUTIVE BOARD AT THEIR MEETING  
AT FRIESLAND COLLEGE IN LEEUWARDEN (NL)**

## Attendance

<i>COUNTRY</i>	<i>NATIONAL REPRESENTATIVE</i>	
	<i>First name</i>	<i>Name</i>
<b>AEHT HEAD OFFICE</b>	Nadine	SCHINTGEN
<b>AUSTRIA</b>	Gerald	HABERL
<b>BELGIUM</b>	Sanne	HUYGENS
<b>CROATIA</b>	Vesna	BARANASIC
<b>CYPRUS</b>	Michel	CHARLISTOS
<b>ESTONIA</b>	Neeme	RAND
<b>FRANCE</b>	Didier	LEDER
<b>HUNGARY</b>	Marta	GYÖMBER
<b>IRELAND</b>	Ray	CULLEN
<b>LATVIA</b>	Silva Ilze	OZOLINA LOCMANE
<b>LITHUANIA</b>	Audrius	KURLAVICIUS
<b>LUXEMBOURG</b>	Michel	LANNERS
<b>MACEDONIA</b>	Zoran	NIKOLOVSKI
<b>THE NETHERLANDS</b>	Remco	KOERTS
<b>PORTUGAL</b>	Ana Paula	PAIS
<b>RUSSIA</b>	Olga	VAKHMANOVA
<b>SERBIA</b>	Milena	VUKIC
<b>SPAIN</b>	Nuria	MONTMANY
<b>UNITED KINGDOM</b>	Aysegul	YESILDAGLAR

### APLOGIES WERE RECEIVED FROM:

<b>ICELAND</b>	Helene H.	PEDERSEN
<b>ITALY</b>	Paulo	APRILE
<b>SLOVENIA</b>	Helena	CVIKL (Head Judge)

### GUESTS:

TURKEY	Özlem	ATTÜRIL
--------	-------	---------

## 1. Welcome address and apologies for absence

The meeting started with a welcome address from President Remco Koerts and the presentation of apologies from some National Representatives (see above).

## 2. Approval of the minutes of the previous meeting (Leeuwarden, November 14th, 2018)

The above-mentioned minutes had been published on the AEHT website [www.aeht.eu](http://www.aeht.eu) and were approved unanimously by the representatives present.

## 3. Report from the President

New approaches, procedures and content have been introduced by the current Presidium:

- For **AEHT major events**, designation of a coordinator. Murray Cooper, Academic Head at Docklands Academy, agreed to supervise the organization of AEHT Youth parliaments and would present his ideas at the General Assembly.

Regarding the AEHT Annual Conference, packages have to be restructured and prices limited. The Presidium would set out a range of prices per hotel category, which may not be exceeded by organizers and any suggestions from the National Representatives would be most welcome. The final price grid would be included in the conference guidelines.

It seems that all organizers encounter the same problems and exchanging ideas with former event managers would help future organizers avoid recurrent problems. This exchange could be done via Skype outside the stressful period of the conference.

- **A stronger cooperation and exchange of knowledge between National Representatives** would be fostered by Ana Paula Pais via group discussions.
- **The introduction of an "Academic Programme"** for Directors (and teachers) during the Annual Conference would be implemented by Michel Lanners (with the assistance of Nuria Montmany)

## 4. Report from the Vice-Presidents

- ***Higher Education Group – HEG (Nuria Montmany)***

The AEHT's Higher Education Group (HEG) is a think-tank created by the late Adolf Steindl and by Jürgen Clausen, dedicated to promoting and developing a discussion forum for AEHT members who offer Education and Training from Level 5 and above.

Vice-President Nuria Montmany is in charge of reinvigorating the HEG, as there is still scope for further development and further value added to the work that has been done so far and Nuria Montmany submitted to the meeting the following strategy and action plan:

1. The Strategy

- Attract more schools offering programmes at levels 5, 6 and 7 to the AEHT, in order to promote a working environment where good practice, experiences and challenges can be debated and shared.
- Make the HEG more dynamic and proactive in order to help the AEHT to attract a greater range of members, from different nationalities and offering a greater range of programmes. This change should be supported by a new model of seminars orientated to specific themes that could be rebranded.

## 2. The Action Plan

It is essential to start:

- building up a database and a communication flowchart on "who's who" in the AEHT among those member schools offering courses at higher levels (levels 5/6/7);
- surveying the different collaborative schemes operated with universities and other higher education entities: protocols, shared objectives, areas of cooperation and work, studies, etc;
- developing study groups related to the Higher Education programmes of study focussing on different areas e.g. Hospitality, Catering, Tourism, Tourist Information, etc;
- creating a system for sharing case studies, good practice and experiences related to education and training at a higher level, to be produced and used by the AEHT membership.

To initiate the implementation of this strategy and action plan, Nuria Montmany was currently working closely with Paulo Vaz, director of the Coimbra and Lamego Hotel schools, on the organization of an HEG seminar in 2019 in Lisbon for teachers from EQF level 5 and above. The intention of the seminar is to give a new momentum to this HEG, to gather more concrete information on targeted schools, to be able to better focus on their needs and to attract new HE schools to the AEHT.

### ▪ ***Cooperation with Privileged Professional Partners (PPP) and World Skills International (Ray Cullen)***

#### Privileged Professional Partners (PPP):

Privileged Professional Partners (PPP) contribute valuable knowledge and financial support to our Association. They allow the AEHT to keep up to date with the fast-changing world of industry and professional development.

The AEHT Annual Conference is a welcome showcase for our professional and industry partners which no doubt will grow and develop as a very important element of the AEHT for many years ahead. Collaboration with our professional partners offers opportunities for further professional development, training and placement for teachers and students. Through these professional partnerships, new information and ideas are introduced to directors and teachers, which is a further valuable resource in planning for the future.

In the Cognac Encyclopaedia, the current PPPs have clearly expressed the high added value that their 'membership of the AEHT family' has brought to their organization, as e.g. encounters with outstanding individuals and cutting-edge schools, the developing of

rewarding collaborations as well as stimulating partnership throughout Europe, exchanges of good practice, access to information on innovative member projects, inspiration *inter alia* for new courses and curricula, showcase for their products/services to members, etc.

Ray Cullen's strategy proposal for future years would include the following:

'To build up a network of companies that will be a financial support hub for the AEHT'

- Consolidate our current partners
- Develop a host of new partners
- Create a 'platform-opportunity' for our partners to be involved in our annual conference
- Target a major overall partner/sponsor for the AEHT

To implement this strategy, Ray Cullen suggested the following action plan:

- In 2019 – find a major sponsor/partner
- host a variety of companies at the Annual Conference in a new space called 'Partners' Platform' or 'AEHT village' to showcase the companies and their products
- Review the packages on offer and replace with 3 new categories
  - Sponsorship (annual contribution up to €5000.00 to the AEHT)
  - Privileged Professional Partners (annual contribution of € 1,500.00)
  - Commercial partners, whose participation is limited to conference only (annual contribution €350.00)

Only the paid-up Privileged Professional Partners would have their logo on our publications/mailings and get access to our membership.

At the Annual Conference, partners could benefit from an allocated space where they may display their products/services during 2 ½ days. Moreover, the Presidium would meet with them for dinner at one of the conference evenings to get acquainted with each other. During the first such evening meeting, they already proposed many new ideas on how to attract new companies for the benefit of our Association.

So far, the AEHT is in contact with following companies, not all of them so far members of the AEHT (those followed by a \*are not yet members):

- Hosco
- Cognac Academy
- Villeroy-Boch
- Docklands Academy London
- Casa Della Divisa
- STR Share Center\*
- Grand Marnier
- Cesim
- BSG
- Gruppo Spaggiari
- Caroli Hotels\*
- Disform\*
- Atlyht de l'Anepht et de l'Anpcr\*
- F&B - Service Training International, Switzerland\*
- Coppinger Uniforms\*

- Eco Burner\*
- Guinness\*

Following organizations had a stand at the 'Partners Platform' of the AEHT Annual Conference in Leeuwarden:

- Hosco
- Docklands Academy London
- STR Share Center\*
- Cesim
- Eco Burner\*
- Local organisations

To find more PPPs, Ray Cullen appealed for the help of the National Representatives, asking each representative for the name of at least one company that the AEHT could contact for sponsorship. Gerald Haberl, the Austrian National Representative, would contact the Hotel chain that supports his school and whose European Head Office could be interested in becoming an AEHT PPP. However for this purpose he would need a short list of the benefits of AEHT sponsorship that he could hand over to them. As soon as the new presentation leaflet of the AEHT, which puts forward these benefits, is available, all National Representatives will receive copies for their promotional work of the AEHT. Gerald Haberl would also send to Ray Cullen information on his school's gold, silver and bronze partner packages and their different benefits.

The AEHT hoped to attract further companies to the Association in 2019. Any company of benefit to the Association would be accepted. However, the AEHT would avoid offering membership to two companies operating in the same field of activity. Recruiting 10 new companies as ordinary professional members would already bring 3,500 EUR per year to our Association.

#### World Skills international:

Ray Cullen and Remco Koerts had contacted World Skills International with a view to exploring closer collaboration should this be of any benefit for the AEHT.

Our judges could become independent judges for their competitions which would be an extraordinary opportunity for AEHT teachers. Furthermore, World Skills International could also provide some judges from their organisation for our Annual Competitions.

#### ▪ ***AEHT IT Services (Internet site, Conference registration platform, ...) and Office 365 use within the AEHT (Neeme Rand)***

Neeme Rand said he would be very brief as he would speak to the same item the following day at the General Assembly. To summarize:

Office 365 would be introduced in three major steps (AEHT Head Office level, Presidium level and Executive board level). For several reasons, the implementation had fallen behind schedule. More details at the GA the following day.

Ahti Paju, the AEHT IT manager, had developed the registration platform for the AEHT Annual Conference already 10 years ago. This platform needed to be updated every year.

▪ ***Coordination of the National Representatives network (Ana Paula Pais)***

After presenting the outcomes of the survey launched by Ana Paul Pais amongst National Representatives on the challenges faced currently by our member countries, she identified some future trends and common challenges (see section 7) that would inform a new approach in 2019, including:

1. Updating data & information (e.g. on national training systems);
2. Sharing trends in education and tourism (to be published on our internet site) (e.g. immersive room (fully equipped class room) to provide interactive training as available at DAL and that could be used to connect AEHT member schools and attract HE schools);
3. Signing agreements and cooperating with national networks and associations (e.g. within the framework of projects);
4. Attending one event per country to present the AEHT (e.g. Fair del Turismo organized by RENAIA);
5. Inviting 3 potential member schools per country to the annual conferences (special 3 days package);
6. Launching an AEHT Academy;
7. Launching an AEHT Start-up competition;
8. Sharing online documents.

More information is provided under section 7.

▪ ***An academic programme for directors at Annual conferences (Michel Lanners)***

A major reason for participating in a network such as the AEHT is to support the development of our training organisations to enable them to offer the best education and training to our students. We need to anticipate changes and our Academic Programme should help school directors to face future trends and challenges.

Vice-President Michel Lanners met in March with Steve Hood, Senior Vice President of Research at STR and Founding Director of the SHARE Center ("Supporting Hotel-related Academic Research and Education"), whose institutions have shown that they are able to cope with changes. 800 universities are involved in their programmes of which 250 are from the US, and the remainder from countries outside the US. Steve Hood had agreed to make a presentation on "Hospitality and Tourism Trends" at the present Executive Board meeting in Leeuwarden. Here is a summary:

What are the current issues, hot topics and future challenges in the Hospitality and Tourism industry? These can be broken down into 10 different areas:

- Performance – Trends such as occupancy and average daily rate are moving in a positive direction in most areas of the world. Many areas are experiencing record highs. There is a general feeling of optimism when it comes to industry leaders and international conferences;
- Development – When it comes to hotel development around the world, there have been changes in recent years. While looking at numbers of hotels under construction or in the pipeline by country, city or chain, some new players may be seen in the top rankings.

- Mergers and Acquisitions (M&A) – The recent years have seen an unparalleled degree of activity when it comes to M&A. There have been huge mergers such as Marriott and Starwood. M&A trends include Chinese investment and an “asset light” shift.
- Branding – Branding trends in the industry could be described using the word “blur” to emphasize the volume of activity and the confusion related to some of that activity. There have been an incredible number of new brands originating in recent years including special focus brands and examples of collaboration as well as diversification. New branding-related terminology has also emerged such as “lifestyle”, “boutique” and “soft brands”.
- Disruptors – In the recent years a whole new disruptor has received a great deal of attention. The disruptor from prior years, the online travel agent, has been replaced by the sharing lodging players such as Airbnb. How do hotels compete and what do they learn from this most recent disruptor?
- Technology, Revenue Management, Big Data and Analytics, International Tourism – In these additional areas there has been an explosion of activity, including robotics, mobile apps, AI, IOT, rate parity and loyalty, smart guestrooms and smart destinations. There is more data available, but the challenge now is using that data; and international tourism is at a record high.
- Talent Gap and Challenges – The need for hospitality and tourism talent has never been greater. Schools have a unique opportunity to provide students with skills that industry needs and to prepare graduates for the careers of the future.

The STR Share Center would be honoured to work more closely with AEHT members and to customize their programs to meet the needs of these schools. In cooperation with the Board, the Center is inviting schools to be involved in a pilot group to explore ways to work together. They will be meeting early in the year to brainstorm. They will be glad to conduct train-the-trainer sessions for instructors related to the training programs and student certifications. Please let them know if you are interested by contacting Steve Hood (Email: [SHood@str.com](mailto:SHood@str.com)).

Gerald Haberl, Milena Vukic and Aysegul Yesildaglar expressed an interest in participating in the pilot group to engage in further in-depth reflection and to develop academic activities in the hospitality area in preparation for the forthcoming AEHT Annual Conferences. Anyone interested should contact Michel Lanner, who will invite them for a first session (reflection round) to be held at his school in Luxembourg.

## **5. 2019 Annual Conference in Split (HR) (Ivo Bilic and his organizing team)**

The 32<sup>nd</sup> AEHT Annual Conference would be held in Split, a marvellous town located on the Adriatic coast in central Dalmatia on the Split (Marjan) peninsula. It is the second largest city in Croatia and famous for its old town, and especially for the Roman Emperor Diocletian's Palace dating from the turn of the fourth century AD, listed as a UNESCO World Heritage site.





The 2019 Annual conference organizing team from the Tourism and Catering School in Split would be headed by Ivo Bilic and comprises:



Their aim was to organize the conference in a single venue, ideally at the hotel Le Méridien Lav situated 8 km south of Split in Podstrana on the Dalmatian Coast. The hotel would provide single, double, triple and quadruple rooms. Registration fees would not exceed last years' average fees.

It is very easy to reach Split. You may arrive by:

- Land, sea or air - any option you choose is a good way to get to Split, Croatia.
- Rail connections offer direct or transfer connections with almost all European countries.
- Croatian highways, whether you travel by bus or your own car, are newly built, fast and modern.
- Its shores are open the whole year via a ferry service from Italy.
- There are 9 international airports across the country which are connected with major European cities.

You may find more travel information at:

- <https://croatia.hr/how-to-arrive>
- <https://www.croatiaairlines.com>
- <https://www.jadrolinija.hr/ferry-croatia>
- <http://www.promet-split.hr/en/>

The programme had not yet been finalized but in its broad outlines would remain similar to the programmes of previous years:

## Framework Conference Programme

Day	Time	Activites	Location
<b>Monday, 11/11/2019</b>			
	8.00 - 18.00	Arrival	Central train/bus station
	19.00	Dinner	Hotel
	21.00	Meeting of the Judges	Hotel
<b>Tuesday, 12/11/2019</b>			
	7.00 - 9.30	Breakfast	Hotel
	10.00 - 11.15	Opening Ceremony	HNK-Theater
	11.15 - 11,45	Millenium photo	In front of the HNK Theater
	12.00-	Lunch	Hotel
	13.00 -	Briefing part 1	Hotel
	15.00 -	Briefing part 2	Hotel
	19.00 -	Dinner	Hotel
<b>Wednesday, 13/11/2019</b>			
	7.00 - 9.30	Breakfast	Hotel
	8.30 - 17.00	Competitions	Hotel
	8.30 - 17.00	Social programme	
	10.00 - 13.00	Meeting of Executive Board	Hotel
	12.00 -	Lunch	Hotel
	14.00-17.00	Programme	
	19.00	Dinner	Hotel
	21.00-24.00	Party	Hotel
<b>Thursday, 14/11/2019</b>			
	7.00 - 9.30	Breakfast	Hotel
	8.30 - 17.00	Competitions	Hotel
	8.30 - 17.00	Social Programme	
	10.00 - 13.00	General Assembly	Hotel
	12.00 - 15.00	Lunch	Hotel
	14.00 - 16.00	Programme	
	19.00	Dinner	Hotel
	21.00-24.00	Party	Hotel
<b>Friday, 15/11/2019</b>			
	7.00-8.30	Breakfast	Hotel
	8.30 - 16.00	Excursion	
	19.00	Gala dinner	Hotel
	21:00	Price giving and Closing ceremony	Hotel
	23:00	After Party	Hotel

For more information, please visit our website [www.aeht2019.hr](http://www.aeht2019.hr) or contact the organizing school at: [ured@tus-st.hr](mailto:ured@tus-st.hr) .

You are all very welcome to join us in Split.

## **6. Christmas in Europe event 2018**

The organizers were expecting 28 teams, 150 participants, to present their Christmas traditions in Riga from December 2<sup>nd</sup> to December 8<sup>th</sup> 2018. In December, the weather might be very cold and participants should take warm clothes with them, even if almost all activities will be organized at the hosting school (except of course the parade and the excursions). The organizing school, though not as big as the Friesland college, will do its utmost to make the participants' stay as pleasant as possible.

## **7. Round table session regarding improved cooperation between the AEHT and its National Representatives**

Before the meeting, Ana Paula Pais asked National Representatives to identify in their respective countries:

1. the major future trends and major challenges in the hotel and tourism training system;
2. new schools and potential professional members;
3. National events in which the AEHT could participate to make it more widely known;
4. new projects and new areas of cooperation to improve the AEHT's attractiveness for members.

Country	Future trends in our sector	Major challenges	National events to present AEHT	News areas of cooperation (new schools & prof. members)
Austria	<ul style="list-style-type: none"> <li>- Growth of the tourism educational sector: More universities train for the sector and could be members of the AEHT (name should be changed)</li> <li>- Fewer and fewer semesters are needed to obtain a Bachelor degree (at one university Bachelor already available in 2 semesters. The AEHT should be wary about taking such universities on board)</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of students (already 1 school closed and 2 more are in difficulties)</li> <li>- Negative image of the profession; chamber of Commerce tries to change this.</li> </ul>	<ul style="list-style-type: none"> <li>- There is a large number of educational fairs (48 fairs), where the 22 AEHT member schools from Austria try to promote the AEHT</li> </ul>	<ul style="list-style-type: none"> <li>- Search for cooperation with the different entities that own schools in Austria (Ministry, Chamber of Commerce,...).</li> </ul>
Belgium	<ul style="list-style-type: none"> <li>- lack of professional employees</li> <li>- sector in full development</li> </ul>	<ul style="list-style-type: none"> <li>- Get Professionals and educationals to think and work hand in hand</li> <li>- Respond to a sector in full development</li> <li>- Generate socially responsible entrepreneurship</li> <li>- Make more people choose a F&amp;B career (better image of the profession and the education, better value of the diploma)</li> <li>- Develop a professional career within the F&amp;B sector</li> <li>- Ensure a good balance between basic skills and new techniques</li> <li>- Avoid negative impact of F&amp;B on the environment, health and local production</li> <li>- Increasing importance of profitability and efficiency</li> <li>- Cope with the 'guest of tomorrow', more empowered and with a critical mindset</li> </ul>	<ul style="list-style-type: none"> <li>- Development of such events, that do not yet exist in Belgium</li> </ul>	<ul style="list-style-type: none"> <li>- Future creation of a joined-up AEHT national network of Flemish and Wallonian schools</li> <li>- Potential PPP: PURATOS (producer of innovative products &amp; solutions for bakery, pastry and chocolate making), with Headquarters in Belgium and 58 innovation- and knowledge centers worldwide, is present in &gt;100 countries</li> </ul>
Cyprus	<ul style="list-style-type: none"> <li>- Casino management and operations</li> <li>- Marketing for gambling tourism</li> <li>- Training on marina management &amp; for nautical tourism</li> <li>- Delivering quality in tourism</li> </ul>	<ul style="list-style-type: none"> <li>- More people need to be trained at vocational level (see EU report). In the hospitality sector, over 55% are overqualified for the job they do</li> </ul>	<ul style="list-style-type: none"> <li>- Cyprus Bartenders' Association Competition and Exhibition</li> <li>- Association of Cyprus Travel Agents Exhibition</li> </ul>	<p>New areas of cooperation:</p> <ul style="list-style-type: none"> <li>- Students and teachers exchange programs amongst member schools and training programmes based on each country's needs.</li> </ul> <p>New potential members:</p> <ul style="list-style-type: none"> <li>- European University</li> <li>- Neapolis University</li> <li>- University of Central Lancashire Cyprus</li> </ul>

				<ul style="list-style-type: none"> <li>- University of Nicosia</li> <li>- Casa College</li> <li>- CDA college</li> <li>- KES college</li> <li>- College of Tourism and Hotel Management</li> </ul>
Ireland	<ul style="list-style-type: none"> <li>- Lack of students</li> <li>-&gt; Unmet work force Industry needs</li> </ul>	<ul style="list-style-type: none"> <li>- Convince students looking to other industries to choose these career paths</li> </ul>	<ul style="list-style-type: none"> <li>- February 2019: Catex – Ireland’s national catering exhibition and competitions at RDS Dublin</li> <li>- June 17-18, 2019: Annual Tourism Hospitality Research and Innovation Conference (THRIC)</li> </ul>	Educational Training Boards (ETBs)
Italy	<ul style="list-style-type: none"> <li>- Improve foreign language skills via exchanges with AEHT schools (acquisition of a foreign language external competence certification)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase participation in AEHT Annual competitions by reducing registration fees</li> </ul>	<ul style="list-style-type: none"> <li>- Annually in March: “Fare Turismo” of the RENAIA (Italian association of hotel and catering schools) in Rome’s EUR district</li> <li>- In October: Didacta Fair in Florence</li> <li>- In November: the Job &amp; Orienta fair in Verona</li> </ul>	<ul style="list-style-type: none"> <li>- Incentive to attract new Italian schools: AEHT offers many opportunities for internationalisation (Exchanges with foreign countries)</li> <li>- Contact former members and members of RENAIA</li> <li>-&gt; lower the costs to make AEHT more attractive to all schools with a tight budget.</li> </ul>
Finland	<ul style="list-style-type: none"> <li>- Profound reform of vocational education and training</li> <li>- Lack of students though the tourism sector is still growing</li> <li>- Less budget for VET and allocated according results</li> </ul>	<ul style="list-style-type: none"> <li>- Education more competence-based and customer-oriented</li> <li>- Increased digital learning environments</li> <li>- Increased learning in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>- April 2-3, 2019: National skills pair competitions for waiter and cook students (competitors from 15 different schools) at Perho Culinary, Tourism and Business College;</li> <li>- May 21–23, 2019: Taitaja2019 competition in Joensuu: 400 competitors in 44 skill categories (= Finnish Championships)]</li> </ul>	<ul style="list-style-type: none"> <li>- Good networks of education providers in FIN   (60 vocational schools, 20 universities of applied sciences)</li> <li>-&gt;AEHT should make contact with them</li> <li>- Sustainable gastronomy, more environment-friendly services. Ex. SusCoP - Sustainable cooking for planet (alternative proteins for a tasty and sustainable future)</li> </ul>
Great Britain	<ul style="list-style-type: none"> <li>- Changes in teaching methods</li> <li>- Need for interactive classes</li> <li>- Apprenticeship programmes more accessible</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of qualified personnel</li> <li>- Lack of motivation to enter the industry (due to long working hours &amp; low wages)</li> </ul>	<p>National competitions and exhibitions part of organisations such as:</p> <ul style="list-style-type: none"> <li>• National Chef of the Year – organized by Craft Guild of Chefs</li> <li>• Roux Scholarship – from the Roux Foundation</li> <li>• BCF Young Chef of the Year – British Culinary Federation</li> <li>• Zest Quest Asia - <a href="http://www.zestquestasia.com/">http://www.zestquestasia.com/</a> - organized by The Master Chefs of Great Britain</li> <li>• Sodexo Salon Culinaire – organized by Sodexo</li> </ul>	<p><u>New kind of cooperation:</u></p> <ul style="list-style-type: none"> <li>- Taster sessions (workshops &amp; day classes for students and teachers)</li> <li>- School visits to our partner restaurants, Limehouse Gastronomy School and Hotel</li> <li>- Best practice sharing with teachers from member schools</li> <li>- Expert knowledge sharing with lead teachers and principals on specialist cuisine</li> <li>- All AEHT schools should get connected by immersive classrooms for interactive (distance) training (Members are invited to visit such a room at DAL)</li> </ul> <p><u>New potential members:</u></p> <ul style="list-style-type: none"> <li>- Public sector /government funded colleges that offer hospitality, travel and tourism courses</li> <li>- Independent cookery schools UK wide</li> </ul>

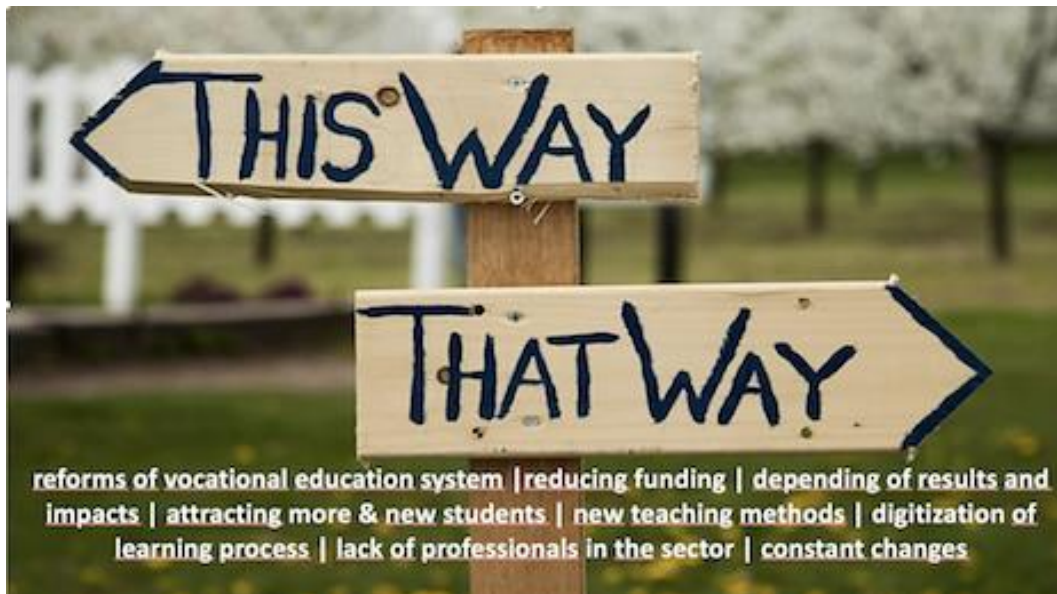
			<ul style="list-style-type: none"> <li>• Annual Country Range Student Chef Challenge – organized by Country Range food company</li> <li>• Le Taittinger Prix Culinaire International – organized by Taittinger Champagne</li> <li>• Teflon Diamond Standard Awards – organized by Teflon</li> </ul> <p><u>Well known hospitality related exhibitions are:</u>  The International Food &amp; Drink Event (IFE); Hotelympia; The Restaurant Show; Professional Kitchen Show; Speciality &amp; Fine Food Fair; The Independent Hotel Show; World Travel Market; Caffe Culture Show; Food Matters Live; The London Coffee Festival; Taste of London  London Wine Fair; Eat &amp; Drink Festival; Imbibe Live; Lunch!, London Festival of Wine; Salon du Chocolat London; BBC Good Food Show</p>	- Private colleges that offer HE courses similar to DAL
Lithuania	<ul style="list-style-type: none"> <li>- Boom of new hotels (20 in July 2018 in LT, 14 in Vilnius)</li> <li>- Increasing numbers of tourists (increase of 9,2 % the 1<sup>st</sup> semester of 2018 vs 2017)</li> <li>- Focusing on niche tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of premises for conferences</li> <li>- Seasonality</li> </ul>		
France	<ul style="list-style-type: none"> <li>- Lack of students</li> <li>- Profound reform of the vocational education and training</li> <li>- Uncertain future of training by apprenticeship</li> <li>- Changes in the funding system</li> </ul>		<ul style="list-style-type: none"> <li>- In March: AFLYHT Annual congress, (&gt; 50 schools) (AFLYHT = French hotel and catering school association, &gt; 200 member schools)</li> <li>- April 3<sup>rd</sup> -4<sup>th</sup>, 2019 APEB (French bar teacher Association) National competition for young bar talents (30 schools) in Guyancourt</li> </ul>	Sign agreements with AFLYTH and APEB
Russia	<ul style="list-style-type: none"> <li>- Reluctance of companies to cooperate with educational institutions to improve educational programs and process from the very start.</li> </ul>	<ul style="list-style-type: none"> <li>- Pressure by the Russian government to have high results at World Skills</li> <li>- Ever-increasing preparation vs. less energy, time and money available for VET</li> </ul>	<ul style="list-style-type: none"> <li>- WorldSkills, is Russia's major competition under governmental support:  → get an authorization for an AEHT presentation in form of a seminar during next regional championship (regional front</li> </ul>	<ul style="list-style-type: none"> <li>- Difficulties to promote AEHT in the European part of Russia, as a majority of schools are technical or poly-technic institutions where hospitality and tourism are no priority  -&gt; easier to do this in the Eastern part where schools cooperate already with schools from Kazakhstan, South Korea, Japan and especially China.</li> </ul>

	<ul style="list-style-type: none"> <li>- Lack of financial support to companies for their partnership in education</li> <li>- Creation of a kind of structure unifying the labour, material &amp; intellectual resources to enhance the training process not only of the students but also of the company employees.</li> <li>- Lack of short-term training programs (&lt; 4 years) beneficial to the industry</li> </ul>		<ul style="list-style-type: none"> <li>office and tourism competitions) in November 2019.</li> <li>- In preparation seminar for AEHT member schools held by the Association of barmen in Saint Petersburg on their newly developed evaluation tools for barman qualification within the national frame of qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>- Concentrate on e-learning programs and "digital" projects to involve also schools from remote areas</li> <li>- Use new tools such as Office 365 (OneDrive) to improve cooperation between Nat. Representatives while producing documents</li> <li>- Creation of a database regarding the follow-up of tasks (and problems) of previous competitions to improve the organization of future events.</li> </ul>
Slovenia	<ul style="list-style-type: none"> <li>- Further training for students at school from Business to business Centre</li> <li>- More school projects together with the industry</li> </ul>	<ul style="list-style-type: none"> <li>- Refresh regularly curricula with the industry, as e.g. every 5 years for Maribor College of Hospitality &amp; Tourism, who replaced exams also with multidisciplinary annual learning projects run together with the industry (ICTS).</li> <li>- Provide Business to business Centre training for students at school</li> <li>- Organize start-up competitions for higher level students</li> </ul>	<ul style="list-style-type: none"> <li>Promote AEHT at press conferences at big school events, as in December at College of Hospitality and Tourism in Maribor</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation with Chambers of Commerce and Chambers of Crafts</li> </ul>
Serbia	<p>Modern tourism and hospitality companies need staff with short-term qualifications (due to lack of time and money)</p> <p>-&gt;knowledge and skills of future employees are defined between companies and secondary vocational &amp; higher education institutions</p>	<ul style="list-style-type: none"> <li>- Quality of the supervision of students: lack of standards regarding the qualification of supervisors from industry (knowledge, skills &amp; pedagogical experience)</li> <li>- No common reference framework for ECTS (European Credits Transfer System) credits, which are calculated regarding the student's workload (very subjective (e.g. for internships) and differs from college to college)</li> <li>- Two alternative internationalization strategies (<i>Cross-Border delivery</i>) <ul style="list-style-type: none"> <li>1. In-house internationalization or incoming mobility (competitive study programs in English according to EU standards, joint study programs-&gt; joint/double degrees)</li> <li>2. internationalization directed towards foreign countries (teacher mobility, joint mentoring for doctoral dissertations or graduation thesis,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- International Scientific Conference at Faculty of Hotel Management and tourism in Vrnjačka Banja</li> <li>- International Scientific Conference in the field of Tourism and Hospitality SITCON (Singidunum International Tourism Conference)</li> <li>- BITCO-Belgrade International Tourism Conference Belgrade, College of Tourism</li> <li>- HOTELPLAN - International congress, The College of Hotel Management</li> <li>- February 21-24, 2019: Belgrade Tourism Fair</li> <li>- Lorist - International Fair in Novi Sad, including the Fair of Hunting, Fishing and Sport, the Fair of Horticulture, the Fair of Forestry, the Fair of Tourism, the Fair of Catering Industry Equipment, Food and Beverage and HorseVille.</li> </ul>	<p>New areas of cooperation:</p> <ul style="list-style-type: none"> <li>- AEHT Academy, an educational and training program to improve specific knowledge and skills in several fields: <ul style="list-style-type: none"> <li>- Business and Management</li> <li>- Hotel Management</li> <li>- Gastronomy Management</li> <li>- Etc.</li> </ul> </li> <li>The program lasts 4 weekends, comprises 4 workshops, and would end with an AEHT Academy business case challenge.</li> <li>-&gt; internships &amp; employment could be offered to outstanding participants</li> <li>-&gt; Financing provided by programme partners</li> <li>- AEHT Start-up Competition '<i>The Hospitality Challenge</i>': presentation of business ideas (problem definition, market potential, innovation of the solution, business model, team and implementation plan).</li> <li>-&gt; encourage young entrepreneurs</li> </ul> <p>New potential members:</p> <ul style="list-style-type: none"> <li>- Higher Business School, Leskovac</li> <li>- College of Applied Studies, Arandjelovac</li> </ul>



		international accreditations of study programs)	- Gatus school competition	<ul style="list-style-type: none"> <li>- The High Tech School of vocational studies, Šabac</li> <li>- The Business and Technical College of Applied Sciences, Užice</li> <li>- Catering and Tourism schools in Vrnjacka Banja</li> <li>- Catering and Tourism schools Zeleni venac, Belgrade</li> <li>- HORES- Business association of Hotel and Restaurant Industry - Serbia</li> </ul>
--	--	---	----------------------------	--

In brief, there are some common challenges for all countries:



To improve its strategy for expanding its membership and becoming more attractive, the AEHT needs to:

1. Update its data | information
2. Share trends in education and tourism
3. Work more closely with national networks
4. Be present at, at least, 1 event per country to promote the AEHT
5. Invite 3 potential member schools per country to the AEHT Annual Conference
6. Offer a special 3-day package for directors at the AEHT Annual Conference
7. Think about the creation of an AEHT Academy
8. Launch an AEHT Start-up Competition
9. Share online documents

## 8. Date of next Executive Board Meeting

The next Executive Board meeting would be held in Split (HR) on March 16th, 2019.

Diekirch, February 26<sup>th</sup>, 2019

Remco KOERTS  
AEHT President

Nadine SCHINTGEN  
AEHT General Secretary  
and Rapporteur  
(Proofreading by John Rees Smith)