

# PROJECT COMPLETION REPORT

## STUDY WEEK TENERIFE

FHGR UNIVERSITY OF APPLIED SCIENCES OF THE GRISONS

PROMP: PROJECT MANAGEMENT IN PRACTICE

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## **Abstract**

It is known that tourism has negative impacts on the environment. The amount of waste produced by tourists is no exception (European Commission, n.d.). Tenerife is an example of that as in some regions the waste generated by tourists can double that of the residents. For island destinations like Tenerife, this is a major concern, as they are isolated from the mainland and its recycling facilities, networks and techniques therefore sometimes do not have space anymore for all the produced waste (Diaz-Farina et al., 2019).

In terms of the module Project Management in Practice of the bachelor's degree in tourism, the project team conducted a project week in a tourism destination to do research on-site to a tourism-related research topic. The project team decided to have a closer look at the island of Tenerife and focus on preventing waste produced in the accommodations on the touristic island. The project team collaborated with different partner companies in Tenerife to get more information about best practice examples on how to prevent waste in the hospitality industry which can then be implemented by other accommodations. The goal of the project was to analyse the current waste prevention strategies in tourist accommodations of Tenerife because the project team wanted to learn about solutions to prevent waste produced by accommodations in Tenerife in order to establish a set of best practice examples which can be implemented by accommodations in Tenerife. To conduct the research the project team chose a qualitative method. They mainly gathered the data through interviews and then analysed the investigations. They discovered that accommodations in Tenerife already have some great examples of best practices which can also be implemented by other accommodations.

This report aims to deliver an overview of the project study week abroad in Tenerife and answer the research questions. Besides that, the report will include details about the selected business partners and the evaluation of the interview, the relationship management, the comparison of the target vs actual accomplishments, the time management, the financial plan, the risk management, and the evaluation of the communication plan and the quality management plan, as well as reflective learning of each of the group members. During the project, the project team wanted to have clear communication within the team, with the project client and the accompanying lecturer. Furthermore, it was aimed to gain practice-oriented project management experience for a future career in the tourism industry.



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## **1. Project overview**

### **1.1. Research**

Regarding the module Project Management in Practice of the bachelor's degree in tourism, the project team had to conduct a project week in a tourism destination to research a tourism-related research topic. They decided to have a closer look at the island of Tenerife and lay their focus on the prevention of waste produced in the accommodations on the touristic island.

### **1.2. Destination**

Tenerife is the most visited island in the Canary Islands, welcoming five million tourists annually (Tenerife Tourism Corporation, n.d.). In comparison to the population, which is almost one million, there is a significant difference (Hübscher, 2022). This high number of tourists means that managing waste is a challenging task Tenerife is facing (Byrne, 2011). The waste generation by the tourists in Tenerife doubles that of the residents in some regions. This can especially be seen in tourist accommodations as most tourism waste is generated by the hospitality industry while almost half of it is food waste (Diaz-Farina et al., 2019).

Besides the named issue with waste management, Tenerife and the other Canary Islands are home to a growing lineup of sustainable tourism initiatives. Tenerife is famous for its various landscapes, its thriving local culture and an UNESCO-listed national park (Noble, 2021).

### **1.3. Waste management Tenerife**

Waste management is a huge topic and a challenge in Tenerife. Tourism leads to overcapacity in Municipal Solid waste treatment facilities, causing high operational costs (Arbulu et al., 2016 as cited in Diaz-Farina et al., 2019).

As Tenerife is an island, they have limited opportunities for waste recycling and management facilities because they just do not have enough space and resources. The primary treatment of waste is landfills (Cabildo de Tenerife, n.d.). Nonetheless, the capacity of those landfills is overused and therefore much waste has to be shipped to the mainland to other landfills (The World Bank, 2022). Those landfills also have a negative effect on nature and the environment as it needs a lot of space and therefore also destroy nature and its biodiversity. Besides that, it is also negative in terms of tourism, as there is less space for tourism facilities as well as the landfills disrupt some views, and some places, therefore, are no longer attractive for tourists to visit. It therefore is important to prevent waste as it is not always possible to recycle it and Tenerife therefore with the time no longer knows where to go with all the waste (Diaz-Farina et al., 2019). As most of the tourist waste is generated by hotels and restaurants in terms of food waste, they especially have to change their waste management and prevention strategy (Pirani and Arafat, 2014; Sealey and Smith, 2014 cited in Diaz-Farina et al., 2019).



#### 1.4. Research questions

For the project, the project team decided to analyse the waste management of touristic accommodations in Tenerife more in-depth. They particularly focused on the prevention measures of waste in touristic accommodations. The goal was to get to know different methods of preventing waste in touristic accommodations to protect the environment and to stop overusing the current landfills and recycling system. In the end, the project team wanted to collect those ideas and measures to gather a set of best practices which can be implemented by other accommodations in Tenerife or even in other island destinations as on islands the resources are often more limited than on the mainland. To gather this information and knowledge, the project team wanted to research different perspectives and therefore not only focused on the accommodations themselves but also on the general measures taken on the island by the government in terms of the waste produced in touristic accommodations.

To research the above-mentioned aspects, they developed the following research questions:

- 1.) Which central legal requirements currently exist for tourist accommodations on Tenerife with regard to waste prevention?
- 2.) Which further measures in the area of waste prevention are known to accommodations or are already being successfully implemented by them?
- 3.) What obstacles do accommodations see in the implementation of these mentioned potential improvements?
- 4.) Furthermore: Where do the above-mentioned accommodations providers still see the greatest potential for improvement?

Thanks to these questions, the project team was able to set a framework for the research. It was necessary to develop further detailed questions for the interview questionnaires which were then adjusted for each business partner to get the needed and relevant information to answer the research topic with its questions.



## **1.5. Relationship management**

The focus of the project was on the prevention measures of waste in touristic accommodations on the island of Tenerife. To find potential business partners the responsible person of the project team started searching for companies or individuals that are either accommodations or are working in the field of waste management. It was important to find business partners who could provide the project team with relevant knowledge to answer the formulated research questions. Important was to have different partners to have several different insights from hotels to other people active in the topic of sustainability. As Tenerife is a touristic island, it was easy to find potential partners. Nevertheless, getting in touch and finding willing interview partners who then could be interviewed turned out to be more difficult than expected. The project team often got belated responses to the requests or some of the potential partners did not even respond to the project team at all. In addition to this, there were some difficulties with communicating with the partners who agreed as sometimes the responsibilities within those companies were not clear enough and therefore the project team often had to wait a longer time to get the needed answers to prepare the interviews.

### **1.5.1 Acquisition of the partners**

As mentioned above, after defining the research topic and the research questions the project team started investigating and searching for potential interview partners. Based on the research topic and the research questions it was clear, that the partners are mainly accommodation providers on the island of Tenerife. Nevertheless, the project team also wanted to gain insight from another perspective. It was therefore decided to also interview an activity provider and a hotel association to get to know more about how they perceive the waste management of accommodations.

### **1.5.2 Interview questionnaires**

After formulating the research questions and finding suitable interview partners the project team did research to gain further previous knowledge about those questions. This then helped the project team to be able to develop a set of interview questions to ask the interview partners that will help to gather more information to be then able to answer the defined research questions. The project team defined several different interview questions for each of the interview partners. The questions varied slightly depending on the interview partner. However, the interview questions were the same for all of the accommodations to be able to compare the answers and to have more qualitative research. To implement successful and effective interviews, the project team structured the questions and then submitted a set of main questions to the interview partners so they could prepare for the interviews.





### **1.5.3 Preparation of the interviews**

All the meetings with the interview partners including details like time and that the interviews will be recorded, and place were set before the start of the study week by email. In addition to this, the project team reminded all the business partners at least one day before the actual meeting to make sure, everything will be well organised and prepared. Moreover, the project team prepared themselves by online checking the location at least one day before to make sure that the interviews can be held on time. Before every meeting, the project team had a group meeting to discuss the last important details so everything and everyone was well prepared. This involved splitting up the tasks during the interview like who is mainly asking the questions and who is transcribing and recording the interviews. The interviews were conducted in different settings. Unfortunately, it was not always possible to do the interviews in quiet and calm environments, which lead to bit poor-quality recordings. Nevertheless, all the recordings could be used for the transcriptions. What helped was to have different phones in different places, one close to the group and one close to the interview partner to make sure that everyone who was talking could be heard on at least one of the recordings.

### **1.5.4 Implementation of the interviews**

#### **Explanation of the methodological approach**

The purpose of the research was to answer the four research questions regarding waste prevention in accommodations in Tenerife. The project team, therefore, wanted to use qualitative methods as they are best for interpreting, describing, and gaining in-depth insight into specific concepts. The aim was to address the problem of waste management. The use of qualitative methods was the most suitable approach to answer the research questions as this methodology is less controlled and more interpretive.

#### **Description of methods of data collection**

To collect data, the project team wanted to conduct interviews, do secondary research on the Internet, and wanted to use their free time for observation. The project team wanted to have the interviews with the partner companies whom prior they had informed about on the internet and gotten in touch with before setting the interviews. The partners were selected according to who could best answer the research questions. The project team expected a maximum of three people from the team to be mainly responsible for asking the questions in the interviews. Nonetheless, the other team members were also expected to be engaged to ask follow-up questions. To get the best possible information, the interviews were planned to be taken in a semi-structured form which is a combination of both structured and unstructured interviews. This gives flexibility to fully prepare the interviews and was therefore the most suitable option for qualitative research. Designing interviews in this way guaranteed that the project team can



obtain as much information as possible and will be aided using open-ended questions which left the partners more space to present their insights and detailed information about the research topic. Regarding the time allocation, the project team was counting on approximately 45 minutes for each of the interviews. The interviews were planned to be recorded by voice recording of two or more phones and by note-taking. The observation was planned to be done wherever the group was during the week, which involves for example the beach, a restaurant or the own rented apartment. The behaviour of the tourists in terms of waste management could be observed and even some tourists could directly be spontaneously interviewed.

### **Description of methods on analysis**

To analyse the interviews, the project team planned to transcribe the interviews and then code them to categorised themes in which afterwards they could identify patterns. The project team wanted then to analyse each theme to gain a deeper understanding of the responses to each of the research questions.

### **Evaluation and justification of methodological choices**

The project week could be implemented successfully. The quantitative analysis the group chose was the right one for their interviews and research. It was useful for interpreting, describing, and gaining in-depth insight as some of the interviews were a bit more chaotic and therefore flexibility was needed. Due to the chosen approach, follow-up questions could be asked to gather more detailed information. Unfortunately, not all the interviews could be implemented in a quiet environment which made it harder to transcribe the interviews due to loud background noises. Nevertheless, all the needed information could be gathered even though the quality of the recordings was rather poor.



## **2. The Study Week Interviews**

Throughout the study week, which lasted from the 5<sup>th</sup> to the 11<sup>th</sup> of June 2023, the study group conducted a total of 5 interviews with different partners that were involved in the waste prevention process of Tenerife and their company was in direct exchange with the tourists. The interview partners are briefly described in the paragraphs that follow, along with a reflection on how the interviews went.

### **2.1. Evaluation of the Interviews**

To structure the main getaways from the interviews with the five partners, the study group created for each interview a matrix which includes all main getaways from the interviews. The study group was able to identify the most significant insights thanks to the structured matrix. The matrix is located in section X of the appendix.

In the study on waste prevention in Tenerife, the group spoke with several important players who are actively involved in guest accommodation, promoting eco-friendly behaviors and/or even implementing successful waste prevention measures within their organization. The goal was to learn from many viewpoints and comprehend the plans of action taken by these parties to learn more about waste prevention problems. It's vital to highlight that conducting the interviews on-site enabled a more personal atmosphere and therefore resulted in a more in-depth interview.

Each participant contributed a distinct viewpoint and level of knowledge that sheds light on various facets of waste prevention in Tenerife. The following section includes a summary of the participants from the interviews and their importance to the study.

### **2.2. Business Partner 1 – Ashotel Association**

Our first interview was conducted with the Ashotel Association which operates as a hotel and non-hotel association in Tenerife. The Hotel and Non-Hotel Association of Tenerife, La Palma, La Gomera, and El Hierro, Ashotel, was founded in 1977 and since its inception, one of its primary objectives has been to represent and defend the interests of its members to the public administrations and all types of institutions, work that has always been done for the future of the tourism sector as the main economic engine of the archipelago.

The main interview partners of the project team were Mr Enrique Padrón Fumero, the Director of Innovation and Development of the Canary Islands Hotel and Guest Association (Ashotel), and Juan Pablo González, the Managing Director of Ashotel. Additionally present at the interview were Mónica Acosta, Precidence Secretary of Ashotel, and Beatriz Nieto, Head of Studies and Projects of Ashotel.

The interview took place on the 6<sup>th</sup> of June at 12 o'clock at the main office of the Ashotel Association in Santa Cruz, Tenerife.



Lara Pfaff and Fabio Frei were the main responsible for this interview, asking the questions and especially making sure all previously decided questions will be answered.

The project team already determined that everyone from the group, including our accompanying lecturer Frieder Voll, is welcome to ask any extra questions arising throughout the interview.

Sarina Tschümperlin and Nina Hassinger were in charge of recording the interview and taking notes.



Figure 1: Interview with Ashotel Association

### **Interview reflection**

As the project team was only a group of seven, including Frieder Voll, they decided on this interview such as all the other interviews to attend as a whole. This way they could ensure that everyone gets as much insight into the topic as possible and additional questions of interest can be asked as well.

In the morning of the day of the interview, the study group visited the Palmetum in Santa Cruz. This is a unique project in the world, as a huge rubbish dump has been transformed into a leisure park and botanical garden. Thanks to the cooperation of numerous international organizations, it is now home to absolutely spectacular vegetation. With this activity being placed nearby the Ashotel Association and tightly connected to the research topic the group was already introduced to the topic of waste in Tenerife.

Due to difficulties in finding a parking spot the project team didn't arrive 10 minutes beforehand as planned, but spot at 12 o'clock at the Ashotel Association. The door was locked and after sending a direct message to Enriqu  Padr n he came downstairs and warmly welcomed the group. They were directly guided to a large meeting room where the other interview partners from Ashotel were waiting for them. After the study group was getting settled, setting up the phones for the recordings and the laptops for notes, Juan Pablo Gonz lez started the presentation of the Association right away. A well-prepared presentation about all the main



aspects of the Ashotel Association was presented to the group. A bit surprised as they haven't presented themselves nor told the idea of the project to all the members yet they listened to the presentation. It was very pleasing as they have already done previous research about the association but couldn't find insights on the internet which were this detailed. Lara managed the interview, therefore after the first presentation she introduced the group including the role of the accompanying lecturer and what the project is about and what the goals for this interview with the Ashotel Association are. Most of the previously set questions were already answered through their presentations. After the first questions, the study group realized that the language barrier did play a role in this interview but because there were four people taking part in the interview all questions could be answered because they helped each other whenever a word was missing. As it was very helpful that many people were present it was sometimes a bit challenging because they interrupted each other from time to time.

The interviews have all been semi-structured, which aided the study group in the interview process by making it more engaging. Frieder Voll also got the opportunity to ask questions that he had thought of or that came up during the interview. All of the questions of the study group including any follow-up questions that resulted from the replies which were received during the interview, were thoroughly and completely answered. The interview partners consented already beforehand to let the conversation be recorded for transcribing reasons, which helped the study group to as well learn more throughout the review phase when they listened to the audio again after the interviews.

After setting a range of 30 to 45 minutes for their interview, the study group was surprised that the first two interviews lasted 2 hours in total. But due to all the interesting content and insights the study group didn't want to cut off the interview. As well the members of the Ashotel Association had enough time and the group wanted to take this opportunity and get as much information as possible from the interview.

During the interview, Enriqu  Padr n asked if the study group was interested in conducting an interview with Moises Exposito, the sustainability coordinator at GF Hotels, which works with Ashotel Association as well. The study group agreed to this opportunity, and they called Moises over Zoom.



### **2.3. Business Partner 2 – GF Hotels Tenerife, Moises Esposito**

Moises Esposito, the sustainability coordinator at GF Hotels, was the second interview partner. To minimize food waste at its buffets, GF Hotels has successfully adapted an AI system dubbed Buffet Waste. Buffet La Finca at GF Gran Costa Adeje is the first establishment in the network to use this measurement instrument. The predictive production system modifies food production based on the country, age, gender, and season of the visitors by studying a database of over 40,000 images. Getting to know more about this innovative AI system is of great value for learning more about waste prevention in Tenerife.

#### **Interview reflection**

Because the interview with Moises Exposito was arranged very spontaneously Fabio Frei and Lara Pfaff stayed in the lead of the interview, as the interview resulted out of the interview with the Ashotel Association and they have been in charge of that interview already.

The interview with Moises Exposito took place virtually in the same meeting room the study group had the interview with the employees from the Ashotel. Mónica Acosta, Juan Pablo González and Beatriz Nieto remained in the room during the interview with Moises Exposito. Due to the language barrier, Enriqu  Padr n and his co-workers translated everything Moises told the study group about the waste management measures they are implementing in the GF Hotels into English. The study group didn't prepare any questions specifically for the GF hotels because they didn't expect to conduct an interview with them. Even though the interview was very spontaneous and the interview from Ashotel Association and the GF Hotels merged in the end the study group got many interesting insights which were very helpful to answer our research questions.

### **2.4. Business Partner 3 – Hotel Tigaiga**

Hotel Tigaiga was the third interview Partner. This hotel is located in the North of Tenerife. The hotel which was established in 1959 has always focused on environmental aspects in their business strategy. Hotel Tigaiga supports several projects that fight against waste, for example, a project where they donated with partner hotels, for example, Hotel GF Gran Costa Adeje, left-behind sunscreen, sun hats and sunglasses from hotel guests to an organization for albinism. The interview contact is Irene Talg, one of the owners of the hotel. The interview took place on the 7<sup>th</sup> of June at 9.30 am in Puerto de la Cruz where the hotel is located.

For this interview, Nina Hassinger and Sarina Tsch mperlin were in charge of making sure that all previously decided questions will be answered. Vanessa W rth and Noemi Lanz recorded and took notes during the interview.



Figure 2: Interview with Irene Talg from Hotel Tigaiga

### Interview reflection

The communication between Irene Talg and Lara Pfaff already worked seamlessly before coming to Tenerife. The project team arrived 10 minutes prior to the interview and after announcing at the reception that they arrived only had some minutes were left until Irene Talg welcomed them to the hotel. Irene Talg's family originally comes from Germany, which is as well why she masters the German language. Nina Hassinger introduced the group, the project and she as well explained that the interview would be conducted in English instead of German to simplify the process of transcribing and using the gained information within our project report.

Before having the interview, Irene Talg gave the study group a proper insight into their hotel and explained why certain colours were used and why some infrastructure decisions were made in order to save electricity. Afterwards they then sat at a large round table in the outdoor area of the Hotel Tigaiga. After a few minutes, employees from the hotel brought the study group some cold juice and snacks. The location of the interview seemed like a good choice for because the round table invited the whole group to be included in the interview and as well add their questions. Besides some guests who walked past and the sister from Irene Talg, the group didn't get interrupted in their interview and were able to get all their questions answered. What was already very interesting was, that the study group could include prior knowledge which they had gained from the day before through the interview with the Ashotel Association as well because they work together with Ashotel.

At the end of the interview Irene Talg showed the group their compost machine and even let one of her employees, named Fran, demonstrate how the machine produces its own compost. This was very interesting, especially because Irene taught the group that it takes less than a week to produce compost in Tenerife due to the weather conditions. She as well showed them the cellar of the hotel which included several offices. Only in the corridor of the cellar, they saw



all the sustainability certificates displayed, which showed them that Hotel Tigaiga really does all those sustainability measurements because they believe in it and don't just do it to attract guests.

## 2.5. Business Partner 4 – Capsule Hostel

The fourth interview partner was held with Alessandro, the receptionist of Capsule Hostel, Fernando Constante, the CEO of Capsule Hostel, and Teddy who joined the study group as well for translation purposes and is a friend of Lara Pfaff's' family. The study group decided to conduct an interview with employees of another type of guest accommodation beside the regular hotels. By being able to interview two different employees from the Capsule Hostel, one having more direct customer contact and the other one being more involved in the organizational decision-making process, the group ensured an even wider range of viewpoints on their waste prevention system. The interview was organized spontaneously during the study week and the date and location were decided on the 7<sup>th</sup> of June at 13 o'clock at a restaurant nearby the Capsule Hostel. It was conducted by Lara Pfaff, as she knew Teddy and was in previous contact with Alessandro during the study week. As the interview was set spontaneously the questions which should have been answered were decided previously by the whole group one hour before the interview.



Figure 3: Interview with Capsule Hostel Tenerife

### Interview reflection

The agreed meeting spot was in front of the Capsule Hostel in Puerto de la Cruz. The study group arrived 5 minutes before 13 o'clock and waited for their interview partners Alessandro and Teddy. After they arrived Lara introduced everyone and asked if it is possible to have a look at the Capsule Hostel. Alessandro agreed and gave a tour through the hostel and even opened up two different kinds of capsules so that they could get a better understanding of the options the guests have when booking a night there. As well the community rooms were shown





and the shared kitchen that every guest gets access to. After the tour, the study group looked for a suitable restaurant and decided after all to choose a tapas restaurant called Olea Pintxos Bar right next to the Capsule Hostel Tenerife.

At the beginning of the interview, Alessandro spontaneously asked his boss if he had time to join the interview with the group, which he agreed to. Besides the good tapas, the restaurant definitely wasn't the best choice to conduct an interview at. Everyone could all sit outside at the same table, but the table was fairly long and the street it was located in was noisy. Therefore, it was almost impossible for the rest of the group to understand the answers from Alessandro or Fernando. Looking back at it, the interview was very helpful in regard to honest insights into the behavior of the hostel guests, as it was mentioned that tourists tend to focus more on treating themselves during their holiday than caring about the environment.

## 2.6. Business Partner 5 – Biosean

The fifth and last interview partner during the study week was Miscal Morales, the founder of "Biosean." Biosean is an organization made up of marine biologists and researchers. They do research on the different marine species that live in the Atlantic Ocean. Many tourists are interested in their whale-watching tours. As Tenerife is an island that attracts many tourists, the waste from these guests has a great impact on companies like Biosean, and the increasing amount of tourists also means more waste. The project team wanted to find out if the hotels' waste prevention is actually working and this eventually results in a positive impact on activity providers such as Biosean and in a cleaner sea.

The interview was conducted by Vanessa Würth and Noemi Lanz. Fabio Frei and Lara Pfaff were in charge of recording and taking notes during the interview.



Figure 4: Interview with Miscal Morales from Biosean



## **Interview reflection**

Before the interview took place, the project team enjoyed one of Biosean's whale-watching tours. The tour was held on a small boat and the group of seven plus a couple were the only guests on this whale-watching tour. In the beginning, Miseal could already give interesting insights into the sea world and the different species living around Tenerife. He as well already mentioned sustainable aspects such as waste in the sea before the tour started.

During the Whale Watching Tour observation about the animals and the found trash was recorded by Miseal and his assistant. Additionally, whenever there was some trash in the sea the boat stopped and Miseal and his assistant made sure they remove as much as possible from the sea. This already showed that this tour isn't purely for touristic purposes but is as well combined with research and sea cleaning.

When the tour ended, the project team already got a better understanding and an idea of what additional questions we could ask besides the ones that were already answered.

The interview was conducted in the shade of a public space nearby the main office of Biosean. Vanessa introduced the group and the project and because the team already got to know Miseal during the tour there was no tense atmosphere in the beginning. Throughout the interview, Miseal shared that he is an Airbnb host, which was a very interesting additional guest accommodation to cover the research questions.

The interview lasted 25 minutes and the group agreed that this was one of the most valuable interviews, because it provided a lot of additional information that would not have been found out if only hotels would have been interviewed.

## **3. Answering the research topic**

### **3.1. Research Question 1**

*Which central legal requirements currently exist for tourist accommodations on Tenerife with regard to waste prevention?*

The first research question is aimed to get an understanding of the measures that are in place regarding waste prevention in Tenerife. This was mainly aimed towards tourist accommodations in any form including hotels, hostels but also private accommodations such as AirBnB's.

As Tenerife belongs to Spain, it must oblige to all regulations set by the European Union. The directives of the European Union include the complete life cycle of waste management from prevention to disposal but are formulated for all businesses and not specifically tailored for accommodations (Waste Framework Directive, n.d.). Furthermore, Enrique Padrón from Ashotel explained that those regulations are only the broadest that accommodations in Tenerife must fulfil in order to help to reach the goals set by the EU. There are even more



specific regulations set up by Spain, the Canary Islands and sometimes even the municipalities in Tenerife. He further elaborated that this system of directives makes it very difficult for accommodations, especially smaller businesses, to comply with these as they do not have the resources to fully understand and follow all rules.

The Ashotel Association is therefore assisting accommodations with guidelines to help sustainable development. Nonetheless, many providers are not interested in making any effort and unfortunately, we learned from Ashotel but also Hotel Tigaiga, that there are very minimal controlling instruments. This means that there are rarely any punishments for those accommodations that do not comply with the standards of waste management as most controls only focus on hygiene standards as Irene Talg from Hotel Tigaiga pointed out. Overall, most of the legal requirements are more focused on waste management or recycling rather than prevention. This has also become evident, as most interview partners rather pointed out their efforts in those areas rather than prevention.

Some measures are also indirectly influencing waste management in a negative way. Most of the hazardous waste must be shipped to the mainland which is very cost intensive. However, it is the accommodations that must pay for the correct recycling themselves while they could also dispose all waste in the same matter. This hinders the motivation for correct waste management as it creates extra cost which do not create a direct benefit for the accommodation.

While classic accommodations such as hotels and hostels have to act according to the directives, we learned from Miseal from Biosean that private hosts do not have to fulfil any standards. The largest provider, the company AirBnB allows homeowners to rent out some of their space to guests through an online platform. As Miseal himself is a host of some AirBnB accommodations, he was surprised that those platforms do not check for any sustainability efforts of the host. While AirBnB does publish guides and ideas for hosts on the topic of sustainability, there are nearly no legally binding requirements for those providers (Sustainability – Resource Centre, n.d.).

Even though the official requirements are eventually not efficient enough for tourist accommodations, there are many labels and certifications that they can try to achieve in order to become more sustainable. Hotel Tigaiga uses many guidelines of those labels to improve their accommodation as the structures are often much clearer to understand. Especially the ISO certifications such as ISO 14001 for environmental management provide great guidance. We learned from Irene Talg that those certifications include goals set by the accommodation itself and measurements on how to reach those goals. The achievements are checked annually, and the label is given when the efforts have been made.

Concluding the first research question, it has become evident, that the current legal requirements are too diverse and make it difficult for accommodations to understand and



comply with the regulations. Following this, the infrastructure to control and assist accommodations is so far not in place which presumably slows down the process of becoming more sustainable.

### **3.2. Research Question 2**

*Which further measures in the area of waste prevention are known to accommodations or are already being successfully implemented by them?*

The second research question was aimed to figure out what accommodations do besides the mandatory measures decided by the government. It sought to research the motivation of accommodation providers on Tenerife to do something against the huge amount of waste due to tourists. The measures can be divided in 2 categories: food waste and general waste.

#### **Food waste**

In the interviews the project team figured out that the food waste has the biggest potential to be prevented. Especially in hotels and hostels, food waste makes up a high percentage of waste produced (Sustainable Hospitality Alliance, 2021). It is said that about 50% of the waste is food waste (Diaz-Farina et al., 2019).

The interviewed partners are already taking some measure to prevent food waste in their accommodations.

As explained by several interview partners in general, the most food waste is produced at the buffet. A first measure to take is to reduce the amount of provided food at the buffet. It helps to only offer a few different types of food which are guaranteed to be liked by almost everyone and therefore will be eaten. Besides that, it is essential to offer food which can be also eaten the day after. Another measure to take is that the guests are no longer scooping up food on their own but that the accommodations offer more a kind of self-service counter where the staff is giving the guests the food and can therefore control the amount of food on each plate. If guests then are still hungry, they can come again.

A new method in preventing food at the buffets is to use artificial intelligence. GF Hotel Tenerife has started a pilot project with measuring the food of the buffet. With artificial intelligence they measure how much food the guests ate and how much from what kind of food. After that, they can measure how much has to be bought from which kind of food in order to prevent food waste by only buying the food which is actually needed. If the project is successful, the goal is to implement it in other accommodations as well.

A further measure in terms of food waste is to produce the own compost and reuse this for plants or planting own food like vegetables. The Hotel Tigaiga is already successfully implementing this measure with their own compost machine where they can recycle their food



waste excluding meat. They can put in their food waste on the right side (see figure 5 below) and within six days compost comes out (see figure 6 below).



Figure 6: Compost machine Tigaiga Hotel



Figure 5: Produced compost

In general, it is important to sensitize and inform the guests as well as the staff about food prevention. This can be done by having fact sheets where the guests can see where they can throw away their organic waste or showing them how much food is being thrown away on average each year, to sensitise the guests. The guests then are more aware of the problem and for example then only order the amount of food they really can eat. It is not only important to inform the guests, but also the staff. The staff should have continuous training about waste management to prevent even more waste.

To sum up, the most important approach to follow is the principle of the three R's: Reduce, Recycle, Reuse. It is important to create a life cycle, so the food is not just being thrown away.

### Other waste

During the interviews and general observations, the project team discovered additional measures that have been implemented by the accommodations to prevent waste. One important aspect, as mentioned by Ashotel, is that accommodations need to have sufficient space for recycling and waste prevention activities. For instance, if you operate a hotel and aim to have an effective waste management system, you require enough space where



Figure 7: Part of the waste management in the Hotel Tigaiga

recycling can be conducted without causing any unpleasant smells for the guests. This means that the designated area for waste management should not only be spacious but also located away from the guest areas. This consideration should be taken into account during the construction of a hotel but is missed out in many hotels.



To prevent the usage of plastic bottles, Hotel Tigaiga but also Miseal, who works at Biosean and owns an Airbnb, focus on exclusively using glass bottles. Furthermore, Miseal is also conscious of what he brings into the surrounding of his Airbnb since he is dedicated to reuse, recycle, and reduce as much as possible. For instance, he avoids buying fruits wrapped in plastic. To ensure proper waste disposal in his Airbnb, Miseal is bringing the waste to the right places by himself even though this is time consuming. The hotel Tigaiga makes their guests with signs aware of where they have to put which waste.

To reduce water, energy, cleaning products and more, the hotel Tigaiga has a sign which the guests can put outside of their room to skip the room service (see Figure 8). The mattresses and towels in the room for the guests have to have a high quality, however, when they are sorting out the ones which are not good enough anymore, they are still good for the normal usage. Hotel Tigaiga then is donating them to an elderly home where they can be used once again. Nevertheless, after this they still have to be recycled but with this approach they have a longer life.

Another measure, implemented by Hotel Tigaiga, is the placement of the elevator in a corner, encouraging the majority of people to use the stairs while only those who absolutely need to, are going to use the elevator. This measure can significantly save energy but needs to be implemented during the construction time.

Something which was observed in many places all over the island is that the toilet paper should not be flushed but disposed in a bin next to it. The paper does not dissolve well in water and with this approach they are reducing the pollution of water. In this context, the capsule hotel mentioned that they are using biodegradable toilet paper which dissolves when it gets in contact with water. Also, they are investing currently into a new project where they calculate how much CO<sub>2</sub> emissions a person is producing who is coming to their accommodation. With the help of a partner company, they then plant trees to offset those produced CO<sub>2</sub> emissions.

The interviews revealed numerous good ideas and implemented approaches. However, most of them require extra time, money as well as self-initiative of staff.



Figure 8: Sign to skip hotel service of the Tigaiga



### 3.3. Research Question 3

*What obstacles do accommodations see in the implementation of these mentioned potential improvements?*

The goal of the third research question was to establish what challenges and barriers there are for the accommodations to implement the discovered measures and ways to prevent waste. The issues the industry has, will be explained in this paragraph.

One of the main concerns which was always mentioned was that costs are a main obstacle for the accommodations to implement a successful waste prevention program. Irene Talg from the hotel Tigaiga and the Ashotel mentioned that some waste needs to be shipped overseas to be recycled properly. Therefore, additional costs are generated. Costs overall were mentioned as a big obstacle regarding sustainable development. The interview partners are under the impression that the big hotels on Tenerife rather focus on profit and investing money in sustainability only were necessary. Often the term of greenwashing was brought in relation with them.

Another obstacle is the infrastructure which is needed to ensure proper recycling or even the possibility to create their own compost. Enrique Padrón from Ashotel mentioned that old hotels didn't even include a separate room for waste management in the process of building their accommodation. Not only the facilities play a role but also the logistics and time schedules. Often the time slots the municipalities want to collect the waste are not suiting for hotels, as it is during times guests want to relax and thus no noise.

During the tour through the hotel Tigaiga it was recognizable that the hotel uses a lot of space for their waste management. Even its own composting machine is operated there on site. Moreover, the hotel was built in a way that guests do not get the above-mentioned noise pollution, when the waste is collected.

A very significant reason discussed is that most of the accommodations don't see a direct incentive to invest in a proper waste management system. This argument was mentioned by the Ashotel Association as well as by Miseal from Biosean. As Miseal is an Airbnb host he brought up that there aren't any measures the Airbnb hosts have to meet and the majority of them don't have the motivation and don't see the value added in this matter.

This leads to one of the main reasons waste management and therefore prevention is a problem on the island. After having met the standards that are legally required about 80 % of the hotels are either not interested, informed or aware of it. So, the willingness of most accommodations is not given. Often this also applies to the guests. While a sustainable



marketed hotel such as hotel Tigaiga attracts likeminded people, others do not. The CEO of Capsule Hostels observes that many guests forget about sustainability as soon as they are on holiday, even if it plays a big role in their everyday life. Luxury and relaxation are of higher importance for those mass tourists.

Regarding the tourists there also might be the problem of confusion. Every country has its own colours for waste separation. For this reason, if not explained or described correctly a willing tourists might not be able to recycle their waste properly. Specifically for Airbnb guests this can become an issue. Many never get into contact with their hosts and thus no one will explain the system to them. Additionally, these guests will most likely be the ones producing the most waste, as they can cook by them self unlike the guests in hotels. However, as mentioned by Ashotel this sensibilisation often is difficult in hotels as well. Many of the employees only speak limited English or other languages than Spanish. Hence the possible language barrier to the guest might cause that the information cannot be shared.

To summarize, there are still many factors hindering a sustainable approach of waste prevention and management overall on Tenerife. The main challenges observed are the costs, willingness and capacities.

#### **3.4. Research Question 4**

*Furthermore: Where do the above-mentioned accommodations providers still see the greatest potential for improvement?*

The last research question is based on the previous questions. The goal of this research question is to give an insight into the opinion of the different interview partners on where they see the potential to improve the waste prevention system on the island.

One of the main points that all interview partners mentioned is the lack of awareness in the community. This improvement does not cost an amount of money but is still very effective and everybody can take responsibility to live sustainably. This means also improving the awareness of the children and being a good role model for them and exemplifying taking care of the environment. Children are the future and have also the responsibility to treat the planet with care. In addition, all the different tourism providers, for example, hotel staff or tour guides, should be role models for their guests as well as the guests themselves. A guest in an Airbnb accommodation should be a good example of taking care of the environment for the next vacationer. Miscal from the Biocean whale-watching tour tries to show their customer how much waste is swimming in the sea and want to show the importance of waste prevention. In





the case of the elderly generation, it is hard to change their behaviours, but the younger generation wants to protect the environment. She also mentioned that it is necessary to have a big exchange between host and guests to be open to new ideas to improve the waste management system in the hotel over the years. Furthermore, it is easier to be sustainable in a smaller hotel which includes all the family members. The hotel started in the early days with a sustainable concept and give this awareness to the next generation. In addition, the staff of the Hotel Tigaiga will be trained to act in a sustainable way. The Ashotel Association told the project team that they implement a sustainability module in their education system to train future hotel staff. This module will also include the aspect of waste prevention.

Another point is to improve the logistics and infrastructure to dispose of waste. As mentioned before Tenerife is an Island and has limited capacity to recycle waste. Most of the waste must be shipped on the mainland and this costs an amount of money and energy.

Another factor is to be brave and to take some risks to make a change in society. Doing the observation of the island there was a realisation, that they are a lot of waste containers everywhere throughout the towns, but they are not well described which container is for which type of waste. In addition, the description was all in Spanish which makes it hard for tourists to know the right way of recycling. It would make it easier for the tourists if the container would have an English description on it. Some interview partners also mentioned a new concept about the use of AI to reduce some rest at the hotel buffets. In the project team's opinion, waste prevention is something everybody is responsible for it and only together change can happen.

### **3.5. Summary of Project research outcome**

To summarise the research of Tenerife about waste prevention, it is to say that recycling is a big part of waste prevention in Tenerife. The number of tourists makes it difficult to have a good functional strategy to reduce waste. During the week in Tenerife, the project team realised that there is not much litter on the side of the streets and on the beach, but it increases as soon as you get to the tourist hotspots - for example, Costa Adeje. (Mass-)tourists often have no desire to pay attention to sustainability during their holidays. They do not feel responsible for it because it is not their home country. In addition, during the whale-watching tour, there was not a lot of waste in the water, but Miscal from Biosean explained that on some days there is a lot more waste on the water's surface. Often there is also a big amount of waste in the same spot which probably means that some big hotels are throwing their waste directly into the sea. Tenerife has everywhere on the island a lot of waste containers for every type of waste. The interview partners additionally mentioned that only 15 to 20% of the hotels are really taking care of sustainability and the others are not doing it or only doing greenwashing.



#### **4. Comparison of the Target vs actual Accomplishments**

The primary purpose of the “Study Week Tenerife” was to complete the project objectives within the given time period. The objectives included successfully implementing interviews with partners abroad, ensuring open communication within the team, with the commissioner Patric Arn, and the accompanying instructor Frieder Voll, and additionally gaining future project management experience that is practice oriented.

The project team can conclude that they successfully completed the job within the given time frame. They successfully conducted five interviews with partners who are directly or indirectly confronted with waste prevention in Tenerife, in order to be able to respond to the research questions.

Within this practice-oriented study course, the group learned that the success of a project requires the cooperation of each team member. And they managed to allocate the tasks to those members who were very interested or already have the skills within that field.

Looking back at it they can say that the communication with the project client and the accompanying lecturer was good. The communication at the beginning of the study week had a bit of a rough start due to being in a new situation and having to adjust to the circumstances. But the communication with Frieder Voll, the accompanying lecturer, improved throughout the study week. As he stayed only a few minutes away from the Airbnb in a hotel it was uncomplicated to pick him up with the rental car and include him in every activity the project team had planned. The team quickly learned how much in advance they need to communicate what information with Frieder.

As a team, this study week was one of the courses which were the most effective in terms of learning. To be more explicit, through applying their project management skills everyone further developed their personal skills in problem-solving, cultural competencies, interpersonal skills, planning and organizing as well as making compromises within the group. The project team got to know Tenerife on a different level and was able to examine its sustainable, geographical, political and economic situation through the exchange with different partners. This project has impacted their view on tourism, especially on islands, and has increased their awareness and understanding towards waste prevention in general and specifically in tourist areas.



## 5. Project Milestones and Timelines

In this chapter, it will be shown how the time schedule worked out in the end and if all milestones have been met.

During the whole project, the team has paid attention to the defined deadlines and milestones. In general, all the deadlines have been met. There were only a few smaller changes regarding the different deadlines which then were adapted in the Gantt Chart. Some of the tasks could be finished earlier and some took longer than expected. Firstly, finding suitable interview partners has turned out to be more difficult than expected due to belated responses to the e-mail requests and unclear distribution of responsibilities within the different companies. The deadline, therefore, had to be adapted and extended. Secondly, the project team expected to be able to prepare the final report before the implementation of the study week more in detail than actually possible. The goal was to have a detailed first draft before the study week, so the project team then only had to adapt and add some parts which are related to the implementation of the study week. Nevertheless, it turned out that more parts than expected had to be done after the study week and could not be prepared before. Thirdly, content creation on social media could be started earlier based on a lecture the project team had in class concerning social media content.

The project began on February 22<sup>nd</sup>, 2023, with the kick-off event. In the period from February 29<sup>th</sup> and May 17<sup>th</sup>, the analysis and concept phase occurred where the project team planned the whole study week by writing the project management plan. On May 17<sup>th</sup> the project team then presented the plan to get permission to conduct the study week. After the study week got permitted the trip took place from June 5<sup>th</sup> until June 12<sup>th</sup>, 2023.

What has been noticed during the whole process of the project, is that most of the tasks are related to each other. Especially, when working in a team or together with business partners it is important to have clear communication and that everyone meets the deadlines as otherwise other tasks cannot be fulfilled. An example of that is, that the responsible person for setting up the time schedule couldn't finish their task until the person who was responsible for the interview partner set the dates and times for the meetings.

In terms of the time schedule of the week, the group tried to use all the time as efficiently as possible. They therefore did activities where the interviews took place to be able to save time and not have to travel to one place twice. Moreover, the project team made use of all possible forms of research and observation. They therefore observed the behaviour of tourists while doing certain activities. This involved observing if people leave their waste while on a hike on the track or if they take it with them and also if there are enough facilities to recycle the waste like bins for each kind of waste.

Besides that, to implement an organised and effective study week, the group had group meetings twice a day. The group had a short meeting in the morning after breakfast to go



through the daily schedule, everyone's responsibilities and the goals of the day and a longer one in the evening. The group meetings in the evenings consisted of two parts. Firstly, a review and reflection of the day. In that the project team took a look at the daily goals and if they have achieved those. Moreover, the group was reflecting on what has not worked well and what did. It was then the goal to improve those things for the next day. Secondly, the team was planning for the next day. This involved going through the schedule, clarifying the tasks of each team member and setting new goals for the next day. This helped to stay well-prepared and organised.

In general, the study week abroad could be implemented as planned. The project team had to do some adjustments and react a bit spontaneously sometimes, nevertheless, everything worked out in the end. As the group could conduct some additional interviews on Monday and Tuesday, there was a bit of a change in the time schedule. In addition to that, the group activities had to be adjusted to the weather conditions, as they got rain on Tuesday and could not go to the beach to observe. Moreover, the Interview with Biosean and the with that related whale-watching tour also had to be postponed from Friday to Saturday due to the weather and wind conditions. Nevertheless, all the essential tasks and activities could be implemented in the end.

The Gantt Chart, the milestones, and the final time schedule can all be found in the appendix II.



## 6. Risk Management Plan

The purpose of a risk management plan is to identify potential risks and develop strategies to reduce or avoid them. The plan outlines the process for identifying, evaluating, and prioritising risks and the actions that need to be taken to address them. The goal of a risk management plan is to minimise the negative impact of risks on a project, business or organisation while maximising the chances of success. By recognising and addressing risks proactively, a risk management plan can help a project or company run smoothly and achieve its goals.

### 6.1 Main risks

There have been five different categories elaborated.

1. Work organization / Tasks
2. Budget
3. Business Partners
4. Interviews
5. External Factors

Among these five categories, different numbers of risks can be found. Errors in work organization and tasks are often caused by the lack of, or poor communication within the group. The budget is another risk point which could lead to increased costs due to miscalculations and unexpected additional costs. With business partners, for example, the language barrier and the limited time can lead to a risk. In addition, poorly formulated interview questions can lead to further complications. Furthermore, external factors which can't be influenced by the group can arise and the group then has to adapt. For example, if someone in the group is ill or cannot make the trip for other reasons.

The detailed risk management plan can be found in the appendix IV.

### 6.2 Risk analysis

To be able to analyse the risk accurately, a scale has been developed to provide a good overview of the ranking of risks.

Probability of occurrence	Impact	Risk level
1 Rare	1 Insignificant	1-3 Low
2 Unlikely	2 Minor	4-6 Moderate
3 Possible	3 Significant	7- 12 High
4 Likely	4 Major	13-25 Extreme
5 Almost certain	5 Catastrophic	

There have been four different risk levels developed. Depending on which level, the project team as a group must organise and behave differently. The risk level is calculated as the following:

$$\text{Probability of occurrence} * \text{Impact} = \text{Risk level}$$



The extremely high-risk level should be avoided altogether if possible. The high-risk level should also be avoided if possible. However, this can be responded to with less damage. At a moderate level, it should be enough to monitor the risk and react immediately when it occurs. The low-risk stage should be of no further issue. However, the group should keep it in the back of their heads.

### 6.3 Matrix

An additional matrix was created for a clearer and simpler overview.

	Impact				
Probability of occurrence	1 Insignificant	2 Minor	3 Significant	4 Major	5 Catastrophic
5 Almost certain					
4 Likely			1.1		3.2
3 Possible		1.3, 2.2	1.6, 4.2	1.4, 5.4	1.5, 3.1, 3.3
2 Unlikely		2.1, 5.1	1.2, 4.4, 5.2, 5.3	3.4, 4.1, 4.3	
1 Rare					

The main risk is 3.2 which is that the business partners are not able to attend the interviews, due to external factors, illness, or a misunderstanding of the date, as well as that they are cancelling on us on short-term notice. To reduce this risk there is a need of proper communication between the project team and the business partners. It is also of great importance that there is communication between them just a few days before to ensure that they are aware of the meeting. With this approach, the risk can be scaled down. However, it is also important to have a plan B for the external circumstances. For this reason, it is suggested to contact several partners. This would allow four interviews to be conducted during the stay rather than the required minimum of three interviews. This approach could minimise the impact of one interview not being conducted.

### 6.4 Evaluation

To evaluate the risk management plan, all the risks were analysed if they occurred, partly occurred, or not occurred at all. This evaluation already took partly place before the study week since the PMP had been finished. All the risks which could have occurred during the study week were evaluated directly after the study week.

A scale of occurrence has been created to allow an easy overview.

Not occurred	Partly occurred	Occurred



## Evaluation Matrix

For a clearer and simpler overview of the evaluation, a matrix has been created. For a more detailed risk management plan with the evaluation, appendix IV can be consulted.

Risk Category	Not occurred	Partly occurred	Occurred
Work Organisation /Task	1.1, 1.2, 1.5, 1.6	1.3, 1.4	
Budget	2.1, 2.2		
Business Partners	3.1, 3.2, 3.4	3.3	
Interviews	4.1, 4.2	4.3, 4.4	
External Factors	5.1, 5.2, 5.3, 5.4		

- 1.3 Lack of effectiveness in decision making
- 1.4 Failure to comply with the timetable
- 3.3 The business partner does not have the answers to our questions or does not answer them as detailed as needed
- 4.3 Language barriers
- 4.4 Lack of time

As shown in the matrix there are no risks which occurred. However, some of the risks have partly occurred. This means that they did not affect the whole project, but only certain parts of it, and ultimately had little or no impact on the outcome of the project. These risks will now be addressed in the following part.

### 1.3 Lack of effectiveness in decision making

This risk was located in the section of minor risk. It occurred especially in the beginning, due to the confusion on what the project's result should be. However, after some time the team figured out the goals as well as learnt to work together in an effective way. Therefore, not much time was wasted, and the quality of the project was not affected.

### 1.4 Failure to comply with the timetable

Some of the objectives were set early, as the project was to be completed as quickly as possible and without time pressure at the end. Due to the tight schedule, there were then sometimes minor delays during the process. However, the major milestones that were important for the whole project were always met. From the beginning, the project team was aware of this risk, which is why the targets were set early enough so that if there were delays at the end, there would not be too much pressure to finish the project report. This foresight has avoided the risk of stress in the end.



### 3.3 The business partner does not have the answers to our questions or does not answer them as detailed as needed

This risk has only come up in one interview. At the beginning of the interview with the capsule hostel, it was planned to conduct the interview with only Alessandro and Teddy as a translator. However, since Alessandro was not able to answer some questions, he went to his boss. This already solved the problem, and the questions were then answered by his boss with some good insights into the business of the capsule hostel. Next time, however, it would be important to check beforehand whether the interviewee has the necessary knowledge to answer the interview questions.

### 4.3 Language barriers

This risk was already taken into account when planning the interviews and it was tried to avoid it as much as possible. However, this did not work out equally well in all interviews. For example, in the interview with the capsule hostel, it was found that the boss's knowledge of English was not always sufficient. However, Teddy was scheduled in advance as an interpreter for Alessandro, who was then able to translate. Furthermore, there were also language barriers in the interview with the Ashotel. However, these were only small because four people from the company were present in the interview and were able to help each other if they lacked vocabulary.

### 4.4 Lack of time

For every Interview, the time did not play a role since there were no fixed plans after the interviews and the project team could stay longer and also the interviewees had cleared their time schedule. However, there was one interview that ended up being a bit stressful. The interview with Hotel Tigaiga was helpful and there was a lot of information to take away. But in the end, the tour of the hotel and its waste management was cut short because the interview partner had another appointment right after. This was not a big issue since the main part of the interview was already over, so the impact was relatively low and so was the occurrence just partly.

In evaluation, all the risks were managed well beforehand and those which occurred partly did not have a big impact on the project. So, after all the risk management plan worked out well and did help to have a Plan B if something would have occurred.





## **7. Details of Changes and their impact on the overall project**

The aim of this section is to provide insight into the biggest changes during the project management process. Changes in a project can happen in every part of the entire process. In this section, the project team is focusing on and explains the main changes during the project.

Firstly, while working on their research topic they decided to focus more on waste prevention in Tenerife than on recycling because it was easier to find information about it.

Furthermore, there was a change in the interview partners, in the beginning of finding potential interview partners it was hard to make an appointment with them because some of them did not answer them either by mail or by phone. For this reason, the team decided to not only request different types of accommodations as potential interview partners but also to ask other tourism providers that offer some tourist activities. The group decided to ask Biosean, a company which offers whale-watching tours in the south of Tenerife. With this interview partner, they had another view of how tourists handle waste prevention, and they could combine a leisure activity with an interview. During the interview with Miseal, it turned out that he has some Airbnb accommodations on the island which gave the project team a deeper inside of the Airbnb industry.

During the study week in Tenerife, the team had a change in their time schedule. Because of better weather conditions for the whale-watching tour, they decided to make the interview and the activity on Saturday instead of Friday. This change had not a big impact on their time schedule because Saturday was a day on which they did not plan some fixed activities.

In the case of the interviews, some of them took longer than the team expected. For example, the interview with the Ashotel Association took 2 hours because the company prepared a whole presentation for the project team, and they had the chance to be a part of a meeting with Moises who could also answer some of their questions. The interview with Alessandro from the capsule hostel took also longer because he spontaneously brought his boss in the middle of the interview for helping to answer the questions.

## **8. Evaluation of Communication Management Plan**

To ensure a smooth operation of our Studyweek project, communication internally but also externally played a major role. In this chapter, the different aspects shall be discussed.



## **8.1. Internal Communication**

The internal communication can be divided into two major parts, the communication within the team and the communication with our commissioner Patric Arn and accompanying lecturer Frieder Voll.

### **8.1.1 Meetings with the project team**

The meetings with the project team were usually planned a week beforehand and the goals for the meeting were predefined. Often, these meetings were held in a more informal manner where everyone could contribute to each aspect. The meetings used to be significantly longer in the beginning of the project as many aspects were still unclear and a lot of discussion was needed. Furthermore, there were more tasks that needed to be done as a group. With the ongoing project, tasks got divided, and everyone could contribute regarding their field. This made communication much easier and efficient. The meetings were usually held on-site before or after lectures. If needed, group members could also join via webex, however the dual style turned out to be not as effective. Therefore, meetings were then held completely online which showed a strong improvement in involving all members equally.

A WhatsApp group chat was set up to ensure quick communication with everyone and the possibility to catch up on news that have been missed.

### **8.1.2 Meetings with the commissioner and accompanying lecturer**

The meetings with the commissioner Patric Arn were usually set up on Wednesday afternoons on-site as this was also the timeslot of the lecture which ensured that everyone was available at that time. A list of goals for the meetings was set up beforehand to give the meetings more structure. The meetings were led by our project leader Fabio Frei.

While there were many things that needed to be discussed in the beginning, meetings tended to be more chaotic and took more time. An improvement in structure helped to make meetings more efficient and successful.

While most communication was made personally, smaller issues were discussed via Mail directly. Furthermore, some of the meetings were also held via Webex to increase convenience. Before the start of the Study week, two meetings with the accompanying lecturer Frieder Voll were held to inform him about the details of the Study week and arrange his travels and needs. During the Study week we had a very direct communication as he also accompanied us on all excursions. During the whole Study week, we made use of a separate group chat including Frieder Voll to inform him about plans or changes in the schedule.



## **8.2. External Communication**

### **8.2.1 Interview Partners**

Communication with the three business partners started via e-mail and phone calls and was carried out by the Research Manager Lara Pfaff. As some people that were contacted were not speaking at all or very little English, communication was rather hard.

During the implementation of the study week the communication with interview partners improved in the team's opinion. Face to face interactions were easier and for those partners who's English was limited a translator was present. Due to the team's communication and contact with certain interview partners, new ones could be won during the study week.

### **8.2.2 Marketing**

The project team decided to share their journey via Instagram under the handle @studyweektenerife. The created account reached an audience of 88 followers and generated 64 likes on the most liked post. Based on the so-called professional dashboard of Instagram the page reached 977 accounts in June 2023. The account was run publicly so everyone interested in the topic could easily access it.

The followers mainly belonged to the personal and professional network of the team members. Nevertheless, through use of suiting hashtags more followers could be won. By frequent posting better visibility to the followers was ensured and helped the account to benefit from the social network's algorithm.

Content wise a communication plan was established. The guidelines this plan provided could be met by the implementation of the project. In the first posts an introduction about Tenerife and the project were provided. An introduction of all team members and business partners followed. During the implementation of the Study Week the marketing manager shared insights about each day with the followers. Finally, a conclusion about the findings were given. During the whole project the team shared some behind the scenes footage and impressions via the story function.

The Instagram page was designed with colors tying in with the colors of the project logo. To give a natural looking feed many posts were purely photography based without frames or similar attributes.



## 9. Evaluation of Quality Management Plan

The overall quality of the project reached the expectations. Throughout the project the project team was able to achieve the performance standards in the majority of the quality criteria. The quality management plan can be found in the attachments under 13.6.

All team members contributed their part to the individual tasks and the group meetings. Everyone attended compulsory meetings and showed intrinsic motivation. This helped to keep meetings organized and efficient as active participation was taken seriously by all members. For the meetings with the project client Patric Arn, everyone was prepared and there was a clear goal for each meeting. The achievements and further goals were always noted within a project status report after the meetings. Overall, everyone gave feedback after the meetings which also showed results during the project as meetings became more efficient.

Individual tasks were always completed within the deadlines of the Gantt Chart, in certain areas, the Gantt Chart was adjusted to make room for a more flexible work distribution. Overall, the workload was assigned evenly, and minor adjustments could be made individually to account for unforeseen issues. This meant that all deadlines could be met internally and externally.

During the project, none of the major risks, that were planned for, occurred. Furthermore, the interviews all went very well and usually offered more information or interview partners than initially expected. However, it was realized that it was necessary to sometimes formulate interview questions in a different way than they were written down. Very often, questions were partly answered within another one, which then just required the interviewers to specifically touch upon certain aspects again.

During the whole project, no one got significantly sick or injured which was a great relief and assured the project team that the measures in place were successful.

All organizational tasks worked well, and everyone could attend meetings on time and without disturbance. Furthermore, the language barriers never formed a problem as most interview partners were fluent in English, and the project team had organized someone to translate beforehand for one specific interview.

The budget for the whole study week could be met and even closed below the planned spending. This was mainly due to the additional buffer that was calculated for unforeseen events which was fortunately not needed.

The social media of the project was kept up to date during the whole study week and showed great interaction with some of its followers. Some of the interview partners also reposted the stories where they had been linked.

The organization of partners has not been easy, however, the choice of partners turned out to be very successful as many insights tied into each other and helped to give a broader



understanding of the subject of waste prevention in Tenerife. The interviews were held in a professional matter for which the project team needed to be flexible and adapt the settings to the current situation and conduct interviews in different scenarios. The transcription of the interviews was done after the interviews if possible, however, for time reasons, some of the transcripts were made after the Study week.

## 10. Details on the Project Cost

To have a clear overview of the different expenses and to set a baseline for the project's estimation, allocation, and control of costs it is necessary to create a cost plan. Therefore, with a cost plan, the group can reduce unimportant expenses and clearly see how much money they can spend. The group decided to have a slightly wider budget in order not to fall into the minus area.

The calculated total budget per Person was 1'315.00 Euros. The real cost per Person was 935.57 Euros. It follows that all group members stayed under the budget by 379.43 Euros.

Transportation	Budget	Actual	Difference	Notes
flights	€ 1'800.00	€ 2'256.99		
rental car	€ 595.00	€ 261.25		Frieder included
public transport	€ 90.00	€ 90.30		taxi, parking (+ Frieder)
car gas	€ 210.00	€ 111.98		Frieder included
<b>Total Costs</b>	<b>€ 2'695.00</b>	<b>€ 2'720.52</b>	<b>-€ 25.52</b>	
Accommodation	Budget	Actual	Difference	Notes
Apartment	€ 900.00	€ 1'228.79		
<b>Total Costs</b>	<b>€ 900.00</b>	<b>€ 1'228.79</b>	<b>-€ 328.79</b>	
Business Partners	Budget	Actual	Difference	Notes
Presents	€ 30.00	€ 26.62		
<b>Total Costs</b>	<b>€ 30.00</b>	<b>€ 26.62</b>	<b>€ 3.38</b>	
Food and Drinks	Budget	Actual	Difference	Notes
Grocery	€ 1'080.00	€ 353.70		
Drinks	€ 360.00	€ 241.39		
Restaurant	€ 280.00	€ 664.90		
<b>Total Costs</b>	<b>€ 1'720.00</b>	<b>€ 1'259.99</b>	<b>€ 460.01</b>	
Free Time	Budget	Actual	Difference	Notes
Shopping	€ 600.00	€ -		
Activities	€ 1'200.00	€ 488.00		
Excess	€ 900.00	€ -		
<b>Total Costs</b>	<b>€ 2'700.00</b>	<b>€ 488.00</b>	<b>€ 2'212.00</b>	
<b>Total Budget for Group</b>	<b>€ 8'045.00</b>	<b>€ 5'723.92</b>	<b>€ 2'321.08</b>	
Payment Frieder	-	€ 110.51		
<b>Total Real Cost for Group</b>		<b>€ 5'613.41</b>		
<b>Total Budget per Person</b>	<b>€ 1'315.00</b>	<b>€ 935.57</b>	<b>€ 379.43</b>	

The table above shows in detail the planned project cost, the actual costs, and the difference in costs.



The **flights** were organised by two group members and always one booked for three people in the group.

For **transportation** in Tenerife, the project team rented a car because it was easier to get to the different locations than using public transportation. The accompanying lecturer Frieder Voll drove always with the team and therefore he is included in the costs of the car gas, parking, and the rent. On the last evening, the group decided to book a taxi for the way to Costa Adeje to enjoy one of the last evenings together.

The **accommodation** was an Airbnb house in El Medano. They booked this accommodation in advance with the credit card of Noemi Lanz.

For the flights and the accommodation, they spent more money than their budget but with the low costs during their stay in Tenerife, it was no cause for concern.

The budget for the **presents** for the interview partners was enough and did not increase any costs.

For the **food and drinks**, the project team decided to pay always together and divide it by six. Our Finance Manager Vanessa Würth changed the categories into grocery, restaurant and drinks because sometimes the group also bought some drinks during their grocery shopping, and it was easier to calculate the costs in that way. In the evening most of the time the team cooked by themselves. Additionally, for their hiking tour on Thursday, they decided to prepare sandwiches for lunchtime. On the other days during lunch, the group decided to eat in the local restaurant because they realised how affordable the food was in Tenerife. Even if they have made more visits to restaurants than expected, their expenses are far below the calculated budget.

In category **free time** they spent the money on some activities for example a whale-watching tour or a visit to the botanic garden Palmetum in Santa Cruz. The shopping costs were unnecessary to involve in the cost plan. All the group members did their shopping individually and needed different amounts of money, but no one exceeded the budget of 200 euros. Since there were no unexpected incidents, the project team did not need their excess.

To have an overview of all the expenses and Frieder Voll's costs, the group used the app Tricount to calculate the costs per person. This also made it possible to pay alternately.

Overall, the expenses were kept to the total budget and have not required any additional costs. A more detailed plan of the expenditures can be found in appendix IX.



## **11. Essential feedback collected and group lessons learned**

### **11.1. Essential Feedback**

In the preparation phase, the project team had meetings with the accompanying lecturer as well as with the project client. They there kept them on track about the current stage of the project. This helped the team to gather feedback to improve the planning.

Regarding the research topic, the team got feedback to formulate the research questions much more specifically, which they then implemented.

In terms of the interview partner and the interviews, the group got different feedback to improve their performance and therefore the whole project. An example would be that our accompanying lecturer Frieder Voll told us to try to interview not only accommodations but also to interview other partners to get another insight and therefore a wider view on the topic. In the end, we did that, which was really essential for our research and helped us a lot.

Another piece of advice was to have more than the minimum of interview partners. The team struggled following that as many of the potential partners they asked for an interview, with were not interested in doing an interview or were not even responding at all. Nevertheless, only a few days before the start of the study week, the group got another interview partner and in the end, the group could even conduct one more spontaneous interview. Moreover, the project team listened to the advice of thinking about concrete desired outcomes of each of the interviews. This helped to come up with much more specific questions which lead to what they needed to get information about.

The most important feedback was the one from the accompanying lecturer Frieder Voll at the end of the study week. He was really happy with the whole project week and only had some small things he would have done a bit differently. A main aspect the team could improve for the next time is to inform the accompanying more specifically about the whole schedule of the day including things like if he has to take his food with him or if the group eats in a restaurant. Nevertheless, he was positive about how the group reacted spontaneously to changes and thought that the organisation got better and better towards the end of the week.

In general, the group got different important feedback which helped them to implement a successful study week abroad in Tenerife.



## **11.2. Group lessons learned**

Due to their small class at FHGR all of the group members already knew each other very well at the beginning of the project. Partly because of this the destination was chosen quickly and an agreement on the individual tasks was done easily. However, the fact that the team knew each other so well in the beginning led to the result that some aspects of the project's management got lost. As they trusted their team members, no backup plans in case of insufficient work or similar things were done. The project team believe this improved strongly over time. Also, the communication with their accompanying lecturer Frieder Voll improved over time. As they learned what to involve and inform him based on feedback this task got easier.

Furthermore, the group learned to adapt to different cultures more due to the interview management. Before travelling to Tenerife, they contacted many hotels for interviews, but they often never answered or rejected our request. As the project team only had three interviews planned before the implementation, they were not really satisfied. However, during their first interview, they got a contact for a second one and realized that being flexible and spontaneous was a better approach. The project team were able to get two more interview partners during the study week.

Summarizing, they learned a lot about the importance of project management and all the tasks involved in having a clear structure even when they know their team very well. Additionally, the factor of time and experience played a huge role in their development and project for example, when considering the communication with Frieder Voll or the interview partners this was clear. The team took lot out of the project from both research and project management perspectives.

## **12. Reflective Learning**

### **12.1. Reflection Frei Fabio**

To summarize my learnings from the project management course, this section is aimed to give an insight into my personal experience. This should help me critically reflect my work and gain experience for future projects.

My expectations for the study week project as well as for myself were quite high from the beginning. This was mainly due to the fact that we had heard many interesting stories from the higher semesters and were excited for the challenge ahead of us.

As I am usually very keen on communicating, I could see myself in the role of the project manager which also worked well together with my part of overlooking the quality management.





While the excitement was very high from everyone in the beginning, we soon realized that the whole project was going to demand a lot from us. It was therefore very helpful to define responsibilities and milestones which helped us structure the tasks.

Unfortunately, the workload from all the other subjects during the semester, sometimes hindered us in unleashing the full potential of the course as limitations had to be set to distribute the time evenly.

In terms of meetings with our commissioner Patric Arn, I personally was able to increase my skills, also thanks to his feedback. I became more confident in actively leading and steering the meetings and keeping everyone on track regarding the predefined goals of the meeting. This resulted in a very efficient communication which left everyone more satisfied as meetings took only half of the time compared to the beginning.

While I often struggle with listening to other ideas, I took the study week as an opportunity to support my team members and only give my own inputs when needed. This resulted in a more passive role, however, as everyone was highly skilled and motivated in their tasks the results were always impressive.

Communication especially during the study week was not always easy. We encountered several incidents, where some members of the group had already discussed an issue or came up with a solution while the others were not informed yet. Looking back, I could have influenced these incidents a bit more actively by making sure everyone was on the same page. This also counts for the communication with our accompanying lecturer Frieder Voll. As I was usually the driver, I could not communicate as much with him as I probably should have, especially before an interview.

However, Teamwork was never an issue as we had split up most tasks, but everyone was always happy to help if needed.

Overall, we all took away many learnings from the preparation, the actual study week and the post processing. It gave a more thorough understanding on how a project works from beginning to end, and especially what kind of problems may occur and how to deal with them. Personally, I want to further improve my skills to manage a team while remaining a team member and not become stuck in a leading position.



## **12.2. Reflection Hassinger Nina**

In this section, I will reflect on my own experience in this course. This will help me to strengthen my critical thinking as well as rethink my overall performance which will help me in the future. I had quite high expectations about this course especially due to the week we have got to spend abroad. We decided quickly that we would like to do something on the island of Tenerife and also the theme was found fast after this decision. Everybody was motivated to start with the project.

In the beginning, we had some struggles with where we should start and differentiate between what is important at the moment and what is not. Nevertheless, we divided the workload quite well among the team member and if help was needed, we took care of each other. I was mainly responsible for the risk management plan. I learnt a lot from it because you have to think about a lot of risks which could come along the way during such a project. Also, to then check which one would have a big impact on the project or not was sometimes quite hard, however, I think I managed everything well in the end. With the help of the team, we tried to come up with some solutions for risks which had a high impact as well as an occurrence to avoid them. As shown above, in the Risk management part it can be seen that we had no major risks which occurred during the project. Additionally, I also helped Lara with the Interview questions which was something I have not done many times before and it was a challenge to formulate good and simple questions. Nevertheless, with the help of the meetings with Patric Arn, we managed to have a quite well questionnaire which I am proud of.

The meetings were always helpful and the longer the project went the clearer it was what our goal is and how we can achieve it.

When we started our study week in Tenerife, I was personally very excited about the interviews, but also stressed about whether the questions would be good enough. We tried to plan as much as possible beforehand, but during the first interview, I realised that we also needed a lot of spontaneity, as not every interview goes as planned. With each interview we then had, we were able to adjust better to our interviewees. We decided that two of us would always be the main ones, but all the other team members also asked questions, so in the end the pressure was not only on the two people in charge. Through this approach, we got a lot of information from the interviews and didn't forget anything either. In retrospect, we should have reflected better on what was said directly after the interviews, which we did towards the end. In summary, I am proud of what we have achieved as a team and that the interviews have taught me to be more spontaneous and to relate better to people.



### **12.3. Reflection Lanz Noemi**

For our study week Tenerife, we divided the work in the manner that everyone was highly involved in all the research and content parts of the project. However, I took over the responsibility of our Instagram page and the communication plan. As I have more experiences in finance and coordination, I requested to do this task in order to try and learn something new. With the photographs provided by Fabio Frei in my opinion a great quality of posts could be ensured. Before the implementation of our study week, I created a plan when I wanted to share certain thing with the audience, which worked until we travelled to Tenerife. Due to packed days and not enough time to edit all the photos, I could not keep up with the plan. Firstly, this frustrated me. But I had the learning effect that the flexibility and prioritization of different tasks is more important than sticking to what you personally planned in your own department. Moreover, I also struggled in the beginning with all the inputs of my team members about ideas and was not sure how to pack everything into their plans, they wished.

Apart from the social media role, I was co-responsible for our fifth interview with Misael Morales Vargas from Biosean Whale Watching together with Vanessa Würth. I consider myself to be more introverted and conducting an interview was out of my comfort zone. Nevertheless, I believe the interview went well and we were able to get interesting and relevant information out of it. The task helped for further projects, and I am happy to have been able to get feedback from Frieder Voll on it.

Due to my more restrained personality, I often let during team meetings others give their opinion first and intervened when my view on the topic was not already mentioned. During the implementation of the study week, I was initiation some of the essential tasks to be done or thoughts and reflections to be made more than before.

Regarding the research part which we divided to all team members, I had issues to find relevant sources and information in the beginning. As I like to get tasks done as fast as possible, waiting on all the information out of our interviews was hard for me. My part of the research was basically only able to do with those inputs we got during the study week, so I was already stressing myself too early about not finding the relevant information. Again, here I realize the important of letting things go their natural way and being flexible and adapting to the given circumstances.

All over having this hands-on project in a foreign country and unknown environment was an amazing and highly educating experience for me personally. I learned many things which will help me immensely for the next two semesters and my firsts steps in the tourism industry. My key learning elements were the ability to adapt to the circumstances and how to efficiently work in a group. In future project, I plan on getting out of my comfort zone more in being more involved and conducting more interviews or similar things, as I know that being introverted can sometimes be an obstacle for me.



#### **12.4. Reflection Pfaff Lara**

This part of the report will include the reflection on the experiences I, Lara Pfaff, made throughout our study week course. This will help me to sum up the learning process I have made throughout this semester regarding project management, organisation and coordination. Looking back at it this was one of the most demanding, yet most rewarding courses we had so far throughout our whole tourism studies at the FHGR. Before the kick-off I didn't expect this kind of outcome, probably especially because it will be different than expected whenever you are doing on sight interviews and research.

Throughout our project my main task was recruiting suitable interview partners which are experts in the field of our research questions. I underestimated the amount of work and the stress which came with this task. Especially because I have already been to Tenerife multiple times before and we had some personal contacts which would have been a great fit for our project. But besides learning that communication isn't easy when setting fixed dates for months in the future, because people from Spain tend to be more spontaneous, and because to my surprise many people working at the bigger hotels and resorts couldn't speak English very well. Another issue was that some accommodation providers never answered, denied the interview request because in their opinion all the needed information could be found online, or they weren't allowed to speak openly about their waste prevention. It was difficult to evaluate the different needs of the accommodation providers whether that meant that they wanted to see the interview questions online or if they wanted to discuss everything on the phone beforehand. With help of our commissioner Patric Arn and our accompanying lecturer Frieder Voll, through meetings which were held beforehand, some of the stress was taken off my shoulders and especially the input in conducting interviews with different kind of organisations helped me to broaden the range of potential interview partners. Another task was to prepare the interview questions for each interview partner which I did together with Nina. It wasn't easy to come up with the "right" questions and set them into a comprehensible order. As well we always wanted to leave the questions open because that gives the interview partners more freedom to talk about their personal opinion and how they deal with waste prevention specifically. As well we had to make sure that the interview questions couldn't be understood in a offensive way if the accommodation didn't have an official waste management.

Even though only three interview partners fully agreed to set a date for the interviews during our week in Tenerife I was able to conduct one extra one which turned out to be fairly spontaneous and through our first interview with the Ashotel Association another interview partner was added during the interview.

This project has taught me a lot about the differences in cultural behaviour and communication. It has helped me as well to be open towards opportunities and how to approach people for an interview best. As well while being in Tenerife and conducting the interviews on site I realized



that interviews can be held in many different settings and that a strict interview organisation might be very helpful on paper but in the end it depends on how well you can improvise and show the opposite your interest in the topic.

Overall I really enjoyed our study week in Tenerife. We learned a lot and had the opportunity to as well get to see many beautiful parts of the island while doing research on site. Additionally I can say that learning more about waste prevention will make me a way more conscious tourist in the future.

### **12.5. Reflection Tschümperlin Sarina**

In this section I, Sarina Tschümperlin, reflect on my whole experience in this course. It helps me to think again about the things I've learned in the course, what was working well for me and what I could improve for the next time I'm doing such a project.

I personally feel that it was the most praxis-oriented course we had so far in our studies. In the beginning of the course my goal was to successfully implement our study week abroad and to learn essential things for my future career in the field of project management.

My task was the coordination of the whole project. I was responsible for keeping everything well organised and well prepared. I was in charge to check that all the deadlines are met, and the study week abroad is well structured and organised. This means, that I was coordinating all the different activities and tasks on place and therefore set up the whole time schedule for the week. In my opinion, I did well in coordinating all the different tasks and activities within the study week abroad. Nevertheless, I could have been stricter in reminding my group members about all the deadlines in the preparation phase. I should have checked the deadlines more often and control the work my group members did. Moreover, I should have informed our accompanying lecturer Frieder Voll more about the details of each of the activities including information about where and how we are going to eat lunch or what in particular he has to take with him.

In general, I feel that we had a very good teamwork and that we complemented each other pretty well.

In the beginning of our project, we all were a bit lost in the tasks as we were not sure what we really need to do. We especially struggled a bit in finding the right research topic and then formulating the research questions. We changed the topic in general from waste recycling to waste prevention as we found more about that in our first research. Nonetheless, in the end while implementing our study week we then figured out, that it probably would have been easier to research the whole topic of waste management as many parts are related to each other and can't always be separated.

Thank to our lecturers we then got more into the course, and it got clearer for us what we really need to do and, in the end, we could implement a successful study week abroad.



What we noticed and what also Frieder Voll mentioned in his feedback for the study week was that we could have discussed the content of the interview much more in detail right after conducting the interviews. It would have helped us to have some key take aways which we could have used in the report. We sometimes did the interviews and then kind of closing it up personally for ourselves in our head and directly wanted to move on with the next interview or activity. We definitely could improve that for the next time.

What was a bit difficult for me was the whole process of the transcription. It needs so much time to transcribe all the interviews, especially if the recording is of poor quality, that we did not have that much time to really discuss the content of the interviews. This is also a recommendation from us for the whole course. It would be helpful to only have to transcribe one interview to learn how this must be done but then have more time to discuss the whole content.

To sum up, I am happy with our project with all the things we have learned not only about our topic but also about the whole topic of project management. I now know many things I can improve for the next time, which helps me to become even better in that field.

### **12.6. Reflection Würth Vanessa**

In this section, I will reflect on my whole experience in this course. This course was the most practise-oriented course in my whole studies until now. In the beginning, the project of organising a study week was a big challenge for me personally but structuring together with the team the different milestones and deadlines helped me to break down the amount of work into smaller pieces. My personal goal during the whole course was to pass the course successfully and learn some skills in case of project management to use in my future career. I am really happy with our teamwork during the whole course and especially during the study week. In the beginning, it was a challenge to handle the work with a group of six people because not everybody worked in the same way, and we had to learn how to conduct to each other. In the end, we worked with a good team spirit and supported each other in every task. I was responsible for the finances during our whole project. In the beginning, I was a little bit nervous about doing this important task because I had no experience in finances but in the end, it made also fun to juggle with numbers. I was responsible to write a budget plan before the study week started and handling the budget during the week in Tenerife, I was responsible for the cost for Frieder and how to split the bills in a fair way. In my opinion, I created a realistic and detailed cost plan and handle the finances during the study week well. Nevertheless, sometimes it was hard to divide the bills in a fair way because not everyone had the same costs in the case of food and beverage. In addition, I will inform me better about the costs of the travel destination and calculate a lower budget.



In the case of the research questions, we had some struggles in formulating the questions. With the help of our lecturer Patric Arn, we figure some good research questions out and he helped us to make it clearer what we must do to have a successful study week. During the study week in Tenerife, all went really well. We also had the chance to do five interviews during the whole study week instead of three. In my opinion, the organisation before the interview also went well and the time schedule plan fit our interests. On the other hand, we could improve the discussion after every interview better to make it clear that everybody had the same content after the interview and to make some notes to answer the research question in our report. Another point is the location where the interview happens. It will be a lot easier to make the interview in a place where not so many people are around and not a lot of noise is happening. Some of the interviews took part at a place with a lot of side noise which made it difficult to hear the answers of the interview partner. In addition, this made the transcription of the interviews much more difficult and time-consuming.

Overall, the experience of a study week abroad was one of my highlights during my studies at the FHGR. We learned some interesting facts about our topic and I am proud with our work. We had lots of fun during this project and learned some important skills that we can learn in our future working environment. Tenerife is a beautiful island and offers many stunning places.



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## Appendix

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## I. Declaration of Authorship

The project team certifies that this research paper is their own work, based on their personal study and research and that the group have acknowledged all reference material and sources used in its preparation. The team also certifies that this research paper has not previously been submitted for assessment in any other unit, except where specific permission has been granted from all unit coordinators involved, or at any other time in this unit, and that they have not copied in part or whole or otherwise plagiarised the work of other students and/or persons.

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