Active Ageing in Bad Nieuweschans

Advisory report

C. van Meegen
Groningen 10-06-2018
Hanze University of Applied Sciences
Active ageing in Bad Nieuweschans
Presented here is the research report ‘Active ageing in Bad Nieuweschans’. This research is conducted as a graduation assignment of the study International Facility Management at the Hanze University of Applied Sciences in Groningen. The research on active ageing in a rural community has been carried out over 20 weeks. This report is therefore intended for anyone who is interested in a view of active ageing in a rural area. This research does not intend to produce hard figures and facts because, due to the limited time, the research group was too small. However, this research has tried to get and give an idea of social participation in a village and the relation with hospitality indicators. I especially would like to thank the five organisers who provided me with information in the form of interviews and the inhabitants of Bad Nieuweschans who have taken the time participate in this research. I would especially like to thank Harm-Arend Meijer for his time, information and helpfulness. Besides that, I would like to thank Timothy Broesamble and Stefan Lechner for their time and information during the coaching sessions. Finally, I want to thank my supervisor Jannie Rozema for her time, guidance and critical but open view.

Chris van Meegen

Groningen, 01-06-2018
EXECUTIVE SUMMARY

Bad Nieuweschans is one of the ageing villages in Oldambt, about a quarter or the population is older than 65 (Dammer-Jonker, 2015). In communities such as Bad Nieuweschans there exists a risk of isolation and exclusion of the elderly. These risks could be kept to a minimum by focussing on active ageing however this concept does not really play in rural areas yet. From the perspective of Facility Management, hospitality has been researched as a value of social participation aimed at active ageing.

The objective of this research is to provide the municipality Oldambt, stakeholders, and social entrepreneurs in Bad Nieuweschans with recommendations on how to improve Active Ageing in a rural community by clarifying how social participation can be stimulated by hospitality. The following research question has been drawn up for this: How can hospitality add value to social activities in a community in order to promote active ageing? The village Bad Nieuweschans is used as case study. The following sub-research questions has been used to answer the main-research question: What are the international trends/developments regarding active ageing and hospitality? How have the current social activities in Bad Nieuweschans implemented hospitality? How likely are elderly inhabitants of Bad Nieuweschans to participate in these social activities? To what extent is hospitality a likelihood for people attending these social activities?

To be able to answer the research questions trends/developments regarding active ageing and hospitality has been established through literature research first. In addition, interviews have been conducted with organisers of different kinds of social activities whereby it is established how organisations have implemented hospitality, an adjusted 4P model (People, Place, Process, Product) is used for this. Lastly, inhabitants of Bad Nieuweschans have been interviewed by means of an orally conducted survey. The respondents were randomly selected and questioned about participation in social activities in Bad Nieuweschans and hospitality aspects that can play a role in this.

Digitalization of the society is a trend which is growing in popularity amongst elderly. Policies regarding active ageing are developing on national level. Globalization is a growing hospitality trend which involves certain challenges. The conclusions from the interviews evidence that the hospitality themes People, Process and Product are relatively highly implemented in the organisations, and Place relatively low. The results of the survey posit that the current participation / non-participation in social activities is almost evenly distributed. There is a group to distinguish where there is a tendency that the groups find hospitality important in social activities. Respondents would like to be better informed regarding social activities, receive a personal invitation, or be picked up at home. This indicates that attending social activities does contribute to the active ageing of people. In a village where everyone knows each other and the range of social activities is limited, hospitality could be used as a means for the people who would like to participate in a social activity. Hospitality could be used by organisations in order to help convince people to take part in social activities. Certain obstacles will be removed by hospitality which could make the step to partake in a social activity smaller.

Based on this it is recommended to pay more specific attention to a senior-friendly policy in Oldambt. In addition, research can be done into offering a special app and transportation service for the elderly. Organisations could develop their hospitality by doing a hospitality check.
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1. INTRODUCTION

1.1 Organisation description

Research centre NoorderRuimte is an educational organization founded in 2008. NoorderRuimte conducts and shares practical-oriented research for Built Environment in the Northern Netherlands. The focus lies on four themes: earthquakes, population decline, health and well-being, and environment and climate change.

NoorderRuimte consists of approximately 100 employees including professors, researchers, students and professionals from different areas of expertise, who form a multidisciplinary research group. The courses Architecture, Civil Engineering, Built Environment, Industrial Product Design and Facility Management are represented in the research centre of NoorderRuimte, (NoordeRuimte, 2018).

1.2 Context

This research has been carried out regarding the age-friendly cities movement that has gained remarkable traction since its launch by the World Health Organization in 2006. An age-friendly city is one that is: “Optimizing opportunities for health, participation and security in order to enhance quality of life as people age” (Eals, 2013). This process is called Active Ageing. Countries abroad have done a lot of research regarding active ageing in cities but hardly about age friendliness in rural areas. This is strange, since ageing is increasingly relevant in rural areas of Europe, because the proportion of elderly people in rural areas is higher than in urban areas (Bulder, 2017).

This is also the case in the Northern part of the Netherlands; in rural areas and small towns of North Groningen unbalanced population decline takes place, which means that the population is declining but not evenly distributed amongst all age categories due to the migration of young people. It also means that the ageing of the population becomes proportionally stronger and that the composition of the community changes. In her book, Elles Bulder describes that recent research carried out by CMO STAMM (Elshof, 2017) demonstrated a decrease of the perceived liveability in regions in Groningen confronted with population decline as compared to other regions in the province, one of the reasons for this was the lack of social contacts (Bulder, 2017).

A major risk that is associated with ageing and a lack of social contacts is that people become isolated and excluded from the community. Loneliness can have serious consequences; it increases stress levels, blood pressure, and it can cause depression. Isolated elderly are 14% more likely to die early in comparison to the average person. This is twice as high as with overweight (Sociale participatie, 2013). Therefore, social participation is an important aspect of an age-friendly community, according to WHO (WorldHealthOrganisation, 2007).

Oldambt is an area in Groningen in which ageing takes place. Sociaal Planbureau Groningen show on their website that the amount of inhabitants above the age of 65 in 2017 has increased by 1435 people since 2010. In 2017, more than 23% of the inhabitants of Oldambt were older than 65 while the amount
of young inhabitants was declining, see appendix A for the complete overview. This case study has been carried out in Bad-Nieuweschans, a village in the municipality of Oldambt.

1.3 Description of the problem

Bad Nieuweschans is one of the villages in Oldambt where the number of ageing people increases and the number of younger inhabitants gets smaller, approximately a quarter of the population is older than 65 (Dammer-Jonker, 2015). Therefore, the risk of isolation and exclusion of elderly may appear in a community such as Bad Nieuweschans. By focussing on active ageing these risks could be kept to a minimum.

From the perspective of Facility Management, hospitality will be researched as quality of social participation aimed at active ageing in rural communities. Hospitality could make it easier for inhabitants, especially elderly, to participate in activities. Entrepreneurs and organisers of the social activities are involved with this problem since hospitality might influence the participation of these activities. Besides this, it is an important subject for the municipality of Oldambt that benefits from a community, such as Bad Nieuweschans, that grows old in a happy and healthy condition because for example, an active ageing population has potentially more chance to be self-reliant for a longer time in their own home and neighbourhood (Edman, 2016).
2. THEORETICAL FRAMEWORK

This chapter presents theoretical concepts that are important in this research. This chapter is divided in four sections. The first section shows the definition of the main theme ‘age friendliness’ for rural and urban areas. In the second section the core concepts; Active Ageing, Social Participation and Hospitality, will be described. The third section, presents the conceptual model. The fourth section summarises all concepts.

2.1. What is age friendliness?

**Age friendliness**

The World Health Organization (WorldHealthOrganisation, 2007), defines an age friendly environment as follows: “An age-friendly world enables people of all ages to actively participate in community activities and treats everyone with respect, regardless of their age. It is a place that makes it easy for older people to stay connected to people that are important to them. And it helps people stay healthy and active even at the oldest ages and provides appropriate support to those who can no longer look after themselves”. The WHO states that active ageing is implemented when a city strives to be an Age-friendly city: “An age-friendly city encourages active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life as people age”, (p. 6). Keating and Eals (Eals, 2013) state that when it comes to an age-friendly community, the current definition would benefit from an addition: “An age-friendly community strives to find the best fit between the various needs and resources of older residents and those of the community. Age-friendly is dynamic, addressing changes over time in people and place”, (p. 330).

The Public Health Agency of Canada (Age-friendly communities evaluation guide, 2015), has a slightly different definition of age friendly communities than Keating and Eals: “Age friendly communities support older adults by designing policies, services and structures related to the physical and social environment in ways that help seniors live safely, enjoy good health and stay involved” (p. 7). However, the Age-friendly communities’ evaluation guide specifically mentions ‘older adults’ in which an emphasis is placed on the elderly.

This research will use the basic definition of the World Health Organization in combination with the addition of Keating and Eals. The definition of the world health organization includes a clear concept that is very useful for further research in this area and connects with Facility Management. The addition of communities in the definition of Keating and Eals fits well in this research because the focus lies on rural areas. The Age-friendly communities’ evaluation guide is uses the same concepts as the World Health Organization but it has an explicit focus on elderly people while Keating and Eals are focussing on older residents AND the community, which has a better fit with this research.

**Domains of Age-friendliness**

According to the World Health Organisation (WorldHealthOrganisation, 2007), there are eight domains that give a comprehensive picture of an age-friendly city, see Figure 2. All eight topics cover the characteristics the city’s environment, services, policies and structures which reflect the determinants of Active Ageing. In order to define the research subject due to the time limitations, of the eight domains of age-friendliness, Social Participation will be the focus of this research. Social Participation
is a subject that is been linked to hospitality in this research. Hospitality can be seen as one of the links between Age-Friendliness and Facility Management.

Figure 2: 8 Domains of age-friendliness (WorldHealthOrganisation, 2007)

2.2. What is Active Ageing, Social Participation and Hospitality?

Active Ageing
World Health Organization states: “If ageing is to be a positive experience, longer life must be accompanied by continuing opportunities for health, participation and security”. The World Health Organization has adopted the term ‘active ageing’ to express the process for achieving this vision. “Active ageing is the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age”, (WorldHealthOrganization, 2002). However, due to Social Participation being the focus throughout this research, health and security will not be handled in this report.

According to the World Health Organization the word “active” does not just refer to the ability to participate in the labour force or to be physically active but it does also refer to the ongoing participation in social, economic, cultural, spiritual, and civic affairs (WorldHealthOrganization, 2002). Retired, sick or disabled people can be engaged to their family’s peers, communities and nations.

The goal of active ageing is to extend a healthy and quality of life for all people as they age. Furthermore, ageing takes place within the relation to others (friends, colleagues, family, neighbours etc.). For this reason, independence and intergenerational solidarity (the two-way giving and receiving between individuals and other generations) are important factors of active ageing. “Yesterday’s child is today’s adult and tomorrow’s grandmother or grandfather”, states World Health Organization (WorldHealthOrganization, 2002).

Social Participation
The World Health Organization (WorldHealthOrganisation, 2007), states that social participation means the participation in leisure, social, cultural and spiritual activities in the community, as well as with family and friends. The organization explains that “social participation and social support are connected to good health and well-being through life”. The AFRRCI (AFRRCI, 2006), agrees with this
and adds that “Social networks, social participation and feelings of belonging are important to healthy living, disease prevention and the prevention of isolation among seniors”.

The focus in this study lies on social participation in social activities in a community.

**Hospitality**

EW Facility Services (Wat is hospitality?, 2018), describes hospitality as follow:

> “Hospitality is creating more value and added value with genuine hospitality. This has everything to do with putting the customer first and responding to his or her wishes and needs at the right time. Personal attention plays a major role in this”.

In contrast, Mar (Mar, 2018), states that Hospitality is not something that can be defined but that it is about the feeling and experience of a guest:

> “You can organize a hospitality experience by focusing on both the hard tangible things such as decor, processes and products (guest orientation) and on the soft, human side (hospitality). Guest orientation is the tangible and recordable way in which a service is provided to a guest. Hospitality is to offer a guest sincere attention, safety and comfort to your best ability, from your heart”.

EW Facility Services and Mar both define hospitality as a concept between guest and host, however EW Facility Services is focusing more on the service aspect whereas Mar focusses on the hard tangible and soft human sides. For this research Mar’s definition is used.

To be able to measure the hospitality at organisations offering social activities in Bad Nieuweschans, the 4P hospitality model will be used. Claudia Alflen (Alflen, 2008) Gastvrijheid in de zorg: Facility Management maakt het verschil. Facto Magazine, (number 1/2), p. 20-23) did research towards hospitality in the health care sector and developed a supporting model to place hospitality concepts in the health care sector. By using the themes People, Place, Product and Process every organisation can fill in which success indicators can be developed in order to implement hospitality in the business management.

In 2013, Rick Kisters, Jennifer Ruijgrok and Marieke Van den Berg (Rick Kisters, 2013) did adjust the original model from 2008 in the context of the FMN Knowledge Sharing Project. This model can be seen from two perspectives; the organisational point of view and the guest’s point of view.

For this research, some success indicators from the previous model are adjusted and processed in a new model, shown in Figure 3. The model contains the 4P’s (People, Place, Product and Process) which all represent different hospitality indicators. These indicators will be perceived as effective in this research, an explanation of each indicator can be found in Appendix C.
2.3. Conceptual model

This research has a few important themes, explained and described previously. To show the relation between these topics and the influence on each other, a conceptual model is drawn up and presented in appendix B.

2.4. Summary

“An age-friendly city encourages active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life as people age”, (WorldHealthOrganisation, 2007). The definition for an age friendly community is as follow “An age-friendly community strives to find the best fit between the various needs and resources of older residents and those of the community. Age-friendly is dynamic, addressing changes over time in people and place”, (Eals, 2013). Age friendliness consist of eight domains, one of which being social participation which is focussed upon in this research. Active Ageing can be best defined as “the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age”, (WorldHealthOrganization, 2002). Social participation means the participation in leisure, social, cultural and spiritual activities in the community, as well as with family and friends. Social participation prevents isolation. Hospitality is the relation between host and guest by focussing on the hard tangible and soft human sides. To measure hospitality in this research the 4-P model is used and redesigned.
3. OBJECTIVE AND RESEARCH QUESTIONS

In this chapter the objective of this research will be stated and the corresponding research questions, which have come from literature research, to reach this objective are presented and explained.

3.1. Objective

The objective of this research is to provide the municipality of Oldambt, stakeholders, and social entrepreneurs in Bad Nieuweschans with recommendations on how to improve Active Ageing in a rural community by clarifying in what way social participation can be stimulated by hospitality.

The community of Bad Nieuweschans will be used as a case study for this research, the reason for this is that Bad Nieuweschans is one of the ageing communities in the area Oldambt.

3.2. Research Questions

The main research question is:

How can hospitality add value to social activities in a community in order to promote active ageing?

The following research questions will be handled in this research in order to offer answers to the main question:

1. What are the international trends/developments regarding active ageing and hospitality?
2. How have the current social activities in Bad Nieuweschans implemented hospitality?
3. How likely are elderly inhabitants of Bad Nieuweschans to participate in these social activities?
4. To what extent is hospitality a likelihood for people attending these social activities?

- The first research question presents international trends and developments on active ageing and hospitality, this is important since upcoming trends and developments can influence the outcome of this research.
- The second research question gives an indication of how hospitality is implemented in the social activities.
- The third research question shows if inhabitants are currently attending or would like to attend one or more social activities.
- The fourth research question indicates whether hospitality can influence the consideration of inhabitants attending social activities.
4. METHODOLOGY

This chapter presents the methodology that is used to collect data for this research. First, the nature of the research will be described. Secondly, the details of the research group will be explained. Thirdly, the methods are described and explained per sub-research question. Lastly, the way of data collection, processing, and analysis will be described.

4.1. Nature of the research

This research contains problem analysis research since there is a desired situation of active aging while the current rural areas still might need optimizations/development towards an age friendly environment. This research consists both qualitative and quantitative data.

4.2. Research group

The research group consists of inhabitants from Bad Nieuweschans, aged 65 and over. The age of 65 and older is chosen in order to restrict the research group and focus on the elderly inhabitants. Of this research group 61 inhabitants filled in the survey. By conducting these surveys, paragraph 4.4. shows how these are prepared, the expectation was to receive information regarding the current attendance in social activities and if hospitality plays a role in this.

Besides this research group, five organisations that offer social activities have been interviewed. These organisations are found through desk research and information from H.A. Meijer (Member Dorpsbelangen Bad Nieuweschans). The organisations are selected based on the difference in type of social activity that is offered and on the difference in time that the social activity takes place. These five organisations offer social activities in which mainly inhabitants of Bad Nieuweschans attend. By conducting these interviews, the expectation was to receive information on how the social activities implement hospitality.
4.3. Research tools

In this section the research tools are presented.

<table>
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<tr>
<th>Sub-research question</th>
<th>Research tool</th>
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<tbody>
<tr>
<td>1. What are the international trends/developments regarding active ageing and hospitality?</td>
<td>Literature research</td>
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<td></td>
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<tr>
<td>In chapter 2 the terms active ageing and hospitality are presented. Since these themes play an important role in this research there is evidence found of which trend and developments are ongoing or coming up regarding this.</td>
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<tr>
<td>2. How have the current social activities in Bad Nieuweschans implemented hospitality?</td>
<td>Interviews</td>
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<tr>
<td>In chapter 2 the 4P Hospitality model is presented. These hospitality indicators, sorted per theme (People, Place, Product, Process), are translated into interview questions. There exists an interview question for each hospitality indicator and the interview questions are sorted per theme. In order to give cohesion between the different interviews, there is made use of structured interviews. This optimized the hospitality analysis.</td>
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<td>3. How likely are elderly inhabitants of Bad Nieuweschans to participate in these social activities?</td>
<td>Surveys</td>
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<tr>
<td>4. To what extent is hospitality a likelihood for people attending these social activities?</td>
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<tr>
<td>Sub-research questions 3 and 4 are both answered with the same survey. The first survey questions are used to answer sub-research question 3 which gives a view on the current attendance of the respondents and the potential wish to attend a social activity. The last survey question is used to answer sub-research question 4. The Hospitality indicators, presented in chapter 2, are also come back here. A template of the survey can be found in appendix D. The survey questions together make it clear if hospitality makes respondents consider attending a social activity.</td>
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### 4.4. Data collection/data processing and analysis

In this section the data collection/processing and analysis are presented.

<table>
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<tr>
<th>Research tool</th>
<th>Data collection/processing</th>
<th>Data analysis</th>
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<tbody>
<tr>
<td>Literature research</td>
<td>Data is collected through articles, reports, and books.</td>
<td>Everything is read first and usable parts are put in the report. Data is judged on date, publicity of the publisher and objectivity.</td>
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<tr>
<td>Interviews</td>
<td>All five interviews are orally conducted. Every interview is recorded and typed out after the interview.</td>
<td>The data is analysed using the data-analyse program <em>Atlas.ti.</em> in which the hospitality indicators are rated on hospitality by the researcher. The results are processed in a table, and presented in chapter 5. The five organisations are also presented here but presentation of the analysis is anonymous due to privacy reasons of the organisations.</td>
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<tr>
<td>Surveys</td>
<td>Of the 61 surveys, 52 surveys were conducted orally and the nine other surveys were conducted with the online program <em>SurveyMonkey.</em> The link of the online survey is shared on the Facebook page of Bad Nieuweschans. The oral surveys are conducted by going along the streets in Bad Nieuweschans and randomly calling at a number of doors per street. The oral and online surveys have the same content.</td>
<td>The data of <em>SurveyMonkey</em> is imported in <em>Excel</em> together with the data of the oral surveys. In <em>Excel</em>, the data were processed and displayed into graphs.</td>
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</table>

This research is conducted as objectively as possible by using quality articles and concentrating on facts. The interviews and surveys are structured, based on a model, therefore there is no opinion reflected in the questions, which makes thus the research more objective.
5. RESULTS

In this chapter the results from literature research, interviews and surveys are presented per sub-research question. The results of the first sub-research question will display the international trends and developments regarding active ageing and hospitality. The second sub-research question shows the results of the interviews with organisers of social activities in Bad Nieuweschans regarding the implementation of hospitality in social activities. The third sub-research question shows the results of the surveys regarding the likelihood of inhabitants of Bad Nieuweschans attending these social activities. The results of the fourth sub-research question shows whether the inhabitants of Bad Nieuweschans find hospitality an influential factor for attending a social activity. The last section summarizes the results.

5.1. What are the international trends/developments regarding active ageing and hospitality?

5.1.1. Active Ageing

Ageing development in the world
The number of people across the world that live longer, healthier and more active lives at an old age is increasing due to the special developments in technology, public hygiene and medicines over the past century. This trend combined with a decline in fertility is, according to Asghar Zaidi (Zaidi, 2015), resulting a fast incline of people over the age of 60 in a lot of countries around the world. This growth, from 2015 till 2050, is shown in Figure 4.

*Chart taken from HelpAge International (Global AgeWatch Index, 2015).*

![Figure 4: Number and proportion of older people globally in 2015, 2030, and 2050](chart_image)

Policies Active Ageing on National level
According to the policy paper ‘Active and healthy ageing’ (Rodrigues, 2013), a trend under many European governments is the development of strategies in the policy domain regarding the challenges of ageing societies.
The government of Switzerland has presented a paper on which the strategy regarding ageing policies is shown in the form of guidelines for several societal challenges. These guidelines are based on a certain approach which includes focussing on means, possibilities and needs of elderly such as; independence, autonomy, participation, contributions, entry to social- and health care. According to Martin Moore, these guidelines have been adapted to regional and local requirements, in line with the Swiss government principles (Martin, 2010).

Germany has a different approach for planning and stimulating initiatives that are ageing-related, in the country. The ministry for Family, Senior Citizens, Women and Youth has a specific yearly budget for the ‘Federal Ageing Plan’. This is a (co-)finding tool, based on a tendering procedure, that is open to all inhabitants and helps to start-up initiatives or maintain activities in order to support and stimulate active participation (BMFSFJ, 2009).

More examples of policies and directions that some countries have taken regarding the ageing society are exemplified in Appendix E.

**Technologic developments**

**CRISPR/Cas method**

According to Trendone (CRISPR Creations, 2018), a developing technology in the field of genetics is the CRISPR/Cas method. This technology makes it possible to edit the genome extensively which means that DNA components are precisely rebuild. This increases the hope of ending hereditary diseases and cancer. Therefore, many possibilities arise since genome sequencing becomes more affordable. An example that matches the theme active ageing is customised fitness and diet plans. Another opportunity that this creates, because the gene analysis is getting cheaper, is that personalised treatment and medication became reality. Especially with cancer treatments and chronical illnesses such as diabetes, medicines are being personalised based on medical history and genetic disposition.

**Digitalization society**

Digitalization of the society is a trend that can be found in many countries in the world. According to research by the CBS (CBS, 2017), eight out of ten Dutch people from 12 and older use social networking sites (Facebook, WhatsApp, Twitter etc.). However, while usage has remained the same among young people, it has increased amongst the elderly population. 25.7% of the 65 and older made use of social networks in 2014, which increased to 39% in 2016. According to Pew Research Centre (Zickuhr, 2010), the use of internet among the people of 65 and older in the USA grew from 2009 to 2011 by 150%. A study in 2012 of this research centre showed that of the elderly population, aged 65 and over, that go online, 71% do so daily and 34% are using social media. The reason for the elderly to use these tools is the connection with friends and family. Besides the social reasons, elderly people appear to increasingly use Facebook for discussing health issues with others. As a response, many doctors and clinics have started to use Facebook as an information page for patients (Nelson, 2013).
As a result, computer classes for seniors are getting more popular. These classes become more common and consist of basic skills on the computer but also lessons in the use of e-mail and other social media. The Guardian (Morris, 2014) presents a study of the UK and Italy which found out that elderly people trained in using social media experienced better health and had a better cognitive performance compared with those not taking the computer classes. The elderly that used the social media tools improved on mental and physical capacity. “For me, it was interesting to learn that there is evidence for a large potential of social media in clinical practices,” said Dr. Leist of the University of Luxembourg who looked further into the social media impact on treatment of elderly (Morris, 2014). Internet has become an important gateway for reducing depressive symptoms, loneliness and isolation.

5.1.2. Hospitality

Integration and globalization

A different trend is vertical integration. Lodging companies know that the needs regarding accommodation vary regarding price, facilities and services. Almost all big lodging companies have properties in each market segment. Globalisation is the future for the lodging industry when a business wants to grow. Hospitality chains and management techniques in the United States became a popular demand for developing countries with the demand of a premium hotel. An extensive research regarding the status of the hospitality showed that there would be a large amount of money needed to keep the same level of hospitality, often with a huge ecological footprint. An example is the touristic Philippine island Boracay which is closed to tourists for the coming six months due to the vast amount of sewage dumped into the sea by local hotels and restaurants (Guardian, 2018). So, hospitality is a central subject in the globalization of international business. Hospitality businesses need to be aware of the implication in the global changing environment in which they operate. Hospitality aspects such as; customers, employees, products, management processes will be impacted by globalisation. Future competition will come from organisations that picked the features of globalisation (Jin-zhao, 2009).

Multicultural issues

With the globalization development, multicultural issues are coming to the light and interrupt the hospitality industry operators. The political landscape and the management of multicultural talent that influences the hospitality industry are therefore new research and development trends for hospitality. An essential part of the hospitality industry is getting different parts of the world together. The success of big international hospitality chains is due to the fulfilling of the needs of different cultures in the world. Cultural issues have never been such an important factor in the operation before. An example can be found in the Asian culture; in some of which eye contact is not appropriate since customers can feel uncomfortable by it, while in most of the western countries eye contact stands for openness and honesty. This is an important aspect of how staff behave themselves towards certain different cultures (Jin-zhao, 2009).

Management change

“The complex forces of capacity control, safety and security, capital movement, and technology issues will require a future management cadre that is able to adapt to rapid-paced change across all the...
traditional functions of management” writes Jin-zhao (Jin-zhao, 2009). The interaction between customer and employee will be an increasing complexity, and influence human resources in the future. This will be driven by technology and the information period. The customer will be informed with a variety of information regarding the firm’s offerings and expects the same of the hospitality personnel. This is hard in an industry where low-skilled and paid staff is common and where there exists a vast diversity of behaviour and culture amongst the personnel.

**Environmental awareness**

Another trend is the increasing environmental awareness under the consumers. Economic circumstances in combination with the pressure of stakeholders might create new expectations amongst consumers. Only a few customers will be prepared to pay a high price for environmentally friendly hotels. Mahmood A. Khan advises in his book ‘The Indian hospitality industry: Dynamics and future trends’ to create an ecologic responsible brand and integrate sustainability within the business model “Price, quality, brand and convenience will continue to drive consumer spending but sustainability be part of the decision-making process” (Khan, 2017). Jin-zhao (Jin-zhao, 2009) also states that going green is a popular item in the hospitality-design industry. The perception of green is a mainstream movement now instead of a side movement. People, planet, and profit are the three basic elements of a sustainable hospitality operation with which a green hospitality development program becomes economically amenable.

5.2. How have the current social activities in Bad Nieuweschans implemented hospitality?

In Chapter 2, the four elements and KPI’s of the Hospitality model are presented. These four elements have been tested through interviews. *Figure 6* shows a schematic overview of the results of the interviews with the organisation, after which an explanation is given per element. The organisations are arranged randomly and named as ‘Organisation 1-5’ to preserve anonymity. The numbers in the table say something regarding the respondent’s recognition of the hospitality KPI in the organisation. These numbers in the table are translated to percentages, which added together are always 100%. The recognition of the Hospitality KPI’s are presented as follows:

- **YES** means: The hospitality indicator is clearly recognized and implemented in the organisation.
- **NO** means: The hospitality indicator is not recognized and implemented in the organisation
- **NEUTRAL** means: The hospitality indicator is not fully implemented in the organisation or the hospitality indicator did not apply.

The interviewed organisations are displayed in *Figure 5*. 
Figure 5: Organisation descriptions
5.2.1 People

The results of the components that belong to the theme People will be explained below. In Figure 7 the average hospitality score on people is showed.

![Figure 6: Total scores hospitality KPI's](image)

**Figure 7: Average hospitality KPI People**
Attitude towards Customer
A positive attitude towards the customer appeared at 100% of the organisations, despite the respondents considering different types of attitude as important. In Figure 8 two quotes are displayed regarding this.

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>Quote</th>
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<tbody>
<tr>
<td>O5</td>
<td>YES</td>
<td>“We zijn altijd heel galant naar de mensen toe en we proberen ze altijd zoveel mogelijk uit te leggen.” (We are always very gallant to people and we always try to explain them as much as possible)</td>
</tr>
<tr>
<td>O1</td>
<td>YES</td>
<td>“Zeker de buurtwerkers, open, vertrouwend, en ook weer; doe maar normaal dan doe je al gek genoeg. Openstaan in... niet voor hun willen beslissen, mensen in hun waardie laten.” (Especially the community workers, open, trusting, and again: when you act normal, then it is crazy enough. Being open in... not wanting to decide for them, leaving people in their values)</td>
</tr>
</tbody>
</table>

Figure 8: Quote attitude towards customer

Inclusiveness
From the organisations, 80% indicates to be totally inclusive and welcomes all kinds of customers. The other 20% indicates not to be totally inclusive. In Figure 9 two quotes are displayed regarding this.

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<thead>
<tr>
<th>Who</th>
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<th>Quote</th>
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<tbody>
<tr>
<td>O1</td>
<td>YES</td>
<td>“Ik zou het heel leuk vinden, ja hoor, want wij willen het graag mengen; dat iedereen komt.” (I would really like it, yes, because we would like to mix it up; that everyone comes)</td>
</tr>
<tr>
<td>O2</td>
<td>NO</td>
<td>“Nee eigenlijk niet, elke leeftijd en iedereen mag mee doen maar we praten wel Gronings!” (No actually not, every age and everyone can participate, but we do speak Gronings dialect)</td>
</tr>
</tbody>
</table>

Figure 9: Quote inclusiveness

Knowledge target Group
The right knowledge about the target group is present at all organisations with a score of 100%. The respondents indicate that most of the customers are personally known by the organisation. In Figure 10 a quotation is displayed regarding this.

<table>
<thead>
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<th>Who</th>
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<tbody>
<tr>
<td>O2</td>
<td>YES</td>
<td>“Kijk, en dat is het voordeel dat je alle mensen kent, dan gaat dat makkelijker want je weet hoe ze zijn en wat er in zit en dat is mooi” (Look, and that is the advantage of knowing all people, then it is easier because you know how they are and what is inside and that is nice)</td>
</tr>
</tbody>
</table>

Figure 10: Quote knowledge target group

Management style
All organisations scored a 100% on management style. All respondents indicate that there is thought to be a certain managing style which works best for the organisation. Managing styles differ per organisation. In Figure 11 two quotations are displayed regarding this.
Training/education

60% of the respondents indicate that no education or training is needed to become an employee at the organisation. The other 40% of the respondents stated that a certain qualification and/or training is necessary in order to work at the organisation. In Figure 12 two quotations are displayed regarding this.

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>Quote</th>
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</thead>
<tbody>
<tr>
<td>O5</td>
<td>NO</td>
<td>“Als je het maar op je eigen manier doet is het goed, als je gezellig mee loopt dan komt het vanzelf.” (When you do it in your own way, then it is good. If you are comfortable with it, it will come naturally)</td>
</tr>
<tr>
<td>O1</td>
<td>YES</td>
<td>“Wij, oud werkers, zijn allemaal Sociaal Dienstverleners en ja we moeten jaarlijks twee verplichte trainingen mee nemen.” (We, old workers, are all social service providers and yes, we have to take two mandatory training courses each year)</td>
</tr>
</tbody>
</table>

Recruitment and Selection

100% of the organisations indicate to have a certain way of recruitment and selection. The type of criteria during selection differs per organisation. In Figure 13 two quotations are displayed regarding this.

<table>
<thead>
<tr>
<th>Who</th>
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<th>Quote</th>
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<tbody>
<tr>
<td>O3</td>
<td>YES</td>
<td>“Iemand die in elk geval een beetje vlot is, nergens tegenaan ziet dus dat hij/zij overall wel aan mee wil doen dus een beetje allrounders die gewoon een babbeltje kunnen maken met iemand, nou dat is het meestal.” (Someone that is at least a bit quick and wants to join everything without being afraid to bump into something. So all-rounders who can chitchat, well that is it usually)</td>
</tr>
<tr>
<td>O1</td>
<td>YES</td>
<td>“Ik denk ook wel een stukje ervaring, maar ook, ik denk dat ook wel belangrijk is dat ze uit de buurt komen, maar ja ook wel affiniteit met de mensen hebben, het luisterend oor.” (I also think a bit of experience, but also, I think it is important that they come from the neighbourhood, but yes also have affinity with the people, the listening ear, that is the biggest part)</td>
</tr>
</tbody>
</table>

Figure 11: Quote management style

Figure 12: Quote training/education

Figure 13: Quote recruitment and selection
5.2.2. Place

The results of the components that belong to the theme Place will be explained below. In Figure 14 the average hospitality score on Place is showed.

![Hospitality KPI Place (Average 40% YES)](image)

**Figure 14:** Average hospitality KPI place

**Furniture**

40% of the organisations indicated that the furniture is chosen for a hospitable reason. For 20% of the organisations, furniture is not an important aspect and the other 40% of the organisations have a neutral position in this. In Figure 15 three quotations are displayed regarding this.

<table>
<thead>
<tr>
<th>Who</th>
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<th>Quote</th>
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</thead>
<tbody>
<tr>
<td>O2</td>
<td>NO</td>
<td>“Nee daar hebben wij niet zo veel over na gedacht”. (No we have not really thought that much about it)</td>
</tr>
<tr>
<td>O4</td>
<td>YES</td>
<td>“Ik wil het een beetje ruimtelijk opzetten en ik ga vaak wel veranderen bijvoorbeeld in het voorjaar en winter en kerst.” (I want to set it up a bit spatially and I often change it for example; in the spring and the winter and with Christmas)</td>
</tr>
<tr>
<td>O5</td>
<td>NEUTRAL</td>
<td>“Ach, als de vrijwilligers daar zin in hebben mogen ze dat aanpassen.” (Well, if the volunteers feel like it, they can adjust it)</td>
</tr>
</tbody>
</table>

**Figure 15:** Quote furniture

**Use of Colours**

60% of the organisations state that there is no attention paid to the colours in the rooms where the social activity takes place and 40% of the organisations do pay attention to the use of colours of the place. In Figure 16 two quotations regarding this are displayed.
Indoor Greening
There is not paid attention regarding the indoor greening by 60% of the organisations. 40% did pay attention towards the indoor greening of the place. In Figure 17 two quotations regarding this are displayed.

Smell/Sound/Use of Light
60% of the organisations indicated that there is no attention paid towards the smell, sound, and/or use of light inside the building where the social activity takes place. 40% of the organisations state to pay attention towards this. In Figure 18 one quotation regarding this is displayed.

Accessibility
60% of the organisations state that the place where the social activity takes place is sufficiently accessible for customers. 20% of the organisations state that the accessibility is insufficient. And 20% of the organisations indicate that the accessibility to the social activity is neutral. In Figure 19 two quotations regarding this are displayed.
Wide variety of opening hours

Offering a wide variety of openings hours to attend the social activity is met by 20% of the organisations, 40% offer limited possibilities to attend the social activity and the other 40% offers average possibilities to attend the social activity. In Figure 20 three quotations regarding this are displayed.

<table>
<thead>
<tr>
<th>Who</th>
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<tbody>
<tr>
<td>O5</td>
<td>NO</td>
<td>“Van twee tot vier, elke tweede donderdag van de maand en elke derde donderdag van de maand.” (From two to four, every second Thursday of the month and every third Thursday of the month)</td>
</tr>
<tr>
<td>O3</td>
<td>YES</td>
<td>“Heel wisselvallig, want er zijn natuurlijk een hoop vaste activiteiten maar er komen er komen ook veel dingen tussendoor” (Very changeable, because there are of course a lot of permanent activities but there are also many things in between)</td>
</tr>
<tr>
<td>O4</td>
<td>NEUTRAL</td>
<td>“Kaarten is meestal op de woensdag avond en zaterdag avond .... Dart dagen zijn twee keer per week op maandag en woensdag avond” (Playing cards is usually on the Wednesday evening and Saturday evening .... dart days are twice a week on Monday and Wednesday evening)</td>
</tr>
</tbody>
</table>

Figure 20: Quote wide variety of opening hours

5.2.3. Product

The results of the components that belong to the theme Product will be explained below. In Figure 21 the average hospitality score on Product is showed.

![Hospitality KPI Product (Average 97% YES)](image)

Figure 21: Average hospitality KPI product
Costs to attend reasonable
With a score of 100%, all organisations indicate that there is a reasonable price asked in order to participate in the social activity. All organisations state that the price to attend the social activity will be kept as low as possible for the customer. In Figure 22 one quotation is displayed regarding this.

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<tbody>
<tr>
<td>O3</td>
<td>YES</td>
<td>“Heel verschillend natuurlijk, maar meestal heel laagdrempelig. We houden de kosten zo laag mogelijk.” (Very different of course, but usually very accessible. We keep the costs as low as possible)</td>
</tr>
</tbody>
</table>

*Figure 22: Quote costs to attend reasonable*

Catering
There is catering available, during the social activity, at 100% of the organisations. There is a division in paid and unpaid catering over the different organisations. In Figure 23 two quotations are displayed regarding this.

<table>
<thead>
<tr>
<th>Who</th>
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<tbody>
<tr>
<td>O5</td>
<td>YES</td>
<td>“Nou, de koffie en thee zijn gratis.” (Well, the coffee and tea are free)</td>
</tr>
<tr>
<td>O4</td>
<td>YES</td>
<td>“Ja eigen catering, er zijn wel kosten aan verbonden maar bijvoorbeeld vanavond ga ik drie keer met een hapje langs en daar hoeven ze geen geld voor te betalen dus dat verschilt nogal, de drank kost wel altijd geld.” (Yes own catering, there are costs involved but for example tonight I will serve a bite, three times, and they do not have to pay money for it so that differs quite a bit. The drinks always costs money)</td>
</tr>
</tbody>
</table>

*Figure 23: Quote catering*

Welcoming Customers
100% of the organisations indicate that customers attending the social activity are welcomed in a hospitable way. In Figure 24 a quotation regarding this is displayed.

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<thead>
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<th>Who</th>
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<tbody>
<tr>
<td>O4</td>
<td>YES</td>
<td>Gewoon hartelijk van goede avond, hoe is het? Er is altijd wel iemand hier.” (Just warm like good evening, how is it? There is always someone here)</td>
</tr>
</tbody>
</table>

*Figure 24: Quote welcoming customers*

Cleaning
100% of the organisations indicate that it is important that the social activity takes place in a clean environment. All organisations state that the place where the social activity takes place is cleaned. In Figure 25 a quotation regarding this is displayed.

<table>
<thead>
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<th>Who</th>
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<th>Quote</th>
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<tbody>
<tr>
<td>O3</td>
<td>YES</td>
<td>“Ja van binnen en van buiten wordt er schoongemaakt.” (Yes there is cleaning inside and outside)</td>
</tr>
</tbody>
</table>

*Figure 25: Quote cleaning*
Safety
100% of the organisations indicate that it is important that the social activity takes place in a safe environment. All organisations state that the place where the social activity takes place meets the general safety standards. In Figure 26 a quotation regarding this is displayed.

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<tbody>
<tr>
<td>O3</td>
<td>YES</td>
<td>“Bijvoorbeeld; BHV cursus en we hebben natuurlijk AED wel hangen en ja, en de verbrandtrommel en dat soort dingen. En natuurlijk een brandalarm en dergelijke, alles is aangepast en up to date.” (For example; BHV course and of course we an AED box and yes, and the bandage box and things like that. And of course a fire alarm and such, everything is adjusted and up to date)</td>
</tr>
</tbody>
</table>

Figure 26: Quote safety

Distinctiveness
80% of the organisations state that they distinguish themselves from other organizations. 20% argue that the organisations have nothing that distinguish themselves from another organisation. In Figure 27 a quotation regarding this is displayed.

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<th>Who</th>
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<tbody>
<tr>
<td>O5</td>
<td>YES</td>
<td>“Ik denk dat we wel een organisatie zijn waar de mensen de meeste informatie vandaan kunnen halen, sowieso.” (I think we are an organization where people can get the most information from, in any case)</td>
</tr>
</tbody>
</table>

Figure 27: Quote distinctiveness
5.2.4. Process

The results of the components that belong to the theme Process will be explained below. In Figure 28 the average hospitality score on Process is showed.

![Hospitality KPI Process (Average 75% YES)](image)

**Figure 28:** Average hospitality KPI process

**Promotion**

The social activity is promoted through different media by 100% of the organisations. In Figure 29 one quotation regarding this is displayed.

<table>
<thead>
<tr>
<th>Who</th>
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<th>Quote</th>
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</thead>
<tbody>
<tr>
<td>Ω2</td>
<td>YES</td>
<td>“Oh ja Facebook, Bad Nieuwschans Nieuws, plaatselijke krant, posters overal ophangen.” (Oh yes Facebook, Bad Nieuwschans News, local newspaper, putting posters everywhere)</td>
</tr>
</tbody>
</table>

**Figure 29:** Quote promotion

**Complaint Procedure**

80% of the organisations indicate to have a certain way of proceeding complaints in order to meet the guests demands as best as possible. 20% of the organisations stay neutral in this. In Figure 30 one quotation regarding this are displayed.
Customer Satisfaction awareness

40% of the organisations indicate that customer satisfaction levels are maintained under the customers of the social activity. 60% of the organisations indicate not to be aware of the customer satisfaction. In Figure 31 two quotations regarding this are displayed.

Evaluation & Implementation

There is a certain evaluation and implementation procedure used at 80% of the organisations. 20% of the organisations stay neutral on this. In Figure 32 one quotation is displayed regarding this.

Hospitality implementation per organisation

There can be seen a difference in hospitality implementation per organisation; organisation-3 and organisation-4 score YES on almost every hospitality indicator except for two indicators while the other three organisations score much less YES on the indicators. This shows that there is a division of hospitality implementation per organisation.

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>O3</td>
<td>YES</td>
<td>“Nou alles is bespreekbaar, als er iets naar voren komt heb je direct het idee van nou kan ik er wat mee en kan ik er iets aan doen; nou dan doe je dat. Soms moet dat op lange termijn en soms kan dat direct, nou en soms kan dat ook niet.” (Well everything is negotiable, if something comes forward and you have the idea of; well I can do something with it and I can do something about it, well then you do that. Sometimes that has to be done in the long term and sometimes it can be done right now, and sometimes it is not possible)</td>
</tr>
</tbody>
</table>

**Figure 30: Quote complaint procedure**

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>O5</td>
<td>YES</td>
<td>“We laten mensen gewoon een lijst bij de deur invullen en daar vullen ze de beleving in... en daar zijn we altijd nieuwsgierig naar.” (we simply let people fill in a list at the door and they fill in their experience... and we are always curious towards that)</td>
</tr>
<tr>
<td>O1</td>
<td>NO</td>
<td>Niet bij de activiteiten, naja ook iets om over na te denken.” (Not for the activities, well also something to think about)</td>
</tr>
</tbody>
</table>

**Figure 31: Quote customer satisfaction awareness**

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1</td>
<td>YES</td>
<td>“In de vergadering probeer ik er wel zo open mogelijk over te praten .... of ik koppel het terug of de vrijwilliger koppelt het zo terug.” (In the meeting I try to talk about it as openly as possible .... or I will link it back or the volunteer will link it back)</td>
</tr>
</tbody>
</table>

**Figure 32: Quote evaluation & implementation**
5.3. How likely are elderly inhabitants of Bad Nieuweschans to participate in these social activities?

This paragraph presents the results of the survey’s regarding the current participation in social activities by inhabitants of Bad Nieuweschans. A template of the survey can be found in *appendix D*.

5.3.1. Number of respondents attending, or not attending, a social activity

48% of the respondents do and 52% do not currently attend a social activity in Bad Nieuweschans. *Figure 3* below gives a schematic overview of the amount attending and not attending respondents, clustered in age groups of five years.

*Figure 3* presents the translation of the number of attending respondents into percentages of the total, clustered in age groups of five years. 48% of the respondents are attending one or more social activities in Bad Nieuweschans. 36% of the respondents in the age group 65-69 is attending a social activity. Then the graph shows an incline to 69% of the respondents in the age group 70-79 attending a social activity and from the age 70 - 89 the graph shows a decline to 29%. It seems striking that people between 70 and 84 years more often participate in a social activity than the younger and oldest group. A possible reason for this might be that the younger group still has a busy social life such as; work or taking care of the grandchildren. And the older group might no longer be able to participate due to, for example, physical disability.
5.3.2. Variety of social activities attended by respondents

*Figure 35* below presents an overview of which social activities are attended by the respondents. The graph shows that ‘choir/singing club’ is the most attended social activity under the respondents, furthermore it is represented by all different age groups. Besides that, the graph shows that the age groups are divided over the different social activities.
5.3.3. Reason of respondents for attending, or not attending, a social activity

The respondents that are currently partaking or not partaking a social activity were asked to give their reasoning for this. *Figure 36* below shows the reasons that the respondents gave for attending the social activity. The reason that is most often mentioned by the respondents is cosiness.

*Figure 36: Reason attendance social activity per age group*

The respondents that are currently not attending a social activity also gave reasons for this. These results are shown in *Figure 37*. 

![Reason to attend the Social Activity, marked per Age Group](image)
The two reasons ‘not mobile or other physical health problem’ and ‘I like to be on my own, I enjoy myself/together with my partner’ are most mentioned by the respondents. An important difference between these two reasons is the age group; the first reason mainly consist of respondents above the age of 85 and the second reason consist of the age group below 84. Notable is that two of the respondents do not know what activities are offered currently, one respondent finds the current social activity range limited, and one respondent does not know why.

5.3.4. Respondents that would or would not like to attend a/another social activity

34% of the respondents would like to attend a/another social activity and 66% would not like to attend a social activity. An overview of these results are showed in Figure 38.
5.3.5. The social activity that respondents would like to attend

The respondents that would like to attend a social activity had to give an example of which social activity in Bad Nieuweschans. These results can be found in Figure 39 below.

Figure 39: The social activities that respondents would like to attend per age group

Figure 39 shows that of respondents that would like to attend a social activity, five respondents want to attend a specific social activity. The remaining 16 respondents did not name a specific social activity.
5.4 To what extent is hospitality a likelihood for people attending these social activities?

60% of the respondents stated that none of the hospitality aspects presented in the survey made the respondent consider participating in a/another social activity and 40% stated that one or more hospitality aspects could make the respondent consider participating in a/another social activity. Figure 4 shows which hospitality aspects people make consider participate in a social activity, expressed in the percentages.

*Figure 40: Proportion of hospitality aspects that make respondents consider participating in a social activity*
Figure 41 shows the correlation between respondents that would like to participate in a social activity, respondents that are currently attending in a social activity, and respondents that indicate that hospitality aspects make the respondent consider to attend a social activity. The ratio of the number of respondents to the three survey questions is showed.

### Ratio of the number of respondents to the three survey questions.

<table>
<thead>
<tr>
<th>I would like to attend a/ another Social Activity in Bad Nieuwschans (in the near future):</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number</td>
<td>20</td>
<td>41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Currently, I attend a Social Activity in Bad Nieuwschans:</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number</td>
<td>11</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I would consider to attend a Social Activity in Bad Nieuwschans if: Hospitality aspects</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number</td>
<td>16</td>
<td>6</td>
</tr>
<tr>
<td>Percentage</td>
<td>25%</td>
<td>15%</td>
</tr>
</tbody>
</table>

#### Group 1: 10 respondents, 16%
- 15% of respondents (1) would like to be better informed regarding the time and location of the social activities.
- 25% of respondents (4) would like to get a personal invitation.
- 25% of respondents (4) would like for the social activity to be easier to access or be picked up at home.

#### Group 2: 1 respondent, 2%
- 2% of respondents (1) would like to be better informed regarding the time and location of the social activities.

#### Group 3: 15 respondents, 25%
- 0% of respondents (0) would like to be better informed regarding the time and location of the social activities.
- 15% of respondents (9) would like to get a personal invitation.
- 15% of respondents (9) would like for the social activity to be easier to access or be picked up at home.

#### Group 4: 22 respondents, 34%
- 34% of respondents (7) would like to be better informed regarding the time and location of the social activities.
- 34% of respondents (7) would like for the social activity to be easier to access or be picked up at home.

Figure 42 shows which hospitality aspects make people consider participating in a social activity marked per age group. Figure 43 does the same but then for the four groups presented in figure 41. Using figure 40, 41, 42, and 43 the following things could be indicated for the 6 most chosen hospitality reasons:

- 16% of the respondents wish to be better informed regarding the time and location of the social activities. These respondents especially consist of the age group 65 to 74. All these respondents wished to attend a social activity and more than half of these respondents currently do not.

- 13% of the respondents would like to get a personal invitation or something else that makes the step to attend a social activity easier. Further, this group consists of the same age group as the previous one. All these respondents indicated that the respondents would like to attend a social activity and currently do not (except for 1).

- 14% of the respondents would like the social activity to be easier to access or be picked up at home. The age group 85+ is most represented in this. Most of these respondents indicate to be liking to attend a social activity and do currently not attend. Some respondents do currently attend a social activity of which a few respondents stated not to be willing to join another social activity.
- 14% of the respondents find language/dialect as forming a barrier. The age group 70-75 is most present in this group. Most of these respondents indicated that the respondents currently attend a social activity and would like to join another social activity. Some of the respondents indicate that the respondents would like to join a social activity and are currently not. One respondent indicated not wanting to join another social activity but does currently.

- 11% of the respondents want the social activity to be possible to practice by people of different ages. This group seems to mostly consist of the ‘younger’ elderly group. Most of these respondents declare that the respondents would like to participate in a social activity but currently do not. A few do currently of which one indicated to be not willing to join another social activity.

- 11% of the respondents from several age groups would like the attending costs of the social activity to be lower. These respondents mostly indicated to like to join another social activity (except for one). A few did not join a social activity but would like to.

![Hospitality Aspects that make respondents consider attending Social Activities, marked by Age Group](image)

*Figure 42: Hospitality aspects that make respondents consider attending a social activity per age group*
I would be better informed about when, where and at what times the social activity takes place.

I would get a personal invitation to the social activity or something else that makes the step to attend less big.

Any comments or complaints about the social activity would be heard and dealt with by the organisation.

I would be better informed about when, where and at what times the social activity takes place.

The social activity would take place in a more pleasant environment, for example; cleaner, safer, cozier and/or a more pleasant indoor climate.

The social activity would be easier to access, or for example if I could be picked up at home.

There is catering available during the social activity, this may include something to drink or eat.

The costs to attend the social activity would be lower.

The social activity can be practised by people with different ages.

The activity can be practiced without language forming a barrier, for example dialect or a foreign language.

Staff or facilitators of the social activity would be more cordial, which means; more helpful, friendly, spontaneous and if I would receive a warm welcome.

The social activity would take place at a different day/time.

The activity can be practised without language forming a barrier, for example dialect or a foreign language.

The social activity can be practised by people with different ages.

Process

Any comments or complaints about the social activity would be heard and dealt with by the organisation.

I would get a personal invitation to the social activity or something else that makes the step to attend less big.

I would be better informed about when, where and at what times the social activity takes place.

Figure 43: Hospitality aspects that make respondents of figure 42 consider to participate a social activity.
5.5. Results summary

The number of people across the world that live longer, healthier and more active at an old age is increasing. There is a fast incline of people of 60 years and older in a lot of countries around the world. Another trend is the development of policies regarding active ageing on national level. Other developments are seen in the technology field; the \textit{CRISPR/Cas method} is a technological solution that optimizes human health in the future. The digitalization of the society is a trend that is becoming popular among elderly. An impact on hospitality is the globalization and the integration of the different cultures that comes with it. Another trend is the information and technology period that influences the interaction between customer and employee. Environmental awareness is an increasing trend under consumers which organisers should take into consideration.

The hospitality score, of the interviewed organisations in Bad Nieuweschans, is different per theme; People has a total average hospitality score of 87%, Place scores 40%, Product scores 97% and Process scores 75%. Exemplifying that the themes People, Product and Process score relatively high on hospitality and the theme Place scores relatively low. Furthermore, there exists a difference in hospitality implementation per organisation; organisation-3 and organisation-4 score YES on almost every hospitality indicator except for two indicators while the other three organisations score much less YES on the indicators.

Currently 48% of the respondents do and 52% do not attend a social activity in Bad Nieuweschans. The most named reason to attend is ‘cosiness’. The most named reasons not to attend are ‘not mobile or other physical health problem’, of which most respondents are above the age of 85 and ‘I like to be on my own, I enjoy myself/together with my partner’, of which the respondents are below the age of 84. 34% of the respondents would like to attend a/another social activity in Bad Nieuweschans, of which most respondents do not know what yet and 66% would not like to attend.

40% of the respondents indicate to consider to participating in a/another social activity if one of the hospitality aspects applies while 60% do not. The six hospitality reasons that are most often named are; to be better informed regarding the time and location of the social activities, to get a personal invitation or something else that makes the step to attend a social activity less big, if it is easier to get at the social activity or to be picked up at home, if language/dialect does not form a barrier, if the social activity is possible to practice by people of different ages and when the attending costs of the social activity would be lower.
6. CONCLUSIONS, DISCUSSION & RECOMMENDATIONS

This chapter presents the conclusions, discussion and recommendations of this research. In the first section the conclusions can be found. First, there is a conclusion drawn for every sub-research question and after that an overall conclusion for the main-research question is shown. In the second section the discussion is presented. In the third section the recommendations are presented.

6.1. Conclusions

In this section the conclusions per sub-research question will be presented.

What are the international trends/developments regarding active ageing and hospitality?
Developing trends are the policies on national level regarding active ageing in different countries throughout the world. The digitalization of the society is a trend where more and more elderly get involved and experience positive effects and opportunities regarding physical and mental health, further there are ongoing developments with chips that might create unnatural physical solutions in the future. The biggest hospitality trends are globalization, the integration and multicultural issues that come with it and the environmental awareness of the customer.

How have the current social activities in Bad Nieuweschans implemented hospitality?
The general hospitality score, of the interviewed organisations in Bad Nieuweschans, is different per theme; People has a total average hospitality score of 87%, Place scores 40%, Product scores 97% and Process scores 75%. The theme’s People, Product and Process have relatively high hospitality score and the organisers did implement these themes in the social activities. Place has a relatively low hospitality score and the organisers did not really implement this in the social activities, the survey shows that customers do generally not mind. However, the organizations separately do differ in level of hospitality implementation.

How likely are elderly inhabitants of Bad Nieuweschans to participate in these social activities?
Currently 48% of the respondents are attending and 52% of the respondents are not attending a social activity in Bad Nieuweschans, this means that there is about as many respondents as is not participating. The majority of the respondent stated that the respondents would not like to participate in a/another social activity in the near future but the minority does (34%). The research shows that these respondents would like to participate in a/another social activity in the future but the majority of this group cannot say what.

To what extent is hospitality a likelihood for people attending these social activities?
The sample of respondents is too small to be able to say to what extent hospitality a likelihood for people is attending these social activities however from the respondents there are four groups (total 40%) to distinguish where there is a tendency that the groups find hospitality important in social activities. Despite the fact that more than half of the respondents indicate that the hospitality aspects have no influence on participating in a social activity the research shows that in some cases, hospitality components could contribute to convince people to take part in social activities if a certain threshold or obstacle is removed for the people.
Overall conclusion

How can hospitality add value to social activities in a community in order to promote active ageing? This sample of respondents is too small to be able to draw firm conclusions on how hospitality adds value to social activities however, hospitality could be used by organisations and municipalities in order to help convince people to take part in social activities. Hospitality aspects that are experienced as important are situational and personal. Certain obstacles will be removed by hospitality which could make the step to attend in a social activity smaller and attending social activities does contribute to the active ageing of people.
6.2. Discussion

In this section challenges to the reliability of this research are discussed plus the measures taken to counter them.

Several trends about hospitality and active aging come from one author, which can affect the objectivity. However, it contains a reliable source.

The original hospitality model has been slightly modified by the researcher in order to allow it to match better with the research group, which can affect the reliability. However, some words have been excluded and some words rephrased, which does not affect the meaning of the components.

The interviewed respondents were not familiar with some hospitality indicators. The explanation given by the researcher is an interpretation of the question and indicator, which could affect the objectivity.

There are five organisers of social activities interviewed, this is only a small part of the total social activities organised in Bad Nieuweschans, which gives a limited insight. However, this group consists of social activities that take place on different parts of the day and differ in terms of theme. As a result, despite the limited time available for research, there still exists a varied picture, representative of all activities on offer to residents in Bad Nieuweschans.

The hospitality indicators in the interviews are rated on hospitality, this is done by the researcher which might influence the objectivity. In possible follow-up research, a more objective picture can be created by letting the organisations rate themselves on each hospitality indicator and let the participants do the same.

The number of respondents who filled in the survey is too few to give a total and reliable picture of the total population because at least 300 surveys needed to be conducted in order to obtain reliable research. However, the research period was too short to be able to carry out 300 surveys and the conducted information can be used to give an impression.

The choice of respondents during the survey was random, it often occurred that people did not want to take part in the research. It is possible that the participants in the research are different types of people than those who did not participate so that the research might not give a realistic picture. However, there is a large division of answers among the respondents in the study, which gives a broad impression.
6.3. Recommendations

In this section recommendations will be given to the five organisations and the municipality of Oldambt regarding Active Ageing and hospitality.

1. Age-friendly municipality

Studies show that a major risk that is associated with ageing and a lack of social contact is that people become isolated and excluded from the community which can have some serious consequences for the health (Sociale participatie, 2013). In order to prevent or combat social isolation among elderly in Bad-Nieuweschans and other villages in Oldambt, it is recommended to the municipality of Oldambt to pay specific attention to a senior-friendly policy.

   - A step towards this could be connecting with the project called ‘project Senior Vriendelijke Gemeenten’ (Joery, 2016). This project contributes to (or the improvement of) the quality of the senior-policies in Municipalities. For a fee, a monitor shows the strong and less strong points of the municipality's policy, here the demands of the elderly play the main role consequently, this will highlight what the elderly experience as important. Data retrieved with these monitors do compare with data from other municipalities which results in usable benchmark data for the senior-friendliness of the Netherlands.

2. Transport service

Social participation promotes active ageing but the research shows that some people indicate to be not able to come to the social activity due to physical restriction. A transport service can be a way to stimulate people with physical restrictions or that find the step to come alone too big, to join. The transport service could be offered by the municipality of Oldambt. Therefore it is recommended to the municipality of Oldambt to do research regarding the type and the demand towards transport service among elderly that would like to be picked up in order to attend a social activity. An example of an organisation is the Jewish Council for the Aging in Washington, D.C. which offers different kinds of transport services to elderly (Helping all seniors thrive, 2018). The transport services range from ‘village riders’, in which neighbourhood volunteer transportation is offered for disabled elderly, to handicap-accessible busses that are for rent.

3. The senior-app Oldambt

Research points out that elderly starting to use more and more social media in order to stay connected with others which has a positively effect on the physical and mental health of elderly (Morris, 2014). This research argues that some elderly would like to be better informed regarding the social activities. Therefore it is recommended that the municipality of Oldambt does research towards the possibilities of a senior-App to especially inform seniors.

   - A senior-app can offer information regarding social activities that are ongoing per village in the municipality, so people get enlightened about the possibilities and events that are going on.
   - The app can also create possibilities and information regarding carpool and/or a transport service to make it possible for people with physical restrictions to participate in social activities. In this way people can indicate/agree to be picked up.
- The municipality of Oldambt can provide computer courses regarding this Senior-App and the use of other social media, for elderly. Social media computer classes are already provided by many organisations in the world which could be used as an example for the Municipality of Oldambt. An example: In Newport News, Virginia, the city recreation department offers several computer classes for elderly people consisting of computer basics and how to use Facebook/Myspace/USB/YouTube etc. (Zafar, 2011).
- The app need to be promoted by the Municipality of Oldambt but also social agencies and organisations of social activities to make it known.

4. Developing hospitality

To contribute to an active aging community and to involve more people in the social activities organizations can check / improve its own hospitality. Organizations are advised to measure / check how hospitable the organization is at the moment. The organizations can use the hospitality KPI’s / hospitality model as done in this study (or in a different way). In addition, it is recommended to have the same done by the guests so that a realistic view arises. With the outcome, the organization can improve itself and become more hospitable to the guest. Some actions are recommended, based on the research, for the organizations in Bad-Nieuweschans in order to improve the hospitality of social activities:

- Invite inhabitants by sending out a personal invitation, this can be done by e-mail, a letter or through a face to face invite. In a personal invitation the details regarding when, where and at what times the social activity takes places are clear but above all; with a personal invitation, people that are currently not attending might feel more welcome and the step to come might feel less big. This would especially apply to people who are, for example, new, shy or lonely / isolated.

- Another point where some organizations can focus more on is to keep the language during the activity in Dutch in the first place. People who do not speak Gronings dialect feel more welcome in this way.
REFERENCE LIST


ESPN. (2016). France anticipates ageing society through new. BLANCHE LE BIHAN.


Appendix A – Declining and ageing population in Groningen and Oldambt

Figure 44: (0-19) inhabitants Oldambt 2017, Sociaal Plan Bureau Groningen (ontgroening en vergrijzing, 2017)

Figure 45: (65+) inhabitants Oldambt 2017, Sociaal plan Bureau Groningen (ontgroening en vergrijzing, 2017)
Gradient population number of the municipality Oldambt 1980-2012

Figure 46: Gradient population number of the municipality Oldambt 1980 - 2012 (Leefbaar Nieuw Beerta / sociale samenhang, 2015)

Prognosis population number of the municipality Oldambt in 2040

Figure 47: Prognosis population number of the municipality Oldambt in 2040 (Leefbaar Nieuw Beerta / sociale samenhang, 2015)
Appendix B - Conceptual model
Appendix C - Explanation hospitality indicators of hospitality model

<table>
<thead>
<tr>
<th>People</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude towards customer</td>
<td>The staff members/facilitators of the social activity are cordial towards the customer which means; helpful, friendly and spontaneous and the staff members/facilitators give the customer a warm welcome on arrival.</td>
</tr>
<tr>
<td>Inclusiveness</td>
<td>All types of customers are welcome to join the social activity, there is interest in other target groups. The activity can be practiced without language forming a barrier, for example dialect or a foreign language. And people of all ages can join the social activity.</td>
</tr>
<tr>
<td>Knowledge target group</td>
<td>The staff members/facilitators of the social activity have knowledge of the customs and culture of the target group and know how to deal with it.</td>
</tr>
<tr>
<td>Management style</td>
<td>The social activity is managed in a way that is clear for the staff members/facilitators and that works for the operation of the social activity and the organisation itself.</td>
</tr>
<tr>
<td>Training &amp; education</td>
<td>The staff members/facilitators are trained/educated in a way they can support the social activity.</td>
</tr>
<tr>
<td>Recruitment &amp; selection</td>
<td>The staff members/facilitators are recruit and selected in a way that is clear and works for the organisation. Staff members/facilitators are recruit and selected on aspects that are seen as important to the company.</td>
</tr>
</tbody>
</table>
## Product

<table>
<thead>
<tr>
<th>Costs to attend</th>
<th>The costs/contribution for customers to attend the social activity is reasonable. The organisation can name which elements make it reasonable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catering</td>
<td>There is catering available during the social activity, this can include; something to drink or eat. The catering can be free or in exchange for money.</td>
</tr>
<tr>
<td>Welcoming Customers</td>
<td>The customers are welcomed by someone from the staff members/facilitators in a friendly way when entering the social activity.</td>
</tr>
<tr>
<td>Cleaning</td>
<td>The social activity takes place in a clean place. Cleaning takes place and the organisation can name elements that determines this.</td>
</tr>
<tr>
<td>Safety</td>
<td>The social activity takes place in a safe place. Safety measures are present and the organisation can name elements that determines this.</td>
</tr>
<tr>
<td>Distinctiveness</td>
<td>The organisation can name an aspect(s) which the organisation distinctive themselves from other organisations.</td>
</tr>
</tbody>
</table>

## Place

<table>
<thead>
<tr>
<th>Furniture</th>
<th>The organisation has deliberately chosen the furniture to make the customers feel more at ease. The organisation can name the elements that determines this.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of colours</td>
<td>The organisation has deliberately chosen for the use of certain colours to make the customers feel more at ease. The organisation can name the elements that determines this.</td>
</tr>
<tr>
<td>Indoor Greening</td>
<td>The organisation makes uses of indoor greening (plants, flowers, trees) to make the customer feel more at ease. The organisation can name the elements that determines this.</td>
</tr>
<tr>
<td>Smell/Sound/Use of light</td>
<td>The organisation is aware of smell, sound and use of light in the building and makes sure customers feel at ease and are not bothered by any of it. The organisation can name the elements that determines this.</td>
</tr>
<tr>
<td>Accessibility</td>
<td>The social activity is relatively easy to find and accessible by customers. Ideally in the centre of the village. The organisation makes clear to its customers where the activity takes place. There might be an extra service such as; picking customers up at home. There is parking space for cars, bikes, scoot mobiles etc.</td>
</tr>
<tr>
<td>Opening hours</td>
<td>The social activity can be attended at more than just one moment/time, this can vary in days or time. The more moments the organisation creates to attend the social activity the more hospitality applies.</td>
</tr>
</tbody>
</table>

## Process

<p>| Promotion | The social activity is promoted in a way that the customer knows when, where, and at which times the social activity takes place, this is done by using different kind of media. Customers might get a personal invitation to come join the social activity. |</p>
<table>
<thead>
<tr>
<th>Complaint procedure</th>
<th>Complaints from customers are taken seriously and the organisation shows, where possible, the will to do something about it.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction awareness</td>
<td>The organisation is aware of the customer satisfaction. This is done in a specific way that works for the organisation.</td>
</tr>
<tr>
<td>Improvement procedure</td>
<td>The organisation shows that it has a certain improvement procedure in which feedback will be taken seriously and into evaluation and this will be implemented in practice.</td>
</tr>
</tbody>
</table>
Appendix D - Template survey

I’m Chris van Meegen, an international facility management student at the Hanze University of Applied Sciences in Groningen. Currently I’m busy with my graduation research that carries the main theme ‘Active Ageing’ in rural areas. ‘Active Ageing’ means growing old in an active and healthy way.

I chose the village Bad Nieuweschans as a case study for my research. Social participation is one of the important elements that play a role in active/healthy ageing and is the subject on which the focus of this research lies.

I made an overview of the organised social activities in Bad Nieuweschans and conducted interviews with some of these organisers (Café Reiderland, Sociaal werk Oldambt, De Akkerschans, Het Vestingmuseum en Toneelclub Zwart-wit) to get a better view on the situation.

In this stage of my research I would like to know from the inhabitants of Bad Nieuweschans who are 65+, if they participate in social activities (or would like to), and if hospitality does or doesn’t play a role in participation.

You would help me a lot with filling out this survey. It only contains five questions! The survey is anonymous.

Thank you in advance!

Survey Social Activities in Bad Nieuweschans

1. What is your age:

2. I currently participate in a social activity in Bad Nieuweschans:
   - No
   - Yes, namely:

3. I would like to participate in a/another social activity in Bad Nieuweschans (in the near future):
   - No
   - Yes, namely:

4. Would you consider to participate in a social activity in Bad Nieuweschans if:
   *Mark one or more of the applying reasons below*
   - The activity would take place on a different time and/or day
   - You would be better informed about when, where, and which times the activity takes place
   - The social activity would be easier to access, or if you would be, for example, picked up at home.
   - The cost to participate in the social activity would be lower
   - The social activity could be attended by people with different ages
There would be catering during the social activity, this can include; something to drink and/or eat

The social activity can be practiced without language forming a barrier, for example a dialect or a foreign language

The staff / facilitators of the social activity would be more cordial to you, which means that they are more helpful, friendly and / or spontaneous and you receive a warm welcome on arrival

The social activity would take place in a more pleasant space, for example cleaner, safer, cozier and / or a more pleasant indoor climate

Any comments or complaints about the social activity will be heard, taken seriously and dealt with

You get a personal invitation to the social activity, or something else that makes the step to come less big

Different namely:

No

5. For which reason do or don’t you participate in a social activity in Bad Nieuweschans?

<table>
<thead>
<tr>
<th>Reason DOES participate</th>
<th>Reason DOES NOT participate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix E – Examples of Active Ageing policies in countries

France
In 2007, the government of France developed the national action plan ‘Good Ageing’ that focusses on the health promotion of elderly. The plan includes the creation of an age-friendly environment, stimulating social participation and encouraging solidarity between generations (Plan De Développement De La Bientraitance Et De Renforcement De La Lutte Contre La Maltraitance, 2007). In 2016 a new health law was established which plans to reduce barriers, such as financial, to the access of health care in order to ensure patient rights, (France, 2017). In 2016 an Act on adapting society to an ageing population which has the goal of promoting healthy ageing was established. According to the ESPN article, the act is considered to be “ambitious” and as “marking a turning point in long-term care policies in France”, but securing enough funding remains a challenge (ESPN, 2016).

Austria
In Austria, the government and the Federal Council of Senior Citizens created the ‘Federal Plan for Senior Citizens’ on the occasion of the European Year of Active Ageing and Solidarity between Generations. This plan consists of the most relevant developments, objectives and recommendations in the areas of; quality of life, elderly workers, destitution, education and participation. An example of the plan is the aim for implementing ‘mainstreaming ageing’ as a guideline in the political decision making processes in order to develop housing opportunities, and battle age discrimination and abuse of elderly in terms of the age-friendly concept (Altern und Zukunft. Bundesplan für Seniorinnen und Senioren, 2012).

United Kingdom
The United Kingdom does not have a specific policy regarding active ageing but does develop approaches that are focussed on ‘maintaining autonomy and independence as one grows older’ which, as the WHO (WorldHealthOrganization, 2002), states regarding active ageing key goals for both individuals and policy makers. An example of such a policy is the paper presented by the government: ‘Caring for our future: Reforming care and support’ which carries the vision “to promote people’s independence and wellbeing by enabling them to prevent or postpone the need for care and support” (Caring for our future: reforming care and support, 2012).

Japan
Besides the European countries, in 2012 the government of Japan revised the Long-Term Care Insurance Act, which was introduced in 2000, and created a community-based integrated care system with the attention of assisting the local communities of elderly (Ministry of Health L. a., 2014). Regarding the WHO’s active ageing concept the Japanese government initiated the ‘Movement to Strengthen Citizen’s Health’ in 2002, this will be continued until 2023 (Ministry of Health L. a., 2016).