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SPECIAL ISSUE
Guests on Earth, Sustainability in Hospitality

Research in *Hospitality Management*

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Aims and Scope

Research in Hospitality Management (*RHM*) is a peer-reviewed journal publishing articles that make an original contribution to the understanding of hospitality and to the theory and practice of international hospitality management.

The journal has three main sections, reflecting the three major foci of its contributions: (1) "Hospitality (Management) Studies" includes articles related to the study of and the study for hospitality. The study of hospitality refers to studies about the essence and ethics of hospitality from a social sciences perspective, while the study for hospitality refers to a more disciplinary approach according to the quintessential managerial areas of Finance, Human Resources, Operations, Marketing & Sales, and Technology; (2) "Hospitality Management Education" is devoted to articles about curriculum content and delivery methods for training and educating hospitality managers. Considering the size and scope of the hospitality industry, and the number of staff and students involved, studies on efficient, effective, and innovative ways of developing hospitality competencies are considered indispensable; (3) "Student Research Projects" allows excellent student work to be published. Student work can relate to excellent BA dissertations or MA theses.

RHM also accommodates short communications, working papers, book reviews, and discussion papers

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Research in *Hospitality Management*

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SPECIAL ISSUE: Guests on Earth, Sustainability in Hospitality

EDITORIAL

This issue of *Research in Hospitality Management* is special in two ways: it is the first issue of *Research in Hospitality Management* to be published in open access, and it is entirely dedicated to sustainability.

The choice for open access has been dictated by the desire of the editorial team to reach a wider public and initiate the process of ranking of the journal. Stenden Hotel Management School fully supports this strategic choice.

Sustainability is a highly topical subject and has been for over twenty years. The same is true of "responsible tourism" and "sustainable hospitality" – concepts which have been discussed and explored by the industry and scientific communities alike. A key issue in these discussions relates to ethics. The term "ethics" goes back to ancient Greek philosophy. However, rather than concluding that this is a tired old theme, it is important to consider the new and continuing challenges which are currently affecting the planet and its populations. This includes economic, political, environmental, and social crises, the impact of which will only increase in years to come. Although the terminology linked to describing and tackling these challenges is not very new, its application to practical situations has become not only interesting, but also absolutely essential. Sustainable approaches to development and management of all industries are no longer an option but a necessity. This special issue recognises that this is also true for the hospitality industry and it therefore makes Sustainable Hospitality its main focus.

This special issue is designed to examine the relationship between sustainability and hospitality that has led to the development of the emerging field of Sustainable Hospitality Studies. In line with the editorial approach of *Research in Hospitality Management,* this special issue features both papers that explore current theoretical approaches, foundations of and critical issues in the study of sustainability in the hospitality industry (study *of* hospitality) and papers that address specific managerial challenges (study *for* hospitality).

A prime example of the first category is the paper by **Lashley** that offers the basis for a discussion on the role of ethics as a foundation for sustainability in general and sustainability in hospitality in particular.

The paper by **Buijtendijk** is an eminent example of the study for hospitality. It critically examines the impact of tourism on the socio-economic and environmental system of Myanmar. By framing the study as a value chain analysis and by assuming a stakeholders' perspective, Buijtendijk offers an example of the interdisciplinary approach that in the view of the editors of this special issue is needed to properly study sustainability issues.

The paper by **Hensens** investigates the integration of environmental management practices in hotel classification systems. The eight systems analysed vary greatly in how and to what extent they integrate environmental management practices. Interestingly, in fast developing new destinations such as Dubai and Qatar, ignoring environmental management practices may lead to a lower rating or no rating at all of an hotel. Harmonisation and further integration of environmental practices into classification systems is in the eyes of the author wishful to help the industry develop in a more sustainable manner.

Being often small businesses, restaurants have not attracted the attention of researchers as much as hotels. Therefore the approach to sustainability in restaurants is still rather unstructured and lacking scientific evidence. The paper by **Jacobs and Klosse** addresses this gap by systematically exploring three distinct fields that may support or impede a restaurant in developing a sustainable offer: owner, demand and product.

The paper by **Depke, Lück, Peters, Wellmer and Seidel** explores the nexus between product, demand and sustainable value creation in the case of the German region Altes Land. The authors conclude that the promotion of the apple fruit for which this region is famous, as cultural heritage, creates values economically by commanding a higher price, environmentally, through low emissions from transport, and socially, not only thanks to the creation of jobs but also by inspiring a sense of pride in the unique cultural heritage.

While the paper by Seidel et al. focuses on sustainable value creation through cultural heritage, **Folmer, Revier and Cupido** examine whether the "World Heritage" status obtained by the Dutch Wadden Sea encourages tourists to approach this natural site differently by choosing to visit it during off-season. Their answer is a qualified no: foreign tourists seem not to opt for an off-season visit while domestic tourist are attracted by the natural beauty of the region but not specially by it having a World Heritage status.

De Brito and Terzieva's paper focuses on events. This growing industry more and more recognises that, notwithstanding their short-lived nature, the impacts of events on the environmental and social dimension of sustainability are long lasting. De Brito and Terzieva recognise the industry's need for a more sustainable approach and on the basis of three case studies of European music festivals propose six key components for designing sustainable strategies for events.

There are few theoretical studies covering sustainable Human Resource Management and even fewer looking into rewards and challenges of applying sustainable HRM in practice. Therefore we are particularly grateful for the paper by **Gehrels and Suleri** and the paper by Casey and Sieber because they both address this theme. In their theoretical paper, **Casey and Sieber** propose an employee-focused process model that can be applied by companies in the hospitality sector to involve employees in sustainability and corporate social responsibility (CSR) issues. The authors expect that this involvement will lead employees to perceive their jobs as being meaningful and thus contribute to their engagement with the company's aims. Gehrels and Suleri reflect on diversity and inclusion as indicators of sustainable HRM in a case study on an international hotel chain. The authors conclude that, though some steps have been taken, the hotel policy on diversity and inclusivity is still implicit and should be better aligned with the hotel vision and strategy.

The paper by **Van Rheede and Dekker** critically examines the current host-guest paradigm in the light of the sustainable challenges facing the hospitality industry. They argue that the current paradigm where the host is pre-eminently preoccupied with pampering and indulging the guest is one of the forces holding hospitality back from a true and fuller engagement with sustainability. They therefore propose to replace the current paradigm with the idea of the "host as a shepherd", a paradigm emphasising that hosts are not only responsible for the present guest, but also for future guests, the local community and ultimately the Earth as a whole.

Van Rheede and Dekker's paper can be considered a perfect introduction to the section of this special issue dedicated to papers presented during the conference organised by the Research Group Sustainability in Hospitality & Tourism of Stenden Academy of International Hospitality Research (Stenden, 24-25 November 2015). During this conference, entitled "Guests on Earth", researchers, students and practitioners met to share their thoughts around the conference theme: the hospitality industry is not only a host but also a Guest on Earth. We are glad to be able to publish contributions from representatives of each of the main stakeholders involved in the discussion.

The paper by **Fermani, Crespi and Stara** represents the academic contribution to the congress and considers the role of gender in the choice for a sustainable tourism offer. Interestingly and in contradiction with previous literature, the authors conclude that males are less apathetic towards the environment than females and that in Italy the link between being a citizen and environmental awareness has yet to be built. **Peichl** and Duursma are both professionally engaged in the industry, respectively as manager at Hilton (Tallinn, Estonia), and owner of de Pleats (a restaurant and party centre in the North of the Netherlands). Peichl shows how theoretical insights can be used to design interventions aimed at inspiring a more pro-environmental attitudes in employees. **Duursma**, in her paper co-authored by **Vrenegoor and Kobus**, illustrates the challenges of addressing the issue of food waste at her operations.

Finally, the paper by **Driel, Verkade and Vrenegoor** is based on a third-year research project by Stenden Hotel Management School students. It describes the design, creation and test of non-alcoholic cocktails as a way to address social responsibility in a restaurant. This section is closed by a paper by **Mac Con Iomaire** reporting on "Food on the Edge", a symposium initiated by chef, restaurateur, and food columnist J. P. McMahon. The aim of Food on the Edge is to create a benchmark for best practice, in terms of food, its culture, and the people who produce it. In his contribution, Mac Con Iomaire provides an overview of the 39 presentations made over the two days where key themes were identified using content analysis. Though Food on the Edge was not branded as a sustainability forum, an overwhelming 85% of the presented papers dwelt on sustainability issues. There is, in the editors' view, no better proof that sustainability has conquered the attention of the hospitality and tourism industry.

Concluding, we wish to thank the editorial team of Research in Hospitality Management for hosting this special issue and thus contributing to the understanding and managing of the hospitality industry in an economically, socially and environmentally sustainable way.

Guest Editors
Elena Cavagnaro
Academy of International Hospitality Research, Stenden Hotel Management School, The Netherlands
Willy Legrand
IUBH School of Business and Management, Germany
Frans Melissen
NHTV, The Netherlands
Philip Sloan
IUBH School of Business and Management, Germany

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DISCUSSION PAPER

Business ethics and sustainability

Conrad Lashley

Hospitality Studies, Academy of International Hospitality Research, Stenden Hotel Management School, Stenden University of Applied Sciences, Leeuwarden, The Netherlands
Email: conrad.lashley@stenden.com

Business ethics provides a potential analytical framework through which to evaluate management practice in general and sustainability in particular. Management actions can be examined to the extent that they are good or bad, or legal or illegal, suggesting a four-quadrant framework. Ultimately, management actions can be judged by the extent that strategic codes of practice lead to detailed actions and priorities in reality. There is a growing awareness of the negative environmental impact of hospitality and tourism, and the need for policies that at least minimise these negative impacts. There are several examples of industry bodies and individual companies that are aiming to manage their businesses in a more environmentally sensitive manner.

Keywords: business ethics, managing ethical practice, morality, sustainable hospitality

Introduction

Any discussion of sustainable business practice needs to be set within a framework of understanding of business ethics. Sustainability at the organisational level will be introduced for one or more reasons. It may be that organisation leaders have a deep commitment to sustainable business practice and this commitment is translated into the organisational mission, objectives, and goals. On the other hand, it may be that they recognise a market segment that is pro-sustainability and will seek out these hotels, or perhaps a growing concern amongst the general public for evidence of more sustainable business practice. Finally, it may be that legislation has been created that requires hotels and others to be more sustainable in their business practices.

So as to better understand the potential motives for sustainable management, this paper discusses a framework of moral and ethical positions. Employing this model, it is suggested that sustainable management practice is likely to be, at its most robust when it is concern with actions that are "good, but not legal requirements" and "corporate citizenship"(Fisher & Lovell, 2012). The paper briefly describes some industry associations and bodies promoting "green" and "sustainable" practice in hotel, restaurant and licensed trade practices.

Some key issues for business ethics

Fisher and Lovell (2012) provide a valuable grid devised from two continua. The first dimension relates to the distinction between ethics and morality. In many cases, writers use the terms interchangeably, but seeing these terms as meaning different things can enhance an understanding of sustainable practices. Current business codes are typically concerned with ensuring operators do no harm to clients, and are examples of morality. Ethics on the other hand, is more concerned with ensuring good behaviour. "Ethics is a term that can be thought of as developmental, whereas morality is judgemental" (Fisher & Lovell, 2012, p. 30). Morality usually involves lists of rules, codes of practice, and restrictions on actions that might harm others. Ethics are virtues of desirable values that help people to do good actions (Green Hotels Association, 2015). Variations along this continuum will be discussed later, but the key point made here is that business organisations can gain competitive advantage by being concerned with ethics.

The second dimension in the grid devised by Fisher and Lovell relates to dimensions covering "right and wrong" and legal and illegal actions. Right and wrong refer to moral or ethical actions, whilst legal and illegal actions relate to actions in relation to the relevant legal codes. They identify four positions on this continuum:

Actions that are good and legal, but not a legal obligation
Given the ideology of many corporations that defines their key duty as to increase shareholder value, many business managers may see this as unnecessary. Others might consider that they also have duties to other stakeholders that mean, for example that they should add better than expected staff facilities.

Actions that are bad, and illegal
High profile cases in the timeshare sector, for example, where purchasers have been given wrong information, or inflated figures relating to letting revenues and re-sale values, etc. These actions are wrong ethically because it is wrong to lie and they are illegal both under civil and criminal law.

Actions that are legal but bad
This category is the one most likely to involve business and management decisions, because they relate to these fundamental issues about obligations to shareholders

alone, or to a wider set of stakeholder interests: customers, employees, suppliers or communities. In some cases, being "economical with the truth", although falling short of telling lies, either does in fact mislead the customer or cover up useful information. It might also include a decision to pay employees low wages, or to cut back on contributions to refurbishment budgets so as to generate added profit for shareholders in the short term.

Actions that are good, but illegal

This category includes actions that may be morally good but illegal. For example, during apartheid in South Africa, several US and British firms took the view that it was their global duty to adhere to a equal opportunities policy, and broke the South African law promoting black and coloured workers and providing equal employment rights. Clearly actions in this category lead to some difficult considerations, because organisations are not free to disobey laws or legal obligations, just because they don't like them. In most countries they are free to lobby and campaign for legislation to be changed, and so decisions to disobey the law are unusual .

The point here is that although hospitality firms are legally bound to be lawful, they can adopt one of a number of positions in relation to their business practice. As members of one of the trade bodies, they also accept obligations to abide by the association's codes, but do they exceed these legal obligations and codes in their business practice, or do they abide by the letter of the codes but otherwise adopt practices that break the spirit of them? To some extent, these questions can be better understood through the use of Fisher and Lovell's second dimension relating to continuum relating to ethics and morality. Figure 1 is adapted from their grid (2012, p. 34).

The various positions identified by Fisher and Lovell are helpful because they show a number of different options for business operators. These options display varying degrees of commitment to doing good, or avoiding doing harm.

Social development and caring

Organisations committed to taking action that improves the social, economic, cultural or environmental conditions of a community or society are showing commitment to social development. Resorts located in an otherwise deprived country, or region who then contribute to say educational development, or to arts and recreational facilities for the community are examples of actions that are concerned with social development. Clearly, there are potential public relations benefits to such acts because the organisation is seen to be contributing something more than that needed to exploit a business opportunity. In some circumstances there can be considerable local opposition to resort development and flows of tourism to an area, so such acts are not necessarily totally altruistic. That said, the benefit to the community by having access to this added resource should not be underestimated, particularly as it may well benefit community members who are unlikely to gain from increased employment opportunities, or the increased economic activity generated by the resort.

Social responsibility and supporting

Exercising social responsibility involves actions of the firm in a way that minimises social impacts or damage to the environment. Often the actions of resort development firms can have devastating effect on communities and on the environments in which they are located. Behaving in a socially responsible manner involves taking actions that are sensitive to these impacts. For example, if there are plans to cut local supplies and source from cheaper alternatives outside of the community, the socially responsible action might be to phase in the change, or to assist local suppliers to find alternative markets. Similarly, if a resort needed to make large numbers of redundancies, the socially responsible action would involve support for redundant employees to find alternative jobs. Another act of social responsibility might involve careful consideration of the impact of the resort on the environment and to take actions to minimise negative impacts. Again, the motives are not necessarily completely altruistic, because there are public relations benefits flowing from these actions. However, the benefits are real enough and do provide some gain for those affected.

Reciprocity and fair play

Although some people view humanity as selfish and self-centred, others would argue that human history has more evidence of altruism and acting in the interests of a collective good. Hotels and resorts may, in principal, be competitors but they may cooperate for long-term benefit of the community of providers. Some organisations do not join, and others join and then resign, perhaps for selfish and self-interested reasons. Other examples of reciprocity might involve resort developers working closely with other tourism attractions in a destination to promote a common destination profile. Key to the success of the approach is that cheats who act in self interested ways are somehow punished, perhaps being expelled from the organisation, or fined.

Fairness

The distribution of resources between individuals, groups and different stakeholders concerns issues of fairness. "Resources can be money, respect or any possession a community can

Ethics The good life Doing good		←				Morality Justice Avoiding doing harm	
Corporate citizenship		Equity		Honesty		Avoiding doing harm	
Social development and caring	Social responsibility and supporting	Reciprocity and fair play	Fairness	Truthfulness	Cheating and selfishness	Bullying and social irresponsibility	Harming and social disengagement

Figure 1: Mapping ethics and morality in business practice

allocate between its members" (Fisher & Lovell, 2012, p. 48). Given finite resources in the forms of money and other scarce resources, some fair system of distribution needs to be considered. Business operators may have to balance the resources allocated to meeting various stakeholder interests. Employment practices, for example, consider not just general levels of pay and employment conditions, but also how these are allocated amongst various employee groups. Typically, many hospitality employers provide the poorest pay and conditions to those employees who are in frontline positions, because they are frequently recruited from sections of the labour market where labour is plentiful and cheap. Fairness would attempt to allocate rewards in different ways, so that those who benefit the business most would attract a higher share in the results of the enterprise.

Lying

Lying in principal is wrong, and undermines the basic common requirement of a business relationship, that is, honest dealing. What if every one did it? How would the individual feel if they were being lied to? Certainly lying under oath, or in defined legal contexts, carries with it a severe set of punishments, including fines and prison sentences. That said, the issues are not as clear cut as they first seem: being economical with the truth, putting a favourable spin on things, or bluffing in business negotiations are widely practiced in business situations. However, long-term relationships with both employees and customers require openness and trust, and lying even in these milder forms will undermine the relationship. At its most extreme, lying involves the intent to deceive others, and current codes of conduct for the hospitality sector proscribe deliberate intents to deceive.

Cheating

There are legal consequences of not abiding by the terms of a contract that can make the contract invalid. An injured party, whether it is the business operator or the customer, can claim that the contact has been broken and can gain redress through the courts. Bending the rules, on the other hand, may be a way of expediting matters, or of avoiding a greater injustice. As Oscar Wilde said, "Rules are for the guidance of wise men and the abeyance of fools". The important consideration in these milder forms of rule bending is who benefits? If the rule bending is for personal or organisational gain at the expense of another, then the action is likely to be judged wrong. The key thrust of industry codes is to address the image created by cheating and deceitful practice.

Bullying

Bullying involves relationships between those in different power positions in a relationship. Usually, it involves a misuse of power by the more powerful to abuse, humiliate or cajole the less powerful person. Clearly, there is no finite definition that fits all situations, because assertiveness is not necessarily aggressiveness, and definitions between individuals may vary. In these circumstances, Fisher and Lovell (2012, p. 60) suggest, "One answer to the problem of bullying is to allow the victim to define the exchange. This empowers the weak against the strong by accepting that if someone says they are being bullied then they are". Obvious examples in work settings can involve a supervisor or manager harassing an employee with language and tone, and unfair treatment. Despite legislation outlawing many forms of prejudice, there is frequently a prejudicial dimension to this sort of treatment.

Harming

Harming involves actions against individuals, institutions, organisations, living creatures and the environment. Organisations may harm employees, customers, communities as well as the flora and fauna in which resorts are located. Discriminatory employment practices harm individual employees. Deceitful claims about the financial returns, or re-sale values of properties, may harm customers; insensitive planning and design activities may damage communities and the local environment. The use of poor quality building materials and the flouting of building regulations may cause physical harm if buildings collapse.

The above discussion has suggested that one way of understanding ethical business practice is through a continuum which suggests that business behaviour can be ethical and do good, or it can have negative effects and cause harm. The discussion has also suggested that individual companies might look towards a more proactive and deliberately ethical perspective. Ethical behaviour might then be defined as including the following virtues of hospitality business behaviour: social development; social responsibility; reciprocity; fairness; truthfulness; fair play; supporting; and caring. Ultimately, it may be altruistic, that is, undertaking actions that are deliberately taken for the benefit of others. Ethical behaviour forms a solid basis for altruistic business management and thus for the social or people dimension of sustainability. To cover also the environmental or planet dimension, and thus fully support sustainable business management, ethical thought should engage also with issues such as animal welfare and environmental protection (Cavagnaro, 2009). Engaging with the environmental dimension of sustainability is beyond the scope of this paper. In any case, altruistic business management would be concerned primarily with actions that do good and are primarily concerned with "leaving the world a better place than you found it". It may be that these actions are informed by "humanism" as a moral code.

Humanism offers a way of thinking about the world that does not require the belief in god or the gods. The application of the "scientific gaze" is fundamental to humanism. Reason and objective reality can explain the questions human beings want to ask about the human condition. Rather than a specific doctrine, it is more a general stance or attitude that upholds human reason, ethics and justice. It is an optimistic attitude to life whose ultimate goal is human development: doing good, and leaving the world a better place for those who come after us. As a doctrine it acknowledges the worth of all humans and their ability to determine between good and bad, right and wrong, through the recognition of human qualities, especially rationality. Essentially, humanism recognises the value of all human beings and proposes that all human beings can address all the world's problems and issues.

Texas Instruments (2015) provide one of a number of ethical checklists that commercial hospitality organisations, associations and individuals might use to evaluate their actions. Essentially the list is concerned with some general ethical principles that involve both a consideration of doing

to others, as you would have them do to you, and about public disclosure of actions. The list is valuable as a guide to individuals because some personnel may ignore both the industry and organisation's codes of practice. This is a constant problem when individuals may be driven to maximise their income by pushing sales.

This brief discussion has attempted to suggest that the issues are complex, and that each of these virtues represents potentially a variety of positions. Some might attempt to just adhere to the codes and avoid the negative effects of punishment. Others might even see these codes as a barrier to free market business practice and attempt to get round them. Yet ethical business practice suggest that ethical behaviour is the cornerstone of building a business reputation that will secure it a competitive advantage which other organisations will find hard to replicate.

Managing ethical business practice

The forgoing has touched on some issues relating to the use of the codes of practice incorporated into the rules and regulations of business associations. In principle, these codes aim to protect consumers from unscrupulous business practice. They represent attempts by the industry body or organisation to self regulate, and to ward off government legislation. In addition the reputable firms, with brand images to protect, are limiting the opportunities of less scrupulous firms to gain unfair competitive advantage. The use of business practices which increase short-term profits to the detriment of long-term industry reputation are discouraged, and minimum trading standards act as a common platform from which all must operate. Whilst these concerns have specific relevance to the sector, there is a wider set of sustainability concerns that are causing many firms to explore more ethical ways doing business.

Moon and Bonny (2001) suggest that a number of changes within the world economy are causing many major business organisations to adopt more ethical practices. Specifically, they suggest that technological innovation, globalisation, the importance of intangible assets, competition for talent and the growing use of economic networks are leading to changes towards more ethical practice. In these circumstances, they advocate an approach to business management that depends on forging business relationships with key stakeholder groups. They say (2001, p. 17), "In the new economy the ability to forge relationships with diverse stakeholders, including employees, customers, suppliers, pressure groups and opinion setters is crucial. How they perceive a business and what they say about it has a direct impact on its reputation, success and, ultimately, its share price."

Moon and Bonny advocate a model that they call "value dynamics" as a means of representing the nature of business comprising an assortment of tangible and intangible assets. Most organisations, in line with traditional business reporting techniques, tend to include only physical assets and financial resources in their balance sheets. The value dynamics model suggests that intangible assets are important aspects of total company value, and that these should be used to calculate worth. Figure 2 reproduces their model. Traditional indicators of company assets are listed on the left-hand side of the diagram whilst intangible assets measuring the value of the organisation's business relationships are listed on the right.

Value dynamics provides a model that could be used to build a business case for stakeholder evaluation of hospitality organisations. It shows how stakeholders link with tangible and intangible assets, and shows that successful organisations are likely to be those that manage the relationships between assets most effectively. Clearly, shareholders and other equity stakeholders invest money expecting a level of return on their investment in the form of dividends and asset growth. Levels of customer satisfaction that result in improved reputation, willingness to repeat, and recommendations to other potential customers will in part enhance the value of the shareholder investment. Shareholder value will also improve if the relationship with employees results in increased satisfaction and reduced staff turnover. This latter cost can be quite considerable, though rarely accounted for in hospitality organisations. Improved retention of staff also improves the human capital that individuals accrue through increased knowledge of their jobs and customers. Improved links with suppliers can further add to business value as processes are more robust, and the reputation of the organisation is enhanced as a fair business partner, and a prompt payer for goods supplied. Though not included in the above figure, the value of good community relationships and environmental protection also adds to the value of the business, through an improved public relations profile.

This move towards more stakeholder accountability does not mean that sound economic principles are being abandoned. As Moon and Bonny (2001, p. 20) say, "Making money is being repositioned, not relegated". They report that over 40% of business leaders believe that a company cannot succeed unless accountability goes wider than shareholders. Wider accountability involves a wider range of ethical dimensions that managers must manage because there are greater risks of ethical conflicts that can damage an organisation. This is particularly relevant for hospitality operators; as they know to their cost, reputation is a significant intangible asset and potential reputation damage is a key risk that the organisation faces. Reputation is best understood as the goodwill of all stakeholders, and the process of understanding stakeholder perspectives and views is fundamental to being able manage reputation in a way that minimises the risk of damage (Moon & Bonny, 2001).

Key ingredients for successful ethical management

As a protection against ethical misconduct and wrongdoing, many companies are establishing ethics programmes. Typically, these programmes consist of policies, processes and education and training courses that explain the company's ethics. Often these programmes focus on workplace behaviour and operating procedures that tend towards the avoidance of potentially damaging practice through compliance with codes. As we have seen, many hospitality codes consist of this approach to managing ethical behaviour. A series of policies and processes identify desirable and undesirable actions. Increasingly, firms are looking to a more value-led approach through which to guide business behaviour. The idea is that individuals use their internalised set of values to shape actions and behaviour. Getting it right first time is more likely to produce ethical behaviour, and thereby avoid potential problems.

Whichever approach is taken, successful management of an organisation's ethical behaviour requires monitoring, and there are some important elements to successful implementation and management of these behaviours.

A US study of nearly 3 000 firms (Moon & Bonny, 2001) suggested that there are some common requirements of ethics and compliance management. Fundamentally, employees need to believe that the organisation is really serious about ethics and values. Business leadership and status, as well as management actions and deeds must match the policy. The process needs to appear to be fair to employees; ethical behaviour should be rewarded; and there is open discussion about ethics and values. The more successful programmes were values driven, and this resulted in lower incidents of observed unethical behaviour, increased employee commitment and more confidence for employees to deliver bad news to management. The US survey also suggested that if an ethics programme was perceived to be exclusively concerned to protect senior executives, it was worse than having no programme at all.

A similar study of UK firms identified a number of potential problems in ethical policy management. The study found that in some cases codes of conduct were not handed to all employees, and risked creating the idea that ethics was not a concern for some employees, or worse still, reinforcing the idea of an "us and them" culture. Employees were rarely consulted about the code of ethics, and as a consequence there was little sense of shared ownership. Few firms had codes that were made publicly available and thereby missed opportunities to gain public relations benefits and confirm organisational commitment. Not all companies conducted ethics training for employees and only six out of ten provided any sort of training to all employees. As might be expected, those who had received training were more aware of ethical issues. The content of training programmes tended to be restricted to the communication of standards and rules, and not to how these shape actual individual behaviour. The study also showed that in the UK "whistle-blowing" policies are frequently ineffective. The ability for employees to report wrongdoing by managers and fellow employees is fundamental and require that individuals feel confident that they can report these actions anonymously. Most importantly, it is essential that those making critical comments can do so without fear of retribution.

Evidence from these surveys provides some suggestions for the construction of an effective model based on the best practice from industry examples. These suggest seven key ingredients: values, codes, feedback responsibility, training, feedback, reward, and external assessment. These represent a framework for managing ethical policies in a consistent way that is likely to reduce wrongdoing and help firms meet legal requirements, adhere to the industry association's codes, and protect the organisation's reputation. The seven key ingredients follow three broad themes, namely the need to identify the values and mission of the organisation, to communicate these to internal and external stakeholders, and to build and maintain a decision-making culture that prioritises ethical actions.

Best practice suggests that the most effective way to promote ethical business practice is to embed it into the whole organisational culture and decision-making processes. Ethical business practice extends beyond the avoidance of wrongdoing and the protection of the organisation's reputation. There are clear messages that incorporate an on-going dialogue with employees at all levels. Management decisions are permanently concerned to ensure business practice continues to have an ethical dimension. Education and training extends beyond induction programmes and potential disciplinary matters, but becomes a key process for ensuring that all organisation members understand how the organisation's ethical commitments impact on them and the way they do their jobs. Implicitly, ethical organisation demands a more empowered and participatory style of management and a learning organisational culture.

Promoting sustainable hospitality practice

It is claimed that the tourism sector generates 5% of carbon emissions and that the hotel sector represents about 20% of this tourism impact. In other words the hotel sector generates 1% of all global worldwide emissions (http://www.sustainabilityinhospitality.com). Whilst these impacts are relatively small compared to transport energy consumption, mass production techniques and the use of fossil fuels, there is still sound argument for hotel operators to be more considered about the impacts of management practices on the environment.

Concerns surrounding social justice, economic stability and environmental protection have been high on the public agenda following substantial press coverage of environmental degradation and the polarisation of modern society. The hospitality industry along with governments and private organisations are currently launching many initiatives that help hoteliers, restaurateurs, etc. to become more sustainable by working in harmony with society at large. In sustainable development, businesses, public authorities and civil society are in partnership so as to reconcile the three fundamental constituents of development: economy, ecology and social equity. As a result of the rapid expansion of the hospitality sector, traditional and emerging destinations are facing increasing pressure on their natural, cultural and socio-economic environments. There is strong recognition that uncontrolled growth in hospitality industry development aimed at short-term benefits often results in negative impacts, harming the environment and societies, and destroying the environmental context of the destination.

There is an array of benefits cited for the adoption of more sustainable business practices. Firstly, there is the case for avoiding doing harm. Hotels can have a negative impact on their environment. Tourists tend to use more energy per capita than local residents. According to Gössling and Peeters, (2007, p. 6), "the average energy consumption per bed per night in hotels might be in the order of 130 Megajoules. Hotels generally use more energy per visitor than local residents, as they have energy intense facilities, such as bars, restaurants, and pools, and have more spacious rooms". Hotel guests also produce more waste than local residents. One estimate identified "that an average hotel produces in excess of one kilogram of waste per guest per day" (Bohdanowicz, 2005, p. 190). Approximately 30% of waste in hotels can be diverted through reuse and recycling. Hotel development also impacts upon water usage and is in competition with local farmers and local residents. Apart from the direct added

consumption by hotel guests, they indirectly consume added water through the provision of swimming pools, landscaped gardens and golf courses, for example. It has been estimated by Salen (1995) that 15 000 cubic meters of water would typically supply 100 rural farmers for three years and 100 urban families for two years, yet only supply 100 luxury hotel guests for less than two months (Holden, 2000).

The adoption of more corporate socially responsible practices has benefits to the organization, in addition to being "the right thing to do". Gaining competitive advantage by being a leader in the sector; increasing customer loyalty; improved employee retention; awards and recognition; assured regulatory compliance; reduced risk management; and increased brand value. Are all cited as benefits arising from sustainable practices in hospitality management (Green Hotels, 2015).

There are a number of organisations attempting to promote sustainability in the hospitality sector. The Green Hotel Association, for example, is a voluntary membership organisation that aims to promote green practice amongst members. In principle, the approach is chiefly concerned with customer service reduction. That is, reducing the number of towels and bedding changes by allowing customers to elect to use their towels more than once and the bedding not to be replaced on the daily basis. The organisation also promotes other activities related to water usage in the design of showers and toilet flushing systems as well as air conditioning and light sensitivity monitors that switch off when the room is not occupied. Whilst in principle about promoting one earth and saving resources, much of the message from the Green Hotel Association is about cost reduction. To quote: "Being green goes directly to your bottom line". The chief activity of the Green Hotel Association is to promote sustainability amongst practising managers by providing a resource of ideas and suggestions that can ultimately reduce operating costs through the savings in energy usage, and reductions in wastage. There is no code of practice to which members have to adhere. Hence there is no auditing of organisation practice. Membership is voluntary and is best seen as a resource for those interested in promoting sustainability either at company, or at individual property level.

This Sustainable Restaurant Association is concerned with the impact of restaurant management practice, and how this can be made to be less damaging to the environment. They identify three broad themes covering 14 aspects. Society, environment and sourcing are the three themes. Under the society theme, the association cites the areas of community engagement, healthy eating, and responsible marketing as key. Under the environmental theme water saving, workplace resources, supply chain, waste management, and energy efficiency are all aspects where members are advised to share good practice that minimises environmental impacts. Sourcing covers environmentally positive farming, local and seasonal supplies, sustainable fish, ethical meat and dairy, and fair trade. Like the Green Hotel Association, the Sustainable Restaurant Association has a strongly commercial theme. It promotes sustainable practices as a market niche mechanism aimed at consumers who have concerns around these practices. Hence they advocate communicating their sustainable actions. The association also runs courses and programmes aimed at managers and entrepreneurs wishing to create this sustainable image.

Accor Hotels provides an example of a hospitality business that has a code of ethics based around "seven pillars", or core themes, that lead to detailed management actions. This has resulted in an impressive array of actions. The health theme has resulted in actions where 97% of hotels use eco-labeled products; 97% of hotels promote balanced dishes; and 74% of hotels organise disease prevention training for employees. The nature theme has resulted in actions where there has been a 5.6%% reduction in water usage between 2011 and 2014; 88% of hotels recycle; and 46% of hotels engage in the plant for the planet reforestation project. The carbon theme resulted in 4.5% reduction in energy consumption between 2011 and 2014; and 9% of hotels use renewable energy. The innovation theme has encouraged 40% of hotels to have at least three eco-design room components. The local theme encouraged 48% of hotels to commit to protecting children; 87% of hotels purchase and promote locally sourced products; and 93% of hotels ban endangered seafood species from restaurant menus. The employment theme has encouraged employment practice whereby 69% of hotel managers have been promoted from within; an equal opportunities policy whereby 27% of hotel managers are women; and 60% of the estate gather an employee opinion survey every two years. The dialogue theme has resulted in Accor Hotels being recognised in three internationally recognised socially responsible indices; 40% of non-budget hotel operating structures are ISO 14001 certified; and 80% of purchasing contracts are in compliance with the Procurement Charter 21. Whilst this is still work in progress, Accor hotels does provide interesting insights into what hotel companies can do to operate in a more sustainable manner.

Conclusions

The ethics of sustainability are best understood by comparing them against a model of ethical and moral business practice. The hospitality sector embraces an array of business practices that include the supply of accommodation, food and drink in different formats. These are subjects to varying degrees of regulation and ethical considerations. In most cases, legislation will create obligations covering the supply of hospitality service to guests. These may include safe working practices, hygienic food production, and restrictions on the sale of alcohol. All are examples of moral codes establishing legal boundaries. Ethical practices would consider sustainable practices that extend beyond these legislated obligations. Ethical sustainability would actively define and manage social development and caring for people and planet. It would extend beyond pious statements to be defined as a strategic obligation actively managed and monitored throughout the organisation.

Some of the industry trade bodies dedicated to sustainability and ethical business practice and sustainability provide suggestions and templates of possibility. The Accor Hotel group in particular is an interesting case study of a major organisation trading globally across different cultural settings with sustainable practices managed through the organisation.

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Hotel industry expansion and sustainable development: A case study of Inle Lake, Myanmar

Harald Buijtendijk[1]* and Kristina Tschunkert[2]

[1]*Academy for Tourism, NHTV Breda University of Applied Sciences, Breda, The Netherlands*
[2]*School of International Development, University of East Anglia, Norwich, UK*
**Corresponding author email: buijtendijk.h@nhtv.nl*

This article examines how international hotel industry expansion affects sustainable development in the context of least developed countries. The study focuses on power asymmetries in the governance processes of hotel value chains. First it develops a model to analyse these processes. Subsequently this model is used to present a case study of Inle Lake, Myanmar. The results show the relations between hotel industry growth, economic development, and sustainability in the particular governance setting of this destination. The analysis sheds light on how actors purposely produce and maintain strategic situations in which the interests of particular actors are protected at the costs of many others. In conclusion we therefore argue that practitioners and academia should direct their efforts at creating (knowledge about) governance arrangements that enable genuine community involvement in decision-making processes related to hotel industry expansion.

Keywords: hospitality industry, sustainability, power asymmetries, value chains, governance, least developed countries, south-east Asia.

God's idea of money
Kemp: "No one told me it's so pretty here."
Sanderson: "God's idea of money... You know what makes this place a goldmine? … Something that doesn't exist."
Kemp: "How is that?"
Sanderson: "Land. There isn't enough of it. Those who know how to get it, get the gold …"

(Depp et al., 2011)

Introduction

Hotel industry expansion drives globalisation in least developed countries (LDCs) by moving capital, knowledge, and people across borders (Niewiadomski, 2014). Besides providing accommodation to tourists, hotel investments stimulate the overall investment climate and business infrastructure of LDCs, attract global capital and expertise, enhance employment, improve skill levels and quality standards, and stimulate SME development (IFC, 2011). Due to their physical presence in destinations, hotels have direct relations with employees, suppliers, and local communities (León-Darder, Villar-García, & Pla-Barber, 2011), create employment and economic growth in often otherwise remote areas (Meyer, 2007), and offer LDCs opportunities to access resources for sustainable development. However, power asymmetries in hotel value chains pose barriers. Power generally accumulates with dominant actors external to the destination; lucrative components like franchising and hotel operations are based in source markets rather than host countries, and hotel ownership is generally dominated by national elites (Niewiadomski, 2014). This complicates sustainable development (Song, Liu, & Chen, 2013), and perpetuates rather than addresses global inequality (Clancy, 2011). While considered the most critical factor affecting sustainability, little is known about this relationship (Song et al. 2013). Further insights into this matter would therefore enhance the contribution of the hotel industry to sustainable development in LDCs.

For this purpose the concept of value chain governance offers a suitable frame for analysis. Value chain analysis (VCA) is broadly used to identify interrelations between actors in (global) supply chains. Porter (1985) introduced VCA in business management studies to illustrate that local conditions determine competitive advantage in international supply chains (Mitchell, 2012). Kaplinsky (2000) adopted VCA in development studies to analyse the relation between globalisation and inequality. Value chains represent all interrelated business activities required to take a product from various inputs through the intermediary stages of production, to market delivery and disposal after use (Kaplinsky, 2000). Since the 2000s the aid industry has used VCA in private sector development programmes in numerous economic sectors in LDCs including tourism (DCED, 2007), to identify opportunities for generating so-called pro-poor growth. This is based on the assumption that participation of poor people in value chains increases their income and lifts them out of poverty (DCED, 2007). This makes income increase a condition for disadvantaged groups to achieve development.

However, an analysis of power asymmetries in value chains requires researchers to look beyond income distribution, and shed light on value chain governance. Governance concerns all institutional arrangements required to govern (Hall, 2011). Governance research has looked at (sustainable) tourism policies (Hall, 2011); destinations (Beritelli, 2011); the state (Bramwell, 2011); public private partnerships (Beaumont & Dredge, 2010), and value chains (Song et al., 2013). Value chain governance is a continuous decision-making process

through which value chain actors allocate resources, mobilise knowledge and create rules to manage their *common* affairs (Bramwell, 2011; Song et al., 2013). The aforementioned authors all acknowledge the importance of governance for sustainable development. Yet, achieving effective governance is challenging. Governance performance is primarily evaluated by those involved, based on their specific interests, worldviews, and level of influence (Beaumont & Dredge, 2010). This makes ideas about *good* or *effective* governance inherently political projects in a specific (strategic) context (Hall, 2011). Governance is shaped by the continuous power struggles of actors with divergent ideas about control, stakeholder identification, stakeholder participation levels, and governance performance. These power struggles delineate who and what is taken into account, and who and what is not. Governance thus produces externalities, i.e. the effects agents – perhaps intentionally – disregard (Van der Duim, Ren, & Jóhannesson, 2012).

This study examines how international hotel industry expansion affects sustainable development in LDCs. It analyses governance processes in hotel value chains by means of a case study of Inle Lake in Myanmar. Historically isolated from globalisation, Myanmar recently became the poster babe of the international hotel industry after starting political reforms in 2011 (MCRB, 2015). Inle Lake is currently facing rapid tourism growth, a hotel boom, and serious sustainability challenges. Drawing on extensive field research conducted in this area, this paper aims to advance the discussion about the social imperative of sustainability in hospitality management and research by highlighting power asymmetries in hotel value chains in the specific context of a LDC destination that experiences rapid hotel industry expansion.

Literature review

International institutions promote global value chain expansion into LDCs based on the belief that economic growth contributes to sustainable development. In its Aid for Trade initiatives, the World Trade Organisation (2015) frames international trade as sustainable development tool. Likewise, the United Nations considers economic growth an important driver of sustainable development in LDCs. *Our Common Future* proposed more balanced exploitation of resources to safeguard inter and intra-generational equity but did so on the premise that (economic) growth should be sustained (UN, 1987). Also the Millennium Development Goals (MDGs) aimed to eradicate poverty through income growth (UN, 2015a), and the recently launched UN Sustainable Development Goals (SDGs) explicitly link global economic transformation to sustainable development (UN, 2015b).

As a key trade sector for LDCs, tourism is promoted as an important driver of economic growth. Tourism encapsulates 30% of global service exports (UNWTO, 2015), and the market share of LDCs is increasing. In 2014, LDCs recorded 24 million tourist arrivals worth US$18 billion or 7% of total export earnings, and all countries that recently graduated out of LDC status have a sizable tourism industry (UNWTO, 2015). Not surprisingly, international institutions have positioned tourism as a vehicle to integrate LDCs into global value chains, as these countries generally lack competitive advantage in other export sectors (UNWTO, 2015). As tourism is labour intensive and involves different economic sectors, the UNWTO considers tourism as an effective force for inclusive growth, and successfully called for full integration of tourism in the development plans of LDCs; 42 out of 48 LDCs have recognised tourism as a priority sector (UNWTO, 2015; UN, 2014). Moreover there is a widespread belief that tourism contributes to sustainable development of LDCs (UNWTO, 2015, 2013; UN, 2012). The UNWTO considers tourism as tool for "green growth" (UNWTO, 2013, p. 10), while the SDGs promise that tourism reduces poverty through the creation of jobs in tourism-related value chains (UN, 2015a, 2015b).

Yet, this aid for trade premise is controversial. The present dominant economic system does not succeed in converting economic growth into socio-economic development. Recent global financial crises suggest that global wealth distribution faces system failures, as neoliberal market expansion increases inequality among and between countries and people rather than relative prosperity for all (Piketty, 2014; Shahrokhi, 2011). Church (2004) argues this is because markets stimulate competition rather than cooperation, and Clancy (2011) showed how the governance of global industries limits the benefits of LDCs that seek integration into global markets. Also the UN (2015a, 2015b) admitted their MDGs have failed to address global inequality: their new SDG framework now links economic growth to the *quality* of employment and income opportunities it generates.

Tourism should be viewed in this light. Tourism growth logically leads to economic growth, as both concern market expansion. Economic growth, however, is not identical to development, and tourism growth and development may even be incompatible (Sharpley, 2009). Pulido-Fernández, Cárdenas-García, and Sánchez-Rivero (2014) demonstrated that tourism rarely contributes to development in terms of access to knowledge and education, decent standard of living, health, and life expectancy in LDCs. Poverty, weak economic, institutional and human resources, and environmental constraints pose obstacles. In such a setting, uncontrolled tourism development creates negative attitudes of host populations towards tourism and enhances inequality (Mowforth & Munt, 2009; Higgens-Desbiolles, 2006).

The contribution of tourism to *sustainable* development in LDCs is equally debatable. Sustainable development aims to address environmental concerns while tackling socio-economic issues (Hopwood et al., 2005). This requires governance frameworks that balance the different interests of the stakeholders involved. Yet, achieving this balance proves highly challenging (Vallance, Perkins, & Dixon, 2011) when the institutional environment is weak. Assimilation of imported international policies and ideas often fails, as the transferability of these concepts is disregarded (Church, 2004). Tourism is a highly competitive business sector (Sharpley, 2009) that capitalises on natural and cultural resources such as unspoiled nature, favourable climate, cultural heritage and a sizable workforce in which LDCs have a competitive advantage (UNWTO, 2015). Tourism introduces people to the notion of unlimited gain, which results in uncontrolled exploitation of these resources (Higgens-Desbiolles, 2006). Managing these resources sustainably proves highly challenging. Often it concerns public assets, whereas powerful international actors and national elites control tourism flows (Clancy, 2011;

Sharpley, 2009). These actors often treat the effects of their operations as externalities (Van der Duim et al., 2012), as they lack incentives to avoid overexploitation (Beritelli, 2011). Considering these power asymmetries, it should be questioned whether effective management of "rich natural and cultural environments" for the (sole) purpose of tourism exploitation (UNWTO, 2015, p. 4) ever leads to sustainable development.

Against this backdrop this paper addresses two interrelated knowledge gaps. First, hospitality research paid little attention to the *relationship* between international hotel industry expansion and sustainable development in LDCs. Most work treated both concepts separately (see for instance Prud'homme & Raymond, 2013; León-Darder et al., 2011; Bohdanowicz & Zientara, 2009; Quer, Claver, & Andreu, 2007; Chen & Dimou, 2005). In all these studies, firm or sector-centred perspectives on specific business fields prevail (Niewiadomski, 2014). Topics include the firm and new market entry strategies, firm expansion, the sector and HRM challenges in cross-cultural settings, and the firm and its CSR policies. Little hospitality research to date has adopted a more holistic view on the business of hospitality in relation to its resource base in destinations, i.e. the cultural, human and natural resources it capitalises on, and looked at the distribution of power and wealth between the two. This field has been left to geographers studying the political economy of the hotel industry (see, for instance, Niewiadomski, 2014; Clancy, 2011), but knowledge gaps remain. The effects of hotel expansion on destination economies in LDCs received limited attention (Niewiadomski, 2014). Notable exceptions are studies by Mitchell et al. (2014), Robles Teigeiro and Díaz (2014), Fortanier and van Wijk (2010), and Meyer (2007), who presented a destination perspective and illustrated the economic impacts of hotels on host populations.

Second, within these parameters, little research analysed the underlying power asymmetries in value chain governance, while this is broadly considered a critical condition for sustainable development. Governance research has predominantly focused on public-private relations (Bramwell, 2011; Hall, 2011; Beaumont & Dredge, 2010). More research in this area is needed, particularly when pro economic development efforts result in policies that are viewed "to benefit some interests more than others" (Beaumont & Dredge, 2010, p. 8). Song et al. (2013) conclude that there is a lack of knowledge about the effects of governance and its context on the sustainability of tourism value chains, while weak governance leads to conflict, unequal distribution of benefits and widens the gap between rich and poor. Church (2004) argued that little research looked at the distribution of power among different tourism interest groups within the context of a given governance environment. Beaumont and Dredge (2010) consider local participation in decision-making and policy ownership as important components of sustainable development, but claim that little is known about the advantages and disadvantages of different governance approaches at the local level. Such insights are essential for the realisation of effective management practices. Bramwell (2011) concludes effective governance is a necessity for destinations to adapt to change, and Beritelli (2011) considers this a critical condition for sustainability.

Methods

Research design

While power asymmetries in hotel value chains affect sustainable development in LDCs, little is known about this relationship. Further insights into this matter enhance the contribution of the hotel industry to sustainable development in LDCs, and advance the sustainability debate in hospitality research. Therefore this study aims to understand how power asymmetries in hotel value chains affect sustainable development. For this purpose we adopted the case study method, following Paget et al. (2010). A case study is a rich, empirical enquiry that investigates a complex phenomenon in depth and within its real-life context. Our case study illustrates interrelations between abstract concepts (power asymmetries in hotel value chains, sustainable development) by putting them in a particular setting (Inle Lake, Myanmar).

Data collection

The case study draws from field research conducted in Myanmar between November 2014 and July 2015 by the lead author, and five Bachelor's students of NHTV Breda University of Applied Sciences and three Master's students of Wageningen University. In total this team spent 10 weeks in the field. Data collection consisted of two components. The first component featured a hotel VCA of Inle Lake based on the value chain approach of Springer-Heinze (2007). A development organisation commissioned this research project to NHTV. This commissioner is currently implementing a SME development programme to stimulate sustainable economic development in this destination. The VCA focused exclusively on indirect impacts, i.e. the (local) supply of goods and services (Meyer, 2007); direct impacts (i.e. direct hotel employment) were not part of the scope (Table 1). The VCA defined hotels as consumers. Discretionary expenditure of hotel guests was not taken into account. As no previous research had looked into this matter, the VCA aimed to quantify the economic performance of the hotel value chain, identify current market demand, production capacity and (potential) linkages with local economic subsectors, and assess the capacity of destination stakeholders to strengthen these linkages.

Table 1: Hotels and community involvement (based on Meyer 2007, p. 572)

Tourist accommodation activity	Required goods and services
Accommodation	Construction supplies and labour
	Interior furnishings
	Maintenance and repairs (staff)
	Cleaning, ironing and laundry (staff)
	Fuels and electricity
	Security and gardening
	Waste management & disposal
Catering	Fresh food and groceries
	Processed foods
	Cooking and serving (staff)
	Procurement of supplies (staff)
Transport	Vehicles
	Boats
Tour activities	Guided tours
	Cultural events & performances
	Courses, workshops
	Community activities

The VCA consisted of a scoping study and an analysis of hotel sub-value chains. The scoping study was conducted in November 2014 by the lead author. Based on 15 structured interviews with hotel managers, six sub-chains were identified that offer business opportunities to local suppliers. From these six sub-chains, 54 tourism stakeholders selected four sub-chains based on their salience and growth potential for further analysis during a participatory workshop (Table 2). Four teams of two students analysed these sub-chains in February and March 2015. Data collection methods included a hotel survey and structured interviews. The aim of the survey was to quantify market demand for local products and services in selected sub-chains. In total, 47 hotels and guesthouses were surveyed in all budget ranges (Tables 3 and 4). This sample covered approximately 90% of the total hotel population in the research area at that time. The interviews aimed to identify opportunities, constraints, and possible solutions in selected sub-chains. Teams conducted 51 interviews with a wide range of value chain operators and supporters (Table 5). Teams shared and validated their initial findings by means of focus group discussions during a second workshop attended by 46 tourism stakeholders. Participants of both workshops represented the government, business associations, the hotel sector and local NGOs. The commissioner conducted the stakeholder selection based on input of the study team and in accordance with Myanmar protocol. In July 2015, the final report was presented to the commissioner and tourism stakeholders. The second component consisted of six individual bachelor's and master's theses research projects about tourism development in Inle Lake (Table 6). In total, students conducted 102 semi-structured interviews with a wide range of actors (Table 7).

Table 2: Selected sub-value chains in November 2014

Selected sub-chains	
I	Good agricultural practice farming and distribution to hotels
II	Waste collection, organic fertilisers and biofuels
III	Processed food production, wholesale, and retail
IV	Construction and maintenance services (including solar technology)

Data analysis

Findings of both components were analysed using the model presented in Figure 1. It combines the value chain approach of Springer-Heinze (2007) with a framework for researching value chain governance developed by Song et al. (2013). Value chains are performed by *value chain operators;* buyers and sellers linked to each other by a series of transactions that distribute the product from input providers, producers/processors, distributors to (re)sellers and end consumers (Springer-Heinze, 2007). *Value chain supporters* provide support services to value chain operators. Value chains thus offer a framework to understand the complex interrelations between different actors (Mitchell, 2012). Song et al. (2013) contend that governance performance is shaped by governance environment, structure, and mechanisms. The governance environment comprises social factors that set

Table 3: Hotels in Inle Lake: the sample used in the value chain analysis

	Sample size	No of rooms	Potential market share (OR = 100%)	No of staff	Staff /room ratio	Average OR HS	Average OR LS	Average OR overall
Lake-side hotels	16	814	53%	1 292	1.6	87	35	61
Town-based hotels	16	562	37%	304	0.5	84	32	58
Town-based guesthouses	14	164	10%	110	0.7	86	45	66
Total	46	1 540	100%	1 706	0.9	86	37	62

Table 4: Room rates hotel sample value chain analysis

	Sample size	Budget (US$20–35)	Mid range (US$36–50)	High end (US$51–120)	Luxury (>US$120)
Lake-side hotels	16	0	0	0	16
Town-based hotels	16	4	6	5	1
Town-based guesthouses	15	11	4	0	0
Total (*n*)	47	15	10	5	17
Total (%)	100%	32%	21%	11%	36%

Table 5: Research sample value chain analysis

Value chain function	Respondents
Consumers	Resort, hotel, and guesthouse owners, managers, and staff
Sellers	Warehouses, market vendors, delivery services, bakeries, shops, (regional) supermarkets, contractors
Distributors/packagers/processors	Food stuff companies, brokers
Producers	Food production companies, farmers,
Input providers	Suppliers of packaging materials and specific ingredients, sugar mills, milk farms, market vendors, cement suppliers, iron suppliers, timber companies, fertiliser providers, construction workers
Value chain supporters	Several government local government departments and NGOs

the culture and context of decision-making processes about hotel industry expansion. Governance structure concerns the arrangements actors deploy to define the implicit and explicit conditions of participation in hotel value chains. Governance mechanisms are the features value chain operators apply to organise transactions in value chains (Song et al., 2013). Governance mechanisms are used to protect competitive advantage, investments, and relations, and are based on price, authority, contractual arrangements or trust (Jap & Ganesan, in Song et al., 2013). Governance environment, structure, and mechanisms collectively shape governance performance. In the data analysis these three concepts have been deployed as major categories. Using this main frame, the combined data of aforementioned theses and sub-chain analyses were analysed using open coding. This resulted in nine themes (Table 8).

Research ethics and limitations

The field research has been conducted in partnership with local experts, and joint attention was paid to ethnic sensitivities. All respondents voluntarily consented to participate as informants after having been informed about the purpose of the research. Researchers made sure respondents were protected and safe at all times by keeping confidentiality of information and securing anonymity of respondents. Minor variations occurred in the sample composition of the survey. Not all respondents completed all survey questions, which decreased the sample size for specific questions. Unrealistic and completely irrelevant answers, as well as questions that rendered low responds rates were removed from the dataset during analysis. During the workshop all teams faced time constraints, which affected the depth of elaboration during the focus group discussions.

Case study introduction

After five decades of military rule and isolation, Myanmar is currently witnessing rapid economic, political, and social transformation. In 2011, the junta representing the country's largest ethnic group the Bamar, resigned and installed a quasi-civilian government led by the Union Solidarity and Development Party (USDP) and President Thein Sein, a former senior military commander. His government has opened up the country and initiated significant reforms, but the military still holds 25% of the seats in parliament, a veto to block changes in the constitution, and many of his cabinet ministers are ex-officers (MCRB, 2015). Reforms have brought economic growth and market integration; the country's GDP grew by 6.8% in 2013/14 (World Bank, 2013). Its strategic location between India and China and its vast natural resource base (natural gas, timber, and jade) have turned Myanmar into Asia's final frontier (Myint-U, 2012). International hotel groups like Accor, Best Western, Hilton, Kempinski, and Shangri-la Hotels and Resorts now operate properties in Myanmar's main tourism and business hubs (HotelNews Now, 2013); some anticipate expansion into Southern Myanmar's soon to be developed beach destinations. Foreign direct investment (FDI) reached 8 billion USD in 2014/15, a 50% increase compared to 2013/14.

Table 6: Bachelor's & master's theses projects

Thesis	Topic
Boerdijk, M. (2015). *Micro and small enterprise development in the Inle Lake region, Myanmar*. (Unpublished bachelor's thesis). NHTV Breda University of Applied Sciences, Breda, The Netherlands.	Micro & small enterprise development
Hippmann, M. (2015). *Creative Tourism in the Golden Land*. (Unpublished master's thesis). Wageningen University, Wageningen, The Netherlands.	Host-guest relations
Koppens, E. (2015). *Nyaungshwe. A small town in full development. An analysis of recent past, present and possible futures*. (Unpublished bachelor's thesis). NHTV Breda University of Applied Sciences, Breda, The Netherlands.	Future development scenarios Nyaunghswe
Potma, L. (2016). *From Tyranny to Tourism or Tourism for Tyranny? New Manifestations of Governance in Inle Lake, Myanmar: A Case study on Relationship between Tourism and a Changing Political Landscape*. (Unpublished master's thesis). Wageningen University, Wageningen, The Netherlands.	Tourism governance in a changing political context
Tschunkert, K. (2015). Truth claims. A critical analysis of dominant tourism development and labour discourse at Inle Lake, Myanmar. (Unpublished bachelor's thesis). NHTV Breda University of Applied Sciences, Breda, The Netherlands.	Dominant tourism development and labour discourses
Uelkes, J. (2015). *Non-Profit Sector at Inle Lake, Myanmar*. (Unpublished bachelor's thesis). NHTV University of Applied Sciences, Breda, The Netherlands.	NGOs and donor politics in Inle Lake

Table 7: Interview sample thesis research projects

Stakeholder group	No of respondents
Business owners hotel sector	2
Business owners other	20
Community organisations	28
Government organisations	9
(I)NGO managers & staff	9
Monk	1
Workers and day labourers other sectors (farmers, fishermen, construction workers, etc.)	11
Workers hotel sector (receptionist, waitress)	2
Workers tourism & service sector (i.e. tour guides, boat drivers, travel agents, taxi drivers, etc.)	21
Total	103

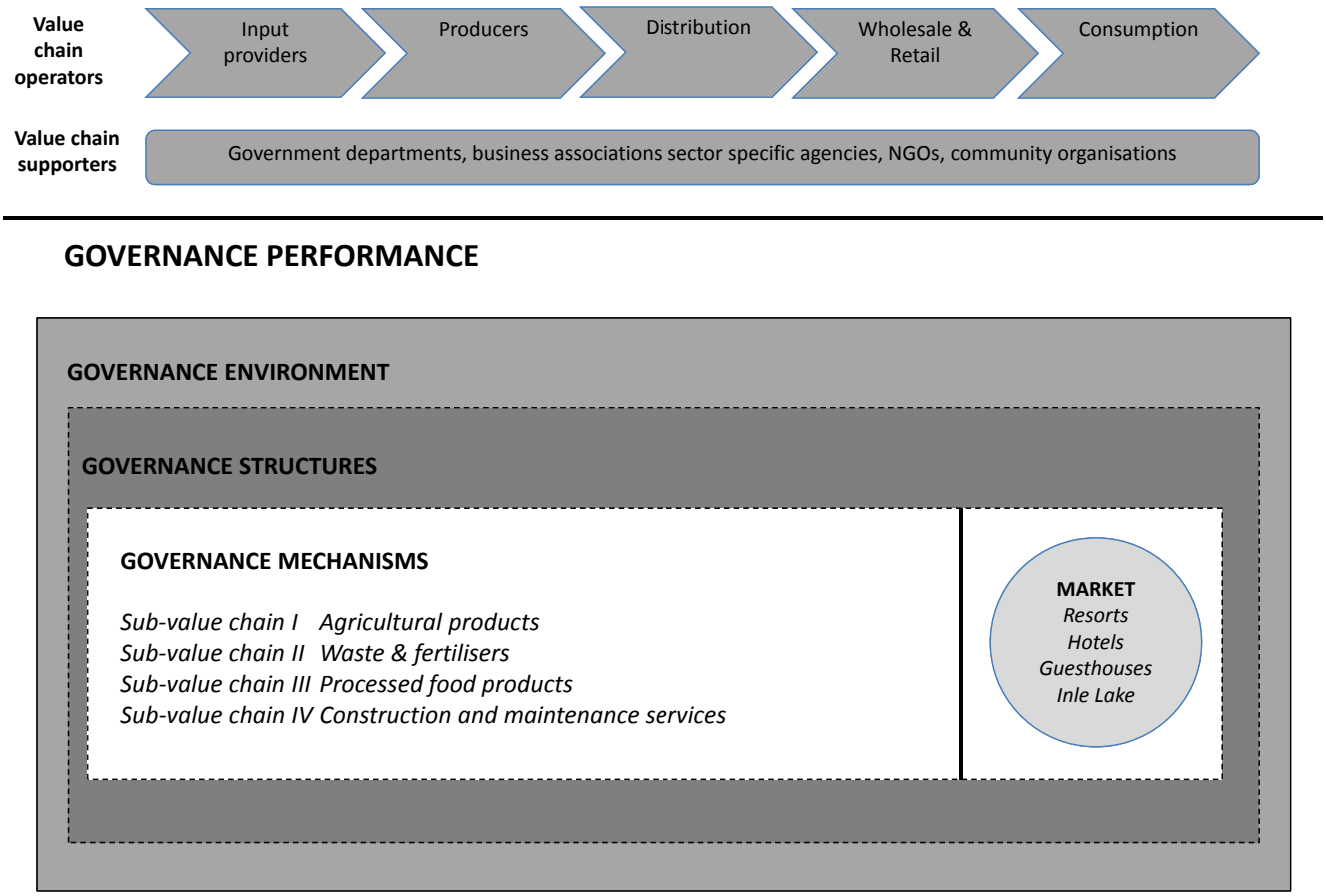

Figure 1: Value chain governance in hotel value chains (based on Song et al., 2013; Springer-Heinze, 2007)

The country's oil and gas sector attracted the bulk of this investment. Hotels and tourism ranked fifth and recorded an official foreign capital influx of 357 million USD (Mon, 2015). The government introduced new foreign investment laws that offer five-year tax incentives, the same income tax rates for foreigners and Myanmar citizens, and no taxes on imported machinery or raw materials (WTO Secretary, 2014; Perria, 2013). However, despite the landslide victory of Nobel Prize laureate Aung San Suu Kyi's National League for Democracy in November 2015, Myanmar's business environment remains challenging: it is unclear whether the yet to be installed civilian cabinet members will have sufficient influence to reform the government system. Other concerns include political stability, poor infrastructure, and the present weak banking sector (Perria, 2013). While in the past tourism barely developed due to restrictive visas, limited accessibility (Häusler & Baumgartner, 2013), and Western boycotts (Clark & Cummings, 2000), at present tourism is booming, with visitor numbers surpassing the 1 million mark in 2012 and expected to reach 7 million by 2020 (MCRB, 2015). Tourism revolves around four flagship destinations: Yangon, Mandalay, Bagan and Inle Lake. Seventeen percent of all tourist arrivals in 2013 visited Inle Lake (Ministry of Hotels and Tourism, 2014). Tourism is considered a priority sector for balanced social and economic development. For this purpose, the Myanmar Ministry for Hotels and Tourism (MoHT) has formulated a tourism master plan and community involvement policy (MoHT, 2013a, 2013b).

Situated in Southern Shan State, Inle Lake faces serious environmental challenges due to climate change, unsustainable agricultural practices and population growth (Ingelmo, 2013; Su & Jassby, 2000). Agriculture, tourism, and conservation efforts make competing claims on Inle's finite natural resources. The area is home to approximately 172 000 people who live from agriculture, small-scale manufacturing and fishery (ICIMOD and MIID, 2014). Apart from the Bamar, who control the Government system, the area is home to four ethnic groups; the Inthar, Pa-O, Danu, and Shan. The Inthar populate the lake shores, while the Pa-O inhabit three self-administered zones east of the lake (ICIMOD and MIID, 2014). Interrelations between these groups are shaped by a complex history of armed conflicts, cease-fires, and peace agreements. To manage ethnic tensions the junta introduced a subnational government level in 2008. These *Hluttaws* are regional legislative bodies led by a Chief Minister from the USDP party who is appointed by the president, and consist of military representatives and civilians representing the region's ethnic groups (Nixon et al., 2013). Inle's natural scenery and cultural diversity have lured in tourists since the hippy trail years. Wheeler (1979) portrayed Inle as a magical place with one guesthouse in the area's main town Nyaungshwe. Since Visit Myanmar Year (1996) it has developed along the lines of the classic backpacker–tour group divide; a few budget guesthouses catered to the Lonely Planet traveller, while a handful of upmarket establishments popped up

Table 8: Code book

Categories	Themes	Topics
Governance environment	The state within the state	Army logic is about control
		Lack of accountability frustrates businesses
		Lack of transparency feeds distrust
	The gold rush for tourist dollars that knows no tomorrow	Rapid tourism growth
		Improvement & expansion of facilities
		The arrival of migrants
		Focus on short term gain
		Business without a plan
	The externalisation of environmental impacts	Hotel zone creates environmental impacts
		Waste management problems
		Externalisation of environmental impacts
		Push for growth
		NGOs have limited impact
Governance structures	The state within the state	Cronies set the rules of business
		Cronies benefit from increased investment and economic growth
		Cronies gain legitimacy through international brands
	Containment politics	Containment of knowledge
		Lack of policy implementation
		Clientelism
	The delineation of new class divides	Lower classes now depend on cash income
		New middle class
		Participation based on education
		Non-participants are pushed out
		Increasing inequality
Governance mechanisms	Into the great wide open …	Hotels create leakage
		Local products and services non-existent or sub-standard
	Market failures	Lack of market knowledge
		High transaction costs
		Lack of capacity due to value chain obstacles
	Risk avoidance strategies	Avoid reliance on others
		Vertical integration
		Preference for arms-length markets
		Lack of business partnerships

around the lake that handled package tours provided by a few, mainly Western tour operators (Clark and Cummings, 2000). In the 2000s relatively superior tourism infrastructure developed in Nyaungshwe and along the lake shores. An estimated 110 000 tourists visited Inle Lake in 2012/13, and further growth is expected (MoHT, 2013a). Currently Inle is witnessing a hotel boom: construction sites around town, and the development of a controversial hotel zone southeast of Nyaungshwe show what is still to come. NGOs have stressed the ecological significance of Inle and pressed the need for effective conservation (Ingelmo, 2013). Initially, tourism was viewed as a viable livelihood alternative for local communities and conservation (Ingelmo, 2013; Su & Jassby, 2000). However, at present the bulk of tourist expenditure goes to accommodation providers, and people who lack capacity to participate directly in the tourism industry reap little benefit from it (MCRB, 2015). Not surprisingly, the present tourism boom is increasingly considered as a threat rather than opportunity; "the natural beauty of Inle drives tourism, not the other way around" (Linn, 2015).

Inle had 52 operational hotels in November 2014 (Myanmar Hotelier Association, personal communication, 11 November 2014). However, not all hotels are formally registered. Twenty-two hotels operated around the lake and 30 hotels in Nyaunghswe. Another 10 were under construction in town. Three categories can be distinguished: lake-side resorts, town-based hotels (> 20 rooms), and town-based guesthouses (< 20 rooms). Together these properties offer 1 540 rooms and employ approximately 1 700 people. Lake-side hotels make up the majority of Inle's hotel market, and with the construction of the hotel zone, the market share of lake-side hotels will further increase, while the number of town-based hotels is expected to grow at the cost of (usually older) guesthouses. The average occupancy rate is 86% in high season and 37% in low season, and is expected to decrease in the near future due to oversupply. Seasonal variations will also decrease, as Inle is increasingly viewed as year-round destination.

Results

Based on the model presented in Figure 1, this section presents the themes that resulted from the data analysis (Table 8).

Governance environment

The state within the state

The government system is effectively a state within a state (Myint-U, 2007) created in decades of military rule and armed conflict. Former military officers hold key positions at all levels;

the state hierarchy is a chain of command based on military ranks and army logic; "[the Minister] *he is still an army person. He knows what to do, but his mindset is military. So his first priority has a military goal, for his military position in the government, and his second priority is what he actually should do*" (local business owner, personal communication, n.d.).

This system produces worldviews and competences that are diametrically opposed to accountability and transparency, which frustrates local businesses: "*They don't know what is written in their own plans, they are military guys! ... Somebody else writes the plans, of course, not them, they are not that bright ... The ex-military government is still in every layer of society, down to the village level! A sergeant would be the chief of the village … Unless this government changes, unless educated people are installed, don't come to Myanmar. Come for your holiday, enjoy, go back, but don't get involved. If you get involved, finally you be the one who will be upset, like me*" (local business owner, personal communication, n.d.).

This lack of transparency creates distrust. The regional government, for example, sells the right to collect the Inle Lake entrance fee to the highest bidder. The contractor has to deliver the promised amount through the collection of fees and may keep the remaining revenue (local business owner, personal communication, July 25 2015). 50% of the delivered fees goes to the regional government, 50% is earmarked for local purposes. The exact budgets, and how this money is spent remain unknown (Potma, 2016; Uelkes, 2015). This creates distrust: "*They [the government] say they donate 2.6 million dollars. They say they do some project but they do not show you. I don't feel it. Better not to give money straight to the government"* (tour guide, personal communication, 20 March 2015).

These cases illustrate the relations between the Government and local businesses, and shape the context of Inle's unprecedented hotel industry expansion.

The gold rush for tourist dollars that knows no tomorrow

Initially, the rapid growth of visitors took people by surprise: "*In 2013 there was an overload of tourists coming to Nyaungshwe. There was not enough hotels to facilitate the tourists in high season. We accommodated them in the monastery"* (local business owner, personal communication, 6 March 2015).

Then, after 2013, dozens of new hotels popped up. In 2014, the first international hotel brand arrived. Nyaungshwe resembles a permanent construction site: *"Last two or three years all hotels and guesthouses came. Now everywhere construction, high buildings"* (tourism sector worker, personal communication, 2 March 2015). The town has become a growing tourist and business service hub. Faith in the future changed people's attitude towards education: "*During the military government all the local people thought we don't need to study. Because they thought that, when they would graduate, there would be nothing to do in Myanmar … Now it is changing, everybody is interested to learn"* (local business owner, personal communication, n.d.).

Many organisations offer English language, tour guide, and computer training. Tourism kick-started development at a pace no other sector could match. "*All development in Nyaungshwe is because of tourism. Many people in and around town earn money from the tourists nowadays. When tourists come we can have money"* (hotel manager, personal communication, 15 March 2015).

This attracts many migrants: "*I had to move to here. Very difficult to get a job there [in his home village] so I come here and get a job here. Many foreigners come here because of tourism"* (hotel receptionist, personal communication, 18 March 2015).

Newcomers include construction and service sector workers, consultants and NGO staff in pursuit of projects, and business elites looking for new ventures. There is a feeling that many new hotels focus on short-term gain: "*Everyone wants to do business now … People are not honest about prices anymore. More hotels are being built and the prices have doubled but the facilities stayed the same*" (monk, personal communication, 6 March 2015), and operate without a plan: "*People that can afford it just building hotels now without knowing what to do with it in the future – they don't have the knowledge and work without a strategy*" (restaurant owner, personal communication, 12 February 2015).

The externalisation of environmental impacts

While more and more hotels capitalise on visitors who come to experience the natural beauty and cultural diversity of Inle, *"tourism is destroying it. Because more hotels are built around the lake and more boats are driving tourists around which both are causing damage to the lake"* (tourism sector worker, personal communication, 15 March 2015). The poorly planned construction of the hotel zone illustrates this: "*What a stupid thing to do a hotel zone over there. Have you seen it? There's no trickle of water to that place! Where are they going to take all the water from for the rooms, for the gardens, for the people to bath? It's a stone mountain, they cut down all the trees which is about four, five, six, layers of mud, of clay, and the rest is stone! They cannot dig there! These five, six layers of earth are already in the lake, because they took down all the trees"* (local business owner, personal communication, n.d.).

Growth of the (tourist) population has overstretched waste management capacity. Nyaungshwe's garbage pick-up only operates in parts of the town, due to a lack of budgetary and political support from the regional and national government. Currently, this service picks up approximately 25% of the total weekly waste volume of hotels and serves 19 out of 46 properties in our hotel sample; all lake-side resorts have to make own arrangements (Table 9). Awareness about waste reduction, separation, and recycling is limited and the bulk of the waste, including plastics, is burnt at dumpsites or buried in landfills. Instead of matching growth with investments in effective destination management, regional authorities are pushing for more growth, and frame the downside of hotel industry expansion as environmental conditions that should be solved by NGOs: "*The hotel zone will be good … so that time many people will come here to the lake. So we need more hotels ... The lake depends on the weather. Before 2010, there were so many problems on the lake. Our ministry, we help the lake. And there are a lot of NGOs that all help the lake … we have prepared a master plan, my ministry. We have more community-based tourism, more responsible tourism"* (senior government official, personal communication, n.d.).

But the actions of these NGOs have little effect due to a lack of planning, collaboration, and dissemination of lessons

Table 9: Use municipal garbage pick-up and approval ratings

Property	Sample size	Use municipal waste collection service		Own arrangements		Satisfaction rate (scale 1–4)
Lakeside resorts	16	0		16		1.9
Town-based hotels	16 (1 = n/a)	9		6		2.2
Town-based guesthouses	15	10		5		2.6
Total population	46	19	(41%)	27	(59%)	–
Total waste volume (bags per week)	803	197	(25%)	606	(75%)	
Total population town	30	19	(63%)	11	(37%)	–
Total waste volume town	379	196.5	(52%)	182.5	(48%)	
Approval rate (scale 1–4)	–	2.5		2		–
Average approval rate						2.2

learned. Uelkes (2015) found that there are so many NGOs operating around the lake that an overview of their activities is urgently required. Yet, there is currently no publically accessible NGO directory, no coordination between projects, and lessons learned are rarely shared (in local languages). This limits their impacts, which is problematic: NGO involvement in the area is still increasing while community support for their presence is not (Uelkes, 2015).

Governance structures

The state behind the state

Cronies of the former junta are today's *"big bosses behind the government"* (local business owner, personal communication, n.d.) who still set the rules of business in Myanmar. They command (ex)-army officers in all levels of government including cabinet ministers. Their business conglomerates hold tremendous investment capital, and dominate economic sectors vital to the hotel industry such as airlines, airports, banking, food companies and real estate. Also they own key import licenses and a lot of land (Mahtani & Paddock, 2015). They benefit from increased foreign investment, while the government protects their business interests from international competition (Mahtani & Paddock, 2015). Their enterprises also capitalise on the growing domestic middle class. Cronies play a major role in hotel industry expansion: "*Like planes, hotels, it belongs to them, to their family! They create a hotel zone, for themselves, to sell it back again one day"* (local hotel owner, personal communication, n.d.).

Land was grabbed from local people without proper advance notice and room for negotiation, and then sold to powerful domestic investors at inflated prices (Potma, 2016). Protestors faced imprisonment: *"The local people knew the correct information too late. This is the problem in Myanmar. Always the government blocks the real information. I mean they don't care about the local people. Because they have power, so they can do everything ... When the project started, some of the villagers were protesting, two leaders from the village, because they took their land. And then they sell the land of the people with little money to the business people with too much money. They made the business between the local people and the business people. That's why the local people did not accept it, they said, we don't want the money, we want to get our own land, we want to work here, so they said no. Now, local people, they are afraid you know, because some of them went to jail and then everybody stopped* (local business owner, personal communication, n.d.).

Some cronies own high-end hotels around the lake: "*Like this Novotel, it is owned by cronies. It is not internationally owned, they hired Novotel management, with the brand, they pay for the brand. But it's not real. The owner is Chinese, he lives in Yangon, and owns many chicken farms. He produces chicken, he produces eggs, so how can he understand tourism?"* (local hotel owner, personal communication, n.d.).

Hotels like his are often managed by expat GMs with little experience in Myanmar. They are discrete about the activities and identity of their owners: "*I am not aware of anything, but I think potentially, the owner might be doing some of this work, but this they don't share. A lot of things are taboo. And we don't know how much the investment costs are. So whether they are driving things behind us, I don't know. And sometimes, the less you know the better"* (expat GM, personal communication, n.d.).

Containment politics

Government officials at all levels deploy various strategies to maintain control, which shape the conditions of people's participation in hotel value chains. New knowledge and policies are contained rather than disseminated. This restricts the implementation of national policies at regional and local levels, and enforces clientelism and corruption. Numerous international consultants have assisted the MoHT to develop tourism policies for balanced socio-economic development (MoHT, 2013a, 2013b, 2012), but the government system has not translated these national policies into actions at the regional or local level (MCRB, 2014). "*Policies are only useful if they are being implemented ... It's the implementation where it lacks because of old structures. And that's gonna take long to change"* (international consultant, personal communication, n.d.).

The Government also controls project implementation (Potma, 2016), which affects the authority of NGOs: "*The Norwegian government donated money for the lake conservation, but I don't know if they have authority, because the government is also connected to that goal. So then their project is not so effective, because then they can't work together with local NGOs … At the end of the project they go back. So our region didn't change"* (local NGO staff, personal communication, n.d.).

This suggests that the Government talks the talk but does not walk the walk: *"The government only writes the book, you know. The book and outside is very different"* (local business owner, personal communication, n.d.). Beyond the

book, clientelism and corruption are widespread. Government licensing systems may look good on paper, but by obscuring procedures officials obtain the patronage of applicants as well the opportunity to demand bribes. Hotels and restaurants requesting an alcohol permit may find their official application denied. Subsequently inspectors will allow these establishments to serve alcohol in exchange for bribes and political support. If restaurants withdraw this support, they risk being closed down. For this reason, local hotel and restaurant owners are reluctant to demand information from the government about the entrance fee revenue of Inle Lake (local business owner, personal communication, 25 July 2015). Similar tactics apply to hotel licenses and logging permits. Hotels need approval from four different government departments at local, regional, and national level. "*In Nyaungshwe, we have about 78 hotels, but I think only 40 have a license. But if you build a hotel, you must have a license. …. They just say, 'Okay, if you pay money, you can build the hotel.' So no rules or regulations"* (local business owner, personal communication, n.d.).

Although officially illegal, twenty to thirty timber suppliers sell regionally logged hardwood and teak to various hotel construction projects in Inle. Logging requires bribing the police, park rangers and the municipality, as only companies working with the government can obtain permits.

The delineation of new class divides

The hotel boom has redefined rules for economic participation. High demand for land by external investors has driven up land prices: *"All people with money invest by buying ground from locals"* (hotel manager, personal communication, 15 March 2015). This makes it challenging for people to hold on to their land. Those who sold moved outside of town. Without land, people fully rely on cash income to sustain their livelihoods, which is challenging: "*Business people have power, money, and connections with the government; they can make real profit from tourists. The lower classes cannot earn as much as they mainly have simple jobs and miss a future view on things"* (restaurant owner, personal communication, 14 March 2015).

At the top of these lower classes, a consumerist middle class has emerged consisting of tourism sector workers and small entrepreneurs. These people are young at heart, self confident, and more individualistic than their parents. They spend their salaries on imported technology and international fashion. Their jobs have brought them prestige that comes to those in Myanmar who work with foreigners: *"If you are working with tourists [people] think you are making so much money"* (tour guide, personal communication, 20 March 2015). As long as the hotels keep popping up, they are the lucky ones. Most have lost interest in farming or their families have sold their land to investors (restaurant owner, personal communication, 14 March 2015). Fashion, cars and prestige are not for everyone. *"Only the life of the people that don't speak English and cannot work for tourists will stay the same"* (restaurant owner, personal communication, 14 March 2015).

A new type of inequality has emerged; one based on access to education: *"School is still for the persons who can afford it, it is still a little bit expensive. So honestly we don't really have enough English speaking people to serve the tourists, so we need to train them ... the people who live in the lake, they don't have other choice, they have to be farmer or they have to be fisherman. So maybe if they have the choice to do another job, maybe they want to do like me. But at the moment in the hotels, they ask you 'are you graduated?', when you go to apply for a job. Even when you are very good in the language, if you are not graduated, you don't get really good position* (local business owner, personal communication, n.d.).

Income is a must to cope with the increased cost of living: "*I am worried about the local prices. They will raise the price if they think you are rich and especially with international tourists this might become a problem"* (monk, personal communication, 6 March 2015).

Those who cannot participate will be pushed out, away from their land and traditions: "*The local people will get missing. So many tourists come. Rich people buy the land from the locals who use the money to move to the villages outside of Nyaungshwe. In this way in the future many things will get missing: like the hospitality, the local culture"* (tour guide, personal communication, 15 February 2015).

Materialism is increasing: "*Monks are influenced by money ... recently people even donated a car to a monk. I am very sad to hear that"* (restaurant owner, personal communication, 14 March 2015).

The hotels constructed on land sold to investors are built in styles local people are not familiar with: *"The traditional way of building is not used anymore as many international architects influence the way of building. For example, this hotel is from an Italian architect and the big hotel opposite of the waterside is constructed by an architect from Thailand"* (hotel manager, personal communication, 15 March 2015).

After selling their land, respondents find it is more difficult than before to make a living; *"I mean, you need money to get more money"* (tour guide, personal communication, 20 March 2015). To succeed in business you need sufficient capital, which many people lack (hotel receptionist, personal communication, 18 March 2015). At the same time, people see how more and more people who were already well off prior to 2011 do well: "*So many rich people … they plan a goal and they save. Then when the country changed they had the goal and started a hotel. I mean investment. So it's good for them"* (tour guide, personal communication, 20 March 2015).

Governance mechanisms

Into the great wide open …

Hotel industry expansion has changed competition by opening up a market that historically had a limited scope and a few players. In the old days, hotels had limited options. Value chains were short, transactions were organised through arms-length market relations, and suppliers held a relatively strong market position. Recent growth has shifted this balance in favour of buyers. The (international) hotels that recently opened shop along the lake shores require substantial product volumes to operate, particularly during high season. These hotels source from a wide range of (international) suppliers in value chains that reach beyond the physical boundaries of the destination, because local alternatives are non-existent or do not meet procurement standards (Table 10). Hotel developers, for example, source cement from Thailand, and international finishing companies are contracted that take on entire projects in which they coordinate all the finishing work (design, procurement, and on-site construction). These companies fly in

entire Vietnamese crews of specialised workers and import all materials, from coverings to doorknobs.

Market failures

All sub-chains revealed market failures. Local suppliers often lack market knowledge. Farmers, for instance, do not know that hotels are willing to pay 25% more for organic vegetables compared to non-organic produce. Value chain operators face high transaction costs because of weak infrastructure, lack of technology, and limited access to knowledge. Due to poor or absent municipal garbage pick-up services (Table 9), 27 out of 46 hotels surveyed have their staff transport garbage to landfills or burn it at dump spots. The sub-chain analyses show how local processed food producers struggle to keep products fresh during storage and shipment due to poor electricity supply and refrigeration facilities. Also these businesses lack packing facilities and knowledge about food technology. A jam producer solves this by transporting his products to a Mandalay-based food company (261 km one way) for packaging (business owner, personal communication, n.d.). Packaging materials currently available make fresh local products look unattractive and suggest these are (cheap) imports. Yoghurt, for instance, is locally produced, but packed and sealed in imported plastic cups with Chinese imprints. Local contractors lack machinery to manufacture customised building materials. As a result, materials are brought from Yangon (642 km) or imported from China, which regularly delays construction projects (local contractor, personal communication, n.d.). Local suppliers lack the required technology, knowledge and partnerships to improve their competitiveness. Local operators lack the collateral to get a loan, cannot afford the high interest rates, and do not understand the complex loan application procedures of micro-finance schemes (Boerdijk, 2015). NGOs have a wide range of training programmes available, but potential participants lack information about these courses (Uelkes, 2015). Farmers rely on brokers for market information, financial services and supply of fertilisers and pesticides. Unfavourable market incentives prevent farmers from upgrading to organic agriculture; there are loan systems for chemical fertilisers while farmers need to pay for organic fertilisers up front (Uelkes, 2015). Obstacles like these affect the ability of operators to match established (international) competitors in all sub-chains studied.

Risk avoidance strategies

Increased competition and market failure urge value chain operators to deploy risk avoidance strategies, which may add significant costs to their operations but avoid reliance on others. Thirteen hotels in our sample use vegetables from their own gardens. Some hotels have bought land to establish organic farms that supply their own restaurants, and have started producing their own bread, cheese, jam, soap, and wine. Local producers prefer arms-length trading to contract agreements with hotels, as the latter are considered risky in case they cannot deliver. Our sub-chain analyses showed little evidence of cost and information sharing through business partnerships. What follows is that as long as value chain operators feel compelled to deal individually with structural challenges, opportunities may be missed to improve the competitiveness of local suppliers. This limits the scope for increased community involvement in value chains through outsourcing and subcontracting.

Table 10: Market requirements food products

Market requirements	
Clean	Product is clean (also organic)
Fresh	Product is fresh
Hygiene	Product is safe (hygiene)
Price	Product is reasonably priced vis-à-vis imported goods
Quality	Product quality is same as imported goods (shape, colour, weight, size, taste)
Stable supply	Supply of product is constant and stable
Trust	Supplier meets agreements and is able to deliver
Waste-friendly	Product does not produce a lot of waste

Conclusion and discussion

Little hospitality research has looked at the *relationship* between hotel industry expansion and sustainable development in LDCs. Most work has treated both concepts separately (Prud'homme & Raymond, 2013; León-Darder et al., 2011; Bohdanowicz & Zientara, 2009; Quer et al., 2007; Chen & Dimou, 2005), and has not address underlying power asymmetries in value chain governance, while this is broadly considered a critical condition for sustainable development (Song et al., 2013; Bramwell, 2011; Hall, 2011; Beaumont & Dredge, 2010). The aim of this research was therefore to understand how power asymmetries in hotel value chains affect sustainable development. For this purpose we adopted a case study approach. This enabled us to gain insight into these complex processes by putting them in the particular setting of Inle Lake, Myanmar. Inle represents a LDC tourism destination that experiences rapid tourism growth and hotel industry expansion, while facing serious sustainability challenges. We analysed empirical data by means of a conceptual framework that we developed from work done by Song et al. (2013) and Springer-Heinze (2007).

Inle's governance environment is characterised by unprecedented tourism growth and hotel industry expansion. The prevailing army logic of the government is at odds with transparency and accountability, and creates frustration and distrust among local stakeholders. As part of a government push for further growth, the environmental impacts of hotel industry expansion are effectively externalised to NGOs that have limited impact. The governance structure of hotel value chains is shaped by cronyism, containment politics, and the delineation of new class divides. Cronies of the former military regime set the conditions of participation in business through their relations in all levels of government. Crony businesses benefit from international investments: in the hotel industry international brands provide legitimacy to their properties. Our data indicate that their conglomerates deployed inhumane tactics in Inle to obtain land for hotel development. Containment politics in the government system hinder the dissemination of knowledge at regional and local levels, while government officials obscure application procedures for licenses to obtain patronage of applicants and opportunity to demand bribes. Hotel industry expansion has redefined the conditions of economic participation. Lower classes who do not meet the required education level or fail to generate sufficient cash income will not be able to join the growing

service economy and are pushed out instead. Buyer-seller relations in hotel value chains are defined by increased competition, market failures and risk avoidance strategies of local operators. Governance mechanisms deployed by value chain operators include procurement of imports and vertical integration to address high transaction costs of local sourcing. Local suppliers deploy risk management strategies to avoid reliance on others, which further affects their competitiveness.

This study makes two contributions to the literature and generates a number of lessons learned.

First, we show how hotel industry expansion relates to economic growth, socio-economic development and sustainable development. The case study illustrates how unbridled hotel industry expansion creates disproportionate income opportunities in an economic context that offers people little viable alternatives, and kick-starts development. Improved facilities result in better living conditions of the local population. This is at odds with the claim that tourism and development are incompatible as suggested by Pulido-Fernández et al. (2014) and Sharpley (2009). However, we also illustrate how unregulated marketisation results in marginalisation of local producers in hotel value chains, which supports previous work by Church (2004). This undermines the potential of tourism as a tool for poverty reduction as assumed in the SDGs (UN, 2015a, 2015b), and compromises the "inclusiveness" of growth as promoted by the UNWTO (2015). The Aid for Trade inspired policy of the UNWTO therefore requires careful scrutiny. Also, this study rejects the claim that tourism contributes to sustainable development and "green" growth (UNWTO, 2015, 2013; UN, 2012). Our case study highlights how specific social groups and environmental impacts are externalised in favour of further hotel industry expansion, which supports claims by Beritelli (2011), Sharply (2009), and Higgins-Desbiolles (2006). The related lessons learned are that policy makers should *implement* effective regulatory frameworks *before* stimulating tourism growth and hotel industry expansion. Also the consensus that tourism is a green industry that supports sustainable development in LDCs should be reconsidered.

Second, this study illustrates the workings of actors and networks in creating and maintaining strategic situations in which the interests of some result in the exclusion of (many) others (Beaumont & Dredge, 2010). We show how different power asymmetries are maintained or purposely produced. In particular, we shed light on a connotation of governance very different from the one suggested in the literature. Our case study articulates a state-centered governance culture that rejects the idea of *common* affairs, and prefers control to collaborative management. Alternative institutional arrangements (Hall, 2011) that accommodate joint decision-making about the allocation of resources, the mobilisation of knowledge, and the creation of rules as suggested by Song et al. (2013) and Bramwell (2011) are incompatible with this culture and are historically considered as threats. In the case study, we present accounts of people who have strong views about this, essentially because they cannot address these matters: the agency to do so is effectively kept away from them through an institutionalised form of externalisation (Van der Duim, 2012). As such, this study fills in the knowledge gap identified by Song et al. (2013) concerning the effects of governance and its context on the sustainability of tourism value chains. The related lesson learned for the aid industry is that it should take great care when deciding on the goals, rationales and desired outcomes of development programmes in Myanmar – particularly those concerning private sector expansion – as it is unclear whether NGO-led stakeholder dialogues succeed in reaching beyond tokenism. Second, international investors in Myanmar should be aware of the track record of their Myanmar counterparts before making investment decisions. International hotel groups in particular should realise that crony businesses buy legitimacy by owning hotels that operate under international brands, and should demand full disclosure of local land ownership dynamics before putting their logo on the properties of their Myanmar business partners.

If we put these contributions in a broader academic and social context, it is evident that researchers and practitioners should pay more attention to the social component of sustainability. At present the phenomenal world of tourism and hospitality is predominantly portrayed as a *mechanical* business system that takes growth, productivity, efficiency, and shareholder dividends as measures of success (Tribe, 2006). The majority of business and management studies confine tourism and hospitality to *linear* business activities in an industry with global supply chains, and clear-cut market-based solutions. In this study, we show that it is time to break away from this taken-for-granted way of thinking. We concur with Higgins-Desbiolles (2006) and Pritchard, Morgan, and Ateljevic (2011) that scholars and practitioners should move away from the dominant market doctrine towards new ways of organising tourism that fulfill human needs and values. Like Saarinen (2006, 1131), we argue these approaches should be rooted in the community-based tradition of sustainability in tourism that concerns "the wider involvement and empowerment of various actors, especially host communities, in development by emphasising the elements of social capital in a local context". This social pillar of sustainability is essentially about awareness, equity, participation, and social cohesion (Murphy, 2012). All of these are value laden and contested concepts, and therefore less receptive to the positivist modes of inquiry that dominate business management studies and environmental sciences. This may explain why the social pillar has received relatively little attention in sustainability debates and is considered blurry (Vallance et al., 2011).

Putting these academic considerations aside, the dominant discourse of tourism development practitioners in the aid industry confines the scope of community involvement in tourism to a narrow set of possibilities. In their review of the history of tourism and poverty reduction, Spenceley and Meyer (2012) paint a picture of a grand, aid industry-driven LDC tourism project that can be successful if local communities, the private sector, the aid industry, and governments (finally) collaborate. While ideas about how to achieve this shifted over time and in accordance with donor fashion, two basic premises always remained. The first premise suggests that the bulk of local communities want to participate in tourism, *like* tourism, see benefits in tourism, and if they are indifferent this is because they lack awareness of tourism's untold opportunities. The second premise concerns the role this project has created for them: the role of hosts in the village, local guides of the ecotourism project, a receptionist of the upmarket resort, or handicraft producer in the value chains

that pro-poor tourism initiatives invented for them. Either idea suggests they participate at lower and mid-level sections of the tourism and hospitality industry's hierarchical pyramid, and neglects alternative options. In our view, social sustainability is about breaking that ceiling. Why should people first lose their land to speculators and then find a slave-to-the-wage job as taxi driver or receptionist? Why not instead organise in a cooperative that leases the land to the investor in exchange for a fair proportion of the shares, and maintain ownership of key resources? Development models like this exist, but are still too rare. This study makes clear that it is high time policy makers, practitioners, and academia reach beyond the obvious to advance this social imperative of sustainability. In reference to the quote at the top of this paper, we therefore wish to conclude this discussion with one final recommendation: do not sell your land to hotel developers, unless refusal puts your life in danger.

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The integration of environmental management standards in contemporary hotel classification systems

Wouter Hensens

Hotel Management School, Stenden South Africa Campus, Stenden University, Port Alfred, South Africa
Email: wouter.hensens@stenden.ac.za

This study investigates how hotel classification systems integrate environmental management practices in hotels. There is a growing awareness that hotel classification should be based on an integrated approach to quality, including environmental management practices. A content analysis of eight recently updated hotel classification systems was conducted using keywords that were filtered from the Green Key Certification System. The findings indicate that hotel classification systems include environmental management standards but use different structures, which lead to different impacts on the actual hotel rating and thus present varying levels of control. It is recommended that hotel classification bodies review the desired outcomes of the integration of environmental management standards and structure these so that the outcomes are more likely to be achieved by the hotel classification system.

Keywords: certification, Green Key, hotel rating, LEED

Introduction

Hotel classification systems historically seek to provide clear overviews to travellers on the amount of comfort that may be expected in the different categories (Vine, 1981). Hotel classification systems historically focused on objective tangible standards, but have extended their scope over the last 10 years towards subjective tangible standards and service delivery as well as online guest reviews (Hensens, Struwig, & Dayan, 2010, Hensens, 2014, UNWTO, 2014). In addition, systems have grown their scope to fulfil standards that may not directly contribute to guest comfort but can be argued to constitute a further development in quality thinking (Staffieri & Cavagnaro, 2013).

In response to environmental concerns, environmental management certification bodies, industry partnerships and governments have set up initiatives to address the impact that hotels have on the environment. These initiatives drive the idea that the hotel industry can and should play an important role in reducing its consumption of natural resources, limit its waste and carbon emissions, develop sustainable supply chains, and protect the destination surrounding the hotel (International Tourism Partnership, 2015). In that context, Kapiki (2012) groups Environmental Management systems as a quality label in line with hotel classification systems, though it is usually offered as a separate system or an add-on to hotel classification systems (Staffieri & Cavagnaro, 2013).

A question that has remained largely unanswered is to what extent and how hotel classification systems have adapted to these initiatives. This paper reviews the developments of environmental management certification for the hotel industry and reviews eight contemporary systems to identify to what extent and how environmental management standards have been adopted.

Hotel environmental management certification systems

Since the early 1990s, a substantial number of environmental certification systems for hotels and tourism organisations have been launched, providing standards for hotels to operate more sustainably from an environment perspective. Table 1 outlines the eight leading systems in terms of membership volume and reputation within the hotel industry.

Table 1: Environmental management certification systems for the hotel industry

Certification System	Year Launched	Organisation	Region
Green Globe	1993	Green Globe Ltd.	Global
Green Key	1994	FEE International	Global
Green Key Global	1995	Hotel Association of Canada	North America
Green Seal	1995	Green Seal (NPO)	USA
Green Leaf Eco Standard	2007	Wilderness Foundation	South Africa
Green Lodging Program	1998	Audubon International	USA
ISO 14001	1996	ISO	Global
LEED	2000	US Green Building Council	Global

Source: Author's own table with information from: Audubon International, 2015; GLSS, 2015; Green Globe, 2015; Green Key, 2015a; Green Key Global, 2015; Green Seal, 2015; Parisi & Burger, 2010; Segarra-Ona et. al., 2014, Walsman, Verma & Muthulingam, 2015.

From Table 1 it can be seen that the eight systems identified typically launched in the mid-1990s following the growing trend of environmental sustainability in tourism. Organisations that look after the system are typically not for profit and pursue the objectives of making the tourism or wider industries more sustainable through education and certification (GLSS, 2015).

Though most of the systems outlined in Table 1 do not specify clearly the number of hotels that they certify, it appears that ISO 14001, Green Key and Green Key Global present the larger systems in terms of membership. ISO 14001 appears to be leading in terms of volume despite the organisation not stipulating the number of hotels that is certified (Segarra-Ona et al., 2014). However, with large hotel groups such as Hilton having its entire portfolio certified, comprising 3 750 properties in 50 countries, it is safe to estimate the total number of hotels under ISO 14001 certification to comprise several thousands worldwide (Hilton, 2011). ISO 14001 certification revolves around the process of implementing an environmental management system opposed to presenting defined criteria or targets, contrary to, for instance the Green Key System (Bügler, 2011).

The effectiveness of environmental certification for hotels has been researched by a number of authors. The key questions here revolve around guest satisfaction and profitability. In terms of guest satisfaction, Segarra-Ona et al. (2014) found in their study of Spanish ISO 14001 certified hotels that especially hotels in the four star category recorded significantly higher online guest ratings than their competitive set. The study does not reveal causes for this, however.

In terms of profitability, a study by Walsman, Verma and Muthulingam (2015) compared 93 LEED certified hotels to 514 comparable hotels in the US and found that despite recording lower occupancy levels, LEED certified hotels outperformed their competitive set in average daily rate (ADR) and Revpar (RevPar).

The apparent positive impacts of environmental management certification has led to a discussion on whether this should not be an integrated part of quality assessment for hotels. Staffieri and Cavagnaro (2013) propose a total of five dimensions in an integrated quality assessment system, including Hospitality, Sustainability, Innovation, Security, and Communication. The sustainability element in this model reflects the factors People, Planet, and Profit whereby reference is made to the Green Key Baseline Criteria alongside other certification systems as sources for standards (Staffieri & Cavagnaro, 2013).

Hotel classification systems providing an integrated approach to quality

The growing volume and impact of online reviews has led to the question whether there is a future for hotel classification systems (Hensens, 2014). This question has been answered to the extent that the hotel classification systems need to evolve and integrate online reviews (Hensens, 2014; UNWTO, 2014). This integration is currently happening in two ways (UNWTO, 2014):

1. Comparative performance whereby online review scores are presented next to the hotel rating, or
2. A full integration whereby a certain average score is a prerequisite for a certain hotel rating.

The UNWTO report further states that "about 75% of both consumers and hotels indicate that the integration of reviews into classification is important or very important" (UNWTO, 2014).

There seems to be a trend whereby consumers consult more information sources overall before making a hotel booking, opposed to using one source to the detriment of another. A study by the TNS Institute on behalf of the German Hotel Association indicated that a sample of 1 014 private travellers based in Germany consulted more personal recommendations, online reviews, official star classification and hotel certificates in 2014 than they did in 2008 (Scheibel, 2014). These results of this study are outlined in Table 2.

From Table 2 it can be seen that all sources are reported to be consulted more in 2014 than in 2008 with the exception of the hotel's brand name, where there is a drop of almost 50%. The growth in official hotel star classifications being used as an information source contradicts the negative scenario that hotel classification systems are being replaced by online guest reviews outlined by Hensens (2014). Similar studies by Tourism Ireland confirm that as many as 75% of respondents indicate that classification systems remain important for them when they select a hotel (UNWTO, 2014).

The question should thus be asked whether environmental certification should not be included in official hotel classification systems as well. No research has taken place, however, to review to what extend this integration has taken place in contemporary hotel classification systems, let alone the effect thereof. This study aims to identify to what extent and how recently launched or updated hotel classification systems integrate environmental management practices of hotels and seeks to assess to what extent this can be expected to be effective.

Methodology

The method used for this study included a content analysis whereby the Green Key International Baseline Criteria for Hotels were used to derive keywords to identify environmental management standards in recently updated hotel classification systems. Green Key was selected as a system as it was found to be the most transparent and focused in terms of the identification of keywords that could be used to conduct the content analysis of the selected hotel classification systems.

Green key certifies hotels based on a set of standards referred to as the *International Baseline Criteria Green Key for Hotels* (Green Key, 2015b). The criteria comprise 112 standards that are structured over 12 focus areas. Of the 112 standards, The Green Key Eco Label system requires full compliance with

Table 2: Information sources used by private German travellers in selecting a hotel

Information source	2008	2014
Personal recommendations	67%	74%
Online reviews	26%	52%
Official star classification	41%	47%
Hotel's certificates	10%	27%
Hotel's brand name	29%	16%

Source: TNS Institute as quoted by Scheibel (2014)

61 standards that are referred to as "imperative". The further 51 standards are presented as guideline criteria of which an increasing percentage needs to be obtained based on the length of ones' membership, starting with 0% in year 1 and escalating to 50% after 10 years (Green Key, 2015b). A total of 18 criteria require additional documentation in the form of, for instance, an environmental policy, action plan, meetings of minutes, or invoices from suppliers.

Table 3 outlines the structure and focus of the Green Key International Baseline Criteria for hotels.

From Table 3 it can be seen that the criteria are subdivided over a total of 12 categories that can all fit the concept of environmental management with the exception of one criterion in category 2 that refers to CSR (Corporate Social Responsibility).

Through an initial content analysis, keywords were filtered from the Green Key International Baseline Criteria that were used to screen the selected hotel classification systems with the exception of standards on a non-smoking policy as these are typically dictated by national legislation and CSR, as this did not fit the context of environmental management. The keywords that were identified are outlined in Table 4, per section. If a keyword was identified in one section, it was not recorded again if it appeared also in another section.

From Table 4, it can be seen that a total of 71 keywords were identified to screen the selected hotel classification systems.

A total of eight hotel classification systems was selected based on the following factors:

- The system was drafted, launched or updated in the last three years (2012 or later)
- The systems represent a substantial tourism market or multiple destinations, and

Table 3: Focus of Green Key International baseline criteria for hotels

Section	Focus	Imperative standards	Guideline criteria	Documents
Environmental management	Environmental management policy.	7	1	2
Staff involvement	Employee involvement in policy and CSR practices.	5	1	3
Guest information	Communication to guests about environmental policies and Green Key membership.	6	1	3
Water	Water reduction methods and waste water management.	11	9	2
Washing and cleaning	Reduction of washing and use of damaging materials.	3	2	3
Waste	Reduction and separation of waste and the use of biodegradable items.	5	5	1
Energy	Minimising consumption of energy and the use of renewable energy.	10	17	2
Food and beverage	Purchasing strategies and reducing consumption by guests of food and drink that harms the environment.	2	2	1
Indoor environment	Smoking policy and use of damaging materials.	4	2	-
Park and parking areas	Maintaining outdoor areas.	3	4	-
Green activities	Enhancing guest awareness and enjoyment of the local environment	2	4	-
Administration	Staff areas and transport, use of paper, and subcontractors.	3	3	1
Total		61	51	18

Source: Author's own table based on data from Green Key (2015b)

Table 4: Keywords filtered from Green Key International Baseline Criteria

Section	Keywords
Environmental management	Environmental / Policy / Green / Pollute / Stakeholders
Staff involvement	Initiative / Training / Towels / Sheet / Linen / Housekeeping
Guest information	Inform / Energy / Water / Saving
Water	Consumption / Flush / Toilet / Flow / Waste / Hazardous / Chemicals / Swimming / Covered / Tap / Leak
Washing and cleaning	Upon request / Chlorine
Waste	Separate / Disposable / Recycle / Bio / Packaging / Disposal
Energy	Heating / Light / Efficient / Ventilation / Fat / Filters / Consumption / Electric / Saving / Meters / Off / Insulate / Sensors / Recovery / Card / Switch
Food and beverage	Organic / Label / Local / Vegetarian / Bottle
Indoor environment	Polluting / Climate
Park and parking areas	Pesticides / Fertilisers / Drip / Endemic / Native species
Green activities	Conservation / Bicycles / Sponsor / Blue Flag
Administration	Paper

Source: Author's own table based on Green Key International Baseline Criteria

- The author had access to the system as it is publicly available or because the author was involved in its development (Abu Dhabi and Qatar).

Table 5 outlines the systems selected for the study, specifying the year that they were last updated and the unique features included in the system.

Each selected hotel classification system was reviewed in terms of background and how it was drafted and then analysed using the keywords outlined in Table 4. When manuals were split per star category such as in Dubai, the 5 star criteria were used as a reference as they are typically the most elaborate. When standards were identified that were interpreted as relevant within the context of environmental management, they were further analysed in the context of how they impact the hotel rating.

Identified standards were first coded as per the two types of standards in the selected hotel classification systems: minimum requirements and point-based rating requirements. Whereas the minimum requirements must be fulfilled at all times, the point-based rating requirements can be left unfulfilled to be compensated by higher scores in another area. The question of whether the environmental management standards identified are grouped as minimum standards or rating standards thus has a strong impact on their influence on the hotel rating and therefore the extent to which hoteliers would feel compelled to adhere to them.

The number of standards was then expressed as a percentage of the total number of standards of that type for the minimum standards. The environmental management standards that were coded as rating standards were represented by points and these were expressed as a percentage of the total points for the rating standards in the respective system.

Following this process, the question was asked to what extent this integration now provides an external motivation for hotels to actively enhance environmental management practices.

Results

The selected hotel classification systems comprise both Minimum Standards that must be achieved at all times and Rating Standards that typically are awarded with points adding to a total that each classification category needs to obtain. The effects on a hotel's rating for not achieving a minimum standard are very different from not achieving a rating standard as these could be compensated through higher scores in other areas. The findings in each selected system are described first and are then followed by a summary and comparison of the findings.

Table 5: Overview of selected hotel classification systems

System	Date	Organisation
Abu Dhabi	2015	Abu Dhabi Tourism and Culture Authority
Star Ratings Australia	2014	AAA Tourism
Dubai	2014	Department of Tourism and Commerce Marketing (DTCM)
France	2012	Atout France
Hotel Stars Union	2015	Collaboration between 15 European countries
Qatar	2015	Qatar Tourism Authority
South Africa	2013	Tourism Grading Council South Africa (TGCSA)
AAA (USA)	2012	American Automobile Association

Sources: Abu Dhabi Tourism and Culture Authority, 2014; Star Ratings Australia, 2014a; DTCM, 2014; French Hotel Union, 2012; Hotel Stars Union, 2015; Qatar Tourism Authority, 2015; TGCSA, 2013; AAA, 2015.

Abu Dhabi

Abu Dhabi was the first destination to include online review scores into its new hotel classification (Thiessen, 2013), though to date the system is still awaiting formal launch. As the author was involved in the development of this system, access to the criteria was available. The system reflects environmental management standards in a number of ways. Firstly, it provides dispensation to the intervals of renewing changing bath linen and bed linen by providing guests a choice through a clear communication (Abu Dhabi Tourism and Culture Authority, 2014):

> *It is allowed for hotels to work with "guest cards" that the guest can use that he/she does not want the linen changed.*

The same applies to amenities where the manual states:

> *Amenities may be offered through dispensers as part of the hotel's environmental policy. The quality of the dispensers should however be reflective of the hotel's rating.*

Secondly, there is one minimum standard of the system focused on energy saving lighting in the guest rooms:

> *All light bulbs should be functioning and, unless decorative, have a shade or cover. Energy saving lights mandatory, with the exception of areas that require specialized lighting.*

Thirdly, in terms of rating criteria, the system presents one standard in the category guestroom technology for 2 points that states:

> *Electricity saving system that switches off electricity when a guest leaves the guest room, either through key card or in room sensors.*

An additional 25 rating points can be obtained through a dedicated category on environmental practices that is awarded by a national system called Estedama Pearl Rating System. Estedama was established following Abu Dhabi's 2030 vision to address sustainability as a core principle in the vision (Abu Dhabi Planning Council, 2015). When a hotel scores the maximum amount of five Pearls in the Estedama system and scores 95-100% on the Estedama checklist, the full 25 points are allocated (Abu Dhabi Tourism and Planning Council, 2014).

Australia

Australia's star rating scheme is operated by Australian Motoring Services and assesses each area in the hotel based on condition and quality, cleanliness, and facilities and services (Star Ratings Australia, 2014a). The system has seven minimum criteria and is further entirely points based over three key areas of assessment: Quality and Condition, Cleanliness, and Facilities and Services. The system does not directly specify any environmental management standards in its requirements, however, similar to Abu Dhabi's draft system, the Australian system provides dispensation of standards for environmental considerations (Star Ratings Australia, 2014a):

> *For properties with distinct themes, unique or certified heritage attributes, and/or accredited environmental management practices that may restrict the provision of certain facilities and/or services.*

Further the code of conduct, agreement and adherence to which is a precondition for rating stipulates that the hotel must *"act in an environmentally responsible way"* (Star Ratings Australia, 2014b).

Dubai

Dubai's new system was launched in 2014 by the Department of Tourism and Commerce Marketing (DTCM) and comprises 1141 standards for its five star category, categorised as "licensing", "operating" and "enhancing" standards (DTCM, 2014). Both the licensing as well as the operating standards can be considered as minimum criteria as all licensing standards must be fulfilled and no more than 10 out of 639 operating standards may be unfulfilled. Of the enhancing criteria, a minimum of 50% must be fulfilled (DTCM, 2014).

The system specifies four operating standards that relate to environmental sustainability (DTCM, 2014):

1. There is a written environmental policy, with initiatives for both employees and guests (without consequences for non-compliance for guests)
2. There is evidence of a plan to implement the policy for employees, which may be supported by organised events, training, etc.
3. There is evidence of efforts to reduce waste, without reducing guest comfort
4. There is evidence of efforts to improve energy efficiency, without reducing guest comfort.

These standards are very holistic and could be considered as very non-committal at the same time, as they don't specify the nature of the evidence that is to be provided. DTCM does run an infrequent Green Tourism Awards competition that was hosted in 2009, 2011 and 2014 to reward best practices in Dubai hotels (Dubai Green Tourism Award, 2015). There are, however, no clear links between this initiative and the hotel classification system.

France

Up to its renewal in 2012, the classification system in France was considered as one of the most out-dated systems in the World as it was dating back to 1986 and was misaligned with international practices by offering a '0' star category and simultaneously lacking a 5 star category (Thiessen, 2011). The new system is simple in structure and presents a total of 246 standards whereby each standard is weighted by points ranging from one to five. The standards are obligatory, optional, or obligatory for only certain categories of hotels (French Hotel Union, 2012).

A total of 15 standards in the French system contribute to a total of 37 points. Three of these standards are minimum standards whereas the remaining 12 are rating standards. The minimum standards are (French Hotel Union, 2012):

1. Staff are trained in the careful management of energy
2. Staff are trained in the careful management of water, and
3. Staff are trained in the careful management of waste.

Hotelstars Union

The Hotelstars Union is an initiative of the hotel associations of Austria, Czech Republic, Germany, Hungary, the Netherlands, Sweden and Switzerland, under the patronage of HOTREC, to consolidate and align hotel classification systems in Europe (Hotelstars Union, 2015a). The system was last updated in 2015 and presents 270 standards that are weighted with one to 25 points. A total of 166 standards are mandatory for one or more categories (Hotelstars Union, 2015b). The environmental management focus in the system is limited to two standards only. The provision of a charging station is rewarded with three points and the provision of an eco-label is rewarded with 10 points. Neither of the two standards is mandatory (Hotelstars Union, 2015b).

Qatar

Similar to the strategic vision 2030 in Abu Dhabi, the State of Qatar has also published a document with the same name and presents a similar focus on sustainable development (Ministry of Development Planning and Statistics, 2015). It is thus no surprise that environmental management standards are clearly represented in the draft hotel classification system. In terms of minimum standards, a total of seven standards are presented that deal with (Qatar Tourism Authority, 2015):

1. The availability of an environmental policy with annual targets, records on water, electricity, and waste production, and records of meetings on the execution of the policy
2. Separation of waste
3. Energy saving lights throughout the facility
4. Card controlled electricity provision in the guest rooms
5. Instructions to guests in the guest bathrooms on how to save water
6. IT equipment throughout the hotel to go into sleep mode within one hour of non-use, and
7. The integration of environmental management in the line management through a designated environmental manager and designated supervisors in departments.

These standards apply to all categories of hotels with the exception of standard four, which applies only to four and five star hotels. Also the changing of the linen standard is focussed on environmental sustainability in that it stipulates that hotels must give guests an option on linen changes (Qatar Tourism Authority, 2015):

> *Hotels must provide signage within the room, bathroom and via housekeeping to indicate to the guest their environmental options for the changing of bed linen over the duration of the stay. Linen should however be changed at a maximum of 3 days.*

In addition, a total of 60 out of 400 rating points can be obtained over three categories worth 20 points each:

1. Environmental certification
2. Energy saving practices
3. Procurement and general practices.

In terms of the first category environmental certification, the draft manual states the following (Qatar Tourism Authority, 2015):

> *Recognised organisations are Green key, Green Seal, Green Globe, and ISO 14001. If a hotel suggests another body, this will be reviewed, and added to the list if it is found to comply with international standards.*

South Africa

The tourism grading council of South Africa last updated its system in 2013 (TGCSA, 2013). The system differentiates between minimum requirements and grading standards. Similar to the other systems the grading standards provide the opportunity to obtain points that total to 1000. A dedicated section of the grading standards applies to environmental management and is referred to as "responsible environmental and business practices" (TGCSA, 2013). This section comprises 12 standards, totalling 59 points. However, two standards comprising 6 points refer to social sustainability standards as they involve staff and community development and thus do not fall in the context of environmental management.

AAA (USA)

The American Automobile Association rates more than 33 000 lodgings in the United States, Canada and the Caribbean annually (AAA, 2012). The system does not include any environmental standards, however, and proclaims (AAA, 2012):

> *AAA supports environmental management and sustainability through the lodging industry to the extent that truly effective programs maintain standards of guest comfort. We strongly encourage continued use of programs that offer guests choices without consequences for noncompliance and reduce waste without reducing guest comfort.*

When a property can prove that it is certified by an AAA approved programme, the AAA then provides an eco-icon in its guides and the AAA.com list (AAA, 2012). The listed approved programs include:

1. Audubon International Green Leaf Eco-Rating
2. Earthcheck
3. Green Globe
4. Green Key
5. Sustainable Travel International
6. EcoRooms and EcoSuites
7. Energy Star
8. Green Business Bureau
9. Green Seal
10. USGBC LEED.

In addition the AAA system recognises a total of 19 state programmes.

Summary of results

Table 6 presents an overview that summarises the findings per hotel classification system. It quantifies the environmental management standards identified in the system and categorises them under minimum standards and exemptions to minimum standards as well as rating standards, expressed in points. It then expresses them as percentages of the total number of minimum standards or the total number of rating points available in the system. The table further indicates whether the standards are linked to an additional (external) scheme.

From Table 6 it can be seen that there are clear differences on how and to what extent the selected classification systems incorporate the environmental management practices of hotels.

Only half of the selected systems have environmental management standards reflected as minimum standards and five out of eight as rating standards. The percentage of environmental standards as a percentage of the total number of standards is lower with the minimum standards than with the rating standards by over three percentage points.

The systems show clear differences in the volume of environmental standards as a percentage of the total volume of standards. In Dubai, environmental management standards only comprise 0.4% of the total minimum standards whereas in France this is as high as 5.9%. In terms of rating standards the differences are equally large as environmental management standards represent 1.8% of all rating standards in the Hotelstars Union system against 15% in Qatar.

Discussion

The apparent differences in how and to what extent environmental standards are applied in the selected systems clearly affect the extent that hotels are externally motivated to enhance their practices. Hotels in Australia, countries that are members of the European Stars Union, and the United States, will experience few to no negative consequences in their rating if they ignore environmental management practices, whereas in Abu Dhabi, Dubai, Qatar, and France, the consequences for their rating would be substantial and they could lose a star or not be rated at all.

The impact of incorporating environmental standards as minimum standards opposed to rating standards is evident,

Table 6: Summary overview of environmental sustainability standards in selected hotel classification systems

Hotel classification system	Minimum standards + exemptions	Total minimum standards	%	Rating standards (points)	Total rating standards (points)	%	Link to additional scheme
Abu Dhabi	4	209	1.9%	27	320	8.4%	Yes
Australia	7	0	0%	0	-	0%	No
Dubai	4	963	0.4%	0	178	0%	No
France	3	57	5.3%	37	631	5.9%	No
Hotelstars Union	0	166	0%	13	700	1.8%	Yes
Qatar	9	262	3.4%	60	400	15%	No
South Africa	0	300	0%	53	1000	5.3%	No
AAA (USA)	22	0	0%	0	-	0%	Yes
	Average		1.38%			4.55%	

Source: Author's own table based on results from the content analysis

as with the latter, hotels may chose to ignore them as long as they can compensate with standards (points) in another area. On the one hand, this provides flexibility, but it also makes it difficult to guarantee practices or standards in defined areas to consumers.

Abu Dhabi, the Hotelstars Union, and the AAA systems leave the assessment of environmental management practices to external certification organisations and endorse hotels that have obtained such certification through rating criteria or by providing am eco-icon to endorse this practice.

Conclusions and recommendations

From the findings of this study it becomes clear that recently updated hotel classification systems reflect different viewpoints on whether and how to incorporate environmental management practices. As hotel classification systems continue to play an important role in the selection of hotels by consumers, it can be used as a powerful tool to drive hotels to enhance their practices and guarantee a certain standard of practices to travellers.

The call for a more integrated approach to the quality of hotel classification systems when it comes to environmental sustainability is not dissimilar from the suggestions made with regards to online guest reviews (Hensens, 2014, UNWTO, 2014). In this case there are three options:

1. Hotel classification systems include comprehensive environmental standards in the system as a requirement for a certain star rating
2. Hotel classification systems post or recognise external environmental certification next to their ratings as practiced by the AAA (AAA, 2012)
3. Hotel classification systems include external environmental certification by requiring external certification through approved external parties through minimum standards or rating standards.

As hotel classification systems continue to expand and become more integrated, environmental standards should be reflected in a comprehensive manner. The ways in which this is done in the systems selected for this study will result in large differences in effectiveness, as in some of the systems the ratings will hardly be affected if standards are not met. The key question is the importance that the relevant bodies place on environmental management practices. Is it a nice add-on, or an integrated part of quality?

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Sustainable restaurants: A research agenda

George Jacobs* and Peter Klosse

Research Centre Gastronomy in Food Service, Zuyd University of Applied Sciences, Maastricht, The Netherlands
**Corresponding author email: george.jacobs@zuyd.nl*

There is growing emphasis on sustainability within the hospitality industry. For restaurants, which are often small businesses, that emphasis is poorly structured and rarely based on scientific evidence. Research is needed into what factors could promote sustainability in restaurants. We propose three distinct fields within that research. The first field concerns the restaurant as a product supplier. What factors promote or obstruct restaurant owners in coming up with a sustainable menu? Within this field, it is essential to look at the motivation, opportunities and abilities that they possess, both internally and externally. The second field is about demand. What is the role of sustainability in a guest's choice of restaurant and satisfaction with the menu? Existing research models for looking at consumer behaviour can be useful for this. The third field concerns the product itself: how sustainable is the restaurant's offering? This question can be answered with a simplified and adapted life cycle assessment (LCA). Research into these fields should help strengthen the hospitality industry and make its products more sustainable.

Keywords: sustainability, life cycle assessment, motivation, opportunity, ability

Introduction

There is growing emphasis on sustainability within the hospitality industry in the Netherlands. This is reflected in the number of Green Key-certified hospitality businesses in the Netherlands having grown to more than 600 in 2015, which is almost double the number in 2011 (Green Key, 2015). It is striking to observe that only seven of these are restaurants.

The Netherlands trade association for the hotel and catering industry, Koninklijke Horeca Nederland (KHN), supports the transition to more sustainable hotel and catering businesses. For example, it does this by asking its members to sign up with the sustainable food website www.duurzamereten.nl. It also launched the chefs' manifesto to tackle food waste (Koninklijke Horeca Nederland, 2015).

KHN has also commissioned several studies that have either been completed or are still being carried out by students of the Hotel Management School, Maastricht.

In contrast to the vast amount of research into sustainability of tourism and hospitality in general, there has been scarcely any academic literature into the sustainability of food served in restaurants, specifically. There are studies on the sustainability of food in general, but hardly any on how these foods are used in restaurants. Legrand et al. (2010) put forward seven indicators of a sustainable restaurant. Cavagnaro (2015) discussed several concepts for sustainable restaurants. Teng, Wu and Huang (2014) present the results of a study into what the determining factors are in a guest's intention to go to a green restaurant, and Baldwin, Wilberforce, and Kapur (2009) did research into which is the most influential part of the restaurant process for the environmental credentials of products. See below for conclusions from these studies.

In order to make the transition towards a more sustainable restaurant sector, it is worthwhile to carry out research into what aspects can be decisive in the success of such a process. Restaurants and industry bodies such as the KHN can draw on research results to tackle sustainability projects in the future with greater success. These could include recommendations and incentive measures for business owners, marketing tools aimed at potential guests and methodologies for effectively making the product more sustainable whilst doing so in a visible way.

In terms of the structure of the study, we distinguish between three elements (Figure 1) which each represent one field of research. These elements together determine the outcome of the process of transition towards more sustainable restaurants. It incorporates "supply" embodied by the restaurant owner, the "demand" embodied by the guest, and, logically linking them together, the "product": the menu. If a sustainable outcome is to be achieved, the following conditions must be met: the restaurant owner must be willing and able to make the product. In other words: he must be motivated and capable of producing it sustainably.

The guest has to choose a sustainable restaurant and a sustainable menu. And, of course, the product and the menu have to actually be sustainable. A motivated restaurant owner who mistakenly believes he/she is making sustainable dishes, and/or a guest who mistakenly believes he/she is enjoying a sustainable menu: neither of these delivers any effective increase in sustainability. Whether or not a restaurant owner is capable of providing a sustainable menu or the guest is willing to choose it is therefore partly determined by whether or not the menu in question is in fact sustainable.

The elements can be represented as shown in Figure 1.

Restaurant owner	→	Menu	→	Guest
Motivated? Capable?		*Sustainable?*		*Willing to choose?*

Figure 1: Conditions for the sustainable dining process

The research agenda

As has been argued above, research into the factors that are important to making restaurants more sustainable is divided into three fields of research: the restaurant owner, the guest and the menu. In this section we shall make some suggestions for research into these three fields.

The restaurant owner

Restaurants are virtually exclusively small and medium-sized businesses. Our scope is not on restaurants that are part of a chain or on restaurants that are part of a larger organisation. In these situations it is likely that higher management has a vision on sustainability that is imposed on the organisation. Research shows that small and medium-sized businesses are limited in their capacity to be innovative in terms of increasing sustainability scores. Owners of these businesses are often highly value-driven (Garay & Font, 2012; Tzschentke, Kirk, & Lynch, 2008), and these businesses have simple structures (Klewitz & Hansen, 2013, Walker et al., 2008). Both these features are conducive to the transition towards increased sustainability. At the same time, however, they often have a knowledge deficit (Oxborrow & Brindley, 2013; Jacobs, 2008). Likewise, their lack of formalised planning and shortage of financial resources are obstacles to organising such a transition (Klewitz & Hansen, 2013).

The features of small and medium-sized businesses mentioned are likely to also apply in the restaurant sector, but specific literature to this effect is thin on the ground. Research by Kasim and Ismail (2012) has shown that the restaurant sector in Malaysia scores badly in terms of implementing environmental measures. Post and Mikkola (2012) studied the views on sustainability of managers in the catering sector in the countries of Scandinavia. One of the observations that was established is that more support and tools are required to make inroads towards increased sustainability.

We are calling for further research into the specific factors that promote or obstruct restaurants in developing themselves to be more sustainable.

The MOA model could be highly useful in this regard. This model was developed by MacInnis, Moorman, & Jaworski (1991) when devising an advertising campaign and was modified by Rothschild (1999) in order to establish what key elements can be utilised for the management of public health and social problems. Jacobs (2008) used the model to determine which factors could explain why so few businesses in the Limburg tourism and recreation industry had sustainability certification.

MOA is an acronym for motivation, opportunity and ability. Individuals are motivated to behave in a certain way when they believe that behaving in that way is in their interest. This motivation component in the model can be seen as a simplified version of the theory of reasoned action by Ajzen and Fishbein (in Jackson, 2005). Personal beliefs and social influences are examples of factors that are included within the motivation part of the MOA model.

There is a lack of "opportunity" when individuals, despite having "motivation", cannot behave in the desired way because there are obstacles in their external surroundings. In other words: "opportunity" means that external opportunities are present (Stern, cited in Jackson, 2005). Food safety legislation is an example of a factor restricting the "opportunity" to use sustainable products.

"Ability" refers to personal capabilities. These can be seen as internal opportunities. Cramer, Jacobs and Jonker (2005) use the familiar concept of "ability to implement". A knowledge deficit, mentioned above as a key feature of small to medium-sized businesses, is a factor restricting "ability" to produce sustainably.

The authors of this article have started applying the MOA model to a qualitative study of restaurant owners into the factors that promote or obstruct the introduction of sustainability to their restaurant and more specifically to the dishes and menu they serve.

Students of the Hotel Management School, Maastricht, are using the MOA model in a case study they are performing into the key factors that determine what measures can make the Teaching Hotel restaurant more sustainable.

What makes the MOA model so desirable in this context is that, when the Rothschild (1999) system is used, specific policy recommendations can be derived from the research results, which can be useful for organisations such as KHN and its members.

The guest

More sustainable foodstuffs are being sold (Monitor Duurzaam Voedsel, 2013). The existence and growth of retailers such as Marqt (www.marqt.com) is evidence of the demand for sustainable food. These developments also indicate that research results into willingness to buy sustainable food should probably be treated as snapshots in time and that continuous research should be carried out into changes in that willingness.

Extensive research exists into the factors behind demand for sustainable food. Noteworthy examples include studies by Newman, Gorlin, and Dhar, (2014) and Van Doorn and Verhoef (2011), which demonstrate that foodstuffs explicitly positioned as sustainable are perceived by consumers as being of lesser quality. They also found that consumers are not willing to pay more for hedonistic foodstuffs (which they refer to as "vice products"). If we consider going to a restaurant as hedonistic, and if we assume that a sustainable dish costs more than an ordinary dish, then the question is: what does this mean for guests' willingness to pay for sustainable restaurant products?

Scarcely any research has been done into the motives behind the restaurant behaviour of people in the Netherlands. Concerning restaurants in Taiwan, Teng et al. (2014) found that personal values and general attitudes have a positive influence on the guest's intention to go to green restaurants. For this they used the value-attitude-behaviour model.

As part of a study in Maastricht, students of the Zuyd University of Applied Sciences (Aben et al., 2014) found that whilst on the one hand some 20% of respondents said they took the restaurant's sustainability into consideration when choosing a restaurant, at the same time the presence of sustainable dishes on the menu only mattered to around 5% of them.

Further research is needed into the behaviour of people going to restaurants and the factors behind that behaviour in the context of the Netherlands. For this, it is necessary to carry out both a survey of the factors behind decision-making behaviour and an experimental study of the influence that

claims of sustainability have on the appreciation of the guests. A study like this is being set up for the Teaching Restaurant at the Hotel Management School, Maastricht.

The menu

In this article we are concentrating on the restaurant's primary product: its menu. In other words: of the seven indicators of a sustainable restaurant that Legrand et al. (2010) mention, we are focusing on the food and beverage indicator. Firstly, this is because it prominently involves the guest and because sustainability of this indicator is probably more important to the guest than the sustainability of Legrand's other indicators such as the building construction. Another major reason for us to focus on the sustainability of the menu comes from research by Baldwin et al. (2009) which demonstrates that "food purchased by the operation is the predominant source of environmental impact of restaurants and food services".

Establishing the sustainability of a dish is not straightforward. We shall discuss some of the related problems below. First there is marking out the concept of sustainability in relation to food. What components or categories of sustainability are or are not included? Next, there is measuring of the importance of each of the distinct categories of sustainability and finally, the practicality of the instrumentation used to establish their respective scores.

Which components are included in the concept of sustainability?

In non-academic publications and in restaurants' own communications, it is mostly local produce and organic crops that are presented as being synonyms for sustainability. For example, students of HSHM developed a Food Zone Model. We also previously mentioned the publication by Legrand et al. (2010) which ranks these two characteristics as numbers 1 and 2 in the list of sustainability indicators. They play a part in Green Key certification, too, despite the fact that Green Key (2015) recognises that bringing organic produce from long distances presents a dilemma.

However, Beer (2015), Desrochers and Shimizu (2012) and DEFRA (2005) were critical of the concept of food miles and consequently the environmental importance of local produce. Furthermore, Seufert, Ramankutty, and Foley (2012) and Fresco (2012) also include in their discussions the fact that organic produce uses more land, which entails negative effects on biodiversity.

The concept of local and organic produce are not entirely adequate as objective indicators of the sustainability of a dish. Whereas above the definition of sustainability was narrowed down, others in contrast implicitly assume a very broad definition of it. Varied and often contradictory categories such as a human health, animal welfare and regional economic development are put under the banner of sustainability.

In our view, when a claim of sustainability is made, it should at least be made transparent on what definition it is based, and which categories it takes into account.

How are the different categories measured? If these categories are selected in a transparent way, then we face the problem of weighing the performance of the respective categories. This is illustrated by the well-known example of large-scale farming of chickens in bio-industry: free-range chickens may well have a better life, but cut-price chicken probably has better environmental performance per kg of meat. So what is the result of these two contradictory scores?

We believe it is preferable to score the performance of each subcategory separately. It is then up to the restaurant owner and/or guest to choose. This is the way in which King and Backus (2011) developed a methodology for the food retail sector to make sustainability performance transparent. For this, they distinguished between categories such as the environment, fair trade and animal welfare.

The question is then: what methodology is used to determine the score of each subcategory?

If we restrict ourselves just to the "environment" category, there are approved methodologies for determining scores. The LCA (life cycle assessment) methodology is widely used with the environmental effect scores of commonly used raw materials in foods. However, it may also be possible to apply the same methodology to establish the environmental score of a dish as a whole. We are calling for research into how this could be possible. It would obviously not be possible to ascertain the environmental score of every dish and every individual restaurant. However, it certainly would be feasible to show the environmental scores of various ingredient choices. Baldwin et al. (2009) showed that the methodology can be used for restaurants, albeit on a higher level of aggregation than the individual dish. And Tyszler, Kramer, and Blonk (2014) used the LCA methodology to perform an environmental comparison of two or more diets.

Clearer choices on the questions above should deliver a clear profile of the sustainability profile of a dish. Restaurant owners can then take this profile to gain insights into the points where they have further room for improvement. It could also play a part in informing the guest. Finally, it can be used to better establish performance in the context of a certification process, such as that of Green Key. The aforementioned study by Baldwin et al. (2009) was very influential in a certificate that is used in the USA: the Green Seal's Standard for Restaurants and Food Services.

As individual restaurants lack the time and resources to run such studies themselves, we see there being a major role reserved for industry organisations such as KHN in the Netherlands and Green Key.

Conclusion

It can be hypothesised that the growing emphasis on sustainability is going to increase the demand amongst people going to restaurants for sustainable menus. Consequently, it would be advisable for restaurant owners to become motivated and capable of offering such sustainable menus. The hypothesis is that restaurants that are good at that will function better because they may benefit from increased demand from guests. In doing so, they need to be supported with programmes based on up-to-date, industry-specific research.

We propose a research strategy for three fields of research.

First of all, the field of the *restaurant owner*. What factors promote or obstruct their will and ability to make a sustainable menu? Research based on the MOA model, which analyses the decisive factors for motivation, opportunities and abilities, can make it clearer what components could be targeted with measures.

The *second field* is about the guest. What factors determine a guest's choice of restaurant and what is the role played by whether or not its menu is sustainable? Existing consumer research methods can be applied to people going to restaurants. Conclusions from research of that kind can be useful for the marketing strategies of restaurants.

The *third field* concerns the menu itself. How sustainable are the dishes and the ingredients used? And how can this be worked out and made transparent? Existing methodologies such as life cycle assessment can be helpful for this. Its conclusions can be useful for restaurant owners when shaping their sustainability policies and can also help guests in their choice of restaurant.

With extensive participation from various different research groups, studies such as these can offer enough breadth and depth to deliver significant results. We call on industry organisations and certifying bodies to provide active support for these studies to be carried out.

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Creating tangible and intangible hospitality products with a sustainable value – The case of the Altes Land apples

Sofie-Charlotte Depke, Christina Lück, Jennifer Peters, Lara Wellmer and Sarah Seidel*

School of Leisure and Tourism Management, Stenden University of Applied Sciences, Leeuwarden, The Netherlands
**Corresponding author email: sarah.seidel@stenden.com*

This paper focuses on a specific sub-part of hospitality, namely sustainable product creation via regional integration. According to the research question "To what extent does the integration of local apple products contribute to regional sustainable value creation in Altes Land in regard to tourism stakeholders?" this research examined the sustainable value – defined as people, planet, profit – created by one specific regional food speciality, the apples of Altes Land. The region Altes Land, situated close to Hamburg, Germany, is known for its apple products and promotes them as part of the cultural heritage of the region. For this purpose, the concepts were defined as regional value creation, sustainable value creation and regional food products. The primary research was conducted in the form of thirteen interviews with farmers, inhabitants and domestic visitors. In addition, observation was conducted in the area with a focus on the farms. The outcomes of the research highlight multiple values created, where all the different types of interviewees perceived values on all three levels. The apples and their production are seen as both of a high cultural value and also as making an economic and environmental contribution to the region. In economic terms, both visitors and inhabitants are also willing to pay more and specifically look out for these apples when shopping, hence a special value is also attached to them.

Keywords: sustainable value creation, local food products

Introduction

Over the years the tourism industry has experienced continued growth, which consequently leads to competition between different touristic destinations (UNWTO, 2015). In order to attract visitors and increase their competitiveness, tourism destinations focus even more on their unique features, and tangible as well as intangible assets such as gastronomy that act as distinguishing features for the country or region (Kumar & Christodoulopoulou, 2014). These add value to its tourism product, which consequently contributes to tourism development (Du Cros, 2013; Ritchie & Crouch, 2003). Thus, the regional and local food products of a destination can serve not only to meet the visitors' physiological needs for food but can also act as a major driver for the tourism sector, as local food products can create value for the region. Thus, this paper aims to contribute to new observations and findings regarding the sustainable value creation and integration of local food products of a touristic destination.

The chosen destination this paper focuses on is Altes Land. The region Altes Land is located downstream from Hamburg on the southwestern side of the River Elbe, and was firstly settled in the middle ages by Dutch immigrants (Stade Tourismus, 2015). Due to its fertile area reclaimed from marshy ground, the region is the largest contiguous fruit-producing region in Central Europe (Kleefeld, Burggraaff, & Lange, 2007). The total cultivation area of the fruits takes up approximately 10 500 hectares of Altes Land. Due to the fact that the region is the largest area for the cultivation of apple trees, as it occupies about 90% of the acreage (Stade Tourismus, 2015; Mein Altes Land, 2013), Altes Land with one outstanding characteristic food product was chosen as the subject for this paper. In addition to that, the annual quantity of apples harvested on average at the Lower Elbe amounts to 280 000 to 340 000 tons. Thereby, the total production value of the fruits generated annually within the region is 180 million euros and provides employment for 2 100 persons (Welterbe Altes Land, 2015), hence its importance not only from an economical but also from a social perspective within the local food sector. Many farms have cafés or sell apple juice as a souvenir. Hence, specifically the fact that tourism is involved with the production, consumption and distribution of the products is important and is respected in this paper.

Therefore, the problem statement was formulated as: *To what extent does the integration of local apple products contribute to the regional sustainable value creation in Altes Land in regard to the tourism sector?* With the problem statement as guideline, the following objectives are outlined:

1. A detailed synthesis of the academic knowledge of local food products, sustainability and value creation
2. An investigation of the Altes Land inhabitants and domestic visitors in regard to the apple products of the region
3. An overview of to what extent value is created on the different sustainability dimensions.

Thus, the outcome of this research project identifies to what extent the integration of local products contributes to the value creation and sustainable tourism development of a region. This paper determines also the possible benefits of a sustainable development of the tourism sector when integrating regional food products. Thereby, the importance of the value creation

through the integration of these products is identified and its impact on different levels such as the environment, society as well as economy.

Literature review

This section provides an overview about the most relevant concepts of this research. The purpose behind the following paragraphs is to introduce the concepts that form the basis of the theme and suggest the indicators that are used for the research. The review starts with a definition of local food products and then elaborates on their use in tourism. The next section then draws the link to sustainability and specifically sustainable value creation. This topic is specifically applied to the destination.

For many years, local food products have become the focus of attention of policymakers, academics and food system supporters due to the fact that the production of local food products is viewed as a substitute for conventional food products (Duram, 2011). Firstly, Feldmann and Hamm (2015) and Sims (2009) stated that the definition of local food products is rather complicated since the ingredients of the local food product and the place of production, manufacture and selling might not be located within the same region. However, it is outlined that definitions of local food products differentiate each other through distance, political boundaries as well as special criteria such as emotional dimensions and personal relationships with the region (Feldmann & Hamm, 2015; Long, 2014). Concerning distance, Feldmann and Hamm (2015) elaborated that food products can be associated as local if the production and sales of the product ranged from 10 to 30 miles up to 100 miles. Contrastingly, Kirwan and Maye (2013), Sims (2009) and Hall and Gössling (2013) disagreed that the only acceptable definition of local food products is food that is produced and sold within the distance of a 30 mile (50 km) radius. Further, political and geographical boundaries such as countries, provinces and states define local food products in relation to the brand names or brand image that establish a connection with a specific area (Feldmann & Hamm, 2015).

Coming to the emotional dimensions and personal relationships of the regional area, Feldmann and Hamm (2015) noted that this social relation occurs because the origin of the local products is based on home-grown products and products produced by friends, neighbours or relatives. Sometimes, local products are specifically associated with a particular destination that is well recognised by the production process or the growing of a product.

Bosona and Gebresenbet (2011) also acknowledged that the production, consumption as well as the retailing of local food products needs to remain in one specific area. Furthermore, Duram (2011) argued that organic vegetables, fruits and berries are the most well-known local food products among society. Moreover, the term "local" is directly related to sustainability, authenticity, quality as well as community (Duram, 2011).

Duram (2013) also pointed out that local products that are sustainably produced and locally grown have competitive advantage since an added value of freshness, flavour and nutrition is predominant. Further, Hall and Gössling (2013) illustrated that the concept of local food or localness provides single communities or small geographical areas with the opportunity to promote their own identity and simultaneously strengthen the development of sustainability by producing and consuming local products. It is agreed that local products can contribute to the destination image and to sustainability, as well as being a unique selling point of the region, if they are integrated well.

According to Hall and Gössling (2013), the use and integration of local food products in the tourism sector is often associated with tourism in rural areas. The use of local food products in tourism is done in various ways, from using local food products in menus in restaurants or cafés, visitors inspecting regional farms and regional agricultural methods, to organising food and wine events such as culinary festivals. Besides that, Duram (2011) mentioned that it is mainly small or middle-size farms that launch the integration of local food since farmers want to generate more income through local food systems. Thus, the distribution of local products is done directly through farmers' markets, roadside farm stands, community-supported agriculture, pick-your own procedures, and local restaurants, bakeries, etc.

Coming to the economic impacts of the integration of local food products, Hall and Gössling (2013) noted direct as well as indirect impacts. Firstly, the direct impacts refer to the sales of the products and the employment of the local inhabitants due to the increase in production, processing, manufacturing, and distribution systems. Secondly, indirect impacts include the benefits the brand names of local food products create within the rural economy. Furthermore, the sales and employment that arise from tourist spending on accommodation and touristic rural activities are also related to indirect impacts (Hall & Gössling, 2013).

In general, the motivation of people buying or supporting local food varies between organisations, institutions and individuals (Feldman & Hamm, 2014). However, Duram (2011) stated that the interest of people buying sustainable high-quality food is continuously growing. As stated in Feldmann and Hamm (2015) and Duram (2011), the most significant motivation for buying local products is to be climate and environmentally friendly. For some consumers, the environmental impacts of conventional agriculture are extremely meaningful so that they only consider buying local food products (Kirwan & Maye, 2013). Moreover, Duram (2011) noted that local food consumers want to protect the local food and at the same time support local businesses such as local farmers and local food producers. Besides that, Feldmann and Hamm (2015) argued that other consumers have a more hedonistic view of local food products and buy them for reasons of freshness, safety and health.

The integration of local food products can cause benefits as well as challenges for the people and the planet. Starting with the benefits of the integration of local food products, Hall and Gössling (2013) acknowledged that the integration of local food products benefits the society and economy since the number of distributors who pass food from producer to consumers is reduced. Thus, these benefits can have impacts on the economy, the society as well as on the environment. Duram (2011) demonstrated that the integration of local food products strengthens the local economy since the income of farmers' increases and the multiplier effect induces that the money generated from the integration stays within the local

area. Coming to social benefits, Hall and Gössling (2013) mentioned that due to the integration, the human face within the food production gets the focus of attention since the use of machine production fades into the background. When considering rural development, it becomes clear that the integration of local food products benefits the rural community since local food products add value to the local area, create a regional identity, support activities such as tourism, strengthen social interaction and improve employment opportunities (Duram, 2011). Additionally, old traditional and indigenous methods of food production will be preserved for the future. The integration of local food in terms of food festivals or local food events might establish a relationship between local inhabitants, local food producers and local food products and might create pride among members of society (Hall & Gössling, 2013). Lastly, the integration of local food products also benefits the environment and enhances sustainability since fewer chemicals and pesticides are used, and production processes are more sustainable due to a less use of energy. Moreover, packaging materials and CO_2 emissions are decreased since the transportation of local food products is limited and packaging is not necessary (Duram, 2011). Furthermore, Duram (2011) and Bosona and Gebresenbet (2011) note that local food products are healthier, taste better and are more nutritious than conventionally produced goods.

Considering sustainability as a part of sustainable regional integration: the leading principle for sustainability is sustainable development and it is defined as regarding the needs and wants of the present while considering the needs and wants of the future generation (Page & Connell, 2009; Cooper, 2009). Cavagnaro and Curiel (2012) added that the major goal of sustainability is guaranteeing a better quality of living for current as well as future generations. Nevertheless Page and Connell (2009) underlined the challenging broadness of sustainability due to the significance and operation of this concept. It consists of three dimensions: economic, social and environmental (Cooper, 2005, Bilge et al. 2014). Cavagnaro and Curiel (2012) illustrated the three levels of sustainability (Figure 1) by considering the three levels society, organisation and individual. The dimension of sustainable society "by pursuing responsible economic growth, equitable social progress, and effective environmental process" (Cavagnaro & Curiel, 2012, p. 1) cannot be realised without the aid of organisations and individuals. Hence, individuals have to take the action to transform an organisation or business into a sustainable organisation. At the same time, when an organisation or individuals benefit on one of the dimensions of people, planet, profit, the society or region they live in benefits as well. Therefore the conclusion must be drawn that sustainability is a multidimensional concept where individuals, organisations and society are interlinked with each other and should benefit on all three dimensions.

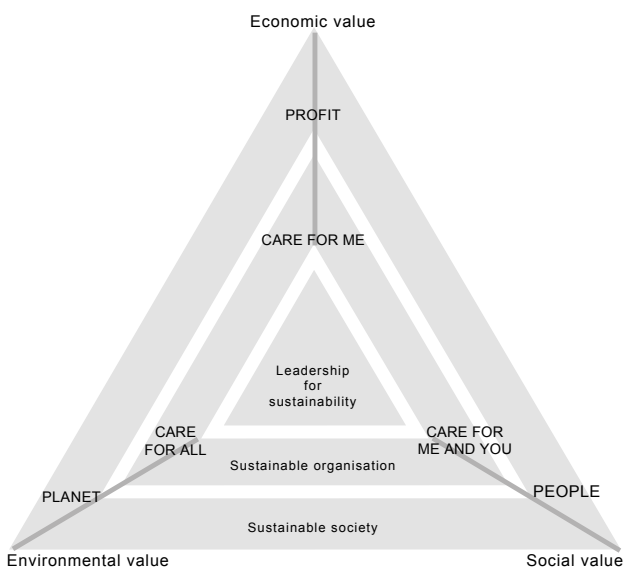

Figure 1: Three Levels of Sustainability

Sustainability is a tricky issue especially for value creation of a destination, as the different dimensions might conflict with each other. Some consumers prefer sustainable products but research has also shown on the other hand that customers' perceptions are not always equally positive (Kumer, 2014). Holleran (2008) highlights that particularly in tourism destinations the different dimensions might clash, e.g. the expenditures of tourists benefit the destination economically while their waste and resource use leaves environmental damage, so that there is a relationship between tourism's economic profits and its environmental disadvantages, for instance, regarding climate changes.

Sustainability is an important aspect for this research project due to the fact that it focuses on the sustainable integration and value creation of apple products. The broadness of sustainability has been identified in this literature review and therefore needs to be applied to this project. Individuals (farmers, tourists) related to an organisation were interviewed. Applying the three levels of sustainability, we explore the value created for and by the organisations and the people that benefit the region Altes Land.

Research design

In order to answer the problem statement of this paper appropriately, three research questions were formulated. First the research questions are outlined, and then the data collection is elaborated.

The research questions were:

1. What are benefits and challenges of the regional integration of the local apple products perceived by producers in regard to the three levels of sustainability?
2. How do inhabitants of Altes Land value the regional apple products?
3. How do domestic visitors value the regional apple products of Altes Land?

The three research questions each concentrate on one of the perspectives: producers, local inhabitants and domestic visitors.

The primary research was designed as a qualitative study with semi-structured interviews as the main data collection method. This was done due to the limited number of research units and the aim to explore the different perspectives in depth. Value, a major phenomenon studied in this research is an entirely subjective and qualitative phenomenon and as the idea was to explore the phenomenon from different perspectives, a qualitative approach was justified. However,

as the interviews were conducted in the region, it seemed appropriate to conduct observation additionally to the interviews, as this might give information that respondents fail to state in words or show a behaviour that they do not notice themselves, e.g. pride and cultural identity might be expressed in deeds but not necessarily stated in words.

With a guideline of 10 interviews, in total 13 interviews were conducted in the end to reach the saturation point of the sub-groups. The interviews were conducted on site and differed in length; while some interviews took about 30 minutes, others, especially with locals, were rather short. Afterwards, they were transcribed and analysed according to Boeije (2014).

Results and analysis

Benefits and obstacles of regional integration of local apple products in regard to the three levels of sustainability

This part of the study focuses on presenting and analysing the results gained through semi-structured interviews and observations at the destination. Here, the benefits and obstacles are presented according to the subgroups domestic visitors, inhabitants of Altes Land and lastly, interviews with regional farmers.

Firstly, domestic visitors were asked if they considered apple products as a cultural asset of Altes Land. All six participants agreed with the statement and saw the local apple products as a cultural asset of the region. While one visitor stated that the region has been known for apple picking for many years, two assigned great importance to them as the cultivation and selling of apple products is a tradition of the region which has been obtained and passed on during the years and identifies the region. Linking this to the literature review, this outcome describes a social benefit of integration since the apple products contribute to a regional identity as well as expressing tradition and culture for the visitors interviewed.

As stated in the literature review, regional food products can be distributed in several ways, such as through farmer shops, roadside farm stands, pick-your own procedures, etc. (Duram, 2011). Therefore, domestic visitors were asked if and where they buy local apple products of the region. Two out of the six participants interviewed responded that they purchase apple products of the region directly at one of the farm shops in Altes Land, and one buys them on the market in Hamburg, but not always on purpose. The other three of the six domestic visitors interviewed ignored the question whether they would buy apple products of the region or that they do not purchase them on purpose.

The domestic visitors were also asked if they find sustainable cultivation of the apple products important. All six domestic visitors interviewed considered a sustainable cultivation process for the local food products as essential and of great importance. Here, one domestic visitor emphasised that it is ecologically worthwhile and important to keep the cultivation sustainable since the purchase of regional apple products produces less CO_2 emissions due to a short transportation distance. Another interviewee added that it contributes to the health of herself and her family. In addition, another domestic visitor agreed on the importance of sustainability, but doubted to what extent the region sticks to sustainable cultivation as "most of the workers [at several farms in Altes Land] come from abroad and are poorly paid".

The six domestic visitors were also asked why they think it is important to support the purchase of apple products from the Altes Land region. Five out of six participants thought it was important to support the local products of the destination. One interviewee stated that she wants to support the local farmers of Altes Land in order to protect the environment since the distribution of the apple products causes fewer carbon emissions. In addition to that, thee domestic visitors shared the opinion that the purchase of local apple products contributes to increasing the financial income of farmers to finally maintain and support the existence of traditional family businesses. One of them added that it is important to buy apple products of Altes Land to pass on and share the variety of apple types and the experience of the process for future generations to finally preserve the culture of the region.

To conclude, the interviews revealed that the participating domestic visitors saw social, economic as well as environmental benefits from the regional integration of apple products. This result corresponds to the theoretical concept of the sustainable individual as it outlines that the sustainable cultivation of apple products in Altes Land contributes to better living conditions for current individuals as well as for future generations.

The inhabitants of Altes Land were also interviewed about the integration of regional apple products to determine possible benefits as well as challenges in regard to the three levels of sustainability. Firstly, it needs to be mentioned that it was hard to find inhabitants that were willing to participate in the interviews on site. Thus, the outcome for this part of the study is drawn from only three interviews with inhabitants of the region.

Regarding the question if they consider local apple products as a cultural asset of the region, all three interviewed inhabitants agreed with the statement, and one also added that it is part of the tradition and expresses the culture. One interviewee thought that the apple products characterise the whole region. Asked if they were proud of the apple products of Altes Land, all three participants simply agreed that they were. Thus it seems that the pride of the inhabitants and the tradition expressed in regard to their local products can be seen as a social benefit since it contributes to cultural and social identity. Furthermore, two out of three interviewees stated that they purchase local apple products directly at farm shops, though they also added that they buy them at an organic grocery store or at a supermarket.

According to Duram (2011), local food products can also be integrated on menus in restaurants or cafés. Therefore, the inhabitants of the region were also asked if it is obvious to them that local apple products are used in public facilities such as cafés and restaurants in the region. Two out of three interviewees stated that the apple products of Altes Land are part of the local menus. Thus, the use of local apple products is recognised in several variants such as apple pies, apple juice or apple liquor. So, there is some integration and it also indicates that the region makes use of its environmental resources as another benefit.

Coming to the aspect of the tourism sector, it can be identified that all three inhabitants interviewed thought that local apple products also attract tourists to the region of Altes Land, especially during the summer months or during events such as the "Blütenfest" (blossom festival). Thus, it can be concluded that the integration of local apple products

contributes to the tourism sector in Altes Land. Consequently and due to the use of the environmental resources the region can recognise an economical benefit since the number of tourists increases at the destination.

In the literature it was stated that the integration of local food products strengthens the local economy since the income of farmers increases and the multiplier effect induces that the money generated from the integration stays within the local area (Duram, 2011). Considering this aspect, the inhabitants noticed benefits for the region through the cultivation, production and sale of apple products, e.g. that it creates new job opportunities and significantly contributes to the local economy.

Lastly, four farmers were interviewed about benefits and challenges. Starting with a social aspect, all four interviewed farmers answered in the affirmative that they are proud of the apple products of Altes Land. One even stated that she is extremely proud of her products as it is one of the most important possessions in the life of both her family and herself. Another farmer expressed his pride as well by his behaviour during the interviews. He enthusiastically shared his knowledge about local apple products and also offered the interviewers samples of his apple products. Conclusively, all four participating farmers stated that they are proud of their local apple products since they are part of their daily life and/or are the main source of income for them and their family. These are social benefits.

Coming to the touristic aspect, all four farmers agreed that the apple products of Altes Land are a motivation for visitors to go there, which they notice as tourists pass by the farms and farm shops. While it is mainly loyal local customers who buy directly, it is noticeable that specifically during high season such as the harvesting season, many tourists travel to the region and are attracted by the natural environment and the traditional products.

Regarding the concept of the sustainable organisation, the participating farmers were asked if jobs have been created for their friends or relatives through the cultivation, production or distribution of local apple products. Three out of four interviewees state that the apple production created job opportunities for their socio-environment. Two interviewees specifically highlight that their farm shop is mostly run by their family members or another full-time work employee. During the harvesting season additional seasonal workers are employed at all three farms, however, the seasonal workers for the harvest come from abroad and consequently interrupt the multiplier chain and do not contribute to the local economy.

Considering advantages due to the production and selling of the local apple products for the region, both economic and social benefits were mentioned and elaborated by the farmers, both personally for themselves (feeling at home, income for the family) and for the region. Additionally, the on-site observations reveal that the integration of local apple products also has environmental benefits due to the fact that most of the farmers use eco-friendly packing materials such as wooden boxes and cartons. An interesting addition to this is that none of the four farmers consider apple production as a seasonal business due to innovative and effective storage facilities that enable the apple products to stay fresh for months. Thus, apple production guarantees the farmers an all-year business and a stable financial income as they can sell their products the whole year round.

Valuation of regional apple products by inhabitants of Altes Land

The integration of regional and local food products can be evaluated in the terms of economy, society, and environment.

In the economic valuation of the regional apple products of Altes Land, on the one hand, the willingness to buy the apple products but also the willingness to spend more money for sustainably produced apples is examined. Two of three inhabitants buy local apple products up to one or two times a week in local farmers' shops. The types Elstar and Jonagold are mentioned as the most frequently bought apple products according to one of the inhabitants. One inhabitant purchases apple products seldom but like the other inhabitants mostly at local farmers' shops or markets. In addition to that, inhabitants were asked if they are willing to spend more money for sustainable apple products in comparison to similar products from the supermarket with the result that the three inhabitants are willing to spend more money for it. Due to the fact that the apple products are perceived to be healthier and of better quality than from the supermarket, it does not matter to them if it is slightly more expensive, as the (perceived) value is higher and local employment is supported. For the local farmers the economic value of the apple products is very important due to the fact that they are dependent on the expenditures of the consumers. The apple production is their business that makes up their revenue and is the central point of their lives and their overall aim is to make much economic profit. Like the inhabitants, the local farmers are willing to spend more money for sustainably produced products compared to products where the sustainable background is unclear. In addition, the farmers created their own brand identity with the products. As stated in the literature review, Duram (2011) mentioned that consumers of local and regional food products want to protect the products and are willing to support the economy of local farmers and producers with buying their products. This can be also seen in this research project because the interviewed inhabitants buy local food products in farm shops. Moreover, Hall and Gössling (2013) demonstrated the direct impacts of local food products. As mentioned in the interviews with inhabitants and farmers, the local apple products create employment in the family business with several generations are involved. Indirect benefits (Hall & Gössling, 2013, Gummerus, 2013) are the brand identity and image created with the apples.

The social valuation identifies that the apples represent the cultural identity of the region and the tradition of Altes Land. The interviews conducted among the inhabitants give evidence that the apples and farmers' shops are the topics most closely associated with Altes Land. The inhabitants agree on the fact that the apples belong to the culture of Altes Land and that it can be defined as a tradition and that they are proud of it, statements the four local farmers agree with. Moreover, the farmers run family businesses that create an interaction on a business level as well as a social level. Referring to the question whether the growing, production and disposal have advantages for the region, they state that the fruit production belongs to Altes Land and that the region cannot survive without the growing of fruits. Furthermore, Altes Land is a sign and unique selling point for apple products. One farmer outlines the fact that the fruit growing represent the Altes Land due to the fact that the production is not possible in a

lot of regions. The proudness about the apple products is a significant focus of all participants, inhabitants and farmers. For instance one offered free sample of the apple juice and another gave two apples for free in order to show the products and share the unique value. All in all the farmers share more information than asked for. Moreover, several points of social interaction are realised according to customer relationship, activities and knowledge and background information. During the observation it could be identified that majority of the shops have a lot of loyal customers that are addressed personally by the farmer and that the relationship between farmer and customer is close. Furthermore, several social activities such as personalised apples, tasting, tours and plant your own apple tree connects the local farmers with their customers. Further, the given background knowledge and information evidenced that the farmers are highly aware of their business and about rules and regulations.

As outlined in the literature review, Feldmann and Hamm (2015) discussed that this social relation occurs since the origin of the local products is based on home-grown products and products produced by friends, neighbours or relatives. The participants of the interview share the opinion that the apple products belong to Altes Land and that the farm shops are family run businesses. Hall and Gössling (2013) also emphasised this fact with illustrating the concept of local food or localness provides single communities or small geographical areas the opportunity to promote their own identity. Altes Land itself has a cultural identity and the apple products are part of the tradition in the region.

The environmental values consist of sustainable feature, unique environmental selling points and the growing conditions of the region Altes Land. Besides the economic and social valuation, also the environmental values are associated with Altes Land. Based on the question if sustainable production of apple products is important, two of three inhabitants value it highly. The sustainable growing, production without pesticide pollution and reduced transportation are relevant as well as the fact that the origin of the product is known and how it is produced. The inhabitants value the environmental conditions of the apples from Altes Land and the quality, freshness and taste are relatively better compared to commercial products from the supermarket.

The local farmers associate the Altes Land with unique environmental features such as the mild maritime climate, the Elbe, calm atmosphere, close connection to the city of Stade as well as the conditions of the ground for growing in order to get the special aroma of the apples. In addition to that the freshness of the fruits due to short distance to markets is highlighted. Also, the growing conditions of the apples contribute to the attraction of tourists because the taste of the apples from Altes Land is more tart than apples from the south, which are sweeter. This is an added value to the environment of Altes Land.

Based on the observation, the four farmers produce the apple products in a sustainable and eco-friendly manner. Focusing on the packing material for the apple products, the average sell the products in plastic or paper bags to the customers with the reason that clients prefer to see the products and it is place saving compared to for instance wooden boxes. Some farmers also highlight sustainability and eco-friendliness as an important philosophy, as it is future proof. One farmer is currently changing the apple production to a sustainable approach and change packing material to paper bags.

Domestic visitors' valuation of the regional apple products of Altes Land

Similar to the last section, the following results are divided into economic, social and environmental valuation. Starting with the economic valuation of the regional apple products of Altes Land it can be said that this includes the willingness to pay and the actual market value assuring the economic support of the region. Three out of six domestic visitors buy apple products of the Altes Land. One participant travels to the Altes Land once per week to buy the apple products. The other two participants buy apple products of the Altes Land at the weekly market. The three participants that do not travel to the Altes Land to buy Apple products state that they might buy them on the market or in the supermarket but not always intentionally. However, they do mention to either have visited fruit shops or that it is important to buy local to support the local economy and therefore select local products. In addition, the domestic visitors were asked if they would be willing to spend more money on local and regional produced apple products compared to apple products which can be bought in the supermarket. All visitors would agree with these reasons to buy local products and that the quality is noticeably higher. One participant said that he would pay more to support the cultural value of the product and therefore maintain its availability. According to Duram (2011), local food consumers want to protect the local food and support the local businesses, including local farmers and local food producers. This overlaps with the information obtained in the interviews.

When looking at the social valuation of the apple products of the Altes Land by domestic visitors, it can be said that this valuation has a high importance to most of the participants. Social valuation includes the cultural identity and the expression of traditions by the host community. While asking the domestic visitors what they think of when hearing the term Altes Land, the first things that they said was apples, fruits and farm stands. Furthermore, one states that the Altes Land is well known for its apple products and that it would not be the Altes Land without them. All six visitors see the local apple products of the Altes Land as a cultural asset. One explains that the Altes Land with its agriculture as a cultural asset because it has been build up out of nothing creating a cultural value. In addition, the region is known all over Germany for its apples. Local fruit-growing should be supported since these apple products contain a cultural value and traditions carried for many years. Doing so, experiences are handed over to younger generations maintaining the apple production in the Altes Land.

Coming to the environmental valuation of the local apple products of the Altes Land it can be said that domestic visitors are aware of the environment and the sustainable fruit-growing. Firstly, they mention the quality of the apple including its freshness and the good taste. Secondly, they are convinced about the sustainable production including a limited use of pesticides and short transport distances to the end-consumer. Speaking of that, all six participants state that it is important to support sustainable grown apple products.

Conclusion

Due to the high contribution of apples to the regional and local integration it brings challenges and benefits with it on the economic, social and environmental level. The local economy of Altes Land benefits with the creation of employments for the family run businesses and due to the home-grown products employments among relatives, friends and neighbours are created. This also contributes to the multiplier effect. Moreover, the apple production is not dependent on the season and therefore the local farmers benefit financially from it the entire year. In addition to that, farmers are dependent on the expenditures of the consumers and on the fact that the apple products attract domestic visitors and tourists. To summarise, the economic dimension of the local producers and of the region benefits all year around and would not be viable without using the apples for tourism purposes. There are smaller leakages such as income flows to the home countries of seasonal workers, but this does not significantly disrupt the economic importance.

There are a number of societal benefits, such as pride and the preservation of culture. Some items, such as the preservation of family structures and the pride of contributing actively to a characteristic of the region have not been noted in prior research on the benefits of local food products.

Coming to the environment the short transportation distance represents an enormous environmental benefit due to fewer emissions when products are grown, produced and sold in the same region. For example, the inhabitants and also domestic visitors value the fact that the apples are grown and sold in the same region. Of special note here is that it seems a given both for providers and consumers that local food products should be produced in an environmentally friendly manner. A major value of this development impacts both nature and society: the environment with its distinguishing characteristics is preserved.

Hence, the integration of apple products from the region of Altes Land is valued environmentally due to the sustainable production of the products and the added value due to the location and climate. Moreover, the integration of the products has competitive advantages to other regions due to unique environmental features and special growing conditions. The regional sustainable value creation is visible among every target groups that vary from inhabitants of the city of Hamburg but also from others cities of Germany.

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Sustainable tourism development and the world heritage status of the Wadden Sea: The case of Terschelling

Akke Folmer*, Hans Revier and Tamara Cupido

Research Group Marine Wetlands Studies, Stenden University of Applied Sciences, Leeuwarden, The Netherlands
**Corresponding author email: akke.folmer@stenden.com*

National governments and regions make great efforts to obtain international recognition for their natural heritage, for instance through UNESCO's World Heritage Sites list. Since June 2009, the Dutch Wadden Sea has been on the World Heritage List. Our study investigates to what extent the World Heritage status of the Wadden Sea matters to tourists visiting the Wadden island of Terschelling, in the off season. Results showed that for most respondents (93.5%) the World Heritage Status was not a reason to visit Terschelling, while almost a quarter (23.7%) did not know about the World Heritage Status. However, the Wadden Sea was regarded as one of the most attractive elements of the area, together with the North Sea beach, dunes and forests of the Wadden island of Terschelling. For 58% of the respondents, the Wadden Sea was the reason to visit. To conclude, the Wadden Sea is highly appreciated, but for domestic tourists, the designation as World Heritage Site is not a reason for visiting. First-time or international tourists, who are more likely to be attracted by the World Heritage status, were not found during the off season. More efforts could be made to promote the Wadden Sea area as an attractive natural area among these groups of tourists, in order to gain more support for nature protection and preservation of this unique natural heritage region.

Keywords: tourist motivations, valuation, natural landscapes, coastal tourism, long-term nature protection

Introduction

The World Heritage Status contributes to sustainable development of the Wadden Sea area by raising support for nature protection and by raising opportunities to stimulate economic development by attracting new tourism markets. World Heritage Sites are often a reason for tourists to visit a tourist destination (Shackley, 1998; Ryan & Silvanto, 2009). However, previous research has shown that, although awareness on the World Heritage Status is increasing among visitors, it is still not a main reason for visiting the region (Revier, Postma, & Folmer, 2012). Second, research by Sijtsma et al. (2012) has demonstrated that the Wadden islands are valued more than the Wadden Sea, which may make it more difficult to attract new visitors. This raises the question to what extent the Wadden Sea is actually valued among visitors. Furthermore, it is not clear whether the World Heritage Status attracts new tourists to the area. The aim of our research was to find out how the Wadden Sea is valued among visitors, compared to the Wadden island of Terschelling, and to what extent the World Heritage Status of the Wadden Sea matters to visitors to Terschelling.

The international Wadden Sea is an estuarine tidal area along the North Sea coasts of the Netherlands, Germany and Denmark (Figure 1). It is characteristic for regions with sandy coasts and a medium tidal range. Fifty barrier islands separate the Wadden Sea from the North Sea, and an offshore transition zone from to the North Sea. The tidal flats of the Wadden Sea form the largest unbroken stretch of mudflats worldwide. The present form of the Wadden Sea is still mainly the result of natural forces, although since the Middle Ages man has changed the Wadden Sea landscape by building dykes and reclaiming land. The Wadden Sea is an important nursery area for fish, a foraging and resting habitat for seals, and a foraging habitat for migrating waders. The Wadden Sea, including large parts of the islands, is a fully nature protected area and was designated as a natural World Heritage site in 2009 (Wolff, 2013).

The Dutch Frisian islands have developed into very popular holiday destinations. Traditional economic activities such as agriculture and fisheries have been replaced by tourism-related activities (Fischer & Waterbolk, 2005). In 2010, 1.2 million visitors spent 5.1 million nights on the Wadden islands (Huig & de Haas, 2010). Tourists in the Dutch Wadden area arrive mainly from the Netherlands (83% visitors; 76% nights), Germany (14%; 22%) and Belgium (1.5%; 1.2%). The number of nights spent on the islands by Dutch tourists during the period 1998–2009 was approximately four million each year, varying between 3.7 million and 4.2 million (Sijtsma et al., 2012). The existing dominant pattern of visitation is a short stay (weekend to full week) at a rented cottage, hotel or campsite. Most of the money spent during visits appears to be on lodging, board and transport, both on the way to the islands as well as on the islands (Stichting Recreatie, 2003).

The landscapes of the adjacent coastal areas of Noord-Holland, Friesland and Groningen are a result of a long and intense interaction between its inhabitants and the sea. In this peripheral rural area agricultural activities dominate, although some industry is developed near the ports of the cities of Den Helder, Harlingen and Delfzijl (Schroor, 2008). The area has a rich cultural inheritance, reflecting the struggle of mankind against the forces of nature. The recent economic

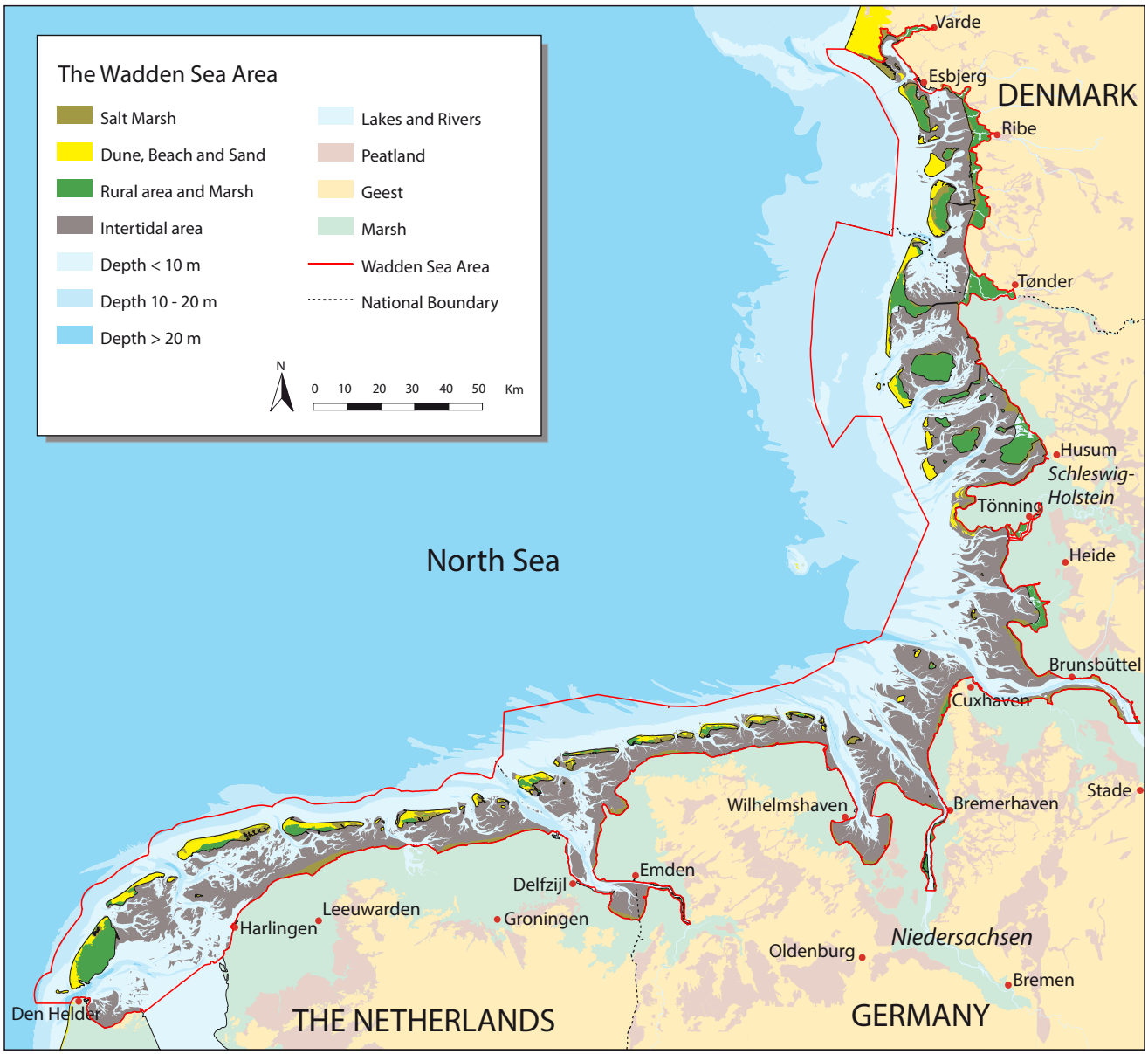

Figure 1: The international Wadden Sea, a natural World Heritage site. Source: Common Wadden Sea Secretariat, 2002

decline of this mainland coastal area, which is already relatively underdeveloped compared to the Dutch average (Daams & Sijtsma, 2013), has resulted in regional and local policies to stimulate tourism development in these areas.

World Heritage Status

It took more than 10 years to reach the necessary consensus to nominate the Wadden Sea as a natural World Heritage site. Especially local communities and economic interest groups feared a loss of autonomy and legal constraints for their activities (van der Aa, Groote, & Huigen, 2004). Also the great societal changes during the last 50 years in this region should be mentioned in this context. Traditional employment, which was found in the agriculture and fisheries, was replaced by employment in the tourism and recreation sector (Sijtsma, et al., 2012). The Wadden Sea, which provided income (fishing, seal hunting) but which also threatened local communities (floods), became an icon of nature protection. The need to protect the unique natural values of the Wadden Sea area as such is not subject to debate. But at the same time it raised the question to what extent the values of nature and landscape can contribute to the socio-economic development of the area (Revier, 2013). The World Heritage Status of the Wadden Sea, as decided upon by the World Heritage Committee of UNESCO on 26 June 2009 in Sevilla, was in the end supported by most stakeholders in the Dutch and German Wadden Sea region. Two main causes can be determined for this change in opinion. First the formal agreement between the different governmental bodies responsible for the protection of the Wadden Sea was not to derive any new formal regulation from the World Heritage status. And secondly a study from

the Dutch UNESCO Centre predicted an increase in tourism and therefore economic benefits in the area (UNESCO Centre Nederland, 2005). The nomination of the Wadden Sea as natural world heritage was regarded as an important factor especially for the development of tourism in the coastal area.

The World Heritage status of natural areas such as the Wadden Sea contributes to sustainable development in many ways. World Heritage Sites can be important for economic development, by attracting new investments and generating locally-based, environmentally-friendly employment (Boccardi & Duvelle, 2013). The status can generate jobs in outdoor recreation and tourism, but also in the preservation of natural heritage. In addition, the preservation of World Heritage sites facilitates the spiritual well-being of local people and visitors, through the strong symbolic and aesthetic dimensions of the natural landscape. The possibility to access and enjoy one's own heritage is therefore an important issue, enabling feelings of attachment and belonging to the place (Boccardi & Duvelle, 2013). These insights are currently being integrated into the processes of the World Heritage Convention.

Sustainable tourism in the Wadden Sea area

The research group Marine Wetlands Studies at Stenden University is focusing on the sustainable development of tourism in the area. Current research has the purpose to get insight into the effects of the World Heritage Status, in particular the natural values of the area, on future tourism development. The concept of sustainable development entered Wadden Sea policy in the early nineties. At first it was understood as environmental protection, taking into account the interests of the local population (Lambers et al., 2003). Revier (2013) analysed policy development with regard to the sustainable development of tourism of the Wadden Sea area. In 1997, the eighth Trilateral Ministerial Conference on the Protection of the Wadden Sea in Stade decided to initiate interregional cooperation to develop and implement policies on sustainable tourism, together with relevant stakeholders, including local and other relevant authorities. In the so-called Netforum Final Report (Cooperation, Inter-regional Wadden Sea, 2000), the main guiding principles with regard to recreational use and tourism development in the international Wadden Sea are formulated. NetForum proposed the following vision for tourism development in the Wadden Sea Region: "To enhance the reputation of the Wadden Sea Region as a high quality tourist destination, by building on its internationally important coastal environment, history, culture and the hospitality of its people" (Cooperation, Inter-regional Wadden Sea, 2000, p. 7). Sustainable tourism is defined as ecologically preservable, economically viable and socially acceptable.

The ninth trilateral conference in 2001 in Esbjerg, Denmark, welcomed the Netforum report and invited the regional authorities to work out concrete projects, but the ministers did not take any initiative to incorporate the recommendations in trilateral policy. After the enlisting of the international Wadden Sea as a natural world heritage site in 2009, trilateral policy once again focused on the sustainable development of tourism in the area, following the request of the UNESCO World Heritage Committee. During the 14th Governmental Conference in 2014 on the protection of the Wadden Sea in Tønder, Denmark, the responsible Ministers adopted a strategy for the sustainable development of tourism. In the Sustainable Tourism Strategy for the international Wadden Sea the following vision statement is formulated:

> *Nature conservation and sustainable tourism development go hand in hand across the Wadden Sea World Heritage Destination. This relationship is characterized by appreciation, understanding, experience and active participation of all committed partners. People who visit, live or work in any part of the Wadden Sea World Heritage Destination are aware of and appreciate the "Outstanding Universal Value" and the unique landscape. They are committed to preserving these assets for the benefit of present and future generations. Local businesses and communities benefit both economically and socially from the high quality offers that support the integrity of the Wadden Sea and the ecological requirements of its World Heritage status (Task Group Sustainable Tourism Strategy, 2013, p. 5).*

Although the potential conflicts between tourism and nature conservation are acknowledged in this strategy, emphasis is put on their coexistence in the Wadden Sea region. This corresponds with the policies of the different nature conservation organisations involved in the protection of the Wadden Sea. They allow recreational activities in the nature reserves they have responsibility for. And recently the Wadden Society developed a close cooperation with local entrepreneurs in organising guided field trips in the Wadden Sea area. During qualitative research among representatives of the tourism industry (Waddenvereniging, 2012) it became apparent that most local entrepreneurs believe that high natural values are important requirements for tourism development in the Wadden Sea region. They also assume that the nature and landscape of the Wadden Sea can be the main pull factor for the tourism development in the coastal regions of Friesland and Groningen.

These unique natural values of the Wadden Sea formed the basis for the global recognition of the Wadden Sea as a natural World Heritage site (Common Wadden Sea Secretariat, 2008). It can therefore be expected that the World Heritage status could give a boost to tourism development in the area. To get more insight into these effects, quantitative and qualitative research was carried out among stakeholders and visitors of the Wadden Sea in the fall of 2008, the spring of 2009 and at the end of the summer of 2013. Visitors to the harbour city Harlingen in the Netherlands were asked about their knowledge and expectations of the World Heritage nomination of the Wadden Sea. Also stakeholders in the Dutch and German Wadden Sea (representatives of the municipalities, restaurant owners, entrepreneurs) were questioned. The main results of these studies indicate that awareness about the World Heritage status has grown (30% in 2008, 74% in 2009 and 75% in 2014). Due to the nomination, stakeholders in the tourism industry expected an increase of tourism and a positive added value to the image of the Wadden Sea. On the other hand, they are waiting for initiatives by the (local) government, and possible marketing opportunities have not been taken into consideration by most of the tourist facilities and municipalities (Revier, 2013).

The Terschelling case

In general, World Heritage Sites are often a reason for tourists to visit a tourist destination. In the case of the Wadden Sea, visitor awareness on the World Heritage status has increased over the last years, but it is still not the main reason to visit the area. Previous research also found that the Wadden islands are valued more highly than the Wadden Sea (Sijtsma et al., 2012), which could be a problem to attract new visitors. Our research compared the valuation of the Wadden Sea with the Wadden island of Terschelling among visitors to this island. Furthermore, we investigated whether the World Heritage Status was a reason for visiting the Wadden Sea area in the off season and whether it attracted first-time visitors. Our research was led by the following research questions:

1. How do visitors value the Wadden Sea, compared to natural landscape elements of the Wadden island of Terschelling?
2. To what extent was the World Heritage Status of the Wadden Sea a reason for visiting the Wadden island of Terschelling?
3. Does the World Heritage Status of the Wadden Sea attract new visitors to the Wadden island of Terschelling?

In October 2014 an "en route" survey (Veal, 2011) was held on the ferry to and from the Wadden island Terschelling in the Dutch autumn school holidays. Questionnaires were handed out on the ferry to and from Terschelling. A respondent-completion format was used since the respondents filled in the questionnaires themselves and no interviewer was involved (Veal, 2011). In case of any questions concerning the questionnaires, the researcher was there to answer them.

Table 1: Respondents' profile and valuation of the Wadden Sea

Variable	Category	% (N = 434)	Valuation Wadden Sea	
			Mean	Standard deviation
Nationality	Dutch	98.6	4.06	1.08
Age*	16–24	14.7	3.84	0.98
	25–36	10.6	4.41	0.88
	37–48	27.9	3.90	1.20
	49–64	29.7	4.19	0.97
	65+	17.1	4.12	1.17
Gender	Male	42.2	4.01	1.08
	Female	57.8	4.11	1.07
Group	Alone	1.8	4.63	0.52
	Family	60.8	4.06	1.08
	Friends	13.8	4.00	1.13
	Partner	21.9	4.09	1.09
	Colleagues	1.6	4.00	0.82
Repeat visits	First visit	9.4	3.95	1.15
	1–5	32.3	4.15	1.02
	6–20	25.3	4.14	1.02
	21 or more	32.9	4.03	1.17
Repeat visitor	Yes	90.6	4.07	1.07
	No	9.4	4.10	1.13

Note. Independent sample t-tests were done to compare means between two groups (gender, repeat visitor), and one-way ANOVA tests were done to compare means between more than two groups (age, group, repeat visits)
*$p < 0.05$

Table 2: Valuation of Wadden Sea compared to other visible landscape elements of Terschelling and surroundings

Valuation	Mean	Standard Deviation	N
North Sea beach	4.18	1.15	430
Dunes and forests	4.16	1.10	430
Wadden Sea	4.07	1.08	433
North Sea	4.03	1.24	433
Nature areas	3.93	1.13	430
Villages	3.63	1.26	430
Seals	3.49	1.27	433
Birds	3.33	1.28	433
Sea animals	3.15	1.38	433
Polders	3.10	1.40	430

Note: 1 = very unattractive, 5 = very attractive

In 2013, 444 338 tourists visited Terschelling (Veerbootinfo.nl, 2014). The number of tourists visiting Terschelling in the autumn school holidays is far lower, yet the aim was to collect 500 questionnaires: 250 questionnaires in each direction, to and from Terschelling. Each way, there were approximately 400 passengers on board. Of the 250 questionnaires handed out, 237 completed questionnaires were collected on the ferry to Harlingen, and 197 on the ferry to Terschelling, a response rate of respectively 95% and 79%. The lower response on the way to Terschelling can be explained by the fact that passengers had just started their holidays. Reasons passengers gave for their unwillingness were: "*I am on holiday now*" and: "*No, not interested*". A total number of 434 questionnaires were filled in. The statistical program IBM SPPS statistics 22 was used to analyse the data. Most respondents were Dutch, middle-aged, visiting with family and were repeat visitors. Fewer than 10% had never visited Terschelling before (Table 1). Due to the relatively high response, this is likely to correspond with the general profile of visitors to Terschelling in the autumn school holidays.

Results

Respondents valued the Wadden Sea relatively highly, as it was ranked on third place after the North Sea beach and dunes and forest, and just before the North Sea (Table 2). The valuation of the Wadden Sea differed significantly between different age groups. Respondents between 25 and 36 years, and middle aged to older (49+), valued the Wadden Sea significantly more highly than young (16–24) and young middle aged (37–48) respondents.

For the majority of respondents, the Wadden Sea was an important motivation to visit Terschelling (Table 3). Most of the respondents knew that the Wadden Sea is a UNESCO World Heritage Site. However, only 6.5% regarded the World Heritage status as a motivation to visit Terschelling. Most respondents experienced the Wadden Sea from the island, by cycling along the dike, while about a fifth participated in a Wad excursion during their stay. Most respondents had participated in a Wad excursion during one or more previous stays. Respondents who regarded the Wadden Sea as a motivation to visit Terschelling valued the Wadden Sea more highly than respondents who did not. It was also noted that the few respondents who watched birds (8.9%, see Table 3)

Table 3: The role of the Wadden Sea in respondents' recreational behaviour on Terschelling and motivation to visit Terschelling

Variable	Category	% (*N* = 434)	Valuation Wadden Sea	
			Mean	SD
Wadden Sea as motivation to visit Terschelling*	yes	57.8	4.20	1.07
	no	42.2	3.89	1.06
Knowledge on World Heritage Site	yes	76.3	4.11	1.06
	no	23.7	3.93	1.12
World Heritage Site as motivation to visit Terschelling	yes	6.5	4.00	1.19
	no	93.5	4.07	1.07
Wadden Sea recreation (*n* = 371)	Cycling along the Wadden Sea dike	60.4	4.01	1.07
	Wad excursion	21.3	4.07	1.10
	Seal excursion	8.9	3.97	1.21
	Bird watching	8.9	4.52	0.67
	Other	0.5	4.50	0.71
Visit to the Wadden mudflats during this holiday or before	yes	63.8	4.11	1.09
	no	36.2	4.01	1.07

Note. Independent sample *t*-tests were done to compare means between two groups, and one-way ANOVA tests were done to compare means between more than two groups.
*$p < 0.005$

valued the Wadden Sea most highly compared to others. Due to their low numbers, the difference in valuation was not significant.

Discussion

It can be concluded that visitors value the Wadden Sea almost as highly as the North Sea beach, dunes and forest on the Wadden island of Terschelling. Our results confirm the findings, that the natural landscapes on the Wadden islands beaches and dune areas are valued most (Sijtsma et al., 2012). However, the concern that the Wadden Sea may be of lesser importance is not supported. Our results show that for the majority of visitors to Terschelling in the off season, the Wadden Sea is valued highly and is an important motivation to visit the island. Most visitors have experienced the Wadden Sea first-hand, by cycling along the Wadden Sea dike or participating in Wad excursions. Due to their past experiences, they value the Wadden Sea highly, which is in line with previous research which demonstrates that nature excursions can foster and increase visitor attachment to protected areas (Folmer, Haartsen, & Huigen, 2013).

Our research shows that in the off season the World Heritage status does not attract visitors. Although the majority of visitors know that the Wadden Sea is a UNESCO World Heritage site, only a few regard the status as reason to visit the Wadden Sea area. Besides the nomination as World Heritage site, visitors have more important reasons for visiting (Poria, Reichel, & Cohen, 2011). As most are repeat visitors, it is likely that they have known the Wadden Sea for much longer than the World Heritage Status. In addition, we did not find evidence that the Wadden Sea as World Heritage Site is a "must see" for tourists (Shackley, 1998; Ryan & Silvanto, 2009), as we found hardly any first-time visitors. It is clear that the UNESCO status of the Wadden Sea is not a label that will automatically attract more tourists.

To attract new visitors from beyond the traditional Dutch, German and Belgian markets who come specifically for the World Heritage brand, much more effort should be put into raising awareness about the values that classify the Wadden Sea as a natural World Heritage site. In this respect coastal tourism development in Lower Saxony (Germany) can serve as an example. Here the World Heritage status is actively used to attract more and different tourist groups (Revier, et al., 2012, Prowad, 2012). A logo has been developed, which can be found on all brochures, the homepages and everything else connected with the German side of the Wadden Sea. Moreover, signs are installed on the German motorways heading towards the coast, which raise awareness of the special site. Furthermore package tours themed around the topic of the Wadden Sea are offered (Nordsee GMBH, 2011). The marketing of the region mainly uses the World Heritage title, and programmes are developed to raise awareness and educate visitors. Representatives of the tourism industry are convinced that the World Heritage status creates benefits for tourism and hence the region is present at fairs and has started a marketing campaign. Also they believe it has led to raised awareness for the preservation the natural values of the Wadden Sea. Moreover, a stronger focus on nature-orientated target groups is developed. Also cooperation between the tourism industry and nature conservation organisations has benefitted from the World Heritage status (Revier, 2013).

Concluding remarks

The UNESCO status of the Wadden area is not a label that will automatically attract more tourists and generate sustainable tourism development. It can have all kinds of benefits for the region in question, such as conservation, cooperation, local pride, social capital, learning and education, and sponsoring and investments, but the economic effects and tourism impacts usually remain poor (Rebanks, 2009). However, to give a sustainable boost to the Wadden area as a tourism destination, the UNESCO status should be regarded as an interesting and challenging opportunity for the region but not as a panacea. It requires a clear and focused vision and strategy, with raising awareness of the values that qualify

the international Wadden Sea as a natural World Heritage as a first step. Nevertheless, tourism development and nature conservation and can mutually benefit. Raising awareness about the natural values of the Wadden Sea will result in more visitors to the region and contribute to an emotional attachment to the protected area and public support for the conservation programmes. Further research should aim at explaining differences in the perceptions of the Wadden Sea by different target groups and exploring ways to attract new visitor groups to the area.

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Key elements for designing a strategy to generate social and environmental value: A comparative study of festivals

Marisa P. de Brito* and Liliya Terzieva

Academy for Leisure, Breda University of Applied Sciences (NHTV), Breda, The Netherlands
**Corresponding author email: brito.m@nhtv.nl*

The world of events is becoming more competitive. Governmental bodies need to be more thorough in justifying public expenditure and its consequences, and commercial entities strive for exemplary corporate social responsibility. At the same time consumers are becoming more demanding; they want to consume ethically, and expect leisure and hospitality organisations to practice sustainable hospitality. Sustainability is therefore becoming a must for events. This research explores the key elements in designing a strategy when generating social and environmental hospitality value at events is a priority. The study is grounded in empirical data, using music festivals across Europe as case studies. Six key elements have been identified, among which are: visionary leadership, authenticity, and strategic partnerships. Based on the findings, we propose a design approach to generate social and environmental value for events.

Keywords: design, events, innovation, hospitality sustainability, strategy, trends

Introduction

The world of events has grown more complex. There are a larger number of autonomous and interrelated elements impacting the competitiveness of events. For instance, the number of events is increasing, while funds and sponsorship are decreasing, and potential sponsorship is more selective. To illustrate, a few statistics follow from two well-known festival nations in Europe, UK and the Netherlands. In the UK, more than 900 festivals were organised in 2012. About 5% had to be cancelled due to poor ticket sales (eFestivals, 2012). In the Netherlands, about 774 large festivals (with more than 3 000 hostees) were organised in 2013. Since 2012, and including newcomers, 18% of the total number of festivals were not successful (Van de Haterd, 2013). At the same time, the audience is more demanding in terms of value for money, and target groups are becoming more intertwined. Established events need to compete with a growing mass of underground and pop-up events, with adepts of pop-up culture becoming increasingly web-connected in self-organised communities through word-of-mouse (see Popup Culture, 2013). Therefore, events are affected not just by business competitiveness but also by the fluidity of the external environment. For example, with the growth of social media (O'Brien, 2011), the number and type of stakeholders that can have a large impact on the image of an event has multiplied.

Therefore, stakeholder dialogue is no longer enough: companies need to be stakeholder confident (Ernst & Young, 2011) to be able to cope with both diversity and complexity. Festivals and events are no exception, if they are to remain competitive.

One of the topics being raised by stakeholders is sustainability. Sustainable hospitality (at events and other leisure activities) is rather fluid, as sustainability does not have a single definition (Melissen, 2013). At the same time, and as put by Yeoman (2013, p. 254), consumers are becoming "more demanding, sophisticated and informed." They want to consume ethically, and they expect organisations to take their social and environmental responsibility seriously. The consumer expects explicit corporate commitment. Consumers want, more and more, to "express their personalities" through what they consume, and festivals are, par excellence, places for that (Yeoman, 2013, p. 256). Sustainability is therefore becoming a must for events. Governments, corporate sponsors, and local communities are among the stakeholders calling for sustainable and responsible events (Pelham, 2011).

This urgency has also been reflected in the increase in research on the topic of sustainability of events. In recent years, studies have been published on the policy for sustainable events (Getz, 2009; Dredge & Whitford, 2010), sustainability impacts and models (Raj & Musgrave, 2009), residents' perceptions on sustainability (Konstantaki & Wickens, 2010), the need for new business models (Pelham, 2011), case studies (Jones, 2010), and barriers and opportunities (Ponsford, 2011). For further reading on the sustainability of events, we refer to the special issue on the topic which appeared in the journal *Event Management* in 2011 (Lawton, 2011).

Recently, Mair and Whitford (2013) reported on the opinion of events experts regarding the importance of topics to be researched in the area of events. Not surprisingly, an event's impact is number one in importance. Within this are socio-cultural and community impacts, economic impacts, and environmental impacts. Richards, de Brito and Wilks (2013) edited a book on the social impacts of events with several case studies from Europe, South Africa and Australia, illustrating the social impacts of events from street soccer and community events to the Olympic Games. Environmental/sustainable impact is also identified as one of the main five themes which

events researchers are working upon (Mair & Whitford, 2013). There is what can be called an outcomes obsession among stakeholders (Sharples, 2014). Yet, in respect to research, there is still a long way to go, and Mair and Whitford (2013, p. 16) are correct in concluding the following: "The directions for future events and festivals research … appear clear – more research on the socio-cultural and environmental impacts of events is needed". Kim, Boo, and Kim (2013) reached a similar conclusion after reviewing 178 event-related articles in the top three tourism journals for the past 20 years. This goes along with the pleas of Getz (2010, p. 20) for "a more balanced, triple-bottom line approach" in evaluating festival impacts.

We would argue that it is important not only to measure impact, but also to learn more about how to generate a positive impact, or in other words, to investigate what is key regarding an event's strategy so that environmental and social value can be generated. This research contributes to this first step: it identifies, by means of European case studies, key elements in designing a strategy where generating social and environmental value is a priority. Based on the findings, we propose a design approach to generate social and environmental value for events, so that sustainable hospitality can be a true asset at events.

Methods

The research approach

This research is based on empirical data developed through comparative case studies, with the unit of analysis being an event. More specifically, this study makes use of three European music festivals: Roskilde (Denmark); Boom (Portugal) and Paléo (Switzerland). Originally, two additional European festivals were selected and researched including a festival in Germany and another one in the Czech Republic. After preliminary examination (including the analysis of interviews), however, it proved that the data from those two festivals were not rich enough for a thorough analysis, and they have therefore not been described in this paper.

Thus, the festivals were selected based on their genuine interest in sustainability. This was legitimised in several ways: (1) by expert stakeholders on the event sector, (2) by peer festivals, (3) by having rich data related with sustainability, and (4) by their active participation in the GO Group. GO stands for Green Operations, and it describes itself as follows: "GO Group is an independent, pan European and cross industry think-tank to inspire people in the music festival and events industry to run their operations greener and smarter" (GO Group, 2013).

The initial collection of secondary data was cross-checked, juxtaposed and/or complemented as much as possible with primary data. Secondary data were gathered from internet sites of the festivals, presentations and articles and documentaries about the festivals. With two festivals (Roskilde and Paléo) primary data were additionally collected through semi-structured interviews, using an item list (see Table 1). At Roskilde, a project manager was interviewed, and at Paléo the interview was with the Press and Media Officer. The interviews comprised general items about the festivals (vision, mission, consumer orientation, community involvement, partnerships and other stakeholders' involvement, as well as the ins and outs of the communication of the festival, including social media usage). We also zoomed in on value creation for the audience: its involvement before, during or after the festival, whether or not there were co-creative initiatives and if so, if they were linked with sustainability. Another topic was the sustainability at the festival (covering the sustainable policy/ philosophy, specific actions before, during, or after the festival, and whether or not there have been recent innovations). Finally, we asked festivals to reflect on points for improvement and on future outlook (lessons learned from previous years, points for improvement, and specific goals). Furthermore, we gave the festivals the opportunity to name a well-known best practice in the festival world. With the Boom festival, no formal interviews were carried out. There was online communication and, moreover, the festival and its approach to sustainability were very well documented on its own site with video presentations and other related documents.

Table 1: Item-list for the semi-structured interviews

Topics	Issues covered
The festival	Vision, mission, motivation of the festival Audience oriented actions Community involvement in the festival Partnerships/stakeholder involvement Communication/social media usage
Value creation for the audience	Audience involvement (before, during, after) Co-creation Linked to sustainability?
Sustainability at the festival	Sustainable policy/ philosophy Sustainable actions of the festival (before, during, after) (Recent) Innovations/Actions
Improvement points and future outlook	Lessons learned from previous years Points of improvement Goal for the future
Known best practice	Example of best practice

Data analysis

When an event aims at generating social and environmental value, this calls for careful design of a strategy in staging a sustainable event experience. Gupta (2012) shows that there are six dimensions of business strategy interrelated with experience marketing: visionary leadership, customer orientation, unique company capabilities, barriers to imitation, employee empowerment, and internal marketing. Given that data could not be found for all those items, nor could all the items be thoroughly covered in the interviews, we adapted Gupta's framework for analysis as indicated in Table 2. For visionary leadership we looked into the sustainable ambition and risk-taking of the festivals; we took a broader view than Gupta (2012) on empowerment, going beyond empowerment of employees to consider empowerment of volunteers, the audience and the surrounding communities, as that is more appropriate in settings like festivals (compared to companies). On customer orientation, we considered the hospitality, service and the level of tailor-made solutions in the event. Instead of analysing the capabilities and barriers to imitation separately (as proposed by Gupta, 2012), we examined innovativeness as a whole, i.e. the degree of introduction of new (sustainable) services, products, or processes.

In addition, and inspired by grounded theory (Glaser, 1982), any additional empirical observations (left unmatched by

Table 2: Framework of analysis

Framework of analysis for the case studies (adapted from Gupta 2012)	Explanation	Strategic management & experience design Gupta's (2012) principles
Visionary leadership	Sustainable ambition and risk-taking	Visionary leadership
Stakeholders' empowerment	Empowerment of stakeholders, including staff, volunteers, community and audience	Empowerment (employees)
Customer orientation	Hospitality, service, and level of tailor-made solutions	Customer orientation
Innovativeness	Degree of introduction of new services, products or processes	Company capabilities Barriers to imitation
Internal marketing	Informal information generation and dissemination	Internal marketing

Gupta's theoretical framework) will be noted and compared in a thematic data matrix (Ritchie, Spencer, & O'Connor, 2003), so as to the check whether or not additional key elements emerge.

Afterwards we will apply inductive reasoning. By using empirical observations (both fitting the framework of analysis, as well as additional observations), we will identify key elements for designing a strategy to generate social and environmental value. After that, and based on the identified key elements, we will propose a three-phase model for festivals in designing such a strategy.

Thus, three European festivals (Roskilde, Boom and Paléo) were directly used to build the proposed strategic model in this paper. In addition, we checked the data collected regarding two additional festivals (in Germany and the Czech Republic). The data of these two festivals were not used to build the model, but we did use any data pertinent to those festivals to check whether or not they would falsify the model. There was no evidence (from the five cases closely looked at for this research, or any cases known to the authors) to rebut the model. Nonetheless, the model should be further tested. We come back to that in the conclusion and discussion.

A responsible economy

Consumers and a shifting value system

Consumers' and society's value system has largely shifted towards the experience economy (Pine & Gilmore, 2015). The customer of today and the one of tomorrow expect more from hospitality services, leisure activities in general, from events, and in particular festivals. As Calvo-Soraluze, de Brito, & San Salvador Del Valle (2015, p. 71) state: "most consumers have an informed opinion (or, at least, they think they do) and they challenge authority, corporations, and become more demanding". One of their demands is "consuming with ethics" (Yeoman 2013, p. 255). Overall, the consumer of today is far more experienced and less easy to please (Jayawardena et al., 2013). With social media, consumers have been given a louder voice, and they do not hesitate to use it to express their needs and wants with their (online) friends or by engaging in discussions on online platforms. Through the Internet, not only has the power of accessibility of information shifted towards the consumer, judging and rating of services have also pressurised the industry (Litvin, Goldsmith, & Pan, 2008). There is, therefore, and as claimed by Calvo-Soraluze et al. (2015, p. 71), the rise of "a new consumer with new demands". This consumer is "connected, informed, participative, impatient, experience-seeking, with a shifting values-system."

Designing for value

Teixeira et al. (2012, 364) refer to Vargo and Lusch's (2004) service-dominant logic, stating that "customer experience is not designed; rather it is co-created through customer interactions with the several service elements." In the same spirit, Beltagui, Candi and Reidel (2012) stress that service design has both a functional as an emotional purpose. Applying their framework, one can place events in the category of deliberately experiential services. This deliberateness does not mean, however, that event organisers totally control what the audience is to experience. Event organisers can simply be facilitators, to "enable customers to have the desired experiences" (Zomerdijk & Voss, 2011), or in other words, to set the stage for the experience. For a review and a reassessment of marketing experience, we refer to Tynan and McKechnie (2009).

When an event aims at also generating social and environmental value, this calls for careful design of a strategy in staging the sustainable event experience. As mentioned before (and as adapted from Gupta, 2012), there are several elements of business strategy interrelated with experience marketing: visionary leadership, customer orientation, innovativeness, stakeholders' empowerment, and internal marketing. These dimensions will be used to analyse the cases (see again Table 2).

The cases: Three European festivals

The following sections present the case studies: three European festivals for which generating social and environmental value is part of their priorities. Inserted quotes are from the interviews with the Project Manager (at Roskilde) and with the Press and Media Officer (at Paléo).

Roskilde Festival, Denmark: Co-creating sustainable meaning

The Roskilde Festival is a music festival in Denmark established in 1971. Organised by a non-profit organisation, the Roskilde Festival Charity Society, it has the following mission statement: "to support initiatives benefitting children and young people humanitarian and cultural work" (Roskilde Festival, 2013). Accordingly, in the last 30 years the Roskilde Festival Charity Society has donated about € 23.5 million to organisations such as Doctors without Borders, Amnesty International, Save the Children and The World Wildlife Fund (WWF). The target group of the festival is youngsters between 18 and 25. The visitors are primarily from Denmark (88%), and the remainder come mainly from Sweden, Germany, the Netherlands and

Great Britain. In future editions, the festival would like to double the percentage of people coming from abroad. Currently, there are about 80 000 visitors, during four days of festival.

Almost 20 years ago, Roskilde Festival carried out the first environmental survey and this led to an environmental policy with four principles: mitigation of resources use, use of environmentally-friendly products, maximising waste recycling, and safeguarding the health and security of the participants in the festival. Roskilde Festival has an Environmental Group that makes sure that those four principles are translated into practice, for instance, by using eco-labeled or organic products, refundable deposits on plastic cups and bottles, and donation of leftover camping material (see Roskilde Festival, 2013).

Through the years, Roskilde has become more daring, adopting co-creation in its sustainability endeavours, and bringing together sustainability, interaction and creativity. An example is the Dragon Workshop where participants learn how to make flying dragons out of unwanted tents. Another interactive project involved an artist making 250 bird houses that could be tagged by the festival fans, which would, later on, be spread in cities around Denmark. Photos would then be posted by fans on a dedicated Facebook page, with about 165 000 followers.

However, and as put by the Project Officer: "It is important to engage people in creating an environmental[ly] friendlier festival, but the festival has to show that they care otherwise it won't work". One of the areas where Roskilde shows it cares has to do with the "Help a homeless" initiative. Attendees have the opportunity to donate their sleeping bags or soft mats to the homeless. Within three years, the festival collected about 5 800 items. The festival also has several thematic zones which have been added over time. One of those is the so-called Poor City festival area designed to create awareness of young asylum seekers in Scandinavia. This zone includes activities led by the Danish Red Cross, and participation of homeless people in Denmark, along with musical performances. This thematic zone in the festival is perfectly aligned with one of the causes of Roskilde foundation: the inclusion of young asylum seekers in the "we feeling" of the festival. This is done by getting them involved, as much as possible, as volunteers during the festival, but also in additional activities, before and after.

"Cooperation is rather on a national level than a regional level" (such as with Tuborg beer, or the Red Cross, as mentioned). "This has to do with Roskilde being actually a figurehead for festivals in Denmark, and one of the largest in Europe" (Roskilde Festival Project Officer). Roskilde cooperates with technical universities in Denmark in the search for sustainable solutions, being involved in research projects on topics such waste management, sound technology, and crowd management: "We want to be proactive and set standards on social and environmentally related areas of responsibility: code of conduct, minimise waste, increase recycling and saving resources" (Roskilde Festival Project Officer)

Boom Festival, Portugal: A "self-sustainable" festival

Boom is an independent festival, founded in 1997, and takes place in Idanha-a-Nova, Portugal every two years, for a week, in the summer. It is staged in the interior of the country, on the shores of a lake. Boom's vision is to create an alternative reality, where the audience is one with nature, regardless of age or origin. Its 2012 edition drew about 30 000 participants, with 85% being from abroad, coming from 102 countries. The target group of the festival is trans-generational, so it includes young people, adults with kids, to the over-fifties or older.

Boom's mission is "to provide a unique experience where all participants are at one with nature, celebrating with likeminded people from around the world, respecting the environment and promoting key capacity, education and knowledge" (Boom Festival, 2012).

As put by André Soares, the environmental programme designer of Boom, the festival is "a space for an experience" to "gather together art, nature, water, people, beauty, music" and "to make a transition" towards sustainability. Since 2004 Boom has adopted self-sustainable principles of permaculture design to take care of the earth and its people, to set consumption limits, and to redistribute surplus (see Permaculture Principles, 2013). André Soares is confident: "we have the knowledge, we have the technologies" (Boom Web TV, 2014a). Accordingly, permaculture principles have been translated into Boom's eco-programme, which has three pillars: contact with nature, technologies (such as bio-construction) and artistic awareness (eco-art). Some of the practices include renewable energy: e.g. used kitchen oil from the community; water treatment; self-cleaning water with plants; reusable materials (e.g. from Rock in Rio festival); cradle-to-cradle installations (natural materials such as clay, collective transportation packages from the airport; garbage collection kits offered to the audience for free; and eco-consciousness educational activities during the festival. These efforts have been recognised in the form of awards: Boom got the Outstanding Greener Festival Award in its last three editions (2008, 2010 and 2012).

Paléo Festival, Switerzland: A festival rooted in its region

Paléo festival takes place in July over six days at Nyon, Switerzland. It was first run in 1976, and is now visited by about 230 000 people annually. Most visitors are Swiss, aged between 20 and 29, with about 10% coming from abroad, mainly from France. The programme includes both established stars as well as rising talents. It covers a wide spectrum of music styles and performances, including street and circus acts. Paléo sees itself as a global village and pays attention to the details such as the choice of food and crafts, décor, and the reception of the visitors.

The organisation itself contains only people from the region. New vacancies are not openly publicised; they are communicated within the staff's social networks, fitting the desire of the organisation to keep things in control. The festival is run by about 4 500 volunteers, 70% being Swiss, and 30% foreigners, of whom two thirds are from France. The festival uses different kinds of media to communicate with their target group: newspapers, radio, posters, and social media (Facebook and Twitter). The festival has several partners in Switzerland, most from the French part of the country. In particular, the festival collaborates with HTS, a technical university, in a diversity of educational projects.

The festival has its own environmental policy, aiming at reducing the environmental impact of the event, through various measures such as stimulating the use of public transport (which is now at 50%), sorting waste, promoting

local consumption, stimulating use of green energy, promoting sound quality and including quiet areas at the festival. The festival is aware that most of its impact (in terms of CO_2 emissions) is transportation, and efforts have been made to improve this. "The values of the festival are the same as 40 years ago, but now they are on a charter which give the same weight to economic, ecological and social elements. The festival wants to be a role model for visitors and therefore we are highly committed to keep up with our values" (Páleo Festival, 2013)

There are shuttle busses and special trains during the festival with reduced fares in all trains for all during the festival week. To influence the choice of transportation of the artists is still a challenge. Also other initiatives have not yet been as successful as expected: e.g. an app to support car-sharing.

In spite of the challenges, the festival has won several sustainability related prizes: the WWF's Paléo Festival Nyon champion in terms of environmental protection (2009), the MIDEM Green World Award (2008), the "Green'n'Clean Award" accreditation (2007). The festival is aware of its role as a socially responsible organisation, and it supports a variety of charitable and socio-cultural activities. Since 2005, it has identified its values, where respect for stakeholders (public, volunteers, staff, artists), respect for the environment, and social responsibility are central (Páleo Festival, 2013).

Next, we look at the key findings of the research and propose a model for events aiming at designing a strategy that also generates social and environmental value.

A sustainable festival: exploring key elements for a successful strategy

As explained in the methods section, the festivals were selected based on their genuine interest in sustainability. As stated previously this was legitimised by: (1) expert stakeholders, (2) peer festivals, (3) rich data on sustainability, and (4) active participation in the think-tank GO Group. This was further validated by the findings: it can be stated that all three festivals show willingness to be sustainable and also devote efforts to achieving it, corroborating the views of experts' and of their peers.

This said, not all three festivals have the same degree of embeddedness of sustainability in the festival. Boom and Roskilde lead in terms of sustainable reputation, also attested by the experts on events we have consulted. Paléo has won several eco-awards in the past but not that many in the last years, showing a slowdown in continuous, adaptive and dynamic sustainability efforts. Though Paléo is trying to innovate, it can still be regarded as a rather closed organisation (see Bodó, 2004). Paléo is very locally/regionally focused and not that much of a risk taker. For instance, plurality could be added. Thus, while Boom and Roskilde have a sophisticated embeddedness of sustainability in the festival, Paléo's embeddedness is still maturing.

Next we will report on the findings: (a) by analysing the data according to the framework of analysis described in the methods section (see Table 2), and (b) by extracting and matching key empirical observations (not fitting the framework of analysis). We will consider a dimension of strategy (either from the pre-determined theoretical framework or emerging) to be a key factor if: (1) it is both embraced by the two festivals having a sophisticated embeddedness of sustainability in the festival, i.e. Roskilde and Boom festivals, and (2) if there is no evidence indicating otherwise (from any of the five cases initially selected for this research, or any other case known to the authors). Note that Roskilde and Boom festivals were also the festivals put forward by peer festivals as the richest cases that one would expect to learn from regarding sustainability at festivals.

Table 3: Key elements of strategy: a comparative analysis based on Gupta (2012)

Elements of strategy (adapted from Gupta, 2012)	Roskilde Festival, Denmark	Boom Festival, Portugal	Paléo Festival, Switerzland
Key? Yes			
a) Visionary leadership (sustainability ambition and risk-taking)	An ambitious caring mission statement (humanitarian character) A long tradition of being pioneer (risky)	An ambitious mission with explicit eco & educational dimension No commercial sponsors (risk taking)	Responsible management Low risk-taking
b) Customer orientation (e.g. tailor-made solutions)	Personalised experiential activities & spaces	Nature oriented above all (+personalized experiences)	Attention to details. Hospitability is key Room to improve in personalized spaces
c) Innovativeness	Advanced examples of co-creation	Eco-innovative	Trying to be innovative, but barriers
Key? Not enough evidence/Not conclusive			
Stakeholder empowerment	(the "we" feeling)	Some related evidence, but not conclusive (The tribe feeling)	*Not enough evidence*
"Internal" marketing	Not enough evidence	Word-of-mouth is central (the ambassadors the tribal chiefs)	Some related evidence, but not conclusive (festival is rooted in the region)
Sustainability embeddedness	Sophisticated embeddedness of sustainability in the festival		Simple embeddedness (still maturing)

Findings based on the pre-determined framework of analysis

Table 3 presents the characteristics of the three festivals against the six items for analysis, (adapted from Gupta, 2002). Roskilde and Boom festivals can be considered to (1) have visionary leadership, (2) have a strong customer-orientation, and (3) be innovative.

Regarding *leadership* (in being visionary and risk-taking), Roskilde has a long tradition of being a pioneer and has a caring mission statement. Boom has also an ambitious mission with explicit eco and educational features. In addition, in spite of the financial risk, Boom does not accept commercial sponsorships. Therefore these two festivals dare to take risks and have a challenging vision, committed to sustainability values. Páleo Festival shows commitment, and seems to be led according to responsible management principles, but it is not that much of a risk-taker.

Both Roskilde and Boom have *strong customer orientation* (e.g. these festivals have highly tailor-made solutions), with Roskilde putting a lot of effort into personalised experiential activities and spaces. Boom makes a similar effort, emphasising that the audience is free, as long as it is one with nature. Thus, the state of mind of being one with nature is a sort of pre-condition of being able to have a personalised experience at Boom. Páleo Festival takes into account the details in receiving the audience, and hospitability is key. At the same time, it does not seem to reach the level of intimacy that Boom and Roskilde have with their audience.

In terms of being *innovative,* Roskilde shows a high degree of capability in using innovative tools such as co-creation, and Boom a high degree of capability in using eco-technology (not only to literally build the infrastructure but to, symbolically, build the image of Boom). Páleo festival seems to try to innovate regarding sustainability, but clearly there are some barriers. The organisation contains only people from the region, and the partnerships are also regionally acquired, while diversity and plurality are crucial to foster innovation (Forbes Insights, 2011).

Regarding the *empowerment* of the employees/volunteers, Roskilde has an explicit "we feeling" policy: audience and volunteers are as one. Boom has the "tribe feeling" (associated with the alternative reality Boom wants to create with the festival). There is, however, not enough evidence (from this research) on how really empowered employees or volunteers are in taking responsibilities, risks, or what are the incentives and fairness of the system. At the same time, it seems that community building is an important factor both for Boom and Roskilde festivals, the two festivals with a mature reputation and highly committed to sustainability. This said, more research would be needed to be conclusive on this.

With respect to *internal marketing*, there is not enough evidence either, except from Boom where word-of-mouth marketing is central. Boom festival uses ambassadors in different countries to spread the word and the feeling about the festival, who act as the "tribal chiefs" of like-minded people, as if they were a tribe.

To summarise so far, and by inductive reasoning, three strategic elements have so far been considered key in designing a business strategy where generating social and environmental value is a priority:

- *Key factor 1: Visionary leadership*
- *Key factor 2: Customer orientation*
- *Key factor 3: Innovativeness.*

For the other two strategies' dimensions (stakeholders' empowerment and internal marketing) there is not sufficient evidence from the cases to support them as vital.

Findings based on further empirical observations

As stated before, all three festivals show willingness and dedication to being sustainable. The data collected were rich in content, offering more information than just those extracted and fitting in the theoretical framework for analysis.

Taking into account the above-stated findings, we now pay a closer look at the two festivals in this research with a mature reputation regarding sustainability: Roskilde and Boom festivals. There are several empirical observations which are left unmatched by the theoretical framework for analysis. Table 4 summarises six empirical observations. Three of these stand out because they are present in both cases. These are: *authenticity, walking the talk,* and *strategic partnerships*. Next, we explain them, one by one.

Roskilde Festival was the only festival broadly using co-creation also regarding sustainability. Picking up on the difference between involvement and engagement (Ferlazzo, 2011), Roskilde is generating environmental and social value with the audience (engaging the audience), and not simply involving them (doing it for them). This generated post-event sustainability-related activities (in time and space), like the bird houses example (see case study description). Roskilde is able to take sustainability and the experience of the festival beyond the time and space boundaries of the festival, expanding the stage of the experience in this way. Making a parallel with Castells (1996), Roskilde Festival was able to create and manoeuvre well in a "space of flows", transcending "the space of places". Actually, it was able to transcend both "the space of places" and the time of the event, giving the sustainable meaning of the event an after-life. The festival is doing this with stakeholder confidence, being able to engage diverse stakeholders both in locus, and with social media.

Table 4: Additional key elements of strategy based on further empirical observations

Sophisticated embeddedness of sustainability in the festival		
Roskilde festival	Boom festival	Additional key elements
Post-event sustainability-related activities	–	–
Authenticity	Eco-authenticity	Authenticity
Stakeholder confidence	–	–
Walking the talk	Walking the talk	Walking the talk
Strategic partnerships	Strategic (non-commercial) partnerships	Strategic partnerships
–	Educational dimension	–

Boom at the same time is best in being *eco-innovative*, in particular regarding the facilities of the festival (Boom Web TV, 2014b). Boom has of course the advantage of having a dedicated ground for the festival, which offers a lot of freedom to be infrastructure creative and the festival can literally start from scratch. At the same time it has managed to attract sound eco expertise to the festival. So both festivals can learn from each other.

Both Roskilde and Boom have *strategic partnerships*, which also allow them to *walk the talk* in a more authentic manner. For instance, Roskilde has a strategic partnership with the Danish Red Cross, which collaborated in hosting the "Poor City" activities, where asylum seekers and other festival participants co-create music. Boom's partnership with IPEC (Permaculture Institute in Brazil) allows Boom to implement eco-innovation in the festival, and therefore walk the talk of "being one with nature".

Summing up, three additional elements of strategy are considered to be key:

- *Key factor 4: Authenticity*
- *Key factor 5: Walking the talk*
- *Key factor 6: Strategic partnership.*

Designing for social and environmental value: a strategic model

Events are designed to serve a range of purposes (Richards & Palmer, 2010). This study explored key elements in designing a strategy to generate social and environmental value to their stakeholders. The evidence, grounded in comparative case research, and with the use of Gupta (2012)'s dimensions of business strategy for experience marketing, plus emerging empirical observations, led to the following key elements:

- Visionary leadership
- Customer orientation
- Innovativeness
- Authenticity
- Walking the talk
- Strategic partnerships.

Based on the findings, we propose to organise the aforementioned six key elements into a three-phase model for designing a strategy for events aiming at generating social and environmental value. We call it the 3D model, as it has three phases (Discovery, Development and Delivery). The model is illustrated in Figure 1. It builds on the view of strategic design as a process (Montuori, 2003), which is other than simply planning: "Design, in contrast to planning, is an ongoing process" (Morin, 1994, p. 6).

Figure 1: A model to design a strategy to generate social and environmental value

In the first design phase – *discovery* – two key elements are important: *visionary leadership* and *authenticity*. "One of the challenges ahead lies in the development of an integrated view of the environment that goes beyond simplistic either/or dichotomies, and develops a fuller perspective on the interrelationship and interdependence of firm and environment" (Montuori, 2003, p. 11). Discovering, defining and agreeing jointly within the organisation upon the sustainability vision and the authentic values of an event is a key prerequisite towards its success, thus allowing the integral and systemic nature of the event organisation to be fully both acknowledged and recognised by all stakeholders involved, allowing for the ongoing and self-organising networking towards improvement and sustainability stabilisation (Banathy, 1996).

In the second phase – *development* – it is crucial to generate tailor-made solutions, with a strong customer orientation, and that can be strengthened by strategic partnerships. Ideally, the creation by means of engagement in a process of co-creation, both with the customer as well as with the strategic stakeholders, constructing together the identity of authenticity and allowing all voices in creating a sustainable event (Gergen & Gergen, 2006).

In the third phase – *delivery* – the provision of a unique, innovative event, walking the talk of social and sustainable values is key. This can be done by building upon root elements but differentiating with new, *innovative* and creative elements (please recall the Roskilde and Boom cases). *Walking the talk* has the potential to deliver both personal and collective authentic experiences, which ideally will use the participatory voice of the participants, enhancing the potential of the event.

Conclusions and discussion

In this section we highlight the main conclusions of this paper, we discuss the propose model in the light of the literature, and we put forward proposals for further research.

This research explored the key elements in designing a strategy for events, when generating social and environmental value is a priority. Guided by a theoretical framework, and after the analysis of case studies (five European festivals, of which three in-depth), six key elements were identified. These were organised into a three-phase design model, labeled here as the 3D model:

Phase 1: Discovery (visionary leadership and authenticity)
Phase 2: Development (customer orientation and strategic partnerships)
Phase 3: Delivery (innovation and walking the talk).

Regarding the first and second phases of the model, this empirically based paper has corroborated what Edginton (1988, p. 5) had conceptually envisaged: that "the ability to be visionary, to be agile, to build collaborative partnerships" would be key in managing leisure in the 21st century. Sustainability is considered "as a matter of festival survival" according to five festival leaders and as reported by Ensor, Robertson, and Ali-Knight (2011). Those festival leaders identified leadership, organisational culture, type of (funding) partnerships, and the focus of the festival, as elements

contributing to the sustainability of festival (see Harrington et al. 2014). On the first ones, and as reported in this paper, both leadership and authentic values (strongly intertwined with organisational culture), and strategic partnerships (more than just funding partners) were found to be key contributors for the sustainable value that an event can generate. Since the cases studied here were all music festivals, further empirical research is needed to assert whether or not the key elements identified here are dependent of the focus of the festival. It would be of interest to further investigate other types of events/festivals.

Regarding phases two and three of the model, Getz and Andersson (2008) see both innovation and stakeholder engagement (which includes strategic partnerships) as key to generating not only social and environmental value (as studied here) but also economic sustainability. Innovation and strategic partnerships did come forward as key factors in this research, but stakeholder engagement (in general) did not. Thus, further research is needed on the role of stakeholder engagement, and on the type of stakeholders that are crucial to engage with.

Furthermore, there is a need to further deepen insight into the issue of using co-creation. As put by Tynan and McKechnie (2009), the marketing experience is to be managed "through its whole lifespan including the pre- and post-experience stages." Only in one case (the Roskilde Festival), was co-creation highly used in general, and it was also being applied to engage the audience in sustainability related topics, inclusive beyond the festival setting. Co-creation and employee/volunteer empowerment can trigger innovation and value (Ramaswamy & Gouillart, 2010; Mukhtar, Ismail, & Yahya, 2012). Applied to the context of this research, it requires that festivals engage with their stakeholders not as passive witnesses of sustainability but as collaborators in co-creating a sustainable festival, as confirmed also by Lashley (2015a), stating that personalisation and individualised services are additional strong trends, offering each guest a tailor-made service.

Taking into account both the above delimitations as well as further research possibilities, the current paper's analysis, findings, model and recommendations can be further tested, validated and developed. On the one hand, testing the validity of the model and its transferability to other settings by enriching it with more case research (events/festivals of diverse nature and with or without mature/developing/emerging attitude towards sustainability); on the other hand, testing the validity of the model by applying it in practice to different types of events, thus revealing the applicability as well as the potential for further development and improvement. The authors intend to apply the design approach, in collaboration with diverse events, in the near future, and to report on the lessons learned.

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Diversity and inclusion as indicators of sustainable human resources management in the international hospitality industry

Sjoerd Gehrels[1]* and Javed Suleri[2]

[1]Innovation in Hospitality, Stenden Academy of International Hospitality Research, Stenden Hotel Management School, Stenden University of Applied Sciences, Leeuwarden, The Netherlands
[2]Stenden University of Applied Sciences, Leeuwarden, The Netherlands
**Corresponding author email: sjoerd.gehrels@stenden.com*

This research paper discusses the notion of sustainable human resources management (SHRM). In order to deal with current and expected talent deficiencies for the international hospitality industry, innovating approaches to HRM are highly needed. An important focus within SHRM in this research is put on the necessity for companies to consider a diversity and inclusion (D&I) policy as part of a wider sustainable HRM strategy. The literature on SHRM is still limited although particularly outside the hospitality industry in other sectors there is a growing sense for the importance to the approach. The De Prins SHRM Framework visualises four perspectives to the topic. To illustrate how an inside-out company analysis can provide the elements to further develop SHRM and specifically its D&I intentions, the case of Hotel X is presented. D&I management, action needed, leadership in D&I, organisational responsibility, D&I supporting business, and Hotel X's current paradigm are discussed in detail. Conclusions and recommendations for Hotel X and other companies in the hospitality industry include: implementing a sustainable HRM strategy including D&I policies, and setting up a monitoring mechanism to measure metrics that demonstrate if the strategy is successful. Metrics recommended to implement are: job yield, skills inventories, promotion rates, and external market share.

Keywords: case study, innovation, metrics, monitoring mechanisms, sustainable human resources management

Introduction

In this study the themes of diversity and inclusion as elements in sustainable human resource management are explored in the context of the international hospitality industry. A theoretical background is provided to diversity and inclusion, and the themes are brought to life by an international hotel company case study. The aim of this paper is to stimulate further exploration and debate. Recent findings from an employer branding project (Gehrels & Altan, 2015) confirm the necessity for the hospitality industry to critically evaluate its approaches to human resources management and leadership. The World Travel and Tourism Council revealed in its 2015 report "Global Talent Trends and Issues for the Travel and Tourism Sector" that there is a growing challenge for the hospitality sector to find talent (WTTC, 2015). Talented employees are considered to be talents because of their knowledge and ability to affect the culture of the organisation they work for and by being more than just an employee (Park, 2014). An important element to define "talent" is that it concerns authentic staff members who not only have the right skills and knowledge. They are also able not just to "play" a role when involved in a hospitality setting, but to be able to stay close to themselves and from that notion provide natural and good service.

Changes in global and local markets for talent affect the economy as a whole and in particular the hospitality sector. The sector experiences increasing competition to attract talented employees. In this situation, it is crucial for the hospitality industry to shift its focus towards human resources leadership in order to maintain achieving business success. The growing shortage of skilled workers the hospitality industry experiences is related to the often negatively perceived image of the sector and competition from other sectors. Dutch Top Team Hospitality Economy's final report; "Find, connect and surprise" (Topteam Gastvrijheidseconomie, 2014) defined in its project Human Capital "to encourage excellent hospitality" as one of the main objectives. The experience of the guest can only be triggered by excellent service, craftsmanship and attention to the guest by the employee in the hospitality sector. An excellent hospitality offer is encouraged by an approach in which employees are regarded as human capital. A precondition for dealing with human capital is to provide benchmark "employer-ship" that organises good working conditions and perspective for employees. Staff turnover in the hospitality sector is relatively high and employers have the challenge to engage their employees and give them opportunities to develop. As priorities, Dutch Top Team Hospitality Economy's report stated: flexibility and lower labour costs. A potential tension between these two points is in the nurture of human capital while striving for "flexibility and lower labour costs". Employment in the hospitality industry is growing, and so the challenge of finding human capital to work in the hospitality industry is increasing. It will be essential to create organisations that are attractive for

employees. Most important is the behaviour and identity of the organisation that has a focus on the people in the process, to ensure that the organisation is a great place to work.

The "Virtuous Circle of Enlightened Hospitality" serves as a model for a sustainable employer's vision on human resources (Figure 1). Meyer (2006) and later Gehrels (2013) visualise how stakeholders involved in offering hospitality are interrelated. Danny Meyer, a successful American restaurant entrepreneur for the past decades operating 20 restaurants in New York, presented an interesting proposition in his model. He argues that the entrepreneur should be aware of the order in importance of the various stakeholders involved in the business. The first stakeholder is the employees – the team, and then in descending order: guests, the community, suppliers and finally, investors. In terms of "hard" business management, one would expect the investors to be the dominant stakeholders. Meyer (2015), however, makes a firm statement that if an employer first focuses on the team and treats the team members well, the other parties involved, including the investors, will benefit as a result. This will have the effect that investors are most likely going to continue investing in the company.

Research into the actual situation in Dutch culinary restaurants shows a different reality than proposed in the virtuous circle of enlightened hospitality (Gehrels, 2013; Gehrels & Altan, 2015). In many cases either the investors or the guests are given the highest priority by entrepreneurs. Heskett and colleagues presented the "service profit chain (SPC)" and came up with similar relationships hinting at SHRM approaches in the nineties. In traditional HR measures, the main concern is about the direct cost of recruiting, selecting and training if employees are replaced. However, the SPC showed that the actual costs are in the loss of productivity and declining guest satisfaction when committed employees leave (Heskett et al., 1994). Hospitality organisations could best focus on what it means to work for them and what kind of experience they can deliver to their employees, who then in turn can deliver a welcoming experience to the guests. It is about the philosophy, and how an organisation shares this philosophy with employees. Following this directive, HR approaches are suggested that expand on the notion that there is a need to make them "sustainable". In the literature, however, there seems not to be a lot of research on "sustainable human resources management". Rompta (2011) suggests that even though the literature shows that sustainable HRM is an upcoming topic, there is still limited research done on the concept, and refers to the De Prins four approaches of sustainable HRM model (Figure 2.).

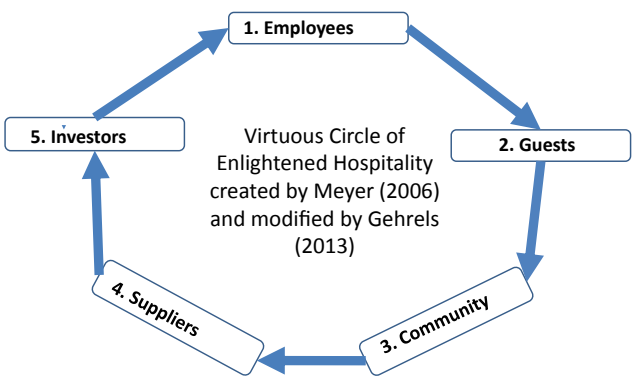

Figure 1: Virtuous Circle of Enlightened Hospitality (modified by Gehrels, 2013)

De Prins postulates that sustainable HRM focuses on optimally utilising and respecting human workforces within the organisation, in which an explicit relationship is built between an organisation's strategic policies and its environment. Long-term vision and integration with an organisation's strategy and CSR-policy are key. Four approaches to the SHRM concept are offered:

1. Psychological approach: draws on what topics employees themselves find important. If people are the centre of a sustainable competitive advantage, then the knowledge and fostering of what drives and characterises them is of utmost importance. Themes are: work-life balance, autonomy, self-development, employability and dialogue.
2. Sociological approach: societalising HRM practices is long-term focused and aims at continuity, whereby the interests of the employer, the employee and society are explicitly connected. Themes are: engagement policies, health policies and diversity.
3. Strategic HRM approach: focuses on how sustainable HRM impacts on typical HR domains such as intake, employee turnover, appraisal and employability aspects of an organisation. Themes are: belief in human capital as a sustainable competitive advantage, social achievements and the sustainable management of HR sources.
4. Green HRM approach: the ways in which employees and employee management relate to the planet-component of the triple bottom line and which HRM aspects can help to "green" the organisation, and what the impact is of a green character on employer attractiveness and branding. Themes are: mentioning green behaviour as a competence, training in sustainability awareness, stimulating environmentally conscious behaviours and green employer branding.

As De Prins argues, the approaches are still under development, with 1, 2 and 4 having policy directions. For this paper and the case study offered, the focus is dominantly on approaches 1 and 2 as mentioned in De Prins' model.

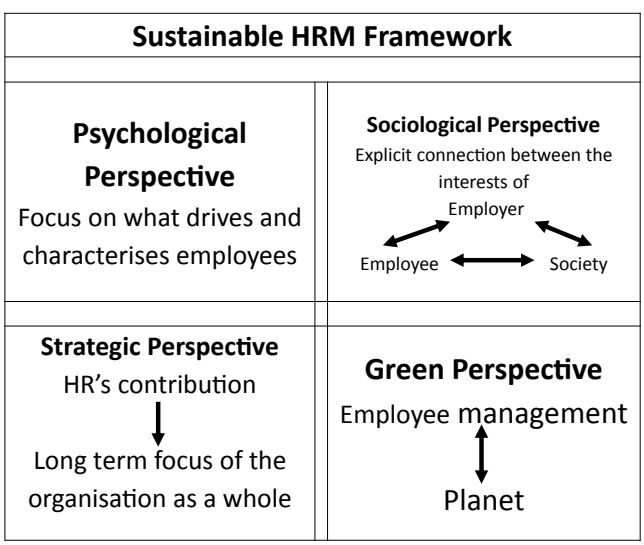

Figure 2: De Prins' model of sustainable HRM (Rompta, 2011)

Theoretical background

In today's world with its increasing global workforce, a more effective approach towards people is needed. Hence, the viability and sustainability of a company in the hospitality industry in the 21st century depends to an ever growing extent upon its diversity and inclusion policies. The international market is rapidly changing, leading to a more resourceful world. ICT has transformed the world into a global village: with one click all sorts of information is accessible to everyone and everywhere. Diversity and inclusion as important elements of SHRM are drivers for how human resources, i.e. people, should be dealt with in the hospitality industry. The measures that the hospitality industry should take to further acknowledge and promote diversity and inclusion, in order to deal in a sustainable way with its most precious resource, people, will be explored here. A diverse organisation can build talent to commit to inclusion and add value to the organisation's productivity on the whole.

Accepting and managing diversity and inclusion are becoming essential to the present-day hospitality industry and bring pronounced openings and benefits to enterprises in that industry. Nevertheless, companies are still facing an immense task to commendably organise the diverse place of work. Because the hospitality industry is permeated with cultural diversity, it is essential for future managers to be educated with multicultural management knowledge and skills. A negative organisation perception will be provoked among stakeholders if diversity and inclusion are not properly dealt with and this would have a direct impact on loss of business (Gehrels, 2016). Hence, the focus of this paper is on possible measures that the hospitality industry can take to advocate diversity and inclusion, and through that endorse sustainable human resource management. Lim and Noriega (2007) define diversity and inclusion to be about ethnicity, gender, age, nationality, sexual orientation, disability, education or religion, and on the other hand, viewpoints, working experience, life styles and cultures.

Diversity and inclusion are the future and power in business and are unleashed when we respect and value transformations, and as Roberson (2006) notes, diversity and inclusion focus on the makeup of the population. Globalisation has turned out to be a driving force behind most international hospitality companies (Hadson, 2008), since more international employees are entering the hospitality industry. Additionally, Forbes (2012) states that the hospitality industry typically is represented by a very diverse workforce, while Gehrels (2016, 10) stipulates that a diverse workforce is an important factor for the success of "authentic hospitality". According to Melnyk (2014), diversity and inclusion are believed to be essential elements of achieving quality and reducing disparities. Holaday (2007) rightfully points out that the hospitality industry faces challenges on how to successfully manage cultural diversity and inclusion, such as how to ensure fairness for all members of the workforce, how to capitalise on the contribution of diverse teams, and how to promote harmony among a diverse workforce and achieve collective goals. An important definition of inclusion is provided by Roberson (2006), who calls it an encompassing involvement and engagement to realise the integration of diversity into organisational processes. Chavez and Weisinger (2008) add to this that inclusion is an attitudinal and cultural transformation.

Hilton Worldwide CEO, Christopher Nassetta, strongly expresses that diversity and inclusion are the future, and part of the company's legacy, fundamental to its success (Nassetta, 2013). SHRM (2009) confirmed that "workforce diversity and inclusion" is a concept that is prominent in companies worldwide. Most companies recognise that D&I are closely linked. Inclusion helps to ensure that employees from diverse backgrounds are able to contribute, remain with the company and flourish. Greater diversity in organisations is driven by elements such as equal-opportunity laws up to obeying moral imperatives to have a company achieve better financial results. Implementing greater diversity in the workforce is challenged by the scarcity of data on workforce composition, and the absence of a strong empirical proof about a link between greater diversity and an improved bottom line. In this paper the focus is on diversity and inclusion as indicators of sustainable human resource management and good employership in the hospitality industry. The case study used as the empirical part of this research provides a view of a hotel company that at the corporate level demonstrates awareness of the importance that diversity and inclusion have for the company's future in SHRM.

Method

This paper is based on an in-depth case exploration of what will be referred to as Hotel X. This company is a successful international hotel management company of European origin with approximately 100 operating hotel and resorts in the European, South-American, African, Middle East and Asian markets. Sitting in the upscale segment, Hotel X's competitors include Marriott, Hilton, Sofitel, Mövenpick, Steigenberger and Sheraton. Hotel X's first hotel opened in Western Europe in the previous century. From the first hotels in Europe, Hotel X expanded into other markets. It was under a new CEO's guidance that Hotel X began to experience rapid growth by switching from a leased model to a management model for all new properties. This change in policy was especially successful in the South American and Asian hospitality markets. In comparison to leased hotels (properties owned by Hotel X with full P&L responsibility), managed properties are owned by private investors or investment groups and Hotel X is contracted as the managing company.

Due to the flexibility Hotel X gives to the owners, the company is able to present a broad variety of hotels and resorts, each aiming to meet the upscale quality standards while delivering the respective cultural authenticity of the destination. Operating in this manner requires a clearly defined brand recognition value because the hotels themselves look different in every location. It was recognised that it is the frontline employees who provide the service, and therefore Hotel X's employees are the brand. Attracting, hiring, developing and retaining employees, and keeping the engagement level up is crucial for Hotel X. For the purpose of understanding Hotel X's vision on diversity and inclusion, a confidential future policy advisory document produced by one of the HR directors was studied. Hotel X preferred to remain anonymous and not to have its name published because, as the paper demonstrates, critical issues were revealed in the analysis which the company did not feel comfortable about. The company analysis was developed from an inside-out perspective because the narrative is from within the company.

Findings about the Hotel X case

In this section the specific findings related to the Hotel X case are presented. Where possible, they are put into a more general context for the hospitality industry as a whole. The findings focus on the themes of diversity and inclusion management, action needed, leadership, organisational responsibility, how diversity and inclusion practices can support business, and Hotel X's current diversity and inclusion paradigm.

Diversity and inclusion management

Currently, the theme of diversity and inclusion in Hotel X is addressed as a part of its global sustainability programme, which was launched in 2009. The company's code of conduct was re-worked and re-launched in early 2011 and includes general statements on Hotel X's stand on discrimination and harassment, along with definitions of both. The employer sustainability programme encourages the hiring and retention of a diverse workforce. It states that the organisation stands for equal opportunities, and that it works to maintain the highest level of employee engagement and job security. In addition, Hotel X commits to applying fairness in terms of hiring, promotion and compensation in line with the company corporate regulations and guidelines. Both the code of conduct and the sustainability programme are mandatory across all properties and area offices, and are aligned with the company values as defined in its strategic policy document. The hospitality industry typically is represented by a very diverse workforce in the front line, Hotel X's core human capital, which is of strategic importance, incorporating ethnic minorities, religious beliefs, sexual orientations and cultural origins. Hotels X's business success is dependent on the anticipation and successful delivery of the brand promise through a high quality upscale service in order to fulfil the expectations of customers, investors, stakeholders and employees.

The perception of each hotel, and therefore its success in the local market and the brand value recognition are very much based on high quality and reliable interactions between employees and the hotel's customers, vendors and local communities. The implementation of the brand values requires employees who are authentic and who deliver unique service. To realise this, a diverse workforce is an important success factor for the company. A negative perception about the company's ability to manage and respect diversity and inclusion has a direct impact on results and causes a loss of business. Although at the surface the hospitality industry may look diverse, the senior management and top 10% earners are typically of quite a homogenous composition. In the case of Hotel X, top management leading the majority of hotels consists of male Western European nationals who graduated with a degree in hospitality management from one of the European hospitality schools, and male Europeans between 45 and 58 years managing the corporate office and area offices.

With regards to the implementation and progress of Hotel X's diversity and inclusion activities, this means that a homogenous senior management team will benefit less from the individual perspectives, creativity, innovation, enhanced problem solving approaches and organisational flexibility of a more diverse leadership team. Hotel X's management may lack the opportunity to understand and meet the expectations of a variety of customers and hotel owners/investors and therefore this may have a negative impact on achieving the business objectives. This current situation could also limit recruiting a diverse work force group that would be crucial in the hotels. Talent is representing and delivering the brand promise, and directly influences value creation through daily interaction with customers. It would be difficult to attract and retain this diverse talent pool due to a perception of limited career development perspectives and a non-inclusive company culture and management style. Hotel owners/investors could decide not to partner with Hotel X due to its negative reputation, which would damage the company's strategy to reach a substantial growth in the number of hotels.

Action needed: the way ahead

The policies themselves will not transform the organisation to become more diverse and change its management and leadership style. In order to make progress, the senior management team, starting with the CEO, must gain awareness and understanding of diversity and inclusion. It will be paramount that corporate leadership fully grasps and supports the rising importance of diversity and inclusion approaches in a highly competitive market and how they link and support the business strategy, as well as to see how they ultimately impact positively on Hotel X's financial performance. Management must demonstrate with actions and choices that they truly sponsor diversity and inclusion and that it is not just because of the current trend of promoting diversity and inclusion.

It is imperative to provide business management with concrete examples of actions to take, metrics and objectives but also to define what happens if someone fails to comply with the diversity and inclusion strategy and policy. How can a company be successful in the international market in a business model like Hotel X when it is not diverse, or does not respect and understand diversity and inclusion? For Hotel X it is crucial, in order to deliver the brand value and become a leading company in the hospitality upscale market, to embrace diversity and inclusion, implement it successfully and live it every day. As diversity and inclusion practices are on a very low level in Hotel X, the company would benefit from the following initiatives. First of all, Hotel X needs to start measuring workforce demographics with the focus on managerial roles and key positions in order to get a current picture of how diverse groups are represented within the organisation's 20% best paid jobs.

The metrics to evaluate the workforce demographics should be included in the monthly key performance indicator reporting and deliver up current data regarding diversity and inclusion. Hotel X's recruiting strategy needs to be aligned with the new requirements for employees delivering the brand promise to the guests. The selection process must be strongly linked to the company's core behaviour and values, together defining the company culture. This company culture must leverage diversity and inclusion to demonstrate why a diverse workforce is needed in order to deliver brand identity. For example: vacancies should also be advertised through alternative media and a variety of posting possibilities, reaching a more diverse labour pool and so ensure equal opportunities.

Leadership in diversity and inclusion

A key initiative should also be to launch diversity and inclusion training to raise awareness for diversity and inclusion at an early stage, to link it to the company's values and culture, and understand how it affect stakeholders, innovation and creativity, teamwork, organisational effectiveness, and at the bottom line the performance of every single employee and the related contribution to the business strategy. It is important that senior management and managerial leaders of the organisation understand the impact of being an inclusive business and what the company risks are if Hotel X ignores the fact that diversity and inclusion are going to be an even more competitive element on the labour market in the future. Furthermore, senior management should promote and sponsor voluntary business network groups. These voluntary business network groups should be set up by the employees with the full backup of management.

In addition to being a discussion forum for its members, the organisation needs to encourage input from these groups on recruitment, leadership, retention, consumer insights, and trends which would help the organisation to keep relevant in its product/service offers as well as marketing and customer communication. Furthermore, a diversity and inclusion council should be set up, chaired by a member of Hotel X's senior management team. The group should be formed by employees with various demographics: from across the organisation and working at various hierarchical levels, all ages, genders, educational and cultural backgrounds. The major task of this group would be to help develop and maintain a relevant diversity and inclusion strategy and policy. Due to their engagement and impact on the organisation's diversity and inclusion agenda, members of this group would also function as diversity and inclusion champions and liaisons in their area office or hotel.

Diversity and inclusion as organisational responsibility

Although diversity and inclusion should be positioned as an organisational responsibility to implement, one individual of senior management must, however, be allocated the accountability for driving the agenda, strategy and policy. This individual should be managing diversity and inclusion metrics and be Hotel X's diversity and inclusion spokesperson. Since the current organisation is lagging behind in diversity and inclusion best practice, recommending improvements are very difficult. However, by implementing a diversity and inclusion strategy the organisation will start to promote SHRM. From the resulting competencies, the company would benefit such as with understanding and awareness of cultural differences, teamwork culture, and conflict management. All Hotel X leaders need to be trained in understanding how people have various cultural and educational backgrounds and therefore might perceive or send information differently in conversations.

In order to understand others, Hotel X needs their leaders first to understand how their own national culture is made up, in terms of stereotypes, wrong and right, basic laws and manners, power distance, and concept of time. This helps leaders from the baby-boom generation to have a common reference point with other generations later. Discussions and exchange on generational behavioural differences within the "home culture" are crucial. Sessions with various cultural backgrounds about differences, biases and perceptions need to be part of Hotel X's leadership development programme in order to open mind-sets. Finally, hands-on exposure through international transfers within the company and a philosophy where the company encourages multi-cultural (virtual) project teams, supports leaders and employees in understanding team effectiveness through diversity and inclusion. A teamwork culture needs to be implemented and lived as part of SHRM. Multicultural, diverse, cross-area and cross-departmental composed teams should be encouraged within Hotel X. Therefore, sourcing staff for global projects has to be done on the principles of the recruiting strategy.

Employees need to be intuitive and flexible, but most important of all they need to be able to be themselves. All managers should be encouraged to hire "non-conformist" individuals who are different from the other team members and the "average" Hotel X employee. This will bring drive, energy and a broad experiential background. However, it is first necessary for all employees to understand the different dynamics heterogeneous or homogeneous teams develop in terms of forming, storming, norming and performing process (Tuckman, 1965), and identify the positive impacts on performance for diverse teams. When dealing with diversity and inclusion it is also crucial to enhance the leader's knowledge and skills about conflict management in diverse teams. Dealing with uncertainty and ambiguous situations among diverse teams needs to be incorporated in the leadership development programme. Within Hotel X, a cultural change needs to be initiated that includes the huge shift from a male dominated, paternalistic management to a more flexible and open minded, diverse leadership style characterised by creativity, intuition, flexibility, and innovation.

How diversity and inclusion practices can support business

In order to become more relevant and current, Hotel X's corporate centre, area offices and hotel management teams need to become more diverse because of the uniqueness, intuitiveness and personalities needed to fulfil the brand promise. Hotel X's management and employees need to gain a better understanding of the core markets' customer needs and wants, especially in China, the Middle East and India. Hotel X's portfolio and offer within the hotels needs to be aligned to be more relevant for the guests and labour force of Generation Y that will be the next in the talent pipeline. To address that problem, diversity and inclusion practices need to be implemented. Revealing and discussing industry benchmarks, and the workforce demographics of successful organisations will give the direction where Hotel X needs to be in the future, related to customer satisfaction and feedback, market reputation, market competitiveness and being great place to work.

What are current skill deficiencies? Which diversity and inclusion practices have benchmark organisations implemented? By comparing best in class methodology and strategy with where Hotel X's organisation is currently and, most important, what the organisation wants to achieve with diversity and inclusion, answers can be generated. Only with a clear purpose, can Hotel X decide which diversity and inclusion strategy will be most successful. Hotel X needs to establish a compelling business case for diversity and inclusion implementation as elements in SHRM. It will be important to clearly outline the benefits and the risks if the organisation

decides not to implement diversity and inclusion strategy. What are the effects on stakeholders and the financial consequences? This requires strong cooperation within the top management team in order to receive commitment and sponsorship in a top-down approach.

First steps can be made by establishing a diversity and inclusion strategy and policy, and apply it through HR activities and practices, such as to analyse current workforce metrics, look at promotion rates, performance evaluation criteria, succession planning and employee satisfaction per demographic group. In terms of recruiting strategy, this requires hiring and promotion with the aim to match internal and external demographics. Through training, Hotel X can provide more insights on cultural understanding and awareness, management of diverse teams, and management through innovation and creativity to the management and other staff. In order to track the process of the first diversity and inclusion activities, a simple and easy to understand set of metrics needs to be implemented. Captured data should be integrated in Hotel X's business dash board and added to the organisational key performance indicators, such as customer satisfaction scores from Generation Y, organisational growth and financial results in core markets.

Hotel X's current diversity and inclusion paradigm

The organisation applies the access and legitimacy paradigm – the idea that diversity and inclusion should be implemented in order to gain market share in diverse markets. Due to the international nature of its guests, it is important that Hotel X's employees understand the culture, language, wants and specifics of the culture it serves. This is necessary in order to keep the brand promise. At a first glance it may appear that Hotel X is very diverse in its workforce. However, the matching of internal and external demographics only exists at the level of supporting (back of the house) staff and core human capital (frontline employees), whereas at the top management level of corporate centre, area office and hotels one finds a very homogenous group of Caucasian males in their mid-forties, of similar educational background and mostly European nationality.

Intimate awareness of the cultures Hotel X serves or the cultures where the organisation runs its hotels is actually very low among this group of managers and leaders. The diversity and inclusion paradigm is important for the company and achieving its strategic goals. Over the longer term, Hotel X will face the issue that it has not invested enough time and research on customer groups that are equally important to the near future. With other stakeholders, i.e. owners/investors, Hotel X needs to stay relevant, competitive and in tune with trends, needs and wishes. Therefore, stakeholders will expect Hotel X to pay attention to diversity and inclusion strategies. Hotel X also takes the risk of facing a severe skills deficiency, if the core employees are hired more based on their demographic membership rather than abilities, skills and attitude. In the next section, conclusions and recommendations for Hotel X and for the hospitality industry in general are formulated.

Conclusions and recommendations

Based on the findings of this case study, the main conclusion is that Hotel X should establish an explicit diversity and inclusion approach. This approach should be aligned with a bigger vision and strategy promoting sustainable human resources management. In terms of the De Prins sustainable HRM framework (Figure 2), the strategic efforts suggested for Hotel X to make fit in the first three quadrants and add value from a psychological, sociological and strategic perspective. An implication of choosing for SHRM and an explicit D&I approach is the realisation of a metrics monitoring system. Within the metrics needed the following four categories can be distinguished:

(1) *Job yield*: to understand how attractive the diversity and inclusion policy is for various demographic groups and in various jobs and job levels. Following up on the metrics and reasons why individuals accept or turn down a job offer will help Hotel X to understand which changes need to be made to employment practices, development, compensation strategies, performance and career management in order to become a preferred employer in the hospitality industry.
(2) *Skill inventories*: to stay competitive in the hospitality upscale market and current in terms of trends and having the right knowledge, skills, abilities and other attributes that the organisation needs now and in the future.
(3) *Promotion rates*: to understand how the diversity and inclusion policies are being implemented in the organisation, Hotel X needs to capture data on internal promotions (when, who, what?). These metrics need to be shared with employees, prospective employees and local communities, in order to have a bigger impact on levels of engagement, through indicating opportunities for career planning per group. Job satisfaction and employee engagement only unfold the true story when feedback results are analysed per employee group and displayed back to them together with concrete next action steps.
(4) *External market share*: What business and revenue opportunities per population group is Hotel X not serving as well as it should? Why is this? What can Hotel X do to improve this relationship to increase market share for these particular groups? Is Hotel X's current piece of the market a reflection of how well/badly the company manages image and reputation with various consumer groups?

Looking at the Hotel X case, which was derived from a real world hotel corporation, it becomes clear that there are examples of growing awareness of what the importance and value of diversity and inclusion as elements of SHRM are for the international hospitality industry. Virtually all elements discussed in the Hotel X findings apply also to other companies in the international hospitality industry. Although the authors realise that this paper only constitutes a piece for further exploration and discussion, important points of reference are made. It is recommended to extend this research to other organisations within the hospitality industry in order to provide a broader perspective on SHRM, and the diversity and inclusion themes. Probably even more important is to trigger thoughts in the minds of strategy and decision makers within the industry. In terms of SHRM including D&I approaches, it seems not be the question "whether they are relevant", but more "when they should be implemented".

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Employees, sustainability and motivation: Increasing employee engagement by addressing sustainability and corporate social responsibility

David Casey* and Sebastian Sieber

Stenden University of Applied Sciences, Leeuwarden, The Netherlands
**Corresponding author email: david.casey@stenden.com*

An increasing number of academic studies indicate that we as humans are exploiting the planet earth to an extent that is no longer bearable. Put differently, we are actively destroying our very own basis of existence, especially considering the generations to come. It is therefore becoming increasingly significant for companies to develop more social and environmentally friendly ways to produce and distribute their products and services. Moreover, this is reinforced by the rising public awareness of sustainability issues. Apart from this, demographic changes make it increasingly difficult to attract and hire enough qualified employees. Besides, many employees all over the world lack a deeper meaning in what they are doing and consequently job-related motivation and engagement is alarmingly low. Such an issue is signally relevant in particular for the hospitality industry, since hospitality jobs are considered to demand a high performance but are rather poorly paid, while at the same time the industry operates with a high labour intensity, which leads to a substantially high staff turnover rate. The combination of the problems mentioned may in fact have a comprehensive solution. The approach is to actively involve employees in sustainability and corporate social responsibility (CSR) issues and in this way lead employees to the perception of their jobs as being meaningful. Consequentially, increased engagement is expected, which in turn is positively related to business performance and profitability. This research proposes an employee-focused process model that companies can exploit as a guideline towards greater sustainability, CSR and engagement.

Keywords: employee motivation, sustainability, corporate social responsibility, staff engagement

Introduction

The expectations placed on corporations, governments and institutions are changing dramatically. In addition to ensuring profitability, organisations are increasingly expected to focus on social, environmental and economic goals (Garavan & McGuire, 2010, 488; Myung, McClaren & Li, 2012; Singal, 2014; Kang et al., 2012; Millar & Baloglu, 2011). There is good reason for this. If we as humans proceed doing "business as usual", it is estimated that we will need the equivalent of two planets by 2030 to meet our annual demands (World Wildlife Fund, 2012, p. 3). Moreover, it is often argued that organisations are the main cause for environmental problems (Renwick, Redman & Maguire, 2012, p. 8) and these in turn are very often the cause of social problems (World Wildlife Fund, 2012). Besides all this, the world of employment is facing a radical change. Employees are increasingly questioning the meaning of their work. Those companies that will not find answers to employees' concerns will lose the fight for qualified and engaged staff (Wissmann, 2013, p. 17). Expressed differently, the need to more effectively understand and use employees' concerns, talents, skills and energy is becoming more important than ever (Gallup Institute, 2013, p. 6). The combination of these problematic situations can lead to a comprehensive solution that includes more sustainability, corporate social responsibility and employee engagement. However, to achieve this solution companies have to go through an incremental change. Therefore the approach of the paper at hand is to create and review a procedure model for the corresponding change process. In order to do so, the paper is structured as follows:

To introduce the reader to the overall issues there is a brief description of the current social, political and environmental conditions as well as the current state of the global work engagement. This will be followed by some general definitions of sustainability and corporate social responsibility (CSR) to clarify the foundation of the subject. In addition to this, the second part of the paper identifies the hypothesised process model and subsequently examines the individual steps in greater detail. Last but not least, a review and conclusion finish the paper and give an outlook on future research.

Literature review

Our environmental, political and social situation

Newly industrialised countries such as China or India are experiencing vast economic growth. This development intensifies the competition for rare resources like oil and gas and has "added a geopolitical dimension to sustainability" Lubin & Esty, 2010, p. 1). Furthermore, the world is facing an intense growth in population and a decreasing availability of water resources. As a consequence "water shortages will be the key constraint to growth in many countries. And one of our scarcest natural resources – the atmosphere – will require dramatic shifts in human behaviour to keep it from being depleted further" (Davis & Stephenson, 2013). On the whole, global consumption of resources is steadily increasing

to sustain worldwide economic growth. Still, the resources themselves are limited, which means that reserves are shrinking, while prices are rising (World Wildlife Fund, 2012, p. 6). An estimate by the World Wildlife Fund (WWF) emphasises the relevance of this development: The world is striving for the western lifestyle but "if everyone lived like an average resident of the USA, a total of four Earths would be required to regenerate humanity's annual demand on nature" (Cramer & Karabell, 2010, pp. 4–5). Figure 1 depicts human demands on the biosphere by comparing the renewable resources people are consuming against the Earth's regenerative capacity. The figure clearly indicates that humanity is ecologically transgressing the fossil fuel and renewable resources of the planet: it currently takes one-and-a-half years for the Earth to fully regenerate the renewable resources that people are using in a single year.

The impact of human behaviour on nature gives increasing rise to public and governmental concern. Organisations are expected to actively consider issues that go beyond the traditional scope of profit-making organisations (Garavan & McGuire, 2010, p. 488). Energy consumption, climate change and the excessive consumption of raw materials receive much public attention (Cramer & Karabell, 2010, p. 4). Hospitality companies in particular try to adapt to this given attention since they operate on a resource intensive level, especially when they have food and/or beverage outlets (Zhang, Joglekar & Verma, 2012). This is related to continuous economic growth. Even today's society faces economic crises, since societies and economies grow without considering environmental aspects. Today, however, "economic growth is seen as the result of abstention from current consumption" (Cavagnaro & Curiel, 2012, p. 19), which also is not reflected in the consumer's mind. However, outstanding incidents attract worldwide attention, whether arising from specific treaties to combat climate change (e.g. Kyoto in 1997), high-profile industrial accidents such as at the BP Texas City Refinery in 2005 or the Fukushima earthquake in 2011 that caused an explosion at the Fukushima nuclear plant. The result is a rising number of consumers who seek out eco-friendly products and services and prefer socially responsible companies. In addition governments are interceding with unprecedented levels of new regulation: "from the recent SEC [(United States Securities and Exchange Commission)] ruling that climate risk is material to investors to the EPA's [(United States Environmental Protection Agency)] mandate that greenhouse gases be regulated as a pollutant" (Lubin & Esty, 2010, p. 1). Moreover the relevance of public concerns is increasing in a time of social media, which allows people to share information about issues related to products and organisations (Milliman, Gonzalez-Padron, & Ferguson, 2012, p. 22). What this all adds up to is the fact that managers can no longer afford to ignore social and ecological issues as a central factor in their companies' long-term competitiveness (Lubin & Esty, 2010, p. 1).

The world of employment lacks engagement

Looking at today's employee, engagement and attachment present a bleak picture. Job satisfaction is steadily decreasing. Besides this, very few employees feel a strong emotional affiliation with their place of work (Wissmann, 2013, p. 21). According to a report by the Gallup Institute (2013), only 13% of employees across 142 countries worldwide are actually engaged with their jobs. In this context, engagement connotes

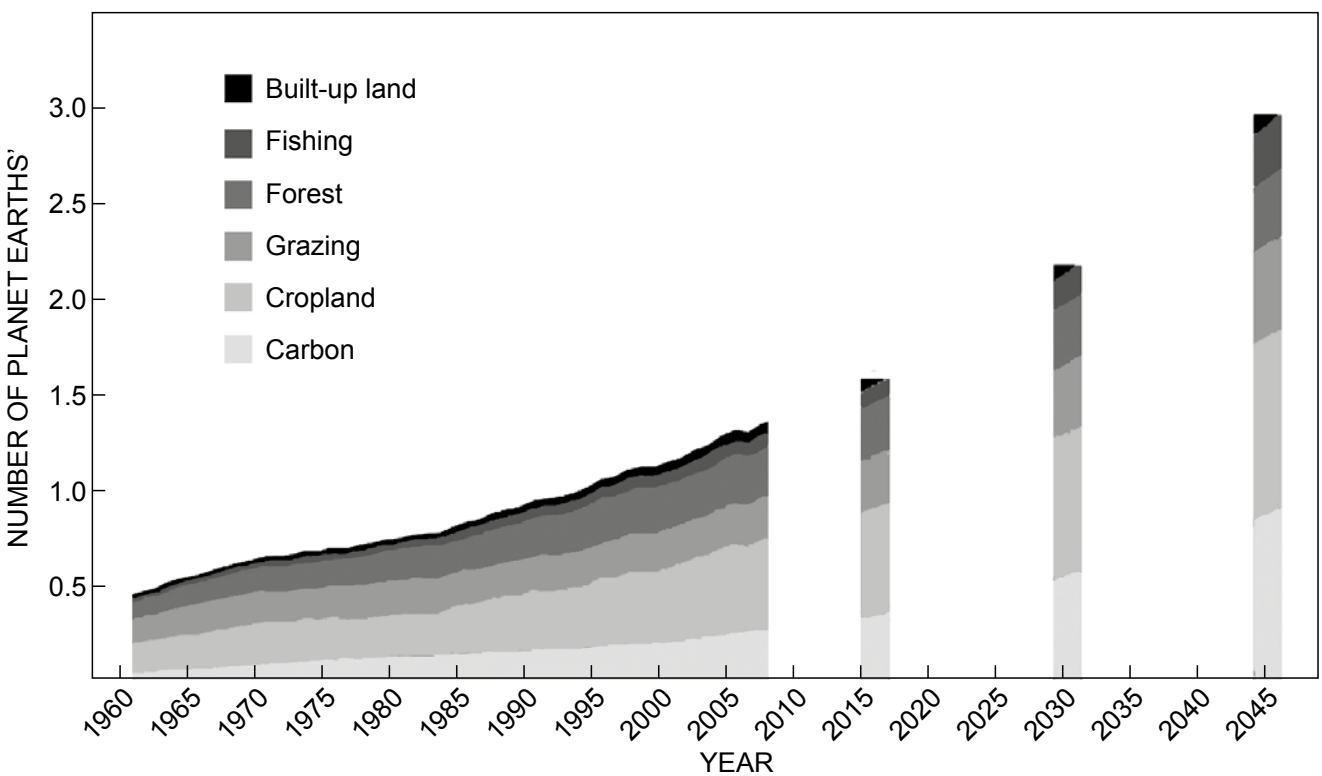

Figure 1: The global footprint 1961–2008 (World Wildlife Fund 2014)

a continuous emotional involvement and a focus on creating value for the employer and the company as a whole. As Figure 2 shows, 24% of employees surveyed are even actively disengaged. This means that they are negative and potentially hostile to their organisations, and even more, they continue to outnumber engaged employees at a rate of nearly 2 to 1 (Gallup Institute, 2013, p. 6).

In 2012 the business consultancy HayGroup and the online job portal StepStone recognised this issue. Hence they collaborated to carry out a representative survey of work motivation, which found that among 18 000 German employers 80% stated that a friendly and cooperative working environment motivates them the most. The second most important factor for job-related engagement was a fulfilling job (66%) followed by a decent wage, in the third place (56%). Good leadership and sufficient freedom of decision-making scored last in the survey (HayGroup and StepStone, 2012). What is striking is the fact that significance and collegiality are more important than monetary incentives (Wissmann, 2013, p. 21). Furthermore, the negative situation in regard to job-related engagement is exacerbated by current demographic trends around the world. On the one hand, several regions, like southern Europe, South Asia and the Middle East, are facing an unemployment rate among young people that breaks all records. On the other hand, large economies, including China, Japan, Germany and the USA, face talent shortages as their workforces age and shrink (Gallup Institute, 2013, p. 6). For example, it is predicted that in Germany there will be a shortage of 4.5 million qualified workers in 2030 (Plume, 2013, p. 5).

In sum, the brief description above demonstrates the importance of creating attractive and engaging work places, especially as engagement studies show a direct connection between employee engagement and business performance, indicated by profitability, productivity, customer ratings and quality defect rates, among others. Therefore, companies all over the world need to improve their ability to ensure that workers experience a friendly and cooperative work climate, are in the right roles and moreover appreciate their jobs as being fulfilling and meaningful (Gallup Institute, 2013, p. 22). However, feelings arise from the inside and an employer's only chance is to create the right working conditions so that employees feel motivated and engaged (Wissmann, 2013, p. 25).

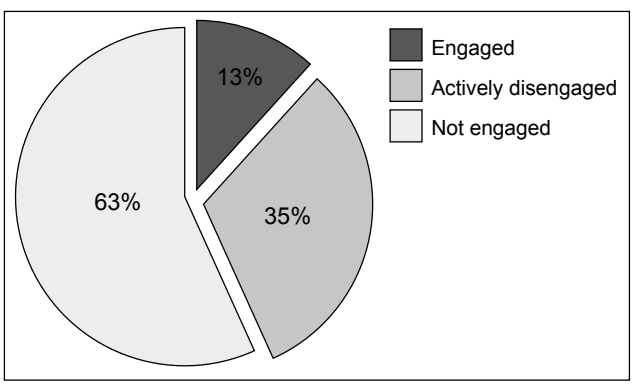

Figure 2: Worldwide work engagement (Gallup Institute 2013, 12)

Model and considerations

The following model visualises the main steps of the described hypothesised process (Figure 3):

The initiation of a vision

To begin with, possible initiation factors for the process towards sustainability and CSR goals will be described. The following section will identify concrete steps.

What are the triggers?

Within companies there is a rising awareness of the urgency to integrate sustainability and social responsibility aspects into their regular business activities. This is action caused by external pressures (i. e. social concerns, regulatory forces or competitive advantages), which call for more sustainable business routines and strategies (Paillé et al., 2012, pp. 1, 6). However, concerned employees themselves, for example, are also reported as a source of pressure to address environmental issues (Renwick et al., 2012, p. 6). Figure 4 illustrates these interdependencies of external factors and internal corporate sustainability.

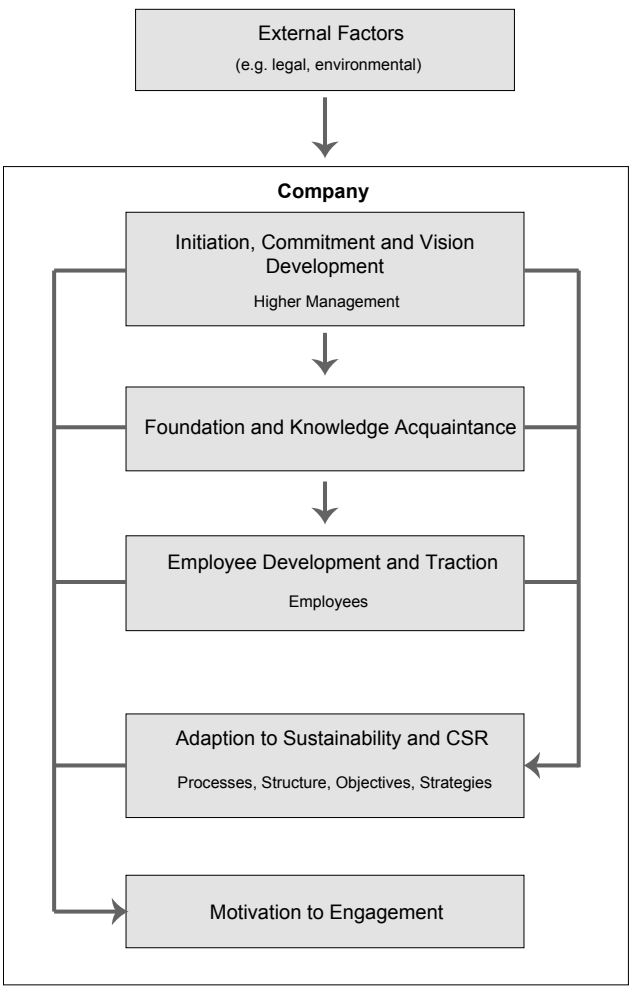

Figure 3: The process towards sustainability, CSR and engagement (created by the author)

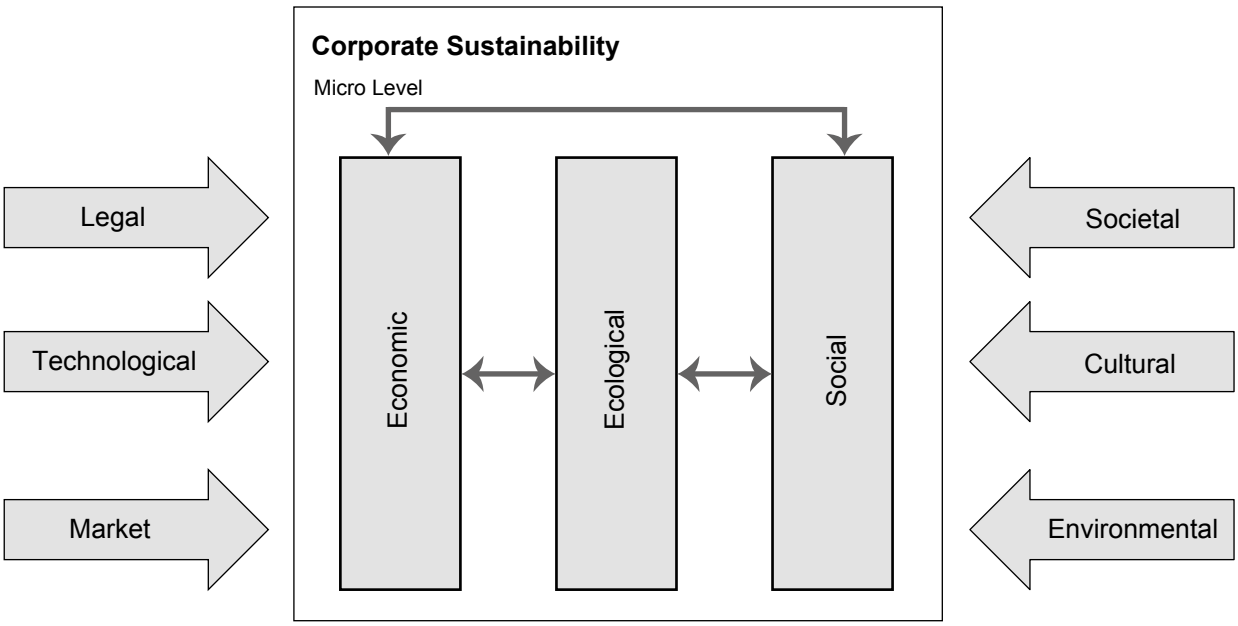

Figure 4: Corporate sustainability and its interdependences (Baumgartner and Ebner 2006)

Moreover Cantor, Morrow, and Montabon (2012) state that due to increased pressures from key stakeholders who value sustainable organisations, the importance of employees who engage in pro-environmental behaviours arises (Cantor et al., 2012, p. 45). Nevertheless, corporations often have trouble implementing sustainability activities, as this implies long-term activities and business process changes. Therefore, in many cases the change towards more sustainability and corporate social responsibility is simply done by a changed rhetoric and image campaigns. In other words, it is done by "green washing" (Baumgartner & Ebner, 2009, p. 76). But green washing does not fulfil the real demands for sustainability and CSR since the concrete implementation of corresponding measures into the creation of value is not included (Lin-Hi, 2013). Therefore, to sufficiently address ecological and social issues, managers have to commit to sustainability and corporate social responsibility and truly initiate and push corresponding process changes and strategies (Paillé et al., 2014, p. 6).

Commitment, vision and strategy

Top management support is one of the most important facilitators of pro-environmental and social initiatives (Dilchert & Ones, 2012, p. 506). Therefore, it is seen here as a basic prerequisite for the further process. Once the managerial level, respectively the individuals in charge, have recognised the importance of sustainability and CRS, they have to elaborate how to address and implement the social, ecological and economic aspects of CSR and sustainability into business procedures and strategies. They have to develop a vision guideline for shaping the strategy and the subsequent actions (Paillé et al., 2014, p. 3). The extent to which these changes take place leaves room for different generic possibilities.

Nowadays, management teams of any organisation realise that during the development of their processes and strategies it is not acceptable only to follow their own insights and forget about sustainability (Cavagnaro & Curiel, 2012, p. 169). Cavagnaro and Curiel stated in 2012 that companies can operate between two paradigms: the economically oriented paradigm and the environmentally oriented paradigm: where the economically oriented paradigm focuses on profit and stakeholder's pressure, the environmental paradigm takes sustainable aspects into consideration. Consequently, organisations need to find a balance between the two to operate efficiently and sustainably.

The aim of this paper is to create a theoretical process model, which corporations need to execute in order to successfully realise a holistic sustainability strategy. The reason to target this, in a way, is the final stage of an evolutionary process that is both the most challenging as well as the most rewarding stage. It meets the needs of our current situation and predicted future. Furthermore it addresses the demands of stakeholders like customers, governments and employees; it considers every aspect of sustainability (people, planet and profit) and creates a lasting competitive advantage (Milliman et al., 2012, p. 33; Lubin & Esty, 2010, p. 1). Besides, the remarks on sustainability and CSR already alert us to the fact that a holistic approach is required. Therefore, to further discuss the visionary strategy in greater detail, a systematic approach will be applied. In this context, systematic means to consider both the outside-in as well as the inside-out effects. A merely outside-in view would also be conceivable, considering only external factors and the implicated market opportunities. A systematic visionary strategy however, supplements this conventional approach while focusing on the internal resources. For the inside-out effects sustainable and socially responsible development has to be deeply integrated in the normative level of the company (Baumgartner & Ebner, 2009, p. 78). The following conceptions focus on internal interrelations and approaches for more sustainability and CSR. To be more specific, the focus is human resource activities, employees, knowledge management and processes. To

establish a joint understanding and shared basis for further deliberations, short definitions of knowledge management and processes are given.

Knowledge management definition
Knowledge management deals with the acquirement, development, transfer, maintenance, organisation and application of knowledge (Frost, 2013). Therefore in simple terms sustainability and CSR related knowledge management is the application of such activities with the approach to keep and expand the sustainability related knowledge in the organisation (Baumgartner and Ebner, 2010, p. 79).

Process definition
Processes are defined as the entirety of the interdependent and linked procedures within a system. By the use of processes, inputs (materials, energy, information, money) are stored, transported or converted into new outputs (Berwanger et al., 2013). To have the ability to realise sustainable processes, corporations have to define how sustainability and CSR aspects are implemented in their processes (Wolf, 2012).

At this point a rough vision has been defined: The objective is a holistic sustainability and CSR strategy, concentrating on the following internal aspects: human resource activities, employees, knowledge management and processes, while of course not neglecting the influences of and effects on external factors. Consequently, it has to be defined how the economic plus the interrelated social and environmental aspects of CSR and sustainability can be initiated and realised. In the paper at hand an approach is chosen that puts the human resource department in charge, regarding employees as the key source of competitive advantage (Paillé et al., 2012, p. 3). This is an approach that can also be described in terms of strategic human resource management (SHRM). SHRM places the highest priority on linking human resource management (HRM) with the strategic goals and objectives of a company (Paillé, 2012, p. 3), which in the context of this paper are, among others, sustainability and CSR.

Setting the foundations for change
The next section will give a deeper insight on how organisations can effectively realise sustainability and social responsibility objectives by developing their human resources and realise accreditation processes.

According to Garavan and McGuire, human resource development (HRD) can be subdivided into foundational, traction and integration activities (Garavan & McGuire, 2010, p. 499). The first step, *foundation,* can be interpreted as the preparation phase and is elaborated on in this chapter. It includes the definition of responsibilities and roles plus the building of basic knowledge. The second step, *traction,* is about transferring this knowledge to the workforce, in order to gain traction for a shared CSR and sustainability vision. The final step then focuses on the full integration of CSR and sustainability into all aspects of the organisation. Recapitulated, the proposed process model of the paper at hand – especially steps two to four – make up this three-staged approach.

As a first step, the persons responsible for the implementation of HRD and their roles have to be defined. The roles of "HRD professionals" focus as well on creating policies as on the implementation through appropriate practices (Garavan & McGuire, 2010, p. 501). To be more specific, there are four roles that HRD professionals can perform: strategic partner, administrative expert, change agent, and employee champion. Garavan and McGuire describe these roles as follows:

> *The administrative role enables the HRD specialist to develop the infrastructure to implement those strategies. The change agent role enables real cultural change to take place in the organization and facilitates the integration of these activities into strategy, culture, structure, and behaviour. The employee champion role helps to ensure that employee knowledge, skill, and competencies are linked to societal strategies and that issues of concern to employees are advocated at senior levels within the organization (Garavan & McGuire, 2010, p. 501).*

Nevertheless, to be able to develop the workforce of a company, the responsible personnel have to overcome some essential challenges and first of all put themselves in the position where they have the ability to train and influence the workforce. There is no universally applicable approach for implementing human resource activities in order to make a contribution to CSR and sustainability. The respective activities have to consider the initial conditions of the company, like the enterprise size, the sectorial and institutional context, former HRD activities and the skills and competencies of those responsible for driving the HRD agenda (Garavan & McGuire, 2010, p. 492; Amstrong & Taylor, 2014; McWilliams & Siegel, 2001). This also means that emerging societal trends as well as relevant environmental, social and ethical issues have to be identified in order to be able to respond to them. Above that, the responsible HR employees have to emphasise how HRD activities can contribute to delivering sustainable returns to investors, responding to government as well as regulatory expectations. Activities to develop the human resources have to unveil their strategic contribution to achieving an integrated sustainability agenda. The HR department has to understand how its strategies and practices can support sustainability goals (Garavan & McGuire, 2010, p. 491; Amstrong & Taylor, 2014; McWilliams & Siegel, 2001). In the knowledge management context this can be interpreted as sustainability, and CSR knowledge has to be acquired first before it can subsequently be transferred, maintained and applied.

Hence, sustainability and social responsibility can be highly efficiently executed by developing human resource policies. External accreditations are also a sufficient tool to reinforce sustainability, especially in hotels. The Centre of Hospitality Research (CHR) stated in 2011 that hotel leaders in the USA list sustainability as their top concern, which makes this sector an industry that invests a substantial annual budget into sustainability.

Talking about sustainability in the hospitality sector, this industry reflects current trends more than any other. According to HVS Hospitality Services (Goldstein & Primlani, 2012), recent energy efficiency and conservation measurements show that most of the hotel buildings across the world have higher energy consumptions than they actually require. This amounts to the fact that especially hotels admit to a substantial margin of costs that could be eliminated by a sufficient execution of technical environmental trends. This pushes hotel companies, especially in metropolitan areas, to be and to build sustainably

and thereby to stay certified, reputed and consequently competitive. This is an appreciable development, since as mentioned previously today's society focuses on CSR and sustainable aspects, also when booking a hotel room.

In order to ensure a good reputation and hold a competitive advantage, the hotel industry has countless CSR and sustainability certifications with different measurements and requirements licensing hotels to operate under the standards of each certificate. In other words, sustainability is the only way to ensure a successful hospitality operation (Myung et al., 2012), seeing that it offers a field to cut costs and a surface to build reputation upon at the same time.

Hands-on employee development

Management encouragement and supervisory support

Encouragement and support by managerial staff for social or environmental initiatives is a way to gain employees' respective engagement to achieve environmental or social improvements (Paillé et al., 2012, p. 6). Especially supervisors are in a position to fill the role of the change agent who facilitates the integration of sustainability and CSR activities into company strategy, culture, structure, and behaviour. This is because supervisors give guidance on how employees should invest their time and effort. They can be initiators of risk taking, idea generation and experimentation on the job. Therefore Cantor et al. (2012) hypothesise that supervisory support can have a huge impact, if employees recognise that their supervisors provide the resources and feedback to participate in environmental initiatives, especially as supervisors actively foster a shared vision and consensus for new organisational practices among the employees they work with. Cantor et al. find evidence that this hypothesis is true. According to Larkin and Larkin (1996), supervisory support can even have a deeper impact on employees' work than top management support, meaning that employees attend more to the words and actions of their direct supervisors (Cantor et al., 2012, p. 37).

Training

Apart from supervision, support training is another key intervention to demonstrate organisational support and awareness for sustainability impacts (Renwick et al., 2012, p. 3). In general, training allows companies to acquire and develop their human capital, which in turn enhances organisational capacity (Cantor et al., 2012, p. 38). The provided information and objectives of training can vary "from the conveying of technical information, to socialisation, to the acceptance of new ideas" (Cantor et al., 2012, p. 37). In any case, the content of training signifies the objectives and values of an organisation. Furthermore, as training can provide the respective skills to achieve these goals, it can have a huge impact on companies' ways of working and thinking (Renwick et al., 2012, p. 3). It is then related to the development of social and environmental abilities and implies practices such as selecting, recruiting, training and developing social and environmental knowledge. Moreover, it also has a relation to the management and supervisory support mentioned above. It can encourage leadership and supervision to support sustainable and social responsible activities (Paillé et al., 2012, p. 3; Renwick et al., 2012, p. 4). Cantor et al. are able to present several studies that support the close connection between successful organisational change towards more sustainability and respective training programmes. Hence they conclude that training programmes can not only train techniques like eco-design, life cycle assessment and recycling, but also signal support for eco-friendly or social behaviours (Renwick et al., 2012, p. 3; Cantor et al., 2012, p. 38).

Rewards and appraisal

Rewards and appraisal are another possible factor to motivate behaviour and reinforce job attitudes (Renwick et al., 2012, p. 5; Paillé et al., 2012, p. 3). Well-structured rewards, meaning that there is a clear connection between certain actions and rewards which seems fair and comprehensible to the employees, indicate that the organisation values: (1) the individual's contribution to the firm, (2) independent decision-making, (3) professional development activities, and (4) professional behaviour (Cantor et al., 2012, p. 38). Therefore the assumption is as follows: if the connection between action and reward shows a clear reference to sustainability and CSR issues, it can engage employees to search for innovative solutions to environmental, economic and social problems (Cantor et al., 2012, p. 38).

The final repercussion on employees

The fundamental hypothesis for this chapter and stage of the overall hypothesised process is as follows: Companies that support activities that are perceived as positive, important and meaningful, like environmental and social activities, for instance, have a good chance to increase employees' engagement and identification with the company. This hypothesis is supported by a study by the Massachusetts Institute of Technology (MIT), Sloan Management Review and the Boston Consulting Group. According to the study results, employee recruitment, retention and engagement can be enhanced by organisational policies and practices that promote employee engagement in environmental behaviours (Cantor et al., 2012, p. 33). Furthermore, Paillé et al. (2012) state that several opportunities can be gained from a more ethical and participative approach to environmental and staff management. The greatest benefits are, among others, higher staff motivation and a greater degree of job satisfaction (Paillé et al., 2012, p. 2).

There are several theoretical concepts to explain this effect. Attachment theory can be used to understand how various aspects of work behaviour are correlated to certain attachment types. Social identity theory explains how individuals become attracted to groups and organisations and how they identify with them based on their CSR and sustainability activities (Garavan & McGuire, 2010, p. 493). Cantor et al. again use and adapt organisational support theory (OST) to further investigate the relationship between employees' behaviours and attitudes on the one hand and sustainability and CSR on the other hand. Yet another concept is *organisational citizenship behaviours for the environment* (OCBE) (Paillé et al., 2012, p. 4). In the following, an attempt is made to describe the central ideas of the mentioned concepts in summary. The basic predication is that employees recognise the perceived treatment and support from their company. And furthermore, if it is perceived as being positive, employees are willing to reciprocate. This initiates behaviours that include, among others, increased efforts to help the organisation reach its objectives, good job performance and voluntary activities. Moreover, empirical research has even demonstrated

that the perceived organisational support is directly linked to employees' affective organisational commitment, which includes "emotional attachment to, identification with, and involvement in the organisation" (Cantor et al., 2012, p. 35). Especially, appropriate and respectful leadership, favourable work conditions, training and rewards are ways to increase the perception of organisational support.

These examples demonstrate that the usual target of support is the employee himself. However, it is extrapolated that this focus can be shifted to other entities such as the "organizational support of the environment" (Cantor et al., 2012, p. 35). To be concrete, companies can, for example, reward a designer for an environmentally friendly product design or train their employees in sustainability issues like waste reduction and recycling. In addition to rewards and training, supervisory support and a good work-life balance are options to signal favourable treatment of the environment and social issues. The subsequent assumption is that such signals clarify the extent to which the company values these topics and seeks employee involvement in pro-environmental or pro-social behaviours (Wissmann, 2013, p. 21; Cantor et al., 2012, p. 36). Moreover, affective experiences can bring about change in social and environmental attitudes and behaviours (Dilchert & Ones, 2012, p. 505). If employees have developed such a positive and supportive attitude towards sustainability and CSR issues, even discretionary acts are to be expected. "Discretionary" means that the respective person is free to act or not to act. Such discretionary acts may be personal initiatives to improve the job held by the employee or they may be directed toward colleagues in the form of mutual support among employees. A third possibility is support for the organisation's commitments (Paillé et al., 2012, p. 4). Recapped, employees will identify with, focus on and involve themselves in social and environmental behaviours to the extent to which their employer values CSR and sustainability issues (Cantor et al., 2012, p. 44). What is more, if this appreciation exceeds employees' actual job duties, they may still fulfil discretionary sustainability and CSR tasks (Paillé et al., 2012, p. 4). This is because a close fit between personal values and the organisations' values is a real motivator and thus the chances are good to bring about highly engaged employees. With these findings in mind it is hardly surprising that companies increasingly start to adopt "green" activities, also in order to improve their selection attractiveness (Dilchert & Ones, 2012, p. 505; Renwick et al., 2012, p. 2; Paillé et al., 2012, p. 2).

Review and conclusion

The way to more sustainability and corporate social responsibility starts with an environmental and social vision, which is needed as a guideline for shaping a plan and a strategy. Second, responsibilities have to be assigned and employees must be qualified to understand the company's vision (Paillé et al., 2012, p. 3). On the whole, to thoroughly and successfully address sustainability and CSR, people from all levels – from top management to frontline workers – have to be involved and be aware of social and environmental concerns (Pojasek, 2008, p. 89). The literature review suggests that human resource activities, like training or managerial support and consultancy, focusing on the triple bottom line (economic, social and environmental) entail the potential to create a business culture that is aware of social as well as environmental issues and their relation to business aspects. The individual concerns of each employee have to converge with the company's vision, including its goals and strategies. For organisations that consequently aspire to this status, it can be presumed that their employees' work motivation and identification with the company will be reinforced. Employees will perceive their organisation's endeavours as being positive and meaningful and thus be more engaged (Wissmann, 2013, p. 21). In addition, activities to develop employees can to be used to enhance the skills and competencies needed to create social, eco-friendly and profitable solutions, innovations and ways of doing business (Dilchert & Ones, 2012, p. 504; cf. Renwick et al., 2012, p. 3). At this point, the internally taken measures and realised changes should have a positive influence on a company's reputation and image (Garavan & McGuire, 2010, p. 500). Certainly, sustainability and CSR values like environmental protection attract consumers and investors. Moreover, it improves the ability to recruit and retain highly talented and motivated job candidates (Kashmanian et al., 2010, p. 1; MacLean, 2010, p. 104, Renwick et al., 2012, p. 2). All in all, it is indicated that sustainability and CSR are positively linked to economic outcomes and firm financial performance (Wolf, 2012, p. 94; Garavan & McGuire, 2010, p. 500). Taken as a whole, the development of human resources – as described in this paper – is the prerequisite and beginning of a lasting change: change that begins in the minds of all staff; change that is continuous in the adaptation of visions, strategies, production processes and organisational structures; change that leads to sustainability, corporate social responsibility, motivation and engagement.

Directions for future research

The focus of this paper was on internal resources and processes. A deeper analysis of the effects on external stakeholders and productivity and profitability was not included as this was beyond the scope of this paper. However, an adjusted study looking at these effects would be of interest. Furthermore, the hypothesised process model was evaluated using *only* a literature review. Therefore, even though the literature review supported the hypothesised model, a specified survey would be desirable to verify the results of this paper. Also, because the literature search focused rather on finding supportive concepts than on finding contradictory reports, a further investigation would be desirable to reveal possible weak spots. In addition to that, literature on the relationship of motivation and sustainability is still rare (Renwick et al., 2012, p. 10).

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Hospitableness and sustainable development: New responsibilities and demands in the host-guest relationship

Arjan van Rheede* and Daphne Maria Dekker

Research Centre, Hotelschool, The Hague, The Netherlands
**Corresponding author email: a.v.rheede@hotelschool.nl*

How does the current paradigm of the host-guest relationship cause the hospitality industry to lag behind in sustainable development? Hospitality is often defined as "a feeling of being welcome". It is about "welcoming the stranger: a person who comes today and stays tomorrow", or "a stranger who is treated like a god". In the current paradigm on the concept of "genuine hospitableness", the authors see a host indulging his guest. This hospitable host does not want to bother the guest with complex issues of climate change or scarce resources but rather wants to treat him or her as "a god": the host acts as "a servant". This view on genuine hospitableness might hinder sustainable practices in hospitality organisations, especially if the (perceived) wishes of the guest are not sustainable. The authors argue that genuine hospitableness needs to be redefined and the concept of the host needs to be expanded to "host as shepherd". The metaphor of a shepherd emphasises the extended responsibility of the host, in which the host not only takes care of the actual guest, but does so in a more comprehensive way. This includes the future guest, the local community and the environment. Additionally, the authors also see sustainable practices as being hindered by a disconnect between genuine hospitableness and the execution of this idea in hospitality service skills.

Keywords: organisational behaviour, sustainable practices, organisational change, hostmanship, servant vs shepherd, responsible business

Introduction

Within the hospitality industry, as in other industries, attention is given to environmental sustainability. Unfortunately, however, most hospitality companies are lagging behind in the process of becoming more sustainable (van Rheede & Blomme, 2012a). According to Myung, McClaren, and Li (2012) and van Rheede and Blomme (2013), it can be concluded that the hospitality industry is engaged in many sustainable initiatives, although the scope of these practices is limited and only considered when they lead to direct economic advantage. This means that the majority of sustainability initiatives are directly related to energy (CO_2 emissions), water and waste reduction.

In this paper, we discuss whether specific characteristics of the hospitality industry and hospitality itself, and in particular the host-guest relationship, are causing this particular industry to lag behind in sustainable development. Hospitality is often defined as "a feeling of being welcome" (Lynch, 2013). Researching its origins, we find that hospitality is concerned with hosts and guests, duties of care and protection and creation of a sense of well-being and trust (O'Gorman, 2010). We explore this thought in more detail and look at the historical roots of hospitality and the implications of it in the sustainability discussion. Before continuing the discussion on hospitableness, let us first define the concept of sustainability and related concepts such as sustainable development.

Defining sustainability

The concept of "sustainability" and "sustainable development" emerged from an environmental perspective (Hediger, 2010), and has been defined in various ways. Today, the scope of the concept has broadened to include a focus not only on environmental issues, but also on social and economic problems.

Environmental sustainability refers back to themes such as pollution and limited resources (for example, energy, waste and water). Social sustainability has been defined as "how individuals, communities and societies live with each other and set out to achieve the objectives of development models, which they have chosen for themselves taking also into account the physical boundaries of their places and planet earth as a whole" (Colantonio, 2009, p. 8) and it is linked to themes such as "… equity, poverty reduction and livelihood, [which] are increasingly been complemented or replaced by more intangible and less measurable concepts such as identity, sense of place and the benefits of social networks …" (Colantonio, 2009, p. 8). Finally, economic sustainability refers to the way that companies combine the effects on the environmental and social aspects in day-to-day business decisions.

The concept of sustainable development adds the notion of limits to growth. This concept was adopted by the Brundtland Committee (World Commission on Environment and Development, 1987, chapter 1.3, 15), and emphasises the element of meeting "... *the needs of the present without compromising the ability of future generations to meet their own needs.*" This definition clearly shows the broadness of the concept.

The fundamental principles of sustainable development are: holistic, futurity (long-term capacity of the global ecosystem)

and equity. More specific objectives are also formulated for development, concerning: quality of life for all people, satisfaction of basic needs, self-reliance (including political freedom) and local decision making for local need and endogenous development. The specific objectives formulated for sustainability are: sustainable population levels, minimal depletion of non-renewable resources, and pollution emission within the assimilative capacity of the environment (Sharpley, 2000).

It is important to realise that the concepts of sustainability and sustainable development also create confusion. Sharpley (2000) compared the concept of "sustainable tourism" with "sustainable development" and concluded:

> *… whilst it embraces the objectives of environmental sustainability, sustainable tourism does not appear to be consistent with the developmental aspects of sustainable development. This is, perhaps, not surprising. Neither the inherently imperialistic, dependent nature of tourism production on a global scale nor the characteristics of tourism consumption fit easily with the principle of endogenous, alternative development (Sharpley, 2000, p. 14).*

This means that the current nature of hospitality and tourism causes the industry to fall behind in terms of sustainable development.

Saarinen (2013) expands on this notion and concludes that "limits to growth" are studied with tourism studies in three research traditions: a resource-based view, an activity-based approach and a community based view. All these approaches strive to access the balance between people, planet and profit (or formulated in negative terms, limits to grow) from another perspective. The resource-based view tries to assess the limits to growth objectively and looks at the carry capacity of the earth. The activity-based approach defines the limits to growth from the perspective of tourism as essentially an (economic) activity and the limits to growth are discussed in relation to the available resources. Lastly, a community-based sustainability approach pictures the limits to growth as socially constructed between (local) stakeholders (Saarinen, 2006, 2013).

Following the contributions of Saarinen (2013) and Sharpley (2000), we can argue that coming to formulate limits to growth for tourism or and hospitality operations is a complex matter. What is needed is a view on sustainable development (at a global, regional and local level) as described above, in which holistic, futurity and equity are central concepts. Governmental organisations try to regulate some of these issues by legislation, but companies also take their own responsibility by Corporate Social Responsibility (CSR). As argued by van Rheede and Blomme (2012a, p. 259):

> *… the main difference between sustainability and CSR is that the latter refers to voluntary activities. The European Union defines this as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (Commission of the European Communities, 2006).*

The confusion about these concepts can also be seen in the way hoteliers are discussing and responding to this issue. Studies show (van Rheede & Blomme, 2012a) that many hoteliers reflect mainly on only a single aspect of sustainability, namely the environmental aspect. Moreover, this is also done in a reactive way: to prevent negative consequences and not so much to create a positive effect.

In other words, we argue that the hospitality industry should become more sustainable in a pro-active way, while focusing on more than merely the environmental aspect of sustainability. We continue to explore the concept of hospitality seeking to clarify why the industry consistently lags behind regarding sustainable development

Exploring the concept of hospitality

Hospitality has often been defined as "providing a warm welcome to a guest or a stranger" (Lynch, 2013). When we look at the history of providing hospitality, or a warm welcome, we find that this was an honourable and worthy thing to do (O'Gorman, 2010). As an example, let us look at the symbolic meaning of a pineapple.

A pineapple has been a symbol to display welcome and hospitality for centuries. Especially in the Caribbean, a picture or a sculpture of a pineapple can often be found next to the entrance of a house or carved on the board of a bed in the guestroom. In 1493 Columbus brought the first pineapple to Europe. Due to its sweetness and exotic nature, it soon became a popular fruit that symbolised the warmest welcome a host could provide. Because the fruit was so expensive and rare, grocers of colonial goods in Europe would sometimes rent pineapples out, so hosts could truly impress their guests. Guests would feel honoured that the host had provided them with this expensive sign of hospitableness. This history provides an insight into where our sense of hospitality originated. Many other examples can be found in various religions and cultures.

Shryrock (2008), for example, writes about the traditions of the Belga tribes in Jordan. Generally throughout the centuries, Arab traditions prescribe that when hosting strangers, one should wait three days before asking the name of the guest. In other words, guests should be indulged and offered everything they need, without asking anything from them. Shryrock recalls the account of a man, Ibn Khatlan, who even gave away his own children as a gift to strangers that were staying in his house. Lashley (2015) has provided a good overview of hospitality from the background of various religions. All religions describe hospitality as something that should be offered without the expectation to receive something in return. Hospitable behaviour is generally seen as a "good" thing to do. All religions propose that guests should be honoured and treated as gods: we have to indulge our guests.

Our current vision on hospitableness is similar to these visions from the past; looking at the work of Lashley (2015), O'Gorman (2010) and Shryock (2008), we see that a true and genuinely hospitable host is a person who offers, gives and does everything in their power to make the guest feel happy and welcome. In this sense we would refer to the "host as servant", a servant who does everything in his or her power to make his boss (the guest) feel indulged by providing the best.

This notion of providing the best and treating guests as gods, seems hard to align with environmentally friendly solutions such as asking guests to reuse a towel. From the hospitable point of view, one would like to provide a fresh towel on at least a daily basis.

Hospitable behaviour

According to Telfer (2000), Dekker (2014) and O'Connor (2005), we should distinguish between "genuine hospitableness" and "hospitable service skills" as two different aspects of hospitable behaviour when talking about behaviour in the hospitality industry. Genuine hospitableness includes behaviours of the host towards the guest that are truly welcoming and friendly and intended to make the guest feel happy. Hospitable service skills, on the other hand, are behaviours that are in line with the rules of the hotel and that are in accordance with standard operating procedures: for example, the procedures that should be followed while checking in a guest, or using a guests' last name when he or she checks out. These are behaviours that can be trained, whereas genuinely hospitable behaviours are linked to someone's personality (Dekker, 2014). Telfer argues that a truly genuine host is motivated by really caring about the other person. She calls this the *other regarding motive*. Hosts with other motives (self-regarding motives and reciprocal motives) are not considered to be genuinely hospitable. This is similar to Derrida's concept of *unconditional hospitality* (Derrida, 2000). He refers to a type of hospitality that is absolute and without conditions. This extreme form of hospitality is considered impossible.

How are genuine hospitableness and hospitality service skills related? Telfer (2000) argues that a person can have excellent hospitality skills, but without the right motives might not be a good host. So this means that there needs to be an alignment between the two concepts for a host to be an authentically hospitable employee. The concepts are related to the organisational culture of a hotel. Schein defines organisational culture as:

> *… the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems … (Schein, 1984, p. 4).*

This concept is often explained by talking about different levels of the culture – starting on the surface with visible behaviour and artefacts, next considering values that govern this behaviour and finally moving to the core of the organisational culture by delving into its underlying assumptions (Schein, 1984). This concept of genuine hospitableness is at the level of the underlying assumptions and values, while the concept of hospitality service skills is related to the actual behaviour and the artefacts. We find this a useful analogy to better understand the relation between motives and actual hospitable behaviour.

Helping or hindering sustainable practices in the hospitality industry

In this paper, we discuss whether specific characteristics of hospitality and therefore the hospitality industry are causing this industry to stay behind in the sustainable development.

Host as servant

When stereotyping this idea of "genuine hospitableness" in the host-guest relationship, the host works hard to indulge the guest and does not want to bother him or her with complex issues of climate change or scarce resources. Hospitality companies and hosts truly want guests to be as happy as they can be and the host will do her best to make this happen. Telfer (2000) argues that a true genuine host is motivated by a heartfelt caring for the other person. This is in line with the historical and religious roots or hospitality as discussed earlier. This view of "host as servant" in hospitality might be hindering active and progressive actions in the field of sustainability, especially if the (perceived) wishes of the guest are not sustainable. Below we give some examples based on the dimension of helping or hindering sustainable practices and on the dimension of genuine hospitality or hospitality as a service skill. As explained above, we argue that these two concepts should be seen as related, one more at the level of values, and the other more at a visible level of behaviour and artefacts.

However, how do we solve the dilemma of the host as servant? We believe that an expansion of the definition of guest is the first step, but we also see tremendous potential in moving from a perspective of "host as servant" to that of "host as shepherd".

Host as shepherd

In this paper we would like to move away from the "host as servant" towards the "host as shepherd". We think this new alternative interpretation will be beneficial for sustainable development and moreover, expand the host's scope of responsibility.

The shepherd metaphor emphasises an additional responsibility of the host, one that takes care of "the other" in a broader perspective. It is a perspective that takes into consideration not only the actual guest, but the guest in a broader sense, as previously discussed. Selwyn (2000) portrays hospitality as an act that will turn strangers into friends. Looking at the history of hospitality, hosting guests was an honourable and worthy deed (O'Gorman, 2010). This metaphor of the shepherd could also be applied when widening or extending Telfer's (2000) concept of "the other person". Following Derrida (2000), this view purports that providing hospitality is not unconditional. In line with the host as a shepherd, a host should take care not only of the current guest, but should see the guest in light of a broader perspective. In order to do this, certain rules need to be complied with to safeguard the safety of the (future) guest. By redefining the guest, and the relation of this guest to the host, the authors see a more sustainable future – one in which future guests, future generations, but also the local community and the surrounding environment are taken into consideration (WCED, 1987). Hence, similar to sustainable development, as discussed above, the concept of the host-guest relation also needs a more holistic, futurity- and equity-based approach.

The metaphor of the shepherd is well know from old texts such as the biblical stories, but is currently also linked to leadership principles (e.g. Pick, 2015) in claiming that the host makes decisions based on his or her better understanding of the guest and the context. It is like a parent who makes decisions for his children. The parent makes a decision – against the will of his children, because he feels that they

cannot foresee the consequences. So instead of focusing only on the needs and wants of the actual guest, like the "host as servant" does, the "host as shepherd" takes into account not only the needs of the current guest, but also of the "guest" from a holistic perspective.

Explaining the host-guest interaction

In the example of the "host as servant", guests are given an option to participate in a sustainable practice. The two accounts below can be seen as responses in which the guest is given an option to participate, thus making it voluntary and the "host as servant" hopes that the guest is not bothered by these practices. In the first example, by way of compensation the guest is also is rewarded for positive conduct.

Make a Green Choice

> *… Make a Green Choice (MAGC) is Starwood's guest-facing sustainability program in which our guests can choose to help reduce our environmental footprint. Any guest at a participating Starwood property can Make a Green Choice by foregoing full housekeeping for up to three days in a row (excluding their check-out day). For each night a guest opts into MAGC, they receive 250–500 Starpoints or a $5/5€ Food and Beverage voucher, while they save up to 49.2 gallons of water, 0.19 kWh of electricity, 25 000 BTU of natural gas, and 7oz. of cleaning product chemicals per night (may vary by brand and region) (Starwood Hotels, 2015).*

Leave your towel: linens and towels reuse programme

A very well known sustainability initiative is the "linens and towels reuse programme" as an example of an environmental conservation programme. The towel programme demonstrates the concept of host as servant and his or her perception of genuine hospitableness. It is a request to the hotelier to not change towels as a standard daily practice. Evidently, however, such towel programmes can also lead to problems, and can cause irritation among guests. This example brings us to the hospitable service skills. The execution of these standard operating procedures (SOPs) can lead to the following two examples of an incorrect and unexpected translation of a practice from a genuine hospitableness to a hospitality service skill:

Guest disappointment due to failure to deliver on sustainability promises

Guests often complain that, despite having indicated they wanted to re-use their towel, Housekeeping replaced the item anyway. We found in an exploratory survey (van Rheede & Blomme, 2012b) that 37% of hotel guests have unwillingly experienced replacement of towels. The reason why Housekeeping does this has not been investigated, but suggestions include perceptions ingrained in their training or assumptions regarding service/hospitableness and a hygiene perspective.

Unintentional sabotage of sustainability programmes

Providing the hotel room with an additional keycard to prevent power outage as the guest leaves the room is another example of sustainable practices being hindered by good intentions to provide high service levels – and yet some hotels have implemented this as an SOP.

The notion that a host's concern for indulging his guests requires that he does not bother them with sustainability issues is summarised in Table 1. The table distinguishes two dimensions. The horizontal axis conveys whether a certain action helps or hinders sustainable practices in a hotel; whereas the vertical axis depicts whether these practices can be seen as "genuine hospitality", or as "hospitality service skills". In the cells a distinction is made between the host as servant (limited sustainability) and the host as shepherd (full sustainability).

When comparing the two perspectives on the host-guest relation, the data seems to oversimplify the issues by contrasting the two positions; nonetheless, the authors still see this as reinforcing the main thesis.

Conclusion and discussion

We have investigated how current paradigms of the host-guest relationship may be causing the hospitality industry to lag behind regarding sustainable development.

We started by discussing the host-guest relationship from a historical viewpoint, in which a host is deemed servant to the guest. However, embracing a more comprehensive definition of guest, we proposed an alternative perception of host as shepherd, not only taking care and indulging current guests, but also future guests and future generations. This is achieved by expanding or redefining the concept of genuine hospitableness and hospitality service skills. The authors see a strong analogy between the relationship of genuine hospitableness and hospitality service skills relating to the concept of organisation culture. Realising that one is the underlying principle of the other should help an organisation in the process of redefining and implementing a host concept that is more based on the shepherd as host principle, whilst

Table 1: The result on sustainable practices for a "host as servant" and a "host as shepherd" based on their genuine hospitableness and hospitality service skills

	Helping sustainable operation	Hindering sustainable operation
"Genuine hospitableness"	Host as shepherd: Increase positive and decrease negative impact of sustainable practices in hospitality organisations E.g. Energy neutral hotel linked to eco-tourism	Host as servant: Give sustainability as an option E.g. towels and linen saving programme
Hospitality service skills	Host as shepherd: Increase positive and decrease negative impact of sustainable practices in hospitality organisations E.g. Energy neutral hotel linked to eco-tourism	Host as servant: skills and SOP are (un)intentionally "unsustainably implemented" or wrongly executed E.g. "sabotage" sustainable practice: providing additional key card or unwilling replacement of towels

ensuring that both the underlying assumptions and values, but also the actual behaviour in the organisation are aligned.

Arnold (2010) states that the implementation of CSR and sustainability is not only a technical innovation, but also a cultural change. Van Rheede and Blomme (2013) stress that the implementation of CSR is only successful if organisational behaviour actually changes. What does this mean in the context where an organisation is changing from the paradigm of a host as servant to a host as shepherd? In this context it will be crucial to make sure that the view on genuine hospitableness will be translated to the right set of hospitality service skills. The authors feel that accommodating a broader definition of genuine hospitality and the translation and implementation of this into hospitality service skills will provide the hospitality industry with a new impulse to further explore their contribution to sustainable development, in terms not only of impact and claims but also actual behaviour.

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Sustainable hospitality and tourism at different ages: Women's and men's attitudes in Italy

Alessandra Fermani*, Isabella Crespi, and Flavia Stara

Department of Education, Cultural Heritage and Tourism, University of Macerata, Luigi Bertelli Campus, Macerata, Italy
**Corresponding author email: alessandra.fermani@unimc.it*

Future tourism experiences will be more oriented towards eco-friendly destinations and dictated by responsible lifestyles, as shown by the Travel Trends Report and UNWTO report. Many studies confirm that the number of travellers looking for accommodation that ensures greater respect for the environment is constantly growing. The implications in terms of sustainable tourism are remarkable since they suppose a growing awareness of the impact of individual choices on global effects. The preferences for sustainable tourism are only partially explained by pro-environmental attitudes and values. To more fully explain sustainable tourism choices a reference is needed for additional motivational factors (Maeran 2009). Some studies show that women harbour higher environmental attitudes than men, in general and in relation to hospitality in particular. Other studies are more cautious. Gender, though, is a significant variable in this field, even if there are few studies on this aspect. This research focuses on Italy and investigates the gender orientation regarding sustainability and its influence on choices for eco-friendly hospitality, attitudes towards the environment (Bjerke and Kaltenborn 1999), the social dominance orientation (Sidanius and Pratto, 1999) and the propensity to act responsibly (Berkowitz and Daniels 1964). The results show that males are less apathetic towards the environment than females and that in Italy the link between being a citizen and environmental awareness has yet to be built.

Keywords: environmental attitudes, social dominance orientation, responsibility, young people, adults, gender

Introduction

Sustainable hospitality and tourism is gaining recognition as a domain of tourism and recent research suggests that sustainable hospitality is one of the most relevant topics of our time (Meek & Sullivan, 2012). The area of tourism is particularly suitable to stress the need for an integrated approach to the environmental, social and economic dimensions of sustainable development. The tourism industry represents a huge economic force and its environmental and social impacts are relevant and have been well documented (Kim, Uysal & Sirgy, 2013; Ivanov & Webster, 2013; Antonakakis, Dragouni & Filis, 2015). As stressed by many international actors, all beneficiaries of tourism development should responsibly safeguard the environment and natural resources, with the prospect of healthy economic growth, continuous and tenable, so as to meet equitably the needs and aspirations of present and future generations.

In addition, integrating gender and age perspectives into the discussion of tourism sustainability is particularly important as the tourism industry is a major employer of women, offers various opportunities for independent income generating activities, and, at the same time, affects women's choices as users of touristic resources (Stevens, 2010; Meek & Sullivan, 2012).

This paper describes the existing gap in research on gender aspects in tourism studies, especially related to hospitality and sustainability. It also points to the main background theories that can be used to improve this kind of research. Then, using data from 374 Italian emerging adults and adults, the study assesses the impact of specific social and individual factors, including gender orientation, on attitudes toward sustainable hospitality and the environment, on the dominant orientation and on the propensity for responsibility. The survey on which this pilot study is based was conducted between 10 January 2015 and 30 June 2015.

Literature review

The aim of this introductory review is to show if and how the concepts of sustainable tourism and gender issues are discussed in the framework of hospitality from a multidisciplinary perspective.

Tourism is an economic activity that may be interpreted as a relationship among men and women in their social roles (gendered societies) because "all aspects of tourism-related development and activity embody gender relations" (Kinnaird & Hall, 1994, p. 5). Although it is commonly believed that in our time the differences between the travel patterns of men and women are much less pronounced than in previous centuries, gender differences related to travel and tourism still remain substantial (Collins & Tisdell, 2002). Gender norms are a key for sustainable development: not only do they influence people's worldviews and direct their behaviours, they also shape the organisational structures of societies and contribute to unjustifiable hierarchies and exploitation of resources all over the world (UNWTO/UN Women, 2011; Franz-Balsen, 2014).

Gender is a significant variable also in the field of sustainable tourism and hospitality, even if there are few researches on this aspect. The existing ones show a greater attitude towards sustainable activities by women, both in managing hospitality

and in promoting good practices (Meera, 2014). In Italy, for example, women entrepreneurs who are eco-friendly oriented constitute a growing phenomenon. Women seem to be particularly apt for tourism: they occupy the majority of jobs in institutions for tourism and carry on activities in contact with the public in hotels and farm holidays (Goffi et al., 2014). Shedding light on the importance of their role in this area, however, is far from simple: the data on women who work in tourism around the world are difficult to interpret because they often work on temporary jobs.

As Ferguson and Alarcon (2014) underline, the range and breadth of research on gender and tourism is impressive. However, despite the clear contributions of previous research to debates around sustainable tourism, such work had relatively little impact on the field, both academically and policy-wise. We suggest that there are two key reasons that explain this low impact. First, we argue that the sustainable tourism paradigm is still developing and constantly evolving. This constant evolution of the concept renders it difficult to connect the gender perspective to the sustainable tourism debate. Second, where attempts have been made to address gender inequality from a sustainable tourism perspective – as set out below – such integration has been partial at best.

Kinnaird and Hall (1994) provided one of the first published contributions to the topic of gender in the tourism field, and they defined the subject of gender from a tourism development perspective. They focused on tourism development processes as significant drivers of social change and as embodiments of social practices. Three critical issues are emphasised in their conceptual framework for understanding gender in tourism (Kinnaird & Hall, 1994). First, tourism-related activities and processes were constructed from gendered societies, ordered by gender relations. Second, gender relations were and are informed by economic, social, cultural, political and environmental aspects of societies. Third, in tourism practices, gender relations were discussed and intertwined with power, control and equality issues, as a consequence of the growing importance of equality and gender mainstreaming in most countries. Gendered belonging and experiences shape tourist motivations, perceptions, tourism marketing and destination hosts' actions (Swain, 1995). More recent literature has examined the issue of gender in tourism behaviour from varied perspectives such as life cycle travel patterns and travellers' purpose. The conclusion of this more recent research is that gender aspects are relevant in tourism activities and expectations because they embedded all the practices and orientations of people as men and women.

Although a number of studies discussed gender differences in tourism, many focused on aspects of tourism development, and only a few examined issues related to perceptions and attitudes (Harvey et al., 1995). Only recently have some authors started to explore the issue regarding gender differences and how gender moderates environmental attitudes in general and more in particular from the point of view of sustainable development in tourism (Dietz & Kalof, 2002; Stevens, 2010). Therefore, past research leaves a gap in our understanding of environmental sustainability attitudes and the impact of gender on sustainable tourism choices.

Even scarcer in the literature is research into sustainability and hospitality taking a gender perspective (Meng & Uysal, 2008). In the context of environmental and sustainability research, the term "eco-feminism" is sometimes falsely used to represent any gender perspective on environmental issues. Such a simplification ignores the very special history and the multitude of streams of eco-feminism, ranging from women's projects in countries of the global South – which were typical of the early years of eco-feminism – to a number of distinct academic and even philosophical debates that took place from the 1990s onwards on various continents (Mies & Shiva, 1993; Plumwood, 1993; Mellor, 1997; Warren, 2000).

It may therefore be concluded that research on sustainable hospitality and the gender dimension of sustainability is limited. However, understanding the contribution of gender norms on enhancing or inhibiting sustainable development is crucial also to develop well-targeted ways to communicate visions of sustainable ways of life (Franz-Balsen, 2014).

A similar consideration may be done for research on socio-psychological motives to travel. Although extensive studies have examined socio-psychological motives, researchers are just beginning to explore the differences in tourism motivations between genders (Norris & Wall, 1994). Moreover, when looking at the impact of gender on motivations, scholars have left almost unexplored the impact of gender on the perceived importance of destination attributes, on the motivations to travel and on the values of travel from the point of view of sustainable tourism and sustainable hospitality. In an effort to closes the gap, the present paper addresses these particular issues and further investigates the influence of the interaction of gender with demographic, personal and social variables on sustainable attitude and pro-environment behaviour.

Responsibility, social dominance and environmental attitudes

The relationship between social responsibility, values, environmental attitudes, authoritarianism and social dominance has been the focus of several studies (Sidanius & Pratto, 1999; Thompson & Barton, 1994; Bjerke & Kaltenborn, 1999). Since these classical studies on obedience and destructive authoritarianism, recent analyses detect the centrality of accountability in the relationship between the individual and society (Passini & Morselli, 2006).

The study done by Passini and Morselli shows that when people feel responsible only for a generic concept of justice, unconnected to everyday life situations, they tend to have a more authoritarian attitude and to attach greater importance to materialistic values. Participants who feel responsible for everyday interpersonal interactions, however, are not only less authoritarian, but also give more importance to egalitarian values. On the other hand, in literature, a people-oriented approach encourages environmentally responsible behaviour (Kaplan, 2000). This type of responsibility does not only correlate positively to the respect toward others, but also correlates negatively to the materialistic, authoritarian and dominance orientation as it is described by the social dominance theory

Social dominance theory argues that societies with a stable economic surplus show a common attitudinal orientation toward intergroup relations and choices, reflecting whether one generally prefers such relations to be equal or hierarchical, that is, ordered along a superior-inferior line (Pratto, Sidanius &

Levin, 2006). Social dominance theory understands individuals within their larger socio-structural, cultural, and institutional contexts, allowing that within a given context, individuals can systematically differ from one another and have agency, meaning the ability to act, in affecting hierarchical outcomes (among social groups).

> *Social dominance theory argues that societies producing stable economic surplus contain three qualitatively distinct systems of group-based hierarchy: (1) an age system, in which adults have disproportionate social power over children; (2) a gender system, in which men have disproportionate social, political, and military power compared to women; and (3) an arbitrary-set system, in which groups constructed on arbitrary bases, that is, on bases not linked to the human life-cycle, have differential access to things of positive and negative social value. Arbitrary-set groups may be defined by social distinctions meaningfully related to power, such as (in various contexts) nationality, race, ethnicity, class, estate, descent, religion, or clan (Pratto et al., 2006, p. 273).*

Social dominance theory helps us to draw attention to the need for a balance between economic and cultural choices related to sustainable tourism. Its actual penetration into strategies and policies has resulted in many good practices and improvements that seem to reduce the desire to dominate other groups while enhancing empathy, altruism, and communality with others so to mitigate social dominance attitudes. In particular, in the tourism field, social dominance theory is important for understanding the sex-tourist motivation. Considering the three hierarchies described above, the power disparity between adult and child, preconceptions about race and gender roles influence the sex-tourist's opinions and motivation. Economically underdeveloped tourist-receiving countries are considered culturally different so that (in the Western sex-tourist's understanding) prostitution and traditional male domination of women have less stigma than similar practices might have in their home countries. However, despite a great deal of interest in sexual tourism amongst theorists, methodologically thorough and detailed studies remain rare.

Finally, as Milfont et al. (2013) showed, if individuals adopt a social dominance orientation, they are more willing to exploit the environment and dismiss the importance of sustainability. A social dominance orientation encourages people to espouse ideologies that justify the existing hierarchies. Consequently, when people adopt this orientation, they may espouse beliefs that substantiate the dominance of humans over nature. That is, they approve the notion that humans are granted the right to utilise nature and other species to achieve their objectives.

In one study, with a sample from New Zealand, the social dominance orientation was negatively associated with the values attached to the preservation of nature. A second study (Fischer, Hanke & Sibley, 2012) examined whether countries in which social dominance orientation is high are less likely to support policies that preserve the environment. Five key indices were constructed, each of which assesses the degree to which various nations support policies that preserve the environment. One index, for example, was constructed by experts and gauges policies that relate to the environment, such as water, pollution, biodiversity, fisheries, forestry, and climate change. Another index represents the average response to questions that assess attitudes to the environment, such as "Humans have the right to modify the natural environment to suit their needs". As predicted, social dominance orientation was negatively associated with the degree to which the nation supports policies that preserve the environment. So, the personality oriented to social dominance, as in our research, would be less respectful of nature and less oriented to sustainable tourism choices.

In synthesis, anyway, there is a gap in research on gender aspects in tourism studies, especially related to hospitality and sustainability.

Aim of the present study

The main purpose of the present study is to examine the influence of the gender identity on expectation, motivation and choice for eco-friendly (sustainable) hospitality. Therefore it compares gender and age differences with factors such as attitudes toward the environment, dominance orientation and responsibility propensity. Then, using a regression model, the study tests whether gender and age influence environmental attitudes, social dominance orientation and social responsibility and the propensity to spend more for sustainable hospitality.

Method

This section consists of two subsections:

1. "Participants", where there is a brief description of the sample of the study
2. "Measures"; this section describes the tests or instruments used to collect data.

Participants

The sample consisted of 374 Italian emerging adults and adults (48% men and 52% women), aged between 18 and 74 years (mean age = 36.3 years; SD = 15.4). Comfrey and Lee (1992) considered 300 cases a good sample size, so for an explorative study, we consider our sample appropriate. The participants' educational levels were: 1% primary school, 9% lower secondary school, 48% upper secondary school, 41% university, 1% postgraduate. The current job situation was: 40% university students, 49% employed, 11% unemployed/retired. The marital status was: 51% never married, 32% married, 8% living together with partner, 7% divorced or separated (36% with children, 64% without children. Relative to the total: 3% of those born between 1941 and 1950 have children, 2.4% no children; 17.6% of those born between 1951 and 1970 have children, 6.5% no children; 7.6% of those born between 1971 and 1980 have children, 3.5% no children; 7.3% of those born between 1981 and 1997 have children, 53% no children).

Participants were informed about the study and asked if they wished to participate. Approximately 99% of the sample approached chose to participate. Researchers contacted the sample at home and in university classrooms and asked participants to fill out the anonymous questionnaire packet.

Measures

All participants completed a first section constituted by socio-demographic items (gender, age, educational level, job situation, marital status, yes/no children) and 13 items about motivations/expectations and sustainable hospitality (e.g. "The temporary accommodation or lodging is managed by a family"; "The accommodation promotes local products"; "Would you be willing to spend more to be in an eco-friendly accommodation?"). To develop these items we considered those topics that were present in surveys and reports of two major national Italian institutes of research: ISTAT and IPR Marketing (from 2012 to 2014). In a second section we employed the following validated scales.

Attitudes toward the environment

We employed the short version with 25 items developed by Bjerke and Klatenborn (1999) from the Thompson and Barton (1994) scale. The Bjerke and Kaltenborn scale include ten ecocentric items (interest in the ecological values of the nature and its relationship to the environment), ten anthropocentric items (interest in the utilisation of the environment or subordination of the habitat for the practical benefit of humans) and five environmental apathy items (indifference toward other species and the environment). The response options were from strongly disagree (1) to strongly agree (5). The scale was translated from English to Italian by a bilingual psychologist. Sample items include: "One of the worst things about overpopulation is that natural areas are getting destroyed for development" (ecocentric); "One of the most important reasons to keep rivers and lakes clean is so that people can have a place to enjoy water sports" (anthropocentric); "It seems to me that most conservationists are pessimistic and somewhat paranoid" (apathy). The reliability of the subscale, in terms of Cronbach's alphas, was found to be adequate with values of 0.74 (ecocentric), 0.65 (anthropocentric) and 0.62 (apathy).

Social dominance orientation

As social dominance theory has focused mainly on intergroup relations within stable societies, it has yet to address power relations between societies, between groups belonging to different societies, or the dynamics of newly emerging power hierarchies in transitional societies. Social dominance orientation is usually measured by the 16-item SDO version 6 Scale (Sidanius & Pratto, 1999; Pratto et al., 2006). This scale consists of items such as: "Superior groups should dominate inferior groups" or "Inferior groups should stay in their place" with a response scale ranging from 1 (strongly disagree/disapprove) to 7 (strongly agree/favour). The original explorations of the psychometric properties of the SDO scales have shown them to have high levels of internal and cross-time reliability, construct validity and discriminant validity. The unidimensionality of the scale, the Italian version of which was validated from Di Stefano and Roccato (2005), was good, with a Cronbach's alpha of 0.89.

Responsibility

This construct was measured using the Italian short version of the Social Responsibility Scale (Herris, 1957; Berkowitz & Daniels, 1964) validated by Passini and Morselli (2006). The SRS consists of 8 items scored on a seven-point scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Specifically, 4 items measure "civic responsibility" and 4 items measure "interpersonal responsibility". The first factor identifies the responsibility of an individual towards the community with particular reference to the institutions; specifically, it identifies the responsibilities of a good citizen, who feels responsible for the community. This type of liability, mediated by an ideal of justice and directed primarily towards the institutions, has been called civic responsibility. The second factor highlights accountability in situations of direct relationship with other people (friends, work group, etc.). Responsibility exhibited in concrete actions in a predictable manner has been called interpersonal responsibility. The two components therefore reproduce the division, we find in the original scale of Harris (1957). Passini and Morselli (2006) included items with an impersonal reference and items with a personal reference. Items related to interpersonal responsibility directly involve the subject, while those of civic responsibility are for a generic person, detached from everyday reality. Sample items include: "Why bother to vote because your vote counts so little?" (civic responsibility); "I am a person on whom others can rely" (interpersonal responsibility). Respectively Cronbach's alphas were 0.62 and 0.60.

Results

This section presents the results of the data analyses in details. Data have been analysed using analysis of variance and logistic regression. Results will therefore be presented in this order.

Analysis of variance

The first aim of this study was to analyse the impact of gender and age on respondents' motivations and expectations about sustainable hospitality. In our analyses we examined sex differences within age cohorts (i.e., young males versus young females – 19% of the whole sample were males born after 1986 and 30% were females – versus adult males versus adult females – 29% of the whole sample were males born before 1985 and 22% were females). Differences about motivations and expectations in these four sub-groups were analysed with a multivariate analysis of variance (MANOVA). The results of these analyses appear in Table 1.

Table 1 suggests that young people (males and females) are more motivated than their adult counterparts to choose sustainable accommodation if the location is easily accessible with public transportation and if the location has few tourists. On the other hand, adult males and females are more motivated than young people if the temporary accommodation or lodging is managed by a family, if the natural environment of the chosen location is intact and protected or if the programme allows one to visit the place even during low season.

In general, the means show that the factors that influence the most the motivation to choose sustainable hospitality are if one can easily move about on foot or with a bicycle at the chosen location, if the accommodation is concerned with reducing energy consumption and pollution, if the accommodation promotes local products, if the accommodation promotes direct contact with nature and, finally, if the accommodation promotes direct contact with the local people and their culture. The results show that it is of little importance whether the accommodation is certified as

environmentally friendly. In these last six items ("in the chosen location, one can easily move about on foot or with a bicycle"; "the accommodation is concerned about reducing energy consumption and pollution"; "the accommodation promotes local products"; "the accommodation promotes direct contact with the local people and their culture"; "the accommodation promotes direct contact with nature"; "the temporary accommodation or lodging is certified as environmentally friendly") we did not find a significant difference between age and gender in all four subgroups.

Relating to the item "Would you be willing to spend more to be in a eco-friendly accommodation?" the results suggest that adult females and males were more motivated to spend more for sustainable hospitality compared to young males and females. Descriptive statistics for these mean-level comparisons are displayed in Table 2.

We then looked at gender and age differences across attitudes toward the environment (see Table 3).

Participants showed good levels of eco-centrism and low levels of environmental apathy. Adult males and females emerged, in a statistically significant manner, as more eco-centric compared to young people.

As a final mean-level analysis, we compared the magnitude of gender and age differences across attitudes toward the social dominance orientation and toward social responsibility (see Table 4).

In general participants scored low on the social dominance orientation. Young and adult males were more dominant than females. Levels of civic and interpersonal responsibility were high. Adult males and females showed more civic and interpersonal responsibility compared to their younger counterparts.

Table 1: Mean levels (std. deviation) of motivations/expectations in the four subgroups

	Subgroups				*F* (4.374)	η^2
	Young males	Young females	Adult males	Adult females		
The location is easily accessible with public transportation.	3.69 [ab] (1.06)	3.76 [b] (1.16)	3.19 [a] (1.44)	3.49 [ab] (1.14)	3.88**	0.03
In the chosen location, one can easily move about on foot or with a bicycle.	4.00 (0.93)	3.99 (0.91)	3.70 (1.37)	4.07 (1.06)	2.01	0.02
The temporary accommodation or lodging is certified as environmentally friendly.	2.61 (1.17)	2.73 (1.20)	2.53 (1.43)	2.63 (1.18)	2.41	0.02
The temporary accommodation or lodging is managed by a family.	2.30 [a] (1.10)	2.44 [ab] (1.14)	2.85 [bc] (1.21)	3.12 [c] (1.30)	7.39***	0.06
The natural environment of the chosen location is intact and protected.	3.30 [ab] (1.13)	3.14 [a] (1.09)	3.70 [b] (1.27)	3.61 [ab] (1.14)	4.38**	0.04
The accommodation is concerned about reducing energy consumption and pollution.	4.15 (0.87)	4.02 (1.03)	4.26 (0.72)	4.03 (0.91)	1.51	0.01
The accommodation promotes local products.	4.00 (0.93)	4.13 (0.91)	4.10 (0.87)	4.27 (0.71)	1.16	0.01
The accommodation promotes direct contact with the local people and their culture.	3.69 (1.01)	3.77 (0.99)	3.65 (1.07)	4.01 (1.13)	1.90	0.02
The accommodation promotes direct contact with nature	4.11 (0.91)	4.14 (0.89)	4.25 (0.96)	4.34 (0.73)	1.00	0.01
The accommodation seeks to minimise any inconvenience to its patrons.	2.74 (1.11)	2.64 (1.08)	2.95 (1.14)	2.69 (1.20)	1.38	0.01
The location has few tourists.	2.34 [a] (1.15)	2.31 [a] (1.09)	3.06 [b] (1.39)	2.57 [ab] (1.25)	7.16***	0.06
The programme allows one to visit the place even during low season.	2.21 [a] (1.05)	2.41 [ab] (1.11)	2.95 [c] (1.23)	2.84 [bc] (1.37)	6.54***	0.06

Note: abc (as referred to in the text) Tukey test *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$; Likert scale 1–5

Table 2: Mean levels (std. deviation) of motivation to spend more in the four subgroups

	Subgroups				*F* (4.374)	η^2
	Young males	Young females	Adult males	Adult females		
Would you be willing to spend more to be in a eco-friendly accommodation?	4.26 [a] (1.54)	3.99 [a] (1.61)	4.82 [b] (1.53)	4.82 [b] (1.69)	5.89***	0.05

Note: abc (as referred to in the text) Tukey test *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$; Likert scale 1–7

Table 3: Mean levels (std. deviation) of environment attitudes in the four subgroups

	Subgroups				*F* (4.374)	η^2
	Young males	Young females	Adult males	Adult females		
Ecocentrism	3.55 [a] (0.56)	3.59 [a] (0.68)	3.93 [b] (0.51)	3.77 [b] (0.63)	7.83***	0.06
Anthropocentrism	2.78 (0.47)	2.87 (0.54)	2.91 (0.64)	2.82 (0.67)	0.79	0.01
Environmental apathy	2.18 (0.59)	2.1 (0.71)	2.00 (0.63)	2.13 (0.75)	1.21	0.01

Note: abc (as referred to in the text) Tukey test *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$; Likert scale 1–5

Table 4: Mean levels (std. deviation) of environment attitudes in the four subgroups

	Subgroups				*F* (4.374)	η^2
	Young males	Young females	Adult males	Adult females		
Social dominance orientation	2.64 [b] (1.03)	2.10 [a] (0.83)	2.19 [b] (0.68)	2.06 [a] (1.18)	6.26***	0.05
Civic responsibility	4.40 [a] (1.59)	4.00 [a] (1.53)	5.25 [b] (1.08)	5.38 [b] (1.10)	24.21***	0.17
Interpersonal responsibility	5.08 [a] (1.13)	4.86 [a] (1.12)	5.71 [b] (0.91)	5.72 [b] (1.04)	17.16***	0.13

Note: abc (as referred to in the text) Tukey test *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$; Likert scale 1–7

Logistic regression

A further aim of the present study was to examine through logistic regression the relationship between gender (females vs males) and age (young, born after 1986 vs adults, born before 1985) on one side and environment attitudes, dominance orientation, social responsibility and propensity to spend more for an eco-friendly accommodation on the other.

Significant results were obtained with respect to willingness to pay for sustainable hospitality (see Table 5).

Males and adults were associated positively with willingness to pay more for sustainable hospitality.

Considering the environmental attitude, gender and age group presented a significant relation only with ecocentrism and environmental apathy (see Table 6).

Being more specific, males were less apathetic toward the environment than females. On the other hand, adults scored higher than young people on ecocentrism while young people scored lower than older people on environmental apathy.

Finally, the analysis shows some significant results also concerning the social dominance orientation and the civic and interpersonal responsibility (see Table 7).

The scores show that males were more oriented toward social dominance than females. Males also scored higher than females on interpersonal responsibility. Young people scored lower than older respondents on both civic and interpersonal responsibility.

Table 5: Results of the logistic regression model on demographic characteristics and propensity to pay more

	Would you be willing to spend more to be in eco-friendly accommodation?		
	Coeff B	Sig.	Exp(B)
Gender (ref females)			
Males	0.619	0.019*	1.857
Class age (ref adults)			
Young people	–0.776	0.003**	0.460
Constant	1.175	0.000***	3.239
Case numbers	374		

Note: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

Table 6: Results of the logistic regression model on demographic characteristics and environmental orientation

	Ecocentrism			Anthropocentrism			Environmental apathy		
	Coeff B	Sig.	Exp(B)	Coeff B	Sig.	Exp(B)	Coeff B	Sig.	Exp(B)
Gender (ref females)									
Males	0.314	0.149	1.369	0.274	0.202	1.315	–0.440	0.036*	1.553
Class age (ref adults)									
Young people	–0.748	0.001***	0.473	–0.007	0.974	0.993	0.520	0.054*	1.682
Constant	0.369	0.056	1.447	–0.017	0.930	0.983	–0.081	0.766	0.922
Case numbers	374			374			374		

Note: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

Table 7: Results of the logistic regression model on demographic characteristics and social dominance orientation and responsivity

	Social Dominance orientation			Civic responsibility			Interpersonal responsibility		
	Coeff B	Sig.	Exp(B)	Coeff B	Sig.	Exp(B)	Coeff B	Sig.	Exp(B)
Gender (ref females)									
Males	0.545	0.011**	1.724	0.136	0.542	1.145	0.478	0.031*	1.613
Class age (ref adults)									
Young people	0.195	0.364	1.215	−1.192	0.000***	0.304	−1.072	0.000***	0.342
Constant	−0.332	0.084	0.717	0.633	0.001***	1.883	0.496	0.012**	1.642
Case numbers	374			374			374		

Note: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$

Discussion

This study contributes to the literature by examining important and unexplored relationships related to gender's environmental sustainability orientations. Gender is an important variable to consider in this type of research (Meek and Sullivan, 2012).

In this context, the main purpose of the present study was to examine the differences between man and women in different age groups when it comes to their motivation/expectation about sustainable hospitality, their attitudes toward the environment, their dominance orientation and their propensity to be socially responsible. Several studies on the relationship between gender and sustainability concluded that men tended to hold weaker pro-environmental attitudes than women (Diamantopoulos et al., 2003). An interesting pilot research by Cavagnaro and Staffieri (2014, 2015) indirectly confirms this theory: the results show that men scored higher than women on the egoistic value orientation. This value orientation is considered antagonistic to sustainable attitudes and behaviour (Lindenberg & Steg, 2007).

In general, gender studies (Ferruzza et al., 2014) show that women engage more in ecological behaviour privately and at home (more attention to the physical and social environmental, greater inclination to pro-environmental behaviour) while men engage more in ecological behaviour that concerns the public sphere (increased knowledge of environmental issues, and how to participate more actively).

On the other hand, in the psychological literature (Passini and Morselli, 2006; Bonnes, Carrus & Passafaro, 2006) social responsibility and social dominance are closely related and central to the relationship between individuals and society/environment. Donohe and Needham (2006) consider "responsibility" one of the common and specific principles associated with the concept of sustainable tourism. In any case, literature shows that women are more socially responsible and less oriented to social dominance than men.

For this reason, when defining the research hypothesis, we thought that women were more oriented than men towards sustainability, more oriented toward social responsibility and less oriented toward social dominance. Actually, these assumptions were only partially confirmed. In fact, the results of our study show that women are less dominant – this is in line with Pratto and collaborators (2006) – but less eco-oriented than men. The latter differs from the previous studies. To explain this phenomenon at this stage we can only assume that male dominance in the social domain is a cultural feature which has deep roots in human history and gender roles, while eco-friendliness is an attitude that is of recent origin and needs to be nurtured and cultivated.

Considering the choice for sustainable hospitality, the statistically significant results show that the differences are determined by age more than by gender. Young people (males and females) were more motivated to choose a sustainable accommodation if the location is easily accessible with public transportation and if the location has few tourists than their adult counterparts. Young males and females exhibited lower mean-levels than adult people: if the temporary accommodation or lodging is managed by a family; if the natural environment of the chosen location is intact and protected; if the programme allows one to visit the place even during low season. As we shall see later, in the choice of travelling young people are less sensitive and give priority to the economic and psychological advantages (e.g. young people follow current fashion trends and travel mode choice).

It is interesting to consider that, at a time when Italy, at the political level, attaches great importance to and invests in hotel certification (http://www.isprambiente.gov.it/it), the participants thought it is not important if the accommodation is certified as environmentally friendly. Italy is a case of world-class excellence in this field, being the second in the world after China for the number of certifications for management systems: there are more than 150 000 certified organisations in our country (Prati, 2015). An important incentive to sustainable and responsible travel comes from the ecolabels, i.e. private and public certification provided by international bodies or public administrative institutions; awards and other forms of recognition that promote a sustainable culture and "certify" the reality of green tourism in Italy and abroad. For example, in Italy, some of the most tested and used certifications are: 'Eco Bio Turismo' (the ecolabel provided by ICEA - Institute for Ethical and Environmental Certification); EARTH (The European Alliance for Responsible Tourism and Hospitality); ECOLABEL (provided by UE); and TRAVELIFE (certification of the Global Sustainable Tourism Council). Based on our results, it would be necessary to ask how to create awareness in the public of the importance of certifications, as Cialdella (2015) supports.

In our research, adult females and males were more motivated to spend more for sustainable hospitality compared to young males and females. In the regression, males and adults are associated positively with a willingness to pay more for sustainable hospitality. It has to be noted that these results

should be interpreted very cautiously, because we did not establish scalar measurement equivalence. However, recent research from IPR Marketing (2012, 2013, 2014) confirms this result. For example, in 2012, young Italian participants claimed to be less willingly to pay more for a sustainable accommodation because they consider sustainability as an obligation for the development of tourism. In contrast, for adults sustainable hospitality represents an opportunity. Few respondents would be willing to spend more to give priority to the environment and only if costs were equal would participants prefer sustainable hospitality. In the choice of travelling young people give priority to the economic advantage. Adults prefer sustainable accommodation even if it costs more than a non-sustainable one. The IPR 2012 survey did not find significant statistical differences concerning gender. This result is supported by our research, where the score for a relationship between gender and willingness to pay is significant but low.

Participants showed good levels of ecocentrism and low level of environmental apathy; adult males and females proved to be more ecocentric as compared to young people. In the logistic regression, males were less apathetic towards the environment than females. On the other hand, adults scored higher than young people on ecocentrism and young people scored lower than their counterparts on environmental apathy. According to Ferruzza et al. (2014), the poor dynamism of the population's behaviours and attitudes towards the environment, the stability of perceptions and opinions, and the limited gender gaps observed, exhibit a low level of environmental awareness in our country. As a matter of theory all people agree that environmental and social resources should be managed in a more sustainable way, but not everyone is willing to give up the satisfaction of their personal needs to achieve this goal.

Participants showed a low level of social dominance orientation. Scores associate males with a higher social dominance orientation (SDO) and confirm the hypothesis. According to social dominance theory (Pratto et al., 2006), members of dominant arbitrary-set groups are expected to have higher levels of SDO than members of subordinate groups (e.g. men and women) because they want to sustain the privileged access to social and economic resources that their dominant position permits. Pratto et al. (2006) discuss the central role of gender in the construction and maintenance of group-based inequality and review some of the new research inspired by the social dominance perspective. As said before, social dominance orientation was negatively associated with behaviour that preserves the environment.

Social psychology studies (Schwartz, 1992) have shown that authoritarian individuals give greater importance to values relating to compliance and security , while non-authoritarian persons give greater importance to egalitarian values (such as respect for others, the well-being of all people, etc.). From the fact that women appear within the present study to have a less dominant role than men in the social domain, we infer that women are perhaps more sensitive to environmental issues and are thus potentially a support and resource for sustainable tourism. Even if they are not so at present, they have full potential to be, if a conducive environment is provided.

Furthermore, in our study, levels of civic and interpersonal responsibility were quite high, but males' scores were higher than females on interpersonal responsibility. Young people scored lower both on civic and interpersonal responsibility. Civic responsibility correlates positively with a materialist and authoritarian vision (and negatively with respect for others), while the interpersonal responsibility identifies a universe of values closer and open to the other, antithetical to social dominance and (partly) to authoritarianism (Passini & Morselli, 2006). Passini and Morselli (2006) think that interpersonal responsibility may therefore constitute an antidote to the degeneration of the relationship of authority in authoritarianism and in the degeneration of the institutions in absolutist and totalitarian organisations. So, according to the authors, more responsibility in everyday relations would be fundamental to the realisation of truly constructive relations between people and greater respect for out-groups and the environment.

Our data shows that women, in particular young women, are less eco-responsible compared to men of the same age group. Though a part of the existing literature (Ferruzza et al., 2014) shows that women are more eco-oriented, our results demonstrate the contrary and are in line with other recent studies (IPREA). The outcoming results may be due to the long process of women's emancipation and changing attitudes towards themselves and others and also towards society (and environment). On the contrary, men are experiencing a redefinition of roles and expectations. In this sense the reflexivity process and agency activities are stronger among men, especially young men.

Conclusion and recommendation

As stated above, the literature shows that in Italy the environmental awareness of citizens is far from satisfactory. Therefore, much needs to been done in this regard. To stimulate social participation, scientific and technical knowledge must be accompanied by relevant information on the relationship between population and environment. People must activate information strategies, orientation, and communication aimed at the involvement of citizens, to ensure the protection of environmental health and the building a sustainable future.

Looking at future research, it would be interesting to investigate, through an analysis of regression, the associations between environmental attitudes, dominance orientation and social responsibility. As Pratto et al. (2006) state, we need to know more about the relationships among age, gender, and arbitrary-set inequality to understand how changes to one system may affect other systems. Does increasing women's political representation or economic independence change the degree of arbitrary-set inequality? Do programmes to alleviate arbitrary-set inequality affect men and women differently, or do they work equally well for both? For example, it is important to understand how increasing interpersonal responsibility and decreasing social dominance orientation are required to encourage pro-environmental behaviour and increase the demand and the offer of sustainable hospitality. In synthesis, the environmental development of people only partially explains individual preferences regarding tourism and sustainable tourism (Passafaro et al., 2012).

Though some explanation has been attempted of these results, it is clear that further analysis on a stronger sample using a causal model approach is needed to better understand

these relationships among gender, other social demographic variables and sustainable behaviour/attitudes.

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The power of research in finance to enhance sustainability – Applied to practice

Gernot Peichl

Hilton Tallinn Park, Accounting and Finance Department, Tallinn, Estonia
Email: gernot.peichl@hilton.com

Many people think of research in the hospitality industry as being difficult to relate to practice. This paper shows not only how theory can be applied to practice, but also how practice is related to theory with regard to concepts such as game theory. During my employment in Munich in the Hilton Hotels Finance Department I was able to experience the aforementioned, which resulted not only in paper savings for the benefit of the environment, but also triggered a paradigm shift among employees.

Keywords: financial savings, game theory, Nash equilibrium, paper savings, pink elephant, reward system

Introduction

As the following story on the power of research in finance unfolds, let me tell you that it is based on true experiences and strategic analysis. Final conclusions are based on my own evaluation.

But let me introduce myself. I am originally from Austria, but currently live and work in Tallinn, Estonia. I am Finance Manager at Hilton Tallinn Park in Estonia and in the next few paragraphs I would like to take you on a journey that shows you the power and opportunities that research in finance holds for the benefit of sustainable development in the hotel industry.

As Finance Manager it is my responsibility to ensure that the books are in order, to manage the cash-flow, handle capital investments, make forecasts and budgets, and do the reporting, analysing and controlling. In other words, I am involved in basically every aspect of the commercial business, as at some point it all translates to financials.

Before coming to Tallinn I used to work in the Hilton Hotels Finance Department in Munich. Within two years we went from a two-slide presentation about paper consumption in one hotel, to implementing paperless meetings in two hotels, to applied research for a paperless office in Northern and Central Europe. On our journey to sustainable management, among others, we took research on the positive impact of plants in office environments seriously; we had the cleanest office floors, free from paperclips, knowing that the monetary value of 48 paperclips equals one meal for a hungry child, and we turned our lights and computer screens off during lunch breaks. All this we achieved in less than two years. So, how did we manage to do all that in this short period of time?

In the next lines I will focus on my role in the story and how my colleagues responded to my efforts to promote a more sustainable attitude.

When I started in Munich, one of the first things that I noticed was that there was a lot of potential to perform in an environmentally responsible way. The only question was, how to activate this potential – how to bring this potential to life?

To explain how I approached this question, I would like to borrow the Nash equilibrium from the mathematical concept game theory developed by Nobel prizewinner John Nash (The Economist, 2015). Some of you may know him from the movie "A beautiful mind" with Russell Crowe. I looked at the Nash equilibrium because it exactly described the situation where I found myself from a strategic point of view. In very simple terms, all I needed to do was to swap the existing negative Nash equilibrium with a positive one, where environmentally responsible thinking was a strictly dominant strategy; in other words, everybody involved should always go with the strategy to act, perform and think environmentally responsibly.

So what is the Nash equilibrium? I won't tease you with any mathematical equations. The Nash equilibrium can be easily described as a situation, where neither party or player is attracted to changing the strategy by him or herself (Diekmann, 2009). In other words, two players have both chosen their best strategy and none of them has the desire to change it as long as the other player doesn't change his or her own strategy. The negative Nash equilibrium we found ourselves in was that basically no one invested in environmentally responsible projects. Investment means time and energy. The equation goes: no investment means no reward like a prize or special attention from the managers for such a project. The players or team members currently chose "no investment and no reward, and I am fine with it". This meant that also none of their fellow team members felt inspired or at least obligated to change their strategy. So all I had to do was to create an environment where at least one team member would start with some act of sustainability. This team member would get a reward like a prize or special attention from the managers; and now, the other team members had to change their strategy as well to be in the same spotlight, to reach the same level and have the same standing in the hotel. As such we would have a Nash equilibrium that makes us more successful in becoming and being environmentally responsible.

Now I just had to find a tool that allowed me to make this

shift happen. I knew that we consumed a lot of paper, so the next thing I did was to ask a team member from Accounting to get all the figures ready for a small presentation on the office's paper consumption to our colleagues. Having a team member working on this project was the first step in getting the word out there. The research suggested that we consumed about 1.5 million sheets of paper a year. This is a huge number, and it is difficult to imagine. So we looked for something everybody could easily relate to, which would make our message more powerful – and we found it – in Christmas trees. I admit that coming up with Christmas trees was no coincidence. We were in the pre-Christmas season at that time and from a psychological and emotional point of view it was a lot easier to get the message to the people with Christmas trees instead of the amount of paper sheets used. Anyway, research told us the approximate weight, length and all the data we needed to calculate the amount of paper that went into one tree. We calculated that to keep our operations running we needed about 463 trees a year for our hotel, or more than one tree each day. We presented this result to the team and, finally, this created the awareness we needed to continue with the journey, which after a few months resulted in the first digital morning meetings with the management team.

From now on, everybody in the hotel knew that I was, so to say, the "paper guy".

When at the start of one of those first digital meetings a colleague apologised to me for bringing paper to the table, I started to realise that the course we were taking was right, but needed a lot more time. What seemed to be a decent reaction at first, indeed meant that my colleague was being environmentally responsible only because I wanted it … but what if I left the hotel, or what if she left the hotel? Even when working for another company I would have liked her to transfer this knowledge.

Something similar happened a few months later, yet with a different colleague. In fact, this event was positive, because it showed that we had progressed in our journey and now were encountering an obstacle, which was different, on a higher level than the previous one. This colleague was presenting to me very proudly a new idea that he was about to implement in terms of environmental sustainability. This approach from my colleague made me proud but this time it showed me that people were now doing it for the sake of outside rewards, in this case in the form of congratulations from me. Instead, I wanted people to act sustainably for its own purpose, for the sake of environmental responsibility. The most sustainable form comes from the inside out – intrinsic motivation is the key to have all this working (Cavagnaro & Curiel, 2012).

Almost at the very end of my time in Munich, I talked with colleagues of mine and I mentioned that sustainability is a context. They corrected me, saying it is an attitude and we need to change the mindset. With this I agree, but only partially, for a simple reason. If you need to change the mindset, you have two options: one is to change the mindset of every single person individually, which can be hard. To exemplify: imagine that you want to change the mindset of a three-year-old who wants to have a chocolate, without promising him to have that chocolate later on or wishing him to ask you for it later on. You can tell him that he cannot have this chocolate, and yet he will want it. The problem here is that our brain cannot digest negations: we need first to think about what we are not supposed to do, before we are able not to do it. If I told you now, not to think of a pink elephant, I am pretty sure that you would just picture a pink elephant in your mind – which you shouldn't do (Nongard & Hazlerig, 2014). This is exactly the trouble with changing a mindset: just telling people that something is a good thing, or that they should not do certain things will not be enough.

In some instances it might be better to change the context that people move in. In the chocolate example, this would mean not letting the child see any kind of chocolate at home, so that he will be less likely to be tempted to have one. In a realistic scenario, the context will kick-start and support the change of the mindset. This is exactly what we did in Munich. We even didn't force the change of the context by the managers; instead we had our team members trigger the change themselves, by simply applying a reward system knowing about the principle of the Nash equilibrium.

As a matter of fact, game theory offers many examples of how changing a context works in our daily lives, such as the red-light system in traffic or why it is sometimes better not to build an extra street to make the traffic flow paradoxically more fluid (Diekmann, 2009).

What is there left to say? All these actions and reflections came with the journey of one project in Finance. You can see that the power of research in Finance to nudge sustainable behaviour is tremendous: the things you find out, the actions it might lead you to and the successes you may celebrate. You just have to open up for research, don't limit yourself on research and keep the original focus.

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Food waste reduction at Restaurant De Pleats: Small steps for mankind

Geesje Duursma[1]*, Femke Vrenegoor[2] and Sytze Kobus[1]

[1]Restaurant De Pleats, Burgum, The Netherlands
[2]Stenden Research Group Sustainability in Hospitality and Tourism, Stenden Hotel Management School, Leeuwarden, The Netherlands
**Corresponding author email: gduursma@depleats.nl*

Every year, large quantities of food are thrown away in the catering industry. Restaurant De Pleats therefore started a pilot study for twelve days to weigh all discarded carrots, chips and bread in order to determine food waste within the company. The management decided to measure three product groups since measuring the total waste would make it difficult to determine which interventions would or would not work. A distinction can be made between pre-consumer and post-consumer waste. Therefore waste from the kitchen and from the restaurant was collected and weighed separately. What stood out was that during the week more fries were thrown away and on the weekend more carrots were discarded. One explanation for this is that on the weekends more families with children are dining in the restaurant. Prevention is the quickest way to reduce food waste. The most important recommendations for interventions are: weigh all portions, reduce portion sizes and calculate the impact of the waste. During the study a change of behaviour was already noticed in the kitchen. Cooks re-used more products and were much more aware of the fact that a few hundred grams of waste per cook per day lead to hundreds of kilos of waste per year.

Keywords: catering, hospitality, environment, sustainability, procurement, measuring

Introduction

In 2009 the Dutch government launched an ambitious target to reduce food waste by 20% within six years (Giessen, 2014). It is not clear by what percentage the waste has been reduced, but in all likelihood the objective hasn't been achieved. Over 42% of all food waste in the Netherlands is thrown away by households and consumers, 39% is discarded by the producers and 14% by the hospitality industry. 14% seems small compared to the other percentages, but it still involves tons of food. A study by the organisation Waste Watchers (2014) shows that on average 12% of the products in eating venues disappears into the dustbin. This is bad for the environment, but it's also a waste of food products when many people on earth do not have enough to eat.

Restaurant De Pleats (www.depleats.nl) is a family restaurant in Burgum, the Netherlands. Burgum is a small town with 10 000 inhabitants. The restaurant has a big hall for weddings and events. In total it can accommodate up to 500 guests. De Pleats is the Frisian translation of "farm" because it is situated in an old monumental farm building from 1773. It is a venue for coffee, lunch, dinner, weddings, and meetings.

Geesje Duursma has been the owner of De Pleats since 1997. She studied marketing and economics at the University of Groningen. Students from the Stenden Hotel Management School can do research in her restaurant. She is also an associate of the Academy of International Hospitality Research and recently started her PhD research on hospitality and entrepreneurship.

Sustainability and corporate social responsibility (CSR) are written into the DNA of De Pleats. In 2000, when CSR was still a relatively new concept, De Pleats won prizes for CSR at the World Young Business Achievers in the USA. In recent years, much has changed and the concept of sustainability is nowadays inseparable from the concept of "good entrepreneurship". In 2014 De Pleats received the Green Key Gold, the highest recognition by the Dutch certification agency Green Key.

In the past, the amount of waste at De Pleats wasn't measured. When a Green Key team started to work with the Green Key checklist, management and employees became much more aware of the fact that "numbers tell the tale". This article describes a first pilot project to get better insight into the waste flows within De Pleats restaurant. The main goal is to create awareness among the kitchen staff. Since this is the first time we have measured food waste, it will also teach us how to develop a more scientific and executable research project concerning food waste reduction in De Pleats and set a base measurement.

At first, the idea was to measure the total food waste, but measuring "all" would make it difficult to determine which interventions would work or not. Therefore it was decided to focus on three specific product groups: baguettes, carrots and French fries. These products are prepared on a daily basis and the waste of these products is measurable. To set a baseline measurement, the cooks and Green Key coordinator measured food wastage for 12 days. We, as management, chose to skip the highest and the lowest measurement of each product group to eliminate measurement errors. Although this is not a big dataset, we were able to draw conclusions about setting up the next measurement. The test had some unexpected positive side effects – during the measuring period, we noticed that the cooks were already carrying out interventions on their own.

This paper reports on the results of this limited project: it

is the first small step of a bigger project to reduce all waste production at De Pleats.

Literature review

As mentioned in the introduction, on average, 12% of the products in eating venues disappears into the dustbin. According to the Dutch Government (2015) producers, supermarkets and catering companies discard 2.5 billion kilograms of food every year. Some of this food waste is not avoidable. For example, as a restaurant, you want to guarantee the freshness of your products, and therefore you will always be left with non-usable leftovers. But in some cases, food waste is avoidable, for example because the portions are too big or good food is unnecessarily discarded.

With the distinction between avoidable and non-avoidable food waste (Sloan, Legrand, & Chen, 2013), we can create a matrix with four different types of food waste (Table 1) (Cavagnaro & Kruif, 2014).

According to Cavagnaro and Kruif (2014), major reductions in food have to be achieved in the pre-consumer quadrant. This is because it's the only quadrant where action is possible (Shakman, 2012). In the Netherlands and Europe, for example, it is forbidden to use post-consumer food waste to feed animals, in order to prevent animal infections such as foot and mouth disease. (see EG Regulation 1069/2009 art 11.1B).

Cavagnaro and Kruif (2014) also state that if we follow the definition given above, food that is not intended for human consumption is the only "non-avoidable" waste. All other forms of waste can be avoided and we should find ways to reduce them. This does not mean that non-avoidable waste should be completely ignored. At Restaurant De Pleats coffee grounds and other waste not intended for human consumption are separately collected. These forms of waste are converted into biofuel for diesel-powered cars. In the so-called Moerman's waste pyramid (Every Crumb Counts, 2013), which is a frequently used tool for understanding how food waste works, redirecting waste for industrial use is also mentioned (Figure 1).

But redirecting food waste to other uses isn't most preferable. The message the pyramid conveys is that the top options, such as prevention, are better solutions. According to Cavagnaro and Kruif (2014), two main tools to prevent food waste in restaurants and catering before the dish reaches the guest are menu engineering and menu portioning.

Menu engineering

The process of analysing the performance of a menu item in order to optimise its contribution to the margin is called menu engineering. It focuses on which dishes to serve, how the dishes are prepared and where the raw products for these dishes come from. This is a very complex issue and will therefore not be addressed in this article.

Table 1: Typologies of food waste in restaurants and catering, with examples

	Avoidable	Non-avoidable
Pre-consumer	Garnishes Usable leftovers from the kitchen	Non-usable leftovers from the kitchen
Post-consumer	Returned to the kitchen, e.g. portion too big	Returned to the kitchen, such as meat bones or fish skin

Portioning

Prevention through better portioning is a tool that is easier to apply. A portion is the amount of food per dish. In the hospitality industry portioning is necessary to control costs, to assure consistency during different shifts and to guarantee uniformity towards guests. Besides that, it can be used to control waste.

Different guests need different portion sizes. For example, many restaurants serve special menus for children. But woman and elderly people also prefer different sized portions. Restaurant De Pleats caters for the needs of "small eaters" by serving smaller senior portions. This is an example of a pre-consumer intervention that limits post-consumer waste.

Menu portioning to reduce food waste only works if all the employees are properly trained. This counts both for employees in the kitchen and employees who have contact with guests. Charts breaking down food items, lists with the amounts of every item needed for a certain dish, and photographs showing the presentation and portioning are important instruction methods in the kitchen. Calibrated measuring tools such as serving spoons and cups make menu portioning easier.

"The black brigade" has to ensure that guests get an extra serving if they desire it. To conclude, food waste can't be avoided completely, but with prevention the avoidable part can be reduced. For restaurants like De Pleats, menu portioning is the easiest solution for reducing food waste. Menu engineering is much more complex, and takes much more time to implement, but when it's implemented well it also has the

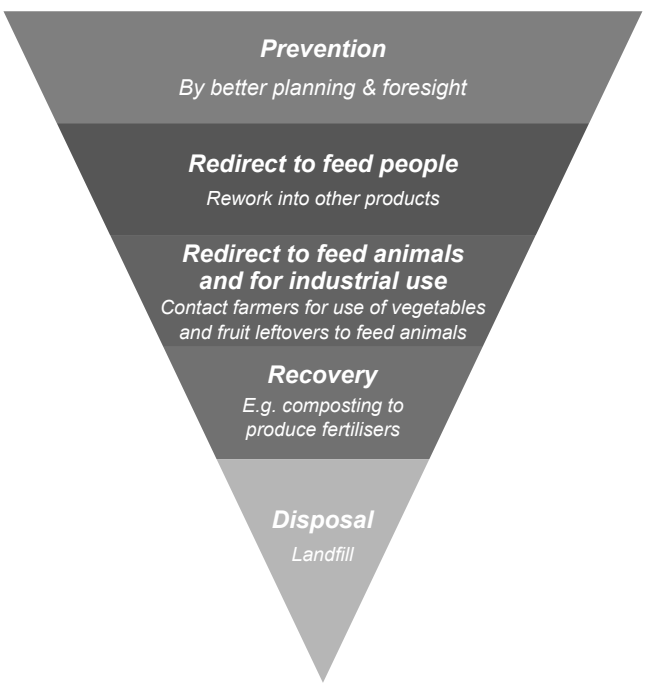

Figure 1: Moerman's waste pyramid with examples of actions (Source: Every Crumb Counts, 2013)

benefit that it leads to more insight into the processes in the kitchen. For the non-avoidable waste, other methods have to be found. Moerman's waste pyramid is an excellent tool to determine what methods are most preferable.

Methodology

Measuring is knowing

While we try to prevent food waste as much as possible, food is discarded every day at De Pleats. To get a good insight into food waste, the employees in the kitchen measured, over two different periods of six days, how many different products were discarded. This was done for the products baguettes, carrots and French fries, because it had been observed that relatively large amounts of these products were thrown away. In addition, these products are usually served separately in a dish, basket or bowl. It's relatively easy to realise savings by adjusting the size of the dishes or by refilling serving bowls less quickly. By focusing first on a few product groups, we can better measure whether performance is improved. In this report we describe the initial findings from the first two measurement periods. In a few months, we will measure again to see to what extent food waste has been reduced.

Design

De Pleats is a restaurant and party centre in Burgum, in the north of the Netherlands. Originally it was a community centre owned by the municipality. In 1997, Geesje and Eelke Duursma took over De Pleats and turned it into profitable company. Nowadays almost 50 employees (23 full-time employees) work at De Pleats. Approximately 30 employees work in the front office and seven cooks work in the kitchen. Others work as cleaning staff or serve as all-round employees. The capacity of the restaurant and foyer is 60 guests. By adding the different halls, this can be expanded to almost 400 guests.

Over two periods, from 29 October to 5 November, and from 30 November to 5 December, we measured how many grams of French fries, carrots and bread was thrown away. A distinction was made between products that were returned from the restaurant or from buffets and products that were thrown away in the kitchen. In the corner where the dishes are done, three buckets were placed where the waste from the restaurant was collected. Three buckets were also placed outside the kitchen to collect waste from the kitchen. The waste was weighed at the end of each day and the data recorded on an Excel sheet. The Green Key coordinator was responsible for overseeing the measurements. The employees in the kitchen collected and weighed the amounts of waste.

Research question

What is the food waste for the three product groups, baguettes, carrots and French fries, and what interventions can be taken to reduce wastage of these products?

This research question can be split into more sub-questions:

- What percentage of the products, French fries, carrots and baguettes, is discarded?
- Which days show outliers in waste percentages?
- How can these outliers be explained?
- What is the financial and environmental impact of the measured food waste?
- What are the averages, compared to deduce the "bigger picture" of food waste at De Pleats?
- What interventions can be taken to reduce food waste at De Pleats in the three measured product groups?
- How should the next experiment be designed, based on what is learnt from the setup of this pilot study?

Results and discussion

In this section, we explain and discuss the results of the pilot study, following the research questions outlined above. We also focus on the financial part of waste reduction. If we reduce waste, fewer products have to be purchased. Besides that, it's better for the environment. For the production of food, large quantities of water are used, so by reducing food waste, we also reduce water waste.

The results of the measurements are shown in Table 2.

The highest and lowest outliers were removed because these were probably incorrectly measured. These are the empty fields in the table. The waste percentages were calculated by dividing the total amounts of waste by the total amounts prepared. As mentioned, the averages over 5 and over 10 days were calculated by dividing the total amounts of waste by the total amounts prepared.

On average over 10 days, 17.1% of prepared baguettes were discarded. Compared to the average 12% of Wastewater Watchers as mentioned earlier, this is high. On 30 October, there was a lot of bread left in the kitchen. The cause is not clear; it might have been an error of judgment. Baguettes that are left over are reused, if possible, to make *croutons* or *crostini*, for example. Reused bread is thus already subtracted from the waste on the table. On 30 October, four whole baguettes were discarded (a baguette weighs 440 grams). These could probably not be re-used. The waste percentages of this item fluctuate much. On 5 December only 4.4% of baguettes were discarded, since this was a very busy day. The reason for these fluctuations is that the stick loaves are baked at the beginning of the day and then it also needs to be estimated how many baguettes are needed for the whole day. This is not always easy to assess because many guests also eat à la carte. The waste percentages and the waste per cover don't always correspond. Although the waste percentage on 30 October was higher than on 11 November, the waste per cover was much lower. On 11 November, there was probably too much food prepared for the number of guests. On 31 October, the waste percentage was average, but the waste per guest was very low. This is because this Saturday was a very busy day with 214 covers.

On average over 10 days, 6.3% French fries were discarded. Compared to the 17.1% baguettes and the 12% of discarded products in the research by Waste Watchers, this is relatively low. Nevertheless, about 8.5 kilograms of chips were thrown away over 10 days. It is striking to see that the peaks were on weekdays. On Thursday, 5 November as much as 16.2% of the chips were discarded. It is not clear what the cause was. Because the waste per cover was also very high, it could be that a group ordered extra fries but didn't eat them. Pre-consumer waste, that is the food which is prepared but not served, can be prevented more easily on busy days such as Fridays and Saturdays than on weekdays because the turnover rate is much higher then. On weekends, fewer chips are wasted. This is because more families with children visit De Pleats then. The chips from the plates are then often eaten. During the week,

there are more guests who come for lunch or a corporate event. They probably eat more vegetables and fewer chips. Another explanation could be that on weekends, with many clients, the garbage is collected less accurately and chips are also discarded with the other trash.

On average over 10 days, 11.6% carrots were discarded. This comes close to the average percentage of discarded products of 12% in the Dutch hospitality industry as investigated by Waste Watchers. In both periods, almost 9.5 kilograms of carrots were discarded. It is noteworthy that the waste percentage on Saturday, 31 October was the highest in two weeks. On other days the waste per cover might be higher, but this is also because many more guests visit De Pleats on Saturdays. The earlier explanation then seems logical that, on

Table 2: Waste measurements over 12 days

	Total amount prepared (g)	Waste kitchen (g)	Re-used (g)	Waste restaurant (g)	Total amount consumed (g)	Waste total (g)	Waste total (%)	Cover	Waste per cover
Baguettes									
Thursday 29 Oct	5 280	0	0	420	4 860	420	8.0%	51	8.2
Friday 30 Oct	7 040	1 760	440	768	4 512	2 528	35.9%	96	26.3
Saturday 31 Oct	8 800	50	0	1 240	7 510	1 290	14.7%	214	6.0
Tuesday 3 Nov	3 080	220	0	228	2 632	448	14.5%	19	23.6
Wednesday 4 Nov	3 520	660	0	370	2 490	1 030	29.3%	45	22.9
Thursday 5 Nov	3 080	580	0	392	2 108	972	31.6%	21	46.3
Total/average*	30 800	3 270	440	3 418	24 112	6 688	21.7%	446	15.0
Monday 30 Nov	2 640	0	0	0	2 640	0	0	14	0
Tuesday 1 Dec	4 400	880	440	1 700	1 820	2 580	58.6%	24	107.5
Wednesday 2 Dec	2 640	109	660	150	2 381	259	9.8%	37	7
Thursday 3 Dec	3 080	480	880	120	2 480	600	19.5%	40	15
Friday 4 Dec	7 040	120	0	850	6 070	970	13.8%	127	7.6
Saturday 5 Dec	8 360	244	0	126	7 990	370	4.4%	159	2.3
Total:	21 120	953	1 540	1 246	18 921	2 199	10.4%	363	6.1
Total/average over 10 days*	51 920	4 223	1 980	4 664	43 033	8 887	17.1%	809	11.0
French fries									
Thursday 29 Oct	20 000	340	0	400	19 260	740	3.7%	51	14.5
Friday 30 Oct	25 000	980	0	1 100	22 920	2 080	8.3%	96	21.7
Saturday 31 Oct	25 000	102	0	1 264	23 634	1 366	5.5%	214	6.4
Tuesday 3 Nov	3 000	84	0	276	2 640	360	12.0%	19	18.9
Wednesday 4 Nov	4 500	300	0	60	4 140	360	8.0%	45	8.0
Thursday 5 Nov	4 500	322	0	409	3 769	731	16.2%	21	34.8
Total/average*	82 000	2 128	0	3 509	76 363	5 637	6.9%	446	12.6
Monday 30 Nov	3 000	0	0	98	2 902	98	3.3%	14	7.0
Tuesday 1 Dec	5 000	100	0	430	4 470	530	10.6%	24	22.1
Wednesday 2 Dec	2 500	170	0	238	2 092	408	16.3%	37	11.0
Thursday 3 Dec	5 000	63	0	210	4 727	273	5.5%	40	6.8
Friday 4 Dec	20 000	270	0	650	19 080	920	4.6%	127	7.2
Saturday 5 Dec	15 000	343	0	254	14 403	597	4.0%	159	3.8
Total:	45 000	776	0	1 544	42 680	2 320	5.2%	350	6.6
Total/average over 10 days*	127 000	2 904	0	5 053	119 043	7 957	6.3%	796	10.0
Carrots									
Thursday 29 Oct	10 000	160	0	700	9 140	860	8.6%	51	16.9
Friday 30 Oct	10 000	338	0	944	8 718	1 282	12.8%	96	13.4
Saturday 31 Oct	7 500	277	0	1 475	5 748	1 752	23.4%	214	8.2
Tuesday 3 Nov	1 000	23	0	68	909	91	9.1%	19	4.8
Wednesday 4 Nov	6 000	810	0	173	5 017	983	16.4%	45	21.8
Thursday 5 Nov	1 500	0	0	302	1 198	302	20.1%	21	14.4
Total/average*	36 000	1 608	0	3 662	30 730	5 270	14.6%	446	11.8
Monday 30 Nov	1 000	0	0	88	912	88	8.8%	14	6.3
Tuesday 1 Dec	1 000	100	0	680	220	780	78.0%	24	32.5
Wednesday 2 Dec	7 500	0	0	60	7 440	60	0.8%	37	1.6
Thursday 3 Dec	7 500	40	0	343	7 117	383	5.1%	40	9.6
Friday 4 Dec	15 000	120	0	205	14 675	325	2.2%	127	2.6
Saturday 5 Dec	15 000	180	0	2 375	12 445	2 555	17.0%	159	16.1
Total:	38 500	340	0	3 011	35 149	3 351	8.7%	340	9.9
Total/average over 10 days*	74 500	1 948	0	6 673	65 879	8 621	11.6%	786	11.0

*The average percentages are calculated over the total amount of waste and the total amount prepared. These are not the averages of the percentages of each day; this would lead to biased results because of the different amounts prepared per day. The covers are based on main dishes.

the weekends, guests eat more chips and fewer vegetables. There were no carrots re-used, since there is relatively little waste in the kitchen. An exception was 4 November, when there were quite a lot of carrots left in the kitchen. It's not clear why these carrots weren't re-used, but this was probably done to guarantee quality. On 29 October the waste percentage was low, but the waste per guest was relatively high. This means the waste percentage could have been even lower that day. There is no clear explanation for the difference.

Procurement

Products that are thrown away must be procured. By discarding fewer products a restaurant can save on purchasing costs. In Figure 2 is calculated how much De Pleats can save each year on the purchasing costs of the three food items measured. The total annual procurement over 2014 per product is multiplied by the percentage of waste. For a restaurant, it's quite impossible to work completely without waste. But if we could reduce the waste by 50%, we can save around € 350 per year on procurement of only French fries, carrots and baguettes. This seems very little, but this is only for three products. If we try to reduce waste of all products, we can save much more on procurement. The motto should be "prevent, instead of produce".

Environment

Another important aspect is the environment. Procurement savings are nice, but by reducing waste, we also burden the environment less. For the production of food, water is needed. According to the Water Network Footprint (2015) 195 litres of water are needed for the production of one kilogram of carrots, 1 040 litres of water for the production of one kilogram of fries, and as much as 1 608 litres of water for one kilogram of bread.

Many thousands of litres of water were needed for the production of the wasted products. For the wasted 261 kilograms of baguettes, 420 473 litres of water were used (Water Network Footprint, 2015). It's important to inform all the employees but also the guests about the impact of waste in order to change the behaviour of guests too. On a daily basis a waste reduction of a few hundred grams of carrots won't impress employees or guests. But if you inform them about the impact of those small reductions for each product per year, it will give pause for thought for cooks, waiters and guests. It would be good to inform employees each day about the waste. A good key performance indicator would be waste per guest. This can be shown every day on the monitor screens in the kitchen, or can be sent by email to all employees. By also calculating the expected total waste per year (based on cumulative figures and figures from previous years), people will be more aware of the impact of waste. Besides that, as a restaurant you can set up a competition to reduce waste. The savings in money can be donated to charities or to projects for the employees. This can lead to a paradigm shift.

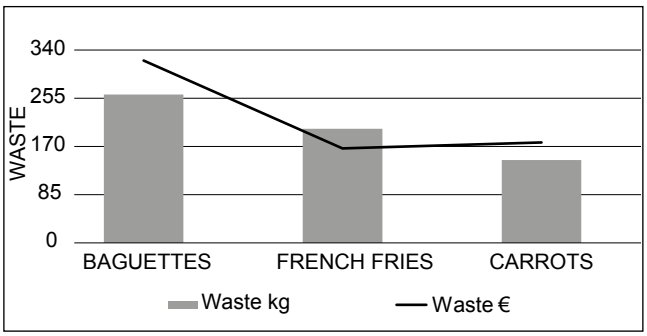

Figure 2: Waste in kg and Euros

Conclusions and recommendations

This pilot study was a first, modest trial for input for a more serious and scientific research project. It created greater awareness.

The measurement setup was quite simple. The main thing we learned is that the kitchen staff and dish washers need better instructions and that everybody should be aware of the importance of good measurement. Incidents were reported such as: "too busy", "thrown in the wrong basket", "forgot to write down how much bread was baked in the morning". Research by Cavagnaro and Kruif (2014) showed the same problems. My advice is to make it as easy as possible to measure, with no hurdles. Also, having one employee in charge and making this person responsible for the measurements (and doing the measuring yourself as an owner on his/her day off) is important. In our type of family restaurant there is usually not a culture of "measuring" or corporate programmes like "lean working". I think this can be attributed to a lack of knowledge and focus. The lack of focus is due to day-to-day worries and because it's always busy in the kitchen.

As mentioned in the introduction, the cooks have already made their own interventions. They re-use more products and are much more aware of the fact that few hundred grams of waste per cook per day leads to hundreds of kilos of waste per year. It seems that even just announcing the measurement has a waste-reducing influence. This has already had an influence on the numbers. Further research is needed.

More data are needed, but by comparing the figures it can be concluded that less food is wasted when the number of guests rise (Figure 3). So, better planning and forecasting is needed in the future. The average waste per person is 32 grams; on a busy day, with over 100 guests, it is around 20 grams. Although, as mentioned, it could also be that we have to consider that at the weekends a different type of guest visit our restaurant or that during busy times the measurement is less accurate.

Recommendations for interventions

Prevention is the quickest way to reduce waste.

French fries

- Weigh the amount of fries in the baskets and reduce the portion size
- Work more with supplements instead of serving standard large quantities of fries.

Carrots

- Use smaller bowls for the carrots and reduce the portion size
- Menu engineering: calculate the quantity that has to be prepared every day.

Baguettes

- Count the pieces of bread per basket or serve one bread roll per person

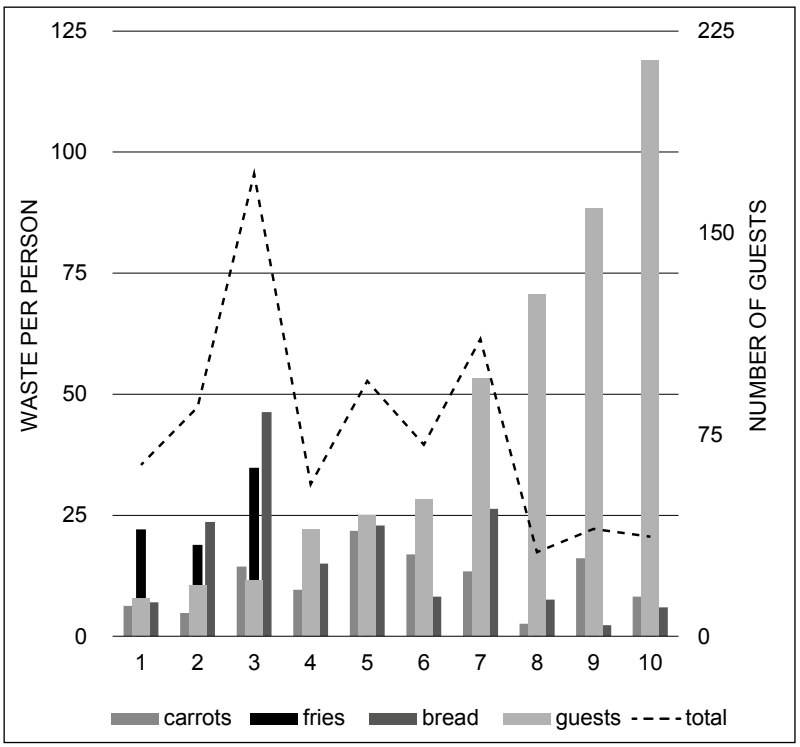

Figure 3: Waste per person/number of guests

- Menu engineering: calculate how many baguettes have to be baked every day.
- Re-use more bread, for example, as *crostini* or *croutons*.

Tips and directions for future measurements

Technical

- Weigh more different product groups to make it possible to take interventions and check if these interventions work
- Besides that, weigh the total amount of waste in the company
- Use different key performance indicators, such as waste per guest, to measure performance
- Predict, on the basis of menu engineering
- Make the standard portions smaller and work more with supplements.

Behavioural

- Calculate and show the impact of the waste over a year
- Inform employees and guests on the impact of waste
- Use smaller plates for serving meals
- Reward sustainable behaviour: for example, give guests a green button with the text "I'm sustainable", so that they are reminded that they have to take care of the environment.

Recommendations for future research

This pilot study can be expanded for other product groups like soup and potatoes. Buffets lead to much waste; this can also be a topic for further research.

As an acronym for the waste programme, we propose WASTE: Workable, Attractive goals/rewards, Simple, Tangible and Economic value.

What motivates employees to help reduce waste? Besides behavioural, psychological and social issues, we suggest that it shouldn't be only the company that gains. Reduction should be visualised and the financial gain should go to new CSR projects. Working together, it is possible to create a culture where wasting food is "simply not done".

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Taking care: Creating a non-alcoholic cocktail for Generation X

Shirley Verkade, Jonathan van Driel and Femke Vrenegoor*

Stenden Hotel Management School, Leeuwarden, The Netherlands
**Corresponding author email: femke.vrenegoor@stenden.com*

This paper reports on a Hospitality Research Project, a third-year project at Stenden Hotel Management School, dedicated to the design, creation and testing of three different non-alcoholic cocktail recipes for restaurant De Pleats in Burgum, the Netherlands. On the basis of existing literature several recipes were designed. A first selection was made according to the criteria of the restaurant owner (easy to create, no complicated ingredients, elegant and fresh, with fairtrade and/or organic products). This resulted in three non-alcoholic cocktail recipes, which were tested in the last stage of the research during a taste testing at Stenden University in Leeuwarden with fourteen participants. Results suggest that the vast majority of these participants of Generation X prefer a non-alcoholic cocktail with a flavour style which can be described as fresh, sour and contracting, as per the basic characteristics of the flavour styles of Klosse. It is recommended that De Pleats puts this non-alcoholic cocktail on their menu. For future research it would be recommended to duplicate this same experiment with the cocktails in a different order, and with another target group like Generation Y.

Keywords: sustainability, taste testing, flavour styles, taste preferences

Introduction

In the Netherlands both young and older people are increasingly attracted to alcohol. It has been reckoned that in the period 2003–2014 people with alcohol problems increased by 61% in the Netherlands (Alcoholinfo, 2014). The generation born between 1960 and 1980, the so-called Generation X, is particularly at risk. When they go out, moreover, they find a very limited offering of non-alcoholic drinks.

Against this backdrop, restaurant De Pleats in Burgum desires to develop alcohol-free cocktails to serve to their guests. A non-alcoholic cocktail is a mixed drink containing no alcohol. The owner of De Pleats thinks that, if well designed, these cocktails may have the potential to become as popular as beer, wine or alcoholic cocktails among guests. The owner approached Stenden Hotel Management School with the request to design, create and test three non-alcoholic cocktails for the restaurant. She posed three requirements for the design of the cocktails: they should be quick to prepare, without complicated ingredients, elegant and fresh, and using fairtrade and/or organic products. More specifically, a quickly prepared cocktail requires a preparation time of five minutes at most. Without complicated ingredients means that the cocktail's ingredients can be used for more purposes than just the cocktail, like orange in desserts. Moreover, no new supplier should be needed for only one ingredient. The word "elegant" refers to the presentation of the cocktail, as defined in the choice of glass, the colours of the liquid and visual ingredients, such as a slice of lemon or a mint leaf. The new cocktail should be fresh, to address a frequent complaint of guests that non-alcoholic cocktails are too sweet. Finally, the request to use fairtrade and/or organic ingredients is connected with the corporate social responsibility policy of the restaurant – De Pleats was the first restaurant in the north of the Netherlands to be awarded the Green Key Gold certificate (De Pleats, 2014).

From the above, the following problem statement was formulated: "Design, create and test on guests of Generation X in Friesland three quickly prepared and elegant non-alcoholic, fresh tasting cocktail recipes made with organic and/or fairtrade products".

The paper reports on the research conducted to answer this problem statement. It is organised as follows. The literature review briefly touches on the main themes used to design the cocktail: sustainability, fairtrade, taste. The research method section highlights how the taste testing was undertaken. Then results are discussed and a conclusion ties the whole together by offering some recommendations for De Pleats, and other restaurants that wish to offer non-alcoholic cocktails.

Literature review

The literature review highlights the main theories used for the research. It starts by briefly defining sustainability and corporate social responsibility (CSR), and then it offers an overview of fairtrade and organic products that could be used in a cocktail. It then touches on literature on flavour and taste, and closes with insights on how to bring non-alcoholic beverages to the market.

Sustainability and CSR

The classic definition of sustainability maintains that the present generation should not develop in a way that makes it impossible for future generations to live and thrive (WCED, 1987). Sustainable development can be achieved if value is created on an economic, social and environmental dimension,

not only at the level of society but also at the level of organisations (Cavagnaro & Curiel, 2012). The organisational level of sustainability is often referred to as CSR. A CSR organisation creates value on the triple bottom line of people, planet and profit. Care and concern for the health of employees and guests is one of the components of the people dimension and characterise a CSR organisation in general, and in the labour intensive hospitality industry in particular (Ganguly, 2012). Considering the increased consumption of alcohol and the damage it causes (Alcoholinfo, 2014), one of the possibilities open to restaurants to show their concern for guests' health is to offer a wide and attractive choice of non-alcoholic beverages. Another option, also openly supported by CSR certification organisations such as Green Key, is to use organic and fair-trade ingredients. This topic will be discussed next.

Fairtrade and organic products

Organic products are grown with no use of chemical fertilisers or pesticides (Cierka, 2015), while a fairtrade label testifies that traders have paid a (premium) price to producers that covers their costs of living and the further development of their farms, and have moreover signed contracts that allow for long-term planning and sustainable production practices (Berlamino, 2015). Fairtrade products are becoming more and more popular: Fairtrade International (2014) reports that in 2012 the total spending by Dutch consumers on fairtrade products was €186,100,623, an increase in retail sales of 26% compared to 2011. Fairtrade International also states that "nearly 6 in 10 consumers have seen the Fairtrade mark. Of those, 9 in 10 trust it." (2014, p. 18).

There are several organic and fairtrade products that can be used for cocktails. For example, fresh fruits, vegetables, juices and sugar. Nowadays these products are easily obtainable, also via mainstream suppliers. For example, the website of one of main Dutch suppliers, Sligro, reports that there are over three thousand products available in the "Eerlijk en Heerlijk" (literally "honest and delicious") line. This line features organic, fairtrade, sustainable and local products.

Flavour and taste

Flavour is defined as a characteristic of products, while tasting involves people. According to Klosse (2011), people taste with their eyes, nose, and yes, ears, and not only with their mouth and tongue. Flavours are added to food and drinks to enhance their taste and aroma. To support the development of dishes and drinks that are perceived as tasty, Klosse (2014) developed the so-called flavour style cube by combining four basic flavour dimensions: flavour richness, balance, coating and contracting (see Figure 1). The flavour dimension contracting gives the impression of refreshment or cleaning the mouth. For example, green apple, fresh lettuce, citrus fruits and chives are products which give the mouth a feeling of refreshment. Coating, on the contrary, leaves a thin layer in the mouth and is perceived as less fresh. For example, honey, oil and syrup give a feeling of coating in the mouth. The third dimension, flavour richness, is scaled from neutral to high. Examples of neutral mouth-feel are water, plain bread or rice. A high level of flavour richness is mostly found in bitter substances that reduce the coating capacity

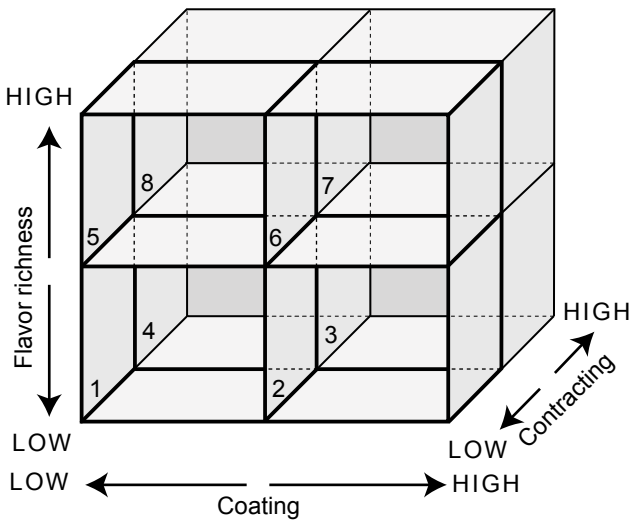


Figure 1: The flavour styles cube by Klosse (2014)

of saliva. A good example is the tannin of a young red wine. The last dimension is finding balance, which means correctly mixing the other primary flavour dimensions. For example, in ice cream the basis is extremely sweet, which means that it is coating. When the mixture is frozen and becomes ice cream, the mouth-feel changes because the cold makes it contracting. This example signals that the preparation (such as cooling, steaming, etc.) should also be taken into account when designing a new dish or beverage, because basic features of a product are changed by the preparation style.

Using the cube, flavour styles can be assessed. Figure 1 shows the three-dimensional model of the flavour style cube with eight different subcategories or flavour styles. Every style has specific characteristics that can be used to classify flavours and design new dishes or drinks (Klosse, 2014). Table 1 shows the basic characteristics and gives a description of the eight flavour styles.

Marketing non-alcoholic beverages to Generation X

As Lamb (2011) states, Generation X, that is, people born between 1960 and 1980, are in the high-earning period in their life. They are characterised by high brand loyalty, the desire to play safe and take care not only of themselves, but also of their families (Lesonsky, 2014). The last two points may be used in marketing non-alcoholic cocktails, because they are

Table 1: The basic characteristics of the flavour styles (Klosse, 2014)

Flavour style	Primary flavour factors		
	Contracting mouthfeel	Coating mouthfeel	Flavour richness
1. Neutral	Low	Low	Low
2. Round	Low	High	Low
3. Balance fresh	High	High	Low
4. Fresh	High	Low	Low
5. Powerful/Dry	Low	Low	High
6. Rich	Low	High	High
7. Balance ripe	High	High	High
8. Pungent	High	Low	High

healthier for the drinker and may help him or her set a good example for the children. Authors also recommend marketing new products for this generation using the Internet, search engines and social media (Williams n.d.).

Interestingly, the profile of Generation X partly overlaps the profile of fairtrade consumers, at least, according to research from Belgium, fairtrade consumers are between the ages of 31 and 44, highly educated and with a relatively high income (De Pelsmacker et al., as cited in Zaccaï, 2007).

The marketing of non-alcoholic cocktails should also take into consideration that, contrary to the trend in other regions, the demand for non-alcoholic beverages in Europe is forecast to decrease in the period from 2014 to 2020 (Report Linker, 2015). On the other hand, customers are more inclined to spend a little extra for hand-crafted drinks that consist of fresh ingredients, than to order a commercially prepared beverage (Leung, 2011). This last point opens up the possibility of reaching Dutch customers with a freshly made and attractive non-alcoholic drink.

Research method

The aim of this study was to design, create and test three easy to prepare non-alcoholic cocktails. The research was therefore divided into three different stages: firstly the design, secondly the creation and finally the testing of the three non-alcoholic cocktails. For the first stage, desk research (a qualitative exploratory research type) was used to develop four different recipes. Afterwards, these four non-alcoholic cocktails were created and evaluated by the researchers themselves and the restaurant's employees on the basis of the criteria set by the restaurant owner (prepared in less than five minutes, with simple organic and/or fairtrade ingredients, fresh tasting, appealing). After this evaluation, three cocktails were selected for the next phase. The first cocktail was a mix of tropical fruit juice, orange juice, grape juice, tonic, bitter lemon and amaretto syrup. The second cocktail consisted of tonic, apple juice, Irish cream syrup and cucumber. The third cocktail was made up of ginger ale, sparkling water, fresh lime, fresh mint and cane sugar.

Finally, the taste testing was held with representatives from Generation X (born between 1960 and 1980), following a quantitative descriptive research design and using a survey to measure the opinions and views of the testing panel (Verhoeven, 2007). The final test was held at Stenden, in an environment as clean as possible from cues that could distract the participants. During the testing and survey, every respondent had their own individual desk with the three non-alcoholic cocktails and the printed survey questionnaire, to minimise the influence of other respondents. The survey contained questions on the appearance of the cocktail, smell and taste, and asked the respondents to rate the cocktail based on these attributes on a scale from 1 to 10. To find the cocktail that was considered the best by the panel, mean, mode, median and standard deviation were calculated.

The testing panel was chosen from representatives of Generation X (external validity). The sample size was set at between 12 and 15, as is usual with taste testing panels and considering the explorative character of this research. During the two taste testing experiments the views of 14 respondents were surveyed. To strengthen the research conclusion, the test should be repeated with more respondents, offering the cocktails in a different order.

Results and discussion

This section reports on and discusses the findings from the taste-testing.

The first set of questions on the survey related to the appearance, the smell, the taste and the suitability of the glass in which the cocktail was served. Figure 2 reports on the answers to these four questions in the mentioned order.

The graph shows that cocktail three scored higher than the other two cocktails on visual look, smell, taste and glass choice. The second best cocktail was cocktail one, which scored better on questions one, two and three in comparison with cocktail two.

Respondents were then asked to rank the three cocktails on a scale of 1 to 10, where 1 represents the worst cocktail and 10 the best. Figure 3 shows the results.

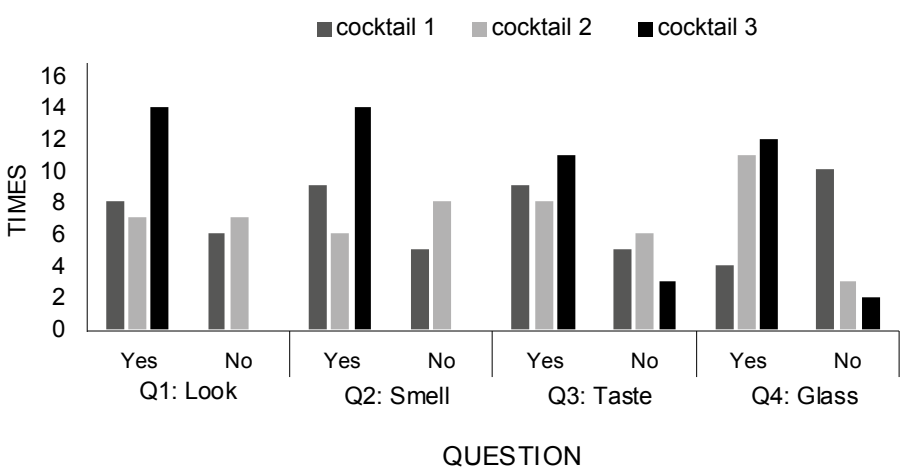
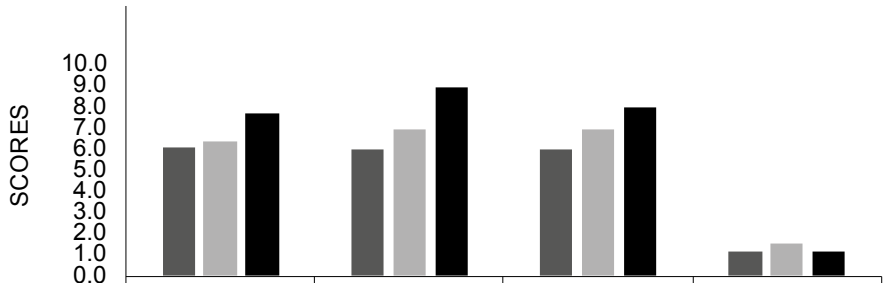


Figure 2: Scores of the look, smell, taste and glass of the three non-alcoholic cocktails



	Mean	Mode	Median	St. Dev
cocktail 1	6.1	6.0	6.0	1.2
cocktail 2	6.4	7.0	7.0	1.6
cocktail 3	7.8	9.0	8.0	1.2

Figure 3: Mean, mode, median and standard deviation of the three non-alcoholic cocktails

The graph shows that cocktail three was considered the best in this case also. A low standard deviation signals that panel members gave similar, high scores to this cocktail. The second best non-alcoholic cocktail was cocktail two. However, its standard deviation is the highest of all three non-alcoholic cocktails, pointing to a less homogenous consensus among the panel.

Besides closed questions, the survey contained open-ended questions as well. The first of these asked the respondents to elaborate on their ranking in the previous question. The results are shown per cocktail and consist of explanations, suggestions and quotes of the answers given by the test panel.

The participants thought differently about cocktail one. Four of the participants thought that cocktail one was too sweet. However, four persons also thought the cocktail had a good taste. One of the respondents wrote "*wrong impression of taste*", thus giving a negative assessment of the drink. Five participants thought that the glass was wrong and preferred another kind of glass. One said, "*I think the glass is too slim*", and other said, "*serving in a coupe or champagne glass would make it more presentable*". Four of the participants considered the amount of ice appropriate, yet another wrote, "*wondering about the amount of ice*" and "*the smell and taste were overpowered by too much ice in a small glass*". To improve cocktail one, respondents suggested that the cocktail should be less sweet and that more fresh ingredients should be added. Using another glass and using less ice were two of the most common suggestions to make the cocktail more attractive. At least, adding more colour and a piece of fruit on top would make the cocktail suitable to serve.

Cocktail two was graded better than cocktail one. Five participants liked the taste and three liked the smell. Quotes illustrating these points are: "*smell and taste as well as glass OK*" and "*taste and look complement each other*". Six of the participants thought that the cocktail was visually attractive, against three who thought that the cocktail was not visually attractive. Quotes such as "*looks good*", "*good appearance, tasteful and intriguing*" and "*the cocktail looks very appealing*" are opposed, though, by statements such as "*not so attractive looking, smell ok, not great*", "*not a nice presentation*" and "*visually a bit brown, not very attractive*". Two participants thought that the cocktail had the wrong taste and three others stated that the cocktail was too sweet: "*In the mouth it's fresh, aftertaste is very sweet*" and "*very bad taste and smell*".

Suggestions include that the cocktail should be a bit less sweet to make it more attractive. By using another kind of apple juice, the colour could differ and be more attractive.

The cocktail presented last, cocktail three, scored well on taste, smell and visual look. Some quotes illustrate the general feeling: "*smell and taste match*", "*the glass suits the green colours*" and "*visually good; super fresh taste and smell. This cocktail would be great on a hot day*". Three participants liked the total of taste, smell and visual attractiveness: "*looks +, glass + and smell +*", "*very nice smell and taste*". Two participants liked the taste and look: "*it tastes pure and not with additives/chemicals/sweet*", "*fits the look as well*" and "*out of the three cocktails, I like this one the best. I would always like to see some colouring*". One participant liked only the smell: "*it is refreshing and smells nice but the taste is a bit to sour and the mint overpowers the lemon*". This cocktail scored really well but also received some suggestions. According to the participants, the amount of mint could be less, so that it is more balanced with the fizz and lemon: "*mint-fizz combination is not well balanced*" and "*the mint overpowers the lemon*".

Unsurprisingly, when confronted with the last question, which cocktail they would choose, the vast majority (10 out of 14) opted for cocktail three.

During the development of the non-alcoholic cocktails, the researchers had to take preparation time into consideration. Therefore the researchers used few and more common ingredients, so as to make it easier for bartenders to prepare the non-alcoholic cocktail as fast as possible. Furthermore, while developing the non-alcoholic cocktail recipes, each cocktail was developed according to a different flavour style of Klosse (2014, see Table 1). Linking the outcomes of the above described survey to the flavour profiles, it can be stated that the sample of Generation X preferred flavour style dimension number three, described as fresh, sour and contracting.

Conclusions and recommendations

Based on the above, it can be concluded that cocktail three was most attractive with regard to the visual look, the smell,

the taste and the glass choice. It also scored the highest with 7.8 out of 10, and the lowest standard deviation, and finally the vast majority of the sample group would prefer to order this cocktail out of the three options. It turns out that Generation X prefers flavour style dimension number three, described as fresh, sour and contracting, of the basic characteristics of the flavour styles of Klosse (2014).

This is in line with the request of the client to use fresh, organic and/or fairtrade ingredients, so as to create an attractive looking non-alcoholic cocktail which was easy to prepare.

Recommendations for De Pleats, and for the industry, are to create non-alcoholic cocktails which have a flavour profile consisting of sour and contracting tastes, using fresh and visually attractive ingredients. Furthermore, for future research, it is recommended to replicate this research amongst the same population, and present the cocktails in a different order and to use a different target group, like Generation Y, for example. Also, future research may try to use ready-made ingredients like non-alcoholic gin and whiskey.

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Food on the Edge: The future of food is a sustainable future

Máirtín Mac Con Iomaire

School of Culinary Arts and Food Technology, Dublin Institute of Technology, Dublin, Ireland
Email: mairtin.macconiomaire@dit.ie

This article is a review of "Food on the Edge (FOTE)", a symposium which ran in Galway, Ireland in October 2015 on the theme of "the future of food". The aim of FOTE is to create a benchmark for best practice, in terms of food, its culture, and the people who produce it. According to the Symposium's founder and organiser, J. P. McMahon, "chefs everywhere have a responsibility to be the avant-garde of food education, whether in the context of fine-dining or street food". The focus of FOTE seemed more on fine dining than street food, however, from a cursory glance at the panel, three-quarters of whom had been awarded Michelin stars at some time, and one quarter of whom currently feature in the 2015 world's top 100 restaurants. Only five of the speakers were women, the majority being white males. There was a real international flavour to this gathering, however, with representatives of 17 different countries speaking. This article provides an overview of the 39 presentations where the key themes emerging include sustainability, education, creativity, the need to know about your history, the links between chefs and producers, food and health, family dining, and the shortage of chefs.

Keywords: chefs, Ireland, sustainability, education, creativity, Michelin

Introduction

Take one theme, forty top international chefs, three hundred and fifty symposiasts, and put them together in a large tent in the middle of Eyre Square in Galway City in the West of Ireland for two days and what do you get? Answer: One of the most exhilarating, dynamic, provocative and enjoyable events I have attended in quite a while. Food on the Edge (FOTE) is the brainchild of J. P. McMahon, chef, restaurateur, and food columnist, who was so exasperated by not being able to secure a ticket to the MAD Symposium in Copenhagen he decided to set up his own event and invite a host of international chefs to come and talk in his own backyard on the theme of "the future of food". He was completely overwhelmed by the response he received and, as a result, the Food on the Edge Irish food symposium is planned to continue annually for at least two more years. The event ran on the 19th and 20th October 2015.

The aim of FOTE is to create a benchmark for best practice, in terms of food, its culture, and the people who produce it. According to McMahon, chefs everywhere have a responsibility to be the avant-garde of food education, whether in the context of fine dining or street food. We all need to eat better and in order to do this we need to debate this on an open platform. We need to create an international community that can rely on each other to feed our own future development (http://www.foodontheedge.ie/). But the focus seems more on fine dining than street food, from the panel of speakers, three-quarters of whom either have or had been awarded Michelin stars at some time, and one quarter of whom currently feature in the 2015 world's top 100 restaurants. Only five of the speakers (12.5%) were women, the majority being white males. Indeed, Daniel Patterson, one of the white male speakers, points out that in America, despite only being 31% of the overall population, white males hold 95% of the top chef positions. There was a real international flavour to this gathering, however, with representatives of 17 different countries speaking. McMahon extended invitations to over 200 of the world's leading chefs, of which 41 agreed to attend. Only one chef named on the programme (Mads Refslund from Denmark) actually failed to arrive, and it is believed that at least 20 chefs have already committed to speak at next year's symposium. One of the themes to emerge from the two-day event was the democratisation of fine dining and the death of the stuffy old fine-dining paradigm. Indeed many of these award-winning chefs are now getting involved in food trucks and trying to make fast street food tastier, healthier, and more accessible to marginalised communities.

This article provides an overview of the 39 presentations made over the two days where key themes have been identified using content analysis. The main themes discussed were sustainability, education, creativity, the need to know about your history, the links between chefs and producers (farmers, fishermen, butchers, etc.), food and health, family dining, and the shortage of chefs. A number of these themes are cross-cutting and will be discussed below. A list of speakers, their nationality and country of current employment, and the themes that emerged in their talks is shown in Table 1.

Food/Chefs symposiums

There has been a growth in recent years in the number of food symposiums around the world, with events happening in Oxford, Leeds, Amsterdam, Copenhagen, Dublin, New York, Toronto, Adelaide and Lima, to name a few. The

most well-established and longest running is the Oxford Symposium on Food and Cookery, which has been ongoing since 1981 (http://www.oxfordsymposium.org.uk/). It was co-founded by Alan Davidson and Dr Theodore Zeldin. The Terroir Symposium has been run annually in Toronto, Canada since 2007 (http://www.terroirsymposium.com/). In 2008, the Peru Mucho Gusto fair was first run, which was renamed Mistura in 2009 and has become the biggest food fair in Latin America (http://mistura.pe/). The MAD Symposium in Copenhagen, Denmark was founded in 2011 by Rene Redzepi of NOMA restaurant and is an annual event which holds associated events in the USA (http://www.madfeed.co/). In an Irish context, the Dublin Gastronomy Symposium is a biennial event which first ran in 2012 (http://arrow.dit.ie/dgs/).

Sustainability

Sustainability was the overarching theme of the many talks at Food on the Edge (FOTE2015). It is a broad umbrella and there were many aspect of sustainability discussed, ranging from sustainable farming to biodiversity, sustainable fishing, food supply (retailing/wholesaling), food waste, and the sustainable supply of labour. There was a cross-cutting theme between sustainability and the link between chefs and farmers or local food producers. It was suggested that each chef should spend some time on farms and that farmers should spend some time in kitchens. Indeed, Tom Aikens noted that he had developed a massive ego while working as head chef in Pied à Terre, which was not healthy, and that it was the time spent directly after this working on an organic farm and abattoir which really grounded him. He suddenly realised the link and argues that chefs should

Table 1: Speakers' information and emerging themes

Name	Country of origin	Country where now working	Sustainability	Education	Creativity	Need to know history	Producers farms & chefs	Food & health	Family dining	Shortage of chefs
			85%	82%	79%	74%	72%	56%	49%	31%
Nathan Outlaw	England	England	*	*		*	*		*	*
Sasu Laukkonen	Finland	Finland	*	*			*			*
James Petrie	Scotland	England	*	*	*		*		*	
Albert Adrià	Spain	Spain	*	*	*		*			
Amanda Cohen	Canada	USA	*	*	*		*	*	*	
Mark Best	Australia	Australia	*	*		*	*		*	
Matt Orlando	USA	Denmark	*	*	*		*			
Davide Scabin	Italy	Italy		*	*	*		*	*	
Mikael Jonsson	Sweden	England	*	*	*					*
Roderick Sloan	Scotland	Denmark	*	*		*	*	*		*
Niko Romito	Italy	Italy	*	*	*	*	*	*		
Andy McFadden	Ireland	England	*	*		*	*	*		*
Alyn Williams	England	England	*	*	*	*	*	*	*	
Jess Murphy	New Zealand	Ireland	*			*	*			
Phil Howard	England	England	*		*	*	*			
Phil Wood	New Zealand	Australia	*	*		*	*	*	*	
Ross Lewis	Ireland	Ireland	*	*		*	*	*		*
Ben Reade	Scotland	Scotland		*	*	*		*		
Daniel Patterson	USA	USA	*	*	*	*		*	*	*
Gunner Karl Gislason	Iceland	Iceland	*	*	*	*	*	*	*	
Ricardo Camanini	Italy	Italy	*	*	*					
Kobe Desramaults	Belgium	Belgium	*	*	*	*	*			
André Chiang	Taiwan	Singapore		*	*	*		*		
David Kinch	USA	USA	*	*	*	*				
Clare Smyth	N. Ireland	England	*	*	*	*	*		*	*
Kevin Patricio	USA	Spain			*	*				*
Wojciech Modest Amaro	Poland	Poland	*	*	*	*	*	*		
Paul Flynn	Ireland	Ireland		*	*	*		*	*	*
Elena Arzak	Spain	Spain	*	*	*	*	*	*	*	
Tom Aikens	England	England	*	*	*		*		*	
Connie Desousa & John Jackson	Canada	Canada	*	*	*	*	*	*	*	
Kevin Thornton	Ireland	Ireland	*		*	*	*			
Tim Raue	Germany	Germany			*				*	
Brandon Baltzley	USA	USA	*		*	*	*	*	*	
Roberto Solis	Mexico	Mexico	*	*	*	*	*	*	*	
Wade Murphy	Ireland	Ireland	*	*	*	*	*			
Quique Dacosta	Spain	Spain	*	*	*		*	*		
Jair Tellez	Mexico	Mexico	*	*	*	*	*	*	*	*
Mark Moriarty	Ireland	Ireland	*	*	*	*	*	*	*	*

draw their inspiration from producers and suppliers. Niko Romito, a self-taught three-Michelin-starred chef from Italy, suggested that the complete removal of the ego of the chef is the future of food. He notes that simplicity is the key to truly sustainable food, not by being banal or lacking complexity, but by lacking complication. His video of a simple dish of *capellini* (thin spaghetti) with bacon, white wine, juice of chargrilled leek, and a pinch of chilli flakes had the whole audience drooling. Food is the ideal way to transfer the message between the producer and the customer, and the chef is a link in the message. Niko's philosophy of respect for local tradition and truthfulness underpins his original creations.

Poland's only Michelin starred chef, Wojciech Modest Amaro, gave the most impassioned talk about biodiversity. He argued that unification is killing the industry and argued for diversity. He pointed out how fifty years ago there were 600 types of apples and now only around 200. He serves an *amuse bouche* using 12 varieties of apples. He argued for the need to bring back the history and tradition of our food.

Sustainable fishing

The tradition of fishermen in Cornwall was one of the issues discussed by Nathan Outlaw, who runs a number of seafood restaurants in the West Country as well as in London. He asked if it was going to be sustainable in the future to have a fish restaurant. He spoke about the importance of fishing and hospitality to the Cornish economy now that the old traditional mining industries had long disappeared. He championed small fishermen using day boats, and lamented the EU quota system that sees the majority of the fish catch go overseas, mostly to France and Spain. Albert Adria, the award-winning Catalan chef, noted that the Spanish purchase fish from all over the world as they eat squid nearly every day. He identified how in Spanish culture they like their fish either very small or very large and that frying fish was an art form. He showed a video by Oceana.org on overfishing and discussed a number of fishing methods that are destroying the oceans including trawling, by-catch, cyanide fishing, blast fishing and ghost fishing (where discarded nets left in the ocean continue to catch and kill fish). He emphasised the importance of teaching the next generation that the sea is an invaluable resource that can supply the future needs of the world if managed sustainably, but that currently, ten nations control the world's fisheries.

One man who is very familiar with the oceans is Roderick Sloan, a sea urchin diver based in Norway who supplies 32 of the world's best restaurants. Given his experience underwater, it was interesting to hear him champion aquaculture as the future of fishing, with the proviso that it needs to be done well. He acknowledged issues of sea lice in the past but noted that lumpfish were now farmed alongside the salmon in Norway, who symbiotically eat the sea lice. He informed that fish are now vaccinated and therefore don't need antibiotics and agreed that fish farming is not a perfect industry. He also championed day boats that use sustainable methods such as jigging, long lines, and standing nets. He argues that chefs can change how fish are caught by demanding certain criteria from suppliers. Ross Lewis, chef/proprietor of Chapter One Restaurant in Dublin also pointed out that the sea was the cheapest way to produce protein but highlighted that we had to protect the sea by adhering to quotas, watching the by-catch, and protecting the spawning grounds.

Sustainable food supply-chains

One of the more controversial and impassionate speakers was Mark Best, an Australian chef. He painted a disparaging picture of the lack of diversity in the food supply chain in Australia which is dominated by two major players (Woolworths and Wesfarmers), which between them account for 70% of the market. In Tasmania, the only grocery distributor is owned by Woolworths. Not dissimilar with what is happening elsewhere in the world, these big companies use techniques such as green-field acquisition and below cost selling to kill competition and dominate the supply chain. This strangles diversity and leaves food producers at the mercy of big business. He notes that some places in the Outback only receive deliveries once a fortnight, pointing out that supermarkets have no interest in nutrition but prefer long-life produce. He discussed how big food companies engage in greenwashing – making the company appear more environmentally friendly than it actually is. He also discussed the "halo" effect that top chefs such as Jamie Oliver and Heston Blumenthal can give these multinationals when they endorse their products. He reminded the audience that every chef has a social responsibility and should be custodians of ethics.

Waste

One of the big issues mentioned repeatedly was the issue of waste. Sasu Laukkunen is a proponent of nose-to-tail eating with a no-waste policy in his Chef & Sommelier restaurant outside Helsinki. He started farming and subsequently began serving less and less meat and fish and began to focus on vegetables. He highlighted the importance of preserving food, in a climate where "your winter lasts eight months". He says that the more you understand ingredients, the less you focus on technique. Matt Orlando, chef/owner of Amass in Copenhagen, argued that the restaurant of the future would pay tax on its waste, incentivising restaurateurs who are sustainable. He notes that transportation is the biggest source of waste, based on carbon emissions, and promotes growing your own food and using local, sustainable and ethical food. This is the crux of the New Nordic philosophy that he follows, championing food in its prime. By using all parts of the animal or vegetable, he suggests that there will be no safety net for lack of creativity, with chefs pushed to work more spontaneously. In a non-verbal dramatic presentation, Kevin Thornton (Ireland's first ever two-Michelin starred chef) prepared local Irish sea-urchins and edible seaweeds, and skinned, butchered and tasted an Irish hare – ensuring to use the offal, continuing the no-waste local theme. However, one of the dichotomies of the New Nordic movement is that diners are traveling long distances, clocking up air miles to eat this local sustainable food.

Education

The second most dominant theme among the speakers was that of education. This ranged from improving our own education concerning the major food issues of the world, to the potential power of the edible schoolyard movement. Early

food education starts at home and there was much debate about the importance of dining as a family and offering diversity of flavours and textures to children as opposed to the bland baby food that is mass marketed. James Petrie suggested diverting the billions spent on baby food back to the farmers. Food was, maybe naively, seen as a potential panacea for a number of societal issues from obesity to disadvantage. Yet, on more than one occasion we were told that naivety is creativity – and had J.P. McMahon not been naive enough to contact some of the leading chefs in the world and invite them to the West of Ireland, the FOTE Symposium would never have happened. Sasu Laukkonen noted that "young chefs are like white sheets of paper" and proposed putting them on farms. Ross Lewis argued that the chef of the future cannot remain "politically agnostic". Ben Reade, formally of Nordic Food Labs, argued for a better understanding of our senses, particularly the chemistry of flavour and how it's perceived, noting that we have olfactory receptors all though our bodies. Gunner Karl Gislan advocated that his fellow Icelandic citizens educate themselves about the food traditions of their forefathers and suggested that if they invested a bit more time in preserving foods and preparing for the long cold winters, they might not be as depressed. Mark Moriarty, the final speaker of the event, noted that restaurants are universities for chefs. When asked by a member of the audience for the one thing chefs could do to make a change in the world, Ross Lewis answered "to go into a school once a year and talk to young people". Education, it seems, is key.

Another one of the cross-cutting themes briefly mentioned above in the Icelandic example, is the need for better education about our food history. Many young chefs seem unaware of the fact that most of our ancestors were involved in nose to tail eating, not out of issues of sustainability but out of necessity. Clare Smyth lamented the British public's attitude to veal, which ironically means that many young male calves are killed and dumped at birth. This is real waste. Male calves, and therefore veal, are a by-product of the dairy industry. She serves veal in her restaurant and wishes others would do likewise. David Kinch promotes education in his California restaurant Manresa, and gives his chefs little research projects to do regularly. He was recently shocked that one of his young chefs had no idea who Paul Bocuse was. He values understanding our history and how it has shaped what and how we eat today. Another element of historical education was discussed by Roberto Solis who has taken inspiration from his Mayan ancestors to develop the "New Yucatan Cuisine".

Quique Docosta, from Spain, questioned how much the government invests in food education. This question ties in to a number of the themes discussed including food and health and also the shortage of chefs. The prominent speaker on health issues was Davide Scabin from Italy, who discussed his "Food Cleanic" initiative which looks at the link between food and health. He acknowledges that not everyone can enjoy the Mediterranean diet, but points out that if a child eats well growing up, they can reduce the risk of cancer by 35%. He discussed the effect one of his best customers getting cancer had on him and points out that chemotherapy can influence how patients taste meat – it becoming akin to eating a dead rat. He highlighted how tryptophan, an essential amino acid found in rack of lamb, can cure irritable bowel syndrome, and that anchovies, parmesan and eggs can have a good effect on spastic colon.

A food of the future, "soylent", which breaks down nutrition into the base elements but is the antithesis of dining, was discussed by Phil Wood of Sydney's Rockpool restaurant. Developed by a young engineer in San Francisco, this product provides all nutrients required for living by drinking sludge. He asks whether in the future we will have an underclass sustained on "soylent" while the over-class retain the pleasure of eating real food. He draws an analogy with saving money on education but losing the culture markers that provide our personalities. He once again highlights the social benefits of sharing food around a table and talking. Dining is so much more than just sustaining our body – we are nourishing our souls.

Appreciating the real cost of producing good food was the message behind Clare Smyth's talk. One of only seven female chefs to hold three Michelin stars, Smyth notes that if you add up all the hours put in by chefs and farmers to produce a really good meal, you may find that they don't even make minimum wage or fair trade rates. Yet she notes that the British Prime Minister David Cameron once said he would prefer to bring a visiting dignitary to Nando's than to Gordon Ramsay's pub Harvester, suggesting it was better value for money. This lack of understanding of what it takes to produce good food and fine dining exasperated her.

A number of speakers asked why there was a shortage of chefs. One self-taught chef/restaurateur, Mikael Jonnson, predicts that fine-dining is doomed because you "can't get staff who will work 80–90 hours a week for shit salaries". He had more than 130 chefs work with him over a four-year period in his 25-seat restaurant. He was the victim of his own success, as a very favourable review by influential British critic A. A. Gill resulted in his London restaurant being full of customers wanting well-done steak. He has changed his model to having no menu and cooking only the food he wants to cook, only opening for six services, so that now he has created a dream place for chefs to work, where taking a break is encouraged. He has a devoted following, one customer has eaten in his restaurant 242 times in four years and now has his name on a chair.

Not all kitchens have historically been demanding crazy hours from their chefs. Roderick Sloan saluted Margaret Duffy, who was his enlightened employer in the mid-1990s in her Dublin restaurant 101 Talbot, noting that she produced organic food with two teams of chefs (one for lunch, one for dinner) where everyone worked eight hours a day and had two days off. He also noted that there was a 50/50 ratio of male and female chefs in the kitchen.

A number of potential solutions to the chef shortage problem were discussed. Nathan Outlaw has developed an academy and apprenticeship system for his young chefs to combat the staffing shortage. Mark Moriarty, who at 23 years old was the youngest speaker at the symposium, acknowledged that he worked 100 hours a week, ate irregularly, missed out on playing sport and attending many important social occasions with his friends, and was poorly paid in his journey to become the World Young Chef 2015. He spoke eloquently about a culture of fear and intimidation in kitchens and proposed a solution which involved both rights and responsibilities. Employers need to reduce working hours,

and employ more chefs to ease the burden. It should be a four-and-a-half day week, with time off to rest and enjoy life. In return, young chefs need to commit for a minimum of two years with their employer, show up on time each day and buy into the ethos of the restaurant. This could lead to a sustainable future.

Creativity

The third most popular theme emerging from analysis of the talks was that of creativity. Albert Adria suggests that creativity is changing your mind every day. James Petrie, who is development chef for the Gordon Ramsay group, noted that for the last eleven years his job has been to ask questions. He asserts that naivety is creativity, and that education is questioning. Mark Moriarty envisions Ireland's potential to be the next culinary destination like Copenhagen or San Sebastian if the talented young chefs who commit to working in Irish restaurants for at least two years, then commit to other restaurants around the world for similar periods before returning home and taking control of their own kitchen. He warns that these returning chefs need to be innovative and creative and not merely replicate what they have witnessed abroad.

The movement towards seasonal no-waste food demands creativity. Fermentation is one of the ways in which chefs are becoming creative with new flavours. One very creative example of fermentation came from André Chiang, a Taiwanese chef working in Singapore. His restaurant specialises in producing fermented fruit juice beverages that complement the food he serves. He argues that juices are the weakest link in gastronomy and harnessing Asia's ancient history of fermentation, he uses the technique to create different layers of depth and flavour. He tries to create a dish in liquid form, focusing on body, taste and aroma. He deconstructs components of a dish and uses juices to fill the gap. Why should his guests who don't drink wine miss out on a memorable food and beverage pairing experience?

Another speaker who is creative with beverages is Kevin Patricio, an American living in the Basque country. He is behind the Basqueland Brewing Project and producing craft beers that work with Basque cuisine. Creativity is at the heart of Elena Arzak, who told the symposium that it was time to rethink everything, the way we work and the way we think. Along with her father Juan-Marie, the Arzaks have a creative lab in the San Sebastian restaurant where they develop future dishes. One such dish is jellied beer served on a crushed beer can, to remind the customers about recycling. She champions how chefs can become economic drivers for their country by building awareness, employment and a future through using local producers. One of the obligations that Elena Arzak spoke about was to share our knowledge and experiences. This is something that both Connie Desousa and John Jackson did when they moved back to Calgary, Canada. They invited all the chefs and food suppliers in the city to a Potlatch where they got to meet and exchange ideas with likeminded people, which has helped shape the culinary future of Canada. There are now over 40 food trucks in Calgary producing farm to table fast food. Kobe Desramaults, from In de Wulf, in Belgium is not only creative with food, but with social media. By asking online about traditional wood bakery techniques, he attracted an American baker Sara Lemke to come to Belgium and teach him. Along with an Irish chef Rose Green, they have recently opened an authentic bakery in Gent called De Superette. He feels like a member of a rock and roll band, since he plays rather than works. Amanda Cohen is creative in her use of vegetables in the New York City restaurant Dirt Candy. She differentiates her vegetable restaurant from a vegetarian restaurant, noting that vegans and vegetarians are often saying no to meat rather than yes to vegetables. Yet she finds that the American dining public have an aversion to paying over a set price for a vegetable dish, whereas meat dishes are expected to be expensive. Meat, as Roland Barthes noted, has always been a signifier of status, or as Homer Simpson famously said, "you don't make friends with salad".

Conclusion

Food on the Edge 2015 had the advantage of most first-time events, in that both the symposiasts and the organisers did not know what exactly to expect and were pleasantly surprised. For two cold, windy October days, Galway City became the home of debate, talk, networking between Irish chefs and foodies and a truly international panel of speakers and visitors. From an Irish perspective, it was a unique opportunity to bring together so many individuals from the restaurant and hospitality industry in one place, so that they could talk, network and exchange ideas "without the bullshit", as Kevin Thornton eloquently put it. Matt Orlando commented that one of the reasons that Copenhagen has become such a major food destination is that the chefs there talk to each other and collaborate. There was a macho, testosterone-fuelled feel to the event with quite a few more expletives used on the stage than at your average symposium, yet the feeling of goodwill and openness among all attendees was palpable. There was also a more equal gender balance in the audience than on the stage. Embracing social media, the attendees ensured that Food on the Edge was trending on Twitter in Ireland for those two days – thus raising awareness about the event and the important issues and themes discussed. Each of the 39 performances (Canada was a joint presentation) were different, and with the fifteen-minute timeslot to present your message, there was never time to get bored. Despite the varied nature of their talks, the majority of speakers hit on the three main emerging themes of sustainability, education and creativity, with many of the other cross-cutting themes also evident (see Table 1). One minor quibble was that when bringing people half way around the world it might be more sustainable to give them a little more time to talk! One thing is certain: I will book my ticket early for the 2016 event and I predict that the future of Food on the Edge remains bright.

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