

DIT EVRIKA BEACH CLUB HOTEL

Sustainability Report



1. Sustainability in Hospitality

For many hospitality companies, mitigation of environmental impacts and the increase in community involvement is the new credo for successful business management. Two of the main objectives sought by implementing environmental and societal initiatives are the decrease in operating costs and the building of a positive brand image. Within this successful business strategy, a point of differentiation for hotels is the way their commitment to sustainability matters is communicated (Legrand, W.,2013).

2. DIT Evrika Beach Club Hotel

EVRIKA BEACH Club Hotel is a modern beach hotel complex, strategically located in the Northern part of Sunny Beach. The total built up area of the complex is 60 000 m2. EVRIKA BEACH Club Hotel offers exclusive entertainment and sports activities, as well as fancy day and night emotions.

The hotel complex comprises of 633 rooms and apartments, including 461 double rooms (park-view, pool-view or sea-view), 15 apartments (sea view or pool view), 48 family rooms (park view), 91 studios (park view), as well as 18 single rooms (all of them with park view).

EVRIKA BEACH Club Hotel operates entirely in accordance with the "All inclusive" basis. Currently, the tourists who are mostly accommodated in the hotel are from Germany and England.

The hotel strives to provide the best guests service experience possible. More than 300 employees are working to achieve this and to ensure quality meets standards.

The person who is responsible for the actions of this plan and following up the results is the Guest Relations Manager.

3. Purpose of this business plan

The purpose of the report is to analyze the performance of DIT Evrika Beach Club Hotel in order to define hotel sustainability goals and evaluate what specific actions to take to reach them. The research generates knowledge to choose the most applicable Sustainability Development Goals for the hotel, to develop strategies which will help to establish a sustainable tourism destination.

Accommodation providers can reduce the burden of their operations on the environment in several ways. They can take supply-sided measures, such as equipping the hotel building with features that minimize the use of resources. Examples include the activation of electricity only when the room key card is inserted, the installation of feedback monitors displaying, in real-time, water and electricity consumption, the installation of water-efficient taps and showerheads, and the use of energy efficient lamps and appliances. Such technical equipment can be installed at

the time of constructing the hotel or be retrofitted, but it typically comes at an additional cost. A second supply-side approach involves working with employees. Prior work in this area indicates that the pro-environmental behavior of employees can be stimulated by corporate commitment to environmental protection codified in environmental policies or certifications and by company leaders' displaying pro-environmental behavior. Factors intrinsic to the employee, such as their pro-environmental attitudes, norms, awareness, and beliefs, also contribute to explaining their behavior. Accommodation providers can also take demand-side measures, such as trying to convince tourists upon arrival to behave in an environmentally friendly manner (Brackett, L., 2015).

4. Develop Hotel Sustainability Goals

What are the SDGs?

The Sustainable Development Goals (SDGs) are 17 global goals developed for the United Nations' 2030 Agenda for Sustainable Development. Embracing a wide range of environmental, social and economic issues, these 17 goals with their 169 associated targets aim to connect business strategies to global priorities for people and the planet.

In 2018 UNWTO released the Tourism for SDGs platform to provide the Tourism and Hospitality sector with a wide range of resources and to encourage them to share best practice on the SDGs. Examples of global Hotel Groups addressing the SDGs include: Marriott, Oetker Collection, IHG, Accor Hotels & Meliá Hotels.

Figure 1: SDG



Source: considerategroup.com, 2019

The SDG Compass

The SDG Compass explains how the SDGs affect your business – offering you the tools and knowledge to put sustainability at the heart of your strategy business. There are five steps for companies to maximize their contribution to the SDGs. Companies can apply the five steps to set or align their course, depending on where they are on the journey of ensuring that sustainability is an outcome of core business strategy.

Figure 2: The 5 steps to maximize contribution to the SDG's



Source: sdgcompass.org, 2019

STEP 1 UNDERSTAND SDGs

Table 1: SDGs

SDGs	Definition	Example
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End poverty in all its forms everywhere

Recruit, train and employ local community members, including those living in poverty

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Developing partnerships with cooperatives and producer organizations supporting many small farmers

Ensure healthy lives and promote well-being for all at all ages

Invest in the development of health tourism.

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Provide employees with continuous opportunities to improve their (job) skills for their current and future employment.

Achieve gender equality and empower all women and girls

Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men.

Ensure availability and sustainable management of water and sanitation for all

Educate travelers about appropriate water behaviors, explaining global water quality and scarcity issues

Ensure access to affordable, reliable, sustainable and modern energy for all

Aim at sourcing 100% of operational electricity needs from renewable sources

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Offer apprenticeship opportunities.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Reduce inequality within and among countries

Make cities and human settlements inclusive, safe, resilient and sustainable

Ensure sustainable consumption and production patterns

Take urgent action to combat climate change and its impact

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Protect peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Invest in new, resilient infrastructure or retrofitting existing infrastructure to make it more sustainable.

Partner with civil society networks to provide education and entrepreneurial skills training.

Collaborate with cities and governments to find solutions to future mobility needs that minimize environmental impact while making transportation safer and more affordable for all.

Significantly reduce waste and ensure that any unavoidable waste is utilized to the fullest degree

Retrofit the lighting systems of the facilities to energy efficient LED lighting.

Raise consumer awareness on effective ways to properly dispose of their waste to discourage littering and promote responsible behavior.

Measure, manage and mitigate impacts on ecosystems and natural resources.

Educate travelers on different cultures and beliefs, making them more tolerant towards each other and hence transforming them to agents of peace.



Strengthen the means of implementation and revitalize the global partnership for sustainable development

Promote the Global Code of Ethics for Tourism

Source: considerategroup.com, 2019

STEP 2 DEFINING PRIORITIES

Not all 17 SDGs will be equally relevant for a company. The extent to which your company can contribute to each, and the risks and opportunities they individually represent, will depend on many factors. Taking a strategic approach to the SDGs, first an assessment needs to be conducted on the current potential, positive and negative impacts that a business activities have on the SDGs throughout the value chain.

According to Wright (2004), Value Chain is a traditional manner of departmentalizing stages of the business process. The value chain highlights the importance of the operational manager being involved in all aspects of the process, from suppliers' right through the customer. With the value chain approach functional boundaries are ignored and in many organizations its now accepted that the operations manager has to control the whole process from buying in goods and services to the final stage of satisfying the customer.

DIT Evrika Beach Club Hotel value chain analysis identifies business activities that can create value and competitive advantage to the business. The model below is separate into two sections: primary and support activities:

Figure 3: Map the value chain of DIT EVRIKA BEACH CLUB HOTEL

FIRM INFRASTRUCTURE

General Manager, Hotel manager, F&B manager, FOM, Housekeeping Manager, Accounting, Technical support, IT, Security, GR Manager

HUMAN RESOURCES

Recruit, Train employees, Competitive wages
TECHNOLOGY DEVELOPMENT

PMS, Real time sales information
PROCUREMENT

Accommodation, Food & Beverages, Aqua Park, Fitness, Sauna, Entertainment, Shuttles

INBOUND LOGISTICS	OPERATIONS	OUTBOUND LOGISTICS	MARKETING AND SALES	SERVICE
<ul style="list-style-type: none"> -F&B suppliers -Laundry services -Cleaning detergents -Energy suppliers -Other suppliers 	<ul style="list-style-type: none"> -Provide accommodation - 633 rooms -High level of service to guests 	<ul style="list-style-type: none"> - the way the services are offered and distributed to the guests throughout their stay 	<ul style="list-style-type: none"> -Advertising -Promotions -Marketing campaigns -Travel agencies -Online booking channels 	<ul style="list-style-type: none"> -24/7 assistance -Customer service on different languages

Source: smartsheet.com, 2019

Primary Activities

- Inbound logistics - DIT Evrika Beach Club Hotel inbound logistics is a system that ensure the company working with suppliers, and distributors that organize daily deliveries for food and beverages, providing laundry service, cleaning detergents, electricity provider. It includes the inventory control and stock requisitions as well.
- Operations - DIT Evrika Beach Club Hotel operates on 60 000 sq m area with 633 rooms owned by DIT. The main sources of value in DIT Evrika Beach Club Hotel business operations include providing high level of customer service to all hotel guests and ensuring they will have a great holiday.
- Outbound logistics – Evrika outbound logistics is the way the services and final products are offered and distributed to the different guests.
- Marketing and sales - Evrika sales team is taking bookings from all online platforms and a huge number of travel agencies from all parts of the world. The hotel offer different promotional codes throughout the season with discounts and introduces marketing campaigns where guests can participate and earn free stay.
- Service - Evrika has employees from many different countries which help the hotel to provide customer service to guests in a number of languages. The

MARGIN

customer services can be reached via email and all social media channels to handle any guest complaints.

Support activities:

- The Firm Infrastructure is represented from the hotel management team, F & B management team and accounting.
- Human resources – employee recruiting, hiring, training, development and compensation
- Technology Development – using the Proprietary Management System Clock Evolution to manage operations and share all the information with all the hotel departments in real time.
- The Procurement in the hotel are the facilities offered to guest such as accommodation, Aqua Park, Kids pool, Main pool, Fitness, Sauna, Amphitheatre, Entertainment, Football and Tennis playground.

According to the Value chain analyzes, three top priorities have been chosen from the SDG goals for DIT Evrika Beach Club Hotel:

Figure 4: Minimize the negative impact and increase the positive impact



Clean water and sanitation



Minimize the energy use



Improve the reusability and recyclability of products

Source: considerategroup.com, 2019



STEP 3 SETTING GOALS

Setting specific, measurable and time-bound sustainability goals helps foster shared priorities and drive performance across the organization.

Table 2: DATA FROM 2018

	RESULTS FROM YEAR 2018	2030 GOALS
Water intensity	0.24 cubic meters per occupied room	30 % reduce from 2018 base year
Carbon intensity	20.256 tons of CO2e per square meter	15 % reduce from 2018 base year
Electricity	6.025 Kw/h of el. Energy usage per day	15 % reduce from 2018 base year
Plastic and straws	750 000 plastic cups + 300 000 straws	Completely stop using plastics and straws

Source: The author, 2019

Based on the data from 2018, DIT EVRIKA BEACH CLUB HOTEL measures the following goals:

SUSTAINABILITY & SOCIAL IMPACT GOALS BY 2030

SOCIAL IMPACT:

- Goal: By 2030 INTRODUCE ECO ALLEY – ENCOURAGING TOURISTS TO PLANT A FLOWER AND GET SUSTAINABILITY CERTIFICATED BY US
- Goal: By 2030 CONTRIBUTE 2M VOLUNTER HOURS IN ACTIVITY TO CLEAN THE BEACH
- Goal: By 2030 TRAIN EMPLOYEES AT EVRIKA ON RELEVANT ENVIRONMENTAL ISSUES

ENVIRONMENTAL IMPACT:

- Goal: By 2030 REDUCE WATER INTENSITY IN OUR MANAGED OPERATIONS BY 30% (LITERS/ M2 – 2019 BASELINE)
- By encouraging guests to participate in towel and linen reuse program
- Goal: By 2030 ENERGY CONSUMPTION BY 15% (Kwh per m2)
- Goal: By 2030 ZERO SOAP TO LANDFILL BY RECYCLING ALL USED GUEST SOAP BARS WHERE AVAILABLE

- Goal: By 2030 REDUCE CARBON EMISSIONS BY 15% (METRIC TONS CO2e per m2)
- Goal: By 2030 PLASTIC REDUCTION – 750 000 plastic cups and 300 000 straws to be saved annually

STEP 4 INTEGRATING

The following actions will be applied in DIT Evrika Beach Club Hotel:

Table 3: Actions to be taken

GOAL	ACTIONS
Recycle all used guests soap bars when available	Recycling soap bars and amenity bottles through our soap recycling partner company – Clean the World. Clean the World will give those discarded soap bars and plastic bottles a second life.
Introduce environmental and social issues to all employees	Train employees on relevant environmental and social issues and engage guests in supporting responsible travel in destinations
Towel and linen reuse program	 <p>Dear Guest,</p> <p>Every day millions of gallons of water are used to wash towels that have been used only once.</p> <p>In DIT Evrika Beach Club Hotel, 5 reused towels = 1 tree planned</p> <p>A towel on the rack means “I’ll use it again”</p> <p>A towel on the floor means “Please exchange”</p> <p>YOU MAKE THE DIFFERENCE!</p>
Eco alley - Plant a flower	For every time you reuse your towels, we will plant a flower and name it on you you will get a certificate



TAKE PART IN OUR ECO CAMPAIGN

LET'S MAKE THE WORLD MORE COLORFUL



Installing energy-saving lamps To reduce energy utilization by 20-40% without interfering with the hotel functionality

Reduce the usage of plastics cups and straws Stop using the plastic and straws in the hotel

Reduce our consumption foot print

HOTEL FOOTPRINTING TOOL



Statistic	Number of rooms occupied
Mean	633

Meeting space occupied

- Total duration of meetings (hours) :
- Average area of meeting space used : 60000 Square Meters

Results

Title	DIT Evrika Beach Club Hotel
Location	Bulgaria
Rooms Carbon Footprint (tons CO ₂ e)	20.256
Meetings Carbon Footprint (tons CO ₂ e)	
Total Carbon Footprint (tons CO ₂ e)	20.256

Date Created: 2019-07-19

A cleaning day unites locals, visitors, business owners and staff who spend one day together cleaning selected areas

Organize cleaning day together with staff members and volunteers in different beach areas in front of the hotel



Food waste recycling

Recycle the food waste from all restaurants

Low flow water taps and showers

Introduce low flow water taps and showers in all hotel rooms

Refillable soap dispensers	Introduce refillable soap dispensers in the bathrooms
Support people with disabilities	Support skills development, training, job placement and business opportunities for young people with disabilities
Reduce, Reuse, Recycle	Actively promotes its waste management activities and informs guests on their active role in reducing, reusing and recycling waste – CREATE A PROMOTIONAL VIDEO ENCOURAGING PEOPLE TO 3R'S

Energy

Swimming pools, minibars and restaurant are one of the most common power consumption facilities in hotels. Besides and especially in tropical located areas, air conditioning forms the greatest demand for electricity since it is needed all year long. A dangerous feedback loop (see fig. 2) has involved, namely, the process of an increasing temperature will increase the use and intensity of air conditioning facilities and vice versa (Xuchao et al., 2010). According to Graci and Dodds (2008), it is feasible to reduce energy utilization by 20-40% without interfering with the hotel functionality. Installing energy-saving lamps is one of the most simplest and universal methods.

Water

Especially five-star accommodations consume due to recreational activities enormous amounts of water (Kasim, 2007). Noteworthy is that eating and drinking requires only 5% of a hotel's water stock, while the major part is utilized for cleaning (including showering and laundry services) (Webster, 2000). Simple technologies, such as installing water saving advices will decrease the overall costs and protect resource scarce destination (Sloan et al., 2009).

As an initiative to support responsible and sustainable tourism, Choose Honduras is providing travelers with reusable shopping bags that are crafted and hand painted by local artisans, with the aim of reducing the consumption of plastic bags (tourism4sdgs.org, 2019).

Marriott has defined Sustainability and Social Impact Goals for 2025. The label "Serve360" breaks sustainability initiatives down into the four areas of nurturing, empowering, sustaining and welcoming. Each of these focal topics includes tangible and measurable objectives, and the initiatives within each area are specifically aligned with a selection of SDGs (serve360.marriott.com, 2019).

Independent hotels: owners

Last but not least, independent hotels have not been the focus of most SDG-related initiatives. Yet, the collective efforts of smaller scale and independent hotels, which in several geographical contexts represent the majority of hospitality firms, are no less significant. While large hotel groups put significant resources behind their sustainability and corporate social responsibility (CSR) programs, independent accommodation providers and smaller hotel chains also implement SDG-related initiatives. These smaller establishments need to overcome the lack of industry know-how to address sustainable development. This, alongside the development of strategic partnerships with local associations and industry groups and the offering of practical, down-to-earth sustainable initiatives, allows smaller hotels to effectively engage in SDG implementation. Independent hotels can introduce sustainable business models as a strategic management tool to help in integrating sustainable business practices for sustainable growth. Rimba provides an example of a sustainable business model with close ties to SDGs. The Rimba Project is a non-profit organization and eco lodge in Indonesia that has several sustainable-related programs while helping tourists to experience the local community. Another example of a sustainable business model is Hotel Verde in Cape Town, South Africa. Hotel Verde garnered media attention when in 2013 it opened its doors with the bold statement of being the greenest hotel in Africa.

A growing number of independent establishments have found opportunities to establish themselves as a sustainable alternative to large hotel chains in green event and conference planning. These activities have an economic, environmental and social impact on their communities. SDGs can offer guidance as to how to provide catering, event materials (printing, technology and energy and water consumption). Finally, most independent hotels can partner with local suppliers and officials to develop sustainable initiatives. Even in large cities such as New York, sustainable independent hotels such as Arlo Hotels have committed to phasing out single-use plastics throughout all hotel activity. The Arlo Hotel has a real time counter that displays the plastic waste saved per hour: arlohotels.com/arlo-cares. Due to their ties to the local community, these establishments may be more “tuned in” to the concerns and needs of the different stakeholders and establish

A stakeholder filter-model collaboration on how best to respond. Hotel owners can take part in educational speaker series, community outreach opportunities and charitable celebrations (Steffen P., 2019).

There are three key areas where technological enhancements can improve the operating efficiency of a hotel, namely energy, water and waste

Figure 4: Additional Initiatives of the three German Hotels

Energy	Hilton, Munich Park	Holiday Inn, Munich City Centre (IHG)	Arabella Sheraton Grand Hotel, Munich (Starwood)
Energy	Partner of the DEHOGA 'Energiesparkampagne' External energy consulting company is improving the hotel's energy management Energy consumption tracking Combined heat and power unit is planned Day/night modus Energy efficient lighting	Energy management system Energy efficient lighting Movement sensitive lighting Key card holder Latest air-condition technology Solar panels for pool heating planned	Member of the 'Öko Profit' program, Munich Property Management System On demand air condition Energy efficient lighting Light emitting diodes (LEDs) Combined heat and power unit Energy management system is planned
Water	Water consumption tracking Rainwater collecting tank is planned Waterless urinals in back of the house areas Bio water installation	Low flow gadgets in water taps and showers	Towel and linen reuse program Low flow water taps and showers
Waste	Waste separation All organic waste is sold to a local biogas plant Particular attention is given to kitchen waste	Waste separation Refillable soap dispensers Particular attention given to kitchen waste	Waste separation Kitchen waste is specially separated Organic waste is sold to a local biogas plant The hotel donates things to non-profit organization which it would otherwise throw away

TOWELS REUSE

FOLLOW the actual number of towels used per night in each of the hotel rooms. This measure was obtained with the assistance of hotel cleaning staff who counted and recorded the number of towels used.

Another approach to using marketing for the purpose of increasing the environmental sustainability of hotel operations is to develop targeted communication messages to attempt to change behavior at the hotel among those segments inherently tempted not to behave in an environmentally friendly manner. Such communications could include awareness-raising for the behaviors that can easily be modified without sacrifice of holiday enjoyment, and awareness-raising of global resource shortages. An example of such communication messages having been used successfully in the past to influence guest behavior in hotels was provided in a study by Kallbekken and Sælen (2013) who achieved a 21% reduction in plate waste in 52 Finnish hotel restaurants by placing a sign on the tables saying: "Welcome back! Again! And again! Visit our buffet many times. That's better than taking a lot once". Other examples of the usefulness of communication messages in the context of increasing the environmental sustainability of tourism have been provided in the context of travel to national parks reuse of towels in hotels and destinations. All these studies, however, treated all guests as one homogeneous group. Findings from this study would suggest communication messages be targeted at those market segments among hotel guests which are currently displaying the lowest base level of towel reuse.

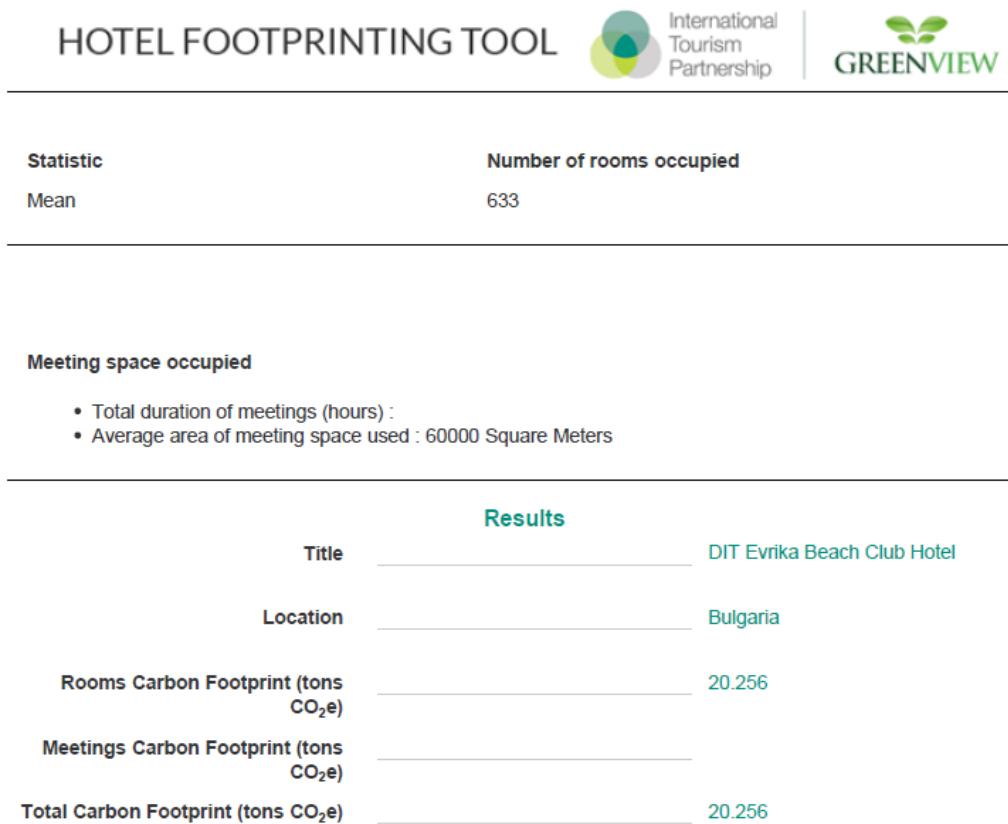
Another possibility is to develop interventions, rather than communication messages, to achieve behavioral change. Such interventions could be targeted at children, for example, and could involve small rewards to acknowledge desirable behavior. This study identifies which hotel guests would be the best targets for such communication messages or interventions given their low base level of towel reuse.

Interventions could include offering a small reward for opting out of the entire room clean, introducing incentives for children for towel reuse which converts environmentally sustainable behavior into a game for them, raising awareness for resource shortages on the planet among hotel guests who have no prior experience with such shortages themselves, and so on (Cvelbar, L., Dolnicar, B., 2017).

FOOTPRINT

The International Tourism Partnership and Greenview have created a new tutorial video to help guide people through the Hotel Footprinting Tool. Since the free online resource launched in October 2015, nearly 2,000 users have used the tool to calculate their business travel carbon footprint of staff stays and events in hotels worldwide. The new video will help these and new visitors discover the tool's full functionalities. You can learn how hotels and hotel companies can use the tool to estimate energy usage or carbon footprint against aggregated data in various geographies, and to benchmark the footprint of their properties, companies from any sector can calculate their business travel footprint from hotel stays and events (greenhotelier.org, 2019).

Figure 5: Footprint of DIT Evrika Beach Club Hotel



Date Created: 2019-07-19

Source: hotelfootprints.org , 2019

The lifecycle energy analysis is a simplified derivative of the LCA (Life Cycle Analysis) and a useful tool to assess the impact of a product or service with special focus on energy and concomitant carbon emissions as measure of environmental impacts (Huberman & Pearlmuter, 2008). The approach is based on identifying energy flows within a system and quantifying these by converting the data into greenhouse gas emissions. The carbon footprint is determined by investigating operational energy composed by the following operational domains:

- Refrigeration
- Air Conditioning
- Ventilation
- Water heating
- Lighting and other electric appliances
- Elevators
- Building (Insulation)
- Cooking

- (Outsourced) Laundry
- Mobile Fuels

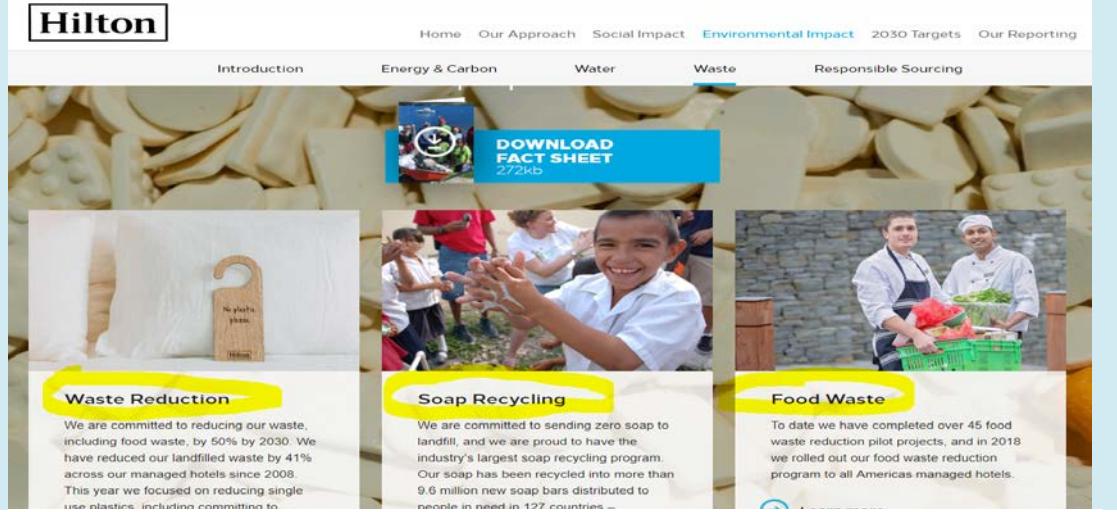
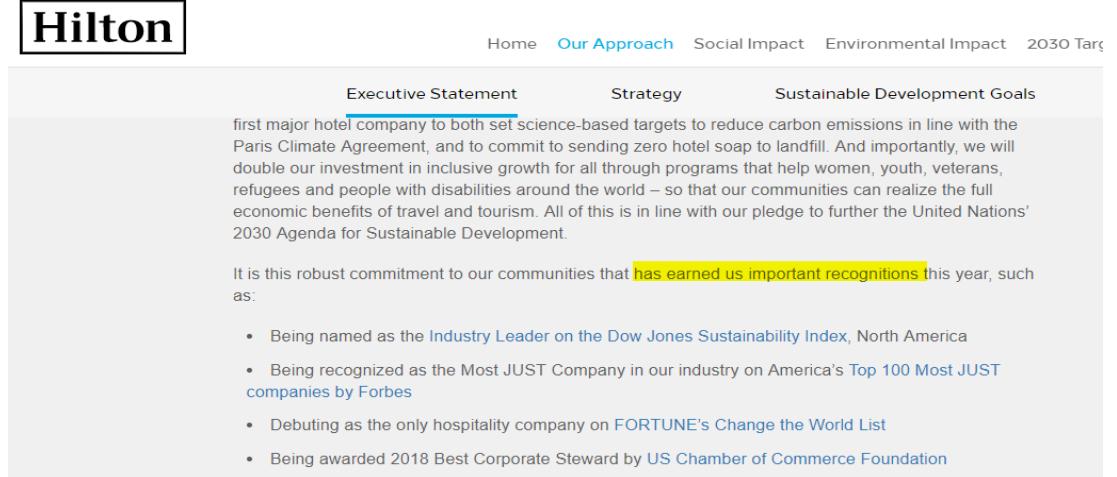
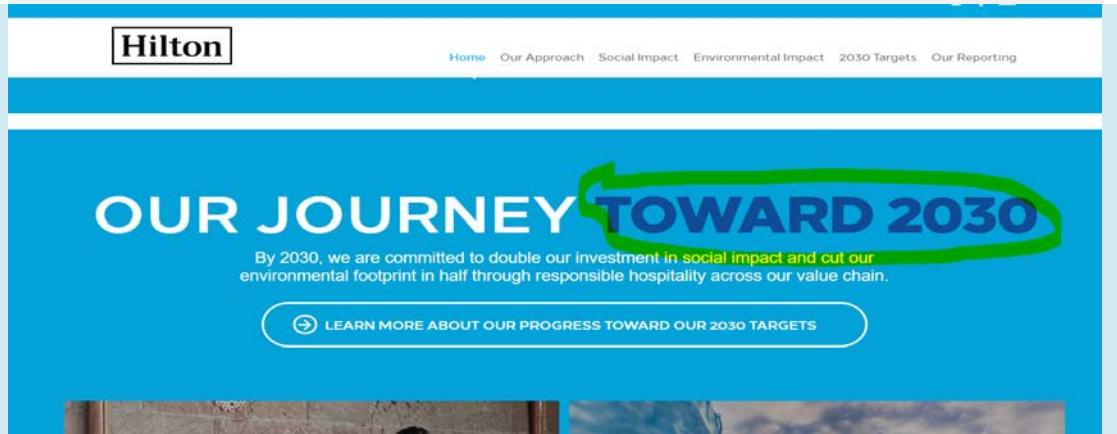
STEP 5 ENGAGE IN PARTNERSHIP

- Partnership with Travelife is an internationally recognised accommodation sustainability programme. In over 50 countries we have around 1,500 members who use our practical tools and resources to improve their business's environmental, financial and social impact.
- Partnership with Soap Recycling Company that will help us reach our targets

5. The hotel web site sustainability statements are used as a surrogate for hotel sustainability marketing. For the purpose of simplicity, three indicators were determined to be significant sustainability-marketing indicators on the web sites (Brackett, L., 2015).

- if the web site has a statement about sustainability activities
- if sustainability awards are stated on the web site
- if sustainability future plans are stated on the web site

Table 4: Web sustainability of Hilton

WEB SUSTAINABILITY	Examples of the Hilton website
Include sustainability activities	 <p>The screenshot shows the 'Waste' section of Hilton's website. It features three images: a 'Waste Reduction' image showing a 'No plastic please' door hanger, a 'Soap Recycling' image showing a child washing hands, and a 'Food Waste' image showing chefs preparing food. A yellow box highlights the 'Waste Reduction' section.</p>
Sustainability awards stated	 <p>The screenshot shows the 'Our Approach' section of Hilton's website. It features an 'Executive Statement' and a 'Sustainable Development Goals' section. The 'Executive Statement' highlights Hilton's commitment to reducing carbon emissions and investing in inclusive growth. The 'Sustainable Development Goals' section lists awards received, including being named as the Industry Leader on the Dow Jones Sustainability Index, North America.</p>
Future plans stated	 <p>The screenshot shows the 'Our Journey Toward 2030' section of Hilton's website. It features a large green swoosh graphic and a statement: 'By 2030, we are committed to double our investment in social impact and cut our environmental footprint in half through responsible hospitality across our value chain.' A button below says 'LEARN MORE ABOUT OUR PROGRESS TOWARD OUR 2030 TARGETS'.</p>

Source: cr.hilton.com , 2019

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