



# Sustainability and hotel business: criteria for holistic, integrated and participative development



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## ARTICLE INFO

### Article history:

Received 9 November 2015  
Received in revised form  
21 April 2016  
Accepted 22 April 2016  
Available online 30 April 2016

### Keywords:

Hotel management  
Sustainability criteria  
Participative and integrated planning  
Holistic analysis

## ABSTRACT

Debates regarding sustainable management have become notorious, significant and pertinent to contemporary society. This perspective is justified by the fact that modern management should address concerns of a fully aware audience regarding limits to be imposed on the use of natural/cultural resources and the negative impact of operations on the environment and on society and individuals. Undoubtedly, this assumption is even more important in industries where the power of socioenvironmental, cultural and economic transformation is increasingly latent, such as in the case of hotels. First, this article introduces a bibliometric analysis that exposes sustainable criteria verified in current management models, which allows for an identification among hotel companies for a predisposition for environmental and external social responsibility. Second, a primary contribution lies in structuring more holistic criteria, integrated in the internal/external hotel organizational background, in a manner that will enable organizations to help protect the environment as well as sociocultural, political and economic aspects of society.

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## 1. Introduction

Recently, tourism has become a strong catalyst for economic development (Rodríguez-Antón et al., 2012). This is demonstrated on a global scale as the tourism industry is responsible for 15% of economically active jobs (Pérez and Del Bosque, 2014); 09% of GDP; 30% of exports of services, representing a global economic impact of US\$ 1.5 trillion (UNWTO, 2015).

Thus, when reflecting on multiplier effects, tourism is among the four largest world economic sectors, following fuels, chemicals and automobiles production (Aragon-Correa et al., 2015). The predisposition to touristic consumption is such that, despite the current economic crisis – in effect since 2009 – there is an expectation that international travel will reach 1.8 billion in 2030, achieving an average rate of 3.3% per annum, from 2010 to 2030 (UNWTO, 2015).

Therefore, discussion ensues regarding the direction this activity will take (Jarvis et al., 2010; Prud'homme and Raymond, 2013;

Galpin et al., 2015; Longoni and Cagliano, 2015) because existing practices result in numerous negative impacts: increased energy, water and disposable products consumption, increased CO<sub>2</sub> production rates (Aragon-Correa et al., 2015; Han and Yoon, 2015); reduced motivation and morale of collaborators (Sigala, 2014); commoditization of local culture rather than maintaining its authenticity (Cohen, 1988); disruption of local economic systems (Rodríguez-Antón et al., 2012). These negative impacts further increase the managerial and operational challenges in the tourism industry (Tyrrell et al., 2013).

Consequently, it is necessary to: (1) recognize dynamic characteristics of planning processes and evaluation of components, agents and impacts that form its scope of operation (Aragon-Correa et al., 2015; Fraj et al., 2015); (2) disseminate holistic and participative values across the organizational structure and culture (Boley and Uysal, 2013; Chen, 2015); (3) concentrate interdisciplinary efforts of academics, managers, public institutions and experts (Philippi Jr. and Neto, 2011) to achieve sustainable tourism.

Such points must be seen as *sine qua non* conditions required for tourist activity achieves more emblematic stages of development, going beyond the economic data, also prospecting results capable of contemplating sociocultural, political and environmental dimensions (UNEP, 2013).

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For this purpose, tourism planning proposals need to be embedded in precepts that are set by the managerial matrixes of Efficiency, Scale, Fairness, Self-Sufficiency and Ethics, as articulated by the Bruntland Report (WCED, 1987). Additionally, proposals should be structured such that they encourage cooperation and execution of objectives that are fair, ethical, and equitable for stakeholders, society, the environment and consumers (Bocken, 2015).

Furthermore, this process will promote tourism practices in which managers are capable of aligning their strategic analysis to economic, environmental, social, political and cultural dimensions (Pérez and Del Bosque, 2014), which are discussed in the sustainable development proposal.

However, other situations do arise. In discussing touristic sustainability, many managers emphasize the importance of actions capable of: (1) reducing energy and water costs; (2) promoting green marketing and attracting consumers concerned with environmental issues (Segarra-Ona et al., 2012; Hu, 2012; Boley and Uysal, 2013). An example that corroborates this supposition is the “Planet 21 Program” developed by Accor Hotels – one of the largest hotel networks worldwide, present in 94 countries with 3.792 establishments (Accor Hotels, 2015). This program is based on seven pillars that result in environmental awareness: water, energy and CO<sub>2</sub> reduction; recycling; biodiversity protection; the use of biodegradable products; and other factors (Accor Hotels, 2016).

Therefore, considering the possibility of a lack of more holistic criterion for sustainable practices in addition to environmental issues – the use of electric power, water and green marketing (Boley and Uysal, 2013). Therefore, this article aims to expand the analytic scope of the literature by introducing criteria for analyzing the social, cultural, political and economic responsibility with which the tourism industry must comply to ensure that sustainability may be seen as a processing agent of external/internal reality.

For this study, hotel establishments will be analyzed, as they are a key element in the tourism life cycle. Therefore, the construction of sustainable criteria – more holistic, participative and integrative with internal/external realities from the perspective of hotel organizations – was only possible because: (1) the results from two bibliometric analyses that will later be presented in this study; (2) sustainable guidelines recommended:

- United Nations Environmental Programme: one of the primary authorities on contemporary environmental issues (UNEP, 2003);
- World Tourism Organization: an agency related to the United Nations, responsible for promoting touristic sustainability (UNEP and UNWTO, 2005);
- Foundation for Environmental Education: recognized by UNESCO as one of the main authorities on “Environmental Education” and “Sustainable Development” (FEE, 2006);
- Global Sustainable Tourism Council: the organization's main purpose is to disseminate sustainable guidelines capable of improving and leveraging information to both public and private sectors (GSTC, 2012);
- Global Reporting Initiative: an independent organization, which helps public and private institutions to better understand the diffusion on their impacts (GRI, 2013).

## 2. Material and methods

Researches related to the sustainable development concept have resulted in more responsible actions, especially in regards to negative impacts of society on natural and cultural resources

(Tyrrell et al., 2013; Sigala, 2014). Reports, such as the Bruntland Report (WCED, 1987) and Agenda 21 (Rodríguez-Antón et al., 2012) illuminate the necessity of revising conduct, values and contemporary consumption and production patterns (Bocken, 2015).

It is vital to create criteria capable of inducing modern management to employ sustainable practices that are closely tied to ethical and responsible values and internal/external specificities from any organization. In this scenario, tourism would never remain on the sidelines because there is a growing understanding regarding the interdependency of tourism development and sociocultural, economic, policy and environmental sustainability dimensions (Pérez and Del Bosque, 2014; Sloan et al., 2014).

Particularly in the hotel industry, there is a need to gradually build an interdisciplinary discussion (Phillipi Jr. and Neto, 2011) that is capable of aligning management processes to sustainable development principles, achieving academic environment, trade, stakeholders, communities and superstructures that discuss, regulate and examine the hotel practice.

Interdisciplinary discussions demand a connection of principles and processes that will validate the accuracy of the results (Creswell, 2003). These agreed-upon principles should be submitted by planning bodies that attempt to decipher (Hair Jr. et al., 2009) the complexities related to the relationship between society and the environment (Phillipi Jr. and Neto, 2011). These complexities are assumed in consumer relations proposed by hotel business.

Therefore, this article is composed of two analytical aspects. The first aspect is grounded on the perspective that sustainable hotel management prioritizes environmental issues in their strategies (Jarvis et al., 2010; Boley and Uysal, 2013; Chou, 2014; Geerts, 2014; Fraj et al., 2015; Han and Yoon, 2015). Thus, the following hypothesis is drawn: there is a lack of organizational management models that align with more holistic and participative sustainability criteria, to address not only environmental issues but also include social, cultural, economic, policy dimension, aspects as suggested in the sustainable development proposal.

Therefore, two bibliometric studies were developed on Scopus between April and May 2015 in an effort to present current proposals of sustainable development to hotel businesses. These analyses were conducted to obtain quantifiable data, to ensure accuracy and credibility regarding results, and to avoid distortions in the data (Creswell, 2003).

The second aspect is regarding a concern to consolidate sustainable criteria that align with environmental, social, cultural, economic and policy dimensions. To that end, speeches on sustainability offered by large international organizations recognized in the tourism industry – UNWTO, WTTC, UNEP, GRI, FEE and GSTC – were measured. These speeches helped structure a more comprehensive analytical proposal regarding sustainable parameters that may be applicable to the hotel industry and policy makers.

## 3. Theory

Increasingly, academia is discussing a new organizational paradigm capable of suggesting more sustainable principles and processes to contemporary touristic proposals (Tyrrell et al., 2013; Boyle and Uysal, 2013; Pérez and Del Bosque, 2014; Bocken, 2015). Nevertheless, such a finding could also be present in a market research scenario.

Ultimately, a growing number of companies consider such sustainable mechanisms capable of providing a competitive advantage (Longoni and Cagliano, 2015). The following data verifies this fact: (1) in a study by *The Economist* (2008), it was observed that fewer than 4% of the managers queried – among 1.122

participants – considered sustainability as a waste of time and money; (2) moreover, in a sample of more than 2.600 managers, executives and organizational leaders around the world, almost 50% changed their management model as a result of opportunities created by sustainability, and 37% reported to have a considerable profit margin after implementing more sustainable practices in their organizational culture (Bocken, 2015).

Aragon-Correa et al. (2015) mention that sustainable scenarios are designed based on three factors. The first one is related to increasing tourist growth, experienced in recent decades, which has resulted in a series of socioenvironmental, cultural and economic transformations to contemporary society. In addition, there is concern regarding the profusion of impacts and challenges resulting from the increase in tourism. The final concern is the introduction of customer demand for business organizations that understand and be aware of their sociocultural, environmental and economic roles.

In this regard, Elkington (1997) draws attention to the institution of managerial strategies resulting not only in the maximization of the economic outcomes, but that also emphasize impacts on the environment and sociocultural values which may deteriorate, change and/or stem from a tourism product's life cycle.

This approach, recognized as Triple Bottom Line (TBL), is used “to capture the whole set of values, issues and processes that companies must address in order to minimize any harm resulting from their activities and to create economic, social and environmental values” (Elkington, 1997:372) and should be integrated with the organizational culture (Galpin et al., 2015). In this regard, managements grounded on TBL criteria offers the following benefits:

- (1) organizational efficacy, built through the increase of total quality and reduction of direct and indirect costs to offer products and services (Tyrrel et al., 2013);
- (2) an improved relationship with stakeholders, projecting better practices that satisfy their interests in a fair, ethical and equitable manner (Pérez and Del Bosque, 2014);
- (3) increased profitability because TBL potentially improves organizational productivity (Boley and Uysal, 2013).

For this proposal to materialize, it is necessary that tourist organizations cultivate:

- (1) ethical and moral attitudes that affect all stakeholders (Aragon-Correa et al., 2015; Chen, 2015; Galpin et al., 2015);
- (2) behaviors that respect the universal standards of human rights, citizenship and participation in society (United Nations Human Rights, 2011);
- (3) respect of the environment (Chou, 2014; Fraj et al., 2015; Han and Yoon, 2015);
- (4) a growing involvement in communities where the company operates, contributing to the economical and human development of community members (Ingelmo, 2013; Mensah, 2014; Galpin et al., 2015).

It is becoming more evident that hotel businesses must be more attentive to these discussions by proposing an inclusion of sustainable practices in managerial and operation strategies, observing: the interests of employees (e.g., social benefits and volunteering), customers (physical accessibility, healthy commercial offer, etc.), suppliers (e.g., Code of Conduct and responsible purchasing) and so on. Similarly, companies will also have to design the best environmental and economic practices according to the specific concerns of each of their stakeholders (Pérez and Del Bosque, 2014:201).

Clearly, a dense network of complexities and perplexities surrounds the tourism industry. Countless characteristics, sociocultural factors, environmental specificities, and economic, political and territorial analyses may complicate the concept of sustainability for the hotel industry. Therefore, the following sustainable management factors that hoteliers must take into consideration is essential: (1) sustainability dimensions – social, environmental, cultural, political and economic (Santos and Matschuck, 2015); (2) the interests and participation of stakeholders (Mensah, 2014); (3) consensus and acceptance, by the customers, of sustainability actions because at some point in time they may affect the quality of services provided (Prud'homme and Raymond, 2013); (4) transparent, coherent and ethical organizational responses related to the socioenvironmental reality, promoting information and education for stakeholders and society (Mihalic, 2016).

#### 4. Results and discussions

As mentioned previously, the results from this paper represent two analytical phases. The first developed two bibliometric analyses for sustainable development proposals related to tourism and/or hotel businesses. The second phase provided sustainability criteria offered by renowned international institutions in an effort to demonstrate a more sensitive approach to the social, cultural, environmental, economic and political roles of the hotel industry.

##### 4.1. Bibliometric analysis

This analysis includes two searches on Scopus between April 14 and May 12, 2015. The first search utilized three keywords: (1) Hotel AND (2) Planning AND (3) Sustainability. These keywords were chosen by considering their conceptual scope, reflecting the sociocultural, economic, political and environmental interactions essential to meet the future and current needs of society (Melissen et al., 2016), tourists and other stakeholders supporting hotel operations. We also considered whether their conceptual and methodological framework could offer a real perception of sustainable development proposed by contemporary hotel industry.

The preliminary search resulted in 1551 scientific documents. We narrowed this result to 1015 articles by restricting the search to “articles” published in the areas of “Business, Management and Accounting”, “Social Science” and “Environmental Science”. To further refine our results and expose only the latest findings, we removed papers published in 2010, 2011 and 2012 and were left with 568 articles.

In considering these articles, we still noted their relationship to other subject areas: Energy; Economics, Econometrics and Finance; Engineering; Decision Sciences; Earth and Planetary Sciences; Arts and Humanities; Computer Science; Agricultural and Biological Sciences; Medicine; Biochemistry, Genetics and Molecular Biology; Health Professions; Mathematics; Chemical Engineering; Psychology; and Materials Science. We then excluded articles in these areas, as well as those not published in a journal, resulting in a final count of 219 articles.

Another questions started to appear during the analysis:

- Many of these articles were not freely accessible, limiting the analysis of their results and consideration of their discussions;
- Many articles did not establish dense connections between the concepts represented by the chosen keywords: (1) Hotel AND (2) Planning AND (3) Sustainability.

From this universe of sources, 14 articles were selected because they presented discussions on sociocultural, environmental,

political and economic interactions. Nonetheless, their debates were generally focused on specific environmental practices within the tourism and hotel industry.

Ingelmo (2013), Chou (2014), Chen (2015), Fraj, et al. (2015), Han and Yoon (2015) discuss touristic sustainability solely regarding the environmental dimension, and highlight the following issues: ecosystem conservation; inferences to green organizational climate; introduction of competitive advantage. The innovative aspect is related to Chen's article (2015) which reveals cultural preservation as an important variable for sustainability.

Martinez et al. (2014) and Wells et al. (2015) emphasize Corporate Social Responsibility (CSR) as a relevant instrument for developing organizational culture. However, in their debates, a limited concern regarding the socioenvironmental role may be observed. A primary example of this is the emphasis given by Wells et al. (2015) to employee environmental behavior.

Regarding the social dimension, Sloan, et al. (2014) and Wong and Wickham (2015) mention the participative management may be a high impact practice for fostering more fair and balanced socioeconomic development. In addition, Tolkach and King (2015) share this point-of-view. These authors discuss the strengthening of Community-Based Tourism, as well as the use of human resources in the development and perpetuation of more sustainable organizational values.

From a managerial perspective, Galpin et al. (2015) state that management models must guide the development of a sustainable organizational culture. These models allow for a systemic approach to touristic processes and planning, fostering a holistic perspective, which may be integrated into organizational reality.

Furthermore, Longoni and Cagliano (2015) introduce a debate related to socioenvironmental responsibility. This debate is regarding a differentiation and innovation business strategy, establishing crucial competitive advantages in the modern hotel industry. Sigala's contribution (2014) is a conceptual framework that analyzes the role of demand in sustainable management, observing the inferences of this group during touristic supply chain formation. Finally, Pérez and Del Bosque (2014) are the researchers who proposed a wider debate on sustainability, including environmental, sociocultural and economic dimensions through stakeholder relations management. Nonetheless, the political dimension is absent and will be presented later in this paper.

Through these 14 articles, the presence of 63 keywords indicated the previous authors' main research foci. To expand these approaches, observing environmental, social, cultural, economic and political proposals, Table 1 presents the keywords separated into categories.

From these data, we show that:

- (1) The OTHERS Dimension has the most results (50.79%). However, taking into account its elements, there are no relevant connections to sustainability requirements shown in this article;
- (2) The SOCIAL Dimension has the second most results (23.82%). In this parameter, it is important to consider: (a) an increased concern with some issues related to external social responsibility; (b) this dimension submitted terms with very similar concepts – Employees, HR Practice and Human Activities; (c) terms such as Social Entrepreneurship, Social Internet, Social Media and Social Value do not have direct connections with the Social Responsibility proposal. What is directly perceived in this context is that this dimension does not involve a wide comprehension of society's expectations. A fundamental principle of social responsibility is the respect for legal state and observance of legal requirements. Nevertheless, the social responsibility also implies actions that go beyond legal compliance and acknowledgement of obligations that are not inserted

in a legal scenario. Those obligations come from ethical values and other widely accepted values. (ISO, 2010:07).

- (3) The Cultural, Economic and Policy Dimensions returned poor results that altogether did not exceed 11% of total listed terms;

**Table 1**  
Distribution and frequency of keywords – 04.14.15.

Dimension	Reference	Repetitions	Frequency ≅ (%)
Environmental	Corporate Environmentalism	1	1.59
	Eco-friendly Behavior	1	1.59
	Eco-initiatives	1	1.59
	Environmental and Social Sustainability	1	1.59
	Environmental Behavior	1	1.59
	Environmental Protection	1	1.59
	Environmentally Responsible Hotel	1	1.59
	Green Consumerism	1	1.59
	Proactive Environmental Strategy	1	1.59
		09	14.31
Social	Community Development	1	1.59
	Community Tourism	1	1.59
	Corporate Social Responsibility		3.17
	Customer Involvement	2	1.59
	Employees	1	1.59
	HR Practices	1	1.59
	Human Activities	1	1.59
	Organizational Climate	1	1.59
	Organizational Culture	1	1.59
	Social Entrepreneurship	1	1.59
	Social Internet	1	1.59
	Social Media	1	1.59
	Social Value	1	1.59
	Supply Chain Management	1	1.59
		15	23.84
Cultural	Cultural Heritage	1	1.59
	Cultural Preservation	1	1.59
		02	3.18
Economic	Developing Countries	1	1.59
	Organizational Performance	1	1.59
		02	3.18
Policy	Organizational Identity	1	1.59
	Organizational Image	1	1.59
	Tourism Stakeholders	1	1.59
		03	4.77
Others	AC2ID Test	1	1.59
	Artic Destinations	1	1.59
	Brand Equity	1	1.59
	Case Study	1	1.59
	China	1	1.59
	Hospitality	1	1.59
	Hospitality Management	2	3.17
	Hotel Industry	1	1.59
	Inle Lake Myanmar	1	1.59
	Innovativeness	1	1.59
	Learning Orientation	1	1.59
	Marriott Hotels	1	1.59
	Model of Goal-directed Behavior (MGB)	1	1.59
	Networks	1	1.59
	OCBs	1	1.59
	Operations Strategies	1	1.59
	Configuration Model		
	Role	1	1.59
	Services	1	1.59
	Strategic Management	1	1.59
	Strategy	1	1.59
	Sustainability	3	4.76
	Sustainable Hospitality	1	1.59
	Sustainable Tourism	1	1.59
	Sustainable Tourism Indicator	1	1.59
	Timor-Leste	1	1.59
	Theory of Planned Behavior (TPB)	1	1.59
Tourism	2	3.17	
VBN theory	1	1.59	
		32	50.88

- (4) A predisposition in the research toward environmental and external social responsibilities reduced the results of other dimensions.

To provide a more complete analysis capable of validating the hypothesis of this article, a new bibliometric analysis was conducted on May 12th 2015, through Scopus. This time, it observed: (1) articles published from 2011 to 2015; (2) keywords such as “Hotel Management” AND “Sustainable Tourism” AND “Certification” as guidelines for the new search. Thus, the preliminary result was 239 articles. By filtering the resulting documents, taking into consideration only scientific articles from “Business, Management and Accounting”, “Social Science” and “Environmental Science”, the number was reduced to 216 articles, submitted by the following time logics introduced in Fig. 1:

When analyzing Fig. 1, it is important to consider an increase in the number of publications. Undoubtedly, this confirms the idea that academic and market scenarios observe the importance of discussing specificities of a concept full of vicissitudes, complexities and perplexities. Fig. 1, provides the following descriptions: 2015 (despite being in its fifth month) in terms of quantification, outnumbered the total publications in 2011; in terms of proportion, it may have produced more than 2012 (16) and 2013 (19). Regarding the content of these articles, 17 studies were chosen, taking into account direct or indirect inferences to environmental, social, cultural, economic and policy dimensions of sustainability. Following, a brief description of these articles is introduced:

Rodríguez-Antón et al. (2012), Ogonowska and Torres (2013), Segarra-Oña et al. (2012), Blackman, et al. (2014), Prud'homme and Raymond (2013), Tang, et al. (2014), Aragon-Correa et al. (2015), Geerts (2014), Mensah (2014), Scarinci and Myers (2014), Molina-Azorín et al. (2015) and Rattan (2015) discuss touristic sustainability as it relates to environmental responsibility. This predilection is explained by awareness of environmental concerns and their inferences for quality of life and welfare for contemporary society.

Moreover, these authors prioritize: (1) a part of the challenge of local sustainability is related to tourism organization; (2) quality and environmental management systems that allow competitive advantage as a result of cost reduction and market differentiation; (3) inferences of environmental certification and normative – highlighting ISO 14.001 and Blue Flag Program – in the face of financial and operational outcomes, emphasizing its ability to control environmental damage; (4) stakeholders' influence during development, monitoring and performance of an environmental management system; (5) increasing profitability; and (6) the need to offer more appropriate data regarding environmental impacts.

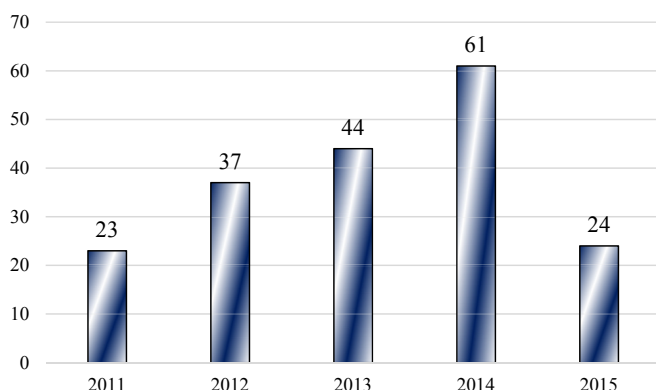


Fig. 1. Scientific article time distribution – 05.12.15.

In turn, Tyrrel, et al. (2013), Boley and Uysal (2013), Xu and Gursoy (2015) note that sustainable development utilizing the Triple Bottom Line (TBL) concept, results in potential benefits that may increase hotel business competitiveness. Despite the discourse of these authors, the lack of a debate on internal social responsibility and the policies as they relate to sustainability is notable.

Sandve et al. (2014) discuss the decision-making process, introducing an inseparable perception of CSR with the ethical obligation of hotel organizations for its stakeholders. Severo and Guimarães (2014) mention that touristic organizations must be responsible for the environment, as well as the welfare of their employees and of society. In the analysis of these 17 articles, 88 keywords were observed that highlight their main approaches, submitted in Table 2:

The first bibliometric analysis introduces more broadly keywords, impeding a standardization of concepts and point-of-view about principles, dimensions and criteria. Unlike the second analysis, that already introduces discussions a little less dispersed. Despite this, such bibliometrics, in general, result in similar speeches, especially when regarding the sustainability dimensions in hotel businesses.

The results from this analysis, therefore, lead to an effective awareness of the environmental dimension and sparse debates related to external social responsibility, disregarding other sustainability dimensions. Therefore, the hypothesis of this article is validated. This fact demands the analysis of more detailed criteria so that sustainability may be incorporated in a holistic, participative and integrated manner to the internal/external reality of a hotel organization.

#### 4.2. Sustainability criteria

Galpin et al. (2015) note that modern organizations require a holistic and participative approach so that they can create function beyond those that simply have an economic impact. Therefore, it is vital that contemporary managers recognize the specificities enshrouded in human, natural and societal relationships, observing systemic issues within their organizational structure.

However, depending on the size, type and classification of those enterprises, challenges will ensue that result in a more complex task, requiring the development of a partnership with stakeholders, to promote their economic, socioenvironmental, cultural, economic and political responsibilities.

Therefore, when considering a managerial strategy capable of including all sustainability dimensions, it is vital to reflect on its characteristics, specificities, relationships and dependences, so that sustainability becomes an integral part of hotel organizational culture. Table 3 provides important criteria related to this contemporary challenge.

## 5. Conclusions

By reviewing the tourism patterns, a duality is observed in modern capitalistic system. In contrast, there is a frenetic quest to accumulate capital through the appropriation of natural and cultural resources that will result in new products and services to be sold. Conversely, there are serious concerns about the ability of such a system to meet the needs of future generations, and preserve natural and cultural elements that are already becoming extinct.

Numerous socioenvironmental, economic and cultural damages have been observed recently. This, recognizes a difficult concept to ignore: the need to further develop strategies that leverage operational, administrative and financial resources of any hotel company, but at the same time may be capable of

**Table 2**  
Distribution and frequency of keywords – 05.12.15.

Dimension	Reference	Repetitions	Frequency ≅ (%)	
Environmental	Cleaner Production	1	1.14	
	Conservation	1	1.14	
	Eco-Certification	1	1.14	
	Eco-Efficiency	1	1.14	
	Ecolabels	1	1.14	
	Environment	1	1.14	
	Environmental Certification	2	2.27	
	Environment Concerns	1	1.14	
	Environmental Management	5	5.68	
	Environmental Management Strategy	1	1.14	
	Environmental Management Systems	1	1.14	
	Environmental Norms	1	1.14	
	Environmental Performance	1	1.14	
	Green Globe	1	1.14	
	Green Hotel	1	1.14	
	Green Issues	1	1.14	
	Green Lodging	1	1.14	
	Best Management Practices			
	Green Practices	1	1.14	
	Greenwash	1	1.14	
ISO 14.001	1	1.14		
		25	28.40	
Social	Corporate Responsibility	1	1.14	
	Corporate Social Responsibility	4	4.54	
	Responsible Consumer Behavior	1	1.14	
	Social Responsibility	2	2.27	
	Sustainable Communities	1	1.14	
		9	10.23	
Cultural	There are no evidences.	0	0	
Economic	Competitive Advantage	1	1.14	
	Economics of Tourism	1	1.14	
	Economic Performance	1	1.14	
		3	3.42	
Policy	Organizational Behavior	1	1.14	
	Stakeholders	3	3.41	
		4	4.54	
Others	Accreditation	1	1.14	
	Branding Policies	1	1.14	
	Competitive Synergy	1	1.14	
	Conjoint Analysis	1	1.14	
	Consumer Intention	1	1.14	
	Costa Rica	1	1.14	
	Ethical Obligation	1	1.14	
	Future Management Systems	1	1.14	
	Generation of Sustainable Value	1	1.14	
	Hospitality Industry	2	2.27	
	Hotel	4	4.54	
	Hotel Customer Satisfaction	1	1.14	
	Hotel Selection Criteria	1	1.14	
	Integrated Management Systems	1	1.14	
	London	1	1.14	
	Malaysia	1	1.14	
	Management	1	1.14	
	Mixed Method Research	1	1.14	
	Ontologies	1	1.14	
	Pressure	1	1.14	
	Propensity Score Matching	1	1.14	
	Quality Management Systems	2	2.27	
	Semantic Web	1	1.14	
	Small and Medium Size Enterprises	1	1.14	
	Spanish Hotel Industry	1	1.14	
	Strategy	1	1.14	
	Sustainability	3	3.41	
	Sustainable Development Practices	1	1.14	
	Sustainable Tourism	3	3.41	
	Theory of Trying	1	1.14	
	Triple Bottom Line	2	2.27	
	Tourism	1	1.14	
	Tourism Impacts	1	1.14	
	Tourism Certification	2	2.27	
	Tourism Products' Distribution	1	1.14	
	Volunteer Tourism	1	1.14	
			47	53.41

**Table 3**  
Criteria for sustainable development.

DIMENSION	Proposal
Environmental	01. To fulfill the requisites that provide the excellence on the water quality, either for consumption or for bathing.
	02. Do not allow any type of waste or garbage to contaminate the water resources of any kind and/or coastal and marines areas.
	03. To set out environmental education programs – with at least 05 annual actions – that made the community more aware of responsible use of natural resources.
	04. To build informative mechanisms that allow the tourist to know the fragilities related to local fauna and flora.
	05. To establish and widely diffuse an environmental behavior code to the organization, reaching the stakeholders who support it.
	06. To constitute an environmental management committee formed by internal and external clients and experts. It will have the responsibility of evaluating the extension of modifications that future projects will cause to local biodiversity.
	07. To comply with all current environmental legislation.
	08. To opt for suppliers aware of their environmental responsibilities.
	09. To reduce or recycle solid waste and liquid effluents.
	10. To promote preventive maintenance, not allowing conflicts to ecosystems.
	11. To settle a load capacity policy regarding the consumption of natural attractions.
	12. To propose an organizational policy that spreads the use of renewable energies, inserting eco-efficient mechanisms that allow a better use of water and electric power.
	13. To use biodegradable products in cleaning processes.
	15. To involve hosts with regard to carry out environmental objectives.
	16. Architecture integrated to landscape, compatible with climatic specificities and physical environment.
	17. To reduce the emission of gases, noise emissions, odors and other gases.
	18. To minimize the use of inputs with potential negative influences to the environment.
	19. To promote the protection of local flora and fauna.
	20. To define response actions to environmental emergencies.
	21. To participate in forums and/or groups that have the objective of dialog, sharing good practices that contribute to environmental management and conserving the biodiversity.
Social	01. To offer practices grounded on social equity.
	02. To structure work policies that favor local residents, providing equity, regardless of beliefs, genders, ethnicity and sexual options.
	03. To make sure that infrastructure, products and services can also be enjoyed by locals.
	04. To fully meet the necessities of individuals who have special needs.
	05. To help the improvement of quality of life and social well-being, through actions meant to improve the infrastructure and local offer of services.
	06. To instigate the participation of workers in volunteering programs.
	07. To submit initiatives grounded on education and qualification of local labor.
	08. To constitute a social responsibility committee formed by internal and external clients and experts. This will have the responsibility to assess the incidence that future projects will have about the quality of life of stakeholders who support hotel operationalization.
	09. To assure the rights and dignity of employees and social groups involved in the process of hotel management.
	10. To set out an organizational growth policy that provides the vertical and/or horizontal growth to its employees.
	11. To encourage the development and creation of new complementary skills to occupied vocation.
	12. To empower the local community, at the processes of expansion and organizational growth which affect its quality of life.

Table 3 (continued)

DIMENSION	Proposal
	13. To give priority to local companies, so that they become suppliers and shareholders of hotel productive chain.
	14. To grant benefits to full time employees, highlighting: life insurance, health insurance, special necessities and invalidity allowance, maternity/paternity leave, pension fund, share purchase plan, among others.
	15. To grant minimum notice periods about operational changes.
	16. To set out committees that spread the importance of health, security, safety, human and labor rights.
	17. To promote continuous and uninterrupted steps of qualification and training, through skills and learning management.
	18. To make effective protests and complaints mechanisms related to labor practices, giving effective continuance to such requests.
	19. To repudiate any practices of child and/or slave labor to internal and/or external operational logics of hotel organization.
	20. To provide salaries that at least meet or exceed the local regulations.
	21. To provide products and services that follow the fair trade logics.
	22. To create opportunities for small and medium entrepreneurs offer their products within the hotel organizational.
	23. To implement an organizational culture that is against commercial and sexual exploitation, especially of children, teenagers, women and minority groups.
Cultural	01. To value, preserve and promote cultural issues that praise the identity of a touristic location.
	02. The lodging architecture must be compatible with its urban or rural identities.
	03. To respect beliefs and traditions, consulting the community whenever it is offered products and services based on its culture, added validation to the authenticity and sings underlying this consumption experience.
	04. To set out behavior codes and conducts destined to visitors with regard to visits to places of great cultural relevance.
	05. Do not trade historical and archeological items without the consent of international and local legislation.
	06. To provide the clients information about local culture and its patrimony, explaining properly the local signs, rhythms and behaviors.
Economic	01. To assure, in the long term, the economic feasibility and competitiveness, assuring benefits to their stakeholders.
	02. To maximize the hotel business contribution to local economic prosperity through the following steps: (1) Avoid capital evasion; (2) Encourage partnerships in benefit of work segment; (3) Influence the amount of expenses made by the tourist.
	03. To propose actions that maximize the generated, distributed and withheld economic values.
	04. To help the development of projects that assure the investment in infrastructure and services offered in the community.
	05. Budget destined to purchase inputs coming from local community.
	06. To attempt not influence the rhythm of local economy.
	07. To plan products and services considering the excellence principles and satisfaction of their clients.
	08. To assure the business productivity through steps related to continuous identification of dangers, risk assessment and implementation of control steps.
	09. The financing perspectives are made on undersigned bank institutions of Ecuador Principles.
	10. To set out contingency plans to mitigate the negative effects coming from threatens of their market.
Policy	01. To attempt the engagement and strengthening of stakeholders in decision processes.
	02. Strengthening a participative management.
	03. To include sustainable values in mission, vision and organizational principles of hotel.
	04. To continuously monitor the operational, administrative and financial results.

Table 3 (continued)

DIMENSION	Proposal
	05. To foster a transparency policy, grounded on ethical and moral principles, with stakeholders who support this production chain.
	06. To implement an organizational culture grounded on long-run management and compliant to its market reality.
	07. To effective training policies that praise cultural, social, economic and environmental role of this organization.

Sources: UNEP (2003); UNEP e UNWTO (2005); FEE (2006); GSTC (2012); GRI (2013).

ensuring the equity of benefits to stakeholders that support and legitimize this activity, fostering a viable and self-perpetuating development.

However, it is noted that this may be a difficult task because it involves a management model that will embrace numerous interests, aspirations and expectations of multiple and distinct agents that will influence or will be influenced by tourism operations. Despite this, the article presented two analytical aspects that investigate the various routes of tourism sustainability, resulting in a fundamental guideline for hotel organizations.

Through the results produced by this first analytical dimension, it was possible to note an inappropriate conceptual focus on the sustainability criteria, which give a larger focus on the environmental dimension. As an example, it is worth noting that *Accor Hotels (2016)* and *Best Western (s/d)* are even more concerned with developing environmental strategies that increase organizational productivity and improve corporate image. The intent of this article is not to discredit the environmental dimension of sustainability. Undoubtedly, it is of unquestionable relevance.

However, the intent is to draw attention to the fact that environmental strategies depend exclusively on a qualitative sense of organization's own property, taking into account only their strengths and resources differently when social, cultural, economic and political dimensions are observed. When discussing the complexity and inferences that negative impacts have on these dimensions, key decision-makers must participate. Despite external influences, tourism policies must be made to influence directly in a sustainable planning process.

Only when this internal/external critical perception observes the impacts of hotel operations we can guarantee equitable benefits to every social group influenced by its operation. Furthermore, this study discusses the second analytical aspect: the presentation of sustainable criteria that ensure holistic and participative guidelines, compatible to society and the environment, meeting the main objective of this study.

Future research is recommended for developing a management model that takes into consideration all sustainability dimensions, as well as stakeholder interests and increased involvement of communities, ensuring economic development that is also ethical and environmentally, socially, culturally and politically conscious.

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