Presentation Paper

A survey of environmental management by hotels and related tourism businesses

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Tourism is economically, socio-culturally, and environmentally an important activity. The beneficial and destructive impacts of tourism are increasingly becoming a topic of debate. The paper examines sustainable development and environmental friendliness of hotels, powerful players in the tourism industry. Diverse environmental management models will be analyzed and compared to current environmental management programs in hotels as part of a preliminary study to identify espoused environmental practices on the one hand, and practices in use on the other.

A SURVEY OF ENVIRONMENTAL MANAGEMENT BY HOTELS AND RELATED TOURISM BUSINESSES

Tourism: "the systematic destruction of everything that is beautiful in the world" - Turner and Ash as quoted in Nash (1996).

Purpose

The paper is a preliminary study, part of more comprehensive study to identify environmental strategies and practices of hotels and related business. This first part is an integrative literature review (Cooper, 1989), based on Cooper's five-stage framework starting with problem formulation and culminating in presentation of results, with each stage having served "a function similar to the one it serves in primary research" (Cooper, p. 14). The purpose is to summarize the current "state of knowledge" (Cooper, p. 13) in the field of environmental management perspectives within the tourism industry--and even to go beyond that by analyzing relevant texts, in this case secondary data which comes from disparate sources with varying levels of credibility and accuracy, including organizational reports, press releases, annual reports, and environmental publications, as well as scholarly journals. These data represent a body of knowledge, and in particular a body of knowledge expressed by precisely the type of organizations this study set out to analyze. The paper will attempt to synthesize tourism and environmental management related theories and studies in a novel manner, in order to shed light on the background and current outcomes of tourism development viewed through the microcosm of the hotel. According to Cooper, in such a review it is vital to define and delineate terms, constructs, and concepts carefully. For this reason, much emphasis will be spent on defining and describing the terms and theories of tourism development and environmental management to set a clear stage for this study. The purpose of this first part of the study is to identify existing strategies and practices among hotels through literature and corporate communications materials, while the second part of the study would be an actual survey of hotel managers to identify and categorize existing strategies and practices. The third part of the study will use the case study method (Yin, 1994) with multiple units of analysis to investigate in-depth a number of hotels that each exemplify a different type of identified strategy or set of practices. With each hotel as a unit of analysis, a survey will be administered to hotel employees to determine their awareness of, and level of participation in the hotel's environmental management program as described by their superiors or company policy.

Research problem

Because of the aforementioned research gap, it is vital that the environmental attitudes and management actions of hotels and other actors in the hospitality and tourism industry be examined. The paper sets out to uncover espoused environmental management practices, compared to actual practices by businesses today, with a particular focus on the hospitality industry. This is in preparation for further research, whereby surveys will be distributed to managers in hotels, then to employees to determine the effectiveness of different types of environmental management strategy. The following table describes the research stages:

Stage	Description
1	Integrative literature review
2	Survey of hotel's espoused policies and practices
3	Survey of employees perceptions of actual practices
4	Comparison of stage 2 and stage 3 results
5	Integration of stage 1 and stage 4 results

This paper encompasses Stage 1 of the whole study, and will set hotels firmly within their political, socio-cultural, economic, and environmental-philosophical context through a discussion of tourism development, sustainable development, and concepts intimately related to environmental

management. Relevant environmental management theories will be presented and analyzed, then an attempt will be made to apply them to specific hotels known for their environmental posture.

Introduction

Reports of the efforts and results of environmental management programs in the hospitality and tourism industry are generally confined to functional "how-to" books (such as Kirk, 1998, Middleton, 1998, Webster, 2000) and corporate reports publications. This may be due in part to the ambiguity and disagreement surrounding central concepts like "environmentally friendly" and "sustainable" (Horobin & Long, 1996), which actually inhibit fruitful discussion.

It is constructive to set the scene for a useful analysis of hotels by sketching the industry context: that of the tourism industry and its place in development. The reason for this is historical. Over the last half-century, economic development for poor nations--many newly freed from colonialism--as measured by quantitative economic indicators such as GNP/GDP, and the sometimes catastrophic human and ecological consequences it engenders, has been a topic of noisy debate in the world's richer nations. Over the past three decades, the philosophy of development has changed to encompass social, ethical, and environmental issues (Wall, 1996). The term sustainable development was first used in the 1980's to express concern for the natural world (Lélé, in Nash, 1996), spurred by the Brundtland report, the mainstreaming of environmental pressure groups, and questioning of the economic development process in the world's poorer nations as traditionally measured by gross national/domestic product (GNP/GDP) rather than social or health measures (Nash, 1996). Thus it is not possible to understand the importance of the natural environment for hotels and the tourism industry without bringing in a discussion of development generally, and sustainable development in particular.

Tourism has been often utilized as a catalyst towards regional development because it necessitates the development of physical, economic, and socio-cultural infrastructure that can later be used by other industries (Gartner, 1996). Foreign exchange earnings can also assist in the development of other industries, destination areas may create their own economic sub-systems that encourage inter-sectoral linkages in the economy, and multipliers of tourism revenue all benefit the development of a regional economy (Gartner, 1996) much like the old English saying "tourism follows trade just like trade follows the flag". Many problems have been identified with using mass tourism as a means to economic development. Mathieson and Wall (1996), Gartner (1996), Nash (1996), Pigram and Wahab (1997), Fanon (1963) and many others have identified issues related to tourism and its negative impacts on local peoples, local physical environments, and local economies, notably by spurring inflation of land values, creating over-dependence, and leakages, and so forth.

Sustainable development, as presaged in the previous paragraphs, is a wider philosophy of development that includes social and natural carrying capacities. According to the germinal work of the Brundtland Commission in Kirk (1997), sustainable development "meets the needs of the present without compromising the ability of future generations to meet their own needs". There are a number of principles, with varying levels of applicability to business operations, that enumerate this philosophy, as well as adaptations to the tourism industry in the form of sustainable tourism, to be discussed later in the paper. Environmentally friendly is a less strict term, often used synonymously with "environmentally sensitive", "ecologically compatible", "ecologically sound", "green", and so forth. In an attempt to define the "green" firm, Roarty (1997) puts forward three criteria: (a) product, (b) technology, and (c) business ethics.

Pressures for change in the hospitality and tourism industry

Products and services need to be congruent with the values held by consumers (deMooij, 1998) in order to be successful. According to European, North American, and Oceanic research, care for the environment, and sub-themes like social responsibility,) have become an increasingly significant consumer value (Mendleson & Polonsky, 1995; Smith & Haugtvedt, 1997, Pickett, Kangun, & Grove, 1997) that marketers need to consider in designing and delivering their offerings.

According to Foster, Sampson and Dunn (2000), the hospitality and tourism industry is under pressure to become more environmentally friendly from the following forces: (a) consumer demand, (b) increasing environmental regulation, (c) managerial concern with ethics, (d) customer satisfaction, (e) maintenance issues related to the physical plant, and (f) the need for aesthetics. Roarty (1997) discussed two others that should be added as factors exerting pressure for change: the increase in influence of the "green" investor including banks that want to limit exposure to environmental risk, and the "disproportionate influence on consumer behavior" (p. 248) of environmental pressure groups. The recent case against Sol Melia hotels in Mexico successfully brought by Greenpeace is a case in point (Planet-Ark, 2000). Some findings, however, have successfully refuted this last point: consumers may hold attitudes about the environment that do not translate into environmentally-friendly consuming behavior. Kalafatis, Pollard, East, & Tsogas, (1999) used Ajzen's theory of planned behavior to elucidate this. Academics exert their own pressure also, such as Manente and Furlan (1998), who argue that environmental quality is an integral part of quality in the macroeconomic system of tourism and therefore deserves priority treatment in all business activities. There is yet one last pressure point for hotels mentioned in the literature: according to Polonsky, Rosenberger, and Ottman, (1998) stakeholders can also exert environmental pressure, as evidenced by the rise of environmentally and socially responsible investments. One that is not mentioned in the academic literature is the direct influence of the physical environment on hotels and other actors in the tourism industry. More climate change is forecast in the report by the University of East Anglia's Climatic Research Unit (WWF, 1999).

The perspective of specialized industry literature

In the hospitality and tourism industry literature on the subject of environmental management, environmental pressures for change are oft cited, but most emphasis is placed on reducing costs and saving resources to abate future cost issues. This is evident in hotel press releases, corporate communications, and functional publications by International Hotels Environment Initiative (1993 & 1995), Kirk (1997), Middleton & Hawkins (1998), Green Globe (1994), Forte (1994), Ton, Lin, & Radin (1996), among others. The emphasis on cost issues by the hospitality and tourism industry, an issue not so visible in academic studies, may be due to the obsession with high fixed costs and low return on investment typical of this industry. Interestingly, and as shall be discussed later, the hotels and tourism businesses themselves often cite energy, water, and waste savings in monetary terms, possibly due to the persuasive educational (almost evangelical!) and awareness-generating stance they often take in the environmentally competitive arena.

Why this industry is a focus of growing environmental concern

The tourism industry was originally spared the scrutiny focused on the 'smokestack' industries, however all eyes are today on tourism and its environmental impacts. According to the WTTC (1999, 2000) the tourism industry is the world's biggest industry, directly creating 200 million jobs worldwide and accounting for 11% of the world's GPD. With a growth rate of approximately 6% per year, it is also one of the fastest growing industries (Mathieson & Wall, 1996). Tourism is increasingly considered an engine for economic development (Gartner, 1996). Also, tourism is growing fastest in the developing world and accounted for 30% of international arrivals in 1998 (Tearfund, 2000). This is of importance because it is in those regions where governments may not have the means--or the priorities--to regulate and enforce legislation for environmental protection as tourism develops.

Air transport, as part of the industry, contributes significantly to tertiary environmental problems caused by various factors. Air transport generates the most carbon dioxide per passenger kilometer of all travel methods, and is held responsible for 3.5% of global warming, likely to rise to 15% by 2050 (Friends of the Earth, 2000).

Environmentally sensitive consumer behavior: a catalyst for change?

Many studies have documented the definite concern of consumers for environmental issues, although corresponding consumer purchase behavior regarding environmentally friendly products has not been significant, as discussed by Kalafatis, Pollard, East, Tsogas (1999), Smith and Haugtvedt (1995), and others. According to Roarty (1997), there are several constraints on demand for "green" products: cost, persuasion, and competitiveness. In the case of tourism, the consumer decision process may be affected by different variables than consumer goods and other services. According to Smith and Haugtvedt, there are five main sources of influence on the undecided tourism buyer: the media (e.g., news, documentaries, agenda-setting), pressure groups (e.g., Friends of the Earth, Tourism Concern), governments in generating and destination countries, the tourism industry itself (e.g., marketing by individual firms, and professional tourism bodies), and personal organic experiences of negative impacts by the traveler, friends, and family.

Several studies have tried to prove the existence of green tourists and understand their behavior, but there is "relatively little empirical research" that has successfully done so. A BAT-Leisure Research Institute study done in 1993 claimed that seven out of ten criteria for a quality holiday related to the environment (Swarbrooke & Horner, 1996). Swarbrooke and Horner also note that a study conducted by tour operator TUI in 1995 demonstrates the interplay between five ecological criteria (including environmental situation, landscape, and seawater quality) and client satisfaction. According to a recent Ipsos-RSL study (1999), 45% of British overseas tourists stated they were more likely to book a holiday with a company with a written guarantee for good working conditions, environmental protection, and support for local charities in the destination area. Of British overseas tourists, 21% stated they would be willing to pay 5% more for their holiday if they were presented with such a written guarantee. According to Swarbrooke and Horner (1999), Seaton states that tourism differs from other services in the following ways:

- It is more supply-led than other services: it is often the public sector, or a significant outside investor, that develops tourism in a given area. Attention may not be given to consumer preferences and priorities in planning the destination area. This implies that there may not be adequate choice for the environmentally sensitive tourist who is considering the alternatives available for a holiday.
- The tourism product is frequently a multiple one involving cooperation between several suppliers such as hotels, transport carriers, and operators of tourist attractions, which means the tourist may see uncoordinated or even contradictory claims causing him/her to ignore environmental claims.
- Tourism is a complex, extended product experience with no predictable critical evaluation point. Because of this it is difficult for the prospective tourist to compare the different transport, lodging, foodservice, or leisure alternatives available, from a rational environmental perspective.

As regards the differences of tourism and other services, other theorists have added the following:

- Tourism is a high-involvement, high-risk product involving physical, social, and psychological risk (Kotler, 1999), so people may make the final purchase decision based on security and credibility of the tourist business.
- Tourism is a product partly constituted from tourists' fantasies and idealized images (Kotler, 1999), so tourism providers must understand the aspirations and lifestyles of their market segments, using perhaps fantasy as well as logic appeals. Cohen, Selwyn, Cooper, and Dann (in Echtner, 1999), found, wild nature, mysticism, authenticity, wilderness in tourist brochures as powerful fantasy appeals.

Environmental issues that concern the green tourist include wildlife, transport, conservation, use of resources, pollution, construction and planning, sports activities, and practices of tourism firm themselves. Some researchers are pointing to the ambiguity of the term "green tourist", arguing that there should be distinctions, or "shades of green" (Swarbrooke & Horner, 1999) among tourists, ranging from the light green "think about green issues" (p. 202), through to totally green who "[do]

not take holidays away from home…not to harm the environment" (p. 202) (Swarbrooke & Horner, 1999).

Environmental change and the macroeconomic system of tourism

Before going into any more depth regarding the environmental actions of hotels and other tourism businesses, it is necessary to determine the industry environment that shapes the existence of hotels in the first place. The tourism product "Implies not only hotels, restaurants, and shops, but also the environment, heritage, agriculture, transport and other facilities" with non-market impacts, externalities like physical, economic, and social carrying capacities according to Manente and Furlan (1998, p. 17). Add to this the finer level of analytical detail of "incidental costs", also known as 'detrimental externalities' or 'external diseconomies' (Frechtling in Vanhove, 1996). Tourism is considered by many countries and regions to be a catalyst for development--so much so that tourism is thought by several measures to be the biggest industry today (Middleton, 1998). As an economic sector with an increasingly significant role, it is often subject to government intervention and regulation.

The response of the hospitality and tourism industry

There is no general response by the hospitality and tourism industry to environmental threats and changing consumer demands for more 'sustainable' tourism products. The industry is simply too huge as has been seen, and encompasses such a variety of business sectors, many of which are small firms (Middleton, 1996). Governments have taken an interest in environmentally sensitive tourism, although apparently without much result (Valls & Porta, 1997), as have hotel associations (IHRA-UNEP, 1996).

The scope of this paper is limited primarily to hotels, however there have been significant inter-linkages between different sectors of the industry including airlines and the transport industry (such as British Airways), tour operators (notably TUI) and referral groups (such as Leading Hotels of the World), non-governmental organizations (notably World Tourism Organization) and associations (such as Green Globe), and independent and chain hotels (such as Inter-Continental). This paper will examine some hotels/hotel groups and their environmental management programs, and will go on to deconstruct those programs in light of the management literature and theories, and environmental philosophy to identify success factors and opportunities. According to Coddington (in Lozada & Mintu-Wimsatt, 1997) there are two basic approaches to green marketing: shallow or fundamental. The first is "business as usual, colored green" where lip service and green marketing are added so the environment becomes another marketing tool. The second is a "fundamental change in attitude regarding the role of firms in relation to the environment". This approach is comprehensive, in that it includes many aspects of the organization, and is more effective. One "fundamental" approach may be termed sustainable business, incorporating concepts like "eco-efficiency" as used by the World Business Council for Sustainable Development (WBCSD) (1999) aimed to benefit the three pillars of sustainable development--economy, environment, and social factors. More specifically, tourism thinkers have endorsed the concept of sustainable development as defined in the Brundtland report, modifying it to become sustainable tourism (Kirk, 1997). According to the Agenda 21 document, this is "development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future…management of resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity... so that these [environment, community, and cultures] become the permanent beneficiaries not the victims of tourism development" (WTO, 1996: 30). A broader view of sustainable development is needed in tourism due to the complexity of the offering as already discussed, and the vested interest of local populations as they contribute their culture to the tourism product experience.

Another industry response has been **ecotourism**, a diverse group of offerings that claim to be environmentally friendly in the context of a total lack of institutional standards for practice. There are many definitions of ecotourism, most of which contain reference to education of the tourist, and economic benefits for the host community as well as a normative aspect regarding the desirability of tourism. The Ecotourism Society, for instance, defines ecotourism as: "responsible travel to natural

areas that conserves the environment and sustains the well-being of local people" (Ecotourism Society, 2000). Tisdell (1998), Boyd and Butler (1996), Ross (1998), and Ross and Wall (1999) have defined ecotourism in various ways. The researcher can identify concepts common to any discussion of ecotourism, including carrying capacity, conservation, education and/or interpretation, environmental impact assessments, limits of acceptable change, and visitor impact management. Ross and Wall (1999) summarized ecotourism's difficulties in by identifying areas of tension, including the motivation of developers (conservation or profit?), the motivations of users (fun or conservation/education?), the presence and scale of environmental, social, and economic impacts, and the extent and quality of service offerings. The issue is further clouded by the rising importance of so-called "nature tourism", "cultural tourism", and "ethic tourism". Even "adventure tourism" has encroached on the territory of ecotourism (Herbig & O'Hara, 1997). Ecotourism is not, therefore, a concerted, planned effort to nurture the natural environment and its impacts are mixed.

Business responses to environmental pressures

Modern businesses operate through several paradigms that make a truly environmentally friendly or sustainable approach difficult, if not impossible to attain. Stead and Stead (1994) show that modern business has developed in a climate of economic assumptions that are incompatible with care of the planet. In the "free market", economics demands that companies minimize costs and maximize revenues while environmental impacts of this process are irrelevant (Roarty, 1997). Popular pressure is often on companies to operate in an environmentally-friendly manner, although companies must externalize costs like pollution (it is cheaper than minimization), minimize market prices (the buyer cannot estimate the true cost), and attain short-term profitability (to survive) while Roarty (1997) believes the only hope lies in governments who have the power and ability to create the same environmentally-friendly legal conditions for all companies. Governments also supposedly have the necessary long-term perspective lacking in business firms. They can, for instance, make use of green taxes, subsidies and controls, although the new taxes may threaten competitiveness. Subsidies and controls, according to Roarty (1997), are the most effective ways to encourage companies to plan long term in an environmentally friendly way.

Herman Daly and others argue for a more fundamental change, because the very assumptions of economists that underlie capitalism are dangerous: the economy cannot grow forever, natural resources are finite, individual quest for profit is not the best means for allocating resources, but communitarianism may offer a solution (Etzioni in Stead & Stead, 1994). Stead and Stead (1994) mention three ways the modern management paradigm needs to change to include: organizational cognition, enterprise strategy, and learning organizations (p. 26). Organizations need to change normatively and cognitively so that all members prioritize environmental ethics as a value. Enterprise strategy sees the earth as the organization's most important stakeholder, forcing all decisions and strategies to be considered in light of impacts on the environment According to Stead and Stead (1994), the learning organization is connected intimately with its environment, using double-loop learning processes to question the assumptions of members. When environmental sensitivity is built into the strategic processes of a learning organization, the result can be a synergistic relationship with the physical environment (Stead & Stead, 1994).

"Eco-marketing orientation"

The "Eco-marketing orientation" (Miles & Munilla, 1993) is a new underlying business philosophy, to supplant the production, sales, marketing, and entrepreneurial orientations commonly discussed in business education curricula, tout the authors. A company with this orientation should meet society's demand for corporate ethical responsibilities, while fulfilling customer needs profitably (Miles & Munilla, 1993).

Indicators of this orientation are two-fold: structural and behavioral. Structural indicators include: "1. Employee, supplier, community, and customer eco-education programs; 2. Toll free social and eco-hotlines; 3. A designated ecological and social concern marketing staff; 4. Cradle to grave planned product eco-life-cycles; 5. Explicitly considering ecological and social concerns in all strategic and tactical planning; and 6. A systematic environmental scanning procedure explicit in all

business decision making." (p.29). The structural indicators appear to be shallow in nature: "business as usual, colored green" where green marketing and the environment become another marketing tool (Coddington in Lozada & Mintu-Wimsatt, 1997).

According to Lozada and Mintu-Wimsatt (1997), the behavioral indicators of the eco-marketing orientation include: "packaging in recyclable containers; 2. Packaging in containers made of recyclable material; 3. Having an active recycling program; 4. Having a commitment to buy products which have been produced utilizing some proportion of recycled materials; 5. Actively seeking input from ecological and social concern organizations on strategic decisions; 6. The abandonment of the archaic 'planned obsolescence' product management framework; 7. A tendency to adapt to environmental challenges with innovations." (pp. 29-30) The importance of the behavioral indicators is that these are mainly observable, measurable actions that can be used as objective criteria by environmental grading and assessment organizations like Green Seal, Green Globe, and others. However, the behavioral indicators listed by Miles and Munilla (1996) are limiting: they only describe partial actions towards an environmental commitment. Perhaps because of their North American perspective, they do not mention the efficient use of energy, water, and other resources, while waste minimization and other common environmental initiatives are omitted. It would benefit from using corresponding environmental management constructs like "carrying capacity"--how does the company know how much to produce, import, or use; environmental impact assessment, and so forth.

The usefulness of this orientation for the hotel and tourism industry is that it is simple to understand and easy to implement, and may even impart the famous "feel-good" factor to organization members and customers. It is, however, without a substantive effect on the environment.

Learning organizations: learning from stakeholders

When developing new 'green' products, companies should enlist the help of an environmental specialist: a stakeholder, which may or may not be one of the company's usual stakeholders (Polonsky, Rosenberger, Ottman, 1998). The authors urge companies to reach out to new kinds of stakeholders beyond the usual customer-supplier-distributor: to anyone with an interest and expertise in the environment. For instance, German-based Foron worked with Greenpeace to develop its "Greenfreeze" refrigerators. Potential stakeholders identified by environmental award-winning companies in the USA included academics, competitors, local community, special interest groups, media, and so on.

According to Polonsky et al. (1998), learning organizations are amenable to risk-taking, and are oriented externally for opportunities to learn, unlike many companies today. The authors describe a new product development process (NPD) where green issues are considered to have equal weight as the usual NPD processes. This usually involves changes to the regular NPD activities. For instance, the process begins with the identification of opportunities where purposeful outward-looking scanning for marketing opportunities is actively done outside the usual company paradigm. During the design stage, again, "outside the box" thinking will be necessary. A wider variety of inputs than the usual engineers and market researchers should inform the design process. In the testing stage, external stakeholders can be used to conduct lead-user analysis to identify improvement opportunities. The introduction phase should be characterized by stakeholder inputs and management empowerment to improve or suggest improvements to the new product. During the final NPD stage, life-cycle management, managers should actively and constantly monitor the product and modify if necessary: a learning organization approach. In addition to involving stakeholders, companies need to have a "learning culture" in order to maximize their benefits from these--not an easy corporate culture change to make. The authors cite other benefits of utilizing stakeholders in this manner: company may become more credible, positive publicity may result, there may be financial benefits for the firm, and increased learning and awareness among the public. This work is of significant interest to tourism developers and policy makers, partly because it suggests effective business practices, but mainly because it appears to partially support some of the formative work done on sustainable development where the local community is said to be important however avenues and incentives for involvement of these people are not specified. The Brundtland Commission report on sustainable development gives

principles that included two of interest here: "compatibility with local interests" and "participation" of local people.

"Sustainable marketing"

Middleton and Hawkins's (1998) concept of a marketing perspective on sustainable tourism was evolved as a way to recognize the "two inescapable facts of tourism" (p.199) that environmental and commercial goals must converge because each depends on the other, and that sustainability must be designed within a product that consumers are willing and able to buy. The three 'E's are central to a sustainable marketing strategy: economy (making a profit), ecology (making environmental quality a priority), equity (aiming for a better distribution of the benefits of tourism). As a starting point, Middleton and Hawkins posit that a hotel's marketing and design will determine the types (segments) of tourists who will stay there, and what kinds of needs they will have--therefore what kinds of impacts they will have on the local environment (see also Smith, and Cohen in Bull, 1993). The public sector is usually responsible for influencing overall demand for the tourism area, via marketing channels. The public sector is increasingly focusing on sustainable development (via Agenda 21, for example), the use of environmental impact assessments (EIA), quality management, capacity planning, and public-private partnerships (Middleton & Hawkins, 1997). Agenda 21 has provided impetus for this involvement by identifying specific roles and responsibilities for the public sector. In addition to the ones outlined above, Agenda 21 identified these actions for the public sector: assessment of the capacity of the destination's systems to become sustainable; training, education, and public awareness; facilitating exchange of sustainable tourism information between developed and developing countries; providing for the participation of all sectors of society; design of new tourism products; measuring progress (Agenda 21, 1997). Middleton and Hawkins suggests ten 'R's for corporate sustainability, as part of a systematic audit procedure and in the wider context of an environmental impact assessment: Recognize environmental problems, Refuse any damaging activities, Reduce waste and resources, Replace environmentally questionable activities, Re-use – consider of re-using potential waste, Recycle, Re-engineer organizational structures, Retrain employees in environmental issues, Reward successful attainment of environmental objectives, Re-educate employees and customers, to benefit the environment.

Swarbrooke and Horner (1999) argue that tourism areas must use "de-marketing" in order to attain a desirable level of sustainability (which he defines as being partly the minimization of negative impacts and the maximization of benefits to the local community) of places, people, and peak periods. Without defining sustainable development too carefully, Horobin and Long (1996) examined 54 independent small firms in a British national park for awareness of sustainability, their desire to try to attain it, and actions taken, in addition to attempting to identify characteristics common to firms that adopted sustainable-type behavior. There appeared to be a gap between the desire to act sustainably, and the knowledge and ability to truly act it. For instance, 81% of the business owners were not aware of the five major British publications on sustainable tourism that could help them act in a more sustainable manner. Most of them looked to the media for information on what constitutes sustainable practices, although two thirds did want more information. The authors concluded that small business owners have an "ad hoc approach", as they tended not to see the usefulness of an environmental policy.

Environmental management system

The environmental management system (Fletcher, n.d.) is a total quality environmental management system (TQEM) based on total quality management principles (TQM). The TQEM operates with a sound communications strategy and with the leadership, resources and systems in place to motivate employees. It is an eight-step, continuous process. The first step, the initial review, is a situation analysis carried out by an environmental task force of the organization's environmental practices to look at operational impacts, current attitudes, and communications practices. This stage should involve volunteers to pinpoint communications needs and propose communications channels. The second stage encompasses the development of the environmental policy, and address issues from stage one. Employees should be empowered through teams to develop alternative solutions for environmental problems at the property. Benchmarks are used to gauge current performance and

desired performance. The third stage involves committing the communications, human, time, and financial resources to implement the environmental policy program. A facilitator is appointed to lead the program, and responsibility and authority for attaining the objectives set out in the policy are clear. Cross functional groups should be denoted at this stage to watch over the implementation of the program. In the fifth stage, the plan is actually put into action as the objectives and targets of the program are made known to everyone concerned in the organization using newsletters, team-building, handbooks, and so on. The sixth stage involves training and education to change behavior and attitudes of staff. This process should develop and empower employees. In the seventh stage, evaluation, management monitor and measure environmental performance and compare the results with objectives and targets. It is crucial that employees are involved at this stage, so they can be the ones to evaluate whether the target they set themselves have been reached. In this stage, the performance incentives already set out should become useful to maintain motivation for the program. Extremely important is to provide feedback to people who made the program work, or not: they need to be told what worked, what did not, and by soliciting their support the manager can learn from the employees how to correct deviations next time. It is crucial that, concurrently with the assessment of the environmental initiatives, the environmental communications program is also evaluated and modified if necessary. The eighth longest and most difficult stage is to maintain momentum, where senior managers recognize achievements and provide the rewards. Fletcher adds that the communications process should be maintained to keep the environmental program going. As many people as possible should be involved with the communications process, but it is vital that top management are seen to be wholeheartedly participating. The strength of this environmental management strategy is that it is a program separate from other company projects, such as quality, revenue, or the development of new products. In this way, it can be run parallel to the way business is running at the moment. However this is also its weakness. It is not a central program that integrates other strategic activities of the firm; it is not of necessity a project of strategic importance to the firm, as it is not necessarily a product of the company's strategic mission, vision, and goal-setting process. Employees and managers might well draw the logical conclusion that the environmental program is something extra they are required to do—that it is important but not vital to the company's existence—and therefore it would not be a priority for which it could suffer.

Strategic environmental proactivity

The natural environment is part of the macro environment that influence the level and type of demand within an industry (Hill & Jones, 1992). When formulating and adjusting a company's strategy, it is essential to analyze the ever-changing macroenvironment to determine opportunities and threats to the firm so the firm can respond appropriately. Smith, Arnold & Bizzell (1991) place analysis of the external environment ("environmental analysis" or "environmental scanning") first in the process of strategy formulation, to be followed by determination of objectives, tactics and so on. Environmental turbulence in this category, however, has driven companies in all industries to take note. Ski manufacturers are concerned about global warming, as are air-conditioner manufacturers for other reasons, and car designers must consider the emissions tests required by law in many countries for example. Aragón-Correa (1998) analyzed Spanish firms in a variety of industries to uncover the relation between strategic proactivity generally, and proactivity with regard to the natural environment. He suspected that companies with proactive business strategies would also have a strong response to environmental pressures. He uses Miles and Snow's continuum of "prospectors" through to "defenders" to illustrate the varied responses of firms to natural environmental problems in their entrepreneurial, engineering, and administrative strategies. A firm's posture towards the external operating environment affects each level of strategy in that firm: corporate, business, functional, and product or operations.

Environmental management system (ISO 14000 certified)

The purpose of ISO standards was to reduce trade barriers worldwide by offering an equal level of care to any business that cares to participate (Quazi, 1999). According to Quazi, ISO 14000 standards establish management guidelines that help companies by standardizing some key environmental analysis tools that lead to a comprehensive environmental management system, and

meet industry, customer, and regulatory limits. There are several standards under the ISO 14000 umbrella: ISO 14001, 14004, 1410, 1411, and 1412. Overall, the ISO environmental management system contains five principles: environmental policy, planning, implementation and operation, checking and corrective action, and review and improvement. Quazi who discusses a study that he conducted in Singapore found seven benefits of the ISO 14000 environmental management system, including: operational cost savings, more efficient business practices, regulatory compliance, marketing (compatibility with customer values and better image), enhanced attractiveness as an investment, less risk to insurer, and increased competitiveness. Critical success factors for a sample of mixed manufacturers and service providers in Singapore included: total commitment of top management, cross-functional implementation teams, employee and stakeholder involvement, clearly drawn responsibilities and lines of authority.

What is the role of the hotel and restaurant sector in tourism development, and/or sustainable development in a region or nation?

"Over 8% of jobs worldwide will depend on travel and tourism this year" according to WTTC (1999), and that figure rises to 14.5% (a growth of 5.3% over 1998) in the European Union and 16% in Oceania (a growth of 6.7% over 1998). The WTTC also predicts that 5.5 million jobs will be created by the travel and tourism industry over the next ten years (WTTC, 1999). It may be safe to assume that much of that growth will come from hotels, restaurants, and the entire accommodations sector together, as they employ the largest share of the tourism industry. The hotel and restaurant sector is very labor-intensive, making it a significant contributor to employment creation, while other sectors such as transportation are currently and may become even more capital-intensive. This may indicate that the hotel/restaurant sector could be a vital spur for development. However, the types of jobs created in the sector tend to be low paying, unskilled or low skilled, transitory, and lacking in protection from organized labor groups (Bull, 1993). Average wages in hospitality, travel and retailing in North America, Western Europe and Australasia are 5-35% national average wages (OECD in Bull, 1993). Hotels are not usually the attraction that brings the visitor to the tourist area, with the exception of some exceptional types of lodging like full-service resorts (e.g., Sun City in South Africa), tourist enclaves (e.g. Sandals, Jamaica), eco-lodges with programmed activities, and casino hotels.

The case of Cyprus (Ayres, 2000) offers insight into the potential of hotels and restaurants to spur economic development. This will be examined because, as mentioned earlier, economic development is the goal of many governments on a macro scale, and entrepreneurs on a micro scale. The case will be useful to illustrate what can happen economically and socially as tourism develops. Despite the loss of 210,000 after the Turkish invasion in 1974, Cyprus has managed an impressive average annual growth rate in tourist arrivals of 12.6% ever since. Restaurants and hotels have played a key role in this development with a share in GDP up from "less than 4% in 1980 to almost 9% in 1996, [which] indicates the direct contribution of tourism to the expansion of economic activity" (Ayres, 2000, p. 118). Employment grew almost three-fold between 1980 and 1996 despite the decline in agriculture and mining, while the proportion of the labor force employed in hotels and restaurants went from 5%-10% in the same period. Significant development therefore, but was it sustainable? The massive tourism influx, bringing the ratio of locals to tourists up to 1:1 in some areas, entailed social and environmental costs--some of which are only now becoming apparent. Potential apathy or irritation of locals towards tourism, as well as other negative impacts, have been mitigated by an almost total local ownership of hotel and restaurant operations (Ayres, 2000). This would suggest that local people received many of the economic benefits associated with the growth, benefits which—it is assumed—compensate for any ambivalence towards tourism. Cyprus is an exception to the usual tourism development story for many historical, linguistic, geo-political and cultural reasons.

Conflicts may arise about overburdened infrastructure exacerbated by tourists, such as fresh water, sewage or roads (Ashley, Boyd & Goodwin, 2000). In Fiji in 1977 80% of the tourism receipts were taken out of the country by hotel owners and owners of other tourism-related businesses (Britton, in Pearce, 1995), resulting in growing resentment by local people. On Boracay Island,

Philippines, a water crisis has erupted since a quarter of the island was sold to foreign hotel developers (Shah, in Ashley, Boyd, & Goodwin, 2000). Some researchers estimate that approximately two-thirds of tourism earnings are repatriated out of developing countries, back to the rich owners, whereas this should stay within the region to encourage the development of local entrepreneurs, and generation of direct and indirect employment (Prosser, and Pleumarom, in Ghimire, 1997). Another significant leakage of tourism revenues occurs through package holidays, where tourist revenue stays in the enclave. Gambia has banned package tours completely in order to maximize tourist spending in various supporting sectors on the ground (Newafrica, 2000). Tour operators are implicated in this process for the reason that they package tourism offerings, and can also use their considerable negotiating power to extract exploitatively low rates from hotels (Ayres, 2000).

Sometimes foreign or local ownership is irrelevant to local benefits. In Mexico's Yucatan, for example, the poor have not benefited from tourism. The main hotel, restaurant, and tour developers being mostly the same few families that have owned the big haciendas for the past few centuries (Lee, as cited in Bull, 1993) and are merely extending their feudal-type powers from agriculture to tourism. In Bali, fresh water and prime farmland has been used for hotels and golf courses. In Java, village grazing land was sold to developers of a five-star hotel (Shah, in Ashley, Boyd, & Goodwin, 2000). This is significant when, in 1995, 73.2% of hotels in Africa and the Middle East were foreign owned; in Asia, 68.2%; in Europe, 52.2% (Litteljohn, 1997). Since that time massive consolidations and acquisitions have certainly increased foreign ownership among fewer, larger companies. In addition to their wider macro-economic impacts, hotels and restaurants generally are inherently wasteful in their use of resources. Resources used by hotels include land, property/buildings, foodstuffs, energy, and so on. A British study quoted in Kirk (1996) asserted that hotels use proportionately more energy than do other industrial buildings. According to Foster, Sampson and Dunn (2000), service sector businesses like hotels, resorts, and restaurants have at least four inherent characteristics that exacerbate potential environmental impacts of operations: time-perishable capacity, heterogeneity, labor intensity, and customer involvement in the production process. The first, time-perishable capacity, means that a restaurant cover, if not sold at midday today, will never have the opportunity to be sold at this moment when it was available at midday today. This implies wasted resources, such as energy required to heat an empty guest room and lobby, or light an empty area in a restaurant. The second, heterogeneity, means that each guest or customer needs to be treated individually during service provision: a certain level of customization is required such as in a restaurant where some people may and do place food orders without pickles, or with extra sauce--adding to the complexity of production in the kitchen. This is a concern while "standardization can lead to efficiency and greater throughput" (Foster, Sampson & Dunn, 2000, p. 192). Regarding labor intensity, a necessity in an industry where only limited automation can occur, there is the significant implication that labor itself may persuade management to become more environmentally friendly--at the very least because of occupational safety and health concerns. The fourth characteristic of service industries that effect the physical environment is the necessary involvement of customers in the production process: the buffet where guests serve themselves is an obvious example, and the presence of other diners in a dining room while one is eating is a more subtle one. Unlike the production of bicycles, therefore, the customer participates in the production process and in tourism the user "visits the site of production, rather than the good being transported to the user" (Mathieson & Wall, 1996, p. 28). The implication is that guests may set the agenda and priorities for environmental actions, as well as participate actively in the program itself as with the now omnipresent linen-change choice confronting guests in hotels. If the guests are not environmentally aware, or have an awareness that is obscured by ignorance, then hotels and restaurants may have little incentive to be environmentally friendly themselves.

The impact of the hotel and foodservice sector depends to a great degree on the types of tourists that are targeted. Bull (1993) evolved a typology of tourists segments and the demands they make on resources in the region. At one extreme the "explorers", "wilderness lover/anthropologist", and "experiential" tourists make few demands on natural resources, expect few amenities and cultural facilities, and do not require easy access to the destination. At the other extreme, psychocentric tourists demand resources of the type, quality, and quantity they enjoy at home. Depending on which segments targeted by hotels and restaurants, therefore, environmental, economic, and socio-cultural impacts can be estimated. Hotels and restaurants therefore have a considerable potential role in the development of the local economy. This potential remains, however, mainly unrealized with the

exception of some exceptionally forward-thinking companies and those of the eco-tourism or sustainable tourism bent. Four environmentally-friendly hotels and related businesses that claim to use elements of sustainable development or environmental friendliness will now be examined in light of their general features, type of program in place, and apparent impacts. Then, the environmentally-friendly and sustainable business models explored above will be applied to these businesses and analyzed in the context of apparent impacts.

Grecotel

Grecotel is part owned by TUI (Germany) and is the largest hotel chain in Greece (ECoNETT, 2000) with 18 hotels in major tourist areas. It is the most significant employer in the Greek hospitality sector (ECoNETT, 2000). When the program started in the early 1990's, environmental awareness was very low, recycling was impossible or too costly, and public waste management was only just beginning thanks to EU grants. Mari Daskalantonakis, Grecotel's executive director, launched the program after spending six years in England where she learned about environmental management. She was committed to making the program work because of her awareness of the vital importance of the environment for tourism operators like her family. She ordered preliminary eco-audits to be carried out by external consultants to determine environmental problems at hotel properties (Fletcher, n.d.). She formed an Environmental and Cultural Department made up of three people: an executive director, communications manager, and specialist environmental coordinator. Grecotel was thus the first Mediterranean hotel group to employ a professional environmentalist at corporate level (ECoNETT, 2000).

Philosophy of the program: Daskalantonakis believes that the culture and nature deserve equal treatment, as the "two most important components of the Greek environment" (Grecotel SA, n.d.). A highly visible part of the program is "to increase awareness of environmental issues… to local residents, hotel guests, and business partners" (Grecotel SA, n.d.). Grecotel has brought environmental education to schools through participating in classes and sponsoring environment-related competitions. The company organizes environmental displays and exhibits in local communities, to raise their awareness and level of commitment. Grecotel has offered environmental training free of charge to related and supporting tourism businesses in the area. The company works with Greek environmental organizations to exchange information, and presents the company at trade fairs, environmental shows, and conferences. It sponsors several non-profit organizations related to the natural and cultural environments, such as the Sea Turtle Protection Society of Greece.

Guests are involved in the programs through nature walks, brochures, notice boards, and slide presentations. They have worked with tour operators to develop collaborative programs that protect and improve the environment in resorts. Regarding the actual operation of the program, Daskalantonakis says, "we will be successful if we can copy well." (Grecotel SA, n.d.) She is referring to the extensive use that was made of the reports of similar programs at Canadian-Pacific Hotels and Inter-Continental Hotels.

Operations and policies: All staff are trained in environmental issues, and are given a booklet on how to be more environmentally friendly at work as well as at home. The purchasing policy is comprehensive. It is specified that goods should be purchased locally where possible. There is a stated preference for suppliers using returnable containers. Grecotel works with suppliers to improve packaging and other aspects of supplies.

Water is scarce in the areas where the hotels are located. In the properties, water is sub-metered by department to ensure accountability. Municipal water treatment being problematic, wastewater is treated through Grecotel's own biological plants. The company has been working with the local authority in the state of Rethymnon, Crete, to build a water treatment plant for the community.

Only local styles and materials are used in architecture and facilities design. The environmental management system should provide information about the different properties environmental performance, against predetermined targets to help ensure the targets are met. The Environmental Committee is responsible for the operation of the environmental program, necessitating constant travel for the three members as they personally visit each hotel to educate and motivate employees. (Fletcher, n.d.)

Recognition and benefits: The program has received media attention for its initiatives, and has received the Thompson Tour Operations *World Aware Award* 1992, and the DRV International Environmental Award from the German Tour Operators and Travel Agency Federation in 1993. In 1993 Grecotel was awarded five Blue Flags (EU) for its beaches on two islands. The staff are reportedly motivated by the program and the benefits it should have for their families and communities. (ECoNETT, 2000) The program is centralized, allowing for little dilution of the mission and objectives. However it may be less effective because the properties cannot modify the goals and functions of the program according to their own needs—a significant issue because the properties are quite different in format and are located in geographically discrete areas. (Fletcher, n.d.)

Inter-Continental Hotels and Resorts

Inter-Continental Hotels and Resorts is a group owned by Bass Hotels and Resorts, and includes Forum Hotels and Resorts. Because of the varying ownership structure of different hotels, the group needed to develop a program that could meet different needs. The whole program must operate at property level. The basics behind the plan were to reduce consumption of natural resources and energy without compromising on safety or satisfaction (Inter-Continental, 2000). Inter-Continental has also been active in "social responsibility" programs, such as the on-going sponsorship of UNICEF. The program was launched in 1990 as a comprehensive review of operations, and by 1991 an Environmental Operating Manual was available for all properties. This Manual was distributed to competing hotel chains in order to share the expertise. Inter-Continental was a founding member of the International Hotels Environment Initiative (IHEI), where 11 hotel companies worked to develop practical environmental guidelines for hotels to improve environmental performance in the industry. By 1994, there were clear objectives and audits were being conducted.

In 1997, the group committed itself to developing community action plans, obtaining more participation from hotels, and addressing architectural standards (Inter-Continental, 2000; International Hotels Environment Initiate, 1993). It took the staff and the Staff Vice President for Engineering plus an environmental consultant two years to develop the Environmental Reference Manual. The Manual covers waste management, indoor air quality and indoor environment, energy management, asbestos and hazardous chemical removal and control, water management, purchasing, and "community action" (Fletcher, n.d., p. 29). In each property, an Environmental Committee is set up, consisting of six to eight staff members from different departments and chaired by the hotel's senior management. The Committee meets regularly to discuss progress towards goals set regionally by the Worldwide Inter-Continental Environmental Committee, as well as paths to improvement: hotel staff are empowered to act in the name of the environment. Achievement is recognized by "letters of commendation, receptions, certificates" (Fletcher, n.d., p. 31), and articles in newsletters. The Environmental Committee Chairperson and Training Manager are encouraged to increase their environmental knowledge through formalized local training so as to communicate that knowledge to other employees. A traveling environmental auditor checks the progress of each property, and internal marketing is used to disseminate and motivate staff. In order to highlight what is being done at individual properties, the Hotel Inter-Continental Nairobi will be used as an example. It was the winner of the 1997 Inter-Continental Hotels and Resorts internal environmental awards. In addition to their usual environmental program, managers replaced their CDC12 liquid chillers with more ozone friendly R-134a (HFC-1341) chillers at a cost of US$200,000. A capacitator bank was purchased to reduce energy consumption, with a return on investment of 18 months. The Regional Chief Engineer compiled information booklets for other engineers and hotel managers in Africa, to assist them reach their goals.

Recognition and benefits: The influential International Hotels Environment Initiative, co-founded by Inter-Continental, has obtained much positive publicity about the company. It is possible that the publicity lends credibility to the differentiated image of Inter-Continental as a brand that reflects local culture as well as providing exceptional service (IH&RA/UNEP, 1996). The Group has been successful in motivating 62% of its properties to manage their environments (IH&RA/UNEP, 1996).

Kingfisher Bay Resort and Village (KBRV), Fraser Island, Australia

Fraser Island is on the UNESCO World Heritage List, and the developers of Kingfisher Bay Resort and Village are highly conscious of the uniqueness of the location (Kingfisher Bay Resort & Village, n.d.). The property encompasses 56 hectares, with 152 rooms, 75 villas, 114 room Wilderness Lodge; a Staff Village, three restaurants, and conference rooms with capacity up to 300. It is a new property with a unique construction history. Environmental assessments were done before construction, including topography fauna surveys, hydrology survey, and previous aboriginal use studies. Construction was planned around major trees, while the rest were removed to a nursery during construction along with 150,000 native plants. Boardwalks were built to protect the dunes and swamps. The architecture is local, Queensland style with colors that reflect the surroundings, and using timber from indigenous species.

Philosophy: As stated in their own literature, they attempt to offer "all the amenities of a modern resort while blending harmoniously with Fraser Island's sensitive ecological system". (KBRV, n.d.) Education and interpretation is seen as being a vitally important theme that resonates through all their communications materials: there are many maps, videos, brochures and other media available to educate the tourist and employee. There are similar media, a reference library, field guides, and extensive signage, plus the "largest park ranger system in Australia" (KBRV, n.d.) to interpret the surrounding ecosystems to the tourists. The resort provides five grants per year for students doing ecotourism research, and rangers visit schools to educate students about the island. The employee manual contains a great deal of information about the environment, reinforcing the idea that employees are "Ambassadors" of the island, a unique position because the employees live on the island also (KBRV, n.d.) Recreational activities offered reflect the nature orientation of the resort, including whale watching, ecotours, rainforest tours, forest by night, birdwatching, and so forth. Operations and policies: A Director of Environmental Management with expertise in protected area management is in charge of an environmental management program.All new employees watch an environmental induction video, and receive a special environmental information package. They are actively encouraged to discover the island themselves, and four wheel-drive vehicles are at their disposal at no cost for this purpose. There are special community consultative committees, including Conservation, Aboriginal, and Resident groups. (IH&RA/UNEP, 1996) Most of the environmentally friendliness has been designed into the properties. Energy comes from the mainland, and architectural design allows for minimal consumption. Mainly fluorescent bulbs are used. Natural convection currents are used to warm and cool so some areas need no air conditioning. In winter, minimal heating is used with closed vents creating a "greenhouse effect" (KBRV, n.d.) Waste is separated, compacted, and sent to the mainland. A bio-technological enviroflow treatment is used for waste water to produce an effluent low in suspended solids, nitrogen, and phosphorus which is then discharged into the sea. The sludge is dried then composted with paper and kitchen organic waste using vermiculture (KBRV, n.d.).

Recognition and benefits: Winner of the 1997 Queensland Tourism Award for Environmental Tourism, and 1997 Queensland Hotels Association Best Restaurant and Gold Health Plate. Australian Advanced National Ecotourism Accreditation (Kingfisher Bay Resort & Village, n.d.).

Canadian Pacific Hotels and Resorts (CPH&R)

According to CPH&R (n.d.) Canadians are relatively conscious about environmental issues. Many of CPH&R's properties are located in areas of natural beauty. As part of a larger corporation, CPH&R has been aligned with the group's strategic orientation towards environmental friendliness.

Philosophy of the program: Chairman and President R.S. DeMone was concerned about the environmental degradation visitors were noticing in Canada, and hearing about in the media. He approached the Corporate Director of Public Relations, Ann Checkley, to create a program that institutes exceptionally high standards throughout the chain, and identifies areas where costs can be reduced through environmentally-friendly efficiency. The staff were seen as the best resource, and were subsequently questioned about their interest in and support for a company-wide program. Over 95% of the staff considered environmental issues of "critical importance" (Fletcher, p. 44, n.d.), and more than 82% said they would be willing to contribute to the program on their own, unpaid time. Interestingly, the company then turned away from its staff and asked an environmental consultant to

write the action plan for the policy, and a well-known environmental writer wrote the handbook, lending credibility to the program. The program addresses waste, water, energy, and purchasing issues.

Operations and policies: Each hotel was directed to form its own environmental committee, to implement the policy according to the needs of the property. The committee is formed from different departments and the success of the program in each property is up to them. The corporate environmental office travels to each hotel to personally train and maintain momentum for the program, using humor and quirky training materials in the process ("The Green Roadshow"). A specialized training program is administered to purchasing staff. (CP&HR, n.d.) All new employees receive a segment about environmental issues in their orientation, and the handbook is given to all employees. Guests are provided with in-room materials about CPH&R programs.

The Office of Environmental Affairs compiles best practices to develop benchmarks available to assist all properties, and has developed an environmental management system available to all properties on intranet. The handbook, which is the basis for the program, contains "12 Steps to a greener planet", including the three 'R's, packaging issues, the elimination of aerosols and phosphates, purchasing of recycled paper products, recycling, use of fluorescent bulbs, water management, purchasing organic foods, guest waste recycling, toxic waste disposal, and a green corporate purchasing policy (CP&HR, n.d).

Program-specific offerings: *ECO-MEET* is a conference package that has as mission to achieve a "no-waste" meeting, organic and vegetarian menu offerings, recycled stationery, low-impact outdoor or local cultural activities, and an invitation to tour the back-of-the-house to see the environmentally friendly actions of employees. *CP Green Tours* is a network of accredited travel partners in Canada offering programs that do not disturb wildlife, minimize environmental impacts, and contribute to conservation. CPH&R has its own annual Environmental Achievement Awards, for which the different properties compete, and there are Green Employee of the Year awards for individuals. Other incentives and motivation include competitions, awards, "eco-exchange" trips to other countries, and other prizes (CPH&R, n.d.).

Recognition and benefits: The company obtains positive media coverage for its activities and as a result is known, as one of the founding leaders of the hotel environmental movement. The Audubon International-administered Audubon Cooperative Sanctuary Program has accredited the CPH&R Chateau Whistler gold course as a conservation property for minimizing or eliminating chemical pesticides through an integrated pest management program, controlled application of fertilizers, water conservation, composting of organic waste, and implementing wildlife and habitat management (CPH&R, n.d.).

Summary of preliminary findings

More analysis is needed in this preliminary report, including more on sustainable development and hotels specifically, environmental management models and hotels, and more hotels need to be included. So far it appears that hotels commonly use the same types of priority action areas in their environmental management programs: water, waste, and energy management. There is very little attention given to items outside those, particularly social action: sustainable development has environmental, economic, and social facets, none of which can be ignored. Social actions tend to take the form of contributions or sponsorships (Canadian Pacific and Inter-Continental) or cultural conservation (Grecotel). As for the management structures, none of the hotels had a strategically proactive approach, based on their own communications materials. None could claim a sustainable approach either, although they would all fall in some way under the category "environmentally friendly". Although there is a strong strategic imperative to become environmentally friendly, all the hotels would find that difficult given the level of service they provide and the expectations of customers. Due to the lack of sustainability, therefore, it is unlikely that the local communities, economies, and environments will experience benefits of tourism as they potentially could do, nor for a long time span. It is, of course, difficult to know because of the inherent instability in the tourism system and the indirect nature of its impacts. The Kingfisher Bay complex in particular offers an

interesting situation for more careful study, where the physical infrastructure is all there, but the organizational infrastructure for environmental action is either not clear or close to non-existent.

More hotels are needed for study in order to draw more meaningful conclusions. A more systematic research method is necessary also for the next stage of research. Triangulation will be required because there is likely a gap between the claim of environmental sensitivity, and the reality of the actions of employees. Later the customers, too, should be questioned about their perceptions. Questions to the company's top management should be based either on the Agenda 21 points (WTTC, WTO, & The Earth Council, 1996), or on the principles of sustainable development as defined by the Brundtland Commission (Kirk, 1997). Types of questions could include: the ratio of local employees to expatriates, whether environmental strategy is a separate entity or whether it is integrated into the company's strategic planning process, ownership, opportunities for participation by local people in company decisions, the extent of integration of environmental concerns such as carrying capacity into management decisions, environmentally compatible segmentation strategy, time constraints on planning thresholds, and so forth.

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