

# ***LYCar Company Project***

Company:	The Renaissance Amsterdam Hotel
Position:	Groups, Meetings & Events Specialist Trainee
Campus:	Amsterdam
Date submitted:	20/03/23
Wordcount:	10.984
1 <sup>st</sup> accessor	Mr Plijnaar
2 <sup>nd</sup> accessor	Ms Brandt



**MRQ:**

***"What is the key component RAH should have in place its renovation project to be able to gain the title of "The most sustainable hotel of Europe?"***



# Preface

To obtain a Bachelor of Business Administration (BBA) at the Hotelschool The Hague all students must finalise all courses to be able to start with the last phase: Launching Your Career (LYCar). LYCar is designed to assess the fourth-year students on bachelor-level thinking and prepare the students for the future careers. All students are obliged to follow a management level internship in the hospitality industry and gain the leadership experience to eventually become an intercultural hospitality leader. I have chosen to execute my LYCar internship at The Renaissance Amsterdam Hotel (RAH) in the Groups, Meetings & Events department while conducting my research on the sustainability development of the hotel and assisting them with their objective of becoming the most sustainable hotel of Europe as the hotel starts a new renovation project in Q4 of 2022.

The LYCar course consist of the following deliverables:

- **Career Launching Plan**

This is the very first deliverable of the LYCar journey, this report served as personal guideline to complete the LYCar phase. During this stage the students must elaborate on the chosen Program Learning Outcome (PLO) and develop identifying short and long-term goals while considering interests, strengths and weaknesses.

- **The Research Proposal**

The second deliverable of the LYCar journey serves as a blueprint to fit the final company design. During this phase, the students explore the root cause of the problem/challenge and thoroughly investigates trends on the topic chosen. Moreover, a methodology is presented to highlight how exactly the research has been conducted. Other than that, the student does self-reflections to highlight their personal and professional goals based on IQ, AQ and EQ.

- **Company Project Report (CPR)**

This deliverable includes all five steps of the Data-based Research Cycle (DBR); problem definition, analysis & design, solution design, intervention and evaluation and learning. This report serves as the final deliverable to answer the researchers main research question.

- **Career Portfolio (CR)**

Together with the CPR, the student must also hand in a career portfolio to showcase the professional product delivered during the internship period. This report allows the student to reflect and showcase professional and personal growth during their internship by using the goals that have been set.

- **LYCar Event**

During this Event, knowledge will be shared between students, lectures, stakeholders and peers.

I am proudly presenting company project for RAH in order to successfully obtain my Bachelor of Business Administration in hospitality management.

Dyline A. Berg



# Acknowledgement

As my Hotelschool The Hague journey is coming to an end, I want to take this opportunity to highlight my personal growth and thank all the people that helped me shape the person I am today. I want to thank all the students, Skotel instructors, teachers and lectures that has continuously supported and contributed to my personal and professional growth. I want to show my appreciations in particular for the following persons:

## **Ms. Conny Valk**

Thank you for all your support, patience and kindness that you gave showed me during my entire Hotelschool The Hague journey. Thank you for always taking your precious time to check-in with me and make sure that I am doing well.

## **Juan Plijnaar**

A huge thank you for all your efforts during my extended LYCar journey, I am extremely grateful for your support and valuable feedback that you have always given me. Thank you for motivating me and making sure I was on track to finalise my HTH Journey.

## **Thomas Holland**

Thank you, Thomas, for choosing me as your intern for the Groups, Meetings & Events Team at RAH. Thank you for all your input and guidance and trust throughout my internship. Also, a big thank you to the whole GM&E team for all the knowledge shared and guidance.



## Executive Summary

The Renaissance Amsterdam (RAH) is located in the historic city of Amsterdam. As of Q2 of 2022, the hotel started a renovation project with the hope of re-opening a brand-new look in January 2025 and become the most sustainable hotel of Europe.

Sustainability has recently become more than just a trend, business owners, politicians, shareholders and consumers are all now required to act accordingly and strive to do business without negatively impacting the environment, community or society. Businesses are using the Triple Bottom Line (TBL) approach to draw equal amount of attention to three criteria of environmental, social and economic sustainability. The hospitality industry is not exception to the transition of becoming a sustainable industry. It became evident that the hospitality industry contributes to eight percent of the worlds carbon emissions due to the excessive amount of energy, water consumption and usage of consumable goods. It became clear that the hotel industry must reduce its emission by 90% by 2050 in order to stay within the 2-threshold set by the United Nations. Incorporating sustainability as integral component of the hotels business strategy comes with benefits such as reduction of energy, water and waste, enhances brand imagine, increases revenues, attracts investments, increases employee retention and reduces over all costs on the long-term. However, there are challenges faced which has been identified as collaboration of the entire value chain and stakeholder's engagement. All of this have let to RAH objective of becoming the most sustainable hotel of Europe, in collaboration with Marriott International goal of doing business in a greener way. As a result, this thorough research project was needed in order to become knowledgeable about the current state and desired state of the hotel in terms of their sustainable initiative, this have led to the following Main Research Questions developed by the researcher:

***"What is the key component RAH should have in place its renovation project to be able to gain the title of "The most sustainable hotel of Europe?"***

To answer the MRQ the researcher has taken a holistic approach during the literature review to gain insights on what a green hospitality sector looks like. To become a sustainable hotel, RAH needs to comply with four components of the green innovation framework, this includes the environmental regulations, a green innovative strategy, a green organisational culture and energy conservation. The green innovation framework allows the hotel to maintain a long-term economic, environmental and social sustainability which is aligned with the TBL business approach. In addition, a future proof hospitality business has been identified by the Sustainable Hospitality Alliance, which is the pathway of net positive in the hospitality industry. This new way of doing business is to put more back in the society, the environment and global economy that what it takes out. To become the most sustainable hotel, RAH must be at stage four and must achieve all seven steps presented. Moreover, it became clear that to achieve a successful implementation of sustainable initiatives in the hotel, a proper hotel environmental management team must be formed in order to implement, monitor and document the hotels' environmental performance starting with a baseline year.

To continue the research project, the researcher has chosen to collect qualitative data in order to gain in-depth insights sustainable experts in the business and hospitality industry, this set has been chosen through judgement/purposive sampling method.

The results of these findings showcase that implementing sustainability has many components to it, however, the most evident change is creating a green organisational culture within the RAH. By creating a green team who is responsible for the incorporation of environmental initiatives in terms of energy, water and waste management, the environmental certifications



and measuring the impacts through sustainable data management. A green culture has a direct link to a successful implementation of environmental initiatives.

This has led the researcher into creating a tailor-made 8-step model of change journey for the Renaissance Amsterdam Hotel to ultimately incorporate a green culture throughout the value chain. A change management strategy must be used to achieve green culture because there will be a major shift in thinking, culture, practices, and policies throughout the hotel.

The custom-made change model has the following steps:

1. Create urgency
2. Gather green team
3. Develop a sustainability program
4. Communicate program
5. Implementation plan of green organizational culture
6. Monitor and evaluate
7. Celebrate success
8. Maintain a green culture

For each step, an intervention strategy has been developed by the researcher by identifying the “*why, how, target audience and expected outcome*”, the researcher expects that all steps will be achieved within 24 months. In addition, the researcher also took the resistance of acceptance into account, and therefore, made adequate preventive strategies for steps that are in “high risk” and re-active strategies for each step.

Additionally, an evaluation plan was developed and was divided in two components, “measuring the organisational performance” and “measuring the individual performance”. During the measuring organisational performance, the green team is in charge of performing an evaluation based on the environmental KPIs identified such as quality performance, cost performance, energy consumption, waste reduction and water conservation. While measuring the individual performances, the researcher identified an array of evaluations methods such as feedback survey, world café, appraisal interviews in order to evaluate if the desired state of a green culture has been reached.

Finally, the researcher provides an overview of plan of dissemination in order to share findings to key stakeholders involved in the research process, and an academic reflection that describes the limitations involved in the project together with suggestions for further research for the Renaissance Amsterdam Hotel.



## List of abbreviations

<b>CSR</b>	Corporate Social Responsibility
<b>DA</b>	Diagnosing resistance
<b>ESG</b>	Environmental, Social and governance
<b>E&amp;C</b>	Education and communication
<b>F&amp;S</b>	Facilitation and support
<b>GOC</b>	Green Organisational Culture
<b>HEMI</b>	Hotel Environmental Management
<b>HTH</b>	Hotelschool The Hague
<b>IDGs</b>	Inner Development Goals
<b>KPI</b>	Key Performance Indicators
<b>MLT</b>	Misunderstanding and lack of trust
<b>MRQ</b>	Main Research Questions
<b>PSI</b>	Parochial self-interest
<b>RAH</b>	The Renaissance Amsterdam Hotel
<b>RBV</b>	Resource based view
<b>SAS</b>	Sustainable Management System
<b>SDGs</b>	Sustainable Development Goals
<b>SHA</b>	Sustainable Hospitality Alliance
<b>TBL</b>	Triple Bottom Line



# Table of contents

<b>LYCar Company Project .....</b>	<b>1</b>
<b>Preface .....</b>	<b>2</b>
<b>Acknowledgement .....</b>	<b>3</b>
<b>Executive Summary .....</b>	<b>4</b>
<b>List of abbreviations .....</b>	<b>6</b>
<b>Table of contents .....</b>	<b>7</b>
<b>1 Introduction.....</b>	<b>9</b>
1.1 Company .....	9
1.2 The Brand.....	9
1.3 Reports structure .....	9
<b>2 Problem Definition .....</b>	<b>10</b>
2.1 External need for research .....	10
2.2 Internal need for research .....	11
2.3 Goal of the client.....	12
2.4 Main Research Question (MRQ).....	12
<b>3 Analysis and Diagnosis .....</b>	<b>13</b>
<b>3.1 Literature review .....</b>	<b>13</b>
3.1.1 Green innovation .....	13
3.1.2 A future-proof hospitality business.....	15
<b>3.2 Literature review conclusion .....</b>	<b>16</b>
<b>3.3 Sub-Research Questions.....</b>	<b>17</b>
<b>3.4 Methodology.....</b>	<b>17</b>
3.4.1 Research strategy.....	17
3.4.2 Population and sampling .....	17
3.4.3 Data collection .....	18
<b>3.5 Results .....</b>	<b>19</b>
3.5.1 Green innovation framework.....	19
3.5.2 Environmental certifications .....	20
3.5.3 Sustainable data management.....	21
3.5.4 Results conclusion .....	21
3.5.5 Research questions findings .....	21
<b>4 Solution Design .....</b>	<b>24</b>
<b>4.1 RAH Journey to creating a green culture.....</b>	<b>24</b>
<b>4.2 Change Plan .....</b>	<b>25</b>
4.2.1 Step 1 .....	25
4.2.2 Step 2 .....	25
4.2.3 Step 3 .....	26
4.2.4 Step 4 .....	26
4.2.5 Step 5 .....	27
4.2.6 Step 6 .....	27
4.2.7 Step 7 .....	28
4.2.8 Step 8 .....	28
.....	<b>28</b>
<b>5 Intervention strategy .....</b>	<b>29</b>
<b>5.1 Invention timeline .....</b>	<b>29</b>



<b>5.2 Intervention strategy.....</b>	<b>29</b>
<b>5.3 Resistance.....</b>	<b>33</b>
<b>6 Evaluation .....</b>	<b>36</b>
<b>6.1 Measuring organisational performance .....</b>	<b>36</b>
<b>6.2 Measuring individual performance .....</b>	<b>36</b>
<b>6.3 Evaluate green culture.....</b>	<b>37</b>
<b>7 Dissemination .....</b>	<b>38</b>
<b>8 Academic reflection .....</b>	<b>39</b>
<b>8.1 Limitation.....</b>	<b>39</b>
<b>8.2 Further research .....</b>	<b>39</b>
<b>9 Reference.....</b>	<b>40</b>
<b>10 Appendices.....</b>	<b>48</b>
10.1 Sustainable Development Goals (SDGs) .....	48
10.2 Pathway to Net-positive hospitality .....	48
10.3 Sustainable basics .....	49
10.4 Inner Development Goals.....	50
10.5 Qualitative transcription.....	51
10.6 Color-coded data/ findings .....	104
10.7 Approved proposal .....	117
10.8 Declaration of confidentiality .....	122
10.9 Proof data management .....	123
10.10 Company evaluation.....	124
10.11 Dissemination proof .....	125
10.11.1 Presentation.....	125
10.11.2 emails.....	128
10.12 Proof of word count.....	129



# 1 Introduction

## 1.1 Company

The Renaissance Amsterdam Hotel is located in the middle of the historic city of Amsterdam (Amsterdam Info, 2022). The RAH has 402 deluxe rooms and six spacious and luxurious suits (ibid). The hotel has three F&B outlets which are: Scossa - the Mediterranean-inspired dining restaurant, the Koepelcafé, a traditional Amsterdam pub where the guests are able to mingle with locals and lastly, the 2B bar where the guests can meet, work/socialise while enjoying extraordinary cocktails (ibid). Additionally, the hotel offers a variety of twelve meeting room spaces with technology amenities, furthermore, RAH boasts an historic events space, the Koepelkerk (Koepelkerk, 2022). The Koepelchurch is a unique 17<sup>th</sup> century domed church connected to the hotel and can cater up to 650 guests in different set-up styles (ibid).

In Q4 2022, the management team of RAH decided to start a new renovation project. The Hotel will add 100 hotel rooms and will incorporate new F&B concepts, brand-new hotel rooms which will improve all their services, facilities and amenities. With the current plan in place, the team hopes to re-open the hotel by January 2025 with the main objective of *becoming the most sustainable hotel in Europe*.

## 1.2 The Brand

The upscale hotel collections of the Marriott International brand include the Renaissance Hotels (Renaissance Hotels, 2022; Yumpu, 2022). The concept was created for passionate travellers in search of authentic local experiences (ibid). The main target market is guests that are “naturally curious and constantly seeking new experiences”, customers are always up for an adventure and rather seek purposeful travel experiences and prefer a hotel that can assist them in getting the most out of each trip (Marriott, 2022; Renaissance Hotels, 2022). The hotel brand has three important values (intriguing, indigenous and independent) where they connect deeply with their guests (ibid).

## 1.3 Reports structure

This company project is based on the design-based research (DBR). This study design is made up of a research cycle that shows how theory deprived of research may be applied in practice (Fig 1). The researcher can test their research by identifying an issue, proposing a solution, and evaluating that answer while also examining why the solution worked and how it might be applied in other environments (Scott et al., 2020).

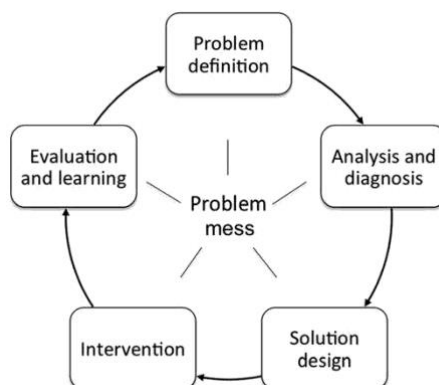


Figure 1: DBR Cycle



## 2 Problem Definition

### 2.1 External need for research

Throughout the past few years, there has been a global call for an immense shift towards sustainability to combat the current climate crisis, there is a significant urge among business owners, politicians and citizens to take action and act accordingly (Triodos, 2022; Legrand et al., 2016). The current climate crisis is bringing the world at significant risk; rising temperatures are fuelling environmental degradation, natural disasters, weather extremes, food and water insecurity, economic disruption, the rising of sea levels, acidifying oceans, and the forests are burning all due to non-sustainable practices and excessive consumption of the world's citizens (United Nations Department of Economic and Social Affairs, 2021). The climate crisis has reached an irreparable stage; however, now it is time to take fundamental transformations and turn the crisis into an opportunity for businesses to invest in a long-term sustainable future (JP Morgan, 2022). Long-term investment refers to the definition of sustainability as a whole: "to be able to meet the needs of the present without compromising the ability of future generations to meet their own needs" (Nations, 2022c)(Makridou, 2021). Sustainability is a long-term commitment and therefore the United Nation has developed 17 Sustainable Development Goals (SDGs) which serves as a blueprint related to the environmental, social, political and economic challenges that the world is facing (App 10.1) (Nations, 2022b). Since introducing these goals, the main objective was to reach all the goals by 2030, however according to the SDGs report 2022, the goals are in serious peril due to cascading and intersecting crisis that the world is has recently faced (COVID-19, climate change and war conflicts) (Nations, 2022a).

#### 2.1.1 The concept of sustainability in business

The official definition of sustainability is the idea that human societies must live and meet their need without compromising the ability of future generations to meet their own needs (IISD, 2022). In business terms, it means the be able to do business without negatively impacting the environment, community or society (Makridou, 2021). Business, organisations and governments are using the triple bottom line (TBL) concept to analyse their environmental impact, social and financial performance (Miller, 2020b). It is vital that the business draw equal number of efforts to maintain long-term success (ibid). The following table includes the efforts that must be taken into account when incorporating TBL into the business strategy:

<b>Environmental sustainability</b>	Protecting global ecosystems and preserving natural resources (Patterson, 2022). Important principles are biodiversity conservation, social needs and regenerative capacity (Khan et al., 2021).
<b>Social sustainability</b>	Identifying and leading business impacts (negative and positive) on employees, customers, shareholders and local communities (Galea, 2017).
<b>Economical sustainability</b>	Businesses can support long-term economic growth without negatively impacting the environment, social or the community (Doane, 2022).

*Table 1: Overview TBL*

#### 2.1.2 Sustainability within the hotel sector

The hospitality industry contributes with approximately 9% of the worldwide gross domestic product (Legrand et al., 2016). Despite the COVID-19 pandemic, the hospitality sector remains resilient and expects a rebound in 2024 of ppre-pandemiclevels (2019) (UNWTO, 2022). Consequently, there is a remarkable potential for continuous development and investments (ibid). As identified in the past, the hospitality industry has a substantial environmental impact through energy and water consumption and the usage of consumable goods (Eco Chain, 2021).



The consequence of the excessive amount of consumption and non-sustainable practices within in hospitality industry translated to 8% of the world's carbon emissions (Sustainable Travel International, 2020). The creation of the hospitality industry (hotels, restaurant's, marinas, airports) has all a harmful impact on the environment due to the massive usage of transportation and disruption of natural/local attractions caused by visitors. During the COP21, it was clear that the hotel industry must reduce its carbon emission by 66% by 2030 and 90% by 2050 to be able to stay within the 2° threshold (UNFCCC, 2018).

Sustainability is an emerging necessity in the hotel sector and is now appraised to be a core element of corporate social responsibility (CSR) (Sorrell, 2021). Sustainability is now considered to a differentiator in the marketplace as more consumers are considering the sustainability the dealbreaker before making a purchase (ibid).

### 2.1.3 Advantages of sustainability

The sustainability trend has been for three decades, however, no specific action incorporated in their business strategies (Pisani, 2006). Nowadays, businesses started to embrace sustainability more and more by making it a more integral component of their business strategy and culture (Makridou, 2021). There are several advantages that has been identified; reduction of energy usage and waste, enhancing brand image and build customer loyalty, increases revenues, attracting investments and funds, increase employee retention and recruitment, increase their ability to comply with the regulations set by the government (Singjai et al., 2018).

### 2.1.4 Challenges of sustainability implementation

All business finds it challenging to combine business success and while incorporating all elements of the TBL (Edara, 2022). Firstly, it is often challenging to determined which aspects must be prioritised for transformation to gain a competitive advantage from environmental, social and governance (ESG) initiatives, to identify these businesses need to implement comprehensive changes and not individual initiatives by embedding ESG in the organisation to achieve change (Santamarta et al., 2022). Secondly, sustainability requires collaboration throughout the entire value chain, from constructions phase, suppliers to the end customer (ibid). Finally, people engagement is vital throughout the transformation phase, leaders must be aligned, and the entire workforce must be engaged and committed (ibid). One of the challenges when incorporating sustainability in the business is having clear communication with other stakeholders in the value chain (owners and investors (Kwok and Hallstedt, 2018).

## 2.2 Internal need for research

As previously mentioned, RAH started a renovation project in Q4 of 2022. With this project, the management team would like to *become the most sustainable hotel of Europe* by implementing different sustainable practices. Following the collaboration with the Dutch Government and European Union regarding the Green Deal, the Netherlands is striving to become carbon neutral by 2050 (European Commission, 2023). With this project, RAH is striving to be part of the solution of becoming a greener city. Becoming the most sustainable hotel of Europe is a complex and challenging objective. Therefore, this research paper will look at what are the *key components RAH should have in place in order to be eligible to become the most sustainable hotel of Europe*.

From the researchers' experience, the hotel has little to no sustainable practices in place. The director of sales has described the sustainable aspect of the hotel as "very poor" meaning the hotel has a big challenge in front of them to transition the building but also incorporating a sustainability culture throughout the entire organisation.



RAH must also comply with the objectives set by Marriott International in terms of sustainability (Marriott International, 2022).

Marriott goals are the following:

- Nature our world: supporting the communities Marriott is operating in (ibid).
- Sustain responsible operations: integrating sustainability in their value chain to help mitigate the climate crisis (ibid).
- Empower through opportunity: Marriott is committed to a culture of inclusive workforce and beyond (ibid).
- Welcome all and advance human right: Fighting against pressing issues, including human trafficking, child exploitation and forced labour (ibid).

## 2.3 Goal of the client

The main goal of the RAH is to find out what are the important changes the hotel has to make in order to classify as the most sustainable hotel of Europe.

## 2.4 Main Research Question (MRQ)

The findings of the preliminary research/observation externally and internal have led the researcher to formulate the following MRQ:

***"What is the key component RAH should have in place its renovation project to be able to gain the title of "The most sustainable hotel of Europe?"***



## 3 Analysis and Diagnosis

### 3.1 Literature review

During this phase of the research, the researcher has incorporated an analysis of the key components of becoming a sustainable hotel. A holistic approach was taken by incorporating different stakeholders into consideration and an in-depth analysis of what the future of a green hospitality industry entails.

#### 3.1.1 Green innovation

Running a sustainable business is a dynamic objective that is constantly evolving and improving, not a destination that can be reached (Oxenswärdh, 2022). Therefore, it requires a commitment from all stakeholders to reduce its environmental impact to promote the sustainability aspect of the hotels business strategy (ibid). To become a sustainable hotel business from a resource-based view the hotel must comply with all components of the green innovation framework which includes: environmental regulations, a green innovative strategy, green organisational culture and energy conservation (Asadi et al., 2020). By implementing the green innovation framework, the hotel can maintain long-term, economic, environmental and social sustainability that is constantly improving (ibid). Green innovation is described as innovation that focuses on the contribution of new creations/productions with the aim of reducing environmental risks on waste management, pollution prevention and implementation of an environmental management system (Aboelmaged, 2018; Karimi Takalo et al., 2021). This can contribute to increase resource efficiency, creating new opportunities for environmental practices, achieving competitive advantage and enhances positive performance in an organisation (Karimi Takalo et al., 2021).

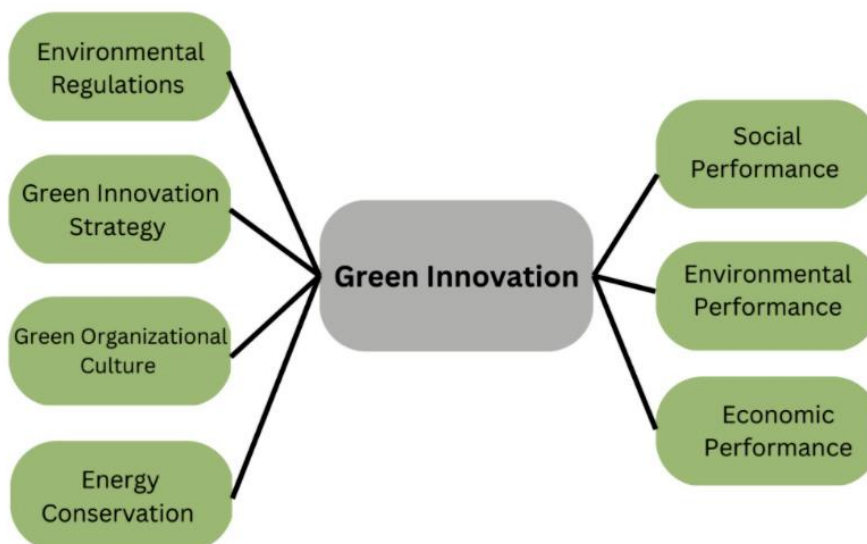


Figure 2: Conceptual framework of green innovation (Asadi et al., 2020)

##### 3.1.1.1 Environmental Regulations

A successful implementation of sustainability within a hotel requires an effective environmental management policy (Rajić et al., 2022). Environmental management focuses on issues relating to the way a hotel is operated, this includes energy, consumption, water conservation, waste management, food safety, supply chains and social sustainability (Sustainable Hospitality Alliance, 2023). Additionally, the regulations of the government of The Netherlands play a



significant role due to the implementation of the “Environmental Management Act” which is an integrated approach to environmental management in the Netherlands and provides legal framework for the regional municipal government (Zaken, 2011). The act includes environmental plans, environmental quality criteria for emissions, an environmental impact assessment which is a prerequisite for construction phases, it provides environmental permits, it facilitates environmental reporting to the government and an enforcement team that is responsible for making sure the Environmental Management Act is enforced (Zaken, 2011; Netherlands Enterprise Agency, 2023). All of these regulations are aligned with the European Green Deal, to transform the European Union into a modern, resource-efficient and competitive economy to research zero emissions by 2050 (European Commission, 2023).

Regulations can also include sustainable certifications, as these are more than a mark of approval, it signifies an internal commitment to bring changes to both social and environmental conditions (Johnson, 2022). Having these certifications in place will allow the hotel to independently assess their impact, it identifies ways of improving internal processes, it helps to determine innovative technologies solutions (Bianco et al., 2023). All of these self-evaluations give the hotel the ability to improve efficiency and reduce operating costs, it shows that the hotel complies with necessary governments and global requirements, satisfies investors and stakeholders, it increases sales by appealing to conscious customers, increases employee engagement and creates futureproof properties to maintain a long-term value (Sustainable Hospitality Alliance, 2022b).

Marriott International intends to attain 100% of its properties to be accredited and sustainably recognized through 650 LEED, BREEAM, or Estidama certified by 2025, presently, only 30% of their properties are accredited (Marriott International, 2022). Besides the Marriott brand standards, Green key is also a well-known certification in The Netherlands (Green Label Services, 2023).

<b>Environmental certification for building/property</b>	
<b>LEED</b>	Assess areas as the energy and water efficiency, material used, air quality, awareness and education (USGBC, 2022).
<b>BREEAM</b>	Includes nine criteria's which are energy, health, well- being, ecology and waste (Breeam nl, 2022).
<b>Environmental certifications for how the hotel are operated</b>	
<b>Estidama</b>	A rating system (based in Abu Dhabi) through Pearl Building Rating System (PRS). PRS Covers aspects of sustainability in terms of energy, water and material use, indoor and outdoor environment together with innovation strategy (Diab, 2021).
<b>Green key</b>	Set by the Foundation for Environmental Education, the hotel must adhere to the 13 responsibilities and sustainable operation criteria (Green Key, 2022).

*Table 2: overview of environmental certifications required by Marriott International*

### **3.1.1.2 Green Innovation Strategy**

To start the sustainable journey, businesses must start by developing a green innovation strategy (Soewarno et al., 2019). A strategy refers to the long-term direction to satisfy stakeholders' expectations as well as market needs (Johnson et al., 2009). A green innovation strategy means having a competitive advantage due to the different environmentally friendly programs implemented including social initiatives (Soewarno et al., 2019).

### **3.1.1.3 Green Organization Culture**

The hospitality industry significantly contributes to employment growth worldwide, also in Amsterdam (Fatoki, 2021; Statista, 2023). Having sustainable organisational resources in place such as Green Organisational Culture (GOC) plays an important role in the creation of an effective corporate environmental strategy (Fatoki, 2021). GOC is defined as a “collective belief toward an ecological, environmental-friendly style of (co) production shared by most



organisational members (Liu and Lin-Lin, 2020). The hotel relies on this driver of success in the institutionalisation of environmental processes and policies (ibid). The environmental performance of a hotel goes hand in hand with the organisational culture (Fatoki, 2021). GOC indicates business excellence due to the demonstration of knowledge and environmental value that would exist throughout the organisation (Magsi et al., 2018).

#### **3.1.1.4 Energy Conservation**

As mentioned, due to the delivering of service and comfort of customers, hotels consumes a significant amount of energy (Eco Chain, 2021). Consequently, it is vital to evaluate innovation in efficiency usage of energy (Asadi et al., 2020). The Sustainable Hospitality Alliance (SHA) claims that increasing energy efficiency and adopting renewable energy sources are two of the fastest strategies to reduce emissions growth (through sun, wind, water and waves) (Sustainable Hospitality Alliance, 2023). Renewable energy can considerably reduce greenhouse gas emissions and save cost, it is cost-efficient on the long-term and it is healthier due to less pollution (Nations, 2023).

Best practices in terms of energy conservation are the following:

- The usage of smart tech to climate control
  - Installation of advanced heat pumps
  - Change the light bulbs to energy-efficient bulbs
  - Automation of the lighting through smart system
  - Installation of solar panels enabling renewable energy
  - Train staff
- (Unesco, 2023).

### **3.1.2 A future-proof hospitality business**

#### **3.1.2.2 Hotel Environmental Management (HEMI)**

The role of an employee is a success factor of the company's CSR program (Choi et al., 2019). For a successful implementation of sustainability in a hotel, the first step is appointing a "green team" the roles will be defined in categories of environmental, social, cultural, economic and quality to define risks, outline corresponding management and monitor/document performance (Loew et al., 2019). Employees are the primary stakeholders who are directly involved with key stakeholders (investors, customers and suppliers) (ibid). Consequently, to ensure a successful implementation of the hotel's sustainable initiatives, it is crucial for the employees to be aware, actively participate in the decision-making process of the green initiatives (Polman and Bhattacharya, 2016). The hotel employees are the key participants in organisational green initiatives/culture, meaning staff education is an essential dimension and a critical success factor (Bohdanowicz et al., 2011).

#### **3.1.2.3 Operating a sustainable hotel**

##### **Net positive hotel**

In a competitive environment, hotel operators find a direct interest in investing in long-term sustainability solutions to keep operational costs low, meet guest demand, preserve brand reputation and business continuity (Jones et al., 2017). The SHA has designed a pathway to Net Positive Hospitality which aims to enable every hotel to start its sustainable journey (app 10.2) (Sustainable Hospitality Alliance, 2022a; Jones et al., 2017). Net positive is a recently discovered way of doing business, it makes businesses put more back into society, the environment and the global economy than it takes out (Anon, 2021). A net-positive hotel serves others, it improves the well-being of everyone who is directly and indirectly impacted (Sustainable Hospitality Alliance, 2022a).



The following steps have been identified to start the journey of becoming a sustainable hotel:

1. Take ownership: awareness is raised on the urgency for change, internal owners are identified, senior leadership are on board,
2. Understand impact: a baseline was established, and benchmarks were set and evaluated for significant concerns,
3. Engage stakeholders: key stakeholders are identified (community (employees), partners, suppliers, customers),
4. Set targets: targets are set and shared internally,
5. Take action: a long-term plan is created to start long-term and short-term environmental initiatives. Here, all sustainable basics are implemented (app 10.3),
6. Scope impact: direct impacts are addressed,
7. Monitor and report: all progress is documented and communicated to key stakeholders. (Sustainable Hospitality Alliance, 2023).

However, the goal of the hospitality industry is to reach stage four of the pathway of net positive in the hospitality industry (app 10.2). The actions listed below must be achieved:

1. Take ownership: sustainability is embedded across the business and is directly incorporated in strategy,
2. Understand impact: The whole value chain impacts are assessed and benchmarked,
3. Engage stakeholders: supply chain, community and key stakeholders are part of the journey. All partnered up to drive, collaborate and advocate for positive change beyond the direct value chain,
4. Set targets: Targets strengthened to focus entirely on the creation of the positive impact,
5. Take action: new solutions and initiatives are investigated; regenerative solutions and innovations are implemented,
6. Scope impact: the life cycle impacts and long-term impact on people across the entire value chain addressed and wider systems influenced,
7. Monitor and report: progress documented; independently audited and communicated externally including through voluntary ratings. (Sustainable Hospitality Alliance, 2023)

### **Sustainable data management**

Embarking on the sustainable journey is understanding the businesses environment performance (Sustainable Hospitality Alliance, 2022b). Identifying the current impacts (energy use, water use and waste production) allows the hotel to set targets and track the progress (Hillege, 2019). Understanding environmental performance allows the company to better target the environmental efforts, enables cost-savings opportunities, monitor progress and strengthen your credentials and built stakeholder satisfaction (Ricaurte, 2011).

## **3.2 Literature review conclusion**

To conclude, the green innovation framework emphasises the need for cooperation among various stakeholders to succeed in integrating sustainability as a key element of a hotel's business strategy, this goes hand-in-hand with the TBL business approach. The first section of the green *innovation* framework, the government's environmental regulations, Marriott International's standard and third-party regulation certifications are all taken into account to achieve the highest level of environmental regulations. All three regulations must be taken into account to consequently reach the pathway of net positive hospitality. In the second section, the green innovation strategy is presented, it involves the long-term direction of the hotel in terms of its sustainable initiatives, it requires commitment to continuously grow as a sustainable organisation. The third component is the GOC, which emphasises the value of both environment and people to carry out the green culture to promote its environmental initiatives. Lastly, the green innovation framework includes the importance of energy conservation to eventually reach the goal of net-zero set by the European Union by 2050. Moreover, it became apparent that the



solution to becoming one of the most sustainable hotels is, following the pathway to net positive hospitality in the leading phase, which entails the capacity to provide more to society, the environment, and the global economy than it consumes.

From the above-mentioned analysis, it can be concluded that sustainability within the hospitality industry is a wide topic that takes many components into consideration (environmental initiatives (including energy), people (green culture), the government, data management, certifications, to run a sustainable hotel. It is also evident that all require equal amounts of attention, therefore, the following chapter will require an in-depth analysis of the most important component to have in place to start the journey of becoming the most sustainable hotel of Europe.

### 3.3 Sub-Research Questions

To answer the MRQ and to stimulate the becoming of the most sustainable hotel of Europe, these sub-research questions (SRQ) was formulated to dive deeper into the understanding of what the key differentiator as a sustainable hotel aligned with the green innovation framework and pathway is to net positive.

<b>SRQ1</b>	<i>"To become the most sustainable hotel of Europe, what are the important steps the hotel team needs to take in order to achieve all components of the green innovation framework?"</i>
<b>SRQ2</b>	<i>"What is the most vital change the RAH have to make in order to incorporate sustainability a core component of its business model?"</i>
<b>SRQ3</b>	<i>"What are the most beneficial eco-labels RAH should have in place?"</i>
<b>SRQ4</b>	<i>"How can RAH monitor each implemented action to make sure the hotel continuous to be the most sustainable hotel of Europe?"</i>

Table 3: Overview of SRQ's

### 3.4 Methodology

#### 3.4.1 Research strategy

For this research, a **qualitative methodological** approach was used. The qualitative research approach has given the researcher the opportunity to acquire in-depth information and an understanding of the sustainability topic as a whole (Fossey et al., 2002). The qualitative research allowed the researcher to find experts in the field and have elaborated on their experiences and share knowledge by using methods such as interviews, observation and content analysis (ibid). With this methodological approach, the researcher must be able to identify what is the necessary component RAH should have in place to gain the title of the most sustainable hotel of Europe by asking follow-up questions and open-ended questions (Albudaiwi, 2018). Qualitative research has given the researcher the ability to explore ideas and understand the components of becoming a sustainable hotel (Fossey et al., 2002; Streefkerk, 2019).

The researcher has decided *not* to conduct quantitative research because this is used to test or confirm a theory of assumption and adds facts about a specific topic (Streefkerk, 2019). The researcher wanted to gain in-depth knowledge of how sustainability is managed from a business point of view and the hotel sector.

#### 3.4.2 Population and sampling

This research had focused on gaining the ins and outs of becoming a sustainable hotel for RAH; eventually, the researcher had to outline the components required to close the gap between the current state of the project and the desired state. To accomplish this, the **judgement/purposive sampling method** was used (Etikan, 2016a). This non-probability



approach allowed the researcher to segment the participants, such as field experts in different areas of sustainability, sustainability leaders in other hotels/hotel chains and/or managers of RAH (ibid). The following table will showcase the chosen interviewees and the contribution.

Set	Position	Contribution
<b>Renaissance Amsterdam Hotel</b>	Multi property director of sales at RAH and Amsterdam Marriott Hotel.	Provided in-depth knowledge of the current state/developments of the renovation project from a commercial perspective.
	Project manager at Renaissance Amsterdam Hotel	In charge of the renovation project of RAH, gained knowledge on environmental initiatives and all plans of the project.
<b>Sustainability Experts</b>	Product manager at Eco Chain	A sustainability consultant at Eco Chain based in Amsterdam. Gained knowledge on steps of running a sustainable hotel in Amsterdam and best practices in terms of monitoring tools.
	Researcher at KU Leuven in sustainability development	Business strategists in sustainability development, gaining knowledge on how sustainability can be incorporated in the hotel's strategy.
	Managing director at BlueContec – consultancy in sustainability based in Germany	Gaining knowledge on best practices in terms of optimisation of energy efficiency, improving environmental performance from the people perspective.
<b>Sustainability leaders in the hotel sector</b>	Director of corporate sustainability - Six Senses	Best practices from one of the most sustainable brands.
	CEO/Owner Bucuti & Tara Resort, Climate-neutral Resort in Aruba	Best practices of running one of the most sustainable hotels in the world/ running a climate neutral hotel.
	Director of sustainability EMEA - Marriott International	Gaining internal knowledge how Marriott International deals with sustainability.

*Table 4: overview of set*

The researcher has chosen **data-saturation** which is used during purposive sampling method, data saturation is when no additional data are being attained, the researcher has identified similar instances over and over which gives it the confidence that the category has been saturated (Saunders et al., 2018; Etikan, 2016b). The researcher knew that this stage was reached as the experts in the field were repeating the similar ideas (ibid).

### 3.4.3 Data collection

To answer the four research questions and consequently the MRQ, the researcher conducted primary and secondary data from the organisation, scientific literature, practitioners to receive a holistic overview of the challenge and key component of becoming a sustainable hotel (Barends et al., 2014). To obtain primary data, semi-structured interviews were conducted. The semi-structured approach allowed the researcher to collect open-ended data, ask follow-up questions and explore participants thoughts, feelings and beliefs about the topic, resulting in more



comprehensive and specific findings (DeJonckheere and Vaughn, 2019). The researcher has prepared pre-determined set of questions as a direction (Barends et al., 2014). From there, the researcher's goal was to find what is the most obvious component the RAH had to have in place to be eligible for the title of the most sustainable hotel of Europe, by analysing the current state and desired state. After all the interviews has been conducted, the researcher has transcribed all the data (app 10.4).

To analyse the findings, color-coding method was used. Color-coding is the process of labelling and organising the qualitative data to be able to identify different themes and relationships between them to create an outcome proposition based on the relationships identified (Linneberg and Korsgaard, 2019).

In addition to the interviews, scientific research has been collected through desk-research by utilising search engines such as EBSCO, ResearchGate, Google Scholar, Elsevier. Besides those, research on Marriott International 360 report has been analysed to gain extensive knowledge on the brand standards.

## 3.5 Results

To find out what the key components RAH should have in place during its renovation project to be eligible for the title of "most sustainable hotel of Europe", the researcher thoroughly analysed the data. The researcher used thematic analysis to identify key themes, patterns and relationships in the data which has also emerged from the green innovation framework, HEMI, sustainable data management and contribution on the pathway to net positive. In this chapter, the findings will be structured in internal findings representing RAH/Marriott International and external findings representing sustainable experts in the business field and hospitality industry.

### 3.5.1 Green innovation framework

The green innovation framework highlights the following four components (environmental regulation, green innovation strategy, green organisational culture and energy conservation) to achieve a successful implementation of sustainability.

#### Environmental regulations and energy conservation/environmental initiatives

**External findings:** According to the director of sustainability at Six Senses, the hotel chain primarily focusses on waste management, energy, water conservation. In terms of energy conservation, the hotel brand is always on the look for new ways of incorporating energy modelling, metering, efficient glazing and lighting. This all depends on the location on the property. This finding is aligned with literature of the green innovation framework and pathway to net positive as waste management, energy and water conservation are important aspects in sustainability development.

When looking into the pathway of net positive in the hospitality industry, the Six Senses is working in the accelerating phase (app 10.5) where their strategy is reducing emission to its minimum level and then look into inseting and offsetting, the hotel brand however has not yet made a big statement of reaching net positive.

In addition, the researcher has looked into the best practices by Bucuti and Tara, the hotel has UV lights, ionizers in the rooms, high-efficiency particulate air (HEPA) filters, the hotel produces 20% of their own electricity (this is limited due to the government of Aruba), the water is heated through solar, all their water is re-used in the garden, the hotel has sensor stats in every room to regulate the temperature in the room, no plastic policy, only uses natural products for cleaning products, all processes within the hotel is paperless and the hotel has a complex recycling program for paper, carton box, aluminium cans, glass and oils. Also, to reduce waste, the hotel has reduced its portion by 30%, meaning they have 30% less



waste/leftovers and 30% less freight and import. These findings are very specific on best practices in terms of energy and water and waste management which goes hand-in-hand with the pathway to net positive and the green innovation framework, especially in terms of energy conservation.

Experts in the field of sustainability has emphasised that the easy wins in sustainability is switching to green energy as this has the biggest impact on the reduction carbon emissions.

**Internal findings:** According to the project manager, in the current renovations' plans, the hotel will have a heat pump in the street, which will allow the hotel to receive hot and cold water out of the earth. The hotel will be switched to LED lights, new areas will be made out of wood as that is more sustainable and reduce their footprints as much as the hotel can while using recycled and eco-friendly materials. In addition, the sales director has mentioned that the hotel is currently recycling materials to use as new furniture in the future. According to the director of sustainability (EMEA Marriott International), Marriott has set targets around energy, emissions, water and waste in particular food waste. In regard to emission, Marriott International has signed up with the Science-based Target (SBT) to accomplish net-zero in 2050. Based on this finding, the researcher can conclude that both Marriott International and RAH are taking the adequate steps to reduce its emissions by incorporating environmental initiatives which are aligned with the green innovation framework.

### Green organization culture (stakeholders' involvement)

**External findings:** An expert in the identifies the importance of GOC as "your employees are ambassadors for sustainability, they become authentic co-creators of the future with you in one boat." It has also been identified that the hospitality industry should be a place that inspires others on their sustainable performance, it inspires in three circles (employees, guests and suppliers). It also became clear that hotels should create a working environment with a purpose, because it is hard to work for a hotel, and people also continuously looking for a place where they can fulfil a higher dimension, higher purpose in life. It should come from bottom to top management. Hotels should also focus on the inner development goals (IDGs) to achieve the 17 sustainable development goals (SDGs), as the IDGs emphasise attitude change, having this in place will allow the employees to feel enriched and empowered to be on the sustainable journey. Also, the hotel will realise that you need both to achieve a successful implementation of sustainability, therefore a change management plan would be beneficial. The hospitality industry can serve as an educational centre from the employees' perspective, customers and suppliers. At the Six Senses Hotels, all employees are trained every year on topics such as plastic, wildlife, human health, waste management, achieving zero-waste and property specific trainings. The hotel brand communicates their practices by providing engaging workshops for both employees and guests, as this is how the hotel has incorporated sustainability in their culture. Based on this finding, the researcher to conclude, there is a direct link between GOC and the hotels' environmental performance, and that it is not only important to have an environmental plan, however, an educational plan is vital.

**Internal findings:** Marriott provides online-trainings for all the employees; employee can learn about how to work with systems all the way to use cut a vegetable to produce less waste. Marriott International also provides knowledge sharing from properties where sustainability is in full action to use as an inspiration for other properties. It can be concluded that Marriott International and RAH's recognise the importance of educating employees on the subject of sustainability, however, there is no plan in place for creating a green culture.

### 3.5.2 Environmental certifications

**External findings:** there are mixed opinions regarding certifications, sustainable experts say that having a certificate serves as direction and is a good start, however, it should not be the end goal of the hotel. Experts' states that, "*at some point of the hotel has checked all the*



*boxes, but the hotel cannot be done there, there must be next steps that they are looking into.*" Other experts state that if you cannot validate the initiatives, it can be seen as green-washing. The certification issue is that the hotel will have one person ticking boxes, but it does get to the operation team, or they would understand why the employees are doing what they are doing. In contrast, sustainable experts in the hospitality industry state the importance of having certifications, Bucuti is Green Globe certified, ISO 14,001 and 9000 and LEED certified. The audits also involve the employees by asking questions such as "do you know why?", meaning the employees must have a thorough understanding of the sustainability initiatives. The researcher can conclude, that despite that literature showcases the benefits of having a certification, the experts do highlight that this should not be the end-goal.

**Internal findings:** as the hotel wants to become the most sustainable hotel, it is vital to commercially put it out in the world, to do so, certifications are needed. According to the director of sustainability, all the hotels across Europe, Middle East and Africa have to become certified by Green Key. The Green Key certification has been chosen because it gives the hotels a good indication of the quality of management, and issues across sustainability, and it takes the environmental, social governance at operational level and supply chain into consideration.

### 3.5.3 Sustainable data management

**External findings:** *"To become the most sustainable hotel, the first step is knowing the current situation the hotel is in."* *"Because without measuring, the hotel is not able to claim anything."* The hotel would not know what their impacts are, there are tools, for example, the Life cycle assessment (LCA) which is a scientific way of calculating footprints. Some hotels use their certifications as a way to measure their impacts, for example during the audits by Green Globe. At the Six Senses, the hotel brand publishes reports to stay accountable for their initiatives, the director believes that to start a sustainable journey, companies need a tracking tool which is reliable to evaluate the impacts. It can be concluded that, that this finding is not surprising as research already stated that this is a first in starting a sustainable journey.

**Internal findings:** in Marriott International, there are different levels by reporting is managed. The main tool is Marriott Environmental Sustainability Hub which is provided by Schneider Electric. All hotels can register, to measure energy intensity usage per square meter. It is a platform where hotels can enter data about certifications, responsible sourcing and waste management. This platform has become a brand standard, as its fundamental aspect of sustainability, because what gets measured gets done. This is all published in an annual report the serve 360 report.

### 3.5.4 Results conclusion

It became apparent that becoming a sustainable hotel relies heavily on the environmental initiatives, however, to maintain the title of most sustainable hotel of Europe and to gain competitive advantage, creating green culture among all stakeholders, especially employees is the key difference. It is also evident, that having a sustainable management team to lead the initiatives in terms of data management, certifications and implementing the four components of the green innovation framework.

### 3.5.5 Research questions findings

**SR1:** *"To become the most sustainable hotel of Europe, what are the important steps the hotel team needs to take in order to achieve all components of the green innovation framework?"*

Based on the findings and literature, the first step to start a sustainable journey is appointing a sustainable management team that comprises all pertinent stakeholders (top-management,



employees, owners), this team will incorporate the long-term direction of **the green innovation strategy** of the hotel. After this is set, the team has to set goals/objectives together with taking internal and external **environmental regulations** into consideration (The government's regulations, certifications) and goals of energy **conservation**. Next to this, establishing a baseline year to compare the impact is pivotal. The experts in the field suggest that it is impossible to claim the title of the most sustainable hotel of Europe without a baseline year and a reliable tool to evaluate all impacts. The sustainable management team is also in charge of the institutionalisation of the objectives and environmental practices that will be implemented in the hotel. To will achieve a **green organisational culture**, it is vital to include all levels of employees in the decision-making processes, eventually, the employees can demonstrate environmental expertise and values. In addition, the green team will be the ones responsible for the implementation of all other **environmental initiatives** throughout the hotel.

**SR2:** "What is the most vital change the RAH have to make in order to incorporate sustainability a core component of its business model?"

As identified in the internal findings, the RAH has started its renovation project in Q4 of 2022, however, to successfully incorporate sustainability in the hotels strategy it is crucial to demonstrate a green culture throughout the organisation through its employees, actively participating and getting educated on initiatives. Currently, there is no green culture in place, however, it has been made clear that change management is vital for all stakeholders involved.

**SR3:** "What are the most beneficial eco-labels RAH should have in place?"

To commercially set the hotel, certifications are vital. Therefore, the Marriott International team would like to work on achieving the Green Key certifications as this eco-label is a good representation of achieving all three aspects of TBL. The Green key has established a high standard of environmental requirements covering the 13 criteria areas described below (Greenkey Global, 2023).



Figure 3: Green Key criteria's (Greenkey Global, 2023).

In addition, as identified in the findings, for RAH to have sustainability embedded into its strategy, it is vital to have striven towards receiving the LEED and/or BREEAM certification as this will showcase that sustainability is at importance also during the renovation phase (USGBC, 2022)



**SR4:** *"How can RAH monitor each implemented action to make sure the hotel continuous to be the most sustainable hotel of Europe?"*

As identified in the findings, having an adequate measuring tool in place to be able to measure every impact. There is for example the LCA which is a framework for measuring the environmental impact in terms of emissions as most of the emissions take place in the supply chain (gas, electricity, water, furniture and food) and the hotel itself deals with the laundry and waste (Eco Chain, 2021). However, the RAH can utilise the Marriott internal measuring tool the environmental Sustainability Hub. It is evident that measuring plays an important role, as it identifies where progress has been made and where more efforts are needed to continuously improve, it allows the hotel to identify the real-time impacts, and it allows the hotel to control and maintain optimised performance (Courtnell, 2021).



## 4 Solution Design

As identified in the research findings, sustainability has many important components, however, it has been highlighted on various occasions that the most crucial element is the incorporation of green culture during RAH renovation project. This will showcase the value of sustainability that lives across the RAH and enhances the sustainability initiatives due to the institutionalisation of the key stakeholders (Magsi et al., 2018). To reach green culture, a change management plan must be incorporated due to the significant shift in thinking, culture, practices and policies (Doppelt, 2017). The advantages of a green culture have been identified as improving hiring, productivity, and local community and competitive advantage (Zujewski, 2022).

### 4.1 RAH Journey to creating a green culture

Using inspiration from Kotter, Adkar, Cumming & Wurley change models, the researcher created an eight-step custom change plan (fig 4)(Kotter Inc, 2023; Cummings and Worley, 2009a; Creasey, 2022). A change management plan is pivotal for all key stakeholders involved during the renovation project as sustainability will become a unique aspect of hotel's culture (Lozano and Garcia, 2020)

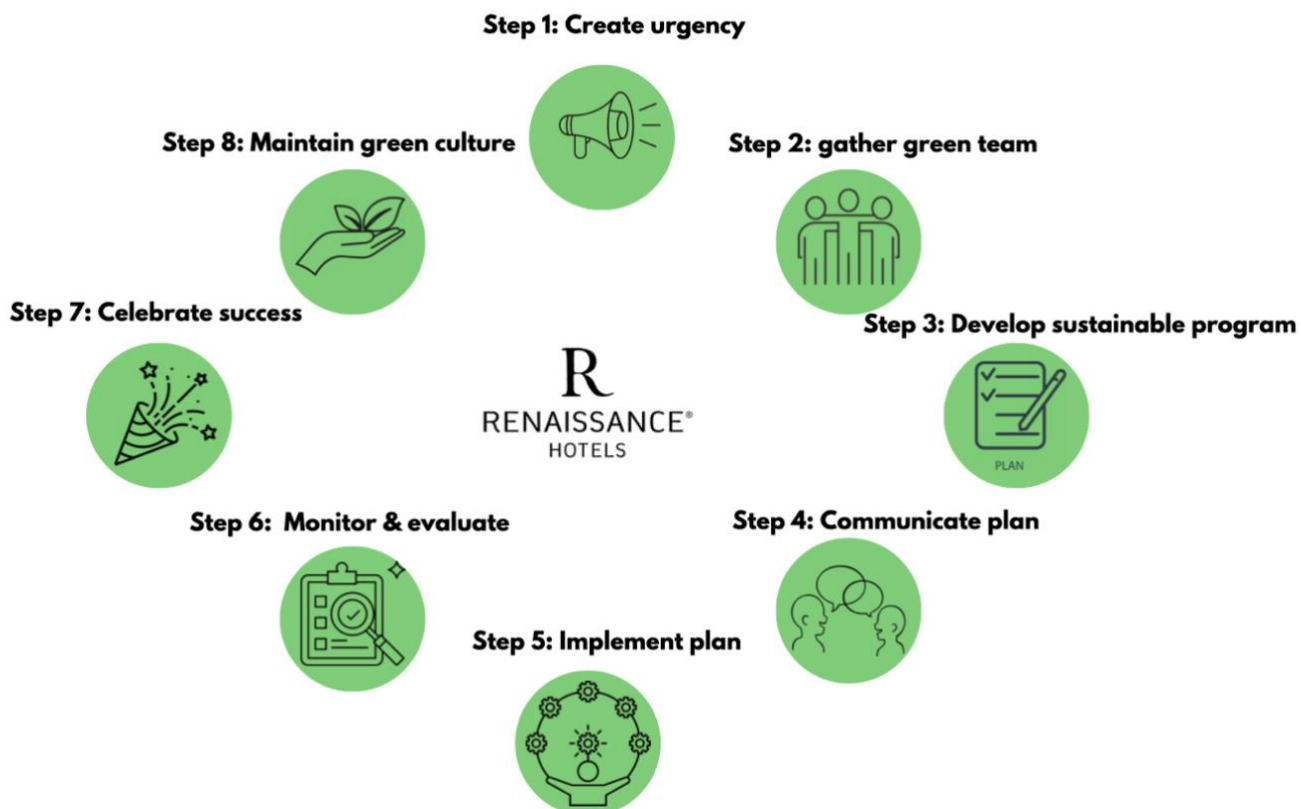


Figure 4: RAH Change journey



## 4.2 Change Plan

The researcher change plan is estimated to last 24 months to successfully implement a green organisational culture. The RAH consists of eight departments (rooms division, food & beverage, human resources, sales & marketing, security and maintenance, finance and revenue department (Anon, 2023).

### 4.2.1 Step 1



#### Create urgency

**Step 1** create awareness among critical organisational stakeholders (Johnson et al., 2009). Here the leaders of the hotel must explain the motivation for the shift by generating excitement among stakeholders and communicating a distinct future vision, by describing the current gap and desired state (Cummings and Worley, 2009a)(Kotter Inc, 2023). It is vital to inspire stakeholders to act accordingly with purpose and passion to build a sustainable future (Kotter, 2012; United Nation, 2023).

To achieve this, the owners and executive team of the RAH will need to meet, to realise the importance of creating a green culture. GOC is the driver of a successful implementation of sustainable initiatives and will have a significant impact on RAH objective of becoming the most sustainable hotel of Europe (Fatoki, 2021)

### 4.2.2 Step 2



#### Gather green team

**Step 2** create a "green team" who will lead the team in the journey of change (Kotter, 2012). Firstly, the hotel needs to identify the effective change leaders in the hotel, stakeholders who are committed to executing the entire process (ibid). This coalition of committed people from all levels who can coordinate, guide, and communicate the program (Cummings and Worley, 2009a).

The researcher advises forming a green team of employees (from all levels) to lead the sustainability transition of the hotel. This team is the one responsible for designing, communicating and implementing the sustainability program. The Global Sustainable Tourism Council (GSTC) defines this team as a long-term sustainable management system (SAS), which is responsible for covering environmental, social, cultural, quality, human rights, health and safety issues of the hotel (GSTC, 2016).



### 4.2.3 Step 3



#### Develop a sustainability program

**Step 3** determine the core values, define the vision, the strategy to realise the change (Cummings and Worley, 2009a). The green team is responsible for assessing risk of acceptance and resistance assessment (Global, 2021). The program must assist the green team in controlling, scheduling, communicating and having adequate resources in place to facilitate the change (IMD, 2016).

This sustainability program must include specific steps that RAH will take to incorporate sustainability into its operations (energy efficiency, water conservation, waste management, sustainable purchasing, guests engagement, community involvement) (United Nations, 2013). It should also include, timelines, metrics and measuring tools (ibid). Also, the researcher advises on making a plan that outlines the specific steps for achieving the Green Key certification (Greenkey Global, 2023). The program must include trainings on achieving the IDG's (inner development goals) (App 10.4). Having IDGs in place allows the RAH culture to be purposeful, sustainable and productive (Inner Development Goals, 2023b). Additional plans for dealing with employee resistance must be conducted (Lawrence, 1969).

### 4.2.4 Step 4



#### Communicate program

**Step 4** communicate the change to prepare all stakeholders for the change (IMD, 2022). In this stage, it is crucial to explain the **why** behind the change, the advantages to the organisation and employees (Fisher Ricks, 2020). It is vital to describe **how** the organisation will operate, what the changes are from an employee perspective and the expected outcomes (ibid).

During this stage, the green team must communicate the plan during a masterclass/meeting to all key stakeholders who are directly impacted (employees, owners, suppliers) (AMEX Global Business, 2023) Stakeholders will be familiar with the training program on different topics of sustainability, this communication point has to raise awareness and inspire stakeholders to get on board for the change (ibid).



## 4.2.5 Step 5



### Implementation plan of GOC

**Step 5** aims to implement the sustainability program until the hotel has reached its desired state (Cummings and Worley, 2009a; Kotter, 2023). It is vital for the green team to focus on empowering the stakeholders involved (Miller, 2020b). Also, it is essential to repeatedly communicate the strategy, vision and program throughout the process to serve as a reminder of the motivation behind the change (ibid). This is considered the transitioning phase, during which the entire hotel learns how to implement the conditions needed to achieve the ideal state (Cummings and Worley, 2009b)

To make sure the green team is creating a GOC, the team will provide all the necessary programs, training, workshop on how the key stakeholders can positively contribute to the sustainable initiatives. The goal of this phase is to foster a working environment where awareness and commitment to social and environmental responsibility are created (Liu and Lin-Lin, 2020). Education on sustainability provides factual knowledge to make informed decisions as well as cultivating behavior change (Green Business Bureau, 2021).

## 4.2.6 Step 6



### Monitor & evaluate

**Step 6** the green team will need to assess whether the program is going according to plan (IMD, 2022). If not, adjustments need to be done to make sure of a successful implementation of the change plan (ibid). Also, a risk to the acceptance and adoption must continue to be identified, areas that need improvement must be adjusted (Global, 2021).

In Marriott International, there are different levels by which reporting is managed. The main tool is Marriott Environmental Sustainability Hub which is provided by Schneider Electric. All hotels can register, to measure energy intensity usage per square meter. It is a platform where hotels can enter data about certifications, responsible sourcing and waste management. This platform has become a brand standard, as its fundamental aspect of sustainability, because what gets measured gets done. This is all published in an annual report the serve 360 reports.



### 4.2.7 Step 7



#### **Celebrate success**

**Step 7** aims to celebrate the successful implementation of the change program (Kotter, 2023). Celebrating reinforces the commitment to continuously applying change management, it can also create additional momentum (Creasey, 2022).

Every stakeholder should be recognised for accomplishments during and after the renovation project of becoming the most sustainable hotel in Europe. Sharing progress reports with stakeholders inspires further action (Deloitte, 2020).

### 4.2.8 Step 8



#### **Maintain a green culture**

**Step 8** aims to ensure that the change becomes an integral part of the hotel's culture, there are preventive plans for reversion to prior state, therefore it is important to continue to monitor and prepare alternatives (Miller, 2020a; Kotter, 2023; Cummings and Worley, 2009a).

The researcher suggests providing workshops/trainings on yearly basis, to continue the momentum of a successful GOC, make sure there is an introduction program for new employees/stakeholders and continue to implement new sustainable initiatives based on the green innovation framework.



## 5 Intervention strategy

The researcher has designed an intervention strategy based on the 8-step change journey (fig 5). The researcher has analysed all the required interventions in each step by identifying the “why, how, target audience and expected outcome”.

### 5.1 Invention timeline

The intervention strategy is estimated to last 24 months to be at the desired state of green culture (fig 6).

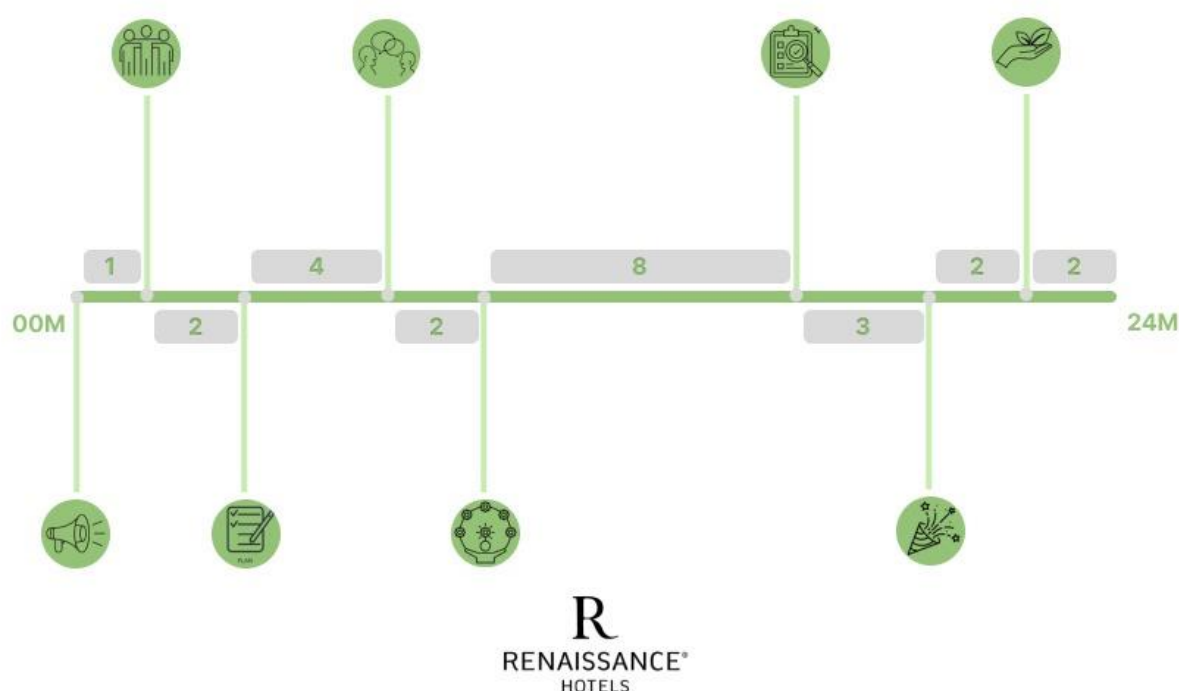


Figure 5: estimated timeline

### 5.2 Intervention strategy

1: Creating urgency	
<b>Why</b>	Create awareness on the benefits of implementing GOC
<b>How</b>	<p>During this meeting, the urge for implementation of the GOC will be discussed by listing out</p> <ul style="list-style-type: none"> <li>- Learning about the implementation of sustainability within the hotel</li> <li>- Learning details about GOC</li> <li>- Implementation of GOC</li> <li>- Introduction to IDG's</li> </ul> <p>Benefits of IDG's and its link to GOC and environmental practices.</p>



	An announcement will be sent out to all employees to learn about the upcoming change and benefits. After the announcement, a meeting will take place to explain the desired state of the hotel, here a Q&A session will be organised for all employees.
<b>Target audience</b>	Top Management, owners, Marriott HQ, employees
<b>Outcome</b>	The whole team is on board

## 2: Gather green team

<b>Why</b>	Identifying potential/adequate members to guide the change journey
<b>How</b>	<ol style="list-style-type: none"> <li>1. The GM/top management will need to define the requirements needed to be part of the green team, it must be depicted from all levels</li> </ol> <p>In total, the green team needs to consist of minimum 8 people</p> <ol style="list-style-type: none"> <li>2. After potential members has been selected, 1-1 interviews will be done. Here, the meeting top management must explain in detail what the responsibilities.</li> <li>3. An email will be sent out with announcement</li> </ol>
<b>Target audience</b>	GM/ Top management leaders/owners
<b>Outcome</b>	A committed green team has been formed

## 3: Develop sustainability program

<b>Why</b>	A detailed program/plan must be made taking all aspect of sustainability into consideration, also focused on each IDG of each employee/department and take all requirements of Green Key.
<b>How</b>	<ol style="list-style-type: none"> <li>1. Establish RAH current status on environmental performance</li> <li>2. Define objectives (IDGS, Green key, monitoring)</li> <li>3. Design a green strategy which consists of educational trainings regarding energy, water conservation, waste reduction, product education, operational changes) (Inner Development Goals, 2023b).</li> <li>4. Design a GOC workshop which includes the five dimensions of IDG's goals (being, thinking, relating, collaborating and acting)(Inner Development Goals, 2023a).</li> <li>5. Create action plan (invite experts in the field/ external inspirational leaders in sustainability, set dates, goals of each action)</li> </ol>
<b>Target audience</b>	All employees
<b>Outcome</b>	A detailed/feasible plan is created to start the communication and implementation of the program

## 4: Communicate program



<b>Why</b>	Everyone must be aware of the direct impact the change plan has.
<b>How</b>	<p>There are different communication points</p> <ol style="list-style-type: none"> <li>1. Individual/departmental emails will be sent out with the program and how it will impact each employee.</li> <li>2. Meeting with departmental managers will take place to be aware how this will impact their department/team. During this session feedback will be taken into account and the green team will adjust accordingly.</li> <li>3. A departmental meeting including all employees will take place with the green team, to receive in depth information on program and here employees can ask questions on how it will impact them. Feedback is taken into account, and changes will be done accordingly.</li> <li>4. Owners/suppliers will also be invited to take part of the program</li> </ol>
<b>Target audience</b>	All employees, suppliers, owners
<b>Outcome</b>	Everyone understands the program and is on board to start

<b>5: Implementation program</b>	
<b>Why</b>	To reach the desired state of the RAH to become the most sustainable hotel of Europe.
<b>How</b>	<p>Employees from each department will be take part of various engaging workshops, masterclasses and trainings on</p> <ul style="list-style-type: none"> <li>- Importance of sustainability within the hotel</li> <li>- Energy, water conservation</li> <li>- Waste management</li> <li>- Operational changes</li> <li>- Behaviour changes</li> <li>- IDGs</li> <li>- Product knowledge</li> <li>- Communicate KPI</li> </ul> <p>Besides these trainings/workshops, each department is differently affected, therefore actions plan per department is required.</p> <p><b>Front office:</b> trainings on customer communication on sustainability</p> <p><b>Housekeeping:</b> trainings on material used and its impact. Trainings on communication to customers regarding initiatives specifically designed for housekeeping.</p> <p><b>Food &amp; beverage:</b> in depth training on waste management, knowledge/ability to explain the environmental initiatives during service.</p> <p><b>Purchasing department:</b> a clear framework to make green decisions on products and services and spread the GOC within the supply chain (prioritise local purchase)</p> <p><b>Human Resources:</b> Implement social sustainability within HR process.</p>



	<b>Finance &amp; revenue:</b> Optimize new market <b>Sales &amp; marketing:</b> Trainings on sustainability communications and leveraging the power of environmental data
<b>Target audience</b>	All employees and suppliers
<b>Outcome</b>	Employees are more pro-active/engaged in sustainability efforts, concrete KPI's (cost, reduction of emission) can be measured as outcome (Varga, 2023).

6: Monitor and evaluate	
<b>Why</b>	To make sure the implementation plan is successful and a GOC is being achieved the green team needs to evaluate each step and make changes accordingly.
<b>How</b>	<b>Measuring organisational performance:</b> <ul style="list-style-type: none"> <li>- Project KPI's</li> <li>- Overall performance improvements</li> <li>- Customer feedback</li> <li>- Environmental/social impact</li> <li>- Impact measurement tools</li> </ul> <b>Measuring Individual performance</b> <ul style="list-style-type: none"> <li>- Appraisal interviews</li> <li>- Employee surveys results</li> <li>- World café</li> </ul> <p>After all these check points, the green team must identify readiness of the program, if not provide more trainings for individuals who has not yet reached the desired state.</p>
<b>Target audience</b>	All employees, green team, top management
<b>Outcome</b>	A successful implementation of a GOC in the RAH

7: Celebrate success	
<b>Why</b>	Recognize efforts and employees are rewarded for intrinsic and extrinsic change.
<b>How</b>	After a successful implementation, employees are rewarded both intrinsic and extrinsic for their input. The green team shares impact report internally but also externally to make sure all key stakeholders are aware of efforts.
<b>Target audience</b>	All employees
<b>Outcome</b>	Everyone is directly awarded for efforts and feels inspired to be part of RAH.

8: Maintain a green culture	
<b>Why</b>	To be able to sustain the title of most sustainable hotel of Europe, GOC must become an integral aspect of RAH culture.
<b>How</b>	Green team continuous to implement new trainings, new technology to maintain the title of the most sustainable hotel of Europe. The green team will continue to be active to gain new knowledge as



	<p>sustainability is rapidly changing. It is vital to stay up-to-date and incorporate necessary trainings.</p> <p>HR is incorporating GOC into their hiring strategies for future hires.</p>
<b>Target audience</b>	All employees, green team
<b>Outcome</b>	GOC is an integral aspect of the hotel to maintain the title of most sustainable hotel of Europe.

Table 5: Intervention strategies

## 5.3 Resistance

Resistance is a psychological reaction to change as it impacts the human relationship accompanied by technical change (Lawrence, 1969). The researcher identified level of resistance in each step of the change model (fig 6). Therefore, a resistance management plan has been developed to mitigate resistance throughout the change journey which includes preventive strategies to minimise resistance in critical stages (1,4,5) and re-active strategies for every stage.

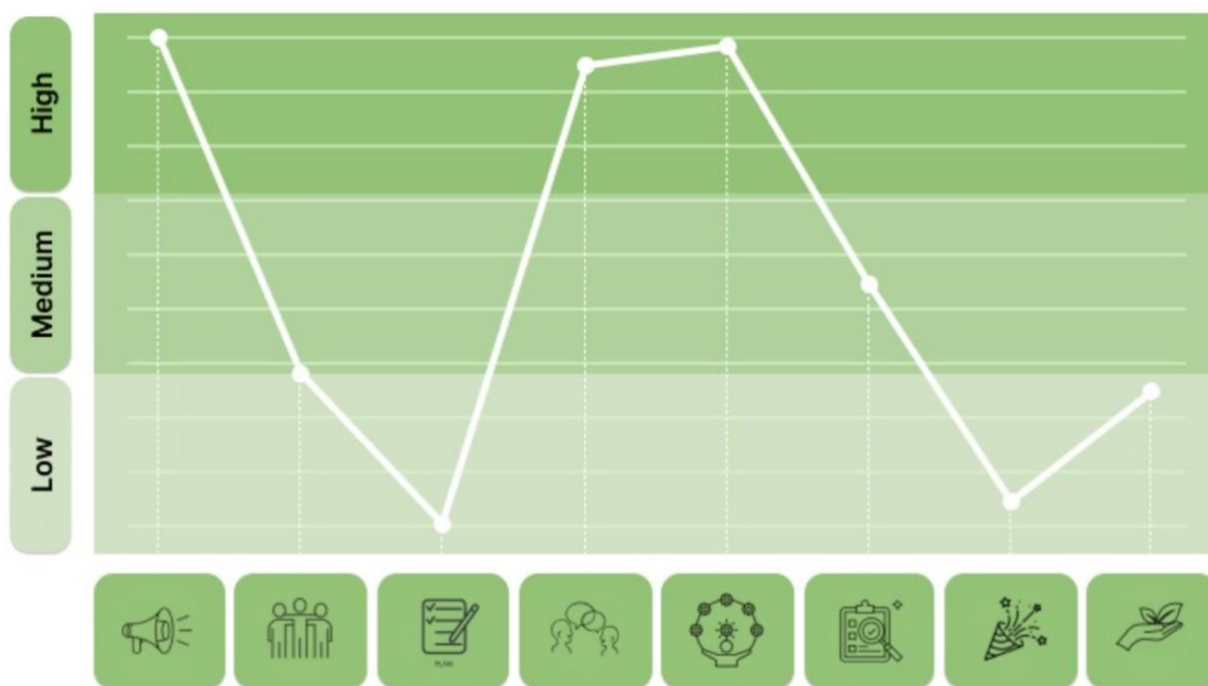


Figure 6: Resistance levels



The researcher has used Kotter & Schlesinger model and used Education and Communication (E&C), Participation and Involvement (P&I) and Facilitation and Support (F&S) to mitigate resistance (Yilmaz and Kiliçoğlu, 2013).

### 5.3.1 Preventive strategies

Change model step	Possible resistance	Strategy
1	Diagnosing resistance (DA, Parochial self-interest (PSI)	The preventive approach of education and communication (E&C) will be employed during the, presentation and Q&A session that will be organised under the "create urgency" step. Due to the inaccurate and lack of information, the E&C method is crucial to explain the <b>why and how</b> (Yilmaz and Kiliçoğlu, 2013). Efficient communication tools during E&C is crucial, employees can experience the advantage of change on an organisational and personal level (Kotter and Schlesinger, 2008). Answering all the burning questions, will ease the level of resistance and reduce the risk of parochial self-interest (PSI) (Kotter and Schlesinger, 1989).19/03/2023 22:45:00
4	Misunderstanding and lack of trust (MLT)	While communicating the program, participation and involvement (P&I) in feedback and Q&A sessions will be pivotal to mitigate the resistance level to reduce the risk of MLT (Kotter and Schlesinger, 1989). Co-creating the sustainability program by allowing the employees to give valuable feedback on the plan, to consequently integrate the feedback.
5	Misunderstanding and lack of trust (MLT)	Facilitation and support (F&S) will be provided to start the educational process of the change. To reduce MLT, adequate trainings, workshops and masterclasses will take place to accomplish the GOC. Also, feedback loops will be done to actively engage employees to share concerns or misunderstandings and make changes to the plan accordingly.

Table 6: preventive strategies

### 5.3.2 Reactive strategies

The following resistance analysis showcases the reactive strategies in each step of the change journey. The researcher has identified the level of resistance, symptoms and re-active strategy method.

Step	Resistance level	Symptoms	Strategy
<b>Individual, group, organisational</b>			
1	High	Uncertainty Top-down force More work Personal interest Lose control Old wounds	The announcement and presentation will be the first E&C moment to understand the big picture of change. It is vital to share that the change will happen gradually over a period of 24 months.  Showcase benefits of change on a personal and organisational level



			(E&C), this reduces the symptom of top-down approach.
2	Low-Medium	More work Uncertainty	Provide proper resources to build green team (F&S).
3	Low	More work Not fully educated on changes	Provide relevant resources F&S and E&C with experts in the field of change. It is vital to appoint enough time to the green team to organize a detailed sustainable program
4	High	More work Top-down force Lack of personal interest	Employees from all levels are communicating the program, it is crucial that each employee (in the green team) is answering the questions and concerns from peers (E&C). Extra Q&A sessions of the program will be hosted.
5	High	Uncertainty Out of routine More work Top-down force Loss of control Personal interest	Highlighting the personal, organization and global advantage a greener world. Trainings and masterclasses are designed to be inspiring
6	Medium	Lack of interest	Identify the disengagement during 1-1 interviews to provide necessary actions based on the outcome. Showcase outcome of efforts by publishing impact reports.
7	Low	Lack of personal interest	All stakeholders involved will be rewarded, regardless of personal level of interest.
8	Low-Medium	More work Uncertainty Unexpected occurrences	Clarify future implications of sustainability to continue working to maintain the title of most sustainable hotel of Europe.

Table 7: re-active strategies



## 6 Evaluation

To evaluate whether the change management journey has been successfully implemented and the desired state of a green organisational culture has been achieved, evaluation tools will be used. The researcher has identified two components to measure (*organisational performance and individual performance*).

### 6.1 Measuring organisational performance

In the organisational performance, the green team needs to evaluate if the sustainable program's KPI's has been reached, this can be done by utilising the internal measuring tool provided by Marriott International, the Marriott Environmental Sustainability Hub by Schneider Electric. The most evident impacts are energy emission, water usage and waste reduction by comparing the results with the baseline year (2023).

Overall KPI's are:

- Quality performance
- Cost performance
- Project profitability
- Health and safety
- Energy consumption and resource saving
- Stakeholders' satisfaction
- Waste management
- Innovation and improvement (Xu et al., 2012)

Additionally, the green team can evaluate the performance based on the achievement of the Green Key certification. Green Key's standards are broken down into imperative and guideline criteria; for the RAH to be certified, they must have met all imperative criteria. The green team can assess the procedure by using the checklist given by the Green Key. By using the checklist provided by the Green Key, the green team can to evaluate the process (Greenkey Global, 2023).

### 6.2 Measuring individual performance

To measure the individual performance, feedback tools has been depicted in stage 1,4,5,8 of the change journey to identify the level of success in regard to green culture.

Step	Feedback tool	Evaluation method
1	Feedback survey	After the announcement/ presentation, employees will receive a survey to fill-in to gain insights on feelings, knowledge and to check whether the urgency for change has been identified.
4	World Café	In the communication stage, a world café will be organised. The world café method will allow employees to feel welcomed where multiple ideas on green culture workshops/trainings will be discussed to gain feedback from employees.
5	Appraisal interviews	1-1 meetings will be organised during this stage by managers to identify where employees stand in regard to green culture.
8	Feedback survey	The last survey will be sent out, to gain insight on the process and to identify whether the employees are at the desired stage of the green culture (all IDG's has been achieved)



## 6.3 Evaluate green culture

***"What is the key component RAH should have in place its renovation project to be able to gain the title of "The most sustainable hotel of Europe?"***

To become the "most" sustainable hotel of Europe, a thorough change in culture must be implemented within the hotel, due to significant shift of behaving, thinking, new practices and policies, therefore, a change management plan is the most effective way of creating a green culture. A green culture is the critical success factor of a victorious implementation of sustainable initiatives due to the demonstration of knowledge and skills that exists among the direct stakeholders at the RAH.



## 7 Dissemination

It became apparent that becoming a sustainable hotel relies heavily on environmental initiatives, however, to maintain the title of most sustainable hotel in Europe and to gain competitive advantage, creating a green culture among all stakeholders, especially employees is the key difference. It is also evident, that having a sustainable management team to lead the initiatives in terms of data management, certifications and implementing the four components of the green innovation framework. (Marín-González et al., 2017). Dissemination raises awareness and encourages collaboration (ibid).

<b>What</b>	<b>To whom</b>	<b>How</b>	<b>Effect</b>	<b>Timing</b>
<b>Research Report</b>	Thomas Holland/ Top-Management RAH	E-mail	To share all the findings, the research report will be shared with relevant stakeholders.	Post hand in date
<b>Change Management Plan</b>	Future sustainability committee RAH	Presentation (app 10.11)	Step by step plan on incorporating GOC	May 2023
<b>Sustainability Hospitality Alliance</b>	Anjana Raza	E-mail	Highlight the change management aspect of social sustainability	Post hand in date
<b>Blue Contact</b>	Andreas Koch	Knowledge sharing on how to achieve GOC in a hotel/ educational system of sustainability	Blogpost–highlighting change management	Post hand in date
<b>Raise Awareness for GOC</b>	Thomas Jelley Director Sustainability - Marriott International	E-mail	Change Management plan – importance of GOC	Post hand in date
<b>Research Report on sustainability development and change management</b>	HTH Students and lectures	HTH media centre	Research publication	Post LYCar defense

*Table 9: overview of dissemination of company project*

The researcher will start working at the RAH per 1/05/23 and will share the findings through a power point presentation to top-management and future sustainable committee. The researcher also would like to take part of the of the change management team. The timing of this is not yet determined.



## 8 Academic reflection

### 8.1 Limitation

As in any other researcher, several limitations were identified and classified as factors that were out of the control of the researcher. Access to data, time and online interviews were the most apparent constraints of the company project.

#### **Limitation to DBR Cycle**

This research is made for the future green team/sustainability committee to gain information/knowledge regarding the change management aspect of the renovation project. However, this will only take place approximately one year before the re-opening of the fully renovated hotel, due to this timeline, real-time evaluation of the change management plan will not take place.

#### **Access to data**

The researcher is no longer working with the Renaissance Amsterdam Hotel as the internship has already ended by the time this company project has been written. This gives the research less involvement and may impact the accessibility to the most recent changes in the renovation project. Moreover, the researchers no longer have access to the intranet of Marriott and Renaissance Amsterdam, this may impact again the recent developments within the chain concerning sustainability practices.

#### **E-interviews**

A number of interviews was conducted online and the others physically. One of the advantages that COVID-19 has brought us is the usage of the virtual data collection method (Roberts et al., 2021). It gives the researcher the convenience and flexibility of scheduling, it expands the participants pool which allows the researcher to gain information outside of The Netherlands and it brings consistency to the process (Opara et al., 2021).

### 8.2 Further research

As seen from the problem definition and analysis diagnosis phase, sustainability is a very broad topic, and with RAH's goal of becoming the most sustainable hotel in Europe and in-depth research must be conducted to see how this will be translated into the customer journey, a thorough analysis can be done after the renovation project is finalised on the impact of incorporating a green culture and how this is being perceived by the customers. Additionally, an in-depth analysis should be conducted on competitors, how can the RAH maintain its title of the most sustainable hotel in Europe.



## 9 Reference

Aboelmaged, M., 2018, Direct and indirect effects of eco-innovation, environmental orientation and supplier collaboration on hotel performance: An empirical study - ScienceDirect Available at: <https://www.sciencedirect.com/science/article/pii/S0959652618305110> (Accessed 26 February 2023).

Albudaiwi, D., 2018, Sage Research Methods - The SAGE Encyclopedia of Communication Research Methods Available at: <https://methods.sagepub.com/reference/the-sage-encyclopedia-of-communication-research-methods/i14345.xml> (Accessed 17 March 2023).

AMEX Global Business, 2023, Sustainable Meetings and Events Program by American Express GBT Available at: <https://www.amexglobalbusinesstravel.com/the-atlas/building-a-sustainable-meetings-and-events-program/> (Accessed 14 March 2023).

Amsterdam Info, 2022, Renaissance Amsterdam Hotel | Amsterdam.info Available at: <https://www.amsterdam.info/renaissance-hotel/> (Accessed 4 November 2022).

Anon, 2023, RocketReach - Find email, phone, social media for 450M+ professionals Available at: [https://rocketreach.co/renaissance-amsterdam-hotel-profile\\_b5c3d2c1f42e0fe1](https://rocketreach.co/renaissance-amsterdam-hotel-profile_b5c3d2c1f42e0fe1) (Accessed 13 March 2023).

Anon, 2021 The Net Positive Manifesto. Harvard Business Review. Available at: <https://hbr.org/2021/09/the-net-positive-manifesto> (Accessed 6 March 2023).

Asadi, S. et al., 2020 Investigating influence of green innovation on sustainability performance: A case on Malaysian hotel industry. *Journal of Cleaner Production*, 258, p.120860. Available at: <https://www.sciencedirect.com/science/article/pii/S0959652620309070> (Accessed 25 February 2023).

Barends, E., Rousseau, D. and Briner, R., 2014 The Basic Principles - Evidence-Based Management. Available at: <https://www.cebma.org/wp-content/uploads/Evidence-Based-Practice-The-Basic-Principles-vs-Dec-2015.pdf>.

Bianco, S., Bernard, S. and Singal, M., 2023 The impact of sustainability certifications on performance and competitive action in hotels. *International Journal of Hospitality Management*, 108, p.103379. Available at: <https://www.sciencedirect.com/science/article/pii/S0278431922002456> (Accessed 17 March 2023).

Bohdanowicz, P., Zientara, P. and Novotna, E., 2011 International hotel chains and environmental protection: an analysis of Hilton's we care! programme (Europe, 2006–2008). *Journal of Sustainable Tourism*, 19(7), pp.797–816. Available at: <https://doi.org/10.1080/09669582.2010.549566> (Accessed 5 March 2023).

Breeam nl, 2022, English - BREEAM-NL Available at: <https://www.breeam.nl/english-9> (Accessed 7 November 2022).

Choi, H.-M., Kim, W.G., Kim, Y.J. and Agmapisarn, C., 2019 Hotel environmental management initiative (HEMI) scale development. *International Journal of Hospitality Management*, 77, pp.562–572. Available at: <https://www.sciencedirect.com/science/article/pii/S0278431917310514> (Accessed 5 March 2023).



Courtneil, J., 2021 Measuring Sustainability as an Internal Process of a Company. Green Business Bureau. Available at: <https://greenbusinessbureau.com/topics/green-team/measuring-sustainability-as-an-internal-process-of-a-company/> (Accessed 12 March 2023).

Creasey, T., 2022, Applying the ADKAR Model When Change Management is New Available at: <https://www.prosci.com/blog/applying-the-adkar-model-when-change-management-is-new> (Accessed 13 March 2023).

Cummings, T.G. and Worley, C.G., 2009a Organization Development & change, 9th Edition, Canada, South-Western CENGAGE learning.

Cummings, T.G. and Worley, C.G., 2009b Organization Development & change, 9th Edition, Canada, South-Western CENGAGE learning.

DeJonckheere, M. and Vaughn, L., 2019, Semistructured interviewing in primary care research: a balance of relationship and rigour | Family Medicine and Community Health Available at: <https://fmch.bmj.com/content/7/2/e000057> (Accessed 6 March 2023).

Deloitte, 2020 Sustainability Reporting Strategy. Available at: <https://www2.deloitte.com/content/dam/Deloitte/my/Documents/risk/my-risk-sustainability-reporting-strategy.pdf>.

Diab, M., 2021, Estidama Certification: Everything You Need to Know - Alpin Limited Available at: <https://www.alpinme.com/estidama-certification/> (Accessed 27 February 2023).

Doane, D., 2022 Economic Sustainability The business of staying in business.

Doppelt, B., 2017 Leading Change toward Sustainability: A Change-Management Guide for Business, Government and Civil Society, Routledge.

Eco Chain, 2021 Revealing the environmental hotspots of hotels, Amsterdam, The Netherlands.

Edara, R., 2022, Triple Bottom Line: recognizing challenges and moving forward - Center for Community and Economic Development - Michigan State University Available at: <https://ced.msu.edu/media/e-newsletters/cnv-vol-27-no-1-spring-2017/triple-bottom-line-recognizing-challenges-and-moving-forward> (Accessed 7 November 2022).

Etikan, I., 2016a Comparison of Convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics, 5(1), p.1. Available at: <http://www.sciencepublishinggroup.com/journal/paperinfo?journalid=146&doi=10.11648/j.ajtas.20160501.11> (Accessed 11 November 2022).

Etikan, I., 2016b Comparison of Convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics, 5(1), p.1. Available at: <http://www.sciencepublishinggroup.com/journal/paperinfo?journalid=146&doi=10.11648/j.ajtas.20160501.11> (Accessed 11 November 2022).

European Commission, 2023, A European Green Deal Available at: [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en) (Accessed 2 March 2023).

Fatoki, O., 2021 Green organizational culture and environmental performance: The role of green innovation. Journal of Legal, Ethical and Regulatory Issues, 24(6S), pp.1–10. Available at: <https://www.abacademies.org/abstract/green-organizational-culture-and-environmental-performance-the-role-of-green-innovation-13457.html> (Accessed 26 February 2023).



Fisher Ricks, A., 2020, How to Communicate Organizational Change: 4 Steps | HBS Online Available at: <https://online.hbs.edu/blog/post/how-to-communicate-organizational-change> (Accessed 13 March 2023).

Fossey, E., Harvey, C., Mcdermott, F. and Davidson, L., 2002 Understanding and Evaluating Qualitative Research. Australian & New Zealand Journal of Psychiatry, 36(6), pp.717–732. Available at: <https://doi.org/10.1046/j.1440-1614.2002.01100.x> (Accessed 10 November 2022).

Galea, C. ed., 2017 Teaching Business Sustainability: From Theory to Practice, London, Routledge.

Global, L., 2021, Managed Change updated for 2021 Available at: <https://insights.lamarsh.com/managed-change-updated-for-2021> (Accessed 13 March 2023).

Green Business Bureau, 2021 Corporate Sustainability Training for Employees: An Executive Guide. Green Business Bureau. Available at: <https://greenbusinessbureau.com/business-function/executive/executive-guide/corporate-sustainability-training-an-executive-guide/> (Accessed 14 March 2023).

Green Key, 2022, stappenplan Available at: <https://www.greenkey.nl/stappenplan> (Accessed 7 November 2022).

Green Label Services, 2023 Sustainability Labels. Green Label Service. Available at: <https://greenlabelservice.nl/en/sustainability-labels/> (Accessed 27 February 2023).

Green View, 2021 Net Zero Methodology for Hotels. Practical Guide to getting started. , p.13.

Greenkey Global, 2023, Green Key — Green Key ecolabel criteria Available at: <https://www.greenkey.global/criteria> (Accessed 12 March 2023).

GSTC, 2016 GSTC Industry Criteria. Available at: <https://www.gstcouncil.org/wp-content/uploads/GSTC-Industry-Criteria-for-Hotels-with-SDGs.pdf>.

Hillege, L., 2019 Importance of Sustainability in Hospitality. Ecochain. Available at: <https://ecochain.com/news/importance-of-sustainability-in-hospitality/> (Accessed 27 November 2019).

IISD, 2022, Sustainable Development Available at: <https://www.iisd.org/mission-and-goals/sustainable-development> (Accessed 4 November 2022).

IMD, 2022, Everything you need to know about change management in 2023 Available at: <https://www.imd.org/reflections/change-management/> (Accessed 13 March 2023).

IMD, 2016, Why all businesses must embrace sustainability and lead the way Available at: <https://www.imd.org/research-knowledge/articles/why-all-businesses-should-embrace-sustainability/> (Accessed 27 August 2021).

Inner Development Goals, 2023a, IDG Framework Available at: <https://www.innerdevelopmentgoals.org/framework> (Accessed 15 March 2023).

Inner Development Goals, 2023b, Inner Development Goals Available at: <https://www.innerdevelopmentgoals.org/> (Accessed 14 March 2023).

IPCC, IPCC — Intergovernmental Panel on Climate Change. Available at: <https://www.ipcc.ch/> (Accessed 2 March 2023).



Johnson, A., 2022, What is Sustainability Certification for Businesses? Why It's Now A Must Have. - Green Business Bureau Available at: <https://greenbusinessbureau.com/topics/certification-benefits/what-is-sustainability-certification-for-businesses/> (Accessed 4 October 2022).

Johnson, G., Scholes, K. and Whittington, R., 2009 Exploring corporate strategy, 8th. ed., Harlow, Prentice Hall.

Jones, P., Hillier, D. and Comfort, D., 2017 The Sustainable Development Goals and the Tourism and Hospitality Industry. Athens Journal of Tourism, 4(1), pp.7–18. Available at: <http://www.athensjournals.gr/tourism/2017-4-1-1-Jones.pdf> (Accessed 2 March 2023).

JP Morgan, 2022, Climate Change / The time to act is now Available at: <https://am.jpmorgan.com/nl/en/asset-management/adv/investment-themes/sustainable-investing/climate-change/>.

Karimi Takalo, S., Sayyadi Tooranloo, H. and Shahabaldini parizi, Z., 2021 Green innovation: A systematic literature review. Journal of Cleaner Production, 279, p.122474. Available at: <https://www.sciencedirect.com/science/article/pii/S095965262032521X> (Accessed 12 March 2023).

Khan, N.H., Nafees, M., ur Rahman, A. and Saeed, T., 2021 Chapter 22 - Ecodesigning for ecological sustainability. In: Aftab, T. and Hakeem, K.R., (eds.) Frontiers in Plant-Soil Interaction. Academic Press., pp. 589–616.

Koepelkerk, 2022 Eventlocatie Koepelkerk centrum Amsterdam voor uw events. Available at: <https://www.koepelkerk.com/> (Accessed 4 November 2022).

Kotter, 2023 The 8-Step Process for Leading Change | Dr. John Kotter. Kotter International Inc. Available at: <https://www.kotterinc.com/methodology/8-steps/> (Accessed 13 March 2023).

Kotter Inc, 2023, the 8 step for leading change Available at: <https://www.kotterinc.com/methodology/8-steps/>.

Kotter, J.P., 2012 Leading Change, Harvard Business Press.

Kotter, J.P. and Schlesinger, L.A., 2008 Choosing Strategies for Change. Harvard Business Review, (July–August 2008), p.1. Available at: <https://hbr.org/2008/07/choosing-strategies-for-change> (Accessed 4 October 2020).

Kotter, J.P. and Schlesinger, L.A., 1989 Choosing Strategies for Change. In: Asch, D. and Bowman, C., (eds.) Readings in Strategic Management. London, Macmillan Education UK., pp. 294–306.

Kwok, S.Y. and Hallstedt, S.I., 2018 Towards Strategic Sustainable Product Development: Challenges and Opportunities for Communicating Sustainability in a Value Chain. DS 91: Proceedings of NordDesign 2018, Linköping, Sweden, 14th - 17th August 2018. 2018

Lawrence, R., 1969, How to Deal With Resistance to Change Available at: <https://hbr.org/1969/01/how-to-deal-with-resistance-to-change> (Accessed 15 March 2023).

Legrand, W., Sloan, P. and Chen, J.S., 2016 Sustainability in the Hospitality Industry: Principles of sustainable operations, Taylor & Francis.

Linneberg, M. and Korsgaard, S., 2019 Coding qualitative data: a synthesis guiding the novice. Qualitative Research Journal.



Liu, X. and Lin-Lin, K., 2020, Green Organizational Culture, Corporate Social Responsibility Implementation, and Food Safety - PMC Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7677508/> (Accessed 26 February 2023).

Loew, T. et al., 2019 A Sustainability Management System that meets all Standards. Available at: [https://www.wec.org/wp-content/uploads/A-EN-Sustainability-Management-System-that-meets-all-Standards\\_Study.pdf](https://www.wec.org/wp-content/uploads/A-EN-Sustainability-Management-System-that-meets-all-Standards_Study.pdf).

Lozano, R. and Garcia, I., 2020, Frontiers | Scrutinizing Sustainability Change and Its Institutionalization in Organizations Available at: <https://www.frontiersin.org/articles/10.3389/frsus.2020.00001/full> (Accessed 14 March 2023).

Magsi, H., Ong, T., Ho, J. and Sheikh Hassan, A.F., 2018 Organizational Culture and Environmental Performance. Sustainability, 10, p.2690.

Makridou, G., 2021, Why Should Business Embrace Sustainability? Lessons from the most sustainable energy companies Available at: <https://academ.escpeurope.eu/pub/IP%202021-33-EN.pdf>.

Marín-González, E., Malmusi, D., Camprubí, L. and Borrell, C., 2017 The Role of Dissemination as a Fundamental Part of a Research Project. International Journal of Health Services: Planning, Administration, Evaluation, 47(2), pp.258–276.

Marriott, 2022, Hotels & Resorts | Book your Hotel directly with Marriott Bonvoy Available at: <https://www.marriott.com/default.mi> (Accessed 2 November 2022).

Marriott International, 2022, Serve 360 report - 2022 Available at: [http://serve360.marriott.com/wp-content/uploads/2022/10/Marriott-2022-Serve-360-ESG-Report-accessible\\_F.pdf](http://serve360.marriott.com/wp-content/uploads/2022/10/Marriott-2022-Serve-360-ESG-Report-accessible_F.pdf).

Miller, K., 2020a, 5 Critical Steps in the Change Management Process | HBS Online Available at: <https://online.hbs.edu/blog/post/change-management-process> (Accessed 13 March 2023).

Miller, K., 2020b, The Triple Bottom Line: What It Is & Why It's Important Available at: <https://online.hbs.edu/blog/post/what-is-the-triple-bottom-line> (Accessed 4 November 2022).

Nations, U., 2023, Renewable energy – powering a safer future Available at: <https://www.un.org/en/climatechange/raising-ambition/renewable-energy> (Accessed 6 March 2023).

Nations, U., 2022a, Sustainability Available at: <https://www.un.org/en/academic-impact/sustainability> (Accessed 4 November 2022).

Nations, U., 2022b, THE 17 GOALS | Sustainable Development Available at: <https://sdgs.un.org/goals> (Accessed 22 April 2022).

Nations, U., 2022c, The Climate Crisis – A Race We Can Win Available at: <https://www.un.org/en/un75/climate-crisis-race-we-can-win> (Accessed 22 April 2022).

Netherlands Enterprise Agency, 2023, Green Projects scheme Available at: <https://business.gov.nl/subsidy/green-projects-scheme/> (Accessed 27 February 2023).

Opara, V., Spangsdorf, S. and Ryan, M.K., 2021 Reflecting on the use of Google Docs for online interviews: Innovation in qualitative data collection. Qualitative Research, p.14687941211045192. Available at: <https://doi.org/10.1177/14687941211045192> (Accessed 11 November 2022).



Oxenswärdh, A., 2022 Sustainability Efforts in Practice in European Hotels: A Tricky Business? *Quality Innovation Prosperity*, 26(3), pp.1–21. Available at: <https://www.qip-journal.eu/index.php/QIP/article/view/1773> (Accessed 4 February 2023).

Patterson, N., 2022, What is Environmental Sustainability? Goals with Examples Available at: <https://www.snhu.edu/about-us/newsroom/stem/what-is-environmental-sustainability> (Accessed 4 November 2022).

Pisani, J.A.D., 2006 Sustainable development – historical roots of the concept. , p.15. Available at: <https://www.tandfonline.com/doi/full/10.1080/15693430600688831>.

Polman, P. and Bhattacharya, C., 2016, Engaging Employees to Create a Sustainable Business Available at: [https://ssir.org/articles/entry/engaging\\_employees\\_to\\_create\\_a\\_sustainable\\_business](https://ssir.org/articles/entry/engaging_employees_to_create_a_sustainable_business) (Accessed 6 March 2023).

Rajić, M.N., Maksimović, R.M. and Milosavljević, P., 2022 Energy Management Model for Sustainable Development in Hotels within WB6. *Sustainability*, 14(24), p.16787. Available at: <https://www.mdpi.com/2071-1050/14/24/16787> (Accessed 6 March 2023).

Renaissance Hotels, 2022, About Renaissance Available at: <https://renaissance-hotels.marriott.com/about> (Accessed 4 November 2022).

Ricaurte, E., 2011 Developing a Sustainability Measurement Framework for Hotel. Available at: [https://ecommons.cornell.edu/bitstream/handle/1813/71113/Ricaurte\\_202011\\_20Developing\\_20a\\_20sustainability.pdf?sequence=1&isAllowed=y](https://ecommons.cornell.edu/bitstream/handle/1813/71113/Ricaurte_202011_20Developing_20a_20sustainability.pdf?sequence=1&isAllowed=y).

Roberts, J.K., Pavlakis, A.E. and Richards, M.P., 2021 It's More Complicated Than It Seems: Virtual Qualitative Research in the COVID-19 Era. *International Journal of Qualitative Methods*, 20, p.16094069211002960. Available at: <https://doi.org/10.1177/16094069211002959> (Accessed 11 November 2022).

Santamarta, S. et al., 2022, The Challenges of a Sustainability Transformation Available at: <https://www.bcg.com/publications/2022/the-challenges-of-a-sustainability-transformation> (Accessed 7 November 2022).

Saunders, B. et al., 2018 Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & Quantity*, 52(4), pp.1893–1907. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5993836/> (Accessed 1 November 2022).

Scott, E.E., Wenderoth, M.P. and Doherty, J.H., 2020 Design-Based Research: A Methodology to Extend and Enrich Biology Education Research. *CBE—Life Sciences Education*, 19(3), p.es11. Available at: <https://www.lifescied.org/doi/full/10.1187/cbe.19-11-0245> (Accessed 16 March 2023).

Self, S., 2021, View of Conducting Interviews During the COVID-19 Pandemic and Beyond | *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research* Available at: <https://www.qualitative-research.net/index.php/fqs/article/view/3741/4764> (Accessed 2 November 2022).

Singjai, K., Winata, L. and Kummer, T.-F., 2018 Green initiatives and their competitive advantage for the hotel industry in developing countries. *International Journal of Hospitality Management*, 75, pp.131–143. Available at: <https://www.sciencedirect.com/science/article/pii/S0278431917307776> (Accessed 7 November 2022).



Soewarno, N., Tjahjadi, B. and Fithrianti, F., 2019 Green innovation strategy and green innovation: The roles of green organizational identity and environmental organizational legitimacy. *Management Decision*, 57(11), pp.3061–3078. Available at: <https://doi.org/10.1108/MD-05-2018-0563> (Accessed 27 February 2023).

Statista, 2023, Netherlands: jobs in hotel and hostel industry in Amsterdam 2010-2019 | Statista Available at: <https://www.statista.com/statistics/693916/employment-in-the-hotel-and-hostel-industry-in-amsterdam-the-netherlands/> (Accessed 26 February 2023).

Streefkerk, R., 2019, Qualitative vs. Quantitative Research | Differences, Examples & Methods Available at: <https://www.scribbr.com/methodology/qualitative-quantitative-research/> (Accessed 10 November 2022).

Sustainable Hospitality Alliance, 2023, Environmental Management for Hotels Available at: <https://sustainablehospitalityalliance.org/resource/environmental-management-for-hotels/> (Accessed 6 March 2023).

Sustainable Hospitality Alliance, 2022a, Pathway to Net Positive Hospitality for the Planet Available at: <https://sustainablehospitalityalliance.org/wp-content/uploads/2022/03/Pathway-to-Net-Positive-Hospitality.pdf>.

Sustainable Hospitality Alliance, 2022b, Understanding your environmental performance Available at: <https://sustainablehospitalityalliance.org/resource/understanding-performance/> (Accessed 7 November 2022).

Sustainable Travel International, 2020 Carbon Footprint of Tourism. Sustainable Travel International. Available at: <https://sustainabletravel.org/issues/carbon-footprint-tourism/> (Accessed 29 January 2022).

Triodos, 2022, How stakeholders contribute to a circular economy for a sustainable future Available at: <https://www.triodos-im.com/articles/2017/joint-effort-the-role-of-stakeholders-in-a-circular-economy> (Accessed 4 November 2022).

Unesco, 2023, 10 Ways to Conserve Energy in your hotel | UNESCO Sustainable Travel Available at: <https://unescosustainable.travel/en/consERVE-energy> (Accessed 16 March 2023).

UNFCCC, 2018, UN Works with Global Hotel Industry to Reduce Emissions | UNFCCC Available at: <https://unfccc.int/news/un-works-with-global-hotel-industry-to-reduce-emissions> (Accessed 28 October 2022).

United Nation, 2023, Take Action for the Sustainable Development Goals - United Nations Sustainable Development Available at: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/> (Accessed 13 March 2023).

United Nations, 2022, — SDG Indicators Available at: <https://unstats.un.org/sdgs/report/2022/> (Accessed 4 November 2022).

United Nations, 2013 Green Economy in a Blue World, Jamaica.

United Nations Department of Economic and Social Affairs, 2021 The Global Forest Goals Report 2021: Realizing the Importance of Forests in a Changing World, United Nations.

UNWTO, 2022, Tourism Grows 4% in 2021 but Remains Far Below Pre-Pandemic Levels Available at: <https://www.unwto.org/news/tourism-grows-4-in-2021-but-remains-far-below-pre-pandemic-levels> (Accessed 22 April 2022).



USGBC, 2022, LEED rating system | U.S. Green Building Council Available at: <https://www.usgbc.org/leed> (Accessed 7 November 2022).

Varga, P., 2023, Implementing sustainability training sessions for hotel personnel Available at: <https://hospitalityinsights.ehl.edu/implementing-sustainability-training-sessions-hotel-personnel> (Accessed 15 March 2023).

WWTC, 2023, WTTC Hotel Sustainability Basics Available at: <https://action.wttc.org/hotel-sustainability-basics> (Accessed 18 March 2023).

Xu, P., Chan, E. and Qian, Q., 2012 Key performance indicators (KPI) for the sustainability of building energy efficiency retrofit (BEER) in hotel buildings in China. *Facilities*, 30, pp.432–448.

Yılmaz, D. and Kılıçoğlu, G., 2013 Resistance to change and ways of reducing resistance in educational organizations. *European Journal of Research on Education*, 2013, pp.14–21.

Yumpu, 2022, RENAISSANCE HOTELS BRAND IDENTITY STANDARDS Available at: <https://www.yumpu.com/en/document/read/53869082/renaissance-hotels-brand-identity-standards> (Accessed 4 November 2022).

Zaken, M. van A., 2011, Environmental Management Act - Environment - Government.nl Available at: <https://www.government.nl/topics/environment/roles-and-responsibilities-of-central-government/environmental-management-act> (Accessed 27 February 2023).

Zujewski, B., 2022 Green Culture Guide: How to Build a Workforce Committed to Sustainability. Green Business Bureau. Available at: <https://greenbusinessbureau.com/green-practices/employees/green-culture-guide-how-to-create-a-workforce-committed-to-sustainability/> (Accessed 18 March 2023).



# 10 Appendences

## 10.1 Sustainable Development Goals (SDGs)

The United Nations has developed in 2015, 17 SDGs which serve as a global call to end poverty, protect the planet and to ensure that by 2030 all people are able to enjoy peace and prosperity (United Nations, 2022).



Figure 7: overview SDGs

## 10.2 Pathway to Net-positive hospitality

In the **starting** phase, it is vital to review the resources that are required to reduce energy, water and waste usage. Identifying the current impacts allows the hotel to set targets and track the progress (Hillege, 2019). To achieve this, the hotel needs to gather data in terms of energy, water and waste and establish a baseline year; the hotel will use this as a comparison year. In addition, the hotel has to identify their intensity-based KPIs to quantify their impact per unit (per stay/room). By having this in place, the hotel can calculate their impact based on chosen metrics and compare the impact with the base year. It is vital to include all stakeholders (employees, owners, shareholders, customers) in the value chain during this process (Green View, 2021).

In order to move forward in the **advancing** phase, the hotel must have the necessary groundwork completed, such as the installation of new renewable energy options (solar, wind, geothermal, or water-sourced), which are in line with the IPCC's goal of limiting global warming to 1.5°C. The hotel needs to find ways to save money, water, and energy, as well as to reduce waste (IPCC, n.d.; Sustainable Hospitality Alliance, 2022a).

In the **accelerating** phase, scope 3 reductions take place where the defaults from the previous initiatives have been determined and adjusted accordingly; when this is done net zero must be obtained, signaling the completion of a circular economy cycle on the property (Sustainable Hospitality Alliance, 2022a).



In the last **leading** phase, net positive is achieved for resource usage, waste is avoided, recycled or re-used to send out to landfill, by achieving biodiversity net gain which is leaving the natural environment in a better state that it was before. In addition, it allows the hotel to support other stakeholders such as suppliers to also run a more sustainable business (Sustainable Hospitality Alliance, 2022a).

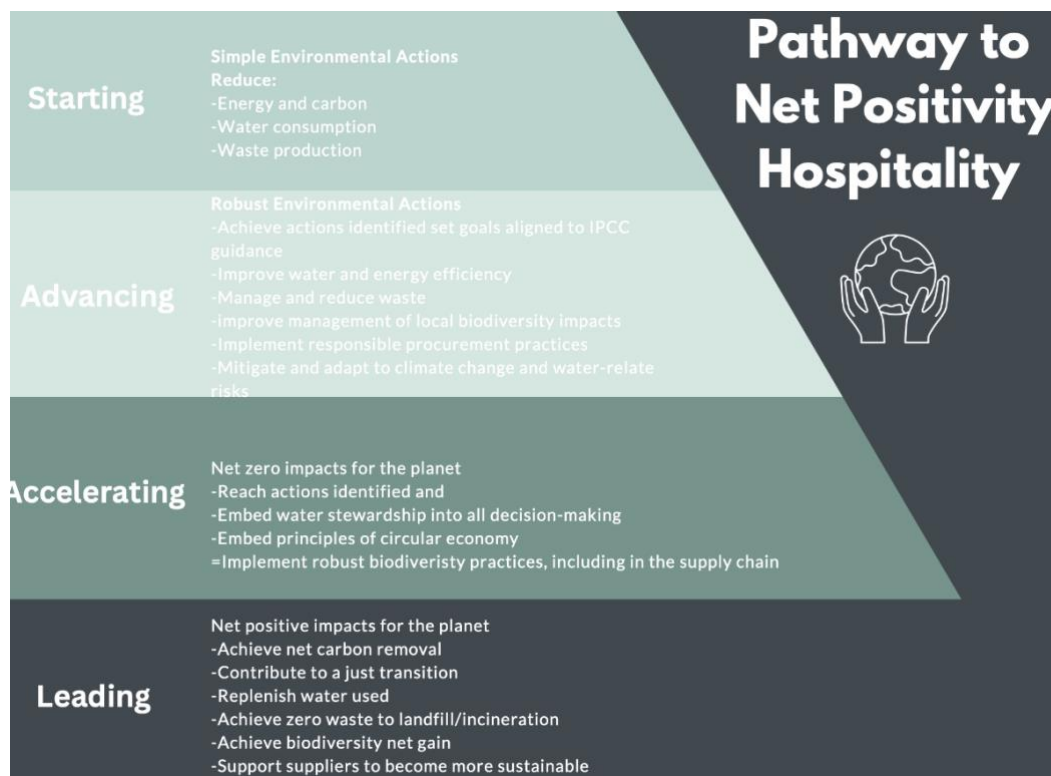


Figure 8: pathway to net positive in the hospitality industry

### 10.3 Sustainable basics

The hotel sustainability basics criteria are intended as the first steps of progressive sustainability journey provided by World Travel and Tourism Council (WWTTC), it consists of 12 criteria grouped in three areas: efficiency, planet and people. In order to classify, the hotel needs to cover at least eight criteria WWTTC, 2023)

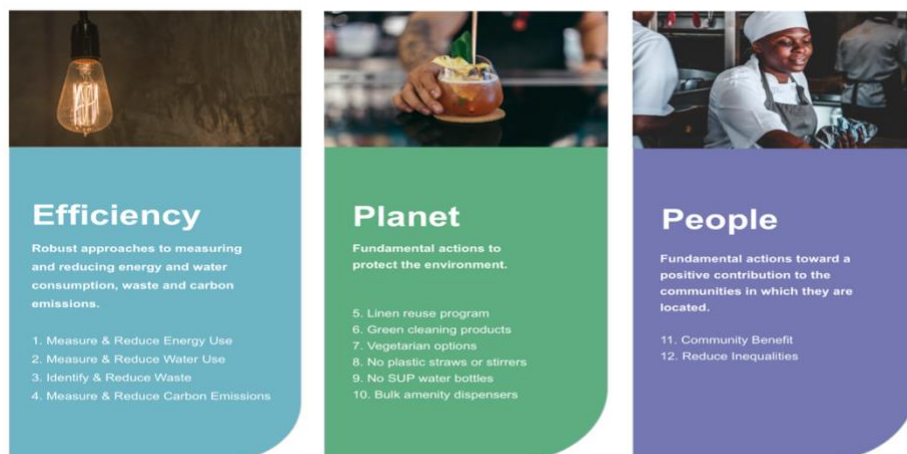


Figure 9: WWTTC Sustainable basics



## 10.4 Inner Development Goals



Figure 10: overview IDG's

The inner development goals have been developed because it has been identified that the progress in reaching the SDGs has been so far disappointing, due to the fact that the population lacks inner capacity to deal with complex environment challenges (Inner Development Goals, 2023b). Therefore, the five dimensions of IDGs has been developed in order for the world to live a more purposeful, sustainable and productive life (ibid).

Below a description of what each goal entails:

### 1. Being – Relationship to self

This goal explored the cultivating of our inner life and developing relationship with thoughts, feelings and body to help us becoming present, intentional and non-reactive when facing complex situations, the areas covered are inner compass, integrity, authenticity, openness and learning mindset, self-awareness and presence (ibid).

### 2. Thinking – Cognitive skills

This goal refers to the ability to develop cognitive skills by taking different perspectives, evaluating information and making sense of worlds as an interconnected whole, which is key for decision-making. The areas covered are critical thinking, complexity awareness, perspective skills, sense-making and long-term orientation/visioning (ibid).

### 3. Relating – Caring for others and the world

This goal teaches the appreciation, caring and the ability to feel connected to others such as neighbors, future generations and the biosphere to be able to create sustainable systems and societies for everyone. The areas covered are appreciation, connectedness, humility, empathy and compassion (ibid).

### 4. Collaborating – Social skills

This goal refers to making progress on shared concerns, building the ability to hold space and communicate with stakeholders with different values, skills and competencies. The areas covered are communications skills, co-creating skills, inclusive mind set, intercultural competence, trust and mobilization skills (ibid).

### 5. Acting – Enabling change

In this goal, qualities such as courage and optimism are identified to help the world acquire true agency, breaking old patterns and generate original ideas and act with persistence in uncertain times. The area covered are courage, creativity, optimism and perseverance (ibid).



## 10.5 Qualitative transcription

### Interview 1 – Thomas (Renaissance Amsterdam Hotel)

**Dyline:** Okay, so how is the project going now?

**Thomas:** The planning or the construction itself?

**Dyline:** The construction itself for now.

**Thomas:** Actually we just kicked off January now. Right. So based on the first thing that we did was move the frontdesk to the middle of the hotel on this side so we can work on the other side, and that's actually we are just in the middle of removing things, and the parking area is going to be completely demolished. So that's actually the work that we are doing at the moment and then following those steps but that thing has been cleared by the basement, for example. We have quite a lot of clutter and a lot needs to be removed and then also a whole floor is going to be removed so that is the most intense part currently of the renovation. you just recently started and that's where we are now.

**Dyline:** Okay. And the planning phase, like when will it be done?

**Thomas:** So the aim is January 2025, but overall the planning is super extensive right, we aim to have a few rooms ready by 2024 and we just see how it goes, things keep on changing, it's a whole project.

**Dyline:** All right, so what is now the main goal of the transition of the hotel, now it's just Renaissance and they are now completely rebranding the hotel and it will now be more focused on the sustainability aspect? Now with the renovations sustainability will be the main focus.

**Thomas:** So the aim is to be the most sustainable hotel of Europe in 2025!. So a lot needs to be changed. Right. Because this is the whole 17th century townhouses that need to be deconverted with all new materials, it is now a hotel but it needs to be constructed into a whole new hotel with all new materials, so we work with a lot of wood because it is much more sustainable.. We will be working with, for example, the telephones that made out of plastic are we taking out of rooms and pressed into certain furniture types like the chairs desk or navigator desk, if you like. But also the whole infrastructure in terms of power and data management needs to be different because that's what our clients expect nowadays. Think about hybrid ready, but also think about the kind of power you need for led screens rather than projectors in the meeting spaces. And also things that are still developing because what will be on point in 2025 is also still a mystery

**Dyline:** Yes, of course. Everything changes so often

**Thomas:** It changes so often that definitely we're going to be putting in heat pump. So there we aim to have at least half of our utility usage covered with so that also makes a lot more sustainable. And like I said, for good works, travel hotel, that's going to be magnificent. Right. So the whole idea is besides that's sustainable in terms of figures, it should be also you should have the feeling that you're outside staying in the hotel, which makes it yeah.

**Dyline:** And is like the goal as well to, for example, be net zero negative with carbon emission. Eventually I read Marriott, their report that they publish for global reporting for their environmental performances that they're doing, and I think they want to become net zero by 2050. Is it something that you also are looking towards too, or like what are the criteria of becoming the most sustainable hotel of Europe?



**Thomas:** Indeed that is the definition that is now present. Yeah, although I'm not sure how you can get this organized in the city of Amsterdam with its limitations and buildings that needs to be maintained in a certain way. so if you start a new company or hotel somewhere, of course you put all the insulation that is needed, the heating, the solar panels on the roof. This is something we can not do. Also the heat pump that we are putting it in the street in an area that's historic for the center of Amsterdam that was already really special to get such a permit going. To get such a permit going It's already like seven years of work. So definitely we'll work towards it as much as we can, but 100% I am not sure. Yeah, of course the aim, but realistically I am not sure.

**Dyline:** Ok, So there's no like criteria that they want to go towards or something that or for example certifications they want to achieve?

**Thomas:** If you want to be one of the most sustainables and you want to be commercially putting it out in the world, you should have some certifications present. Right, but which companies are conducting and what kind of certifications, I'm not sure. Also the aim in terms of carbon footprint, I'm not sure as well.

**Dyline:** Yeah, it's difficult because it's such an old building as well. But you're also building a new tower so that you have more influence. But the majority part of the property is very old and it's difficult to go into..

**Dyline:** And how are changing it in the hotels strategy? They are changing the way the hotel is working, is there a team that is working on the sustainable part or a designated department?

**Thomas:** So basically this is on the hands of the architect at the moment. Architect and the owner In terms of funding. for the hotel operations team, we're really in the tearing down phase. Right? So we're taking things down. We're closing rooms, closing meeting spaces. The productive sales team is really putting the message into the world, hey, we are refurbishing or actually having a heavy construction going to be building sustainable hotel here because clients know that they need to know before visiting the hotel. But it's something nice for us to put in the room now to grow trade shows because these are big clients that easily book two years out.

**Dyline:** Exactly.

**Thomas:** So putting out the message there to our big clients and our revenue team is now working out the plan how would that work in terms of pricing? Because at a certain point you will be having old rooms, new rooms, new spaces, old spaces, and how will this strategically going to be? so that's the repositioning of this part, the repositioning of the whole hotel is just in its first step. So a team outside of the hotel has been appointed following attendance and they will be organizing press releases, client events, informing the different parties that need to know. And then you will be having also different departments on the architect side of it. That is more related to permits, what can be done, what needs to be done, new permits that need to be a big question.

**Dyline:** Okay, so it's all like going through this transitional phase. Nothing is like really, there's not like a set team or is this something that the team will appoint in the future?

**Thomas:** So we have a core that is architect and project manager, if you need to do the plumbing, they hire a contractor to do the plumbing, and thats how they coordinate it. Those are the sub-groups that are setup by the project manager.

**Dyline:** All right Okay. So we already talked about certification is a little bit unclear of what they want to achieve with that. And now a little bit about competitors. So what is it now? Something different that you're looking at? Are you already looking now your current competitors will perhaps no longer be your competitors because they are in a different market or you are attracting different markets? Now, what is now the point of view?



**Thomas:** Basically, it's not a one on one question. Right. Like Anatara Hotel is out of our league because it just innovative and being perceived as luxury, so it not really in our set at the moment, but it will definitely come back. The Kimpton is in our competitive set but they have also been renovated, and it also depends on what is their status in 2025. We can also assume that for example the Okura that is not in our competitive set at the moment that they will also have an refurbishment by 2025, it can then be considered in 2025.

**Dyline:** Or even 2027 you have to look into, you have to look quite further.

**Dyline:** Ok, and what in your opinion would be the most challenging part of just transitioning parts or as a team something new.

**Thomas:** I think I've done this before and for me it definitely the change management. So we have a lot of people that left actually or someone took over the didn't extend their contract or had just contracting up to the refurbishing phase I think. So that's helpful. Yeah but the way that you need to have the team reading things. yeah that's maybe the way to work with a certain procedures in the future and you need to make sure that they know storytelling around sustainability about the core of the design and the purpose of things. They should be able to educate guests and point out the spectacular features that this hotel has.

**Dyline:** This hotel has a whole transition team and are there already like training processes for employees?

**Thomas:** No not really, so we actually are now having this team that's being shaped for the next two years in times of refurbishment and then following that we will have another change that will be in our opening team.

**Dyline:** Yeah okay all right and what are aspects do you think that it will bring the hotel after the refurbishment? So what kind of advantages in terms of like new markets? Cost efficiency?

**Thomas:** It will indeed bring cost efficiency. I was actually in a webinar actually today about sustainability you have to put in a lot of work but if you're at this moment you will see that you're cost will reduce. So maybe you have to do a lot of investments which is being done by the project itself and then you will have cost reduction. Second of all it will be also really contribution towards the community, it will be good for neighborhood because it's all about greens and we will also be participating in energy base to make the neighborhood green and take care of the neighborhood. So that's also a way to pay back for your carbon use I would say. And of course going to be the first pick of people traveling to Amsterdam for congresses because we have a new ballroom, the church as a gala dinner location as you know. And we aim also to be the number one pick for the leisure market because we can sit at a central station next to everything which all fits our destination actually. So if you're by car we are really not the best option which is actually also suiting the way that we want to operate.

**Dyline:** And also for tourist that who don't want to rent car, they will use public transportation and the hotel is perfectly located in terms of accessibility. The accessibility is a more sustainable way of doing business.

**Thomas:** Yes!

**Dyline:** Do you have more in depth plans on how you will be dealing with waste management like food waste, like all these things? Is there some sort of indication of how the hotel will deal with this?

**Thomas:**

How I'm not familiar with that but I know there are plans going there must be new solutions for waste management not only by reducing but also making sure it's out of the hotel. Right. We



have not opportunity to have a new way of working rather than filling the bins, having bins move by a garbage truck once in a while, every two days or so. We can also look into sales about having a bigger container than sucks via pipes the garbage out, different solutions that we have to look into.

**Dyline:** Yes. So you already mentioned the social part. I want to interview someone for the municipality of Amsterdam just to gain more insights of what their policies and regulations, on how they collaborate with hotels in general. Do you perhaps know some policies the hotel needs to follow that the municipality of Amsterdam is requiring?

**Thomas:** No, there are so many and that's the reason why we a team that handles these permits, policies and making sure that we're ready for the fire safety, following Marriott brand standard and all those expertise. We have a dedicated team that has all the knowledge, legal background and with expertise.

**Dyline:** Alright, is their some sort of document I am able to use, stating the project of the renovation?

**Thomas:** I am working on a wonderful presentation that I can not share. It needs to be approved by PR. I am happy to show you when its been approved.

**Dyline:** Ah! I understand. I think that rounds all the questions I have. Thank you so much for your time, and if I need more information I will reach out to you.



## Interview 2 – Fred (Renaissance Amsterdam Hotel)

**Dyline:** No problem. All right, perfect. Let's start. I know you've been working at the Renaissance for a really long time, so can you tell me a little bit more about the building and, like, the year the hotel was founded or the building itself?

**Fred:** I started 41 years ago. Then the hotel was called Sonesta, and it was built in 1976, and always like a five star hotel. Then Sonesta sold it to Ramada. And then after Ramada, it became Renaissance, and now it is Renaissance by Marriott International. The building has 402 rooms. It's divided over two buildings. We have called the main building, and we have the A wing. So the A wing is with a bridge next to the parking garage. And that parking garage will be demolished and new rooms will come. The church, we also have since 1990 or something like that. And that is our Congress center, for meetings and that kind of things.

**Dyline:** All right, so you are now in the role of the project manager. What exactly are you in charge of now?

**Fred:** What I'm doing is getting some prices in for the project, helping out with planning. What I'm doing now is the planning for the Koepelchurch kitchen. I have all the quotations in, and the price is correct. It is in budget, so I get the green light. And now I'm planning with the suppliers and the people who have to do the work to make a schedule to start the project.

**Dyline:** Yeah. And with regards to the renovation of the Renaissance itself, so the main building with the rooms?

**Fred:** I'm busy with new quotations because the quotation we have was from 2019, and then we stopped because there was no permit. So we have to contact all the new companies again for making new prices. And I asked now after making prices that have to be guaranteed to June 2022, because normally you can't increase this quotation's value for 30 days or 60 days, but we have to take longer because the problem is we have the permit only the stamp for the founding is not still not there yet. And that will be in June. That will not be a problem, but we have to know the right figures to start with that. And for the main hotel, I'm working now for quotations, for the elevators, for asbestos, because you need an asbestos infertilization. I'm busy for the evacuation system. So I do a lot of things simultaneously.

**Dyline:** Okay. And can you tell me with regards to how far the plans are with the renovation?

**Fred:** Yeah, the renovation will start if it's going ahead, because we are now building a project team, Janaro and me, and then we will start the main construction work in September this year.

**Dyline:** So you and who else is going to be part of it?

**Fred:** Janaro. Janaro is the one from Archer, is representative of the property owners.

**Dyline:** Yeah. Okay. So I was informed by Ralph that with this renovation project, you guys want to become the most sustainable hotel of Europe. What are the current plans for that now?

**Fred:** The plans are that we can recycle a lot of stuff we get in and also with transportation, you don't want to have to co2 footprints. So we want to make it so low as possible and we want to use eco-friendly materials.

**Dyline:** All right, so that's the three main criteria or do you have more criteria.

**Fred:** On becoming no, that are the most important things and also what we try to get for the future and that can be subject to our suppliers to come with electric trucks and what the idea is that we make a distribution center outside the city. Then all the stuff is coming in there, like



Arnold Bit Food, that kind of thing. And then electric truck driving from there to the hotel, so we have less traffic and all things one spot.

**Dyline:** Okay, so you want to have a distribution center which is part of the Renaissance or how is that working?

**Fred:** It but I heard but its side information. But I heard that we got to do it with a lot of other hotels who were in the name, like Kimpton, Victoria Hotel, that kind of thing. So we can one truck for all these hotels, bring that in at one time.

**Dyline:** Okay, that's good working together. Other than that, with the new renovation, I mean, the hotel is quite an old building. So what do you see in terms of the conservation and reduction of, for example, renewable energy or water conservation?

**Fred:** Yeah, what we're going to do is we kind of make all the products, water safety, so the shower heads, the tabs going to be shower safety. We get a heat pump in the street, so we get to warm pups in the neighborhood, so we get that out of the ground. So it's new companies, you already use that. You get hot water and cold water out of the earth. So that saves a lot of money. That's what we're going to do. And what we're also going to do is everything going to be light now LED, because we have still in some places we don't have led, but most of the things we have led. So the whole church is LED. So there is already a good thing for that starting. And also with the new kitchen equipment, we have as low as possible so that we have to see what we do. We are thinking now about the cooler and freezer to use another system. So we're working out things that is possible to save energy and also be environmentally friendly for it

**Dyline:** So of course, these are things that all hotels are trying to do right now. But how are we trying to become the most sustainable hotel? Like what competitive advantage would we have?

**Fred:** The thing what we're going to do is it's a complete hotel is we get windows, new windows, ebay windows, we get plants to the facade so you can have plans hanging around that. And that are the most things we want to do, what we're going to do. Also, if you saw the new tower that's coming in the middle, it's completely made of wood, so there's no concrete. There's a complete wooden tower with the new rooms.

**Dyline:** And what is the advantage of making it from wood?

**Fred:** Because it's sensible, it saves money. Also with weight, because you don't use concrete, so the weight is lighter. So you don't need your foundation has to be so heavy by normal building.

**Dyline:** Okay, all right, that would make a lot of sense and with regards to wastage of reporting it. So how are we going to monitor what we're all going to do now? Is there some sort of plan in place?

**Fred:** There is a guy especially for that kind of thing, he's going to hire Archer for that kind of thing, but also for the communication to the neighbors and also in contact with sales and marketing so they can see what is happening, how far we are, that kind of thing. I don't know if you saw the art impressions, but if you see the art impressions for the tree, a lot of people call it the tower, but I call it the tree and also some other people because there are leaves there. Also the windows in the tower are the glasses made from yeah, you can see like leaves and then the leaves going to the tree bar, because it's a bar coming down and the trees going also the leaves there in the bar, and you put your drinks in there, it's formed like trees. Then all those things going to the new entrance from the hotel, because the entrance coming on the Kattengat, not on the site and the safe anymore.

**Dyline:** And how many extra rooms are we going to have with the tower?



**Fred:** Again, the thing now is the goal is 500 rooms, but Ken and I were thinking about because you have to serve them also. So we will see. We have to get extra space for housekeeping, for the linen that kind of thing. So do we work on that? So it can be that we have a couple of rooms less, but the main thing is that we get 500 rooms.

**Dyline:** Okay. All right.

**Fred:** So we kept them in the parking garage, I think it was 95 to say. And you know the glass bridge we have where you have the cow standing?

**Dyline:** Yes

**Fred:** There's both sides of all the coming rooms.

**Dyline:** Oh, okay. So together with the parking and then with the tower. Well, the tower, yeah, the tower.

**Fred:** The tower, yeah. Okay. And then the bridge, we get almost 500 rooms.

**Dyline:** All right, so what is the biggest challenge that you are currently facing with the planning phase of becoming the most sustainable hotel?

**Fred:** The pricing that's the most thing. That's the price for 2019. But if you see the prices now, it's ridiculous. I can give you an example. You need stuff. The roof, we call it the tomb. And that was €80 a roll. Now it's a double 160. So that's why we're fighting to see, to get everything done, but in a certain price. And that's what I did. I can give you an example what I'm very proud of. I have 88k for the couple church for the kitchen to do, and I quotations in for 100,000 euros, that kind of thing. So what I did, I divided every element separately. And now I'm coming out on 48.000. So I have 40,000 to spend and 40,000 I spent for the chef. So we're going to buy already some new kitchen equipment for in the Koepel church.

**Dyline:** Wow, that's good. All right.

**Fred:** I like a sport. This is sport for me to make it cheaper and better.

**Dyline:** Yeah. Okay. So the biggest and what is the most, like, the challenging? Because if you take like, QO into consideration, like the most sustainable hotel of the Netherlands right now, or at least in Amsterdam, what is then a challenge that you would see?

**Dyline:** The problem we have is also the logistic. The logistic, because there is a time lock in amsterdam. You can certain trucks, you can only go to certain times in the city. And also with diesel trucks in 2023, they're not allowed any diesel trucks anymore. So, yeah, you have to see. And we have two contractors not yet on board, but we still have to decide that. And we try to get also some stuff over the border from the singell you have there that you get the transportation of the border. But that's our things we are thinking about with the constructors and that kind of things. So we're still in the how do you call it, planning phase. Yeah, but also for the planning phase is already around because we put the building in two sites. We're going to start with from off to Koep Cafe till the angles are safe and a parking garage in the A wing. That's fast, phase one. And then the haiku felt dog is phase two.

**Dyline:** Okay.

**Fred:** And the meaning is to keep open for you guys to sell 150 rooms.

**Dyline:** Yeah. Okay. Well, that's quite a lot. I think it's very challenging. It's hard for me to imagine how it will become, but I think it's really cool what you're all doing with the recycling



and reducing the steel print and working together also with not only our competitors, but just working together to have a more sustainable hotel. All right. I think that was all my questions I had.

**Fred:** You can always come back. If you said, hey, I forgot something and you were here and you don't have any corona, you can always ask me questions.

**Dyline:** I mean, I feel fine now, but let's wait for seven days and let's see how I feel. It should be fine.

**Fred:** We don't have anything yet on paper because we don't give the orders read yet because you cannot put everything on paper. But we are busy with letters of intent to companies. But that's by archer, not by the hotel.

**Dyline:** Okay. And what is the role of Archer?

**Fred:** Archer is representative of the owners. Okay. There are shareholders like APB, I call it BurgerPensioenFunds in Dutch. And there's a city at Singapore or something like that, the government of Singapore. They're the most shareholders and archer have the portfolio for that kind of deals. There are twelve hotels in their portfolio and they're managing the hotel for the renovation and also to keep up with the budget and that kind of thing.

**Dyline:** And did we have like a special architect coming into we have, we have.

**Fred:** We have two architects or three? Three, we have three. One is kentia Partners. That is for the main construction, like the paling, the facade, that kind of thing. And then we have Swedish company for the rooms and the other architect is for the meeting rooms and the public spaces and that's an English company.

**Dyline:** Okay. All right. Then I think I know enough and we'll come to you for more if I have more questions about the plans and stuff but I think I will have enough for now.

**Fred:** Yeah. Good idea to make your report. Hey, have a nice day. Take care of yourself. Speak to you later. Okay, bye.



### Interview 3 – Luc (sustainability expert)

**Dyline:** Could you tell me a little bit more about your role within EcoChain?

**Luc:** Yeah, I just switched roles, now I am currently a product manager in Eco Chain. I am responsible for developing our tools. Our tools measure sustainability using high cycle assessment as the backbone which is a scientific way of calculating footprints. We have two tools that enable our clients and users to calculate their footprints. Before, I was one of the specialists for four years and then responsible for implementing our software, making footprints for our clients of their company and that was mostly consultancy work from A to Z. From gathering data to what are the end results, what can you improve to actually become more sustainable and generate less impact in the supply chain and that is currently my background and current role at the Eco Chain.

**Dyline:** So, I have seen that you have done consultancy before for hotels (I read your blogpost) or projects you have executed in the hotel sector?

**Luc:** This is actually a shame, I have not but my colleagues have. My name is indeed on the blogpost because the colleague that did it left our company before publishing the blog post, so we decided to put my name on it. I of course do know a little bit of what has been done, but not in depth and it was a pilot project where we calculated the footprint of the service of hotels by staying there for a night. We actually have a white paper available – have you seen the white paper?

**Dyline:** Yes, I have. I read throughout and had some questions about that as well.

**Luc:** Yeah ok, cool. That's the info I have right now of the impact of staying in a hotel for a night and the hospitality industry. The hotspots have been apparent, what I can see now is food, electricity and gas which is not surprising. For me as a previous specialist and or consultant it starts with what is the current situation and where you want to go towards, that is the main thing that needs to be done. You cannot become the most sustainable hotel in the whole world without knowing what you are competing against and what is the current situation and how can we improve, because if you are not measuring you cannot claim anything. So that's always the first thing.

**Dyline:** And what are projects outside of the hospitality industry that you have worked on that has been really successful, maybe in the horeca or a similar business?

**Luc:** Hmm, yeah I have done two businesses that revolve around production of chicken and meat. We also have clients that ask us what the footprint of chicken meat is the processing of chicken but also producing eggs, that is some experiences I have had in the food industry. But I have been mainly involved in construction/developing related projects. Also, using different construction materials used for buildings for larger projects for the municipality of Amsterdam, they have large or giant infrastructure projects.

**Dyline:** What is your experience with that because now the hotel wants to built an extra tower, and they are using wood, because first of all it costs less, but also for the funding, and it use less energy to go through the building. What in your opinion is the "better way" of constructing?

**Luc:** Yeah, it really depends on a lot of things. First, I always say the structure itself designed by an architect, has to have specific requirements in place to event built. So that's the first requirement that has to be met. The second thing is to make a comparison, in the Netherlands there is this tool, it called "dub kalt" is a Dutch tool which is very cheap to purchase, even the ... cycle of our construction project, it does not require a lot of knowledge to calculate the footprint. You just need to know how much concrete you use, how much ton of wood, like the total sum of materials and you can then generate the amount of footprint. Anyways, first is



gathering the data in the system and it does not matter eco chain, whatever tool you use you need to see how much material and connect it to the environment data base to get a footprint. Otherwise, without this baseline information you can not design an improved version. I have designed a bridge/or road and you see the "normal" way of building is xyz and in order to improve we have thought of replacing cement with different type of cement for example. You need to know the effect of choosing another material.

**Dyline:** Alright, that's clear. I know you may not have too much experience with the hotel industry, but for example with regards to waste of water, energy, lights, what are things that can be done in order to improve this?

**Luc:** There are so many quick wins that are often forgotten. Reducing waste is one, if you generate waste you need to think. Ok how can I avoid having all these waste? Or if you have waste, make better use of it. Waste collection is of course also very relevant, the movement of the Netherlands already have requirements in place that you have to separate waste and it gets collected by the municipality and that all easy now. And with regards to energy it is switching to renewable energy so in the assessment of the hotel the outcome is that gas and electricity is half of the footprint of your stay in a hotel, if you would switch to a green energy supplier, preferably wind solar with proven renewable energy and you will have a much lower footprint compared to what we have now. The first step is really purchasing green electricity.

**Dyline:** And for example, the waste separation done by the municipality, how effective is it? Because sometimes I have the feeling that not much gets really recycled? What is the percentage rate that actually gets recycled?

**Luc:** There has been just a new installation in place which is now active and running in Amsterdam which separates plastic and normal waste. So now we don't even have to sort our plastic before hand anymore because we are actually too stupid to sort it correctly and you cannot blame the typical consumer because there is so many types of plastics and if you want to sort it, you should sort all of them but now what the municipality did, its called "after separation" waste streams after the collection and it has been proven to be way more efficient, and the rest end ups at trash burning, so I think that there is of course much to win - but the way we handle waste here in the Netherlands is sophisticated, we don't have any landfill here in the Netherlands, we only have insertion facilities, so not having landfills is already a big impact and then we are super effective at separating paper and glass. Those are also energy intensive waste streams. So if you produce new virgen glass, it is energy intensive. And the same for paper. If you produce papers, you first need to cut down on trees then you have to make into a pulp which is really water and energy intensive so for all these waste streams we are already doing quite well. If you want to become more effective in Dutch we would say improving for the extra additional 1%. And if you just look at the energy consumption in hotels now, it's more about please do something about the energy waste. Switching to led lights, having smart meters in your hotel rooms, turn off the lights when you're not in the hotel room. These are the behavioral changes that you have to push actually, and having the lights on in the hallway all the time while it is bright outside or just having a smart lighting plan, really helps with the emissions. For example, if you have 20 led lights and you use half of them instead of all, that already has a big impact.

**Dyline:** Implementing all these sustainable practices are of course super important, but what are the best practices with regards to reporting/tracing, what is the most effective way of doing this?

**Luc:** For clients, we make tailored solutions but in general we have tools/software platforms where you can measure your footprint as a company, so I have not been active in the hospitality industry as I already mentioned - so I am not sure how many clients we have there but in food and catering businesses we do have, for example Vermaat. Their case study you can find on our website, they use our tool to benchmark their suppliers of food that they use in order to do their catering services. They do this through a dashboard with specific food



supplier.. for example this company is supplying fish from here and meat, dairy from another supplier and then they collect data from different suppliers and therefore they have a supplier dashboard, and through this dashboard they can select that they would like reduce emission and they can choose which supplier uses less emission and work with this specific supplier in order to reduce their emissions. Having access to data is crucial and our job at eco chain is to provide our clients with data and put in an overview that is useful for them. Yeah, it's measuring and improving. That's the game.

**Dyline:** Moving on the eco labels, for example like "green key", there are a million I believe - but I am not sure if you are familiar with this hotel certification, it's only for hotels and restaurants and they have around 13 areas where hotels need to comply to in order to receive this label - but it is all about implementation but nothing about tracing the practices and nothing about the continuous implementation of the practices. So what are maybe labels that you work with outside the hospitality industry that are actually truthful?

**Luc:** Actually, I am not a big fan of labels, I am a fan of measuring your footprints and then improving. The reason I am not a big fan of labels is that labeling is mostly because it's just a checklist. And I am not using material xyz, I am not using harmful chemicals. And it is easy to check the list but measuring and actually knowing what makes sense and where the hotspots are, it is probably good and it is easy to implement, like for example, let's not wash the towels everyday, but what is actually the impact of not washing them? You need to know what the impacts are of the decisions that you make. And having this check list does not make it clear if you have gained something or not. You don't know if you don't have a base line, to be able to calculate the difference of having less emission. And I also think down the line, if we are talking about reducing emissions, we are talking about a huge challenge ahead with the growing population and an increasing amount of CO2 and greenhouse gasses in the air and we should not go for checklist, by saying "oh we did implement things that are green" NO, it's about are you actually able to reduce that, and if you are not measuring what you reduce then you cannot say you are a green hotel.

**Dyline:** I think the problem within the hospitality industry is that the end guest is always looking for stuff. For example, you see on their website that they have a eco label and you are more likely to go for the hotel, so the customer behaviour is the problem. I think you should have both in place, the measuring accordingly, and having this checklist or audits coming in so you can show to the customer we are actually green. I am also not a big fan of labeling, if you look deep into it you might realize it's not even sustainable as it was promising to be.

**Luc:** Yes, I think it's a good start, it is better than doing nothing, let's be fair. And some of these suggestions with labeling do make sense. It is not entirely green washing but at some point you have done all the checks and now you can say I have all these checks and I am 100% sustainable, and I get very allergic to 100% sustainable. You can not say if you are doing a sport that you are 100% the best, because next championship you will get smashed.

**Dyline:** 100%

**Luc:** One day you are 100% the winner and the next day you are not. It is not easy, and we will never reach the end goal. Yeah, I think if you have checked all the boxes for the label at some point you have to think ok, what's next?

**Dyline:** I totally understand where you are coming from. And now looking at for example of course all the hotels are working into saving energy, water resources, contributing to the local community but where is the key to have a competitive advantage? Of course, everyone is working towards a more sustainable future, but where do you see in terms of a business perspective to have a competitive advantage?



**Luc:** I think you can attract different kinds of users, guests. And that somewhere down the line they have feeling that they do no harm that you visit a hotel which is nice but now I can get the additional feeling that I did it as cautiously as possible, I think that's a good start. But yes, in terms of business its a way to distinguish yourself from the rest. And ofcourse at some point every that hotel and other industries has a standard that everything is green but that's the future. I think also attracts talent, if you are a hotel and you adhere and try to take sustainability into account or circularity principles, I think you will be able to attract talented people who want to work for a business because they have a purpose. And most of our generation is looking for purpose.

**Dyline:** Aligning their values with the company that they are working for.

**Dyline:** Regarding the white paper shared, can you elaborate on the activity-based food printing method?

**Luc:** Yes, Activity-based footprinting is the technology that eco-chain uses. So its looking at the activities that the company does, so which inputs is going in and looking then ok uhm, so we have gas, electricity and water but also material such as furniture, curtains etc and food. What we do is implement information of one production year as a hotel you would have the amount of gas, the amount of time they spend in your hotel, the amount of food purchase, gas and electricity bills and we sum that up and then we make a matrix of it. So there is a total amount of input and their needs to be an output. The activity-based footprinting sees what activities you do as a business and a hotel their activity is providing a night or stay at your place. It all a little bit complex technology, but i think we have more background how activity-based footprinting works, we have a platform where we can structure data in a way and take all these inputs into account and connect it with the environmental impact using our data bases. So its all about having a certain inputs and you need to have environmental data to know how much footprint you are causing, it is this in a nutshell.

**Dyline:** My last questions, what in your opinion is the most challenging part of becoming more sustainable?

**Luc:** its finding the right steps what to do right, my advice would be get a sustainable expert on board in this whole renovation project, because if you are not conducting a life-cycle assessment down the line, you are not able to keep your promise into becoming the most sustainable hotel in Europe. Cautious hotel we were helping and they are measuring everything, it is also good to have a chat with other hotels in Amsterdam, ask them what are their tips and tricks. And to become more sustainable we also need to share what the recipe. Otherwise, we reinventing the wheel again, and we do not have to do that because there is so much available, paying additional fee for sustainable consultant to measure your footprint is crucial.

**Dyline:** I totally agree with you. And now becoming a sustainable business may give you a competitive advantage. But I think we should work towards it together and not see each other as competitors. Well, Thank you for your time, it was very insightful!

**Luc:** Yes, let me know if you need anything I can refer you to another colleague, see if we can help you. Which hotel are you conducting research for again?

**Dyline:** Yes thank you! It's for the Renaissance Amsterdam Hotel. Its very close to the central station.

**Luc:** Ah its a very old building as well. Its a complex project. You have a million challenges to deal with.

**Dyline:** Yes, indeed! Hopefully I am able to help them!

**Luc:** I am sure, alright thank you! Bye



**Dyline:** Have a good day! Bye



## Interview 4 – Diego (sustainability expert)

**Dyline:** Okay. Then the recording has just started. So I've prepared a few questions for you. But of course we can just follow up on whatever we pick up on and then we can go from there. Thank you, first of all for doing this. And my first question would be to have a little introduction about you, what you do, your background and currently your role now.

**Diego:** Sure. So for purposes this Diego Acevedo, I am currently a researcher at KU Leuven and the University of Aruba.

**Dyline:** Okay.

**Diego:** And I'm researching actually on the chemical engineering department of the researching what to do with the Brine that's left over from the Desalination process specifically for small islands. And the reason I get into that is because I've been researching sustainability issues in small islands for the past maybe 13 years, focusing on everything from water related issues. So that's what I'm working on now. Energy, that has been a big focus and waste management issues. So academically, I have a Master's in Science from TU Delft on sustainable Energy technologies and mechanical engineering degree from the University of Florida.

**Dyline:** All right, okay.

**Diego:** So that's a bit of my background than I guess the last 13 years or so focused a lot stemming from my masters on humidity issues and sustainability issues on islands. That's where I'm coming into this.

**Dyline:** All right, and until when are you in Leuven to finish your research?

**Diego:** So I'm here in Levin. I'm here until July this year, so June. July.

**Dyline:** Okay.

**Diego:** It's a PhD research, so you never. Know when it finished. The idea would be hopefully by the summer to be able to round it off.

**Dyline:** All right, that's really nice.

**Diego:** At the same time, I do teach in Aruba, so I'm teaching within the system program. So that sustainable Island Solutions through science, technology, engineering, and mathematics.

**Dyline:** Okay, and where do you teach that?

**Diego:** So that's at the University of Aruba both the Bachelor's and Master's program that we have there. And I'm teaching sustainable energy production classes. I'm teaching some of the fundamentals like physics and chemistry and also entrepreneurship, innovation and society, entrepreneurship on the circular economy.

**Dyline:** All right. So a bunch of the whole thing about sustainability from a to z..

**Diego:** About yeah, a little bit of everything. On the spare side, I'm also involved in agriculture technology, controlled environment agriculture.

**Dyline:** There you go. More of that good. That's really good. The guru really has to meet this.

**Diego:** Type of commercial perspective. Hydroponics farm.



**Dyline:** Cool. All right, so what does sustainability mean to you?

**Diego:** So sustainability for me, actually, I think I do take on that definition that has been used quite widely by UN. So it's meeting the needs of now without compromising the future generations, without compromising their needs and their possibilities to thrive. So whatever we do should not harm the possibilities for future generations to also have well being. And I think on that, there's multiple levels to that. So there's just a quote, unquote, comfort part of things, but there is also a lot of the softer side of things. So biodiversity being able to understand how our ecosystems really mix with us, not completely isolating humans and future generations, but having it a little bit broader than enriched like that's, a bit softer. But it'd be a shame if grandchildren don't get to experience a lot of the richness and wealth of life that we have here, even if they're comfortable and, you know, being able to live a full life and then they can. Okay, that's harder to describe, I think.

**Dyline:** Yeah, all right, understood. You already explained your background in sustainability. So what in your opinion is the importance of incorporating sustainability in a business nowadays?

**Diego:** So the importance of it, I think there's two things that from the business perspective so purely the business perspective, I think it is staying ahead of the curve. So we're looking at internationally what's going on in terms of regulation, in terms of taxation, some of the different moves that are becoming evident that we need to as a society change the way we've been doing business. So for a business to implement sustainability initiatives, first staying ahead of the curve of whenever those regulations come in, those businesses can already be prepared. But on the other side, consumers are also becoming much more aware of their choices, right? So making sure that there's a differentiator for a business to attract consumers that are already conscious of certain practices, so making sure that that can be made evident to different consumers.

**Dyline:** Things. So what I'm thinking a lot about is like, for example, if the hotel I'm working for, they will reopen the hotel or not reopen. Now they are closing only a portion of it. In 2025, they want to reopen all the rooms. And by 2025 it would be more likely that people or more hotels will also start to renovate the hotel to become one of the most sustainable hotels. Also incorporate. So what is really the differentiator to having the most sustainable hotel?

**Diego:** There's two things. There is a common misconception that being completely sustainable costs money for a business. It also depends on the business outlook that that business may have. So whether they're talking about extremely short term visions or longer term visions, a lot, and that is an unfortunate reality is that a lot of the sustainability initiatives may have a higher upfront cost, lower running cost in the long term. So if you think about it like that, the multiple case is solar panels, right? So if you invest in solar panels, you have to invest in solar panels. Once you have them up there, they just keep producing for you and that your running costs are very low. You could decide not to invest in the solar panels and just buy electricity from a coal fuel power plant. Yeah, that's no upfront costs because you're just buying it from somewhere else. But the running costs keep coming. So that's just as an example. But that goes the same to most every other sustainability measure that you can think of. So I put on the email, so energy seems to be low hanging fruit. Energy seems to be what everybody's thinking about.

**Diego:** Like you said, you're remodeling, other people will remodel. Everybody will do it eventually for different reasons. So the economic reason is you don't know what will happen with energy prices or Ukraine war happened, energy prices soared. Those that had implemented energy efficiency measures because they were giving up sustainability, let's say they had a big advantage when the energy prices soared.

**Dyline:** Or yeah, yeah, true. Yeah.



**Diego:** From that business perspective, is it's sometimes it could be seen as a gamble, like do you gamble on future prices or on what are you doing? Or it's it's just more of that long term outlook. I do think there's room to think beyond energy. So energy, I think being basically a carbon positive. Carbon positive. So basically having negative emissions.

**Dyline:** I think there's like carbon neutral, I think carbon negative.

**Diego:** But it all depends on which metric you're using. If you're using only on energy, then you can say, yeah, we're generating more energy than we need. And so if it's renewable energy because either you have the space or you have the possibilities to do it within the property, then that's just one metric. That's the one that everybody's been chasing.

**Dyline:** After, I have noticed correctly. Yeah.

**Diego:** So one is energy, the other one is water. Water has been going on further. Also water resources are precious. So there's ways of making sure that property hotel can be very efficient with its use of water, having gray water, black water and just freshwater, no streams separately, how that water gets processed and so on. And then on the sustainability side, then you have some other possibilities, which would be furniture, for instance and food. Those are big things.

**Dyline:** Yes food waste management, I think that's the biggest.

**Diego:** So when we talk about sustainability, a lot of the talk on sustainability ends up going towards carbon emissions because climate change ends up being one of the biggest problems that we have. So you can associate some of those sustainability measures to carbon emissions, but there's also the general well being of the community around you. And that's where even though there is a big impact on carbon emissions on food and furniture, just to simplify, there's also a much larger, probably societal benefit. And that helps a hotel just make sure that it's in harmony with the community around it.

**Dyline:** Right, yeah.

**Diego:** If whatever's around the hotel is benefiting economically because of the measures that are taking there, that's going to be good for the neighborhood. People come visit, they're just not only visiting the property, but everything around it. It's just going to be an overall better experience.

**Dyline:** Yeah. So what they're doing, I don't really understand it all the way, but they're putting a heat pump in the middle of the because the hotel is like five minutes away from the Amsterdam Central Station, so it's like really central. And they're putting a heat pump in the middle of the road and that will also benefit the community around it. And there's plenty of more hotels around it, so they will be able to instead of using energy to warm up, I guess, the temperature or water in this case, it would also be distributed around the neighborhood as well. So that's also something that they're not only doing it for themselves, but also for their community around it. There are several ways that yeah, and.

**Diego:** That's usually trying to look for those win scenarios to win because you do your own thing, but to do that, you need to make it big enough that it makes financial sense. Say, well, maybe we can sell this to our neighbors. The neighbors benefit because it could be cheaper also. And so everybody starts benefiting from that. A little bit of that concept.

**Dyline:** Okay.



**Diego:** For instance, if you think for a hotel, one of the big water, energy and just the overall sustainability issues is what is it? The washing?

**Dyline:** Yeah, laundry.

**Diego:** Laundry, correct. So with one of these things, you could say, well, the heat, some of that will be directed to the laundry, the steam that comes out of it. I think looking at it from that holistic perspective and to do all those different things, one of the things that I always try to emphasize is for any type of sustainability measure, it's trying to turn it upside down. So normally people say, oh, I know how to run a hotel, I put a hotel here. And then you try to meet their needs based on what you had. I try to say, okay, most sustainability measures are really location specific. So you have to figure out what is it that you really need, what do you need to have, what is a guest expect in this hotel? Is it just a temperature? Is it a comfortable bed? All these other things, amenities. And then what do you have? Do you have, which water sources do you have? What type of local foods are you going to feed them? And then how do you meet those two things together?

**Dyline:** I mean, for furniture, for example, they're going to compress this is just a simple example they gave me. They're going to decompress all their phones that are made of plastic that they've had for about ten years. Now they're going to all decompress them and then use them for materials, for front desk, chairs, whatever. So they're also now during the reconstruction phase, also considering how they can reuse the things that they already have. But yeah, I think what it makes it really difficult for me to be critical in is that you can make one thing sound really pretty and then maybe there is another ten things that they don't do, or they could be doing, but they don't bother to put the time in it or I don't know. Anyway, that's another story.

**Diego:** There's a lot of these type of large construction systems where they end up being into. It's not really called zero waste, but it's more like making sure that every single thing that comes out of the deconstruction of all the rubbish, everything that it all finds secondary, end use or end use. Okay. How do you make sure that none of this goes to land? And that's very difficult.

**Dyline:** Yeah, it is, but it's difficult. Yeah.

**Diego:** So it just takes a lot of networking with all the different entities that could use your waste materials. And then those entities, I think the extra win is if you can actually find those entities, like you're saying they're going to throw out the telephones, they compress them all, and this is going to be the furniture. Sure. So that's an interesting possibility.

**Dyline:** Right, well, what they want to become is also the most sustainable of Europe by 2025. Well, I don't necessarily agree with the term because I don't think you can ever become it's like a long way of going, like continuing part of your sustainability aspect. So I think they're using all different aspects of this also during their construction phase. Because I think that's a whole other research where you can do a lot of differences in your construction phase. If you want to also be considered a real sustainable hotel. I'm just going to go look for the other questions. So what in your opinion is like the most important component to have in place in order to consider yourself a sustainable business? Not necessarily hotels, but just in general.

**Diego:** I think benchmarking is self criticism. So making sure that there is the room because you can always put in the initiatives like you just said, you can always dress them up and make them sound beautiful. But having the room for that self criticism within your organization. One of the things that I actually did at some point in time for the company, we went through a BCorp certification process. I don't know how familiar you are with the B Corps. So Bcorp is in certain countries and states is an actual legal entity. So like non for profit or a for profit



corporation. And then a B corporation. B corporation ends up looking at the benefits of society level of a corporation. And it is quite, I think, this type of certifications by independent bodies. So this is certified by GP Lab, where your organization goes through step by step, all the different policies that are in place, all the different it goes over. Who are your suppliers, how are your suppliers dealing with things right. That ends up you can fully sustainable I'm buying all these nice biodegradable cups. Sure. But if those biodegradable cups are made in a place where there's child exploitation and they're made with coal power plants and corn that may be made from corn, but under circumstances where it's displacing other food stuffs, type of thing, you're saying, okay, is this making sense?

**Dyline:** Yeah, right. Yeah, totally agree.

**Diego:** So this type of certification process is quite complete. Going through the different things, I think that's important and allowing that possibility from within the organization to be critical on certain aspects and not take different things for granted. So I think these tools help to have independent bodies, help you analyze all the different steps, and then that's a continuous improvement metric that you can move on. Especially for Amsterdam, I think the B Corps are quite strong team. There are some examples there like Tony Shokalo.

**Dyline:** And since we're on that topic, what do you think about certifications in general?.

**Diego:** It depends, Okay. Yeah. So that also needs to have a critical look. There's a lot of things that are self certifications, which to be honest, don't say much certifications you can go across the board into, they're terrible or they're good. There are a few. And so here I mentioned the B Corp certification. I find that one of the ones that is a little bit more overarching.

**Dyline:** Okay.

**Diego:** I know that there are some, like green globe and things like that that are specific to hospitality. They helped help showcase, especially if I hear this, and they want to become the most sustainable hotel. I'm sure they want somebody to put a stamp on it. Right. So that's important. It shouldn't be the goal in itself.

**Dyline:** Okay.

**Diego:** I think for a hotel, especially in a hotel type of setting, for it to actually become sustainable, it has to be lived throughout the organization. Like, everybody needs to understand the why and the how. So this needs to be permeated and then certification, it'll just shine through, wouldn't be needed.

**Dyline:** Yeah, exactly.

**Diego:** But you can do all your efforts to make sure things are in place, but if your employees are not really.

**Dyline:** Informed or trained about it, your purchasing.

**Diego:** Your purchasing Department really doesn't understand why they're going to just try to meet a metric that's on some certification sheet. But that's not going to get you to be the best.

**Dyline:** The best, yeah, I totally I mean, it helps because in the eye of the consumer, I guess it will also have like an advantage. You'll be like or you'll be able to filter, I guess, your hotel in different market or market where sustainability is highly important, that you kind of filter your hotel in their places that they would actually visit. So I also agree that it is important to have it. It helps, it gives you a direction, but it's not, as you say, the end goal of, okay, I have this, so I can consider myself one of the most sustainable hotels.



**Diego:** While it should not be, there's a lot of these type of certifications where you basically just buy your way into. Just be it by offsets or any other type of mechanism

**Dyline:** or you pay a lot of money for it. And in the end, like, for example, the fair trade stamp that you would get I don't remember. I think it was 1% of your revenue or something like that, or they were promoting something like that. And then in the end, they were paying much more money to get the stamp instead of getting the money to the people to the farmers, for example, for cacao, tea, whatever. So it helps a little bit, but also you really need to look deep into what type of certifications you would like to get and what does it really mean? Okay, then I will continue. So are you aware or do you know what the Green innovation framework looks like? A little bit. So it's kind of like the triple bottom line. It adds to it, but it takes like four big components of it. So it talks about the green organizational culture. So that means really, how are you training your staff? How aware are they top management? Like, are they really involved in the decision making processes of becoming a sustainable hotel? How can I say that? How alive is it within your community? It talks about just regular environmental regulations and that of course differs per country and per city. It talks about your strategy and I think that's one of the most important aspects of it because adding sustainability and doing practices is not like it helps, but of course it has to be embedded in your strategy as well. So one of my questions I had is what is the best way you can implement this or how can you really implement it in your strategy?

**Diego:** It ends up being a lot about human resources. How are people taken along in this vision? The management has the vision. How do you take everybody along? There's a couple of different things. So first you make sure that the people that are coming in already have part of their vision. That's important, but that's not always going to be possible. So making sure that the communication channels, the way things are communicating to people within the organization are clear enough of this is what we're doing. It especially on a lot of these sustainability type measures, there's a lot of change management that needs to occur, change of mindset, change of okay, what's important, why we're doing it just we just want something clean or how do we want to clean? To put up a rough extent.

**Dyline:** Yeah, I think that's also one of the biggest challenges of it incorporating it like the change management aspect of your whole because it's not only one brand. Like there are I think, I'm not sure how many renaissance there are around the world, but in the end it's not only about you, but it's about the whole big hotel chain that we were talking about. So changing the mindset of as many employees as you have, it's fairly difficult.

**Diego:** And then how do you how do you bring everybody on board?

**Dyline:** Yes. And what do you think about these big hotel chains that are trying to incorporate these?

**Diego:** It's interesting.

**Dyline:** Okay.

**Diego:** It's interesting. There's a tension on something that's big by definition, and the way that it was done, it was very efficient, but normally not the most sustainable thing. So this is a shift into something that was not the ideal. How do you shift that into sustainability? Especially when you're talking about remodeling and.

**Diego:** That's on one side. On the flip side of it, we were talking about the other day about monuments, for instance. So things that are old can be, by definition, sustainable. Right. So if you have a very old, old monument building that's been there over 100 years, and you repurpose that and you continue, you save a lot of materials, you save a lot of things. You're



just making sure that whatever you did already stays instead of starting new material flows or new energy flow flows that shouldn't be there. So those are also possibilities and some of those old things that were done before. Just make sure. Okay. How do we take that history into this story forward.

**Dyline:** Okay. Yeah.

**Diego:** It's tough on the big chains. To me, on a lot of the big chains, when we're talking about standardization, is one of the things that has brought efficiencies on one end, but big inefficiencies on another end. So when we talk about standardization and we look at, I don't know, McDonald's, if you look at their whole American type of way of living way of doing things, right. If you expect the same at a Renaissance in Amsterdam that you would expect at a Renaissance in Bora Bora, that doesn't make sense, because if you expect the same, you would want to have the same type of lettuce, the same type of tomatoes on your hamburger, or a hamburger which whatever associated emissions are to it. Right. Or the same type of linens. Do they all need to come from the same place? And do we need to fly all these things all over the world, or can we do things differently? What do we have in the vicinity of Amsterdam? What do we have in the vicinity of Bora Bora for that example to make sure that it meets the needs of the guests?

**Dyline:** But it doesn't have to be it.

**Diego:** Does not have to be an identical experience. And that is a very fine line on, because they're built upon the fact of predictability what I'm getting myself into. If I go to a Renaissance now, the bed is going to feel like I know what the person at the front desk is, how they're going to smile, you know?

**Dyline:** Yeah. You know exactly what to expect.

**Diego:** That is how these big chains are built out. That's paradigm shift, perhaps in a lot of this, sometimes it ends up being also a tiny bit about customer education. How do you educate your customer on the products that you're giving them? This is what you can expect, and that's it. Sure. But if you can expect that, why would it be different in Amsterdam? That it would be in Aruba or Bora Bora or anywhere else? And that's a tough one. There's a few companies that successfully done that, where they guide the customer through the experience. But then to do that, you really have to be the leader. Right?

**Dyline:** Yeah. And it's difficult because you have customers, different customers all over as well. So it's on their end also, who is really interested in that type of information? Let's say, for example, here in Amsterdam, maybe people are a lot more aware, and then you have the Americans going in Aruba and they're like, couldn't care less.

**Diego:** Completely. But how do you bring in the customers with you on that journey? That's the difficult thing. So if you have customers coming in from the US. To Amsterdam, the experiences will the differences that they see, how do you make sure that they understand this? And I think that a lot of it has to deal with customer expectations. That's also part of one of the challenges of the hospitality industry, is to say, if you're the most sustainable hotel in Europe, is a customer that sees that, will they be thinking, oh, that's going to be a cold hotel in the winter?

**Dyline:** Right.

**Diego:** How do you manage the expectation of the customer making sure that they understand that even though this is sustainable, you have an even better level of comfort exactly. Not what your average person in Arkansas is going to think.

**Dyline:** Exactly, Yeah, right. Making sure that these aspects are considered during this project.



**Diego:** That's the challenge that businesses have. So I go back to the example, since you're in Amsterdam, an example of Tony Chocolonely. Their example is this is the best chocolate in the world, and we are also the best for the world.

**Dyline:** Yeah.

**Diego:** Right. So compared to all the other chocolate, you have this chocolate and you say, wow, this is good. Yeah. And you're also doing on the flip side, you're doing something good.

**Diego:** Right. If it was the best for the world, then it was just a mediocre chocolate. No, I don't think that you're successful.

**Dyline:** No. And then it's like also balancing out that you are able to provide high standard service, but then also how do you balance them out a little bit? And I think that has been a misconception of sustainability for the hospitality industry long time ago, where they didn't know how they would still be able to provide a level of comfort or service while also being and it's still something that is difficult to manage. All right.

**Diego:** And it's about the customer. Right. So in the US. When you go and if he hurts us, more and more. For instance, if you go and buy something at the Chinese restaurant, right, take up and you get 20 packets of soy sauce is individually wrapped, and all these different napkins and all of this most people are getting to the point we're saying, but I don't need all of this. And they have this drawer full of these little packets that was deemed to be service, that was a convenience, that was deemed to be we're just making it convenient for the customer. They'll just have it if they want. It's become an inconvenience. So if you shift that outlook and you bring your customer with you, but again, you just have to really bring the customer with you or understand what is it that customer really needed? Did they want boss, is there a different way of doing that? You asked them, is there a better way to automate the asking?

**Dyline:** Yeah, I think a good example would be as well. I saw on LinkedIn a guy posted a picture with him like a bunch of Albert Heijn bags, the grocery store here. And he's like, Why can't I just not return them? And then just once I go there, I return them instead of accumulating it so many of it. So it's also hearing about what the customer needs and wants or what are their perspective right now, which is shifting. So that's good. Okay, let me see what else. So we also talked about the challenges. All right? And then I just want to touch base on what are the best practices in your experience of running the most good sustainable business, like renewable energy again, but like anything else that you think.

**Diego:** You could add on best practices? I think staying current okay, more than anything is just that I think sustainability and you started the interview with, what is sustainability for me? So one of the key things that sustainability is for me is awareness. So it drives everything. So if you're a customer and you are aware of where your things are coming from, you make different choices. I think a lot of people make the choices they make because of lack of awareness. They just don't understand where it's coming from. It's not even 100% financial decision. And when it becomes a financial decision, then most of those times is you just don't have the time or the bandwidth to really understand where things are coming from. And that permeates across everything. So once you bring a level of awareness, level of empathy into it, it helps. So it's hard to instill that within an organization. It's hard to instill that within a customer. For instance, when you're selling some things to somebody, you don't want to tell them, this is better because the other thing that you were buying was crap. This was doing all this bad, going into the negative guilt and things like that. Especially in the hospitality side of it. You want people to feel good. So that's a hard thing to do. So awareness of across the board, making people aware of what you're doing, making people aware of their consequences, of their actions. And that doesn't need to be negative. Right. It can be very positive if you do this. This is something good.



**Dyline:** And also about reporting everything. So also the white paper that you have forwarded to me, also it talks a lot about reporting the sustainable actions that you do. Like the importance of actually having a baseline or a base year. Because without reporting it, you can talk a lot, but it means nothing.

**Diego:** Correct. Reporting is important. There's a nice touch.

**Dyline:** Yeah.

**Diego:** So you need to always understand where you're coming from, measure what you're doing and then you can really understand, okay, how do we keep going, understand what's going on, what is the impact you're doing, you're making what are the changes within the industry, what are the new technologies coming on board, what are the new trends? And always keeping that state ahead, that's important. That white paper I sent you was based on LCA methodology, lifecycle assessment. Lifecycle assessments end up being probably one of the and this is a fairly new concept. So this ends up being one of the better ways to really understand that a complete cycle of things, where they're coming, where they're going, where they're going. So that's an important point. I think reporting is a difficult thing to do. I wouldn't be considered the best person to talk about it because I'm not very good at it. But there's always and that's where you have to dig within the strengths of the organization. There's people that are very good at got it. That needs to be always encouraged. I'm not really seen as, okay, now we're going to do this as a burden.

**Dyline:** What a job.

**Diego:** Auditors are usually hated within most organizations, and they're the ones that are really looking into it, reporting, seeing what happens.

**Dyline:** Every paper or not paper, actually. That's not bad. Yeah. All right, that rounds off all the questions I had. Is there anything else you would like to add?

**Diego:** I think no, not too much. I think it's pretty good that you're working on this.

**Dyline:** Yeah, it's not my expertise at all. I really had to dig in a lot. I studied hospitality and business management. So this is like we touch it very, very briefly. So I really had to dig deep in understanding a lot of it and understanding why and how and looking into greenwashing a lot and what is really true, what is really trying to read a lot of both sides. Kind of like understanding what's the gap in there. So yeah, it's interesting. I like it. So I'm happy I'm doing this.

**Diego:** Because I tend to think, and you asked me this also about the big hotels trying to do this. A lot of people that are in the sustainability field or there's always a lot of pointing fingers or a lot of oh and no, it needs to come from the bottom up, we need to build up and people need to demand these types of services, or that's not necessarily the case. I think it needs to come from both sides and a lot of responsibility on the top down approach, a lot of responsibility on the people that actually control certain industries in certain part of the market to lead the change. That's not easy. So a large, large entity with multiple shareholders in which the shareholder mandate is to make sure that you just make sure on the quarterly earnings.

**Dyline:** That's all I want.

**Diego:** it is very difficult to implement long term solutions. Very few examples in the world of companies that are publicly owned have been able to bring along their shareholders. It's a completely different it's not their customers, it's their shareholders. The ones that are really dictating policy at that big. So for a hotel to do that, that's the other point that would need to be made. Is the owners of the hotel, is it a public entity? It is a family owned is it a family



owned entity? How do they respond then? That brings you into different levels of outlook, short term versus long term Renaissance Is it still family owned with a Marriott?

**Dyline:** It's difficult because all the properties are either managed by Marriott or it's owned. And then of course, the owners have their own shareholders in it as well. And then you also have Marriott standards. So it's a big way up and there's a lot of hierarchy.

**Diego:** We didn't talk much about that, but that is one of the biggest issues on sustainability, especially when you're talking about real estate property. So real estate property or the guy who owns the building has no incentive to make the big investments. No, zero for the short term, for the tenant. The tenant wants those things because then their operational costs are low. But there's no way to align those incentives normally. So getting the stakeholder alignment into who owns the property, who owns the company, who operates that is a huge challenge. It's much easier when you're talking about family owned enterprises.

**Dyline:** I interviewed Bacuti in Aruba awaits b one, for example. He makes all the decisions, so it's fairly easy for him as a single owner.

**Diego:** He has a 20 year outlook. It's not a five year it's not a one year outlook. No, he can have the outlook for 20 years. And he's with decisions he told he's not maximizing on a quarterly basis.

**Dyline:** No.

**Diego:** As most people are doing. Yeah, if you just bring it back down to, like, the apartment you may be renting. Let's say you rent an apartment where you live. What is the incentive for the building owner to change your windows and isolate everything?

**Dyline:** Yeah.

**Diego:** It costs too much money. Or maybe €100 more on the rent. Do I need what will happen in the future? Maybe energy prices go down. That won't be a big thing. So aligned incentive is usually not there.

**Dyline:** Well, from what I've understood from this hotel, everybody's on board. And this planning has been going on actually before Corona already. So everything in regards to financial situation was approved before Corona. And of course, after Corona, everything, all the prices of every aspect went up, and still they approved the project, and it cost 50% more of what it should have cost now, three or four years ago. From what I've understood, they have aligned themselves with everybody. So that probably took a really long time. But it seems like everybody's on board.

**Diego:** So whenever you're doing this, I think a specific chapter on that alignment of interest there will always be compromises. That's one of the biggest issues. When you have compromised, then you really don't get to sustainability. Unfortunately, in my opinion, you get to things that are half done.

**Dyline:** No. All right. Thank you so much for your time. I really appreciate it.

**Diego:** Yeah, for sure. Hope it helps. All right. Bye bye



## Interview 5 – Andreas (sustainability expert in the hospitality industry)

**Dyline:** Yes. All right. I think it should be recording right now. And then I will just ask you a few questions that I have prepared for you. As I said in my message on LinkedIn, I'm doing my research project for the Renaissance Amsterdam Hotel for my graduation process at the Hotelschool The Hague in the Netherlands. The Renaissance Amsterdam Hotel is currently renovating the hotel and by 2025 they would like to reopen a fully renovated hotel and this will or their goal is to become the most sustainable hotel of Europe. Of course a complex and challenging objective, but of course working towards a better or greener way of doing hospitality. So in terms of this, I have prepared a few questions and we will just have discussions about ideas, frameworks and just sustainability in general, if that's okay with you.

**Andreas:** More than fine. Go ahead.

**Dyline:** All right.

**Andreas:** I have to say that it is a very ambitious goal, I mean, everyone wants to be the most sustainable hotel in Europa. Well, let's see.

**Dyline:** Yeah, all right. Can you introduce yourself, your background in terms of experiences, jobs, roles, education maybe?

**Andreas:** Well, back in your times I was studying biology and then I went to Sweden and studied environmental management and policy. And based on that, my first job was not for a hotel but for a tour operator for the tour operator Tui. So I became the sustainability manager of Tui at that time and within 13 years I was responsible for quality and sustainability. And based on that I did two things. I founded an NGO, a sustainable tourism NGO for tourists which supports destination projects and all projects around sustainability. And I founded my own consultancy and with that consultancy Blue Contact, I'm supporting, I think, meanwhile, over 300 hotels and many destinations like Mauricos, Creed, many in Germany on sustainability. So that's my background.

**Dyline:** Okay. And to jump start directly to the sustainability aspect, what does sustainability mean to you?

**Andreas:** Well, I mean, there are many definitions out there. If you define sustainability, it is basically, of course, the three pillars as, you know, social dimension, economic dimension and ecological dimension. But this is a little bit outdated. So if I would work for sustainability, for me it is in the logical description. The newest definitions are the 17 Sustainable Development Goals, of course, of the UN September 2015. So that's the newest definition. But for me, sustainability is much more I define it as well. My definition of it is the sum of all positive relationships that you have. So basically, if you look at your employee, your employees are becoming ambassadors for sustainability. That's the dimension of employees for your suppliers. They become authentic co creators of the future with you in one boat, sitting in the same boat. And for all your guests, that means you are serving the guests, the planet and the local inhabitants in the same logical way. And from the last point is really you share openly what you have learned on that journey. That's also part of sustainability in my way of thinking. So, like a place that inspires others based on their own sustainable performance, inspires others in those three circles, like employees, employees, guests.



**Dyline:** It's a cycle that you cannot do. You cannot do it alone. There's too many stakeholders involved in the business world to be able to do it alone. So everybody has to do their part and then become the circular economy that we are striving towards too. All right, and what is currently the importance of incorporating sustainability and specifically in the hospitality industry right now, in your opinion?

**Andreas:** What is the importance of incorporating sustainability in the hospitality industry right now? from which point of view?

**Dyline:** Well, from incorporating that same strategy right now, the advantages it gives you.

**Andreas:** Okay, well, I mean, there are many folds. I always say they are five fold. If you look at all the trends in the market right now, like, where does the way we eat and drink, for example, go? There is a whole trend into sustainability, regional, healthier, food. So it serves a lot of trends in the markets. For example, the new generations like you, what you are looking for in the work, the SDGs, the way the society goes, the values in society. So you have a lot of trends in the market and you're serving that trend. That's the first big advantage. Second big advantage is that we have done now 500 energy audits, and on average you can save with hotels in Germany and Europe, and on average, you can save 30% of the costs, but also the emissions. Okay, so that's a big advantage, cost wise, of course, of energy, but it's also emissions. The third topic is there's really a hunt for good employees and you should really create a working environment with a purpose because it's a hard work to work for a hotel. And so people are looking for a place where they can fulfill a higher dimension, a higher purpose for their life, especially young people like you.

**Andreas:** Yeah, I realize that wherever I am. So that means you're serving your employees, but at the same time you create an employer branding for you through sustainability.

**Dyline:** Yes,, I agree with that.

**Andreas:** The forces for me, the whole fact of the more local you are do you are, the more regional you are, the more authentic you are. And authenticity is a huge trend in the market. So they want to they don't want to see a McDonald's, which have the same product all over. They want to have authentic products and you can be authentic together with local suppliers. So that's authenticity, that's image, that's all this has been. Fifth advantage is marketing, because everything you're doing on sustainability is a unique selling point, is something you can easily communicate over social media, and it facilitates all the marketing aspects. So these are normally the five reasons, five advantages. I'm talking about in my keynotes and my talks.

**Dyline:** And just as a point of view, for example, let's say the hotel is currently in a renovation process which will take three years, but in the meantime, there are more hotels changing, their brands, changing, they're all growing, shifting towards a more sustainable future. And what is, in your opinion, a key differentiator right now in the hotel business, in the sustainability world as well?

**Andreas:** Well, for me, it's very human. The difference in the market is the connection to the human capital. So if you are really able to inspire your networks to be part of you, and that really talks about those three networks. So there is a huge difference between making a certification because you want to tick boxes, or reaching out and creating a sustainability vision together with your employees, inviting them to be part of that. That's what I'm doing nearly every week, creating a vision together with them, not really as a management team, but really bottom up and top down. How can you all be part of that? And there are brilliant examples. For example, on Crete, there are hotels that have only seven months open. And so what they created is a sustainability vision where they're saying, look, in winter, we are serving you to create food for all hotels. We make sure that you have income and you have regenerative farming income with really good products at the same time you are serving us in the



summertime with your products. So these are very interesting ways of thinking about how you create sustainability hand in hand with your employees.

**Andreas:** That's one side and the others. You can do the same with your suppliers. So invite your suppliers to become part of you, to really not really demanding you, like supply or demand this policy to your important suppliers and create the future. How can you get rid of plastic? How can you create healthy food? How could you enrich your suppliers together with you? And the same, if you have done the first two, then you have ambassadors. You have ambassadors on the supplier side, and then you're talking and inviting your guests to become part of that journey. So what would you do? Or how can you food, how can you eat here? And by the way, this food, what you're eating here, you can buy it here, next door, by the way, it's possible to eat it at home. So you get inspiration like, oh, by the way, picked you up with an electric car and it's interesting. Have you seen that? So you're an inspiration for employees. So this is a huge differentiation.

**Dyline:** I can see it. And I think, as well as informing your employees, like, okay, let's say they're part of in the winter, they are doing the farming part or planting, and that they are really feeling the impact that they are making and that they are aware of what their efforts are. The positive aspects of their efforts. I've had an interview as well in a small hotel, and for example, it's an Aruba, and they allow their employees to bring all their recycled materials to the hotel because the government is actually not really good incorporated with recycled materials and everything. So they allow all their employees to bring all their items, plastic, to the hotel so they can make use of it and give it another life. So the employees are really involved in all the practices that they're doing. So I think this is another good example of the human aspect of sustainability.

**Andreas:** I agree. At the same time, I would say if they are creating a solution for plastic in the hotel, it's great. At the same time the biggest effect would be to invite other hotels to do the same and to push the government and to create a solution for the whole island. So this is a higher sense of it.

**Dyline:** Yeah, of course.

**Andreas:** Correct. It's a very good example of taking it to you, taking a responsibility, and then giving it back to your destination. Aruba again.

**Dyline:** Yeah. All right, so we touched base a little bit on certification and ticking boxes. What is your opinion about certification in general, as in the hotel industry?

**Andreas:** Well, I believe in certification because it's a validation of what you're doing. So whenever we are doing things, at some point, we need to validate the information by a third party. Otherwise it's greenwashing. Okay.

**Dyline:** Yeah.

**Andreas:** But the problem in the market is that we sometimes start with sustainability as a certification scheme, and then you have someone in your hotel doing that ticking boxes, and it never reaches out to the whole operation. It's something that adds on as a side effect, but it's not integrated in the operational procedures. And that's the issue with certification, that you just want to tick boxes. I always say you have a left brain and the right brain. I don't know which one, but one is the fact based one, and one is a more creative, hard, logical thinking way one. And you sometimes go only for the logical tick box side of your brain. Then you will never have this ripple effect. You will have this emotionalization, this attitude change. I don't know if you haven't, you should. If you have heard about the IDGs inner development goals IDGs?

**Dyline:** No, I have not.



**Andreas:** Have a look at it.

**Dyline:** Yeah. What does it stand for? IDG.

**Andreas:** What I realized I explain to you in a second. What I realized is the SDGs, the sustainability development goals, they are brilliant, but they are very brain driven. Okay, so tick boxes, reduce poverty, increase education, save the planet, but it's not really touching your heart. Yeah, we have to do it. That's hard work. But the IDGs is inner development goals. Like, for example, listening to each other, speaking to each other, empathy, learning how you can inspire people of doing the right things, communication ways where you can talk to people at the same time, they feel enriched, they feel empowered that they are part of that journey. So the IDGs, if you look at it, they're creating 17 goals as well that are the same logic as the SDGs, but they are coming from inner development listening purpose. Have a look at it.

**Dyline:** Yeah, I will definitely

**Andreas:** You will realize you need both. You need inner development because no outer development sustainability without inner development.

**Dyline:** Yeah, that's true.

**Andreas:** It happens here and it happens here in your heart.

**Dyline:** Then what is your opinion? Like big hotel chains? I'm just going to give you the example. The same person I interviewed in a rubber small boutique hotel, one owner and he makes all the decision and he's carbon neutral right now at the resort. And he started sustainability 20 years ago. He removed plastic 20 years ago. So for him, it's embedded in his in his heart. It comes from the heart. But these big hotel chains, it's kind of like they're forced to how do you align those feelings then?

**Andreas:** You cannot. You can only learn from the small ones, how the big ones can involve the employees. There is a movement in the market that this is happening because they realize how hard it is to get good employees. So they are moving in this direction also because of that. Okay. But there is a good logic of big hotels being part of the Sustainable Hotel Alliance, the Science Target initiative. So there is a logic behind that. And if you look from above, we need both sides. We need that big holders going in this direction, they are coming from this end, maybe. Okay. And then these small holders, they're coming from this end here. If we really accept that we can both learn from each other, that would be brilliant.

**Dyline:** Magic.

**Andreas:** Magic. This is what I'm dreaming of. That here. That's why I said in my beginning that know how to share is the most important aspect of sustainability for me, but somehow I just do it. It's mine, it's mine, it's mine. But I mean, we are here to co-create. We are here as humans to share knowledge, to support. That's why young students ask me. It's really great if you are going in that direction.

**Dyline:** Haha.. Thank you so much. I mean, for me it's also important. And it's not only the business aspect, but it's also a personal goal of mine. So it's not what one can do to make a change and also spread awareness. Because I think that's one thing that is really important is being aware of everything that you do and why you do it before the whole financial aspect that comes into it as well, which is also important. All right.

**Andreas:** Just one comment about that. Just think about that. That's also what I'm dreaming of. That's why I entered into tourism. Think about that. The Tourism Ministry, the hotel could be an educational center for the world because you have always employees, if you think about all the hotels in the world, how they can be educational for their employees. We are working, for



example, with a kitchen team, we are working with a housekeeping team, how they can clean healthier and more sustainable, they can cook more climate friendly and this is what they take home. And then I'm thinking, wow, this is great work. I mean, you're learning it in your academic work. But here we can teach simple people what sustainability means. And that's why I love tourism so much. If you can make this hotel understand that this is an educational inspirational center, that's what the matter.

**Dyline:** That is true. And what in your opinion is like I think we talked about it a little bit like the key component to become a sustainable I think we did answer that question. It's the human part of it. Yes. All right.

**Andreas:** You know it already! That's the most important thing. How can you people, you need know how you need it logic to do it really a good way, you need good marketing people, you need now, but you also need inspirational people that can trigger and involve the team. And that's where the magic happens. With the other aspects. You're coming to 50%, but the last 50% depends on your capabilities of the IDG, that's why in this case I would say you need to implement a change management plan to cover the other 50%.

**Dyline:** Yes, I agree. So, during my literature review, I came across a framework. It's called the Green Innovation Framework and it touches base with four aspects of becoming a sustainable business and of course environmental regulations, which are the government support, but also the brand standards and also the self regulation in terms of certifications. And then you have the Green Innovation strategy. So how to incorporate it in your strategy and then it goes as well into green organizational culture. So how to introduce it to your team, how it's incorporated in their way of working, and then of course, the best practices in terms of energy conservation. But how can you incorporate all these four components to be able to achieve success in this that makes any sense? It's a big framework to explain in this short.

**Andreas:** Well, the framework is about legislation. I got the framework is about governance, how you integrate the culture framework, strategy, energy, technology. And what's the fourth part?

**Dyline:** It is the Green Innovation strategy. So how to really incorporate it in your business model.

**Andreas:** But for me, it doesn't really matter how you call it, but these four areas describing it very well. I mean, you need an understanding of technology today. You need experts on if you have a renovation of a hotel, of course you have hydrogen technology today you have rigid weight of technology. How do they play together? How can you create a climate neutral hotel on that? So you need people who really understand that, who do work with this aspect, because if you go to a very old engineering circle, they will always do the same things as they have.

**Andreas:** On the organizational part. You also need to understand that an organization strategy is only as good as the people as we talked about it on the government structure or the regulation structure. You just have to understand where the movement goes. If you look at the new regulations, for example on the European framework, on the European horizon you can just CSRD the Corporate Sustainability Reporting directive there you see that sustainability indicators and financial indicators will soon be necessary to report on. And for example, for big hotels you have to do an energy audit. So there's a whole push in the market. So green innovation means basically what I like in that is you understand sustainability not as an extra, you understand it as your strategy. You understand that sustainability is not something that is add on, it's integrated into your success strategy and that is green. And it means you look at sustainability as a driver for your success and if you do that, you will be successful. That's an interesting part of it. We are coming from a part where sustainability was kind of boring, complex system with certification. But meanwhile the whole setting, the people who are visiting, people who are working at you, the legislation, everything trends is like shaping that sustainability will be your strategy and successful strategy.



**Dyline:** Yeah, okay, yeah. And I also looked at the Sustainable Hospitality Alliance. They had just published, I think it was March 2022. So now maybe a year ago, the net positive that they pathway for hospitality industry. I incorporated this in my literature review as well to see what is really the steps into becoming a sustainable hotel. Do you have anything to add or addition of this concept as well?

**Andreas:** Well, what you're talking about is like that the academic world is always ten years ahead of the actual operation. We're in a time where we just learning what sustainability means in the operation. At the same time, discussion goes far beyond and it has to go far beyond. And there are two concepts that are very prominent as you say, the net positive concept and regenerative concept, regenerative leadership, regenerative development. Development, which means sustainability is as a word says you want to sustain a certain standard. But if you look at the way the world goes, we are far beyond that. We need regeneration. We need to ask ourselves how can we do not only less harm, how can we stabilize that? We need to give back. That's why I mentioned in the beginning the regenerative farming aspect of one hotel here. The people thought, okay, how can we interact with the soil with a farmland on our beautiful island of Crete? Regeneration takes part. So you could really ask yourself how could your hotel become regenerative net positive? Which means you're going far beyond the sustainability standard in your way of thinking. You even think, how can you regenerate this planet? How can you regenerate people that are working for you, burning them out, really giving them a hope for the future, training them, be part of that? How can you, as your suppliers, help your region to become even better than where you are? This is a very interesting question, but the concept is good, but it's challenging from this point of view. The same way as sustainability was challenging 20 years ago. Okay, so it seems to be the next topic. And everyone wants to lead, needs to look at into those those net positive.

**Dyline:** Future concepts that yeah.

**Andreas:** Myself i, for example, myself doing a course on regenerative leadership, because the way we do leadership right now is also very strange. We haven't learned from nature. Nature does it totally different. So we need to rejuvenate the way we think from nature. We are part of it, but we became different aspects. We thought, wow, we can do everything with nature. No, everything with nature is doing everything with us. So there is a lot around that.

**Dyline:** Okay. All right, I see that. We have ten minutes. All right. Yeah, I agree with that. And I think the net positive part of it is you give back to your community. So it's also, let's say, go back to the triple bottom line, it's also part of the social aspect of it that you are not only looking out for yourself, you're looking out for, let's say in this case, the hotel has a lot of other hotels in the neighborhood. The local community is fairly close to them. So it's about also giving back to the community.

**Andreas:** Absolutely to play a role in the community, to generate the community and to work force to it and educate and see what are the challenges and really see. I was working, for example, on Mauritius and the way we started the portal to work. We said, okay, what are the challenges on Mauritius? Like, for example, coral bleaching is a big issue. Waste in the ocean. Like plastic waste in the ocean. It's a big issue on Mauritius. So we came with that challenge and asked the hotels, how can you participate in solving that issues to regenerate? And then we came up, for example, with a van, with a truck, with an educational truck that goes from hotel to Houth that was designed by one hotel where employees can be trained of that hotel, but the truck is there. And when these employees are not trained from that hotel, it goes to another hotel. Everyone on the island can use that truck with noculars and very good biologists to train them, the employees. Why is Bleaching happening? What about plastic? So this is a way to think the other way around. Okay, normally we are contributing in that way, no?



**Andreas:** Let's look at the challenges in Amsterdam. What are the real challenges? In Amsterdam, and we contribute to that challenges as a hotel, that's regeneration thinking. So that's a different way, looking at.

**Dyline:** What are the best practices to keep your let's say they want to become the most sustainable hotels, but what are the best practices to keep the title as a sustainable hotel? Like staying ahead of the curve, staying ahead of the trends, staying ahead of the future. What we just talked about.

**Andreas:** To be honest with you, if you're thinking the way we have been talking about the last half an hour, the term to be the most sustainable hotel in the world is wrong.

**Dyline:** No, I don't agree with it either.

**Andreas:** It's the wrong way of thinking. It seems. You are competing with other hotels if you are becoming a leader in your way. You identify the problems of Amsterdam. You identify the best ways to work with your employees. You focus on your inner strategy, to fire others to follow you. That you give away, you know how. So the way to look at it, we want to be the most sustainable auto is an old framework. So there's already an error in that way.

**Dyline:** It started on maybe on the wrong foot. But with good intension.

**Andreas:** I would give them as a feedback at that point because it's.

**Dyline:** Also you can never achieve it because there's new technologies coming into place. There are new practices.

**Andreas:** There are how do you compare that? Yeah, who's most sustainable?

**Dyline:** Yeah, there's no metrics for that.

**Andreas:** There's no metrics for that. And you can say, wow, we have this technology, we believe it's good. But then there is the next one who said, oh, great, let's have a look at that. How can we adapt that totally different way of thinking.

**Dyline:** No? 100%. Okay. All right, well, I think I will round it up here. I never use zoom, but I think there's a time limit to it, so I don't have the upgraded version of it. But I covered all my questions. Is there anything else you would like to add?

**Andreas:** No. Except that I wish you all the best on your thank you so much. And I think great work that you're doing on that, supporting that, and believe me, it will give you a lot of things back. And I give you one inspiration from if you might have seen that on my site, Tourism.com. There is a magazine every month we are publishing the best stories on how tourism can create a better world. And there are fantastic stories, so fantastic inspiration from people.

**Dyline:** If you dive into it, I will.

**Andreas:** For sure good inspiration for you.

**Dyline:** All right, well, thank you so much for your time. I wish you a good weekend and also a good vacation next week. And I will hopefully, if I can share this one day with you when I'm finalizing my research page project.

**Andreas:** Looking forward reading that final paper or work from your side.

**Dyline:** Thanks so much.



**Andreas:** Bye, Dylene.

**Dylene:** Thank you bye!



## Interview 6 – Jennifer (sustainability expert in the hospitality industry)

**Dyline:** The recording right away, so let's jump start right away. Can you tell me a little bit about yourself and your background?

**Jennifer:** Yeah, of course. So my name is Jen. I'm the corporate Director of Sustainability at Six Census. And I've been with Six Senses now for five years. Pretty much exactly. I moved here five years ago and started off as a management trainee in Sustainability. I worked here at Home Office, which we referred to as in our corporate office, for a year. Then I moved to China to work there as a Sustainability manager. And then I was transferred to support the pre opening in Istanbul. And right after that, that was in early 2020. That's when I moved back again to Bangkok to work as a Corporate Sustainability manager. So that's been kind of my journey. I studied hospitality management at EHL École Hôtelière de Lausanne in Switzerland before my assignment here. So that's kind of my background. Although before my hospitality career, I worked in finance for seven years. So I actually transitioned from finance into hospitality. I guess that's now more or less five years ago, including the Master, maybe seven years.

**Dyline:** Okay.

**Jennifer:** Yeah.

**Dyline:** All right. So you have, like, a nice experience with a hospitality, also finance, and now also in Sustainability. And how did you get into Sustainability?

**Jennifer:** So I basically worked on a Capstone project during my Masters, where I was assigned to work with Six Senses on a project in Sustainability. That was my first contact, really. And ever since then, I just really got hooked up and absolutely loved it. And I just felt that there's so many new things to learn and so many things still to do, especially in the hospitality industry where everything is about traveling. Just stuck to it. Yeah.

**Dyline:** Super cool. And why did you exactly choose Six Senses?

**Jennifer:** As I said, I think it was more of an assignment in the beginning, but I really enjoyed the brand values and everything the corporate. I mean, it's two main pillars here, wellness and sustainability, but both of which I can identify myself personally very much so. I think generally, if you're looking for an employer, in an ideal scenario, you look for someone or a product that you connect with and can align your own values with as well.

**Dyline:** I totally agree. And what does sustainability mean to you?

**Jennifer:** I guess to me personally, sustainability is not just a job, but I think it's a lifestyle. It's a mindset. It's just in every action that you do, it's in any decision that you make. For example, consumption, like products that you support or purchase, the end of the day, anything that has to do with money is purchasing power. Right. So whenever you buy something, you support something as well, in that sense. So, yeah, it really is a mindset and a lifestyle rather than just it's a choice of life. And I think it's a long term choice. It's not just a one day hearing one day not.

**Dyline:** But then I compare it a little bit with veganism. You actively choose not to. I mean, it's also part of sustainability at some point, but it's a lifestyle you commit to.

**Jennifer:** Exactly. Are you vegan?

**Dyline:** No, I'm not.



**Jennifer:** I'm sure there are similarities.

**Dyline:** So can you tell me a little bit about the program? I read a lot about the program that Six Senses has all over their properties around the world. Can you tell me a little bit more in depth about the program, how it's chosen and everything else? Like some of the best practices that Six Senses has?

**Jennifer:** Yeah. And by program, I'm guessing you mean generally what do we do in sustainability, right?

**Dyline:** Yeah.

**Jennifer:** Okay. Basically, I guess in my role and maybe I should have mentioned that during the introduction so in my role, I support all our hotels. We have 22, 23, including the ones that are opening this year, 20 open hotels. Really? I support them in their day to day operations and make sure that they achieve any goals they have to operate as sustainable as they can. So we have in each hotel a sustainability director or a sustainability manager who manages everything within the hotel but also outside of the hotel. We have the projects, they manage that on sites in each of our locations. And for me, my role is to make sure that they are trained on the job, make sure they have to support anything they need to excel in their task. If we're talking about what are the sustainability projects, it's very broad. So we have only one, I guess how I would distinguish it inside the hotel where we manage all of our negative impact in that sense. So it's the waste, it's the energy, it's the water. It's also any upcycling that's not a negative impact, but more of a positive impact.

**Jennifer:** Any upcycling initiatives that we have. For example, in locations where we cannot send materials for recycling off site like, let's say Oman of all and there is no glass recycling facility because we're so remote, we'll try and find ways to recycle that material or upcycle the material on site. So, for example, in the case of Oman, they then purchase a glass crusher and an oven, a glass kiln where they can shake the crushed glass into different shapes. For example, they create jewelry or cheese cutting boards or Christmas ornaments, all sorts of things out of that crush glass. So actually creating new products with it which then become guest gifts or amenities as opposed to being waste. So that's just one of the examples. So the waste, energy and water are like the three main impacts that we're managing within the hotel. But then also outside of the hotel we have projects which we support with our sustainability fund. And here again, each hotel has their own project. Each hotel has their own fund with which they support their own projects with. And that really depends on the location, right? So you have the environment and the community or the society, basically.

**Jennifer:** And then, depending where you are, you may want to focus more on environmental conservation or restoration. Think about the Maldives, for example, where you're surrounded by marine life and coral reefs and whatnot. But then you have other areas where the community needs more focus because maybe education is lacking or there's no facilities for schools, or there's no access to clean drinking water. So we would go in and help them install drinking water filters and so on. So this is kind of a bit of an overview on what we do. Very high level. But are there any specific questions or any specific areas you would like to know more about?

**Dyline:** Well, what is important, I think, as well, to take away from this is wherever you are located, you have to see your surrounding. Okay, what is it that I can help with or what can we do as part of the community to also try to help out in different aspects. But like, for example, energy, water, waste management, all these things are sort of every document that you open. It's all about this, and indeed, sustainability is about this. But I think it's more than that as well. And I think what is nice about six senses is the educational aspect of it. So you also educate, you train your employees, your customers as well. They are also part of the journey with you. How did you try to incorporate all these, the human part of sustainability as well?



**Jennifer:** That's a great one. So if you say correctly, I mean, it's all these areas. But of course, I think us being a travel organization, we have the chance to have an impact on people's lives. So they come to our hotel. Of course, they want to enjoy beautiful locations. Again, say the Maldives, for example, with the crystal clear water. They want to go diving and experience the marine life. But at the same time, we have an opportunity to raise awareness towards certain topics, say, for example, sustainable fisheries. So if they come and stay with us in the Maldives, they will open up, and we have different communication touch points along the guest journey. But one is, for example, in the menu. When they open that up, we will talk about the water projects that are ongoing. Just so they're aware, the water that they're drinking is bottled and filtered on site, but 50% of the profit will go into water projects. So we're using that money to install more water filters in the community where needed. Or there will be another paragraph talking about Lorenzo, our local fisherman, who supplies this and this fish, right? So just kind of like sharing the story about a person who works with us and is supportive of what we believe is important and how to maintain sustainable fisheries, ensuring that we don't exploit the existing fish stock, for example.

**Jennifer:** I guess other ways on how we communicate about sustainability is through our Earth Lab. So Earth Lab is a concept that is very unique to six senses. It's a front of house space. Imagine a room. It could be a room or it could be a little hut, depending on where you are. And it's built with sustainability stories. So you would find some shelves and things that we produce on site. But it also communicates the stories that are happening outside of the hotel. So any projects that we're supporting, for example so within that space, we also offer regular workshops and activities or events for our guests. To give you an example, we've been working very hard on eliminating all the plastics over the past couple of years. So one workshop that you would find is how can you eliminate the plastic cling film from your home kitchen? By using these beeswax wraps. So we teach them how to make their own beeswax wraps, for example. And this way they can take it home. Remember, once they go into the kitchen again, all right, I should be using this and not the cling film. And also during the workshop, we have an opportunity to talk to them about what we've been working on and why is plastic bad and why should we try to reduce it, but always in a very optimal way.

**Jennifer:** Of course, the end of the day, we're not an educational facility, we're still a hotel. But wherever we can raise awareness, we will. And I think it's always really up to the guest how interest they are, right? Some of them are really interested and they will come to a sustainability tour of 2 hours. Others, they're just there for the nice pictures and the luxury and that's okay as well. But if they're interested, it's all there, ready to be used and ready to be seen.

**Dyline:** And I think also one of the big trends as well is the local experience that you get. So maybe you also incorporate that in your sustainability practices where you are able to also explore this aspect of traveling while also trying to be part of the community. How do you report all your initiatives that you have or what is your plan on trying to report everything?

**Jennifer:** Basically, we have here, again, any internal impacts that we're measuring. We have our sustainable performance indicator report. So they report monthly to us here in home office about their energy data. So all the different types of fuel that they utilize or use to power the hotel or transportation they own water usage and waste. So the different categories, they separate all the waste on site and then they report that to us. And also the Earth's Lab production. So what did they create using waste materials? What's the value of that? That's happening on a monthly basis. And then anything that's happening outside of the hotel, they have a quarterly impact report where they're reporting, how much funds did they use and what are the impacts that they've generated. So there's probably some information around that on the website as well. If you go there and you see some impact numbers, like, this is how many hours of education we provided, or how many people have access to clean drinking water that's from those quarterly impact reports. And then other than that, we had for the past two years, we had, like, a quarterly plastic inventory that they've submitted just for us to track their



elimination of plastic items. That was a fairly new, but also kind of a temporary report. So that's not that. Our initiative was called Plastic for 2022. So we're now wrapping this up and coming up with, like, some final closing statements. Yeah, it's not public yet, but stay tuned. Yeah, but in the meantime so that was just until 2022, basically. So that was kind of a temporary thing. Yeah, I guess those are the main reports that we have in place.

**Dyline:** Okay. And in regards to, like, training programs for the employees and stuff, what does that look like?

**Jennifer:** So we have mandatory training on plastic. We actually have a full series because that was such a big initiative. Across the whole group, we have, like, six different modules talking about what is Plastic, plastic Solutions, micro Plastic, plastic and Wildlife, plastic and Human Health. There's another one, can't remember? Sorry. And then we have one training series that is also for all the hotels, which is on zero waste. So just how to get to the level of zero waste. That, of course, incorporates all of the separation, utilizing waste materials, upcycling them and so on. Organic waste going into the compost and so forth. Those are our main trainings. Then we have a new one now on climate change. So basically, high level, what is climate change and what can we do to fight it on an individual level? What are we doing as a company to fight it on a group level? So those are the mandatory ones, but then there is also property specific training. So, let's say, for example, in Vietnam, they have critically endangered monkeys, Langurs, living around the hotel. So they would invite the host as part of their introduction training. So once they start working there, or like, as a yearly refresher or so, they would invite them to learn about those monkeys.

So they live around the properties, and sometimes, if you're lucky enough, you actually get to see them. The reason why they're critically endangered. Usually that means that there's less than 500 individual species remaining on the planet. And that's the case, unfortunately, for those monkeys. But of course, for us, I mean, for that hotel, a six senses name one day in Vietnam, we have a biologist who lives on site and researches this monkey species. So we really want to make sure that the good news is that the number of population is increasing which is great. But of course it's also here again important to raise awareness. So in terms of the experiences and everything, we will try to involve our guests who are coming so that they can also spread the word and of course also support the project and so on. And of course we do the same with our hosts. So wherever we are, no matter what we communicate or educate our guests about we would want to also educate our hosts. I think in the end of the day, it's also about creating culture. Of course making sure that they also are totally behind the sustainability or the wellness, for example. And yeah, and of course also too, I guess from an employer perspective, if you're able to create culture and make it a nice working place, people are also willing to stay for longer, right? You make them more loyal to your brand. So in the Love Today, it's a win win on both sides.

**Dyline:** Yeah, I totally agree with that and I think that's one of the aspects that is not really talked about, or it is, but when you open a report or you start doing your research like okay, what makes a hotel sustainable? It's always about energy, water and of course those are important aspects but I think those are also like the low hanging fruits right now, like that we have to look deeper into the deeper connections of like, okay, what is it or how can we really incorporate sustainability to actually make a change? And I think that's one of the important aspects of having it as an organizational culture. Super nice. And I'm not sure if you know about this, but the Sustainability Hospitality Alliance has posted something about the net positive, the pathway to net positive. What is the goal that Six Senses is working on right now or what are the future plans that they have in regards to reaching climate neutral or these terms?

**Jennifer:** So basically I've seen a lot of companies commit to net zero by 2050 probably so like half of their emissions by 2030. We have not made such a statement simply because currently our carbon accounting or our internal reports on measuring energy, it's mainly the energy and the waste and mainly the energy is only accounting for scope one and two. And so in the travel industries, scope one and two is like basically any direct consumption that you have from our



hotel operation and any vehicles that we own. Scope three, which is also part of if you want to get down to net zero you also need to account for your scope three emissions which for a hotel industry or for hotel business would also account for guest flights, for example. So how are the guests coming into our hotels? Just as an example, all of the products that we're purchasing, where did it come from? Did it come directly from the supplier? And if not, did it come through middlemen? So these are all emissions that you need to start tracking, which makes it really difficult to understand what is the current emission that you need to offset. And then of course by the second part afterwards, offsetting is not a good deal because there is carbon market. You can go and buy carbon credit, but for you to understand what is your scope one, two and three emission, that's what is really difficult. So I guess maybe a word of caution. If you read all of those statements, a lot of the companies, they don't have a plan in place. If you go and read it out, you really understand there's no real plan. So back to your question, what is our plan? We've been working on reducing our emissions of scope one and two for the past three years now. Okay, so basically our plan or strategy about this is that once we reduce our consumption to the minimum, we will always emit carbon, because we're still an operating hotel, right? We will use electricity, we will use water. So we're still a business and we still need to run, but trying to increase that efficiency in our operations to really use the minimum that we effectively need. And then in the next step, what we are looking at right now is to insert those carbon emissions. So inseting as opposed to offsetting. Offsetting is basically you as a company purchasing existing carbon credits. So let's say Coca Cola is purchasing carbon credits of a project that is planting trees in Brazil for us, as I explained you, we have our own projects in place that look at environmental conservation, for example, protecting seagrass, restoring mangrove forest and so on. So technically we should be able to inset our own ambitions through our own project. That's kind of the strategy that we're currently driving. We're not there yet in the sense that we will still need to accredit those credits and find someone who can verify those credits to really make it official. But that's basically the strategy that we're driving. So first of all, reducing our emissions to the real minimum, making sure that we're as efficient as it gets in our operation, and then whatever is left, we will have to offset or inset. And we'll start with inseting and whatever we cannot inset, meaning we might not be able to capture all of the carbon with our own project. The rest then you will have to offset. That's kind of the plan.

**Dyline:** Okay, interesting. So you mentioned as well some third party certifications. Do you have also some certifications that you work with or that Six Senses is working towards receiving one?

**Jennifer:** We support of course, products or suppliers that have certain certifications for ourselves, our sustainable operations guidelines or standards. We are in the process to accredit that or align that with the GSTC. I'm not sure if you're familiar with the GSTC. The Global Sustainable Tourism Council. They are like, a number of organization to certify a lot of those certifications. Like, for example, earth check. So Earth Check will align their criteria with GSTC. So far, in our mind, we thought, okay, if we align with GSTC, we align with all the other certifications out there, which is kind of why we took that. And that takes a bit of time because our set of guidelines is quite big. So we've been working that since last year, but I think that should be finalized this year. So hopefully towards mid this year, we will have some positive news around that.

**Dyline:** Okay, all right. And what are your thoughts on certifications in general?

**Jennifer:** Generally, when we work with local suppliers, a lot of them cannot afford being certified. And we from home office, from corporate, we say that's okay, we rather have our hotels go out there, know the supplier, understand and learn their practices, and verify that whatever they are doing is a good, best practice, rather than just relying on certificates. Certificates become valuable if the product is being imported or coming from larger corporations or due to longer supply chains. Because this way there is no possibility for you to actually go and check how is the product being manufactured or produced, or what are the materials that are going in, what are the practices, how is the supplier treating their employees, and so on.



There's no chance because there's usually a middleman. Maybe there's another middleman until there is the supplier somewhere in China or South America. We don't know. So in those cases, it makes sense if you can rely on certification. But generally we always tell our hotels, start with local or your supplier. We prefer that so much more than just relying on certification.

**Dyline:** Yeah, I think there's a lot of misconception because sometimes people or some hotels that's like their goal to get the certification, but it shouldn't be an end goal. It's a direction you can go into, but not something that you are getting your end goal. So this is it. So that's it. I reached my goal and that's it. So it's a continuous improvement of exactly reaching your criteria.

**Jennifer:** Yeah, exactly.

**Dyline:** I am quickly looking to my question, see if I have missed anything. Think I covered most. Okay, so this is, like, the last question I want to ask you. What are the challenges that you face in terms of sustainability?

**Jennifer:** It's a top one, I guess, on the broad one. Very broad challenges. As in, like, in my job, you mean or generally sustainability field?

**Dyline:** I mean, maybe both, but more in general about the implementations of sustainability practices or some challenges you face in both ways.

**Jennifer:** Yeah. So I guess one challenge comes with the fact that we're a growing group, and the bigger you grow, the more you lose control. Or maybe this control is wrong, but it's more difficult to control a larger group than it is to control a smaller group, right? So you need to come up with different structures and different ideas on how to manage a larger crowd versus a smaller crowd. So I guess that's one of the challenges we're currently facing. I guess another challenge is maybe not a challenge, but something that I face is generally a challenge in sustainability or what is lacking is maybe the communication. So I still think a lot of good things are happening around the world, but it's still the raising awareness part which still needs to become, I guess, more apparent. Or I think in a lot of cases people want to do good but they don't know where to start. Right. Or it's like with the travelers, us being a luxury hotel brand, not everyone is going to afford to stay with us. But how about mass tourism? Like, how can we engage with them, how can we raise awareness amongst them in a way so that they understand and also want to do something? Because again, I think at the end of the day, it's a mindset. If we just tell people you need to do this, they're not going to do it. If we tell them, did you know that?

**Dyline:** Understanding the why

**Jennifer:** And they learn something new and they understand why they're doing it, they will actually do it. Right. So I think again, we start somewhere with our luxury segment. That's great and that's one size, but of course it's not the mass of the room. So I think generally when it comes to the travel industry, there's so much more that we can do in sustainability. Again, not to say that our hotels are not doing good, they're doing great, but again, there's always more than you can because communication is one of these challenges and the growth.

**Dyline:** All right, and what is like this one key component that you think you should have in place in order to be considered one of like the most sustainable hotels or brands in the world?

**Jennifer:** I would say when it came down to one thing, it's really getting the basics right and that internal reporting that you said a lot of companies are focusing on. Unfortunately, I think this is also the starting point, meaning I know what all the other things are also important and the education and the culture building. But if a company needs to start somewhere or that's the one thing they need to focus on. They need to get their reporting in place, make sure that the data they're tracking is reliable and correct. Only this way you can evaluate the carbon



footprint. It kind of all comes down to that as the single most impactful data point or thing that we can work around.

**Dyline:** Okay, well, I think that's it for me. All the questions I had. Is there anything you would like to add, additional information or it's not at.

**Jennifer:** Not at this point, but all the best of luck.

**Dyline:** Thank you so much.

**Jennifer:** It was a pleasure to meet you, and hope everything goes well with your work and yeah, for sure.

**Dyline:** Thank you so much. Bye.



## Interview 7 – Ewald (sustainability expert in the hospitality industry)

**Dyline:** Hi Mr Biemans, how are you doing?

**Ewald:** Very good, very good.

**Dyline:** Good to hear

**Ewald:** I just had a site inspection and unfortunately it took a little longer, I'm a little late.

**Dyline:** I totally understand, no worries!

**Ewald:** You go ahead.

**Dyline:** Yes. So thank you again so much for your time. I will just let you know that if it's okay with you, I'll be recording the session just for transcription and it will only be used for data collection for my thesis, so if that's okay with you, I will start recording.

**Ewald:** Absolutely, no problem

**Dyline:** All right, so thank you again for your time and for doing this. I'm just going to briefly introduce myself. I'm Dyline. I'm currently in my last phase before graduating Hotel school The Hague, and in the recent years during studying, I noticed of course, all the topic of sustainability and I wanted to dive a little bit more deeper and also do my part and I want to continue doing this, therefore I chose to II mean, I'm still in the beginning phases of my thesis, so I thought, okay, I want to interview people who have been doing this for the past how many years?

**Ewald:** 30 years.

**Dyline:** 30. So therefore, I reached out to you and so I prepared twelve questions for you, but of course this can lead towards anything, so let's start, if that's okay.

**Ewald:** Yes, please.

**Dyline:** So tell me a little bit more about the history of Bukuti, how it started and the brand itself?

**Ewald:** I started this resort in 1987, 34, almost 35 years ago. I built it myself and I envisioned a very peaceful, very relaxing, very quiet resort for customers that really want to get away from the crowds. It's a small boutique resort. And so here we are 35 years later and doing obviously very well in terms of occupancy and in terms of sustainability. I think we are one of the top hotels in the world simply because, first of all, I was born on a farm, I grew up on a farm. I'm a farmer at heart, I love nature and animals, and I've seen a transformation in Aruba from a very sleepy fishing village to a world class tourism destination, and that has brought also some damage, and I've been trying to mitigate that damage for the last 30 years. As soon as I saw it becoming a problem, I started cleaning up. We started to implement programs in the hotel to save us much, whether it was energy or water or even the use of chemicals and support etc. The whole program of sustainability kind of didn't come in one day, it just kind of grew into it and then we became certified also.

**Ewald:** One of the key elements that brought me to sustainability was I happened to be looking at the conference in 1992,, and it really became obvious that the world is changing and we needed to do something about it. And so from there on I followed other COP conferences. And out of that conference in Rio, I learned one thing. There was one body that could help me get



certified. Because to me a certification is a roadmap to become a better company or a better person or whatever it is. And out of the Rio conference that came a company called Green Globe. I don't know if you ever heard of. They were my first certification in the late nineties. And then later on we graduated to LEED, which is the American Standard of Environmental sustainability. And from there on it was easy to become carbon neutral. But it's a long stretched out progress program. Yes.

**Dyline:** Okay. So I think it started from heart, really, because now you see a lot of people doing it because it's a necessity or it's now maybe a model, a business model, and they feel sort of forced. But I think in your case it's something that was really natural to you. And I think that's the advantage that or competitive advantages you really have.

**Ewald:** Now, a lot of people do it because of economics. Okay? And sometimes I'm being asked, how much money are you making or how much money are you saving? And my answer is always, I don't know. Money is a result of an environmental program. In the long run it will save money because in the beginning it costs money. But yes, there's a lot of greenwashing. I have to do it because it is part of life today. But there's no conviction in most cases, it's just yes, we need to do it with heart because we strongly believe. And I tell you one thing, our customers also participate.

**Dyline:** Yeah, that was one of my question. How do you identify the difference in behavior in customers? Like, for example, usually hotels have now a card in the bathroom, like, do you want to wash or change your towels every day or do you want it every three days and be cautious about the environment and the choice that you are making. But what is the difference in behavior that you see in your customers?

**Ewald:** Well, first of all, I keep our customers informed of our different programs that we do. That is already for the last 30 years. When you arrive at our hotel, your name will appear on your screen, on your television screen, and we'll show you a five minute environmental video. It explains in detail what we do and why we do things. And the customer buys into this. We have monthly clean beach cleanups. We ask our customers to participate. I have people that come for five, six years on a specific day of the month. Of course, they tie in their whole vacation and they go out and clean a piece of beach with us. Or we do a coastal cleanup. We keep people informed. And then over the years, we got a number of rewards. We let them know, and they are proud. They're proud to stay in a green hotel, and they contribute to it. And what I find lately very much is that there is actually a customer out there that feels less guilty about going on vacation and flying somewhere. And we took advantage of that. We tell our customer, look, you can stay in our place. Carbon neutral. We can make arrangements. We have a concierge that can make arrangements that you can buy offsets from KLM. We have a program where you can say, look, taking a car and traveling from New York to Miami or to, let's say, Disney World in Florida, you spent three times the emissions than what it would be to fly to Aruba and spend a week in our hotel.

**Ewald:** Okay? We are now working on carbon negative. So we want to become carbon negative. And we can actually then offer a customer a carbon neutral vacation from door to door. And people appreciate that because today well, you live in Europe and you know the word flight shaming, right?

**Dyline:** Yeah.

**Ewald:** People are not supposed to fly. No, but if you explain that flying is actually less damaging when you fly in a full plane and you stay a week or two weeks in a carbon neutral hotel, like compensating for it, that's it. No, if you stay at home, you also create emissions. And if you take a car and you drive from I don't know where you are in Amsterdam, from Amsterdam to the Kutazoo in France, you spend three times the amount of carbon emissions



that you would have from flying from Amsterdam to Aruba. So it all works together and the customer appreciates it. And if I give you an example, if you read our reviews on TripAdvisor, you will see that every third review talks about our sustainability. People are proud. People buy it because they love it. People come to us because they feel better.

**Dyline:** And looking at the target market, especially in Aruba, do you think that percentage is because there's a lot of research being done that people are more willing to pay more to stay at a sustainable hotel? And since you are in competitor with big Marriott hotels, do you feel like that percentage is small around the target market, or do you see it like.

**Ewald:** Rates are not an issue here, okay? In fact, I charge more than the Marriott and the Hyatt. I charge even as much as the Ritz Carlton does certain times of the year. Of course, I don't have a \$3,000 suite. But my suites that I have cost \$1,200. Right, but rate is not an issue here. People are willing to pay that extra. For instance, COVID, we have systems in place and we have equipment that no other hotel has. We have UV lights. Every room gets irradiated with UV lights every day. We have ionizers in the rooms. We have HEPA filters. It's all to protect our customers, people feel safe. So money is not a question.

**Dyline:** Okay. Clear, that shows indeed the willingness to pay for staying in a green hotel.

**Ewald:** And rates have never been an issue for us. And if you do a rate analysis, you will see that we're one of the top hotels in Aruba, and our average rate is probably number one most of the year, with exception of the Ritz Carlton.

**Dyline:** Yeah. Well, you see as well that people are more willing to pay, but sometimes I have the feeling that people are or if you stay, like, for example, just a Marriott, that the type of customer that stay there is just not very cautious about it. So I was wondering how can this mindset be implemented in such a brand.

**Ewald:** But that has changed a lot in the last two years. COVID raised a lot of questions in a lot of people's minds. And the last conference in Glasgow, the COP 26, definitely helped with awareness. And I think there is one important movement that I see is the youth. While I was in Glasgow, at the United Nations conference at the Cop 26, 100,000 children, young people, adults, young adults demonstrated on a rainy, cold day in Glasgow because they feel that the older generation is destroying their life, their future. And that is a powerful movement. And the young people will bring about change. They will do away with these people that stay at the marriage and don't give a damn.

**Dyline:** Yeah. I truly believe and really want to be part of that movement as well.

**Ewald:** You're on the right track. You're going to be on top of the world.

**Dyline:** Yeah. And what is some initiative? Let's talk about the initiatives that you really take with regards to renewable energy, water conservation. What exactly do you have in place?



**Ewald:** God, we have a whole program. For instance, we produce 20% of our own electricity, and we don't produce more because the government does not allow us to produce more. So we produce 20% through solar. We buy 20% from the government, which is a wind park that produces alternative energy, and the rest is still fossil fuel. But we're working hard on a new wind farm where we can invest and buy some more. Up to 60 or 70% of our electricity from that thing. All our water is heated through solar. All our bath or shower and sink water and or laundry water is recycled and reused in our gardens, not for drinking. We got sensor stats in every room that regulate the temperature in the room. So if you leave your room the temperature and say you set the room at 23 degrees, the sensor will sense that the room is empty for half an hour. The temperature will rise to 26, and as soon as you open the door again, the temperature will go back to 23 and you will never know the difference. But most people are on vacation. They go out, they have breakfast, and then they go on a side seeing tour, or they go water sports and they come back at 6/7:00 in the evening, then have a shower and then go out for dinner in the meantime. That air conditioning in a normal hotel cools that room at 20/21, 23 degrees. With this system, it cools it at 26 degrees. Air conditioning is 60% of our electric consumption. So you can imagine every degree air conditioning and you might not be too familiar, but here in Aruba we need air conditioning.

**Ewald:** Every degree of increase or decrease is 10% of your cost. So if you go from 21 to 20 degrees to set your air conditioning from 21 to 20 degrees, you increase your cost by 10%.

**Dyline:** Wow.

**Ewald:** And the total electric cost is 60% is for air conditioning. There it goes, the water. Water is distilled seawater. Can you imagine the process? You're burning oil to create steam, to turn turbines, to create electricity, and then you cool off the steam so that you have drinking water. All done with oil. So saving water is an incredible fee in terms of emissions or less emissions. Secondly, it helps nature because used water has more nutrients than distilled seawater. And so you make use of all of that. Then we have a total program of no plastic 20 years already. We eliminated plastic 20 years.

**Dyline:** That's crazy.

**Ewald:** You're now reading about hotels finally having paper straws instead of or paper cups instead of plastic cups. We eliminated plastic 20 years ago. I mean, disposable plastic, not reusable plastic. We only use natural products, whether it is fertilizing. We mulch every garden, clipping every leaf that we mulch it, we make fertilizer out of it. We use natural fertilizers. We don't use toxic materials or fertilizers or for extermination of bugs and things like that. They all use natural products for cleaning products are either natural or nontoxic. Helps our employees, helps our staff, helps our guests. They live in a clean, safe environment. We use ozone for cleaning of our water or laundry. So you eliminate a lot of detergents and toxic chemicals.

**Dyline:** Sometimes you buy like already made, I mean, washing or detergent or whatever. I know what I use in just my personal life. I just buy this little amount of detergent that I can just refill with water. And you don't realize that you don't need that much every time. And you're also discard plastics that you're buying from detergents. So I just have a glass water that I refill with water and then a little bit of the product with the garden. What kind of garden do you have? Like with the reused water do you plant?



**Ewald:** We have around the hotel. And if you look at the aerial view, if you go on a website, you see a video, you see our Gardens of Green. Aruba is a desert island. We're the only hotel that offer this expanse of green carpet. It's natural grass. It's a grass that grows with practically dirty water, with even salt water. It's a natural grass from the island that does very well here. And we reuse the shower and the laundry water. Okay. The other thing that we do is, for instance, we reduced years ago for food portions by 30%. We were serving like everybody else, we were serving American portions. We reduce them by 30%, and we lowered our price, and we are saving 30% of garbage, trash leftovers. We bring in 30% less freight and import duties because we use less and whatever is still left over. A local pig farmer picks up and feeds to the pigs.

**Dyline:** Pigs? waw

**Ewald:** Yes pigs! And then, for instance, we have a total program of no paper or offices, are practically 100% paperless. From the guest information, from the moment the guest makes a reservation. It's all online, it's all electronic to the checkout. He doesn't get a bill, a printed bill. We send it to him by email, all our instructions or manuals or procedures. Everything is electronic. And in other words, it is a total system, a total program that we have developed over the years. Principally, we don't have a front desk. We check in people, they arrive at the curb, we walk out, we receive them, we walk them straight to the room and check them in on a tablet, call electronic, and they go to the room. Well, there's a whole series of I can send you the video, and I can send you some of the best practices that we have, and I'll be glad to do that. And then you can see and also I will send you the guest video so that you can see what the guests are experiencing when they hear.

**Dyline:** Yeah, because what is also really important is like the green marketing that you don't feel overwhelmed by when you're coming in and like, yeah, we're doing this and that and that. There's a balance in trying to inform the client about what you're actually doing. Because there was once I was talking to a marketing director of a hotel from IHG, and he was really against it. He was like, there's no balance. And especially with these big hotel chains, there's a lot of reports on the initiatives that they're taking. But what I also want to go there is how you keep record of what you are doing, or what are you really mitigating or like, instead of using the natural products. And when you were doing it, what is the impact? So that's what I have a lot with big hotel chains right now, is that the initiatives are posted and reports and everything, but the impact is not tracked. So how do you do that?

**Ewald:** We do that through different certifications. We are Green Globe certified. We are ISO 14,001 and 9000 also, of course, and we are LEED, and we get yearly audited by three different people on top of it we have to every year, submit our carbon neutral reports. They will grade us. And so we have to justify everything we do. And an audit is not just doing what you did last year. You have to improve every year by either installing more energy efficient equipment, by eliminating certain chemicals or by recycling certain things. For instance, Aruba is of course very limited in recycling. But we recycle every piece of paper, every carton box, every aluminum can, every glass bottle is all recycled. Oils from the kitchens are reused for fuel, for diesel. So there is a whole program. And then, of course, a lot of what we do is also community outreach. We help preserve nature. We are part of a group called Landiplante. It's a reforestation. We are part of the Turtle conservation program. We are helping the donkey sanctuary. You look at the global environment, not just your little hotel. You look at the island. I always say, look, in Aruba, we are not in the tourism business. We are in the nature business. If we don't conserve Aruba's nature, we're not going to have any tourism.



**Ewald:** How you yes, so we have a total community outreach program. And we bring in families of our staff members and we train them. We have a savings and loan organization within the hotel. I have 120 and 125 employees and we helped them finance energy efficient equipment. For instance, I give an example. In the past we used air conditioners that very obsolete. They required a lot of energy. You now have inverters of VFRs that are saving them about 30% to 40% in energy. Well, a lot of people don't have the money to go and throw out a good air conditioning and buy a new one because they're going to save 30%. We help them finance we help them finance refrigerators that are much more energy efficient. Yes. We help them insulate their homes so that they lose less energy. I can only tell you it's a comprehensive program of sustainability. It's not just we save towels and sheets and things like that. It's a total program. And when you want to become carbon neutral, they even want to know how many trips by aircraft I am taking. They want to know what we do for employees in transportation. We have car pooling programs in the hotel so that employees can come together and save energy and save gasoline. We accept their recycled material because there are no recycling posts like you have in Holland that you can drop off things. But we have containers for glass, for aluminum and for plastic and for everything else. So they're allowed to bring it to the hotel so we can recycle it for them. A sustainability program like we have and to become carbon neutral. You really have to look at the complete picture from A to Z.

**Dyline:** From A-Z, you have to practice what you preach.

**Dyline:** Yeah, I think there's a hotel I used to work for and they want to now become the most sustainable hotel of Europe. And I was talking to a consultancy company in Amsterdam, it's called EcoChain and he told me there's no the most sustainable does not exist. It's what we are going forward to. It if you are promoting to be the most sustainable you can never reach that point because we have to continue working together to reach a healthy and I thought that's a really different way of looking at it because people think, oh I'm sustainable, but this is an ongoing process. This is a work in progress.

**Ewald:** Exactly. At this moment we're working on several things. For instance, I'm working on a wind farm to invest in a wind farm so that I can purchase electricity. That is alternative energy. I am at this moment busy in establishing a nature preserve where I can reforest to get credits because I want to become carbon negative as a hotel. So you can never stop!

Technology is evolving every day. Okay. So you've got to be on the leading edge all the time. And I go to conferences. I go to high tech and see what's there. I go to say for instance the World Travel and Tourism Council conference in every year and I learn. The other program we do right now is Biometrics. We are in a pilot program where you can actually I don't know if you know the easy flow from KLM.

**Dyline:** No.

**Ewald:** Okay. Easy flow is there. Every airport in the world is now looking at it so that you can check in at home and paperless. You check in on the airline. You walk up to your aircraft. You check in with immigration customs at the other end without ever touching showing anything. Well we are in a pilot program also with the United States so that our customers can walk out of the terminal, pick up their car rental without ultra biometrics. Then the biometric system will warn us that the customer is arriving at the hotel. We can receive them and check them in electronically into the hotel and they can check out the same way. Why? Well because first of all it speeds up the whole procedure. It's all 100% paperless.

**Dyline:** It's more personalized because you know when they're coming. So the room is ready for now.



**Ewald:** Exactly. It is an evolving program. You cannot say I'm done. This is it. It's every day you learn something new.

**Dyline:** That's definitely the way of going. So I'm just screening through the questions that I still have. How do you evolve? I mean now you talked a little bit about the employees. They're allowed to bring their waste or recycle stuff at the hotel. How is another way that you continue investing in your employees so they are also on the same stage, and they are as knowledgeable about what they are working and the hotel that they represent throughout all the employees. How do you keep them evolved?

**Ewald:** That's an ongoing training program.

**Dyline:** Okay

**Ewald:** I tell you why. Because an audit by ISO or Green Globe or Lead, the auditors will, of course, interview the department heads to see whether the numbers coincide that they are okay. So there is an audit done, but they will also walk around and ask the employees, why are you doing this? Because you can't tell an employee you have to do this and this and this. And the employee doesn't understand what he does here. Every employee can explain the results of a certain action. Why are you using this cleaning material? Why are you using ozone in the room? Why are you using UV? The employee needs to be able to explain to the auditor what this is for the safety. This is because it's nontoxic. This is a natural product that will help the health and safety of everybody. So there's a whole training program behind it, because if you fail with the people that you work with look, we became the most the greenest hotel in the world on the Green Globe because we scored 100% and 98% two years in a row, because all these points are added. Every check mark is extra points. And among them is talking to the employees and finding out why are they doing things? Do they understand what they're doing? It's part of a whole program.

**Dyline:** Yeah. And do you think, for example, because I keep on thinking on big chains and, like, with the pressure that they have, I'm wondering how if this will work. Because I feel like you have a privilege of having a really boutique. I mean, 125 employees, and then you have Ritz Carlton with, I don't know, 600 or 500 employees. Do you think they can incorporate the same personalized/sustainable system you have in place?

**Ewald:** No, this is the biggest problem in our industry. The corporate hotels. I tell you why. First of all, Marriott or Hyatt or Ritz Carlton. They are operators. They operate hotels. And their goal is to maximize profit for them and for the owners. Environmental sustainability is last on the list because that costs money. And unfortunately, a lot of these companies are US based. which, in the first place, don't even understand sustainability. And if they understand it, then it's always a question, how much does it cost? Or that's too expensive. And then you have the owner who says, well, look, I'm investing to make money. I'm not investing to spend money. And so you have three parties here that are actually

**Dyline:** that do not have it at heart.

**Ewald:** Exactly. And so they all kind of have a program in place that in most cases doesn't work or is health implementing health not. And that is the biggest problem.



**Dyline:** Yeah, but I do feel like in the long term they will feel it because nowadays, as you are a perfect example of how people are more willing to actually pay for staying at your hotel, they feel more comfortable. So maybe the target market, the people that actually stay there, are not as cautious. So the end client as well is.

**Ewald:** Not and who is the customer is really going to investigate whether what they claim is really being done. There's a lot of greenwashing in our industry and that is the problem. And the customer really doesn't know the difference.

**Dyline:** No, that's true.

**Ewald:** But yes, they will have to change too, and they're going to have to become much more energy efficient. They're going to have to do away with disposable products. And some of these corporate hotels already have a lot of pressure from the group business, the group business, the incentive business. They are already asking questions, what are you doing for the environment? So eventually it will all evolve. How much? I have no idea how truthful.

**Dyline:** Will be or how transparent they will be.

**Ewald:** Exactly.

**Dyline:** Yes, that's true. So I want to ask you about your future, but I think the main thing is that you want to become carbon negative.

**Ewald:** That's correct. Actually, we're only carbon neutral because we still buy about 5% of offsets. We buy it from a wind farm here in Aruba and the wind farm in India.

**Dyline:** Okay.

**Ewald:** And the wind farms are established by the United Nations and the company that certifies us. I would actually like to become net zero, which would be then no offset. And the next step would be to become carbon negative and to use some of the credits towards my customers.

**Dyline:** Lovely.

**Ewald:** We are already offering a carbon neutral vacation in Aruba, and we do it by being carbon neutral and by offering the offsets on the airlines from KLM to American Airlines to Delta and so etc. So for those people that are really interested in having a guilt free, emission free, or basically emission free vacation, we are already equipped to do so. But we want to go the step further. As I said, I'm really working on a nature preserve that I can then it's about 10 hectare, it's over 100,000 m2 nature in the middle of the tourism area and we want to reforest it there and maintain some of the local habitat, some of the local founder flora and so forth. And then our customers can go and short distance away from the hotel, they can experience Aruba's real nature. Okay. We have a park that is 20% of the island, but you got to travel and you got to get a guide and you got to get an entrance. We offer this for customers that want to have a stroll, a walk in the park, so to speak.

**Dyline:** Okay. Do the government support or what's the relation between the government and Bucuti?



**Ewald:** I have a bit of a strained relationship with the government. Just a couple of days ago, I was part of a presentation of the university of Aruba on Climate Change and the Prime Minister was there and she was very proud to announce that by the year 2030 we'll be fossil free for energy and by the year 2050, we will be carbon neutral. And she was enumerating some of the programs and technologies that they're buying and wind turbines and wind park and etc. So at the end, the panel what do you call the gentleman that ran the panel asked me, what is the takeaway from this conference? And I said, very frankly, I said, very nice ideas, but I miss one important thing. Nobody is talking about preserving the nature of this island. It's all buying wind turbines and equipment and electric vehicles, but at the same time, tourism is destroying nature and that nature also needs to be preserved. And so I'm a bit of a torn in their backs somewhere, but yeah, you keep working.

**Ewald:** Yeah, that's true. Let me think if I still have one last question for you. What is the most challenging part for you in designing this whole program? And I asked this as well to the hotel that I interviewed and they said the pricing was the most challenging part of them. But I think that can be.

**Dyline:** I don't look at pricing. And that again is an advantage I have. I'm a sole owner, I have no shareholders. I spend money in sustainability. Not because I want to earn money, but I want to mitigate the damage we do to the environment. But I know that as part of that, I also save money. So I'm not worried about it. The most frustrating part of this whole journey is the lack of understanding of governmental officials and many managers and a lot of very highly educated people that don't understand that we live in an environment that is so fragile that if we don't do something about it, future generations are going to pay hell. It's the blindness that frustrates me the most. What's the problem? We don't have a problem here. There's no pollution here.

**Dyline:** So bad.

**Ewald:** I don't know if you have the same situation in Holland. I think it's a lot better than in the Americas. But that is a major stumbling block here.

**Dyline:** Yeah, I have this here that people are very aware the government is also a lot more they evolve a lot in that kind of thing. Because, for example, like we said here, we divide plastics and carton and just regular trash. And then when I was talking to this consultancy person from Amsterdam and he said, now the government is coming with their own division of because sometimes you put plastic into something, but little of it actually gets recycled. And now the government is putting in place something that automatically devised it itself so it's make it easier for someone at home. And I feel like people here are a lot more aware, a lot more educated about it and actually want to, and especially in the generation that I am in, people motivate me a lot here to continue doing this. So I hope that one day Aruba also goes into that mentality. But I also understand the lack of it. So yeah, especially with the government as well. It's a working together process. You as a business owner, you do your part, but of course you cannot do everything. And it's a community way of thinking to progress.



**Ewald:** It is a community that needs to come. But you are actually fortunate because in Europe it is a mentality already for years. In fact, I stopped plastic 20 odd years ago, actually more than 20 years because of a German customer. Like everybody else at that time, we were serving at our pool bar, we were serving plastic cups because you technically could not serve glass in a pool, right? Or around the pool. And this German customer came to me. I mean, he was livid, he was purple, he came with a soft plastic cup with a beer in it. What is this? I'm Austrian. So he spoke German to me and I said, yeah, I have to apologize, but yeah, this is how we do it. I said, but tell you what, I'm going to eliminate these plastic cups. And then I looked at it and I said, why just plastic cups? Why not plastic plates? And why not anything that is plastic? The only thing we had to do is we buy some hard plastic cups for the pool area that you could reuse, that you could wash and reuse. And there's a problem. It's a simple thing. I suggested that to my colleagues and they all said, oh great, that's great. But then the staff didn't like the work. They had to wash all these cups, so they stopped it. So then I told them, I said, I bought a dishwashing machine. I don't have counter dishwashing machine. So all they have to do is put them in there in the dishwashing machine. Oh yeah, we don't have to either. Anyhow but that's how it goes.

**Dyline:**

That's super interesting.

**Ewald:** I have a question to you. You said you're graduating?

**Dyline:** Yeah, I'm graduating

**Ewald:** In March. Okay. We are actually looking for a sustainability manager that can help us move forward. So if you know of anybody that would be a candidate, let them contact me.

**Dyline:** I will

**Ewald:** If you like to do some internship or if you'd like to maybe, I don't know, let us know.

**Dyline:** I will. That's super nice. And every time I think of if I look at Aruba, I'd be like, yeah, the only place I will ever go to is Bucuti because your values also connect with mine. So I feel really bad going into a hotel, big hotel chains that only claim a lot of stuff, but does not really practice what they preach.

**Ewald:** We're going to have a seminar for the hotels again. We're going to do a presentation to the hotels, and we're going to help them. Again, trying to encourage them to there is a lot of thinking about it at this moment.

**Dyline:** Yeah, that's true.

**Ewald:** So hopefully we get them on board.

**Dyline:** Indeed. Well, thank you so much for your time. I really appreciate it. And if you think if you could send me, then the video you said about the guest, and I also look into that, and I won't do that. We stay in touch.

**Ewald:** Yes. Alright, all the best

**Dyline:** Thank you so much for your time! Bye.



## **Interview 8 – Thomas (sustainability expert hospitality industry) Marriott International**

**Dyline:** Then I just started the recording. Nice to meet you and thank you so much for your time and for doing this.

**Thomas:** Going to give you... I hope I can be useful because I joined Marriott only six weeks ago. I will do my best. I have been working in sustainability for about 16 years. I hope that helps.

**Dyline:** All right. Well, I'm sure. Let me just briefly introduce myself then. I did my internship at the Renaissance Amsterdam Hotel last year and I did it in groups, meeting, and events. Then I also had to do my thesis for them and I'm doing it for their renovation project that has already started. With the renovation project, their goal is to become one of the most sustainable hotels in Europe. That's where I am jumping in with my research. My main research question is, what is the key component the Renaissance Amsterdam Hotel should have in place in order to become or have the title of most sustainable hotel of Europe. That's a little bit about it. I will just ask you questions based on my research that I've done and also findings that I have had. My first question is just an introduction. It will be what is tell me a little bit about yourself and the role that you're currently in.

**Thomas:** Sure. Well, I'm Thomas Jolly. I am based in London. I'm a half British, half French, and lived from time as a child in Mexico and Argentina. Professionally, originally, I'm a lawyer. I started my working life as a lawyer in the city of London working in corporate law, but I worked on a few bits of litigation involving questions of corporate responsibility and decided that actually I really wanted to work in corporate responsibility rather than on legal affairs once it's all too late. I went back through university when I was 30. I got a Master of Science degree in Sustainable Development and I've worked in different fields of sustainability for the last 16 years in corporate strategy, deployment, benchmarking, reporting, stakeholder engagement, also in research thought leadership on topics like the future of work, health and well being in the workplace, sustainability, demographic aging, and the advent of intelligent machines in the workplace. So quite broad.

**Thomas:** Joined Selects only recently in January in the role of director for Sustainability for the Europe, Middle East, and Africa region. So I am finding my feet but very excited to join Marriott at a pivotal time in corporate sustainability.

**Dyline:** And is this your first time you're working for a hotel chain or did you already have a hospitality industry?

**Thomas:** Well, it is the first time I worked for a hotel chain, but I spent 13 and a half years working at Sodexo in food service and facilities management. So in many respects, very similar. Vast number of people in the organization, working on other people's premises, dealing with a lot of people with a lot of food, and actually, often dealing with accommodation because Sodexo serves universities, armed forces, hospitals, seniors, mines, and offshore platforms. So all areas where people have to eat sleep, and work. Yeah.

**Dyline:** So super. I mean, that's exactly what the hotels offer. Are you aware or are you also involved in the project of the Renaissance or not yet since you're so brand new?

**Thomas:** Not Yet.

**Dyline:** Okay. All right. And do you know a little bit about it or still finding your way in your position?

**Thomas:** Definitely still finding my way. It might be sometime.



**Dyline:** Yeah, all right. Okay, so what are the goals that Marriott has right now in terms of sustainability? So we all know the three main focus of the environmental part, the social part. But what are the specific goals that they're working on?

**Thomas:** Marriott organizes its sustainability agenda around a program called Serve 360. I'm sure you know. Yeah. Serve360 has four main pillars for the different Compass points. It nurtures local communities. It also empowers, very much connected to the workforce. And it has a focus on sustaining responsible operations. A lot of that is to do with supply chain but also utilities. And it has a fourth aspect which is about welcoming all and protecting and supporting human rights. So that's the basic umbrella. And then within each quadrant, there are a number of different strategies, initiatives, and key performance indicators. On the S 1 for Sustainable Responsible Operations, there are goals and targets in place around energy, emissions, water, waste, and particular food waste. And there are also targets around responsible supply chain in the top 10 categories as determined by spend. A significant piece of that is around the food supply chain with a particular emphasis on animal protein. And at the moment, the two most important categories amongst many others are cage free eggs and then a responsibly sourced pork. So that is pork that is sourced in supply chains that do not include or limit gestation crates for sows.

So there's a lot going on around animal protein, but there's also a lot in fields such as paper products, productions of plastics. We've had a skip the straw initiative. There's also been a residential bathroom amenities initiative which has taken, we think, approximately 500 million small plastic bottles out of the supply chain on an annual basis. And these initiatives have target ambitions to 2025, also to 2030. They are global and declined at continent scale as well. And overarching all of that at the moment, Marriott signed up to the Science based targets initiative for climate change, GHG reductions in 2021. And we are due to submit our target later this year in Q3 of 2023, and we expect that hotels will have SPT based targets from 2024 onwards with a near term target to 2030 and a global ambition to reach net zero by 2050. And in all of this, there's a tremendous amount of work going on with some of the world's leading experts from the likes of engineering consultants, the EWSP, but also from Deloitte. A lot of work going on with supply chain partners, in EMEA in particular, Integra and the agents, the ECHO Valtis, which is leading agents in supply chain sustainability, transparency, and metrics and tracking. A huge amount going on.

**Dyline:** I think that's one of the things about sustainability. It's so broad, it has so many aspects to it that it's difficult to manage, or not difficult, but it's also difficult to talk about all three components and then come with such a big conclusion So, yeah.

**Thomas:** It is. I'm in a new role. The director of sustainability role is new, and people often say to me, Oh, it's wonderful to have somebody in place for sustainability in EMEA. And the truth is, yes, it is wonderful, but let's face it, there are dozens and hundreds and thousands of people in Marriott in EMEA working on sustainability daily. People in operations, people in finance, people in HR, people in procurement, people in engineering. There's only one role that has my job title, but let's face it, the sustainability team is right across Marriott daily.

**Dyline:** Yeah, I know 100 %. All right. I've read a report that was published by the Sustainability Hospitality Alliance about the net positive. Is there some types of work that is also based on that framework that they have come up with?

**Thomas:** There is for sure. I haven't yet done a great deal of work with the SHA personally, but we are about to announce a actually, I'm not even sure if I can talk about it yet. I'm not sure if it's been announced. I'm going to have to come back to you and check. I'm going to make a note. I promise I will come back to you by email with links if I possibly can. Sorry about this. I just don't know if it's been announced publicly.

**Dyline:** No, it's okay.



**Thomas:** I will answer your question more fully as soon as I've checked. I promise.

**Dyline:** All right, no worries. The goal of the Renaissance Amsterdam after speaking to them was to become one of the most sustainable hotel of Europe. What do you think of this goal?

**Thomas:** To me, sustainability is nothing more or less than the ability to continue an activity into the future. And the ability to continue an activity on the future depends on a number of things. It depends on human organization, it depends on local communities, and it depends on resources. I think in the end, every organization's goal should be sustainability because sustainability is of the organization, for the organization, and by the organization. Inevitably, we have to split it down into more management. Or chunks. And classically, for a hotel, you would look at property and the premises and the bricks and mortar. You would look at people, you would look at processes, and you would look at products in the supply chain. And then that, I think, starts to help give an architecture and ways of breaking down sustainability into component parts. I think in this industry at the moment, there is a tremendous opportunity because capital, in its world, is looking for it. Regulation, in particular in the European Union, is changing incredibly fast with the corporate sustainability reporting director for organizations of a particular size, including Marriott, with proposals for the corporate sustainability due diligence directive, which is coming down the line. It hasn't yet been agreed, but it's on its way. And on the first of February, the European Union announced its package, which is a response to the US Inflation Reduction Act, which is going to include a number of finance opportunities in the fields of renewable energy and energy efficiency. It hasn't yet been passed, but clearly the external environment is more exciting than it has ever been for organizations that are looking to become more sustainable. So I think the enabling environment in terms of capital, consumer demand, regulatory drive, all these things are coming together coalescing now in a way that we have never seen before and it's backed up by political commitment in the European Union.

**Thomas:** So, I think this is an incredibly exciting time to really get on top of what is happening out there and make the best of the opportunity because we've never seen it before.

**Dyline:** No. In that term, I think for the Renaissance Amsterdam Hotel, I think it should be an ongoing goal that they have and also for all the Marriott's around them. So I think that's also one thing I wanted to talk about, about why are they setting such high standards in terms of sustainability, while I think sustainability is a lot about knowledge sharing, about trying to get everybody on board and not only becoming one and looking at yourself as the most sustainable hotel. So that's where I wanted to go with that goal that they have. All right. What are the certification is Marriott is looking into?

**Thomas:** There are all sorts of different certifications across different product lines. At the moment, the big ask of hotels across Europe, Middle East and Africa is to become certified to the green key certification standard. That's the one that we've asked hotels to do. We know that there are some that will achieve Leed or pream certification. But across the board, we have asked people to become Green Key certified. And we believe that that gives a very good indication of the quality of management of sustainability issues across sustainability aspects at a hotel. So environmental, social governance, at operational level, and in supply chain.

**Dyline:** All right. How does Marriott deal with reporting with everything in regards to sustainability?

**Thomas:** There are a number of different levels of which reporting is managed. Marriott has a tool that is provided by Schneider Electric. It's called MET, which stands for Marriott Environmental Sustainability Hub. And that is the tool that every hotel is asked to register an account with. And we ask hotels to do a number of things. But I think perhaps the most important are to record all utilities consumption and spend in MESH. Then that is converted into G HDR through conversion factors. It gives energy intensity per meter squared of occupied space. It gives water intensity per room. And it's also the platform through which we track progress against sustaining responsible operations. So it allows hotels to enter their data, for



example, about certification, about sustainable, responsible sourcing. And all that data can then be aggregated at different levels, whether country, continent, by brand, and so on. And the MeSh is used across the marriage portfolio. And it didn't actually a brand standard. We complied with brand standards with all the brands, you have to have mesh in place and it needs to be completed. As I understand, it used to be worth 4 points in the brand standard audit. It is now worth 16 points in the brand standard audit. So it's been increasingly serious. And it is foundational because as you know, what gets measured gets done.

**Dyline:** Exactly.

**Thomas:** That is the starting point when it comes to sustainability measurements and reporting. Now, above that, we produce an annual sustainability report to serve 360 report. That is compliant with the likes of the GRI and Task Force on climate related financial disclosures. That's in the public domain and it is published annually.

**Dyline:** I looked into my findings about sustainability. What I have seen a lot is that, for example, energy is one of the low hanging fruits within sustainability in general. And what is really the change is the culture change within the team, within the employees and all the stakeholders involved. What is a training program the Marriott has in place to really create a sustainable culture?

**Thomas:** There is an incredible wealth of train that is available online, E training at Marriott. A lot of it is stored in MGS, which is Merit Global Source, which is the intranet. And there is training from how to register and use an account with Mesh all the way through to how to use vegetable and fruit feelings in a kitchen. One of the things that has struck me the most is the level of excellence in some areas of Marriott. For example, yesterday I joined the Sustainability Champions webinar for UK and Ireland business. The Sustainability Champions network is driven by the area vice president for UK, Ireland and Nordics. And it brings together all the managed hotels in one place with one program with trackers against all utilities at waste. It's a monthly tracker with all hotels with named champions. And the sustainability champions network is a peer to peer network with peer to peer learning, with peer to peer best practice sharing, and a tracker across all managed hotels in the UK. I think what's most interesting about that example, which I've been following recently, is that it is driven from the top by the era of Vice President. It includes every hotel without exception. They are all going for the same things. They have tracking and they are all going to achieve green key certification by June of this year.

**Dyline:** Okay, wow.

**Thomas:** And it's happening at scale across the estate. And pockets of excellence like that get replicated, they get highlighted and they get showcased. Now, ideally, that would happen absolutely everywhere. And I think soon it will. But there are these real exemplars. And when people come together, for example, next week, there's a general managers conference for Europe, Middle East, and Africa in Abu Dhabi. There will be hundreds of GMs. And these are the stories and examples of best practice that are put out there for people to follow and be inspired by.

**Dyline:** Yeah. Okay. What are some challenges that you, maybe as director, but also looking in terms of the GMs that they encounter in terms of incorporating sustainability as a core of their business model or how they will change or transform into doing business in a greener way?

**Thomas:** I think the main challenge is around the pace and the scale of change. Things are changing very rapidly and change is fine, but when it happens rapidly, that's an extra dimension. What we're doing at the moment is we are trying to make sure that all GMs have access to the right tools and resources and updates so that they can create a sustainability strategy that matches their needs in that particular hotel. So for example, the first ever EMEA wide sustainability playbook was launched and updated in 2022. And that's a one stop shop



resource for general managers that covers all aspects of sustainability. And it's hyperlinked through to the training, the resources, and the tools on the intranet site. That should soon be complemented by a sustainability champions toolkit, which will do a similar thing. So I think the biggest challenge really is the scale and the pace of change. And the most that we can do is make sure that we are continually equipping and sign posting GMs with the best, most updated go to resources, including to external partners in areas such as certification, energy audits, and assessments, and food waste reduction platforms. Okay.

**Dyline:** All right. I think those were all the questions I have. And what are something that you, as now the new director, want to implement or a new aspect that you want to implement in terms of...

**Thomas:** I'm very much in listening mode, but one of the things that I will absolutely be doing is I will be trying to make sure that we always know how many hotels are going for green key accreditation, how many have achieved it, because it's really important to recognize the hotels that are on the pathways, the hotels that have achieved it. And for those that haven't, it's important for us to be able to say, Look, this many have. If you haven't yet done it, you need to know that all these others have. Because there's nothing quite like saying, By the way, did you know that your neighbors are doing X, Y, Z, and you should be thinking about it and doing it. The data on certification. The other thing I'm doing is I'm reaching out to our food waste reduction platform partners and saying to them, Can you provide me with a monthly update of the number of hotels that have signed up for your food waste reduction platform? Because we need to know that we're doing this at scale. The third thing I really want to be doing is keeping a track of how many hotels have commissioned an energy audit, a third party external energy audit, or have carried out an internal energy assessment, because that is the starting point for understanding efficiencies and scope for renewable energies on property. So those are the three things I'll be really trying to do this year. But they're all data related and it's keeping a track of progress so that we can keep people updated on where we are as a portfolio.

**Dyline:** Yeah. All right. Well, that's good to hear. I will wish you all the best in your new position. Good luck. Thank you. I'm really excited to see the Renaissance grow and become all the plans that they have in place look really amazing. So when you have time, you look into it and look how amazing it's looking.

**Thomas:** I look forward to that. I promise I have made a note to get back to you on that big announcement, which was either yesterday or today. I'll email you directly. Listen, if there's anything that you forgot to ask, if there's anything that I answered badly, incompletely, unclearly, please don't hesitate to come back to me.

**Dyline:** All right. Well, thank you so much for Thomas. Have a lovely rest of your day. You're very welcome. Nice to meet you. Have a good day. Nice to meet you too. Bye bye.

**Thomas:** Bye bye now.



## 10.6 Color-coded data/ findings

Subject	Quotations
Environmental regulations/initiatives	<p><b>Andreas</b></p> <p>What I realized is the SDGs, the sustainable development goals, they are brilliant, but they are very brain driven. Okay, so tick boxes, reduce poverty, increase education, save the planet, but it's not really touching your heart. Yeah, we have to do it.</p> <p>"So, you could really ask yourself how could your hotel become regenerative net positive? Which means you're going far beyond the sustainability standard in your way of thinking. You even think, how can you regenerate this planet?"</p>
	<p><b>Jennifer</b></p> <p>"So, it's the waste, it's the energy, it's the water. It's also any upcycling that's not a negative impact, but more of a positive impact."</p> <p>"We'll try and find ways to recycle that material or upcycle the material on site."</p> <p>"So actually, creating new products with it which then become guest gifts or amenities as opposed to being waste."</p> <p>"So, the waste, energy and water are like the three main impacts that we're managing within the hotel. But then also outside of the hotel we have projects which we support with our sustainability fund."</p> <p>"we have different communication touch points along the guest journey. But one is, for example, in the menu. When they open that up, we will talk about the water projects that are ongoing. Just so they're aware, the water that they're drinking is bottled and filtered on site, but 50% of the profit will go into water projects. So we're using that money to install more water filters in the community where needed."</p> <p>"We've been working on reducing our emissions of scope one and two for the past three years now. Okay, so basically our plan or strategy about this is that once we reduce our consumption to the minimum, we will always emit carbon, because we're still an operating hotel, right? We will use electricity, we will use water. So we're still a business and we still need to run, but trying to increase that efficiency in our operations to really use the minimum that we effectively need. And then in the next step, what we are looking at right now is to insert those carbon emissions. So insetting as opposed to offsetting. Offsetting is basically you as a company purchasing existing carbon credits."</p> <p>"So technically we should be able to inset our own ambitions through our own project. That's kind of the strategy that we're currently driving. We're not there yet in the sense that we will still need to accredit those credits and find someone who can verify those credits to really make it official. But that's basically the strategy that we're driving. So first of all, reducing our emissions to the real minimum, making sure that we're as efficient as it gets in our operation, and then whatever is left, we will have to offset or inset. And we'll start with insetting and whatever we cannot inset, meaning we might not be able to capture all of the carbon with our own project. The rest then you will have to offset. That's kind of the plan."</p>



**Ewald**

"We have UV lights. Every room gets irradiated with UV lights every day. We have ionizers in the rooms. We have HEPA filters. It's all to protect our customers, people feel safe."

"We produce 20% of our own electricity, and we don't produce more because the government does not allow us to produce more. So we produce 20% through solar. We buy 20% from the government, which is a wind park that produces alternative energy."

"All our water is heated through solar. All our bath or shower and sink water and or laundry water is recycled and reused in our gardens, not for drinking. We got sensor stats in every room that regulate the temperature in the room."

"Water is distilled seawater."

"Then we have a total program of no plastic for 20 years already."

"We only use natural products, whether it is fertilizing. We mulch every garden, clipping every leaf that we mulch it, and we make fertilizer out of it. We use natural fertilizers. We don't use toxic materials or fertilizers or for extermination of bugs and things like that. They all use natural products for cleaning products that are either natural or nontoxic. Helps our employees, helps our staff, helps our guests. They live in a clean, safe environment. We use ozone for cleaning our water or laundry. So you eliminate a lot of detergents and toxic chemicals."

"And we reuse the shower and the laundry water. Okay. The other thing that we do is, for instance, we reduced years ago for food portions by 30%. We were serving like everybody else, we were serving American portions. We reduce them by 30%, and we lowered our price, and we are saving 30% of garbage, trash leftovers. We bring in 30% less freight and import duties because we use less and whatever is still left over."

"No paper in our offices, they are practically 100% paperless. From the guest information, from the moment the guest makes a reservation. It's all online, it's all electronic to the checkout."

"But we recycle every piece of paper, every carton box, every aluminum can, every glass bottle is all recycled. Oils from the kitchens are reused for fuel, for diesel. So there is a whole program."

"Technology is evolving every day. Okay. So you've got to be on the leading edge all the time. And I go to conferences. I go to high tech and see what's there. I go to say for instance the World Travel and Tourism Council conference every year and I learn. The other program we do right now is Biometrics."

**Diego**

"if you invest in solar panels, you have to invest in solar panels. Once you have them up there, they just keep producing for you and that your running costs are very low. You could decide not to invest in the solar panels and just buy electricity from a coal fuel power plant. Yeah, that's no upfront costs because you're just buying it from somewhere else. But the running costs keep coming."



"So, energy seems to be low hanging fruit. Energy seems to be what everybody's thinking about."

"I do think there's room to think beyond energy. So energy, I think being basically a carbon positive. Carbon positive. So basically having negative emissions."

"So, if it's renewable energy because either you have the space or you have the possibilities to do it within the property, then that's just one metric. That's the one that everybody's been chasing."

"Also, water resources are precious. So there's ways of making sure that property hotel can be very efficient with its use of water, having gray water, black water and just freshwater, no streams separately, how that water gets processed and so on. And then on the sustainability side, then you have some other possibilities, which would be furniture, for instance and food. Those are big things."

"A lot of the talk on sustainability ends up going towards carbon emissions because climate change ends up being one of the biggest problems that we have. So you can associate some of those sustainability measures to carbon emissions."

#### **Luc**

"Reducing waste is one, if you generate waste you need to think. Ok how can I avoid having all these waste? Or if you have waste, make better use of it."

"And with regards to energy it is switching to renewable energy so in the assessment of the hotel the outcome is that gas and electricity is half of the footprint of your stay in a hotel, if you would switch to a green energy supplier, preferably wind solar with proven renewable energy and you will have a much lower footprint compared to what we have now. The first step is really purchasing green electricity."

"And if you just look at the energy consumption in hotels now, it's more about please do something about the energy waste. Switching to led lights, having smart meters in your hotel rooms, turn off the lights when you're not in the hotel room. These are the behavioral changes that you have to push actually, and having the lights on in the hallway all the time while it is bright outside or just having a smart lighting plan, really helps with the emissions. For example, if you have 20 led lights and you use half of them instead of all, that already has a big impact."

#### **Thomas**

"So, the aim is to be the most sustainable hotel of Europe in 2025! So a lot needs to be changed."

"So, we work with a lot of wood because it is much more sustainable"

"The telephones that made out of plastic are we taking out of rooms and pressed into certain furniture types like the chairs desk or navigator desk."

"But also, the whole infrastructure in terms of power and data management needs to be different because that's what our clients expect nowadays. Think



about hybrid ready, but also think about the kind of power you need for led screens rather than projectors in the meeting spaces."

"we're going to be putting in heat pump. So there we aim to have at least half of our utility usage covered with so that also makes a lot more sustainable."

"Waste management not only by reducing but also making sure it's out of the hotel. Right. We have not opportunity to have a new way of working rather than filling the bins, having bins move by a garbage truck once in a while, every two days or so. We can also look into sales about having a bigger container than sucks via pipes the garbage out, different solutions that we have to look into."

### **Fred**

"The plans are that we can recycle a lot of stuff we get in and also with transportation, you don't want to have to co2 footprints. So we want to make it so low as possible and we want to use eco-friendly materials."

"On becoming no, that are the most important things and also what we try to get for the future and that can be subject to our suppliers to come with electric trucks and what the idea is that we make a distribution center outside the city. Then all the stuff is coming in there, like Arnold Bit Food, that kind of thing. And then electric trucks driving from there to the hotel, so we have less traffic and all things in one spot."

"After safety, so the shower heads, the tabs going to be shower safety. We get a heat pump in the street, so we get to warm pups in the neighborhood, so we get that out of the ground. So it's new companies, you already use that. You get hot water and cold water out of the earth. So that saves a lot of money. That's what we're going to do. And what we're also going to do is everything going to be light now LED, because we have still in some places we don't have led, but most of the things we have led. So the whole church is LED. So there is already a good thing for that starting. And also with the new kitchen equipment, we have as low as possible so that we have to see what we do. We are thinking now about the cooler and freezer to use another system. So we're working out things that is possible to save energy and also be environmentally friendly for it."

"New windows, ebay windows, we get plants to the facade so you can have plans hanging around that. And that are the most things we want to do, what we're going to do. Also, if you saw the new tower that's coming in the middle, it's completely made of wood, so there's no concrete. There's a complete wooden tower with the new rooms."



**GOC/stakeholders involvement**
**Andreas**

"My definition of it is the sum of all positive relationships that you have. So basically, if you look at your employee, your employees are becoming ambassadors for sustainability. That's the dimension of employees for your suppliers. They become authentic co creators of the future with you in one boat, sitting in the same boat. And for all your guests, that means you are serving the guests, the planet and the local inhabitants in the same logical way. And from the last point is really you share openly what you have learned on that journey. That's also part of sustainability in my way of thinking. So, like a place that inspires others based on their own sustainable performance, inspires others in those three circles, like employees, employees, guests."

"So, it serves a lot of trends in the markets. For example, the new generations like you, what you are looking for in the work, the SDGs, the way the society goes, the values in society. So you have a lot of trends in the market and you're serving that trend. That's the first big advantage"

"The third topic is there's really a hunt for good employees and you should really create a working environment with a purpose because it's a hard work to work for a hotel. And so people are looking for a place where they can fulfill a higher dimension, a higher purpose for their life, especially young people like you."

"I realize that wherever I am. So that means you're serving your employees, but at the same time you create an employer branding for you through sustainability."

"it's very human. The difference in the market is the connection to the human capital. So if you are really able to inspire your networks to be part of you, and that really talks about those three networks. So there is a huge difference between making a certification because you want to tick boxes, or reaching out and creating a sustainability vision together with your employees, inviting them to be part of that. That's what I'm doing nearly every week, creating a vision together with them, not really as a management team, but really bottom up and top down."

"How you create sustainability hand in hand with your employees."

"So, invite your suppliers to become part of you, to really not really demand you, like supply or demand this policy to your important suppliers and create the future. How can you get rid of plastic? How can you create healthy food? How could you enrich your suppliers together with you? And the same, if you have done the first two, then you have ambassadors. You have ambassadors on the supplier side, and then you're talking and inviting your guests to become part of that journey. So what would you do? Or how can you food, how can you eat here?"

"So, you're an inspiration for employees. So this is a huge differentiation."

"You will have this emotionalization, this attitude change. I don't know if you haven't, you should. If you have heard about the IDGs inner development goals IDGs?"

"But the IDGs are the inner development goals. Like, for example, listening to each other, speaking to each other, empathy, learning how you can inspire people to do the right things, communication ways where you can talk to people at the same time, they feel enriched, they feel empowered that they are part of that journey. So the IDGs, if you look at it, they're creating 17 goals as well that



are the same logic as the SDGs, but they are coming from an inner development listening purpose."

"You will realize you need both. You need inner development because no outer development sustainability without inner development"

"But I mean, we are here to co-create. We are here as humans to share knowledge, to support."

"the hotel could be an educational center for the world because you have always employees, if you think about all the hotels in the world, how they can be educational for their employees. We are working, for example, with a kitchen team, we are working with a housekeeping team, how they can clean healthier and more sustainable, they can cook more climate friendly and this is what they take home. And then I'm thinking, wow, this is great work. I mean, you're learning it in your academic work. But here we can teach simple people what sustainability means. And that's why I love tourism so much. If you can make this hotel understand that this is an educational inspirational center, that's what the matter."

"But you also need inspirational people that can trigger and involve the team. And that's where the magic happens. With the other aspects. You're coming to 50%, but the last 50% depends on your capabilities of the IDG."

"So, you could really ask yourself how could your hotel become regenerative net positive? Which means you're going far beyond the sustainability standard in your way of thinking. You even think, how can you regenerate this planet? How can you regenerate people that are working for you, burning them out, really giving them a hope for the future, training them, be part of that? How can you, as your suppliers, help your region to become even better than where you are?"

"Absolutely to play a role in the community, to generate the community and to work force to it and educate and see what the challenges are and really see"

#### **Jennifer Klar**

"Sustainability is not just a job, but I think it's a lifestyle. It's a mindset. It's just in every action that you do, it's in any decision that you make. For example, consumption, like products that you support or purchase, the end of the day, anything that has to do with money is purchasing power. Right. So whenever you buy something, you support something as well, in that sense. So, yeah, it really is a mindset and a lifestyle rather than just it's a choice of life. And I think it's a long term choice. It's not just a one day hearing one day not."

"So, you have the environment and the community or the society, basically."

"Our Earth Lab could be a room, or it could be a little hut, depending on where you are. And it's built with sustainability stories. So you would find some shelves and things that we produce on site. But it also communicates the stories that are happening outside of the hotel. So any projects that we're supporting, for example so within that space, we also offer regular workshops and activities or events for our guests."



"And also, during the workshop, we have an opportunity to talk to them about what we've been working on and why is plastic bad and why should we try to reduce it, but always in a very optimal way."

"We have mandatory training on plastic. We actually have a full series because that was such a big initiative. Across the whole group, we have, like, six different modules talking about what is Plastic, plastic Solutions, micro Plastic, plastic and Wildlife, plastic and Human Health. There's another one, cant, remember? Sorry. And then we have one training series that is also for all the hotels, which is on zero waste. So just how to get to the level of zero waste. That, of course, incorporates all of the separation, utilizing waste materials, upcycling them and so on. Organic waste going into the compost and so forth. Those are our main trainings. Then we have a new one now on climate change. So basically, high level, what is climate change and what can we do to fight it on an individual level? What are we doing as a company to fight it on a group level? So those are the mandatory ones, but then there is also property specific training."

"So, in terms of the experiences and everything, we will try to involve our guests who are coming so that they can also spread the word and of course also support the project and so on. And of course we do the same with our employees. So wherever we are, no matter what we communicate or educate our guests about we would want to also educate our employees. I think in the end of the day, it's also about creating culture"

"If you're able to create culture and make it a nice working place, people are also willing to stay for longer, right? You make them more loyal to your brand.it's a win win on both sides."

"And they learn something new, and they understand why they're doing it, they will actually do it. "

**Ewald Biemans**

"We do it with heart because we strongly believe. And I tell you one thing, our customers also participate."

"I keep our customers informed of our different programs that we do."

"They're proud to stay in a green hotel, and they contribute to it. And what I find lately very much is that there is actually a customer out there that feels less guilty about going on vacation and flying somewhere. And we took advantage of that. We tell our customer, look, you can stay in our place. Carbon neutral."

"if you read our reviews on TripAdvisor, you will see that every third review talks about our sustainability. People are proud. People buy it because they love it. People come to us because they feel better."

"Of course, a lot of what we do is also community outreach."

"So, we have a total community outreach program. And we bring in families of our staff members and we train them. We have a savings and loan organization within the hotel. I have 120 and 125 employees and we helped them finance energy efficient equipment."



"Yes. We help them insulate their homes so that they lose less energy. I can only tell you it's a comprehensive program of sustainability. It's not just we save towels and sheets and things like that. It's a total program."

"We have car pooling programs in the hotel so that employees can come together and save energy and save gasoline. We accept their recycled material because there are no recycling posts like you have in Holland that you can drop off things. But we have containers for glass, for aluminum and for plastic and for everything else. So they're allowed to bring it to the hotel so we can recycle it for them"

"Because you can't tell an employee you have to do this and this and this. And the employee doesn't understand what he does here. Every employee can explain the results of a certain action. Why are you using this cleaning material? Why are you using ozone in the room? Why are you using UV? The employee needs to be able to explain to the auditor what this is for safety. This is because it's nontoxic. This is a natural product that will help the health and safety of everybody. So there's a whole training program behind it, because if you fail with the people that you work with, we became the greenest hotel in the world on the Green Globe because we scored 100% and 98% two years in a row, because all these points are added. Every check mark is extra points. And among them is talking to the employees and finding out why are they doing things? Do they understand what they're doing? It's part of a whole program."

"We're going to have a seminar for the hotels again. We're going to do a presentation to the hotels, and we're going to help them. Again, trying to encourage them to there is a lot of thinking about it at this moment."

### **Diego Acevado**

"but there's also the general well being of the community around you. And that's where even though there is a big impact on carbon emissions on food and furniture, just to simplify, there's also a much larger, probably societal benefit. And that helps a hotel just make sure that it's in harmony with the community around it."

"People come to visit, they're just not only visiting the property, but everything around it. It's just going to be an overall better experience."

"Say, well, maybe we can sell this to our neighbors. The neighbors benefit because it could be cheaper also. And so everybody starts benefiting from that. A little bit of that concept."

"For it to actually become sustainable, it has to be lived throughout the organization. Like, everybody needs to understand the why and the how. So this needs to be permeated and then certification, it'll just shine through, wouldn't be needed."

"Your purchasing Department really doesn't understand why they're going to just try to meet a metric that's on some certification sheet. But that's not going to get you to be the best."

"It ends up being a lot about human resources. How are people taken along in this vision? The management has the vision. How do you take everybody along?"



There's a couple of different things. So first you make sure that the people that are coming in already have part of their vision. That's important, but that's not always going to be possible. So making sure that the communication channels, the way things are communicating to people within the organization are clear enough of this is what we're doing. It especially on a lot of these sustainability type measures, there's a lot of change management that needs to occur, change of mindset, change of okay, what's important, why we're doing it just we just want something clean or how do we want to clean? To put up a rough extent."

"So, one of the key things that sustainability is for me is awareness. So it drives everything. So if you're a customer and you are aware of where your things are coming from, you make different choices. I think a lot of people make the choices they make because of lack of awareness. They just don't understand where it's coming from. It's not even 100% financial decision."

"it needs to come from the bottom up, we need to build up and people need to demand these types of services, or that's not necessarily the case. I think it needs to come from both sides and a lot of responsibility on the top down approach, a lot of responsibility on the people that actually control certain industries in certain part of the market to lead the change."

#### **Luc**

"I think also attracts talent, if you are a hotel and you adhere and try to take sustainability into account or circularity principles, I think you will be able to attract talented people who want to work for a business because they have a purpose. And most of our generation is looking for purpose."

#### **Thomas**

"We need to have a change management team. We need to work with a certain procedure in the future and you need to make sure that they know storytelling around sustainability about the core of the design and the purpose of things. They should be able to educate guests and point out the spectacular features that this hotel has."

"It will be also really contribution towards the community, it will be good for neighborhood because it's all about greens and we will also be participating in energy base to make the neighborhood green and take care of the neighborhood. So that's also a way to pay back for your carbon use I would say."

#### **Environmental regulations/ certifications**

#### **Andreas**

"Well, I believe in certification because it's a validation of what you're doing. So whenever we are doing things, at some point, we need to validate the information by a third party. Otherwise it's greenwashing."

"But the problem in the market is that we sometimes start with sustainability as a certification scheme, and then you have someone in your hotel doing that ticking boxes, and it never reaches out to the whole operation. It's something that adds on as a side effect, but it's not integrated in the operational procedures. And that's the issue with certification, that you just want to tick boxes. I always say you have a left brain and the right brain. I don't know which one, but one is the fact based one, and one is a more creative, hard, logical way. And you sometimes go only for the logical tick box side of your brain. Then you will never have this ripple effect"



"If you look at the new regulations, for example on the European framework, on the European horizon you can just CSRD the Corporate Sustainability Reporting directive there you see that sustainability indicators and financial indicators will soon be necessary to report on"

### **Jennifer**

"We support of course, products or suppliers that have certain certifications for ourselves, our sustainable operations guidelines or standards. We are in the process to accredit that or align that with the GSTC. I'm not sure if you're familiar with the GSTC. The Global Sustainable Tourism Council. They are like, a number of organization to certify a lot of those certifications. Like, for example, earth check. So Earth Check will align their criteria with GSTC. So far, in our mind, we thought, okay, if we align with GSTC, we align with all the other certifications out there, which is kind of why we took that. And that takes a bit of time because our set of guidelines is quite big. So we've been working that since last year, but I think that should be finalized this year. So hopefully towards mid this year, we will have some positive news around that."

"When we work with local suppliers, a lot of them cannot afford being certified. And we from home office, from corporate, we say that's okay, we rather have our hotels go out there, know the supplier, understand and learn their practices, and verify that whatever they are doing is a good, best practice, rather than just relying on certificates. Certificates become valuable if the product is being imported or coming from larger corporations or due to longer supply chains. Because this way there is no possibility for you to actually go and check how is the product being manufactured or produced, or what are the materials that are going in, what are the practices, how is the supplier treating their employees, and so on. There's no chance because there's usually a middleman. Maybe there's another middleman until there is the supplier somewhere in China or South America. We don't know. So in those cases, it makes sense if you can rely on certification. But generally we always tell our hotels, start with local or your supplier. We prefer that so much more than just relying on certification."

### **Ewald Biemans**

"We are Green Globe certified. We are ISO 14,001 and 9000 also, of course, and we are LEED, and we get yearly audited by three different people on top of it we have to submit our carbon neutral reports. They will grade us. And so we have to justify everything we do. And an audit is not just doing what you did last year. You have to improve every year by either installing more energy efficient equipment, by eliminating certain chemicals or by recycling certain things."

"Because of an audit by ISO or Green Globe or Lead, the auditors will, of course, interview the department heads to see whether the numbers coincide that they are okay. So there is an audit done, but they will also walk around and ask the employees, why are you doing this?"



"And when you want to become carbon neutral, they even want to know how many trips by aircraft I am taking. They want to know what we do for employees in transportation. We have car pooling programs in the hotel so that employees can come together and save energy and save gasoline. We accept their recycled material because there are no recycling posts like you have in Holland that you can drop off things. But we have containers for glass, for aluminum and for plastic and for everything else. So they're allowed to bring it to the hotel so we can recycle it for them."

### **Diego**

"So Bcorp is in certain countries and states is an actual legal entity. So like non for profit or a for profit corporation. And then a B corporation. B corporation ends up looking at the benefits of society level of a corporation. And it is quite, I think, this type of certifications by independent bodies. So this is certified by GP Lab, where your organization goes through step by step, all the different policies that are in place, all the different it goes over. Who are your suppliers, how are your suppliers dealing with things right. That ends up you can fully sustainable I'm buying all these nice biodegradable cups. Sure. But if those biodegradable cups are made in a place where there's child exploitation and they're made with coal power plants and corn that may be made from corn, but under circumstances where it's displacing other food stuffs, type of thing, you're saying, okay, is this making sense?"

"So this type of certification process is quite complete. Going through the different things, I think that's important and allowing that possibility from within the organization to be critical on certain aspects and not take different things for granted. So I think these tools help to have independent bodies, help you analyze all the different steps, and then that's a continuous improvement metric that you can move on. Especially for Amsterdam, I think the B Corps are quite strong team. There are some examples there like Tony Chocolonely."

"It depends, Okay. Yeah. So that also needs to have a critical look. There's a lot of things that are self certifications, which to be honest, don't say much certifications you can go across the board into, they're terrible or they're good. There are a few. And so here I mentioned the B Corp certification. I find that one of the ones that is a little bit more overarching."

"I know that there are some, like green globe and things like that that are specific to hospitality. They helped help showcase, especially if I hear this, and they want to become the most sustainable hotel. I'm sure they want somebody to put a stamp on it. Right. So that's important. It shouldn't be the goal in itself."

### **Luc**

"I am not a big fan of labels; I am a fan of measuring your footprints and then improving. The reason I am not a big fan of labels is that labeling is mostly because it's just a checklist. And I am not using material xyz, I am not using harmful chemicals. And it is easy to check the list but measuring and actually knowing what makes sense and where the hotspots are, it is probably good and it is easy to implement, like for example, let's not wash the towels everyday, but what is actually the impact of not washing them? You need to know what the impacts are of the decisions that you make. And having this check list does not make it clear if you have gained something or not. You don't know if you don't have a base line, to be able to calculate the difference of having less emission."

"Yes, I think it's a good start, it is better than doing nothing, let be fair. And some of these suggestions with labeling do make sense. It is not entirely green



<b>Sustainable Data Management</b>	<p>washing but at some point you have done all the checks and now you can say I have all these checks and I am 100% sustainable, and I get very allergic to 100% sustainable. You can not say if you are doing a sport that you are 100% the best, because next championship you will get smashed."</p> <p>"Yeah, I think if you have checked all the boxes for the label at some point you have to think ok, what's next?"</p> <p><b>Thomas</b></p> <p>"iff you want to be one of the most sustainables and you want to be commercially putting it out in the world, you should have some certifications present. Right, but which companies are conducting and what kind of certifications, I don't know"</p> <p><b>Thomas H</b></p>
	<p><b>Ewald</b></p> <p>"We do that through different certifications." We are Green Globe certified. We are ISO 14,001 and 9000 also, of course, and we are LEED, and we get yearly audited by three different people on top of it we have to submit our carbon neutral reports. They will grade us. And so we have to justify everything we do."</p> <p><b>Diego</b></p> <p>"So, you need to always understand where you're coming from, measure what you're doing and then you can really understand, okay, how do we keep going, understand what's going on, what is the impact you're doing, you're making what are the changes within the industry, what are the new technologies coming on board, what are the new trends? And always keeping that state ahead, that's important. That white paper I sent you was based on LCA methodology, life cycle assessment."</p> <p>"Lifecycle assessments end up being probably one of the and this is a fairly new concept. So this ends up being one of the better ways to really understand that a complete cycle of things, where they're coming, where they're going, where they're going. So that's an important point. I think reporting is a difficult thing to do. I wouldn't be considered the best person to talk about it because I'm not very good at it. But there's always and that's where you have to dig within the strengths of the organization. There's people that are very good at got it. That needs to be always encouraged. I'm not really seen as, okay, now we're going to do this as a burden."</p> <p><b>Luc</b></p> <p>"Our tools measure sustainability using high cycle assessment as the backbone which is a scientific way of calculating footprints. We have two tools that enable our clients and users to calculate their footprints. Before, I was one of the specialists for four years and then responsible for implementing our software, making footprints for our clients of their company and that was mostly consultancy work from A to Z."</p> <p>"I have right now of the impact of staying in a hotel for a night and the hospitality industry. The hotpots have been apparent, what I can see now is food, electricity and gas which is not surprising. For me as a previous specialist and or consultant it starts with what is the current situation and where you want to go towards, that is the main thing that needs to be done. You cannot become</p>



the most sustainable hotel in the whole world without knowing what you are competing against and what is the current situation and how can we improve, because if you are not measuring you cannot claim anything. So that's always the first thing."

"Anyways, first is gathering the data in the system and it does not matter eco chain, whatever tool you use you need to see how much material and connect it to the environment data base to get a footprint. Otherwise, without this baseline information you can not design an improved version. I have designed a bridge/or road and you see the "normal" way of building is xyz and in order to improve we have thought of replacing cement with different type of cement for example. You need to know the effect of choosing another material."

"We make tailored solutions but in general we have tools/software platforms where you can measure your footprint as a company?"

"Yes, Activity-based footprinting is the technology that eco-chain uses. So its looking at the activities that the company does, so which inputs is going in and looking then ok uhm, so we have gas, electricity and water but also material such as furniture, curtains etc and food. What we do is implement information of one production year as a hotel you would have the amount of gas, the amount of time they spend in your hotel, the amount of food purchase, gas and electricity bills and we sum that up and then we make a matrix of it. So there is a total amount of input and their needs to be an output. The activity-based footprinting sees what activities you do as a business and a hotel their activity is providing a night or stay at your place. It all a little bit complex technology, but i think we have more background how activity-based footprinting works, we have a platform where we can structure data in a way and take all these inputs into account and connect it with the environmental impact using our data bases. So its all about having a certain inputs and you need to have environmental data to know how much footprint you are causing, it is this in a nutshell."

"Its finding the right steps what to do right, my advice would be get a sustainable expert on board in this whole renovation project, because if you are not conducting a life-cycle assessment down the line, you are not able to keep your promise into becoming the most sustainable hotel in Europe."



## 10.7 Approved proposal

### LYCar Proposal Grading Rubric

**v.1.1** (Version LYCar 2020; 16 February, 2021)

Student Name:	Dyline Berg	LYCar Coach:	Mr. Plijnaar
Student Number:	672024	Primary PLO:	1/2
Date Submitted:	12/11/2022	Secondary PLO(s):	10

*Note: All boxes with red border to be filled by student*

Preconditions (required for assessment)	Yes	No	Comments
<b>Checks content and completeness</b>			
<b>Executive Summary</b> is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading &amp; Writing Guide)</b>			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. <b>5.000 words</b> (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	



Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented



#### Check (technical) formalities and submissions

Ephorus upload



LYCar Proposal incl. Appendices are uploaded in Osiris



#### Ethics and data management

Ethical, integrity and data management requirements



**Entitled to assessment? (All yes above required):**



DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	During the research process I have taken different perspectives in consideration by using best practices from other sustainable hotels, the sustainable hospitality alliance information on for example data management and best practices of other business (not only the hotels) all of this links to the tripple bottom line with the main focus on environmental sustainability and social sustainability (making the link).	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Check. Take indeed also cross-industry analysis approach to identify best practices and also to define success criteria. This approach will further strengthen the intellectual depth of your work	



**DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study**

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
<b>Student Feedback:</b>	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	While conducting research the literature review, I have looked for models/theories in regards to sustainability and mentioned the correct steps into how to start the journey in becoming the most sustainable hotel of Europe. Not only did I look at theories but especially what are the best practices in the hospitality industry and the business world. The dissemination has been identified with an audience that much main/bigger than two stakeholders (Hotelschool The Hague and the Renaissance Amsterdam Hotel).	
<b>Assessor Feedback:</b>	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Nice broad range of theories and models used. Consider also ESG as a sustainability industry standard and how a good ESG score is established and what value it can bring for a company	

**DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues**

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated.	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
<b>Student Feedback:</b>	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The research starts with highlighting the importance of sustainability in the (external need and internal) hospitality industry and highlights the challenges. However, there are solutions for the complex challenge of becoming the most sustainable hotel. The literature review starts with the beginning stages (planning and construction then towards the choosing of the right eco-labels, then into how to deal with waste management during the operations phase and closing with the importance of social sustainability.	
<b>Assessor Feedback:</b>	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Explain how the findings of your qual research will actually be used in the renovation project itself and how you will measure and evaluate the results.	



DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The plan and structure of the report has been carefully thought and what are the links and correct chapters to place in the proposal.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Report is well written in professional business English and is pleasant to read	

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The IQ/AQ AND EQ has been carefully incorporated by taking different tests and putting all the strengths and points of improvement into perspective.	



**Assessor  
Feedback:**Excellent ☐  
Pass ☒  
Not Yet ☐

### *Overall Assessor Feedback*

Very good proposal. Good luck with your interviews

### *LYCar Proposal Outcome*

- Pass ☒ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.



## 10.8 Declaration of confidentiality



### **Declaration relating to confidentiality concerning research data in Launching Your CAREer (LYCar) programme**

The undersigned, Dyline Berg (hereinafter referred to as: the Student), residing in Utrecht, The Netherlands.

Conducting a (research)project for the company The Renaissance Amsterdam Hotel (hereinafter referred to as: The Client), residing in: Amsterdam, The Netherlands.

Whereas:

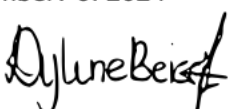
- the Student shall, in the context of his or her LYCAR research, gain access to information;
- the Client shall, where appropriate, demand a signed declaration relating to secrecy and confidentiality concerning the information provided in this context;
- this non-disclosure agreement shall, in the event of any discrepancies, take precedence over other contracts or agreements which have been or will be concluded or made between the Student and the Client;

Declares as follows:

1. The Student shall keep confidential any information which the Client or any other party involved in the LYCAR research provides under this contract, and shall not further disclose such information in any way, except insofar as the Student is obliged to disclose it by virtue of any legal requirement or irrevocable decision of a judge.
2. Information, as referred to under 1, refers to all information, including written, verbal, graphic and digital information, or information in any other form, which comes to the knowledge of the Student during the research period and which the Student knows, or can reasonably be expected to know, is of a confidential nature.
3. The Student shall not, without the prior written consent of the Client, disclose any confidential information to third parties or contribute to the publication of confidential information. The Student shall submit the thesis to the supervisor for approval from the Client in respect of confidential information, before making such information available to his examiner(s) at Hotelschool The Hague.
4. This non-disclosure agreement shall be in force for an indefinite period / The Student shall be bound to this obligation of secrecy for five (5) years after signing this declaration.

Thus, declared and signed by:

Name: Dyline Berg  
Date: 06- 03 - 2023  
Place: Utrecht, The Netherlands  
Student number: 672024

Signature: 



## 10.9 Proof data management



**noreply** <noreply@hotelschool.nl>

To: Dyline Berg



Sat 18/03/2023 21:05

Dear Dyline Berg,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Dyline Berg

Student Number : 672024

Email : 672024@hotelschool.nl

LYCar Coach : Mr Plijnaar

Research Number : 2022-410

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.

Thank You.

### Data Management - LYCar - Dyline Berg - Research Number 2022-410



**Dyline Berg**

To: Research Hotelschool The Hague



Sat 18/03/2023 21:22

noreply@hotelschool.nl  
Hi,  
Berg,  
Automatic delivery message to notify you that a new file has been upload  
ed.  
Name : Dyline Berg  
Student Number : 672024  
Email : 672024@hotelschool.nl  
LYCar Coach : Mr Plijnaar  
Research Number : 2022-410  
We kindly request you to forward this email to your LYCar coach as evidence that yo  
ur data files have been uploaded securely.



DylineBerg\_672024\_LYCarTra... ▾

2 attachments (682 KB) ☁ Save all to OneDrive - Hotelschool Den Haag ⬇ Download all

Dear Research team,

Please find attached all my transcripts and a proof of handing in the data.

May you need more information, let me know!

Dyline Berg



Reply



Forward



## 10.10 Company evaluation

### APPRAISAL FORM

(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)



Name of student:	Dylne Berg	Student number:	672024
Name of company:	Renaissance Amsterdam	Department:	Groups, Meetings and Events
Name of company tutor:	Thomas Holland	Position of company tutor:	Meeting and events Manager
Assessment no:	Final	Date:	30/03/2022

#### CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision.	Has some job knowledge but often needs help to apply it.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	5
<b>Comments:</b> Dylne had to get on board very quick due to the tight staffing and ramp-up phase in terms of business. She was able to catch on quickly and contributed to the team. In the last phase of her internship she was training her successor.					

#### CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, makes errors and does not perform according to the standards.	Standards are met, but work and deliverables are often lacking precision and consistency.	Sufficient, in general makes few errors, level of deliverables is good.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Excellent, hardly ever makes mistakes, quality of work is superb.	4
<b>PRODUCT 1 (specify):</b> As the department is quite complex it is hardly possible to know everything perfectly or practice everything perfectly in such a short time frame, where also business was inconsistent due to the covid pandemic.					

#### CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, only solves problems with guidance.	Occasionally solves problems but this could be better.	Sufficient, generally can solve problems independently.	Very good, solves most problems independently.	Excellent, always solves problems independently, does not require any guidance.	4
<b>Comments:</b> In the first few months, Dylne rather asks for a solution that take a calculated decision. This however changed over time as she increased confidence and had some success stories, from there a significant improvement was noticeable.					

#### CATEGORY 4: LEARNING SKILLS

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, often forgets information.	Able to learn but this could be better.	Sufficient, generally understands and is able to apply new information.	Very good, understand and applies information easily.	Excellent, consistently learning, understanding and applying new knowledge and information.	4
<b>Comments:</b> Similar comments as category 3					

#### CATEGORY 5: COMMUNICATION SKILLS TOWARDS CLIENTS (Guests, employees, etc.)

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, often forgets or does not share information.	Communicates in a sufficient manner but this could be better.	Sufficient, generally shares information.	Very good, shares information openly.	Excellent, consistently shares information openly.	4
<b>Comments:</b> At first, a bit shy and getting more comfortable with the Dutch language, after it was easier for her to connect with team members and guests alike.					

#### CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, is not involved in daily tasks, all work shows limited interest in other department and the company in general.	Show occasional interest but this could be better.	Shows interest in daily tasks, is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company.	Excellent, is extremely dedicated, always knows what's going on; seeks out new information is always very interested and social to other departments. Shows great flexibility in assisting other depts.	5
<b>Comments:</b> Similar comments as category 5					

#### CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, is not ready for a career in the international hospitality industry.	Sometimes shows not to be ready for a career in the hospitality industry.	Acceptable readiness for a career in the Hospitality industry.	Definitely ready for a career in the hospitality industry.	Excellent readiness to start a career in the hospitality industry.	5
<b>Comments:</b> Dylne is for sure ready to start and have great career laying ahead, if that is what she wants.					

**Total points**

31

#### REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:

Dylne was able to work and contribute as a full time employer. Having here around during the ramp up business phase was great. As a team we are proud to have seen her learning curve and potential for the industry if she decides to move on.

#### TRAINEE'S STRENGTHS:

Resilience, quick learner, dedicated, task oriented

#### TRAINEE'S DEVELOPMENT NEEDS:

With guests somewhat introvert, should approve on assertiveness to avoid certain situations -> guest having an option too long in the system for example.

#### TUTOR: ADDITIONAL COMMENTS (OPTIONAL):

#### TRAINEE'S COMMENTS:

**Comments on appraisal:** As per Thomas his comments, due to the lockdown imposed by the Dutch government, I was unable to fulfil all elements of the department as, unfortunately, business was only picking up again just before I left. Overall, I felt like an employee and never a trainee during my internship. I treasure that challenge and trust that Thomas and the whole team have given me and will most definitely bring along all the valuable knowledge I have acquired in my future career.

#### DATE FOR FOLLOW-UP MEETING AND / OR NEXT EVALUATION:

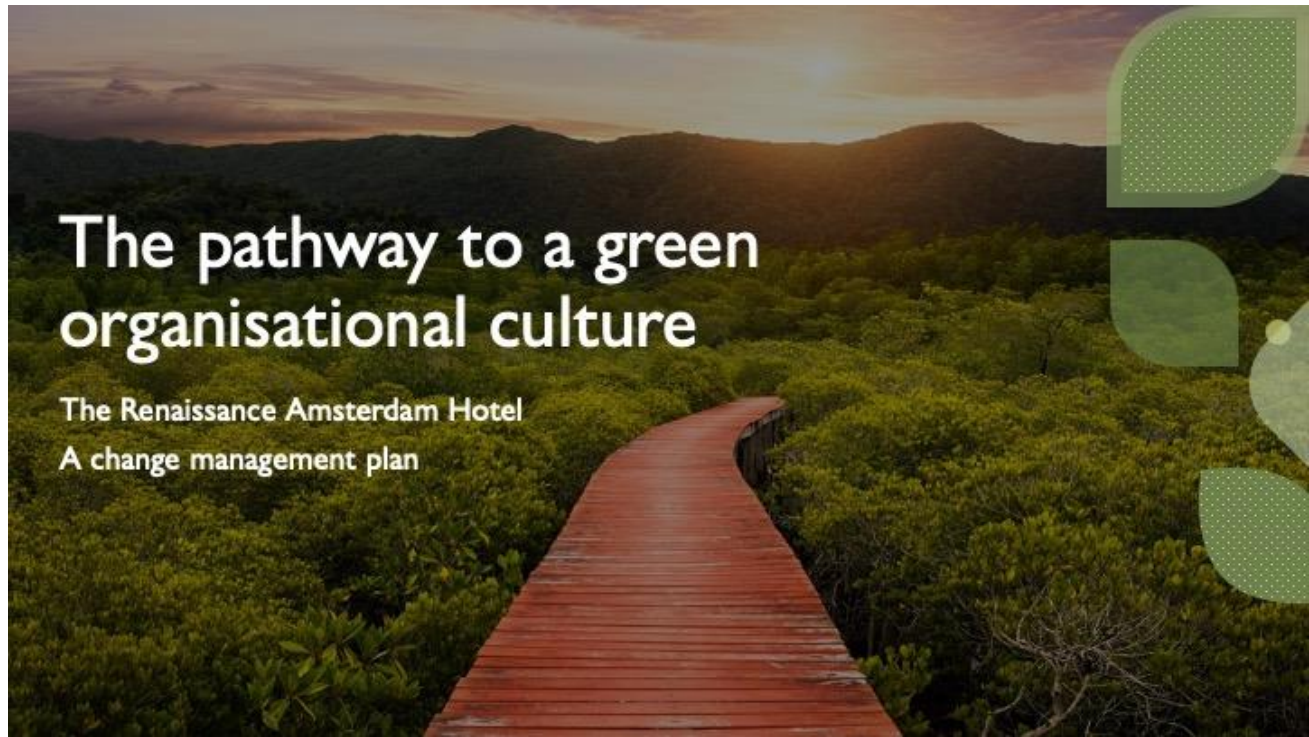
N/A - Final evaluation

DATE TRAINEE'S SIGNATURE:	COMPANY TUTOR'S SIGNATURE:
	



## 10.11 Dissemination proof

### 10.11.1 Presentation





## Benefits of green a green culture



Attracts  
talent



Improves  
hiring process



Employees  
involvement



Productivity



Competitive  
advantage

## How can a green culture be achieved?

- A change management plan is needed due to the big shift of way of thinking, culture, initiatives and policies





## A change management plan



Create urgency



Gather green team



Develop sustainable program



Communicate plan

## A change management plan



Implement plan



Monitor & evaluate



Celebrate success



Maintain green culture



## 10.11.2 emails

Renaissance Amsterdam Hotel - Company Project 



**Dyline Berg** <dyline.berg@gmail.com>  
to Thomas

 7:38 PM (1 hour ago)   

Dear Thomas,

First of all, I would like to say thank you for all your input into my research, despite your busy schedules you have given me all the required information in order for me to complete my research project.

I proudly present to you my complete version of my research project (please find this attached). I would like to go through it with you and Ralf and Klarin (HR) to explain my findings in regards to the change management plan I have created for the team.

I am certain that with this plan we can integrate a green culture and with this attitude I am sure we are able to gain the title of the most sustainable hotel of Europe.

May you have questions regarding the report please let me know, I am happy to answer all your burning questions!

Kind regards,

Dyline Berg

One attachment • Scanned by Gmail 



 20.03.23\_DylineB...

 Reply

 Forward

Presenting my final research project 



**Dyline Berg** <dyline.berg@gmail.com>  
to Andreas

 8:21 PM (40 minutes ago)   

Dear Andreas,

First of all, I would like to say thank you for all your input into my research, despite your busy schedule you have given a lot of new insights and inspiration for my final product.

I proudly present to you my complete version of my research project (please find this attached).  
I would love to discuss my findings as I am sure this can be included in your consultations for you clients


May you have questions regarding the report please let me know, I am happy to answer all your questions!

Kind regards,

Dyline Berg

One attachment • Scanned by Gmail 



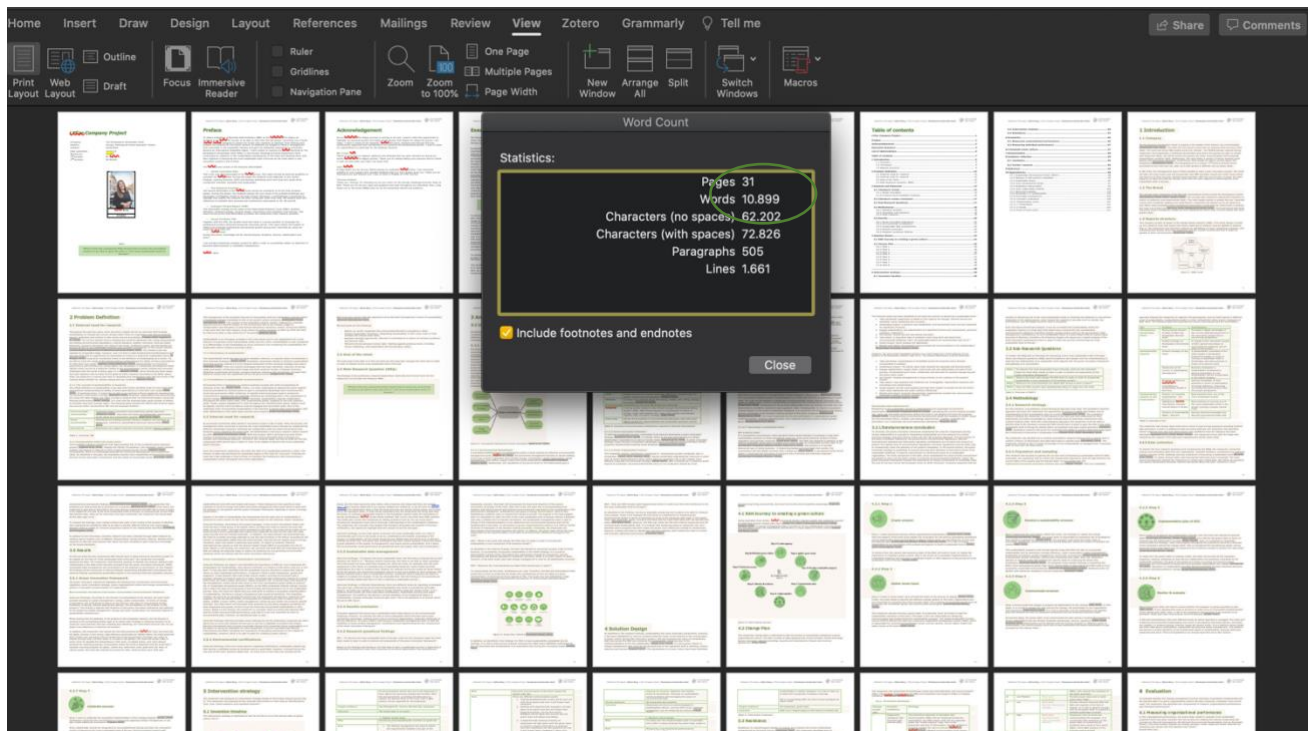
 20.03.23\_DylineB...

 Reply

 Forward



## 10.12 Proof of word count



Word count: 10.899

Word count figures: 85

Total word count: 10.984