



Mia Gissing



VOSHÖVEL
LANDHOTEL

Implementation of the Sustainable Development Goals at Landhotel Voshövel

Professional Product – Advisory Report and Action Plan:

Implementation of the Sustainable Development Goals at Landhotel Voshövel

Name:	Mia Gissing
Student number:	485091
Class:	DHB4V.YP54
Location:	Schermbeck, Germany
Date:	15.06.2023
Young Professional Semester:	Professional Product
Exam Code:	T.52464
Carried out for:	Landhotel Voshövel GmbH
Client:	Katharina Klump
Tutor:	Rienk van Marle

Preface

This research is conducted as a graduation project by a student of the study International Tourism Management at Saxion University of Applied Sciences in Deventer, the Netherlands. The research is done for the external client, Landhotel Voshövel, a 4**** superior hotel based in Schermbeck, Germany. It aims at finding a way how the sustainable development goals by the United Nations can be implemented into the daily work of the hotel. The management problem of the hotel, the sustainable development goals and possible ways of implementing them to the hotel are investigated by means of extensive research. By presenting the results of the research and creating an action plan, the goal of this research is to give the hotel some guidance to successfully implement these sustainable development goals.

Summary

This report is an advisory report with an action plan as a conclusion about the implementation of the UN's sustainable development goals into the daily work routine of Landhotel Voshövel. The report is split into five main chapters. The first chapter is the introduction of this report. An explanation of the client is given for whom this research is done. The management problem is described in connection to the motivation of this research. At the end of the introduction the management question of this research is presented. The introduction is followed by chapter two which is about the knowledge needed. The research design that is used for this research is presented, followed by an explanation of the knowledge needed for finding a suitable solution to the management problem. After that a description of how the knowledge needed is collected is given. In the next chapter, chapter three, the findings of the research are presented. The findings of the desk research are shown first. Next, the findings of the field research are presented which is done in terms of interviews and an employee survey. Finally, the results of the research are connected to the sustainable development goals and a gap analysis is carried out to show what can be done at Landhotel Voshövel to successfully implement the SDGs. After the findings, some options for a solution are described in chapter four. In total, seven different options are mentioned. The last chapter, chapter five, is the conclusion of the report and is presented in form of an action plan. First, a general conclusion is drawn from the results of the research. Second, some critical success factors and key performance indicators are revealed that help Landhotel Voshövel to keep track of success during the implementation of the advised actions. Third, the different options that are described in chapter four, are compared to each other by means of criteria. After that the best options are advised to the hotel and described in detail. The personnel and material resources that are needed for realising the options are presented, followed by the financial consequences of the different options. Furthermore, Landhotel Voshövel is provided with a suggested time plan for the implementation of the advice. Finally, an outlook of the research is presented which is about the limitations, but also the possible future development of this research.

Table of Contents

1 Introduction	7
1.1 The Client	7
1.2 The Motivation for this Research	7
2 Knowledge Needed	8
2.1 Research Design	8
2.2 Required Knowledge	8
2.3 Knowledge Collection	8
2.3.1 Theoretical Background	8
2.3.2 Competitors	9
2.3.3 The Organisation	9
2.3.4 Gap Analysis	9
3 Findings	11
3.1 The Sustainable Development Goals	11
3.2 The Tourism Industry and the SDGs	11
3.3 Sustainable Tourism as a Trend	12
3.4 Landhotel Voshövel and the SDGs	12
3.5 Competitor Analysis	13
3.5.1 Competitors of Landhotel Voshövel	13
3.5.2 The Competitors	13
3.5.3 Greensign Certificate	14
3.6 The Current Values of Landhotel Voshövel	14
3.7 The Future Values of Landhotel Voshövel	14
3.8 Current Sustainability Performance of Landhotel Voshövel	15
3.8.1 General Performance	15
3.8.2 Service	15
3.8.3 Kitchen	15
3.8.4 Housekeeping	15
3.8.5 Livingroom Spa	16
3.8.6 Marketing	16
3.8.7 Front Office	16
3.9 Employee Survey	16
3.10 Space for Improvement	17
3.11 The Results Connected to the SDGs	18
3.12 Gap Analysis	18
3.12.1 Current Situation	18
3.12.2 Desired Situation	18
3.12.3 Gap	18
4 Options for Action	20
4.1 Evaluation of the Current Situation	20

4.2 Sustainability as a Marketing Tool	20
4.3 Sustainability Training for Employees	20
4.4 Waste Separation	20
4.5 Reduction of Waste	20
4.6 Saving of Energy	21
4.7 In-house Production	21
5 Action Plan.....	22
5.1 General Conclusion	22
5.2 Critical Success Factors	22
5.3 Key Performance Indicators	22
5.4 Selection Criteria	22
5.5 Advised Actions	23
5.6 Resources Needed.....	24
5.7 Financial Consequences	25
5.8 Suggested Time Planning	27
5.9 Outlook	27
References	28
Appendix I: Interview Guides.....	30
Appendix II: The survey.....	31
Appendix III: The SDGs.....	32
Appendix IV: The values of Landhotel Voshövel	33
Appendix V: Landhotel Voshövel's Current Actions Connected to the SDGs	35
Appendix VI: Time Planning & PDCA Cycle	36

Table of Figures

Figure 1 SDGs in Groups.....	12
Figure 2 Overview Efficiency of Possible Options.....	23
Figure 3 Cost Overview.....	26
Figure 4 The Sustainable Development Goals.....	32
Figure 5 The Values of Landhotel Voshövel.....	34
Figure 6 The Connection of the Current Actions to the SDGs.....	35
Figure 7 PDCA Cycle.....	36
Figure 8 Time Planning	36

1 Introduction

In the following chapter, the client of this research is described, as well as the background and motivation for this project. At the end of this chapter, the management question of this research is presented.

1.1 The Client

Landhotel Voshövel is a four**** superior hotel based in Schermbeck, Germany. It is located in the lower Rhine region of North Rhine-Westphalia in the midst of nature. The hotel has 75 bedrooms and suites available in six different categories (Landhotel Voshövel, 2023). The main focus of the hotel lies on wellness tourism with a spa area of more than 4,000 square meters including five saunas, an infrared cabin as well as different in- and outdoor pools. The hotel offers three different restaurants, the Wirtschaft, the Pop-up restaurant and the Lindenstube, from fine dining to rustic and regional. A golf course is located directly next to the hotel and cooperates with it. Moreover, the hotel guests have access to bikes that they can rent to explore the nature around the hotel.

Landhotel Voshövel is a location for festivities and offers different possibilities of celebrating with smaller and bigger groups. The hotel owned Confideum is an offering of the hotel for civil marriage. Furthermore, the hotel is often host of conferences and symposia. It offers four different meeting rooms that are equipped with the necessary (electronic) devices.

The two managing directors, Katharina and Christopher Klump, are the employers of currently 131 employees including 11 part-time workers. The targeted customer groups are couples, women, honeymooners, babymooners and bridal couples as well as executive boards of companies. The revenue of the past year 2022 was slightly over 10 million euros. This business information about the hotel was provided by Katharina Klump (K. Klump, personal communication, 2023).

1.2 The Motivation for this Research

Sustainability has become increasingly important to all industries in the world. Especially the tourism industry harms the environment and accounts for 8% of the total global emissions (Martiny, 2022). Staying at a wellness hotel is most of the time accompanied by high consumption and an abundance of food and wellness goods like towels etc. which is quite the opposite of the idea of a sustainable development. "Holiday is a luxury product" (K. Klump, personal communication, 2023). Thus, a more sustainable approach is needed today. According to Katharina Klump, it is extremely important to deal responsibly with resources and set a good and sustainable basis for clients to be able to stay at a hotel with a clear conscience. That is why she and her brother Cristopher, both managing directors of the hotel have decided that they want to focus on a sustainable development at Landhotel Voshövel. To implement the sustainable development goals to their daily business has been one of their goals for more than a year already, however, they still do not have a concrete plan how to realise that. A careful handling of the world and its people is the main value of the hotel. They already undertake a lot of actions to support a sustainable development at the hotel, but they would like some guidance about how a connection to the sustainable development goals by the United Nations can be achieved. Consequently, this management issue appears to them as a good graduation project for a student studying in the hospitality industry.

To find the best possible solution to that management issue, the following management question is posed: How can Landhotel Voshövel successfully implement the UN's sustainable development goals (SDGs) into the daily work routine of the employees and therefore also into the experience of the hotel guests?

2 Knowledge Needed

The following chapter is about the knowledge needed for conducting this research. First, the research design of this project is presented. After that, the required knowledge is described followed by the research questions. Finally, the research methodology is presented, and it is explained how this knowledge is collected.

2.1 Research Design

A research design was created, to be able to find a proper answer to the management question of this research. As this research aims at finding a solution to a problem with a practical application, this research is identified as applied research (Verhoeven, 2019). Furthermore, as this research is about a specific problem in a specific hotel, research is mostly carried out in the field. People and subjects connected to Landhotel Voshövel are perceived as holism. This means that the experience of these people is seen as a part of the persons' perception of their lives, and not as a separate, independent entity. Therefore, the research is of interpretative nature. In conclusion, this means that this research is done with a qualitative research design (Verhoeven, 2019).

2.2 Required Knowledge

In order to be able to give Landhotel Voshövel proper advice about how the sustainable development goals of the United Nations can be implemented, different factors need to be analysed. The information of these different factors is collected and interpreted, and finally, an action plan is created as a conclusion. Knowledge is needed about the theoretical background, the competitors of the hotel, and the organisation with regards to the current situation as well as plans for the future. Each of these factors are connected to their own research question and research activities. First of all, an analysis of the theoretical background needs to be done. Thus, the content of the sustainable development goals and their importance for the hotel need to be evaluated. Secondly, a competitor analysis needs to be done. That is supposed to provide insight into what other comparable hotels are accomplishing in terms of a sustainable development to obtain some inspiration on what Landhotel Voshövel could improve in the future. Thirdly, the organisation, namely Landhotel Voshövel, needs to be analysed regarding the current situation and plans for the future. That is needed to gain insight into what Landhotel Voshövel is currently already achieving regarding a sustainable development, but also what kind of values and goals it wants to reach in the future. Furthermore, with that research it can be found out, what can be improved at the hotel and also how a sustainable development could be implemented into the daily work life.

Therefore, to find a proper answer to the management question, the following research questions are set up:

1. What do the UN's sustainable development goals (SDGs) mean and which ones are most important for Landhotel Voshövel?
2. What are comparable competitors of Landhotel Voshövel practicing in terms of implementing the sustainable development goals?
3. What values does Landhotel Voshövel want to display in the future and what are they currently already achieving with regards to the sustainable development goals?

2.3 Knowledge Collection

Different research methods and research activities are assigned to each research question to be able to give a differentiated answer to the specific questions. In the following paragraphs the different methods and activities are described per research question.

2.3.1 Theoretical Background

Research question: What do the UN's sustainable development goals (SDGs) mean and which ones are most important for Landhotel Voshövel?

To gain insight into this research question, the sustainable development goals are analysed by means of desk research. Next to data about the SDGs, current trends and developments that have a connection to sustainable development in the tourism and hotel industry are researched. To find suitable information, Google Scholar and Google are used and the following terms are the main

searching terms: sustainable development goals, sustainable development in the tourism industry, sustainable tourism, sustainable development in hotels, sustainable tourism trends, trends in the tourism industry.

The insight into this research question is gained by means of secondary research which means that already existing data is researched and analysed.

2.3.2 Competitors

Research question: What are comparable competitors of Landhotel Voshövel practicing in terms of implementing the sustainable development goals?

To find a proper answer to this research question, a competitor analysis is carried out by means of desk research. The internet presence of comparable four**** superior wellness hotels is analysed with a focus on sustainable development. Furthermore, to find out which hotels are the most important competitors of Landhotel Voshövel, and how much they actually look at competitors, Katharina Klump, the managing director, was interviewed. The questions that were asked during that interview are to be found in appendix I.

The insight into this research question is gained by means of both primary and secondary research, meaning both existing aspects of information are used, but also some self-collected information.

2.3.3 The Organisation

Research question: What values does Landhotel Voshövel want to bring across in the future and what are they currently already achieving with regards to the sustainable development goals?

To gain insight into this question, Landhotel Voshövel is analysed by means of a case study. A case study is one of the most commonly used methodologies of social research (Priya, 2020). A person, group, event, or, in this case, a hotel is researched in depth. First of all, the organisation is analysed by interviewing the managing director Katharina Klump. Furthermore, representatives of all departments of the hotel are interviewed to find out the preferences and differences of the specific departments. The interviews are done in a semi-structured manner which means that the interview is about a specific topic with set questions, however, these are asked in an open way and aim at getting individual answers (Voerhoeven, 2019). For the interviews, two different interview guides are created, one for the interview with Katharina Klump, and one for the interviews with the representatives of the departments. The different departments are interviewed with the same interview guide, to make the answers comparable to each other. Furthermore, to analyse the outcome of the interviews, codes are formulated. The questions that have been asked the interviews are presented in appendix II. Moreover, to obtain an insight into the employees' opinion on the topic sustainable development, a survey is conducted amongst the employees of Landhotel Voshövel. The survey is a mixture of different types of questions. It mainly consists of one-answer questions and responses as well as the rating scale of Likert to measure and compare the answers to each other. At the end of the survey, there are also some open questions and responses to receive some qualitative insight into the employees' opinions (Verhoeven, 2019). The survey is created by using Qualtrics and distributed via the employee app of Landhotel Voshövel. To improve the reliability of the survey the goal is to obtain a number of at least 80 respondents. Landhotel Voshövel has approximately 130 employees which is why 80 would be a reliable number of respondents. The outcome of the survey is analysed by the use of codes as well as conducting a univariate descriptive analysis. One variable of the survey is described at a time and analysed by means of summary measures. The questions that are asked during the survey are to be found in appendix II.

The insight on this research question is gained by primary research, meaning research that the researcher is conducting herself.

2.3.4 Gap Analysis

To obtain a good overview of the current performance of Landhotel Voshövel and of what is still missing to be able to implement the SDGs, a gap analysis is carried out. A gap analysis helps to find reasons, why a certain goal has not been reached. It shows which aspects still need some improvement and which already work well (Leonard, Bottorff, & Watts, 2022). First, the current

situation (Ist-Situation) is described. That summarises the results of the research about what is currently already employed at Landhotel Voshövel in terms of a sustainable development. Next, the desired situation (Soll-Situation) is described which gives insight into the goal of the hotel and what it wants to reach in the future. Finally, the gap between the current and the desired situation is described. The gap shows the difference between both situations and what points still need some attention and improvement to reach the goal of successfully implementing the sustainable development goals.

3 Findings

In the following chapter, the findings of the research for this project are presented.

3.1 The Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) were developed as part of the 2030 Agenda for Sustainable Development which was set by the United Nations in 2015 (United Nations, n.d.). They are meant to be a call for action for all countries and industries in the world. According to the United Nations, the Sustainable Development Goals are a result from decades of work by many countries.

It all started at the Earth Summit in Rio de Janeiro, Brazil, in June 1992, where the Agenda 21, an action plan for human impacts on the environment, was adopted by more than 178 countries. At the Millennium Summit in New York, in September 2000, eight Millennium Development Goals (MDGs) were developed to minimize extreme poverty by 2015. In 2002, at the World Summit on Sustainable Development in South Africa, the Johannesburg Declaration on Sustainable Development and the Plan of Implementation, was created built on Agenda 21 and the Millennium Declaration. Ten years later, at the United Nations Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil, the document “The Future We Want” was developed. There the decision was made to develop a set of SDGs built on the MDGs and to create the UN High-level Political Forum on Sustainable Development. In 2013, an open working group was set up to develop a proposal on the SDGs. Two years later, at the UN Sustainable Development Summit in September 2015, the 2030 Agenda for Sustainable Development including the 17 SDGs was adopted by all member countries. Currently, the SDGs are reviewed at the High-level Political Forum on Sustainable Development on an annual basis (United Nations, n.d.).

The Sustainable Development Goals convey that for a sustainable development not only climate actions are important, but also to focus on ending poverty, improving health and education, minimizing inequalities and supporting economic growth (United Nations, n.d.).

The 17 Sustainable Development Goals consist of the following goals:

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals

An overview of the 17 Sustainable Development Goals is to be found in appendix III.

3.2 The Tourism Industry and the SDGs

The SDGs relate to all industries and individuals from all sectors in the world. Tourism plays an important role as it “represents 10% of the global GDP, 30% of services exports, and 1 out of every 10 jobs worldwide” (UNWTO; UN, 2018). That shows that the tourism industry can have an important impact on the worldwide sustainable development in the upcoming years.

In the Brundtland Report sustainable development is defined as a “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 1987).

Furthermore, sustainable travelling has become a growing trend in the tourism industry. Together with the world tourism organisation UNWTO the SDGs inspire tourism stakeholders to take the necessary steps towards a more sustainable tourism sector (UNWTO, 2023). The hotel industry is of course part of that. According to UNWTO, the tourism private sector is able to contribute to all 17 SDGs. That results from an analysis of the corporate social responsibility (CSR) activities of 60 international companies from the accommodation, transportation, and tour operator industries. However, they relate mostly to the goals 1, 4, 8, 12, and 13, namely “no poverty”, “quality education”, “decent work and economic growth”, “responsible consumption and production”, and “climate action”. Furthermore, the analysed tourism businesses have found that developing business goals in line with the SDGs can lead to greater efficiency, cost savings and competitiveness (UNWTO; UN, 2018).

Sustainable tourism is defined by the world tourism organisation as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.” Looking at this definition, for the tourism industry three of the goals are most important: SDG 8 on “Decent work and economic growth”, SDG 12 on “Responsible consumption and production” and SDG 14 on “Life below water”. However, due to its high impact, the tourism industry has to contribute to the achievement of all of the SDGs (UNWTO; UN, 2018).

3.3 Sustainable Tourism as a Trend

Nowadays, sustainable tourism has become a trend. In times of climate change many people try to find a way to do something for the environment. The feeling of doing something good for the environment while travelling makes people feel good. Acting sustainably is often perceived as doing something good for the environment. That is also why sustainability is by now often used as a marketing tool. According to research, communicating sustainability as a value of the organisation can lead to a higher demand of the products of the organisation (Bretous, 2022).

3.4 Landhotel Voshövel and the SDGs

In the paragraphs presented above it can be seen, that according to the research, some specific SDGs are most important to the tourism industry. However, it is also important to look at the specific preferences of Landhotel Voshövel. During an interview with Katharina Klump, the managing director of Landhotel Voshövel, she mentions that the hotel actually does not have a preference list for the SDGs (K. Klump, personal communication, 2023). All goals are perceived as equally important and only when looking at all of them a satisfactory result with regards to a sustainable development can be achieved. Even if the hotel is not able to find a final solution to every goal, it still should have a contribution to all of them. As this professional product is developed for Landhotel Voshövel, the preferences of the hotel management are given greater weight. Therefore, the Sustainable Development Goals are split into two main groups. The social and economic goals, and the environmental goals. The goals divided into those groups are presented in the following figure:

Figure 1 SDGs in Groups

Environmental Goals	Social / Economic Goals
6 Clean water and sanitation	1 No poverty
7 Affordable and clean energy	2 Zero hunger
11 Sustainable cities and communities	3 Good health and well-being
12 Responsible consumption and production	4 Quality education
13 Climate action	5 Gender Equality
14 Life below water	8 Decent work and economic growth
15 Life on land	9 Industry, innovation and infrastructure
	10 Reduced inequalities
	16 Peace, justice and strong institutions
	17 Partnerships for the goals

As part of a survey that was conducted amongst the employees of Landhotel Voshövel, one question was about the employees' preferences of the SDGs. The sustainable development preference list of the employees is the following:

3.5 Competitor Analysis

To gain some insight into what comparable hotels are dealing with in terms of a sustainable development, a competitor analysis was conducted.

3.5.1 Competitors of Landhotel Voshövel

First of all, it has to be found out, what competitors Landhotel Voshövel is faced with. The managing director of the hotel, Katharina Klump, was asked during an interview who the main competitors of Landhotel Voshövel are. According to her, there are no actual competitors when looking at a spatial proximity. The only comparable hotel in the region of Landhotel Voshövel, is Waldhotel Tannenhäuschen in Wesel, Germany, which is also a four**** superior wellness hotel. However, Waldhotel Tannenhäuschen has a different target group than Landhotel Voshövel and offers different products which is why there is not a real competition between these hotels. According to K. Klump, a competitor that is on par with Landhotel Voshövel is the Seezeitlodge in Saarland, Germany. The Seezeitlodge is working in a similar business area and is also focused on sustainability. With regards to price comparison, the management of Landhotel Voshövel is looking at the hotel Bergkristall in the region Allgäu in Bavaria, Germany. When looking for some inspiration, they also look at the Hotel Forsthofgut in Austria, however, they do not see it as a real competitor. Moreover, K. Klump states that all comparable wellness hotels in Austria can be seen as competitors, as they are addressing the same source market as Landhotel Voshövel. However, Landhotel Voshövel only looks actively at the Seezeitlodge in Saarland, the Bergkristall in Bavaria, and Hotel Deimann in North Rhine-Westphalia (K. Klump, personal communication, 2023).

As only comparable and especially actual competitors of Landhotel Voshövel are supposed to be analysed, the competitor analysis focuses on the hotels mentioned by K. Klump. The hotels are analysed and compared with regards to their performance according to a sustainable development. The analysis is limited to the web presence of the hotels, thus only the image conveyed to the public can be evaluated.

3.5.2 The Competitors

Generally, the competitors of Landhotel Voshövel but also other hotels use sustainability as a marketing tool. They present themselves as sustainable by showing what they offer in terms of a sustainable development on their website.

Firstly, most important is Waldhotel Tannenhäuschen in Wesel, Germany, as that is the only competitor in the region of Landhotel Voshövel. It is located less than 20 kilometres away from Landhotel Voshövel. There is no specific information regarding a sustainable development on the website of Waldhotel Tannenhäuschen, however, it presents a sustainability certification called GreenSign on level 3 (Tannenhäuschen, 2023).

Secondly, the Seezeitlodge in the region Saarland, Germany, is analysed. On their website, they feature separate section called sustainability, where they present how a sustainable development is integrated into each department. Examples are herbs from their own garden, regional products in the kitchen, water saving shower heads for housekeeping, or straws made of glass at the restaurant. Furthermore, the Seezeitlodge was awarded the GreenSign certificate on level 4 (Seezeitlodge, 2022).

Thirdly, the hotel Bergkristall in the region Allgäu, in Bavaria, Germany is analysed. The topic sustainability is not directly addressed on the website of the hotel. However, some aspects are hidden between the lines. Within the section "Cuisine", it is stated that mainly regional and seasonal products are used in the kitchen and that the food generally is of very high quality. The Bergkristall does not have a specific sustainability certification (Bergkristall, 2023).

Fourthly, a closer look is taken at Hotel Deimann in the region Sauerland in North Rhine-Westphalia in Germany. Their website displays a specific section for sustainability where it is described what is done for a sustainable development. They, for example, focus on developing a sustainable energy

management by using the waste heat of air conditioning for heating. The effective separation of waste is another important topic for Hotel Deimann. Furthermore, they try to clean the hotel with sustainable cleaning products that do not harm the environment and do not produce much waste. Hotel Deimann was awarded a GreenSign certification on level 4 (Deimann, 2023).

3.5.3 Greensign Certificate

When looking at the competitors of Landhotel Voshövel, it is found that three of them, namely the Waldhotel Tannenhäuschen, the Seezeitlodge, and the hotel Deimann, have been granted a GreenSign certificate. GreenSign is a five-stage certification system which measures the sustainable performance of businesses. They check the level of sustainability of the businesses but also give some guidance for a further sustainable development. The GreenSign certification is internationally recognized by the world-renowned Global Sustainable Tourism Council. GreenSign is the leading sustainability certification system for the hotel industry in Germany (Greensign, 2023). The businesses are rated in eight different categories and classified into levels 1-5. The criteria that determine which level a hotel has achieved are classified into these eight categories:

1. Management & Communication
2. Environment
3. Biodiversity & Cultural Heritage
4. Purchasing
5. Regionality & Mobility
6. Quality Management & further Development
7. Social Commitment
8. Economic Stability

The certification highlights strengths and weaknesses of the hotel at the same time and shows therefore also where there is potential for improvement. Waldhotel Tannenhäuschen holds the GreenSign certificate on level three, the Seezeitlodge and Hotel Deimann hold the certificate on level four.

3.6 The Current Values of Landhotel Voshövel

According to K. Klump, the current values of Landhotel Voshövel are the following: They try to provide a high-quality product that looks at the guests and employees equally. That means for example that there is also a no for the hotel guest as soon as the personality of the employee is limited. That is not natural within the hotel industry. The hotel guests cannot act improperly. Hotel employees do not only serve the hotel guest but offer a high-quality product that the guest pays money for. They try to be innovative and passionate, but also respectful to each other within the team and with the guests. That respectful interaction is also demanded by the guests (K. Klump, personal communication, 2023).

The hotel's image is "young" in terms of a young team but also young and innovative thoughts. The idea of luxury is not a primary concern but a respectful conduct within the team, with the guests and their surroundings which also includes the environment.

Furthermore, they try to be a good employer and try to attract new employees by promoting their values. The hotel guests also notice that the employees are doing well, because they pass on their friendly demeanour to the guests. That is the image that Landhotel Voshövel wants to present.

3.7 The Future Values of Landhotel Voshövel

To have a clear vision of the image and values that Landhotel Voshövel wants to convey in the future, a team of employees set up together with the managing directors a value fox as part of the "Voshövel feeling". The fox is the logo of the hotel as "Voshövel" is an old German word which means "fox hill". There are different values written into its head. The values in the main part of the head apply to everyone within the hotel, the values in the left ear apply to the employees and the values in right ear to the hotel guests. The value fox is to be found in appendix IV.

According to K. Klump, very important are the values of being accepted and free. They are based on the fact that it does not matter who or what the employees love, what orientation they have, of what colour they are or what gender they have. She mentions that sometimes there is some negative

feedback by the hotel guests on, for example, dark-skinned employees or rainbow flags. However, that encourages the hotel even more to uphold that value because those are not the kind of guests that they want to attract. Two other important values are inspired and alive. They want to inspire hotel guests but also employees that also small things matter. They do this by offering bread baking courses, for example, or by showing the cut flower garden. These small things are supposed to encourage guests to reflect more on themselves and their own behaviour. Furthermore, the topic of appreciation and the feeling of being cared for are important values as well. People feel much better, if what they do is recognised and valued and, in terms of the employees, also well paid (K. Klump, personal communication, 2023).

3.8 Current Sustainability Performance of Landhotel Voshövel

Landhotel Voshövel is already accomplishing a lot in terms of sustainable development. To find out what is already done in the different departments of the hotel, representatives of each department were interviewed. In the following paragraphs, the current sustainability performance of the hotel is described generally first and then specifically per department.

3.8.1 General Performance

According to the interviews that were conducted with representatives from the different departments, at Landhotel Voshövel a lot is already happening to support a sustainable development. All the lamps have been converted to LED which saves power. Furthermore, the hotel owns a cogeneration unit as well as some solar panels on the rooftop to generate its own energy and heating. During the interview with K. Klump it became clear that the hotel has its own wildflower meadow which is used for all the flowers used at the hotel. In connection to the wildflower meadow an insect hotel was built to provide wild bees, butterflies and other insects with a home. Moreover, all employees are treated equally, no matter what they look like or where they come from. There is a so-called transformer in every department which is a person that is responsible for a good climate within the department. They take care of all problems related to the employees in their department and give some guidance. Another point is that Landhotel Voshövel supports education that is related to sustainability. They are part of a project where experts go to elementary schools and teach the children about a sustainable togetherness.

3.8.2 Service

As representative of the service department, the restaurant manager was interviewed. She explained what has already been done in terms of a sustainable development. They disposed of normal tea lights and use refillable tea lights instead, which are made of an eco-substance. Furthermore, instead of plastic straws metal straws are used. They also tried paper and glass straws. Metal turned out as the best solution as paper is not reusable and glass tends to break. Furthermore, according to the restaurant manager, the food for the restaurants is sourced as regionally as possible.

3.8.3 Kitchen

As representative of the kitchen, a cook was interviewed. He has a good insight into the sustainability situation of the kitchen, as he personally cares about the topic a lot. The kitchen mostly cares about a regional food supply. Products like tuna or avocado are, for example, not bought at all, as they have a very bad life cycle assessment. The menu cards in the three restaurants change on a regular basis based on the food that is seasonally and regionally available. Within the Pop-up restaurant in the menu card, it is explained to the guests where the products of the different courses come from. Furthermore, every now and then food donations are made to the organisation "Tafel". The Tafel is a German organisation which saves food and gives it to people in need (Harty, n.d.).

3.8.4 Housekeeping

The manager of the housekeeping department was interviewed for some insight into the current performance of housekeeping. It is paid attention to what kind of cleaning products are used: They use products like vinegar cleaner or citric acid. The bath cleaner does not work without chemistry yet, but they try to dose it carefully. Furthermore, a lot is done mechanically. For example, when a toilet is heavily calcified, no descaler or urine scale remover are used but a pumice stone as that works without chemistry. Moreover, they put small bags in each hotel room with a small notice for the guests. They can hang that bag on their door during their stay if they are willing to forego a room cleaning.

Only the towels that lie on the floor are changed. Housekeeping then puts small environmentally friendly presents like cress seeds into the bag. The housekeeping manager further mentions that the capsules for the coffee machines in the hotel rooms are compostable, as they are made of cardboard. Soap and shampoo in the bathroom come from dispensers that are refilled again and again. Finally, within the housekeeping department, waste is separated carefully.

3.8.5 Livingroom Spa

To get some insight into the current sustainability performance of the Livingroom Spa at Landhotel Voshövel, the Spa manager was interviewed. The cosmetic products that are used for wellness treatments are from the brand "Team Dr Josef". That is certified natural cosmetics with a focus on natural and vegan ingredients but also on sustainable, recyclable packaging. Furthermore, the Livingroom Spa tries to produce as little waste as possible. Tea bags are not separately wrapped in plastic, for example. Furthermore, schedules for the employees that were printed out everyday before, are now digitised, which saves a lot of paper and waste. Towels for the sauna are only given out at the Spa front office to regulate the number of towels that is used and thereby regulate the laundry. Moreover, to save energy, the pool covers are closed at 8 p.m. instead of 10 p.m. as the heating takes more energy in the evening due to dropping temperatures outside. One hour before closing the spa area, the saunas are turned off as they produce so much heat within that one hour, that the guests can still have the normal sauna experience. Another point is that the guests are provided with a bag that they can use for the spa area during their stay. These bags are made from a special paper material, are washable and reusable. They stay in the hotel and are reused again and again. That saves a lot of material compared to former times, where the guests received bags free of charge that they could take home.

3.8.6 Marketing

One of the marketing employees was interviewed to get an insight into the sustainability performance of the marketing department of Landhotel Voshövel. In the marketing department it is carefully looked at what kind of paper is purchased in terms of if it has an ecolabel. They try to work with printing companies from the region, so that practically everything stays in the region. Furthermore, they try to produce as little waste as possible and separate the waste that there is. The marketing department designs and produces all signs within the hotel that are also partly supposed to inspire the guests to act more sustainably by, for example, reusing their towels during their stay.

3.8.7 Front Office

A representative of the front office department was interviewed, to get some insight into what they are already doing in terms of a sustainable development. To save some printer cartridge and paper, the general printer settings are set to black and white as well as double-sided printing. Furthermore, there is a digital guest folder with all information about the hotel which can be accessed by the guests through a QR-code. In the past, that folder was printed out for all hotel guests. By now, the guests can also fill out the registration form for their stay at the hotel digitally. That saves a lot of paper as well. Moreover, all invoices are sent to the hotel guests by email, which was done by letter before, costing paper and money. Finally, according to the representative, the separation of waste works well at the front office.

3.9 Employee Survey

To get insight into the employees' perspective on the sustainable development goals, a survey was conducted amongst the employees of Landhotel Voshövel.

The mean of the importance of a sustainable development for the employees lies at 8.38 on a scale from 0-10 (0 = very unimportant, 10 = very important). Of the respondents, 64.29% personally pay attention to sustainability relatively much, 26.19% very much, and 9.52% relatively little. Furthermore, it is found that 76.19% already know the sustainable development goals, however, 23.81% do not know them yet. The employees were asked to grade the goals by what they think is most important. The order of importance according to the employees is as follows:

1. No poverty
2. Clean water and sanitation

3. Affordable and clean energy
4. Decent work and economic growth
5. Gender equality
6. Reduced inequalities
7. Sustainable cities and communities
8. Responsible consumption and production
9. Climate action
10. Life below water
11. Quality education
12. Life on land
13. Good health and well-being
14. Peace, justice and strong institutions
15. Zero hunger
16. Partnerships for the goals
17. Industry, innovation and infrastructure

This order shows that social, economic and ecological sustainability is important to the employees and not only one part of it.

Moreover, the employees were asked for ideas for a better sustainable development at Landhotel Voshövel regarding all parts of sustainability. The ideas of the employees are to offer more vegetarian and vegan options for the guests, to produce food like vegetables or honey in-house, to separate waste carefully, to make use of renewable energy, to donate more to regional organisations, and to cooperate with schools to show children a responsible handling of food, for example. On the question of how the SDGs could be integrated into the daily work routine in the best way the employees mainly suggest to organise workshops and trainings about the SDGs where everyone can learn about the SDGs and see what they can do individually for a sustainable development. Another option is a list with to do's that everyone can replenish with ideas for a sustainable development in the daily life. They suggest a responsible person in every department who takes care of the implementation of the sustainable goals and of regular meetings to discuss the performance of the department and to collect new ideas.

3.10 Space for Improvement

During the interviews and the employee survey many suggestions, ideas and desires for improvement in terms of sustainable development at Landhotel Voshövel were found.

According to the restaurant manager, there are different points of improvement for the service department in the future. First, a lot of energy could be saved if the light was turned off during the day in the parts of the restaurants that are not used at that time. Currently, all lamps in all restaurants are switched on the whole day.

Furthermore, especially the departments service and kitchen would like to pay more attention to waste separation. Currently, the employees throw the whole waste into one dustbin, no matter if it is plastic, paper or other waste. They used to have separate containers; however, those broke and since then there has been no new solution. The manager of the housekeeping department criticised, that within housekeeping they already separate waste, however, that waste is thrown into the same container in the end by the facility manager.

Moreover, the restaurant manager wishes for a reduction of waste in general. The goods for the restaurant that are delivered by different suppliers are often wrapped in a lot of plastic and paper. The marketing department indicates that the reduction of packaging is a point for improvement as well. Furthermore, they would also like to reduce paper as much as possible and use digital tools instead. In addition, at the front office and the marketing department a paperless workplace is desired. In this way routes for cycling or walking could be made available by QR-codes for the guests instead of printing them.

According to different interviewees, it is most important to raise awareness about the topic sustainable development in the employees' minds first to reach the best result. In this way the employees can

realise the importance of sustainable acts and once they are aware of that importance, they can also change their behaviour at work more easily.

The kitchen furthermore suggests reducing the size of the portions especially in the restaurant Wirtschaft to limit the dumping of food to a minimum.

Furthermore, during the interviews it was found that the sustainable development at Landhotel Voshövel could be used much more as a marketing tool, by showing the guests what is done.

Another point of improvement are the loafers that the hotel guests are provided with for the Spa area. They can only be used once and are thrown away after the stay which is not sustainable at all.

Finally, the front office department criticises the poor access to public transportation. They desire a possibility of transferring hotel guests from the next train station to the hotel to also reduce the number of guests who travel by car.

3.11 The Results Connected to the SDGs

To provide some insight into the connection of the research results to the SDGs, the results are reviewed in terms of what SDGs they can be connected to. When examining what is already done at Landhotel Voshövel with regards to a sustainable development, it can be seen that the actions that they are undertaking can be connected to all 17 goals. In appendix V a table can be found that shows the 17 SDGs connected to the actions of Landhotel Voshövel. It shows that the hotel already addresses every goal. However, the fact that this result was only discovered by analysing all actions, shows that there is no obvious connection between these actions and the SDGs yet.

3.12 Gap Analysis

To get an overview what Landhotel Voshövel could still improve in the future, a gap analysis is carried out. This can also be taken as a summary of the results of this research. First, the current situation (Ist) is described which also delivers a summary of what has already been reached in terms of a sustainable development. Next, the desired situation (Soll) is described to see what Landhotel Voshövel wants to achieve in the future. Finally, the gap between the current and desired situation is described which shows the necessary points of improvement of the hotel.

3.12.1 Current Situation

Currently, a lot is already being done for a sustainable development at Landhotel Voshövel. It can even be found, that Landhotel Voshövel is already undertaking actions that can be connected to all 17 sustainable development goals. Through interviews with representatives of the different departments of the hotel it became clear that within all departments actions for a sustainable development are undertaken. The departments try to use regional and seasonal food, to clean with sustainable products, or save water, energy or other resources like paper. Furthermore, everyone in the hotel is treated equally, no matter if guest or employee, regardless of gender, personal background or colour of skin.

3.12.2 Desired Situation

In the situation desired, the sustainable development goals are successfully implemented into the daily work at Landhotel Voshövel and the sustainable performance of the hotel improves continuously. That means that in the situation desired, all actions that are undertaken in terms of a sustainable development, are connected to the specific goals to show distinctly the effort that is made to reach the goals of the United Nations. Furthermore, it is desired that the employees can purposefully implement the SDGs into their daily work. In that way the value of a sustainable development would then also successfully be conveyed to the hotel guests.

3.12.3 Gap

To advance from the current situation to the desired situation, some improvements need to be made. First, quite some employees of Landhotel Voshövel do not even know the sustainable development goals yet. That needs to be changed in order to be able to successfully implement the SDGs to the daily work of the hotel. Moreover, the hotel does not make any use of the actions that are already undertaken in terms of a sustainable development yet. Furthermore, a better solution for the hotel's

waste management needs to be found. There should be a consistent waste separation system for all departments which then also needs to be maintained for the final waste disposal.

4 Options for Action

In the following chapter different options are presented that can help to reach the goal of implementing the sustainable development goals at Landhotel Voshövel. First the options are described, and a connection is made to the SDGs.

4.1 Evaluation of the Current Situation

The research shows that Landhotel Voshövel already takes a lot of action in terms of a sustainable development, even regarding all 17 SDGs. However, this is not common knowledge. While people recognise the efforts regarding sustainability, they do not identify any connection to the sustainable development goals. Therefore, the obvious aim is creating a connection between the current undertakings and the SDGs. In this way it would also be easier for everyone to understand what the specific SDGs are about, as the actions of Landhotel Voshövel can be seen as examples.

4.2 Sustainability as a Marketing Tool

By connecting the actions that are already taken to the goals, the sustainability performance of Landhotel Voshövel could also be used as a marketing tool. This can be achieved by showing the guests what is done via the website and social media. It is important to not only communicate the hotel's attempts at sustainability but to illustrate what is actually done towards a sustainable development.

4.3 Sustainability Training for Employees

The results of the employee survey yield that quite some of the employees of Landhotel Voshövel (23.81%) still do not know the sustainable development goals at all. That shows the importance of offering a training for the employees about the topic. Furthermore, training or workshops about the SDGs are desired by the employees, as it was seen during the interviews and in the survey. They could help to first raise awareness amongst the employees about the SDGs to make them also realise the importance of a sustainable development. Next, trainings and workshops can provide guidance for actions that every employee can fall back on at work but also at home. When more and more employees start to implement the SDGs into their daily work routine, they will also automatically convey these values to the hotel guests in a better way.

4.4 Waste Separation

During the interviews with the representatives of the different departments, it was found that waste separation is a big point of improvement in some of the departments, especially in the kitchen and the service department. However, the separation of waste is a very important topic to ensure the possibility of the recycling of the waste which belongs to SDG 12 "Responsible Consumption and Production". The problem is that there is limited space for the separation system and the employees do not have the time to go to different places for different sorts of waste. Therefore, a system needs to be found that is easy to use and does not take extra time. Furthermore, it cannot take up too much space.

4.5 Reduction of Waste

The interviews with representatives of the different departments revealed the desire of a reduction of waste in all departments. That desire is mainly focused on a reduction of paper and packaging but also on food waste. To come to a solution to that problem, different steps have to be taken. First, an analysis should be undertaken to find out what needs to be printed at all and what could also be done paperless. In this way the use of paper within the hotel could be strongly reduced. Furthermore, suppliers should be asked about a possibility to reduce packaging. An example would be to wrap the goods only in paper instead of plastics. Finally, to reduce food waste a suggestion of the kitchen was to reduce the size of the portions in the restaurant and to rather offer the guests a second helping instead of directly offering very big portions. At the buffet it could be suggested to the guests to only take that amount of food that they actually can eat and rather go a second time instead of directly taking too much. In this way food waste can be reduced.

4.6 Saving of Energy

One suggestion of the employees to improve the sustainable development of Landhotel Voshövel was to save energy wherever possible. A big issue at the service department is for example that in the restaurants the light is turned on during the whole day, even when nobody is sitting in there. Especially during the summer months there is enough daylight during the day which makes the room look welcoming without any extra light. An option would therefore be to switch off the lights during the day when nobody is there or whenever there is enough daylight. It should only be switched on when hotel guests sit in the restaurant or when employees need some light for work. An option would also be to install some motion detectors that switch on the lights automatically when someone is entering the room.

4.7 In-house Production

An idea of the employees to improve the sustainability performance of Landhotel Voshövel was to produce more goods in-house. The hotel could invest in some beehives which would enable them to produce their own honey. Furthermore, a herb garden could be built to provide the kitchen with all necessary herbs in organic quality. Next to the herb garden, a vegetable garden would be another possibility for in-house production. Seasonal vegetables could be grown for the three restaurants of the hotel.

5 Action Plan

In the following chapter, after a small general conclusion, some critical success factors and key performance indicators are presented that help Landhotel Voshövel to keep track of the success of the implementation of the SDGs. The different options that were described in chapter 4 are compared to each other by using some criteria. As a conclusion of this research, the best and most reasonable options for Landhotel Voshövel are presented and advised in form of an action plan. That action plan includes a detailed description of the options, as well as practical steps that need to be taken to realise these options. Furthermore, the human, material and also financial resources that are needed are presented. Next, an indication of a time plan is suggested. Finally, the possible future development of this project is discussed.

5.1 General Conclusion

Generally, it can be said that at Landhotel Voshövel a lot is undertaken already in terms of a sustainable development. There are ideas implemented connected to all 17 sustainable development goals, they are just not named as such. Therefore, it is most important to draw an obvious connection from the actions to the goals to be able to show the hotel's contribution to the SDGs.

5.2 Critical Success Factors

To have a better overview of the key tasks that need to be fulfilled to be able to reach the goal of successfully implementing the sustainable development goals into the daily work at Landhotel Voshövel, some critical success factors are formulated. These are essential factors that need to be carried out before the goal can be reached and function therefore as a prerequisite to reach the goal. The critical success factors of this research are the following:

1. To have employees who are well informed about the SDGs and are motivated to work according to them.
2. To have a clear and obvious connection from the actions that are undertaken in terms of sustainability to the SDGs.
3. To have a clear plan with ideas about what still needs to be improved in the future in terms of a sustainable development at Landhotel Voshövel.

Landhotel Voshövel can make use of the critical success factors when realising the solution which is why they are also part of the solution. By means of the critical success factors it can be seen how successful the implemented action is. When the critical success factor of the specific action is not reached, the action has not been successful yet.

5.3 Key Performance Indicators

The critical success factors just mentioned lead to a certain outcome, namely the successful implementation of the SDGs at Landhotel Voshövel. To be able to see if the suggested actions lead to the desired outcome, some key performance indicators are formulated. The key performance indicators of this research are the following:

1. There is no employee who does not know anything about the SDGs.
2. There is a visual connection of the actions with the SDGs on the website and in the employee app.
3. There is a responsible person in every department who tracks the ideas for sustainable development in a list and shares it with the hotel management.

When implementing the sustainable development goals, the hotel needs to keep an eye on the key performance indicators. They indicate how successful the implemented action is and help to decide if some more action needs to be undertaken to come to success. When these critical success factors and key performance indicators are met, the hotel has taken a huge step towards successfully implemented sustainable development goals.

5.4 Selection Criteria

Next to the critical success factors and the key performance indicators, some criteria are set to be able to decide on the best options to start with. The criteria consist of the time which is needed to realise

the option, the amount of financial investment that needs to be made, the personnel effort that needs to be invested in realising the option, and finally, the extent to which the option helps to solve the management problem.

The options, presented in chapter four, are all evaluated with the criteria to see which ones are the best. As a quick reminder, the options are the following:

1. Evaluation of the current situation
2. Sustainability as a marketing tool
3. Sustainability trainings for employees
4. Waste separation
5. Reduction of waste
6. Saving of energy
7. In-house production

In the following figure the options are evaluated with the criteria:

Figure 2 Overview Efficiency of Possible Options

Option	Time needed	Financial investment	Personnel effort	Extent of problem solution
1	Little	/	Relatively little	Extremely high
2	Average	Marketing + personnel costs	Relatively little	High
3	Much	Costs for an expert	High	Extremely high
4	Little	Costs for a separation system	Relatively little	Average
5	Little	/	Little	Average
6	Little	/	Little	Average
7	Much	Personnel costs, seeds, care of plants, beehives, etc.	High	Average

Option 1, 4, 5, and 6 do not need a lot of time whilst option 2 needs more and option 3 and 7 need the most. For option 1, 5, and 6 there is no financial investment necessary as all requirements already exist. All other options are connected to costs which are analysed later in this chapter in more detail. The personnel effort that is needed for the options is, for most of them, little, or relatively little. Only for options 3 and 7 a high personnel effort is needed. The highest extent of solving the management problem have options 1 and 3, followed by option 2. Individually, options 4-7 do not solve the problem to a very high extent, which is why the extent of problem solution is only rated as average. In combination with other options however, they still have an important impact on the sustainable development at Landhotel Voshövel.

5.5 Advised Actions

After comparing the different options to each other, it can be said that it is most important for Landhotel Voshövel to realise option 1 first. That means that the hotel should try to work with the established achievements to implement the sustainable development goals. The hotel already does so much regarding a sustainable development but does not use it as part of the SDGs yet. Therefore, it is essential not to waste all these actions but to use them by making a clear connection to the SDGs. For that connection, the table in appendix V can be applied. In this way, all 17 sustainable development goals can be implemented.

Next, option 2 can be perfectly connected to option 1, as it is also based on the sustainable actions, that Landhotel Voshövel is already undertaking. Currently, on the website of Landhotel Voshövel, no information about sustainability can be found. However, during the competitor analysis it was revealed that the main competitors of Landhotel Voshövel present their sustainability performance on their website and even hold a GreenSign certification, which is also used as a marketing tool. That is why Landhotel Voshövel is advised to present the efforts they are already undertaking regarding a sustainable development on their website and apply for a GreenSign certificate, which can then also

be used as a marketing tool both on the website and on social media and attract hotel guests who support sustainability.

Third, in order to be able to really implement the SDGs into the daily work life at Landhotel Voshövel, it is essential to bring all employees on board. There should not be one employee who has never heard of the sustainable development goals before. The employees can only work according to the SDGs when they are well-informed about them and have some ideas, what they can do individually for a successful implementation. Therefore, Landhotel Voshövel is advised to implement option 3 and train all employees about the SDGs. It is furthermore important to not only inform the employees about the goals, but to actually show them what they can do individually to help the hotel, but also live more sustainable themselves. That can be achieved via a workshop at which the employees are offered practical guidance. The trainings, and workshops should be done per department, as in every department there are different aspects that can be taken into account regarding a sustainable development.

Finally, it is important to always move forward to improve the sustainable development in the upcoming years. Therefore, Landhotel Voshövel is advised to undertake more actions for an improvement of their sustainability performance. It is suggested to start with option 4, a system for waste separation. The time needed and personnel effort are relatively low but separating waste has a good impact on the sustainable development at Landhotel Voshövel. The system only needs to be implemented in the departments kitchen and service as during the interviews it was found that the other departments already have a good working separation system. To not increase the workload for separating waste, a system is advised where three bags or containers are located directly next to each other. They need to be clearly signed, one for plastics, one for paper, and one for residual waste. In this way, every employee can throw the waste easily into the right container without an increase in workload.

5.6 Resources Needed

To realise the advised options, some personnel and material resources are needed. The financial resources are discussed in the next part of this chapter.

For the first two parts of the advice nearly no resources are needed as the things are taken that are already done. There are only some personnel resources needed to visualise the connections between the actions and the SDGs and to insert them into the website. The same applies to possible social media posts that are created to present the hotel's sustainability performance. These tasks can be taken over by the marketing department.

The third part of the advice, which is about training the employees, mainly needs some personnel resources. First, there needs to be someone who leads the trainings and workshops. That person has to be an expert of the topic sustainable development and the SDGs. A decision can be made if that person is external or internal. As there currently is no absolute expert on this topic at Landhotel Voshövel, the hotel is advised to invite someone external. One person per department should then be chosen who will be the sustainability expert of the department. These persons should receive some extra guidance by the external expert. In this way, after the initial training, the sustainability experts of the departments can take over from the external expert and continue some ongoing training with the employees. These new experts can then keep track of the sustainable development of the specific department, keep track of new ideas and give some guidance to the employees. On top of that it would be wise to train one or two employees of the hotel to become sustainability managers next to their normal job. In this way they could keep track of the overall sustainable development of Landhotel Voshövel. The process of the different departments and the performance of the employees should be discussed in monthly meetings with the hotel management, to ensure an ongoing process in the long term. Furthermore, for this part of the advice also some material resources are needed. To encourage the employees to really work on something for a sustainable development the hotel is advised to create some kind of mood board, where all goals can be seen and are connected to specific actions that can be done per goal. The employees should be able to add their ideas to the board to also make them reflect on new solutions. This mood board could be hung up in the employee area to make it visual to everyone. Therefore, some material for the mood board is needed as well as some

information material about sustainable development for the employees. Furthermore, a digital version of this mood board should be added into the employee app of Landhotel Voshövel. In this way it is available to all employees on their smartphones.

The fourth part of the advice is connected to some personnel and material resources as well. For this part it depends on what kind of further actions Landhotel Voshövel wants to realise. If the hotel decides on implementing a waste separation system for the kitchen and service department, the resources needed are mainly material. The separation system itself needs to be bought. Furthermore, the marketing department should create some signs that can be stuck to the system to make it obvious to everyone which waste belongs into which container. Another personnel effort that needs to be made is that at least one person per department should be responsible to keep track if the separation system works. That person should also give some guidance to the other employees and remind them of separating the waste carefully.

5.7 Financial Consequences

The implementation of the sustainable development goals at Landhotel Voshövel does not aim at an increase of the revenue of the hotel. In the past year, the hotel had an occupancy rate of far over 90% throughout the whole year (K.Klump, personal communication, 2023). That is why they cannot improve anything in that sense. The goals are supposed to be implemented because they comply with the values of the hotel and not because they are expected to increase the revenue or the occupancy rate. Furthermore, there is no specific budget set for the sustainable development of the hotel.

However, implementing the sustainable development goals of course incorporates some financial consequences. Therefore, an indication of the potential costs is made that are connected to the advised actions. Finally, the value that these investments add to the hotel is described.

The first two parts of the suggested changes are not connected to many costs. Landhotel Voshövel already has a marketing department which is responsible for running the website and social media channels. They can implement there what is already done in terms of a sustainable development with a connection to the goals which means that there are no additional employee costs. Only when it comes to using the sustainable development of the hotel as a marketing tool with social media campaigns, some costs need to be taken into account. Advertising via social media is already possible with a very low budget, starting from 1€ per day. Currently, there is no specific budget for advertising the sustainable development at Landhotel Voshövel yet. Therefore, it is suggested to start with investing an average amount of money in social media ads. By applying the method CPM (cost-per-Mille), with a budget of 100€ already around 15,000 people could be reached. CPM is a method with which the advertiser pays for impressions. That means that the ad is displayed for the potential consumer on the social medium chosen, like Instagram, for example (Jechorek, 2023). For one year that would amount to 1,200.00€ of costs for marketing purposes, of course, only regarding the sustainable development of Landhotel Voshövel.

The third part of the advice is mainly connected to personnel costs for the external expert training the employees and holding workshops about a sustainable development. According to the ATD's report about the state of the industry from 2019, average organisations spent 1,299.00\$ per employee (Ho, 2020). To find a good indication for Landhotel Voshövel how much employee training might cost, some research was done. The German organisation TÜV Nord offers sustainability seminars for employees. That seminar covers exactly those topics that are also important for Landhotel Voshövel (TÜV Nord, 2023). Such a seminar costs 690.20€ per person which seems high when calculating for more than 130 employees. Therefore, it might be an option to start with training for one or two persons per department first, who then share the knowledge with the colleagues of the department. For the departments that were also interviewed for this research that would be six people, taking one person per department. That means that the costs for the employee training for these six people would amount to 4,141.20€ in total. The German hotel academy (DHA) offers a further training to become a sustainability manager. That training takes nine months and costs 2,391.00€ in total (Kynast, 2023). It might be a good idea to have one or two sustainability managers at Landhotel Voshövel to have someone who is responsible for the whole sustainable development of the hotel. In this way the managing directors could delegate this task. The hotel is advised to at least support the employees

who are interested in such a training financially. Moreover, some material for the advised mood board needs to be bought. That is not connected to high expenditures but still needs to be taken into account. After some research on the internet, it is suggested to calculate 40€ for such a mood board.

Further training to become a sustainability manager is offered by the German hotel academy in cooperation with Greensign. Another part of the advice for Landhotel Voshövel is to apply for a Greensign certificate. The certification of Greensign is always awarded for three years. That means, after three years the sustainability performance of the hotel is audited again and the hotel also needs to pay again, which is important to take into account. The basic Greensign certification for a hotel in the size of Landhotel Voshövel costs 1,450.00€. On top of that, an audit fee needs to be paid in the amount of 1,950.00€ plus travel expenditures of the auditor. That audit fee needs to be paid every three years again. In conclusion, this means for Landhotel Voshövel that they need to pay 3,400.00€ plus travel expenses to obtain a Greensign certification with follow up audits every three years for 1,950.00€ each (Greensign, 2023).

For the fourth and final part of the advice the costs depend on the action that Landhotel Voshövel decides to undertake. If the client decides to implement the waste separation system first, as it is suggested in this report, the acquisition costs of the separation system need to be taken into account. Most important about the separation system is that the containers are big enough as the employees do not have the time to empty them several times per day. On the internet multiple systems can be found for waste separation. However, most of them are too small and have some mechanisms with which they can be opened. The employees at Landhotel Voshövel do not have the time to open a container for every bit of waste. It needs to be easy in usage which means that it needs to be an open container. Therefore, the hotel is advised to put three normal waste containers next to each other and create some signs to show which waste belongs into which container. The containers can also have different colours to support the signs for separation: blue for paper, yellow for plastics, and black for residual waste. Such containers can be found on the internet starting at 15.00€ already. For three containers that would be 45.00€ per separation system. As the service and kitchen departments are far too big to only share one waste separation system, it is advised to use at least five of them. That would amount to expenditures of 225.00€. There are no extra personnel costs, as the employees can easily include this system into their usual work.

To get a better overview of the total costs that are connected to this advice, they are presented in the following table.

Figure 3 Cost Overview

Action	Costs
Marketing costs per year	1,200.00€
Sustainability seminar for six employees	4,141.20€
Further training as a sustainability manager for one employee	2,391.00€
Mood board	40.00€
Greensign certification (plus travel expenses)	3,400.00€
5 new waste separation systems	225.00€
Total:	11,397.20€

For successfully and completely implementing the sustainable development goals at Landhotel Voshövel, some investments need to be made. Even if these investments do not lead to an increase in revenue or the occupancy rate, they still add some value. There is no possibility to increase the occupancy rate to a higher level, however, implementing the SDGs will still attract new potential hotel guests who are interested in sustainable holidays. By investing into a Greensign certification the hotel will obtain an official certification about their sustainability performance. That makes them more competitive in comparison with other similar hotels. Furthermore, employee training and workshops strengthen the internal community. The employees learn something together about the values of the hotel and are in this way also enabled to share these values with hotel guests. When all employees are equipped with the same knowledge about the sustainable development goals, they can even work

better as a team. That will also be recognised by the guests. Moreover, by implementing sustainability actions like a new waste separation system, Landhotel Voshövel takes an important part in preserving the environment which also adds value.

5.8 Suggested Time Planning

To make the realisation of the advised actions more feasible, some time plan is indicated. First of all, it can be said that all recommendations should be realised as soon as possible. Generally, it is most important to offer some training for the employees as the goal cannot be reached when there are employees who do not know anything about the SDGs, and they do not work according to them. Therefore, it is suggested to offer some training during the upcoming three months. Moreover, the hotel should make use of their achievements before starting new projects. That means, in the upcoming two months a connection from the actions that the hotel has already taken can be made to the SDGs visually on the website and on social media. This report already gives some guidance for the connections. The same time estimation applies to the action of using the sustainable development as a marketing tool. After these recommendations are realised, the sustainable development of Landhotel Voshövel is an ongoing process with an open end. That means that there are always actions that can be realised. An example of that is the implementation of a waste separation system. For the complete implementation of that system, three months are estimated.

If the hotel wants to see some results without spending much money, the order of preference could also be changed.

The time plan depends therefore on the preferences of the hotel, within this report only a suggestion can be offered. A suggested detailed plan can be found in appendix VI. To develop the time plan that can be seen there, the PDCA cycle was used. PDCA stands for plan, do, check and act and is a helpful tool when it comes to the realisation of actions (Realyvásquez-Vargas et al., 2018). More information about the PDCA cycle is to be found in appendix VII as well.

5.9 Outlook

After this research, a start has been initiated for the successful implementation of the sustainable development goals at Landhotel Voshövel. However, this research of course also has its limitations. It is therefore essential not to come to a standstill after this but to continue working on the sustainable development at Landhotel Voshövel in the future. There are many aspects for a further sustainable development that could be implemented in the future, but they would be beyond the scope of this research. Landhotel Voshövel is therefore responsible for the further development of this project. Furthermore, it is important to mention that this research is only supposed to provide Landhotel Voshövel with some guidance and inspiration on how the SDGs can be successfully implemented. There are specific actions advised to the hotel that help to reach the goal and solve the management problem. Which of these actions are realised in the end is a decision which can only be made by Landhotel Voshövel and goes beyond the possibilities of this research. For guidance in the future development of the sustainability performance the researcher of this project is always available to Landhotel Voshövel.

References

- Bergkristall. (2023). *Wellnesshotel in Allgäu*. Retrieved May 22, 2023, from Bergkristall: Mein Resort im Allgäu: <https://www2.bergkristall.de/en/>
- Bretous, M. (2022, 12 August). *Sustainable marketing: Key principles & how to leverage it*. Retrieved June 4, 2023, from HubSpot: <https://blog.hubspot.com/marketing/sustainable-marketing#:~:text=Sustainable%20marketing%20is%20the%20promotion%20of%20socially%20responsible,promote%20a%20mission%2C%20not%20a%20product%20or%20service.>
- Bulsuk, K. (2009, 2 February). *Taking the first step with the PDCA (plan-do-check-act) cycle*. Retrieved June 14, 2023, from Karn Bulsuk: <https://www.bulsuk.com/2009/02/taking-first-step-with-pdca.html>
- Deimann. (2023). *Hotel: Nachhaltigkeit*. Retrieved May 22, 2023, from Deimann: <https://www.deimann.de/nachhaltigkeit>
- Greensign. (2023). *Home: There is no planet B*. Retrieved May 22, 2023, from Greensign: <https://www.greensign.de/en/>
- Greensign. (2023). *Preise & Lizenzen*. Retrieved June 05, 2023, from Greensign: <https://www.greensign.de/zertifizierung/lizenzen/#:~:text=Zertifizierung%20SPA%20bis%201.000%20m%20%20%E2%80%93%20EUR,%C3%BCber%203.000%20m%20%20%E2%80%93%20EUR%202.500%20p.a.>
- Harty, R. (n.d.). *English information*. Retrieved June 4, 2023, from Tafel Deutschland: <https://www.tafel.de/english-information>
- Ho, M. (2020, 7 January). *Key benchmarks from ATD's 2019 state of the industry*. Retrieved June 05, 2023, from ATD: <https://www.td.org/insights/key-benchmarks-from-atds-state-of-the-industry>
- Jechorek, J. (2023, 3 March). *Marketing*. Retrieved June 05, 2023, from HubSpot: <https://blog.hubspot.de/marketing/instagram-werbung-kosten>
- Kynast, S. (2023). *Nachhaltigkeitsmanagement (DHA + Greensign)*. Retrieved June 05, 2023, from Deutsche Hotelakademie DHA: [https://www.dha-akademie.de/lehrgaenge/nachhaltigkeitsmanagement?msclkid=cf1b009f005014505ff064e2d08c0b34&utm_source=bing&utm_medium=cpc&utm_campaign=DHA%20SEARCH_Nachhaltigkeitsmanagement%20\(NHM\)&utm_term=fortbildung%20nachhaltigkeitsmanagement&utm_content](https://www.dha-akademie.de/lehrgaenge/nachhaltigkeitsmanagement?msclkid=cf1b009f005014505ff064e2d08c0b34&utm_source=bing&utm_medium=cpc&utm_campaign=DHA%20SEARCH_Nachhaltigkeitsmanagement%20(NHM)&utm_term=fortbildung%20nachhaltigkeitsmanagement&utm_content)
- Landhotel Voshövel. (2023). *Zimmerübersicht*. Retrieved May 15, 2023, from Landhotel Voshövel: <https://www.landhotel.de/de/zimmer-angebote/>
- Leonard, K., Bottorff, C., & Watts, R. (2022, March 27). *What is a gap analysis? Definition & guide*. Retrieved May 31, 2023, from Forbes Advisor: <https://www.forbes.com/advisor/business/what-is-gap-analysis/>
- Martiny, J. (2022, 29 July). *How harmful is tourism for the environment?* Retrieved May 18, 2023, from DW: Made for minds: <https://www.dw.com/en/climate-change-how-harmful-is-tourism-for-the-environment/a-62597871>
- Priya, A. (2020, 19 November). Case study methodology of qualitative research: Key attributes and navigating the conundrums in its application. *Sociological bulletin*(70 (1)). Retrieved May 18, 2023, from <https://journals.sagepub.com/doi/full/10.1177/0038022920970318>
- Realyvásquez-Vargas, A., Arredondo-Soto, K. C., Carrillo-Gutiérrez, T., & Ravelo, G. (2018). Applying the plan-do-check-act (PDCA) cycle to reduce the defects in the manufacturing industry. A case study. Retrieved June 13, 2023, from <https://doi.org/10.3390/app8112181>
- Seezeitlodge. (2022). *Nachhaltigkeit in der Seezeitlodge*. Retrieved May 22, 2023, from Seezeitlodge: <https://seezeitlodge-bostalsee.de/nachhaltigkeit-in-der-seezeitlodge/>

- Tannenhäuschen. (2023). *Wellnesshotel der ersten Stunde*. Retrieved May 22, 2023, from Waldhotel Tannenhäuschen: <https://www.tannenhaeuschen.de/>
- TÜV Nord. (2023). *Seminar: Nachhaltigkeit für Mitarbeiter*. Retrieved June 05, 2023, from TÜV Nord: <https://www.tuev-nord.de/de/weiterbildung/seminare/seminar-nachhaltigkeit-fuer-mitarbeiter-a/#/>
- United Nations. (1987). Report of the world commission on environment and development: Our common future. Retrieved May 22, 2023, from <https://www.are.admin.ch/are/en/home/media/publications/sustainable-development/brundtland-report.html>
- United Nations. (n.d.). *Communication materials*. Retrieved June 15, 2023, from United Nations: <https://www.un.org/sustainabledevelopment/news/communications-material/>
- United Nations. (n.d.). *The 17 goals*. Retrieved May 19, 2023, from United Nations: <https://sdgs.un.org/goals>
- UNWTO. (2023). *Sustainable Development*. Retrieved May 19, 2023, from UNWTO: <https://www.unwto.org/sustainable-development>
- UNWTO; UN. (2018). Executive Summary. In W. T. Programme, *Tourism and the Sustainable Development Goals - The journey to 2030* (p. 12). Madrid: UNWTO.
- UNWTO; UN. (2018). Introduction. In W. T. Programme, *Tourism and the Sustainable Development Goals: Journey to 2030* (p. 14). Madrid: World Tourism Organisation. Retrieved from <https://www.e-unwto.org/doi/epdf/10.18111/9789284419401>
- Verhoeven, N. (2019). Designing questionnaires. In N. Verhoeven, *Doing research: The hows and whys of applied research* (5th ed., pp. 194-195). Amsterdam: Boom uitgevers.
- Verhoeven, N. (2019). Qualitative or quantitative? In N. Verhoeven, *Doing research: The hows and whys of applied research* (5 ed., pp. 25-26). Amsterdam: Boom uitgevers.
- Verhoeven, N. (2019). Research approaches. In N. Verhoeven, *Doing research: The hows and whys of applied research* (5th ed., p. 23). Amsterdam: Boom Uitgevers.
- Verhoeven, N. (2019). Interviews. In N. Verhoeven, *Doing research: The hows and whys of applied research* (5th ed., pp. 146-147). Amsterdam: Boom uitgevers.

Appendix I: Interview Guides

In the following appendix the guides for the different interviews can be found. There are two guides: one about the interview with K. Klump, the managing director of Landhotel Voshövel, and one about the six interviews that were carried out with representatives of the different departments.

Interview with K. Klump, managing director of Landhotel Voshövel

Key concept: Semi-structured interview

Questions:

1. What is the current image that Landhotel Voshövel conveys?
2. What image and values does Landhotel Voshövel want to convey to the hotel guests in the future?
3. What role do the sustainable development goals play with regards to the values of the hotel?
4. How important are the sustainable development goals to the hotel?
5. Why is sustainability important to the hotel?
6. Which of the sustainable development goals are most important to the hotel?
7. What is Landhotel Voshövel currently undertaking in terms of sustainability?
8. Which hotels are the most important competitors to Landhotel Voshövel?

Interviews with the departments: service, kitchen, housekeeping, livingroom spa, marketing, and front office

Key concept: semi-structured interview

Questions:

1. Which department do you work in?
2. What is your opinion on the topic sustainability in general?
3. Do you think Landhotel Voshövel is undertaking a lot for a sustainable development?
4. How does it look like in your department? What does your department undertake for a sustainable development?
5. What do you think could be improved in terms of sustainability at Landhotel Voshövel? What are your ideas?
 - a. Regarding the hotel generally
 - b. Regarding your department
6. How could these ideas or a sustainable development be implemented in your work routine in the best way?

Appendix II: The survey

In the following appendix, the questions that were asked within the employee survey are presented. Due to the language barrier that some employees have, the survey has been conducted in German. That is the language that all employees understand. Therefore, the following questions are translated to English:

1. Which department do you work in?
2. How important is sustainability to you in general?
3. Do you privately pay attention to sustainability? (i.e., waste separation, reusable materials, green electricity, etc.)
4. How important to you rate sustainability for Landhotel Voshövel?
5. Do you know the 17 sustainable development goals?
6. Which of the goals do you rate as most important for Landhotel Voshövel? Grade by importance.
7. Do you have ideas for a sustainable development at Landhotel Voshövel regarding environment and nature?
8. Do you have ideas for a sustainable development at Landhotel Voshövel regarding economic and social aspects?
9. How could the sustainable development goals be implemented into your work routine in the best way?

Appendix III: The SDGs

In this appendix an overview of the 17 Sustainable Development Goals can be found.

Figure 4 The Sustainable Development Goals



Note. SDG poster. From *Communication materials*. by United Nations. n.d.

(<https://www.un.org/sustainabledevelopment/news/communications-material/>). Copyright 2023 by United Nations.

Appendix IV: The values of Landhotel Voshövel

Within this appendix, a visualisation made by Landhotel Voshövel is presented which shows the values of the hotel. Unfortunately, this visualisation is only available in German. The visualisation was provided by the client and is an internal document of Landhotel Voshövel. The values of Landhotel Voshövel are presented in the head of the fox and are translated to English. The values in the left ear of the fox refer to the employees of the hotel. The values in the right ear refer to the hotel guests. The values that are in the main part of the head refer to all people at the hotel.

The values of the fox translated into English are the following:

Left ear:

- Commanded
- Supported

Right ear:

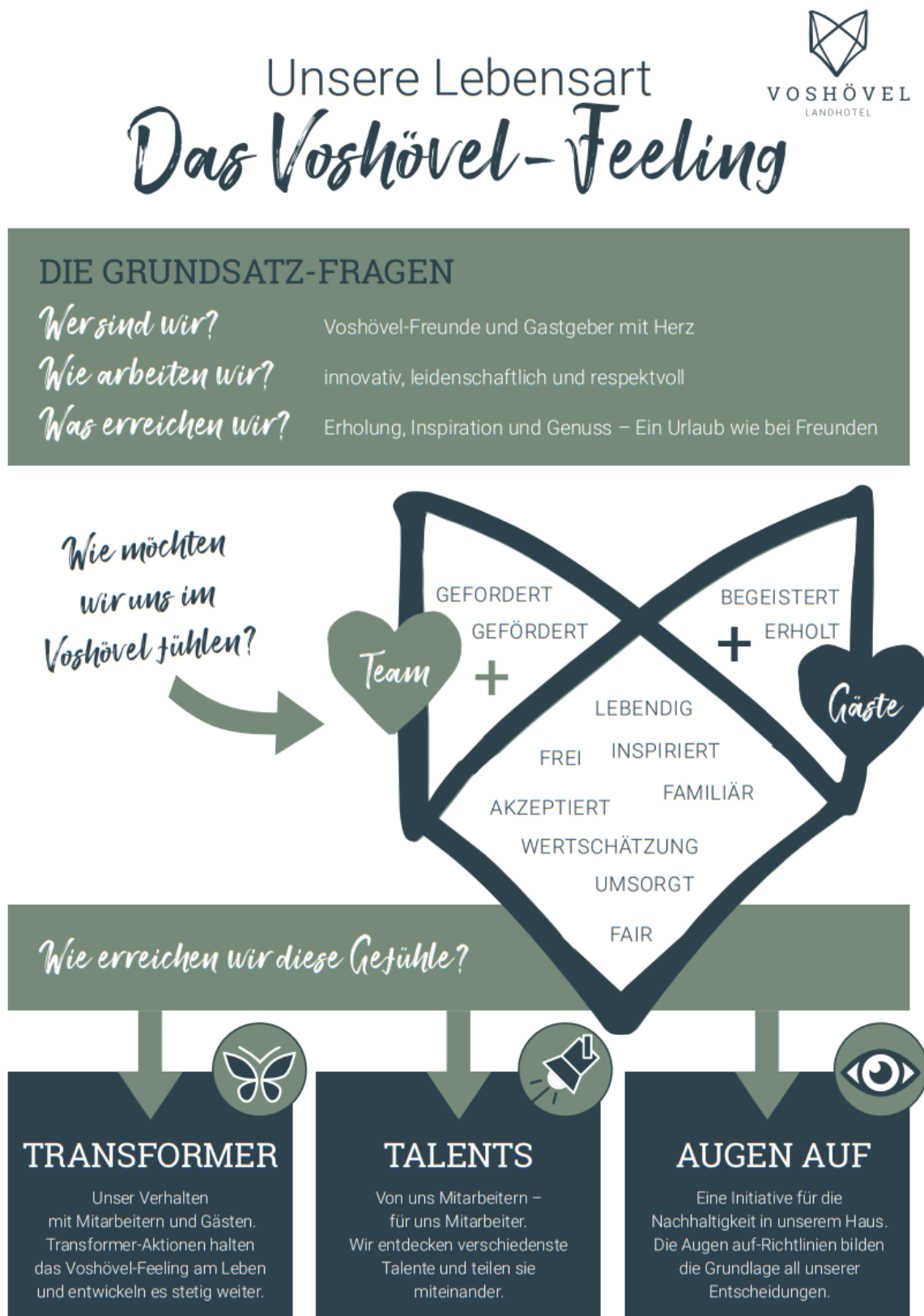
- Impressed
- Relaxed

Middle:

- Alive
- Inspired
- Free
- Accepted
- Family
- Fair
- Appreciation
- Cared for

Due to its large size, the visualisation is shown on the next page.

Figure 5 The Values of Landhotel Voshövel



Appendix V: Landhotel Voshövel's Current Actions Connected to the SDGs

In the following table the 17 sustainable development goals are connected to the actions that Landhotel Voshövel is already undertaking in terms of a sustainable development. It can be seen that a connection to all 17 goals can be made. The knowledge about the actions comes from interviews with the client K. Klump as well as interviews with different employees of the hotel.

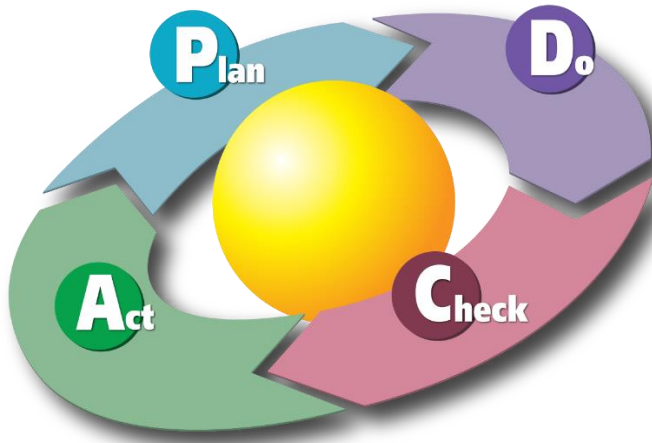
Figure 6 The Connection of the Current Actions to the SDGs

SDGs	Actions at Landhotel Voshövel
1 – No Poverty	- Being employer to more than 130 people (mainly from the region)
2 – Zero Hunger	- Food donations to the organisation Tafel
3 – Good health and well-being	- Health days and sports courses for the employees
4 – Quality education	- Being educators for the apprentices at the hotel - Supporting further education
5 – Gender equality	- Treating everyone in the same way
6 – Clean water and sanitation	- Having water saving shower heads
7 – Affordable and clean energy	- Having a cogeneration unit - Having solar panels on the rooftop
8 – Decent work and economic growth	- Being employer to more than 130 people (mainly from the region)
9 – Industry, innovation and infrastructure	- Having a young and innovative image - Being always open to new ideas
10 – Reduced inequalities	- Treating everyone in the same way (salary, but also personally)
11 – Sustainable cities and communities	- Cooperating with local farmers and suppliers
12 – Responsible consumption and production	- Using a lot regional and seasonal food -
13 – Climate action	- Using natural cleaning products
14 – Life below water	- Having a natural pool in the sauna garden which works without chemicals
15 – Life on land	- Having a wildflower meadow - Having an insect hotel
16 – Peace, justice and strong institutions	- Aiming to be a good employer - Having a so-called transformer in every department who is responsible for a good climate within the department
17 – Partnerships for the goals	- Working with local partners like farmers, wine suppliers or printing companies - Encourage the hotel guests to think about sustainability by renouncing housekeeping or fresh towels during their stay - Supporting a project where children in elementary schools get informed about sustainability

Appendix VI: Time Planning & PDCA Cycle

To develop a time planning that can be suggested to Landhotel Voshövel for implementing the sustainable development goals, the PDCA cycle was used. The PDCA cycle, also known as the Deming cycle, was developed in the 1950s by William Edward Deming, though the first version of the circle has already been developed in the 1930s. The cycle is a helpful tool for keeping track of the realisation of projects within companies. PDCA stands for plan, do, check, and act.

Figure 7 PDCA Cycle



Note. Visualisation of the PDCA cycle. From *Taking the first step with the PDCA (plan-do-check-act) cycle.* by K. Bulsuk. 2009 (<https://www.bulsuk.com/2009/02/taking-first-step-with-pdca.html>) Copyright 2023 by Karn Bulsuk

Each of the four phases of the circle stand for certain tasks. During the first phase, the plan phase, the points of improvement of the organisation are identified and actions are developed how these can be realised. The do phase is about the execution of the planned tasks and the actions are implemented. During the third phase, the check phase, the do phase is evaluated. A before-and-after comparison is made and, in this way, it can be seen if the planned improvements were successful. In the final phase called act phase the improvements are standardised and further improvements can be made based on the results of the check phase (Realyvásquez-Vargas et al., 2018).

With regard to the project of implementing the sustainable development goals at Landhotel Voshövel, the plan phase has already been done by the researcher. Therefore, Landhotel Voshövel does not need to pay attention to that phase anymore. They can start with the do phase.

To get an overview of the tasks that Landhotel Voshövel can undertake in the different phases, the following table is created. This table also serves as a time plan. Underneath the tasks a suggestion of the time needed is made.

Figure 8 Time Planning

Action	Do	Check	Act
Employee training and workshops	<ul style="list-style-type: none"> - Invite an expert of sustainability. - Plan the training and workshops and execute them. - Inform the employees about the 	<ul style="list-style-type: none"> - Check if all employees know about the SDGs by conducting a survey on an annual basis. - Check if everyone participated in the actions 	<ul style="list-style-type: none"> - Keep on doing workshops about sustainability for new employees. - Let employees make additions on a list about desired

	<p>planned workshops and set some dates.</p> <ul style="list-style-type: none"> - Ask one or two persons per department to become the sustainability manager of the department. <p>→ Approx. 8 weeks</p>	<p>offered by running a list of participants.</p> <ul style="list-style-type: none"> - Evaluate regularly (at least every 3 months) with the employees on new ideas regarding a sustainable development. <p>→ Approx. 3 weeks</p>	<p>improvements at the hotel.</p> <p>→ Open end</p>
Evaluation of the current situation	<ul style="list-style-type: none"> - Use the table that was created within this research to identify the connections between the achievements of the hotel and the SDGs. - Visualise these connections on the website and social media. - Apply for a Greensign certificate. <p>→ Approx. 4 weeks</p>	<ul style="list-style-type: none"> - Evaluate on a semi-annual basis if all actions that are undertaken by the hotel have a connection to the SDGs and if these are communicated via the website or social media. - Check whether the Greensign certificate was approved by the auditor. - Every three years the Greensign certificate has to be renewed. <p>→ Approx. 2 weeks</p>	<ul style="list-style-type: none"> - Update the website and social media on a regular basis with regards to the sustainable development of the hotel and always implement new actions. - Present the Greensign certification on the website. <p>→ Open end</p>
Sustainability as a marketing tool	<ul style="list-style-type: none"> - Create social media campaigns and ads to market the sustainable development of the hotel and let them run for one month. 	<ul style="list-style-type: none"> - Check the social media insights on the campaigns (likes, comments, shares, etc.) to see if the campaigns are worthwhile. - If the campaigns are worthwhile check the insights on a monthly basis 	<ul style="list-style-type: none"> - Create campaigns and ads on a monthly basis.

		to keep track of the development.	
	→ Approx. 4 weeks	→ Approx. 1 day	→ Open end
Implementing a new waste separation system	<ul style="list-style-type: none"> - Order the containers. - Create and print signs for the containers which show which waste belongs to which container. - Affix the signs to the containers. - Introduce the system to the employees. - Choose one or two persons as contact persons regarding everything connected to the separation system. 	<ul style="list-style-type: none"> - Check on a weekly basis whether the system is working during the first 8 weeks. - Check on a monthly basis if the system is working afterwards. - Remind employees of the system if needed. - Develop possible improvements. 	<ul style="list-style-type: none"> - Separate waste carefully. - Introduce every new employee to the system. - Remind employees of separating carefully.
	→ Approx. 3 weeks	→ Approx. 8 weeks	→ Open end

In the table the approximate amount of time can be found underneath the tasks that have to be undertaken for the specific action. The plan phase is not included in this table, as that has already been managed by the researcher. The do and check phase have an estimated amount of time that they need, and the act phase has an open end for all actions. That is because these sustainability actions do not end but can be continuously developed. The start date of the different actions needs to be set by the client, depending on when they are ready to start the implementation of the sustainable development goals. Therefore, the time plan is not connected to specific dates but only estimates the time that the different activities need.



Mia Gissing



V O S H Ö V E L
LANDHOTEL

Substantiation: Implementation of the Sustainable Development Goals at Landhotel Voshövel

Substantiation – Advisory Report and Action Plan:

Implementation of the Sustainable Development Goals at Landhotel Voshövel

Name:	Mia Gissing
Student number:	485091
Class:	DHB4V.YP54
Location:	Schermbeck, Germany
Date:	15.06.2023
Young Professional Semester:	Substantiation
Exam Code:	T.52464
Carried out for:	Landhotel Voshövel GmbH
Client:	Katharina Klump
Tutor:	Rienk van Marle

Preface

This substantiation is a supporting report to a professional product which is conducted as a graduation project by a student of the study International Tourism Management at Saxion University of Applied Sciences in Deventer, the Netherlands. The professional product consists of an advisory report with an action plan, developed for Landhotel Voshövel, a 4**** superior hotel based in Schermbeck, Germany. The advisory report aims at finding a way how the sustainable development goals by the United Nations can be implemented into the daily work of the hotel. The goal of the research is to give the hotel some guidance on how they can successfully implement the sustainable development goals. As the professional product is given to the client, it only includes the information that is relevant to the hotel. All additional information is to be found in this substantiation. The substantiation aims to show why the professional product is the best solution to the client and to explain the decisions that had to be made during the process of developing the professional product.

Summary

This report is a substantiation of a professional product about the implementation of the sustainable development goals at Landhotel Voshövel. The substantiation is split into eight chapters. In the first chapter, the introduction, a table is shown which indicates whether the information connected to the different assessment criteria is to be found in the professional product or in the substantiation.

Generally, at many points of the substantiation it is referred to the professional product, as most of the information that is relevant is already presented there. The second chapter of the substantiation is about the client and the management question of the research. In the third chapter it is evaluated, why the professional product is the best solution to the client. The fourth chapter shows different current trends and developments of the industry that are relevant to the client and the development of the project. In the fifth chapter the use of knowledge is described. That is done by elaborating on the knowledge required, the knowledge collection, the findings, and a discussion on the quality of the research. Next, the stakeholders that are connected to the implementation of the sustainable development goals at Landhotel Voshövel are presented in chapter six. Their interests as well as their influence on the project is described. Chapter seven points out the societal impact of the project. Both positive and negative impacts, that the project has, are discussed. Finally, chapter eight deals with the financial consequences of the project. It is referred to the professional product there and only a short description on the finance part is given.

Table of Contents

1 Introduction	6
2 The Client and their Question	7
3 Professional Product	8
4 Trends and Developments	10
5 Use of Knowledge	12
5.1 Required Knowledge	12
5.2 Knowledge Collection	13
5.3 Findings	14
5.4 Discussion	14
6 Stakeholders	16
7 Societal Impact	18
8 Finance	19
References	20
Appendix I	21
Appendix II: The Interviews	22
Appendix III: The Survey	24
Appendix IV: Tourism & the SDGs	28
Appendix V: NGWI Code of Conduct	31

Table of Figures

Figure 1 Individual Research Model.....	12
Figure 2 Willingness to Change Model.....	17
Figure 3 Tourism and the SDGs.....	29

1 Introduction

Assessment Criterion	Relevant information within professional product	Relevant information within substantiation
The professional answers the client's question with an appropriate and substantiated professional product.	The answer to the client's question can be found in the whole professional product. However, the main answer can be found in chapter 5, the action plan.	
The professional identifies the most important (internal and external) trends and developments and clarifies their influence on the issue	In chapter 3.3 of the professional product sustainable tourism is discussed as a trend.	The trends that are most important for this project are discussed in chapter 4 of the substantiation.
The professional collects knowledge in a responsible way to support a decision and values this knowledge.	In chapter 2 of the professional product the required knowledge and the way of knowledge collection are described. The results of the research are presented in chapter 3.	In chapter 5 of the substantiation, it is described what knowledge has been needed and how it has been collected. Furthermore, the quality of the research is discussed.
The professional justifies how the wishes of the stakeholders have been taken into account in the final product.		The most important stakeholders of this project are described in chapter 6 of the substantiation as well as their influence on the project.
The professional substantiates the extent to which the made choices are socially responsible (e.g. with regard to ethical, intercultural and sustainability aspects).		The societal impact that this project has can be found in chapter 7 of the substantiation.
The professional demonstrates the financial feasibility of the professional product.	The financial feasibility of this project is presented in chapter 5.7 of the professional product.	

2 The Client and their Question

The client and the management problem are described in the introduction of the professional product as well in detail, this serves to refresh the information.

The client company that this young professional semester is done at, is called Landhotel Voshövel GmbH. Landhotel Voshövel is a 4**** superior hotel with 75 bedrooms and suites in six categories. Landhotel Voshövel is located in the lower Rhine region in Schermbeck, Germany, in the midst of nature. The main focus of the hotel lies on wellness tourism with a spa area of more than 4,000 square meters. The hotel offers three different restaurants, the Wirtschaft, the Lindenstube and the Pop-Up restaurant, from fine dining to rustic and regional. A golf course is located directly next to the hotel and cooperates with it. Moreover, the hotel guests have access to bikes that they can rent to explore the nature around the hotel.

Landhotel Voshövel is a location for festivities and offers different possibilities of celebrating with smaller and bigger groups. The hotel owned Confideum is an offering of the hotel for civil marriage.

Furthermore, the hotel is often host of conferences and symposia. It offers four different meeting rooms that are equipped with the necessary (electronic) devices.

The two managing directors, Katharina and Christopher Klump, are the employers of currently 131 employees including 11 part-time workers. The targeted customer groups that the hotel has are couples, women, honeymooners, babymooners and bridal couples as well as executive boards of companies. The revenue of the past year 2022 was slightly over 10 million euros. This business information about the hotel was provided by Katharina Klump.

The issue that the client has is to find a way on how the UN's sustainable development goals (SDGs) can be implemented into the daily work routine of the employees at the hotel. Staying at a wellness hotel is connected to a very high demand of resources. The hotel wants to offer the guests a luxurious and relaxing experience and the guests also expect an experience without limitations. Therefore, it is very challenging for the hotel to find a suitable way to implement the sustainable development goals successfully without reducing the quality of their product. The problem has already been present for more than a year. The hotel already tries to work sustainably by using local products or building an insect hotel, for example, however, a clear connection to the SDGs has so far not been established. Landhotel Voshövel currently has more than 130 employees with many different intellects and educational backgrounds. Therefore, a way needs to be found that makes the SDGs accessible and understandable to all of them. Furthermore, next to ensuring an understanding of the SDGs the employees are also supposed to implement them into their daily work, because the SDGs meet the values of the hotel and should therefore be conveyed to the hotel guests. The desired situation of the client is to have all employees be informed about the SDGs and to be able to give them a clear guidance as to how the goals can be implemented into work life.

3 Professional Product

The professional product that is delivered to the client is an advisory report with specific recommendations for actions on how the management problem can be solved. Specific actions are advised to Landhotel Voshövel that the hotel is recommended to undertake in order to be able to successfully implement the sustainable development goals into the daily work routine of the hotel. In this way the advisory report leads to a concrete action plan with specific actions that the client can undertake to reach their goal.

This professional product is the best option for this project for a number of reasons. To make the implementation of the sustainable development goals feasible, a mere analysis and research of the topic is not sufficient. Analysing the topic would only provide knowledge about it but the client would still not know how the sustainable development goals could be implemented. To have a good expertise of the SDGs is important which is why an analysis will be part of the professional product, however, a connection to the practical implementation is at least as important.

Moreover, a concrete realisation of this project is not reasonable either as it would be too extensive. To implement the sustainable development goals into the daily life routine of Landhotel Voshövel necessitates decisions and actions that have an influence on the whole business. Therefore, these decisions cannot be undertaken by a single researcher but have to be discussed within the whole management department.

It would also not be enough to only execute an event, at which the client is informed about how the implementation of the sustainable development goals can be realised. That would be too much information at a time and important aspects would not gain necessary attention.

That is why it is preferable to present the client with an action plan with recommendations for specific actions that can be undertaken to reach the goal of implementing the sustainable development goals. The client can then decide, in consultation with the management department, which of the actions they want to realise. Furthermore, the advisory report can be consulted repeatedly and can always be taken into account when deciding for sustainability actions at the hotel in the future.

In addition to the advisory report, the researcher can always be contacted by the client when some guidance regarding the topic is required.

The advisory report has a logical structure (Swaen, 2019).

It starts with chapter 1, an introduction in which the client, the management problem of the client and its background are described as well as the management question of the project.

In chapter 2, the next part of the report, a summary of the research design is presented. The research questions are posed, and the research methodology is shortly described.

Chapter 3 of the report contains the results from the research.

That chapter is followed by chapter 4, a description of the different options of actions that can assist to reach the goal.

The action plan is presented in chapter 5. It is a conclusion based on the whole report. Chapter 5 starts with a description of the critical success factors and the key performance indicators of the project. These are followed by a description of different criteria checking the options against each other. In this way the best options are found and explained in detail afterwards. These actions are then recommended to Landhotel Voshövel in order to reach the goal of successfully implementing the sustainable development goals. It includes the steps that have to be undertaken regarding the specific actions as well as an evaluation of the human, material and financial resources needed for the action. Within the action plan there are not only the steps presented, but also a time plan, the financial aspects of each option as well as the outlook of this project.

To have a clear key theme throughout the whole professional product the structure mentioned above has been chosen which looks like the following in the professional product:

- 1 Introduction
 - 1.1 The Client
 - 1.2 The Reason for this Research
- 2 Knowledge Needed
 - 2.1 Research Design
 - 2.2 Required Knowledge
 - 2.3 Knowledge Collection
 - 2.3.1 Theoretical Background
 - 2.3.2 Competitors
 - 2.3.3 The Organisation
 - 2.3.4 Gap Analysis
- 3 Findings
 - 3.1 The Sustainable Development Goals
 - 3.2 The Tourism Industry and the SDGs
 - 3.3 Sustainable Tourism as a Trend
 - 3.4 Landhotel Voshövel and the SDGs
 - 3.5 Competitor Analysis
 - 3.5.1 Competitors of Landhotel Voshövel
 - 3.5.2 The Competitors
 - 3.5.3 Greensign Certificate
 - 3.6 The Current Values of Landhotel Voshövel
 - 3.7 The Future Values of Landhotel Voshövel
 - 3.8 Current Sustainability Performance of Landhotel Voshövel
 - 3.8.1 General Performance
 - 3.8.2 Service
 - 3.8.3 Kitchen
 - 3.8.4 Housekeeping
 - 3.8.5 Livingroom Spa
 - 3.8.6 Marketing
 - 3.8.7 Front Office
 - 3.9 Employee Survey
 - 3.10 Space for Improvement
 - 3.11 The Results Connected to the SDGs
 - 3.12 Gap Analysis
 - 3.12.1 Current Situation
 - 3.12.2 Desired Situation
 - 3.12.3 Gap
- 4 Options for Action
 - 4.1 Evaluation of the Current Situation
 - 4.2 Sustainability as a Marketing Tool
 - 4.3 Sustainability Trainings for Employees
 - 4.4 Waste Separation
 - 4.5 Reduction of Waste
 - 4.6 Saving of Energy
 - 4.7 In-house Production
- 5 Action Plan
 - 5.1 General Conclusion
 - 5.2 Critical Success Factors
 - 5.3 Key Performance Indicators
 - 5.4 Selection Criteria
 - 5.5 Advised Actions
 - 5.6 Resources Needed
 - 5.7 Financial Consequences
 - 5.8 Suggested Time Planning
 - 5.9 Outlook

4 Trends and Developments

In the following paragraphs current trends and developments are described that have a connection to exhibiting the problem or to the problem itself. The trends are generally presented first and after that the connection between the trend and the project is explained.

Generally speaking, sustainable development is a trend within the tourism industry. The UN's sustainable development goals together with the World Tourism Organisation inspire tourism stakeholders to take the necessary steps towards a more sustainable tourism sector. UNWTO published a book about the tourism industry in connection to the sustainable development goals which fits the case of Landhotel Voshövel (UNWTO, 2018). Therefore, this trend is the perfect match for the project of implementing the SDGs at Landhotel Voshövel. The hotel follows this trend by implementing the SDGs. They have already tried to do something for a sustainable development for some years but now want to establish a clear connection to the SDGs. In this way, this trend has a very strong influence on this project and can be seen as the overall trend that encompasses the whole project.

In connection to the trend just mentioned and with the term sustainability in mind, going from having net-zero emissions to being climate positive is a trend. In the past years more and more companies tried to reduce their emissions to net-zero. Nowadays, businesses already want to go one step further by becoming climate positive (Swallow, 2022). By implementing the sustainable development goals Landhotel Voshövel would take an important step in the direction of becoming climate positive. This trend was taken into account when developing the advice for Landhotel Voshövel. For a wellness hotel it is very difficult to become climate positive as such a hotel has a high consumption of energy and water, for example, which is not climate positive. However, during an interview with the managing director of Landhotel Voshövel it was found that even though the hotel has a high consumption of resources, they would still like to give as much back to the environment as possible and reduce their damage on people, planet and profit to a minimum.

Last year, Landhotel Voshövel has conducted a survey amongst the hotel guests to find out what the guests think about the topic sustainability. The survey contains more than 1,600 replies which makes it very reliable. The results of the survey showed that the majority of the respondents are open to changes in the hotel regarding sustainability. According to the managing director of the hotel, this is a growing trend that has been observed especially with younger hotel guests for a few years now (K. Klump, personal communication, 2023). This trend has a huge impact on this whole project, as a successful implementation of the sustainable development goals at Landhotel Voshövel is only possible when the guests are open to it. However, it also shows that one needs to be careful when deciding about changes with regards to a sustainable development, because the guests still want to have a luxurious, relaxing experience without too many constraints because of sustainability. This trend shows that hotel guests want the hotel to move forward also in terms of a sustainable development, but it also shows that there is a fine line between supporting the sustainable development and constraining the hotel guests too much, especially in a hotel at the level of Landhotel Voshövel. A link to the report with the results of that survey can be found in appendix I.

The reduction of waste is a trend connected to society. It has already been known for many years that humans produce far too much waste and do not know how to deal with it. As a reaction organisations and people try to find a way of reducing waste by reusing material or using recycling or upcycling tools, for example (Gibbons, 2020). This trend has a huge influence on the implementation of the sustainable development goals at Landhotel Voshövel. Not only the reduction, but also the careful separation of waste is a topic which is highly relevant for the hotel. During the research, it was analysed how Landhotel Voshövel is currently performing with regard to this trend. As can be seen in the results of the professional product, some of the departments at the hotel are already making efforts regarding this topic and perform well. However, it can also be seen that some departments still struggle with too much waste and also its separation. Therefore, it is part of the advice to focus on a careful waste separation by implementing a new system. To reduce waste, the hotel is advised to ask suppliers for alternatives to plastic packaging which is often used.

Another trend connected to both society but also Landhotel Voshövel is digitisation. Within the tourism industry online booking tools but also feedback surveys after the stay at a hotel have already been

used for many years. Digital possibilities regarding the guest experience of hotel guests are constantly expanding (White, 2021). The usage of an app for the guests is an example. Digitisation is also important when it comes to sustainable development which is why the trend fits this project. Using digital documents instead of paper is an example. In this way this trend has had an influence on the development of this project. During the research at Landhotel Voshövel it was found that especially at the front office documents like the registration form of the guests are already digitised to save paper. By digitising documents that always had to be printed before, a lot of paper can be saved and a contribution to the sustainable development goals can be made. That is why Landhotel Voshövel is advised to digitise documents wherever it is possible to save paper and work continuously towards paperless offices.

Nowadays, using sustainability as a marketing tool has become a trend (Bretous, 2022). Communicating sustainability as a value of the organisation can lead to a higher demand for the products of that organisation. Acting sustainably is often perceived as doing something positive for the environment. When organisations say that they act in a sustainable way people experience that positive feeling of doing something constructive when buying the products of that organisation. The same applies to hotels. Therefore, the trend of using sustainability as a marketing tool also has a connection to Landhotel Voshövel. Implementing the SDGs can have a more positive effect on their business when taking this trend into account. That is why this trend has had an influence on the development of this project and is part of the final advice. When looking at the competitors of Landhotel Voshövel during the research, it became obvious that they all follow this trend and use their sustainability performance as a marketing tool. On their websites they promote their efforts for a sustainable development and support their performance by a sustainability certification called Greensign. As at Landhotel Voshövel so much is undertaken for a sustainable development, but they do not communicate it they are advised to follow their competitors and therefore also this trend and use their sustainable development as a marketing tool.

5 Use of Knowledge

In the following chapter the use of knowledge for this project is described. Many parts of the use of knowledge are to be found in the professional product which is why references are made at different points of this chapter.

5.1 Required Knowledge

The management question that needs to be answered within this project is: “How can Landhotel Voshövel successfully implement the UN's sustainable development goals (SDGs) into the daily work routine of the employees and therefore also into the guest experience of the hotel guests?”

In order to be able to answer that management question, specific knowledge is needed. That requirement is described in the following paragraphs.

Generally, the management question aims at solving the client's issue. In chapter 2.2 of the professional product, the required knowledge of this project is described in detail. To obtain the knowledge that is needed to answer the management question, some knowledge questions are set up that relate to research. These are the following:

1. What do the UN's sustainable development goals (SDGs) mean and which ones are most important for Landhotel Voshövel?
2. What are comparable competitors of Landhotel Voshövel practicing in terms of implementing the sustainable development goals?
3. What values does Landhotel Voshövel want to feature in the future and what are they currently already applying with regards to the sustainable development goals?

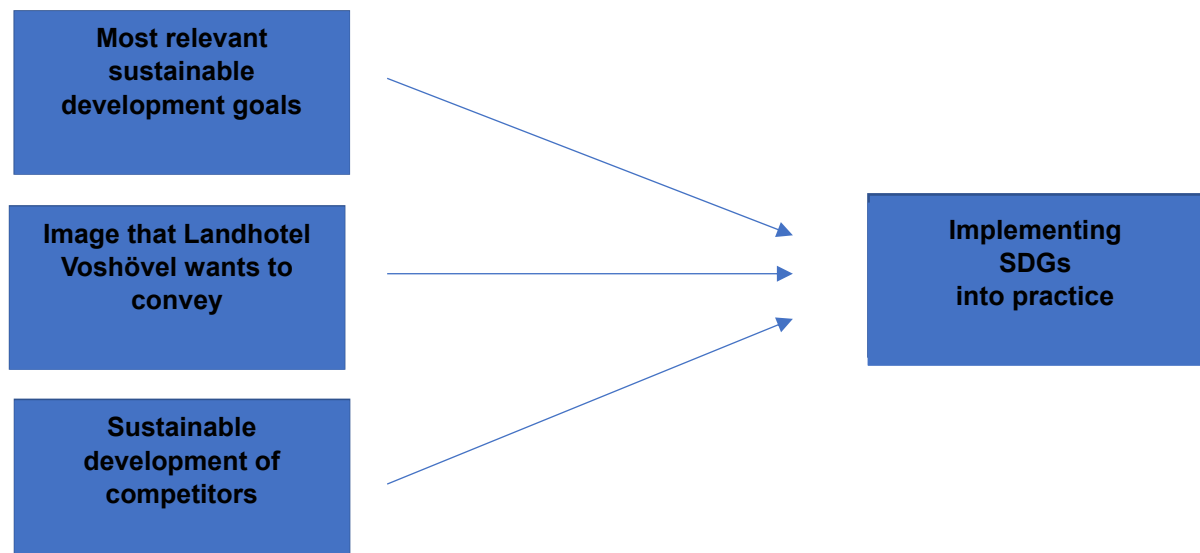
These are the three main research questions of this project. Each of them covers a particular topic. The first one is about all information and knowledge about the sustainable development goals in general and then in connection to Landhotel Voshövel.

The second knowledge question is about a competitor analysis. Having some knowledge about what comparable competitors are practicing with regards to the SDGs can provide a lot of inspiration and ideas for Landhotel Voshövel.

The third one refers to the hotel. It is about finding out what specific values Landhotel Voshövel wants to display and what they are undertake for a sustainable development. By answering this question, the hotel's vision regarding the implementation of the SDGs can be identified and in which areas they need the most assistance.

To receive an illustrative overview, a research model was created that shows what knowledge is needed in order to be able to put the SDGs into practice.

Figure 1 Individual Research Model



The research exposed that to Landhotel Voshövel all 17 SDGs are equally important which is why they do not want to have prioritised goals (K. Klump, personal communication, 2023). In hindsight, regarding the first aspect of the research model not only the most relevant SDGs were dealt with, but all goals received equal attention.

5.2 Knowledge Collection

To be able to give a proper answer to the management question, the research questions needed to be answered first. All that information which is needed was gained through different research projects. The research consists of a mixture of primary and secondary research using both desk research and field research. In chapter 2.3 of the professional product, a detailed description of the knowledge collection is given. In the following paragraphs it is summarised how the knowledge was collected.

A start was made by secondary research in the form of desk research about the UN's sustainable development goals. A literature study was applied to find out what the sustainable development goals actually are and what they are about. Furthermore, during that desk research possible implementation proposals were investigated that are offered by the United Nations or the world tourism organisation, for example. Moreover, a competitor analysis was undertaken in the form of desk research. Comparable competitors were selected and examined in relation to the implementation of the sustainable development goals. Within that primary research it is important to find reliable sources. As a searching tool Google Scholar was mainly used. The relevance of sources was analysed by looking at the date of publishing. The source should preferably not be older than two years. Furthermore, the sources should mainly be scientifically written articles. However, next to scientific reports also suitable articles from websites like newspaper articles were used. It is important that the articles are up to date. That analysis of information helped to find the best solution for Landhotel Voshövel.

Next to secondary research also primary research in the form of field research was applied. During that research it was investigated what specific values Landhotel Voshövel wants to impart and what they are already doing in terms of a sustainable development. This is achieved by qualitative research in the form of interviews with the management director of the hotel. Moreover, representatives of the different departments, kitchen, service, housekeeping, Livingroom spa, marketing and front office were interviewed to acquire some specific insight into the sustainability performance of the different departments. These representatives could also explain what still needs to be improved in terms of a sustainable developments within the departments. That was the best option as during interviews a deep insight can be gained into the situation and very detailed information can be shared. The interviews were done in a semi-structured way. Furthermore, the preferred target area regarding the SDGs at Landhotel Voshövel was researched. A survey was conducted amongst the employees of the hotel to find out where the main areas of interest lie. A survey is the best option to get an overview of the opinion of a valid group and as Landhotel Voshövel has more than 130 employees that was the best option to let everyone be part of the process. The main research methods that were used during the primary research are therefore interviews and a survey.

Before executing the interviews and the survey, interview guides and the questions for the survey had to be developed. For the interviews, two different guides have been set up, as there were two different types of interviews. One with the managing director of the hotel, and the others with representatives of the different departments. The ones with the representatives were all done in the same way which is why they have the same interview guide. The questions for both the interviews and the survey have been created in consultation with the client. The interview guides are to be found in appendix II and the questions for the survey in appendix III.

The data of the primary research was analysed through qualitative coding. That is a process that categorises excerpts in the qualitative data systematically, to structure it into themes. It makes the analysis more systematic and also increases the validity of the research in this way. Better comparisons can be made, and meaningful conclusions can be drawn in the end (Delve, n.d.). For analysing the interviews and the survey, deductive coding was used, and codebooks have been created before. After that, excerpts of the interviews or the survey were assigned to the different codes. The codebook that was used to analyse the interviews is to be found in appendix II and the codebook of the survey in appendix III. The interviews have all been transcribed. Taking data

protection into account, the transcripts are not included into the appendix but only available on request.

5.3 Findings

The findings of the research are not repeated here in the substantiation as in chapter 3 of the professional product all findings that are relevant to the professional product and the client are described extensively. Therefore, chapter 3 of the professional product should be read first.

Next to the findings that are presented in the professional product, a table was found that the world tourism organisation UTWO has created. The table gives a good explanation of all 17 sustainable development goals and shows examples of actions, that organisations and companies can undertake per SDG (UNWTO, 2018). That table gave some inspiration for the further development of the project. However, it was not highly relevant to the research, which is why it is not presented in the professional product. The table of UNWTO is to be found in appendix IV.

Generally, the knowledge gained is based on three main research parts: desk research, field research in terms of interviews, and field research in terms of a survey. In chapter 3 of the professional product only the results of the research are presented. The interviews and the survey had to be analysed before which can be seen in the appendices II and III.

5.4 Discussion

During the research for this project, a lot of knowledge was gathered. The main focus was on the knowledge that is solely relevant for the project and the client to not gather too much unnecessary data.

The sources that were used have been carefully checked before, to ensure that mainly reliable sources were used. A look was taken at the currency, objectivity, authority, accuracy, and the coverage of the different sources. Some sources were also used that did not score high on all of these aspects when they were highly relevant to the research. Desk research was only used to obtain clarifying background knowledge to be able to properly explain what the sustainable development goals are about. To the project in general, it was most relevant to do research at Landhotel Voshövel internally in terms of field research. That supplied the most insight into the topic and by doing that a tailor-made solution for Landhotel Voshövel could be found. By just falling back on scientific articles that would not have been possible which is why that has not been the focus.

To gain some insight into the perspective of the employees regarding a sustainable development, a survey was conducted, and some interviews were held. During both, the interviews and the survey, the respondents were informed about the purpose of the research before. They had to agree that the data they provided would be used for the project and they were ensured that the information they reveal is treated confidentially. That was accomplished according to the NGWI guidelines. This was done to make this research ethically reliable. The NGWI form that had to be signed by the respondents of the interviews and confirmed by the participants of the survey and can be found in appendix V. The employee survey only received 45 responses, even though it was shared and pushed multiple times. The survey was shared via the employee app of Landhotel Voshövel to which every employee has access to. Via the app the employees were kindly asked to take part in the survey. The employees receive a push message on their smartphone when something is uploaded to the app. After a few days, a reminder message was sent to all employees. Furthermore, the heads of all departments were asked to share and push the survey within their department again. Next to that, the employees were also personally asked to fill out the survey by the researcher. In conclusion, a lot was initiated to receive responses to the survey, but possibly due to a lack of interest or time, only one third of the employees participated in the survey in the end. According to the client the number of respondents may also be smaller, because not all employees speak and understand German fluently. She also mentioned that employees tend to only answer such surveys when they are personally and directly affected by the topic. However, the client is still happy with the number of respondents as all departments are represented with a number of responses which provides a conclusive picture of the overall situation within the hotel. That is why the responses can be seen as representative for the different departments.

The interviews were conducted in a quiet room and an audio recording was made to increase the reliability of the outcome. All interviews were executed in the same way. By doing this, the interviews were comparable to each other in the end which was very helpful as the different departments of Landhotel Voshövel had to be compared to each other to receive some insight into their current sustainability performance. During the interviews the main questions that were asked were the same. That was done to increase the reliability as well as the comparability. The interviews were carried out in a semi-structured way which means that even though the same questions were asked to the interviewees, they were formulated in an open way which enabled the respondents to answer in a way they were comfortable with. The questions of the interviews were discussed with the client of this project before, to achieve the best outcome from the interviews in line with the wishes of the client.

To gain some confidence in terms of internal validity, during interviews answers were always repeated to make sure that the correct meaning was transferred. Furthermore, the interviews were audio recorded to make sure that no information was lost and to be able to fully concentrate on the conversation during the interview. The interviews took place in a controlled environment which ensured that there were no interpretation issues both by interviewer and interviewee. To increase the external validity of the interviews that were conducted with different employees, the head of each department was interviewed as they have the best knowledge and overview of the work within their department.

While doing research on this topic it turned out that for this project the field research was much more important than desk research.

In chapter 5.9 of the professional product the outlook of this project is presented, where the limitations as well as the possible future development of the project are discussed.

6 Stakeholders

There are different stakeholders that have an influence on the professional product or are influenced by it.

The most important stakeholder group is the management department of Landhotel Voshövel. They are the ones taking the decisions of the hotel business. Specific actions to reach the goal of implementing the sustainable development goals are advised to them by the researcher. They are the ones, however, who must decide which of the actions they want to realise and to what extent. They need to decide about financial investments for example. Furthermore, they had an important impact on the development of the advice. A lot of information was provided by the management director of the hotel that was necessary for the project. The opinion of the client was always taken into account in all decisions of the project as the advice is supposed to be a sound suggestion for Landhotel Voshövel. Before conducting this research, it was planned to find the most important SDGs for Landhotel Voshövel. During a conversation with the managing director however, it was found that all goals are equally important to the hotel which is why from that point onwards all goals were taken into account for this research.

The next important stakeholder group are the employees of Landhotel Voshövel. As the sustainable development goals are supposed to be implemented to the daily work routine of the hotel, the employees are directly influenced by that. That is why the employees were also included into the research by conducting a survey and interviewing representatives of the different departments. All employees had the opportunity to give their personal opinion on the topic to ensure that nobody is excluded in the process. During the research it was revealed that not all employees know about the sustainable development goals yet, or do not see the necessity of doing something for a sustainable development. Therefore, in the professional product the hotel is advised to offer some employee training and workshops to show the employees what the SDGs about, what can be changed in the hotel in the future, but especially what the employees can do individually for a successful sustainable development.

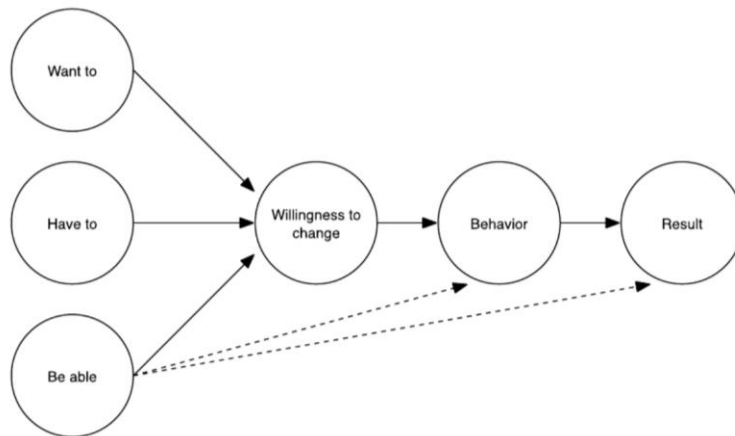
Another big stakeholder group are the hotel guests of Landhotel Voshövel. When the sustainable development goals are being implemented into the daily work of the hotel, they will be passed on to the hotel guests as values. Staying in a hotel that is working according to such values has an influence on the guests. During the research, a survey was taken into account that was conducted by Landhotel Voshövel last year about the guests' opinion on a sustainable development in the hotel. The guests figure significantly when it comes to the implementation of the SDGs. The overall goal can only be reached in cooperation with the hotel guests. The guests are asked to take a part in the process at different places in the hotel by, for example, renouncing the housekeeping during their stay or by using less towels in the spa area. Nevertheless, it needs to be taken into account to not have too many restrictions for the guests, as they still want to experience a relaxing wellness holiday and not all guests are positively minded when it comes to acting sustainably during holidays. To find a sufficient solution for everyone, the hotel could do such a guest survey on an annual basis to keep track of the wishes and needs of the guests regarding that topic.

Furthermore, local organisations from the region of Landhotel Voshövel also belong to the stakeholders of this project. There are different suppliers for food, wine and other goods that deliver their products to the hotel on a regular basis. Obtaining goods from the region is part of a sustainable development which is why the hotel is advised to focus on that. From the suppliers' perspective, it is also important to think about a more sustainable supply chain to keep Landhotel Voshövel as a customer. To also include local organisations in the process the hotel can talk to them about possible solutions to a sustainable development like plastic free packaging for example.

To provide Landhotel Voshövel with some guidance on how they can deal with the stakeholders of this project to achieve some satisfying results in the end, the willingness to change model is used, which shows that no matter if people want to change something, have to change something, or are able to change something, their behaviour and therefore also the final result always depend on their willingness to change (Stoffers & Mordant-Dols, 2015). It is therefore essential, that Landhotel Voshövel shows the necessity for change to its stakeholders and motivates them to increase their

willingness to change. This can be reached through the advised employee training or by involving the hotel guests or local suppliers in the process, for example.

Figure 2 Willingness to Change Model



Note. Willingness to change model. From *Transformational leadership and professional's willingness to change: a multiple case study in project management organisations*. (p. 42), by J. Stoffers, & A. Mordant-Dols, 2015, Zuyd University of Applied Sciences. Copyright 2015 by Scientific & Academic Publishing.

7 Societal Impact

The research of this project has quite an impact on society.

Generally, hotels and wellness hotels have a huge impact on society. Hotels need a lot of energy, water and other resources. Wellness tourism stands for consumption. By offering and selling a luxury product to hotel guests, the goal is to ensure the best experience possible. It is taken for granted that there is a huge variety of food and drinks offered in the restaurants, that lights are always switched on, that the saunas are heated up during the whole day and that the pools always have a temperature of at least 29 degrees.

By ensuring the guests with the availability of these offerings, sustainability aspects often fade into the background. The important motivation for Landhotel Voshövel is, that they want to do something against this negative impact and aim at improving it to achieve a positive impact on society. That is why this research was conducted.

Within this research, the current sustainability performance of Landhotel Voshövel was analysed to give them some guidance on how they can successfully implement the sustainable development goals into their daily work. With that advice, they can improve their impact that they have on society in the future.

This project has a positive societal impact. By implementing the sustainable development goals, Landhotel Voshövel takes a part in the goal of a global sustainable development of the United Nations. There are worldwide projects for a sustainable development in all kinds of industries and the implementation of the SDGs at a hotel has a positive influence on the whole tourism industry.

Furthermore, implementing a sustainable development at the hotel has a positive impact on the local economy through cooperations with local suppliers and organisations. That supports the local labour market and the money that comes in stays in the region which strengthens the whole area economically. That applies as well to Landhotel Voshövel being employer to many people who live within the region.

Moreover, this project has a positive impact on solving cultural problems. As the SDGs are amongst other topics about social and cultural equality, this project helps to improve a general openness towards different cultural and social groups. During an interview with the client it was found that being open to all kinds of cultures and treating all human beings in the same way is part of the main values of Landhotel Voshövel. That conduct is also connected to the SDGs 5 and 10 which are about gender equality and reduced inequalities.

Furthermore, the implementation of the sustainable development goals at Landhotel Voshövel can be seen as a positive example and also inspiration for other comparable hotels. In this way it has an influence on the whole hotel industry. During the research it was seen that many comparable hotels have a sustainability certification like the Greensign certificate which proves the positive impact of the hotel. That is why Landhotel Voshövel is advised to also apply for such a certification.

A negative impact that the project of implementing the sustainable development goals to Landhotel Voshövel could have is the risk of greenwashing. Greenwashing is a behaviour of a company that makes people believe that the company is doing more for the environment than it actually does (Cambridge Dictionary, n.d.). Even if it is not the intention of the hotel to do greenwashing, they have to be careful that it is not perceived as such. That is why it is important to clearly communicate the actions that are undertaken in terms of sustainability at the hotel by really showing what is undertaken. Just promoting the hotel as being sustainable is not enough, practice has to be properly executed. Therefore, Landhotel Voshövel is advised to clearly communicate what they do in terms of a sustainable development in connection to the SDGs and also show that on their website and on social media.

8 Finance

The client is mainly looking for inspiration in terms of actions regarding what they can do to improve their sustainability performance and implement the SDGs. There is no set budget yet as they are interested in the options that they have for implementing the SDGs first. That is why the financial consequences are only focused on potential costs of the specific actions the hotel is advised to undertake. In chapter 5.7 of the professional product the financial consequences of this project are described. There, the expected costs of the different options are presented and also totalised to see the total amount of costs that there would occur if the hotel implemented all advised actions. In the end, it is the client's decision which of the actions they want to realise, depending on how much money they want to spend.

References

- Bretous, M. (2022, August 12). *Sustainable Marketing: Key Principles & How to Leverage It*. Retrieved March 1, 2023, from HubSpot: <https://blog.hubspot.com/marketing/sustainable-marketing#:~:text=Sustainable%20marketing%20is%20the%20promotion%20of%20socially%20responsible,promote%20a%20mission%2C%20not%20a%20product%20or%20service.>
- Cambridge Dictionary. (n.d.). *Greenwashing*. Retrieved March 1, 2023, from Cambridge Dictionary: <https://dictionary.cambridge.org/dictionary/english/greenwashing>
- Delve. (n.d.). *The essential guide to coding qualitative data*. Retrieved April 28, 2023, from Delve: <https://delvetool.com/guide#:~:text=The%20process%20of%20coding%20qualitative%20data%20is%20an,structure%20your%20observations%20and%20interpretations%20into%20meaningful%20theories.>
- Gibbons, S. (2020, July 9). *How New Businesses Can Improve Their Waste Management*. Retrieved February 21, 2023, from Forbes: <https://www.forbes.com/sites/serenitygibbons/2020/07/09/how-new-businesses-can-improve-their-waste-management/?sh=b5015cbf39b3>
- Ritter, M. (2021, June 10). *Prices are surging. Here's what is getting more expensive*. Retrieved February 20, 2023, from CNN: <https://edition.cnn.com/2021/06/10/economy/rising-prices/index.html>
- Stoffers, J., & Mordant-Dols, A. (2015, January). Transformational leadership and professionals' willingness to change: A multiple case study in project management organisations. Zuyd University of Applied Sciences. doi:10.5923/j.hrmr.20150502.03
- Swaen, B. (2019, April 1). *Purpose and Structure of an Advisory Report*. Retrieved March 2, 2023, from Scribbr: <https://www.scribbr.com/dissertation/purpose-structure-advisory-report/>
- Swallow, T. (2022, May 25). *Top 10: global sustainability trends for 2022*. Retrieved March 1, 2023, from Sustainability.: <https://sustainabilitymag.com/top10/top-10-global-sustainability-trends-for-2022>
- UNWTO. (2018, January). *Tourism and the Sustainable Development Goals - Journey to 2030*. (W. T. Programme, Ed.) Madrid, Spain. doi:<https://doi.org/10.18111/9789284419401>
- UNWTO; UN. (2018). Executive Summary. In W. T. Programme, *Tourism and the Sustainable Development Goals - The journey to 2030* (p. 12). Madrid: UNWTO.
- White, O. (2021, December 27). *The Travel and Tourism Industry by 2030*. Retrieved February 20, 2023, from Forbes: <https://www.forbes.com/sites/forbesbusinesscouncil/2021/12/27/the-travel-and-tourism-industry-by-2030/?sh=4e5c8d0c402d>
- Wood, J. (2022, April 19). *Agriculture, Food and Beverage*. Retrieved March 2, 2023, from World Economic Forum: <https://www.weforum.org/agenda/2022/04/food-prices-fao-index-cereals-commodities-exports/>

Appendix I

In this appendix, a link to the results of the guests survey that Landhotel Voshövel has conducted is provided. The survey is about the guests' opinion on the topic sustainability and what they think could be done at hotels to support a sustainable development while still experiencing a relaxing holiday.

<https://landhotel.typeform.com/report/dGpH6md2/ep7BedtS512x7slo>

Appendix II: The Interviews

The following appendix is about the interviews that were conducted. There are two different types of interviews that have been conducted, one with the managing director of Landhotel Voshövel and the other one was done six times with representatives of the different departments. For both interviews the interview guide and the analysis of the interview is presented. The interviews have been carried out in German. The questions presented below are the English translations. All interviews have been audio recorded and transcribed. The transcripts were collected by the researcher and are available on request in both German and English. The questions have been created based on the knowledge required as well as the wishes of the client. After the interview guide, the codebooks that have been used for analysing the interviews are presented. Same as the interview guides, there are two codebooks for the analysis of the different interviews.

The interview guide for the interview with the managing director of Landhotel Voshövel is the following:

Interview with K. Klump (managing director of Landhotel Voshövel)

Key concept: Semi-structured interview

Questions:

1. What is the current image that Landhotel Voshövel conveys?
2. What image and values does Landhotel Voshövel want to convey to the hotel guests in the future?
3. What role do the sustainable development goals play with regards to the values of the hotel?
4. How important are the sustainable development goals to the hotel?
5. Why is sustainability important to the hotel?
6. Which of the sustainable development goals are most important to the hotel?
7. What is Landhotel Voshövel currently undertaking in terms of sustainability?
8. Which hotels are the most important competitors to Landhotel Voshövel?

The interview guide for the interviews with the representatives of the different departments is the following:

Interviews with the departments: service, kitchen, housekeeping, livingroom spa, marketing, and front office

Key concept: semi-structured interview

Questions:

1. Which department do you work in?
2. What is your opinion on the topic sustainability in general?
3. Do you think Landhotel Voshövel is undertaking a lot for a sustainable development?
4. How does it look like in your department? What does your department undertake for a sustainable development?
5. What do you think could be improved in terms of sustainability at Landhotel Voshövel? What are your ideas?
 - a. Regarding the hotel generally
 - b. Regarding your department
6. How could these ideas or a sustainable development be implemented in your work routine in the best way?

To analyse the interview with the managing director of Landhotel Voshövel in a meaningful and structured way, the following codebook has been developed:

1. Values

- a. Current values
- b. Future values
- c. Connection to SDGs

➔ Information on the current values that Landhotel Voshövel has and on the future values that the hotel wants to obtain as well as their connection to the SDGs.

2. Sustainable development goals

- a. Importance
- b. Reasons
- c. Preferences

➔ Information on the sustainable development goals with regards to the importance of the goals to the hotel, the reasoning behind that importance, and the preferences regarding the goals..

3. Sustainability performance

- a. Currently

➔ Information on what the hotel currently undertakes in terms of a sustainable development.

4. Competitors

- a. Hotels

➔ Information on the competitors of Landhotel Voshövel.

For the analysis of the interviews with the representatives of the different departments, another codebook has been developed which looks as follows:

1. The Departments

- a. Service
- b. Kitchen
- c. Housekeeping
- d. Livingroom Spa
- e. Front Office
- f. Marketing

➔ Information regarding the different departments.

2. Sustainability

- a. Personally

➔ Information on the general and personal attitude for sustainability.

3. The hotel's performance

- a. Generally
- b. The departments

➔ Information on the hotel's sustainability performance generally and with regards to the different departments.

4. Improvements

- a. Generally
- b. The departments

➔ Information on suggested points of improvement for the hotel in general and for the different departments separately.

5. Feasibility

- a. Daily work

➔ Information on how suggested points of improvement could be implemented into the daily work.

Appendix III: The Survey

In the following appendix, the material of the employee survey which was conducted is presented. First, the questions of the survey are given, followed by the codebook which was created to analyse the survey. After that, the report of the responses by Qualtrics is presented. That report has, in connection with the codebook, been used as an analysis. To make it understandable to all employees the survey has been conducted in German. The questions that are presented here are translated to English as well as the codebook that has been used. However, the report of Qualtrics shows the original German data of the responses.

The questions of the survey are the following:

1. Which department do you work in?
2. How important is sustainability to you in general?
3. Do you privately pay attention to sustainability? (i.e., waste separation, reusable materials, green electricity, etc.)
4. How important to you rate sustainability for Landhotel Voshövel?
5. Do you know the 17 sustainable development goals?
6. Which of the goals do you rate as most important for Landhotel Voshövel? Grade by importance.
7. Do you have ideas for a sustainable development at Landhotel Voshövel regarding environment and nature?
8. Do you have ideas for a sustainable development at Landhotel Voshövel regarding economic and social aspects?
9. How could the sustainable development goals be implemented into your work routine in the best way?

To analyse the replies of the survey in a logical and structured way, the following codebook has been developed:

1. The Departments

- a. Service
- b. Kitchen
- c. Housekeeping
- d. Livingroom Spa
- e. Front Office
- f. Marketing

➔ Information on how many respondents come from which department.

2. Sustainability

- a. Generally
- b. Private actions

➔ Information on the general attitude on sustainability as well as personal actions that are undertaken.

3. Sustainable development goals

- a. Knowledge
- b. Preferences

➔ Information on the knowledge of the SDGs as well as the preferences of the SDGs for the hotel.

4. Ideas for a sustainable development

- a. Environment and nature
- b. Economy and social issues

➔ Information on employees' ideas on a sustainable development at the hotel regarding environment and nature as well as economy and social issues.

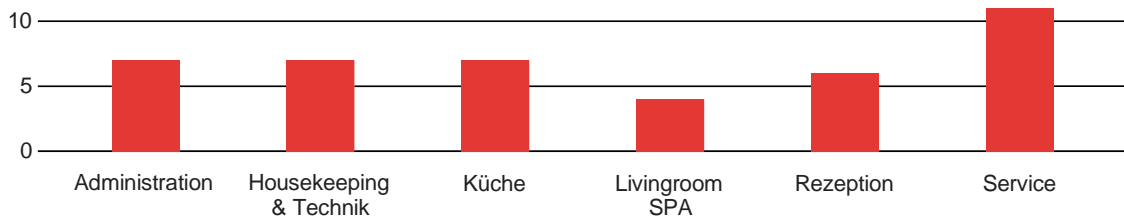
5. Feasibility

- a. Daily work

➔ Information on how suggested actions could be implemented into the daily work.

In the following part of this appendix, the report of Qualtrics of the employee survey is presented which shows the replies to the survey:

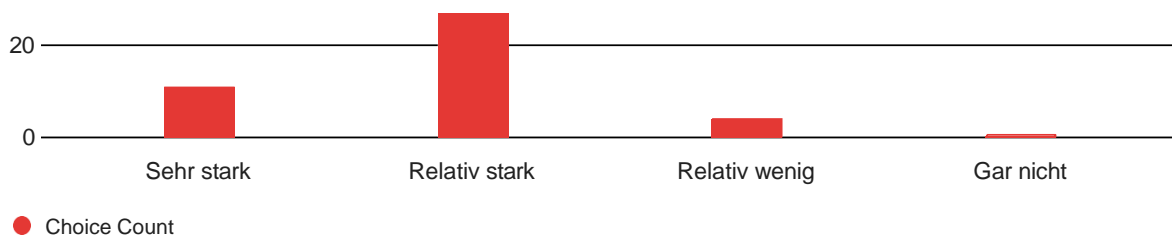
Q 1 – In welcher Abteilung arbeitest du?



Q2 – Wie wichtig ist dir Nachhaltigkeit im Allgemeinen?

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
0 = sehr unwichtig 10 = sehr wichtig	1.00	10.00	8.38	1.89	3.57	42	352.00

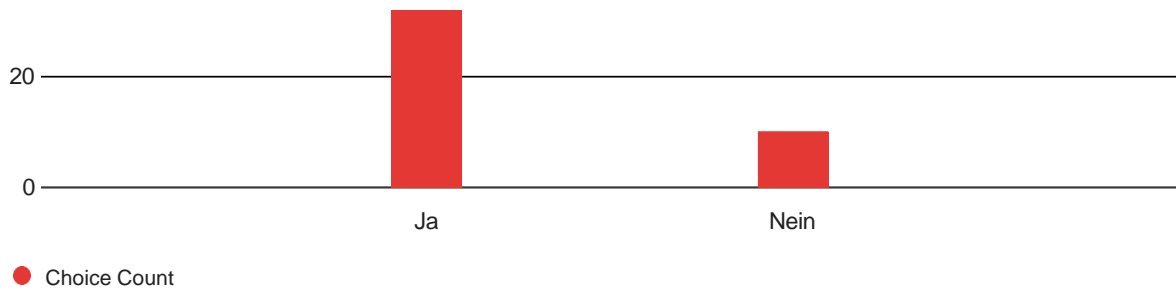
Q3 – Achtest du privat auf Nachhaltigkeit? (Bsp. Mülltrennung, wiederverwendbare Materialien, Ökostrom, etc.)



Q4 – Wie wichtig findest du Nachhaltigkeit für das Landhotel Voshövel?

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
0 = sehr unwichtig 10 = sehr wichtig	4.00	10.00	8.98	1.39	1.93	41	368.00

Q5 – Kennst du die 17 Ziele der UN für nachhaltige Entwicklung?



Q6 – Welche Ziele findest du am wichtigsten für das Landhotel Voshövel? Sortiere nach Wichtigkeit.

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
Keine Armut	1.00	15.00	4.63	3.79	14.39	38	176.00
Kein Hunger	1.00	17.00	5.21	4.62	21.32	38	198.00
Gesundheit und Wohlergehen	1.00	12.00	4.00	2.71	7.37	38	152.00
Hochwertige Bildung	1.00	16.00	6.21	3.00	9.01	38	236.00
Geschlechtergleichheit	1.00	16.00	7.18	4.15	17.26	38	273.00
Sauberes Wasser und Sanitäreinrichtungen	1.00	15.00	6.61	3.41	11.61	38	251.00
Bezahlbare und saubere Energie	2.00	16.00	7.50	3.52	12.41	38	285.00
Menschenwürdige Arbeit und Wirtschaftswachstum	1.00	12.00	6.13	3.12	9.75	38	233.00
Industrie, Innovation und Infrastruktur	5.00	17.00	11.08	2.97	8.81	38	421.00
Weniger Ungleichheiten	3.00	17.00	10.21	3.55	12.59	38	388.00
Nachhaltige Städte und Gemeinden	7.00	17.00	12.37	2.60	6.76	38	470.00
Nachhaltige/r Konsum und Produktion	1.00	17.00	8.68	4.22	17.85	38	330.00
Maßnahmen zum Klimaschutz	1.00	16.00	9.97	4.24	17.97	38	379.00
Leben unter Wasser	6.00	17.00	13.74	2.58	6.67	38	522.00
Leben an Land	9.00	17.00	14.39	2.41	5.82	38	547.00
Frieden, Gerechtigkeit und starke Institutionen	1.00	17.00	11.05	5.07	25.68	38	420.00
Partnerschaften zur Erreichung der Ziele	2.00	17.00	14.03	4.22	17.82	38	533.00

Q8 – Hast du Ideen für nachhaltige Entwicklung im Landhotel Voshövel mit Blick auf Umwelt und Natur? (Bsp. Wasser- und Stromversorgung, Klima, Leben an Land und im Wasser)

Hast du Ideen für nachhaltige Entwicklung im Landhotel Voshövel mit Blick auf die Umwelt und Natur?
(Bsp. Wasser- und Stromversorgung, Klima, Leben an Land und im Wasser)

Ein vegetarisches restaurant anbieten

Eigene Produktionen (z.B. Gemüsegarten, Imkerei ...)

Mülltrennung. Gelber Sack einführen

Ausschließlich erneuerbare Energie, nachhaltiger und bewusster Umgang mit Lebensmittel, Hinterfragen der Arbeitsprozesse (ökologischer Aspekt)

weniger Essen anbieten für sehr gesättigte Gäste

Q9 – Hast du Ideen für nachhaltige Entwicklung im Landhotel Voshövel mit Blick auf wirtschaftliche und soziale Aspekte? (Bsp. Armut, Bildung, soziale Ungleichheiten, Gesundheit, Infrastruktur)

Hast du Ideen für nachhaltige Entwicklung im Landhotel Voshövel mit Blick auf wirtschaftliche und soziale Aspekte?
(Bsp. Armut, Bildung, soziale Ungleichheiten, Gesundheit, Infrastruktur)

Kindern Umgang mit Lebensmitteln beibringen, schulen einladen und mit den kindern kochen

Spendenaktion und Hilfe für Ortnahe Stiftungen, Einrichtungen usw., Nach Möglichkeit leistungsgerechtere Bezahlung auch für Tarifgruppen "schwache Mitarbeiter", Angebot für Hilfe bei bürokratischen Sachen (besonders für ausländische Mitarbeiter) , Inflationsausgleich (wie bei vielen anderen Firmen auch)

Patenschaften

mehr Spenden an überregionale Vereinigungen

Q10 – Wie könnte man die Nachhaltigkeitsziele am besten in euren Arbeitsalltag integrieren?

Wie könnte man die Nachhaltigkeitsziele am besten in euren Arbeitsalltag integrieren?

Eine SDG woche wie die gesundheitswoche organisieren, mit workshops, vorträge, einer aktion in der natur oder mit einer schule. In jeder abteilung nachhaltigkeitsitzungen um verbesserungen suchen. Blutspenden, flohmarkt, geld sammeln für ein soziales thema

Die Tu du's aushängen und ergänzen lassen, jeder zeigt welches tu du er/sie macht und gibt damit Beispiele wie es jeder in den alltag integrieren kann. Vielleicht eine große tu du's oder tun wir wand

Das vielleicht jeder Ma erstmal grundlegend über alles informiert wird

Man sollte nach und nach seinen Konsum überdenken und Alternativen ergänzen.

Verantwortliche Personen ausmachen
Regelmäßige Meetings zum Stand der Maßnahmen

z.B. Monatsziele - Jeden Monat werden im ganzen Haus Ideen gesammelt, geplant und durchgeführt für ein bestimmtes der 17 Ziele

Themenwoche. Pro Woche ein Ziel besprechen und explizit dafür Ideen sammeln in jeder Abteilung. Dazu dann eine Zusammenfassung im Jahr und aktiv aufrufen weitere Ideen einzureichen

Appendix IV: Tourism & the SDGs

In the following appendix, a table can be seen that was created by the World Tourism Organisation UNWTO. It gives an explanation of each of the 17 sustainable development goals and presents possible actions per goal for companies.

This table has been used during the desk research and provided some inspiration in terms of what can be done with regards to the sustainable development goals. The table is part of the book “Tourism and the Sustainable Development Goals – Journey to 2030” and looks as follows (UNWTO, 2018).

Due to the large size of the table, it starts on the next page.

Figure 3 Tourism and the SDGs

Public policy		Companies and CSR actions
SDG 1 – End poverty in all its forms everywhere Tourism provides income through job creation at local and community levels. It can be linked with national poverty reduction strategies and entrepreneurship. Low skills requirement and local recruitment can empower less favoured groups, particularly youth and women.		On-going staff training; Partnerships for education; Diversity management; Complementary benefits; In-kind donations for education, Poverty and human rights; Responsible investment and local recruitment; Local purchases and fair-trade
SDG 2 – End hunger, achieve food security and nutrition, promote sustainable agriculture Tourism can spur sustainable agricultural by promoting the production and supplies to hotels, and sales of local products to tourists. Agro-tourism can generate additional income while enhancing the value of the tourism experience.		Local and green purchase (food/agriculture); Local supplies and fair trade; Host community involvement; Wildlife and ecosystem protection; Offsetting actions
SDG 3 – Ensure healthy lives and promote well-being for all at all ages Tax income generated from tourism can be reinvested in health care and services, improving maternal health, reduce child mortality and preventing diseases. Visitors fees collected in protected areas can as well contribute to health services.		Health prevention programs; Fight against sex tourism, health and disasters awareness and donations; Customer security and health – prevention and facilities
SDG 4 – Ensure inclusive and equitable quality education and promote lifelong learning for all Tourism has the potential to promote inclusiveness. A skilful workforce is crucial for tourism to prosper. The tourism sector provides opportunities for direct and indirect jobs for youth, women, and those with special needs, who should benefit through educational means.		Professional development and training; Partnerships for education; Diversity management; Education for culture and heritage; In-kind donations for education; On-going staff training, information, facilities; Host community involvement
SDG 5 – Achieve gender equality and empower all women and girls Tourism can empower women, particularly through the provision of direct jobs and income-generation from MMEs in tourism and hospitality related enterprises. Tourism can be a tool for women to become fully engaged and lead in every aspect of society.		Diversity management; Awareness campaigns and in-kind donations towards fight against sex tourism and human rights; Non-discrimination values in staff recruitment and training
SDG 6 – Ensure availability and sustainable management of water and sanitation for all Tourism investment requirement for providing utilities can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in tourism, pollution control and technology efficiency can be key to safeguarding our most precious resource.		New equipment and technologies; Prevention programs for security and health; Standards and certifications; Community involvement
SDG 7 – Ensure access to affordable, reliable, sustainable and modern energy for all As a sector, which is energy intensive, tourism can accelerate the shift towards increased renewable energy shares in the global energy mix. By promoting investments in clean energy sources, tourism can help to reduce green house gases, mitigate climate change and contribute to access of energy for all.		New equipment and technologies; Prevention programs for security and health; Standards and certifications; Community involvement
SDG 8 – Promote sustained, inclusive and sustainable economic growth, employment and decent work for all Tourism, as services trade, is one of the top four export earners globally, currently providing one in ten jobs worldwide. Decent work opportunities in tourism, particularly for youth and women, and policies that favour better diversification through tourism value chains can enhance tourism positive socio-economic impacts.		Training for professional development; Diversity management and local recruitment; Performance incentives-complementary benefits; Responsible investment and local purchases; Community involvement
SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Tourism development relies on good public and private infrastructure. The sector can influence public policy for infrastructure upgrade and retrofit, making them more sustainable, innovative and resource-efficient and moving towards low carbon growth, thus attracting tourists and other sources of foreign investment.		Eco-design; New equipment and technologies in energy and water resources; Renewable energies; Equipment and materials for recycling and waste; On-going staff training

Public policy	Companies and CSR actions
<p>SDG 10 – Reduce inequality within and among countries</p> <p>Tourism can be a powerful tool for reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development by giving people the opportunity to prosper in their place of origin. Tourism is an effective means for economic integration and diversification.</p>	<div data-bbox="914 297 1058 443">  </div> <p>Diversity management; Local enterprise investment; Responsible purchases; Non-discrimination values in staff recruitment and training; Community involvement</p>
<p>SDG 11 – Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>Tourism can advance urban infrastructure and accessibility, promote regeneration and preserve cultural and natural heritage, assets on which tourism depends. Investment in green infrastructure (more efficient transport, reduced air pollution) should result in smarter and greener cities for, not only residents but also tourists.</p>	<div data-bbox="914 499 1058 645">  </div> <p>Certifications; Partnerships; Awareness campaigns, in-kind donations for culture and heritage sites; Host community involvement; Clean energy; Resource efficiency; Biodiversity conservation initiatives</p>
<p>SDG 12 – Ensure sustainable consumption and production patterns</p> <p>The tourism sector needs to adopt sustainable consumption and production (SCP) modes, accelerating the shift towards sustainability. Tools to monitor sustainable development impacts for tourism including for energy, water, waste, biodiversity and job creation will result in enhanced economic, social and environmental outcomes.</p>	<div data-bbox="914 701 1058 846">  </div> <p>Efficiency technologies for energy and water; Renewable energies; Recycling – waste treatment; Pollution reduction; Local purchase and enterprises; Local supplier; Community involvement; Responsible investment; Guest involvement</p>
<p>SDG 13 – Take urgent action to combat climate change and its impacts</p> <p>Tourism contributes to and is affected by climate change. Tourism stakeholders should play a leading role in the global response to climate change. By reducing its carbon footprint, in the transport and accommodation sector, tourism can benefit from low carbon growth and help tackle one of the most pressing challenges of our time.</p>	<div data-bbox="914 902 1058 1048">  </div> <p>Eco-design; New equipment and technologies; Renewable energies; Recycling and waste; Wildlife and ecosystems – landscape protection; Pollution reduction; Offsetting actions; Awareness campaign and in-kind donations for disasters</p>
<p>SDG 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> <p>Coastal and maritime tourism rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, contributing to the sustainable use of marine resources.</p>	<div data-bbox="914 1104 1058 1249">  </div> <p>Wildlife and ecosystems animal protection; Pollution reduction; Waste treatment; Offsetting actions; Green purchases; Information for customers and staff; Community involvement</p>
<p>SDG 15 – Protect, restore and promote sustainable use of terrestrial ecosystems and halt biodiversity loss</p> <p>Rich biodiversity and natural heritage are often the main reasons why tourists visit a destination. Tourism can play a major role if sustainably managed in fragile zones, not only in conserving and preserving biodiversity, but also in generating revenue as an alternative livelihood to local communities.</p>	<div data-bbox="914 1305 1058 1451">  </div> <p>Wildlife and ecosystems animal protection; Pollution reduction; Waste treatment; Offsetting actions; Green purchases; Information for customers and staff; Community involvement</p>
<p>SDG 16 – Promote peaceful and inclusive societies, provide access to justice for all and build inclusive institutions</p> <p>As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies. Tourism, which benefits and engages local communities, can also consolidate peace in post-conflict societies.</p>	<div data-bbox="914 1507 1058 1653">  </div> <p>Human rights awareness; In-kind donations; Local enterprises – responsible investment; Local recruitment and purchases; Diversity and respect policy; Anti-corruption money laundering; Client relationships; Host community involvement</p>
<p>SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>Due to its cross-sectoral nature, tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Public policy and innovative financing are at the core for achieving the 2030 Agenda.</p>	<div data-bbox="914 1709 1058 1854">  </div> <p>Professional development; Partnerships for education; Wildlife and ecosystems animal protection; Offsetting actions; Supplier and Customer involvement; Client relationships; Staff involvement and relationships; Community involvement</p>

Note. Tourism and the SDGs. From *Tourism and the sustainable development goals – journey to 2030*. (p.16), by UNWTO, 2018, World Tourism Organisation. Copyright 2023 by the World Tourism Organisation.

Appendix V: NGWI Code of Conduct

In the following appendix, the consent form according to the NGWI guidelines is presented. The participants of the interviews had to sign the consent form before the start of the interview to give their permission to the form. Before signing the consent form the interviewees have been sufficiently informed about the content of the form and the interview. The signed consent forms have been collected by the researcher and are available on request. For the survey, a consent form has been translated to German to make it understandable to all employees. Next to an explanation about the use of data the form has been included into the survey and the participants had to confirm in order to take part in the survey. The translated form is shown underneath the form for the interviews.

The consent form for the interviews look as follows:

Informed consent Sustainable Development at Landhotel Voshövel

We ask you to indicate below whether you consent to participate in this survey. Please read the following points carefully.

As a participant in this research:

	Yes	No
I have been informed about the nature, method and purpose of this research in a way that is clear to me.	<input type="checkbox"/>	<input type="checkbox"/>
I got enough time to decide about my participation	<input type="checkbox"/>	<input type="checkbox"/>
I had the opportunity to ask questions about this research	<input type="checkbox"/>	<input type="checkbox"/>
I know that participation is voluntary	<input type="checkbox"/>	<input type="checkbox"/>
I know that I can end my participation at any time, without justification	<input type="checkbox"/>	<input type="checkbox"/>
I grant permission for the collection, storage and use of the data I provide for the purpose of this research	<input type="checkbox"/>	<input type="checkbox"/>
I know that the results of this interview can be used for a report or (scientific) publication	<input type="checkbox"/>	<input type="checkbox"/>
I grant permission for the reuse of the data I provided after this research has ended for new research in the same area. Ethical standards will be taken into account.	<input type="checkbox"/>	<input type="checkbox"/>
I know that only for the purpose of verifying research integrity other people than the researchers may have access to the data I provided	<input type="checkbox"/>	<input type="checkbox"/>
I understand that all information I provide in this study is anonymous and cannot be traced back to me	<input type="checkbox"/>	<input type="checkbox"/>
I know that I can get access to the procedures for data collection and storage	<input type="checkbox"/>	<input type="checkbox"/>
I know that I if I withdraw my participation in this research, the data provided up until the moment of withdrawal can be used, unless I ask for the deletion of these data	<input type="checkbox"/>	<input type="checkbox"/>
<i>Optional</i>		
I grant permission for audio recordings. These can only be listened to by the researcher(s) or for the purpose of verifying research integrity	<input type="checkbox"/>	<input type="checkbox"/>
I grant permission for video recordings. These can only be watched by the researcher(s) or for the purpose of verifying research integrity	<input type="checkbox"/>	<input type="checkbox"/>

Name:

Signature:

Date:

Interviewer

As interviewer I declare that I have given a verbal explanation on the nature, method and purpose of the research. I declare that I am willing to answer any additional question on this research to the best of my knowledge.

Name:

Signature:

Date:

Email:

The German form of the survey looks as follows:

Einverständniserklärung: Nachhaltigkeit im Landhotel Voshövel

Bitte lest euch die Punkte dieser Einverständniserklärung gut durch. Das Einverständnis ist Voraussetzung, um an der Umfrage teilzunehmen.

Als Teilnehmer dieser Umfrage stimme ich folgenden Punkten zu:

- Ich wurde über den Hintergrund dieser Umfrage ausreichend informiert.
- Ich habe genug Zeit, über meine Teilnahme nachzudenken.
- Ich weiß, dass die Teilnahme freiwillig ist.
- Ich weiß, dass ich meine Teilnahme ohne Begründung jederzeit beenden kann.
- Ich erlaube die Erfassung, Speicherung und Nutzung der Daten, die ich zum Zwecke dieser Recherche zur Verfügung stelle.
- Ich weiß, dass die Ergebnisse dieser Umfrage für eine Bachelorarbeit oder eine (wissenschaftliche) Publikation genutzt werden können.
- Ich erlaube die wiederholte Nutzung meiner Antworten für weitere Recherchen im selben Bereich. Datenschutzrichtlinien werden dabei beachtet.
- Ich weiß, dass Dritte allein für die Verifizierung dieser Umfrage auf meine Antworten Zugriff haben.
- Ich verstehe, dass alle Informationen, die ich in dieser Umfrage abgebe, vollkommen anonym sind und nicht auf mich zurückgeführt werden können.
- Ich weiß, dass ich Zugriff auf die Verfahren der Datenerfassung und -speicherung bekommen kann.
- Ich weiß, dass wenn ich meine Teilnahme abbreche, die Antworten bis zum Punkt des Abbruchs genutzt werden, außer ich fordere die Löschung dieser Antworten.

Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Mia Gissing
Date: 15.06.2023

Signature:

M. Gissing