

Name: Lynsey Hooper

Student ID Number: 1001355

Programme: International Hotel Management MBA

Module: Environmental Sustainability in the Hospitality Industry

Module Code: BMMB7004

Lecturer: Dr Jayne Griffith-Parry

Assignment Title: Portfolio

Submission Deadline: 25th March 2022

Word Count: 4703

Contents:

Staff Awareness - Reflective Piece - ‘Obtaining the Green Key at Roch Castle’ (1,124 words)	4
Introduction	4
Figure 1: Gibbs’ Reflective Cycle (The University of Edinburgh, 2020)	4
Description	5
Feelings	5
Evaluation	6
Analysis	7
Conclusion	8
Action Plan	8
Reference List	9
 Environmental Experience - Essay - ‘Is the future of the cruise ship industry sustainably focused in terms of energy use, waste and compliance with global targets?’ (1,251 words)	10
Reference List	15
 Regulatory Affairs - Report - ‘Does the UK hospitality industry need more stringent legislation, targets, and incentives to meet long term sustainability goals? (1,461 words)	17
Executive Summary	17
Introduction	17
Main Findings	18

Global Sustainability Goals	18
UK Government Measures	18
The AA Grading System	19
Voluntary Sustainable Accreditation	20
Conclusion	21
Recommendations	21
Reference List	24
 Brand Image - Essay - ‘The Brando hotel continues to be an inspiration and an industry leader in sustainable practices’ (690 words)	 25
Figure 1: Circular Economy	27
Reference List	29
 Guest Experience - Presentation - ‘Connecting Guests with the Food Journey in Bali: Education and Unique Experiences’ (177 words)	 30
Slide 1	30
Slide 2	31
Slide 3	32
Slide 4	33
Appendix	34
Reference List	38

Staff Awareness – Reflective Piece – ‘Obtaining the Green Key at Roch Castle’

Introduction:

Gibbs' 1998 Reflective Cycle has been used to discuss my personal experience of raising awareness of the Green Key award and wider sustainability issues within my team during my previous role as manager of Roch Castle, Pembrokeshire which is an AA rated five-star Guest Accommodation and one of three historic properties in the Retreats Group.

Figure 1: Gibbs' Reflective Cycle



(The University of Edinburgh, 2020)

Description:

In late 2019 I was appointed by the Operations Manager to submit a Green Key application for Roch Castle. As I was previously unaware of what the award entailed, I undertook some research prior to signing up. I found that it was an internationally recognised eco award with a focus on education as well as innovation and that by participating, Roch Castle would be making a 'promise to its guests that by opting to stay with such an establishment, they are helping to make a difference on an environmental and sustainability level' (Green Key, 2022). The overall goal was to meet the basic mandatory requirements of the award and to be globally recognised as an award holder of the Green Key on their website. The award could then be renewed annually thereafter, meeting an increased number of sustainability criteria each time.

Feelings:

While undertaking the application I was aware that my whole team needed to be involved in the process from the beginning for it to be an ongoing success in the future; and for the criteria of the Green Key to be embedded in daily routines and not seen as an additional extra set of responsibilities in what was already a busy hospitality work environment. Beal (2016) recognises the significance of not 'withholding information' and the 'importance of leaders' open, honest and ethical relationships with employees... and that theirs is a bond built on mutual trust'. I was aware of the need to be transparent in my management approach to this issue, and that an open conversation about why the actions were being undertaken to meet the award criteria,

and how a consistent, cohesive approach would lead to a positive sustainable development for the business.

I was extremely fortunate to be supported by my whole team throughout the whole process, as there was already a good mutual rapport and shared sense of purpose. We found the application to be relatively easy as many of the criteria were being met already, such as evidence of at least three local products on the menu, a clear recycling system and existing sustainability policies. As part of raising the awareness of Green Key among the team and the importance to the hotel and environment of becoming sustainably accredited I also involved the maintenance and accounts departments when gathering evidence for water flow and smart meter energy readings because I recognised that with such an important and time sensitive issue as sustainability, all 'employees are in the forefront of hotel environmental management interventions and can determine their success or failure' (Sourvinou and Filimonau, 2017).

Evaluation:

The audit for the property came just before the Covid-19 pandemic forced the hotel to close during the first lockdown and was relatively straightforward as it was confirmation of the evidence and documentation in the application. Roch Castle received the Green Key award shortly afterwards. It certainly reinforced the idea amongst the team, and other departments within the hotel group that the Green Key Award was achievable with very few changes to the current sustainable policies and practices of the property.

Analysis:

As a team member, my own knowledge was enhanced, which in turn was something I could share and pass onto the team, especially newer team members who participated in online training while the hotel was closed during the lockdowns. It was an inspiring process for the team to realise how much was already being done to meet the basic criteria, and how we could plan together to prepare to meet the increased levels of mandatory requirements for the annual renewal.

Addressing sustainability as a fixed agenda in monthly meetings which followed thereafter was key to keeping the issue at the forefront of team discussions. Positive discussions to come out of regular meetings included the suggestion to join the 'Clean the World' social enterprise which 'distributes recycled soap and hygiene products from hotel partners' around the world to where they are needed most (Clean the World, 2022). Much research followed, however unfortunately due to the location of Roch Castle joining 'Clean the World' was found to be cost prohibitive. However, one team member (who had been nominated as the 'sustainability 'eco-warrior' in the Green Key application) was inspired to collect used soaps from the property and to recycle them hygienically at home. This in turn inspired other team members to take the responsibility of organising the collection of waste from the hotel group (not just Roch Castle) such as crisp packets which could be recycled via a specialist scheme such as TerraCycle. The same team member also led the way with calling all suppliers and asking for packaging to be reduced (particularly single use plastics) as '32% of all plastic packaging ends up in our oceans each year' (Sustainable Hospitality Alliance, 2021).

Conclusion:

Having successfully submitted one application for the Green Key, the key lesson for me personally was to identify where sustainable practices were already taking place and what more could be achieved to increase and improve these further with continued team involvement and awareness. Due to the global pandemic the promotion and marketing of the Green Key to guests was not as effective as it may have been prior to 2020; and other sustainable initiatives such as refillable toiletries were put on hold as government guidance took precedence. Given the increased awareness of society on the issues of sustainability, climate change and waste, if it had been possible at the time, I would have wanted to focus more on promoting the Green Key to guests because 'learning capability (also) has a significant impact on sustainable competitive advantage' (Hossain *et al.*, 2020).

Action Plan:

If I were to lead a team to achieve the Green Key award again in future, I would follow the same process of maintaining an open dialogue with my team, as well as valuing and embracing new ideas in order to go beyond the mandatory criteria where possible. This was reiterated in a 2021 interview with Paula Ellis, General Manager of Retreats Group who stated that keeping sustainability at the forefront of decisions and making the conscious decision to place it on the 'monthly agenda... will allow (hotels) to continually identify and improve their practices, which are not only beneficial to the environment but also something that many guests are now looking for in a venue'.

Reference List:

- Beal, B. (2016) 'Authentic way to retain hospitality staff', *Human Resource Management International Digest*, 24(5) pp.13-15. doi: 10.1108/HRMID-04-2016-0051.
- Clean the World (2022) *Clean the World*. Available at: <https://cleantheworld.org> (Accessed: 5 March 2022).
- Gibbs, G. (1988). *Learning by Doing: A guide to teaching and learning methods*. Further Education Unit. Oxford Polytechnic: Oxford.
- Green Key (2022) *Green Key*. Available at: <https://www.greenkey.global> (Accessed: 5 March 2022).
- Greyling S (2021) *Green Key and Historic Hotels of Europe cooperate to ensure high sustainability industry standards*. Available at: <https://www.greenkey.global/stories-news-1/2021/11/2/historic-hotels-in-europe-testimonials-from-wales> (Accessed: 6 March 2022).
- Hossain, M. et al. (2020) 'Factors Influencing Sustainable Competitive Advantage in the Hospitality Industry', *Journal of Quality Assurance in Hospitality and Tourism*, 22(6), pp. 679-710. doi: 10.1080/1528008X.2020.1837049.
- Joao, E. (2019) 'Employee Training Contributes to Service Quality and Therefore Sustainability', *African Journal of Hospitality, Tourism and Leisure*, 8(2). Available at: https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_20_vol_8_2__2019.pdf (Accessed: 6 March 2022).
- Retreats Group Ltd (2022) *Roch Castle*. Available at: <https://rochcastle.com> (Accessed: 5 March 2022).
- Sourvinou, A. and Filimonau, V. (2018) 'Planning for an environmental management programme in a luxury hotel and its perceived impact on staff: an exploratory case study', *Journal of Sustainable Tourism*, 26(4), pp. 649–667. doi:10.1080/09669582.2017.1377721.
- Sustainable Hospitality Alliance (2022) *Single-use plastics*. Available at: <https://sustainablehospitalityalliance.org/resource/single-use-plastic-factsheet/> (Accessed: 6 March 2022)
- TerraCycle (2022) *The Crisp Packet Recycling Scheme*. Available at: <https://www.terracycle.com/en-GB/brigades/crisppacket> (Accessed: 6 March 2022).
- The University of Edinburgh (2020) *Gibbs' Reflective Cycle*. Available at: <https://www.ed.ac.uk/reflection/reflectors-toolkit/reflecting-on-experience/gibbs-reflective-cycle> (Accessed: 5 March 2022).

Environmental Experience – Essay – ‘Is the future of the cruise ship industry sustainably focused in terms of energy use, waste and compliance with global targets?’

The cruise ship industry has long held a reputation for creating damage to the environment, whether that be through air and water pollution or through mass tourism in popular coastal destinations around the world. The key issues which will be examined in detail are energy use, waste, and compliance with global targets. Within the wider tourism and hospitality industry there has been a growing trend towards sustainable practices, and a growing demand from customers to meet and exceed expectations in this area. Cruise ship companies are now also facing similar pressures to perform better when it comes to sustainability.

One of the most obvious environmental costs linked to cruise industry would be the heavy use of fuel used to transport guests around the world. There is growing concern from governments and customers alike over the ‘greenhouse gas emissions from shipping, as the Paris Agreement does not cover the sector... (which) accounts for 2.2% (831 Mt) of global emissions of CO₂’ (Simonsen, *et al.*, 2019) and is continually expanding. Although it is worrying that shipping was not included in such an applauded global agreement, there are regulations in place for the industry which are reinforced by the International Maritime Organization and apply to cruise ships who must ‘comply with all relevant energy and air pollution requirements’ (International Maritime Organization, 2019). In early 2020 a reduction in sulphur in fuel oil was seen as a landmark step in the industry to not only reduce the impact on marine life, but also the negative health impacts to the crew, passengers, and residents of cruise destinations.

Further innovation in the reduction of fuel usage comes from the Silverstream® System which is 'an air lubrication technology for shipping, is a unique system that reduces frictional resistance between the water and the hull surface, dramatically reducing net fuel consumption and associated emissions between 5 and 10%'. (Silverstream Technologies, 2017). The 2021 Cruise Lines International Association report on 'Environmental Commitment, Innovation and Results of the Cruise Industry' found that of 267 ships reporting in the survey 11.3% had air lubrication systems fitted. Another benefit of the Silverstream® System is that it can be safely fitted retrospectively as well as incorporated into a new build. There is an early indication that the percentage of ships using this technology will grow as the demand for sustainable practices increases.

Other trends highlighted by the Cruise Lines International Association include a shift from traditionally heavy pollution fuel, and for 24 newly commissioned cruise ships to use Liquified Natural Gas (LNG) as a primary fuel source instead as it gives off 'virtually zero sulphur emissions, a 95% to 100% reduction in particulate emissions... and up to 20% reduction in greenhouse gas emissions' (Cruise Lines International Association, 2021). Kizielewicz (2021) also recognises that this isn't just a passing trend as the industry is aware it needs to change its ways to contribute to a cleaner, more sustainable industry for future generations, so it is investing \$23.5 billion (Cruise Lines International Association, 2021) in new technologies such as 'wind power... photovoltaic panels... and electric engines' (Kizielewicz, 2021).

Besides the release of toxic compounds from fuel into marine environments, accidental pollution may also occur. Cox reported in the Guardian in 2018 that P&O Cruises had dumped 27,000 litres of food waste and grey water onto the protected Great Barrier Reef; UNESCO World Heritage Area and one of the seven natural wonders of the world. The International Convention for the Prevention of Pollution from Ships (MARPOL) was introduced in the 1970's and sets out guidelines in Annex V and Annex IV for the correct disposal of garbage and treatment of sewage and all passenger ships including cruise ships must comply to minimise their impact on the health of the oceans and seas they travel within. Although the follow up investigation found that the spill had been unintentional, the reason given, 'that there was a shortage in capacity in its food waste tanks' (Cox, 2018) begs the question of whether cruise ships should be allowed to travel to such areas if they are not fully prepared for the safe storage of waste whilst operating at full capacity. The impact of continued tourism via cruise ships to fragile eco-systems such as the Great Barrier Reef is a contentious issue as P&O cruises faced a public outcry following the incident, as well as a hefty fine. In 2021 Lai reported that Venice has now banned large cruise ships from the centre in a bid to preserve the foundations of the city. The people of the Florida Quays have discussed the same issue, and came close to imposing restrictions on the industry. With growing pressure from destinations around the world for cruises to become more sustainable and to recognise the damage that can be caused to the environment unintentionally it remains to be seen whether the industry can live up to demands.

Around the world, cruise ships operate largely under company policies and comply with maritime law. As mentioned previously, The Paris Agreement does not cover

shipping. It is imperative that ports play a vital role in ensuring that the cruise industry complies with the laws of each country, and there may also be local policies in place which can play a role in enforcing greener practices for the industry. Simonsen, et al, make the point that 'it may also be possible to mandate the use of port power provisions (where available), to support clean air policies. These policies can be initiated by ports, and have an immediate effect on the cruise sector' (Simonsen, *et al.*, 2019). This would be an important milestone in placing the cruise industry under pressure to meet global demand and to perform more sustainably within a shorter timeframe. Mjelde, et al, agree that 'environmental impacts from the entire shipping industry can be reduced by a wide range of ports using targeted economic instruments' (Mjelde, *et al.*, 2019). As the world slowly emerges from the Covid-19 pandemic, Carnival saw some cruises in March 2022 sailing at 100% occupancy (Cruise Industry News, 2022), showing that the demand for cruise holidays is beginning to outweigh the caution of travelling so soon after a global crisis. It remains to be seen whether individual countries and ports continue to impose sustainability criteria and conditions to berth as cruise ships begin to set sail again.

In conclusion, the evidence points to the cruise ship industry making marginal but steady gains in terms of more sustainable practices. Although the industry has experienced a financially difficult period during the pandemic there is hope and an early indication that guest numbers will return to pre-pandemic levels over the next few years. Innovations and advances are being made in terms of sustainable energy use, although waste management needs to be closely monitored to avoid potentially devastating effects on areas such as the Great Barrier Reef. It is also clear that a more cohesive effort from all nations and ports could reduce the time frame of the industry

becoming more sustainable. 'A main barrier to identifying policies for cruises has been the lack of data on emissions from ships' (Simonsen, *et al.*, 2019), however, this needs to change. Greater transparency within the industry on sustainability issues, and stringent, globally agreed policies are needed for cruise ship companies in order to meet other worldwide targets such as the Paris Agreement by 2030 and beyond.

Reference List:

- Ahn, J., Shamim, A. and Park, J. (2021) 'Impacts of cruise industry corporate social responsibility reputation on customers' loyalty: Mediating role of trust and identification', *International journal of hospitality management*, 92. doi:10.1016/j.ijhm.2020.102706.
- Cox, L. (2018) *P&O cruise ship dumped 27,000 litres of waste on Great Barrier Reef, Senate hears*. Available at: <https://www.theguardian.com/environment/2018/oct/22/po-cruise-ship-dumped-27000-litres-of-waste-on-great-barrier-reef-senate-hears> (Accessed: 20 March 2022).
- Cruise Industry News (2022) *Carnival Seeing Some Cruises At Over 100 Percent Occupancy*. Available at: <https://www.cruiseindustrynews.com/cruise-news/27071-carnival-seeing-some-cruises-over-100-percent-occupancy.html> (Accessed: 22 March 2022).
- Cruising Lines International Association. (2021) *Environmental Commitment, Innovation And Results Of The Cruise Industry*. Available at: <https://cruising.org/en/news-and-research/research/2021/november/environmental-commitment-innovation-and-results-of-the-cruise-industry> (Accessed 19 March 2022).
- Cruising Lines International Association. (2021) *State Of The Cruise Industry Outlook 2021*. Available at: <https://cruising.org/en-gb/news-and-research/research/2020/december/state-of-the-cruise-industry-outlook-2021> (Accessed: 19 March 2022).
- Hudson, S. (2019) *Turning tides: sustainability and the cruise industry in 2019*. Available at: <https://www.nationalgeographic.co.uk/travel/2019/12/turning-tides-sustainability-and-cruise-industry-2019> (Accessed 20 March 2022).
- International Maritime Organization (2019) *Safety and environmental standards on passenger ships*. Available at: <https://www.imo.org/en/MediaCentre/HotTopics/Pages/passengership-default.aspx> (Accessed: 20 March 2022).
- Kizielewicz, J. (2021) 'Eco-Trends in Energy Solutions on Cruise Ships', *Energies* (Basel), 14(13), p. 3746. doi:10.3390/en14133746.
- Lai, O. (2021) *Venice Bans Cruise Ships Entering City Centre Starting From August 1*. Available at: <https://earth.org/venice-bans-cruise-ships/> (Accessed: 20 March 2022).
- Mjelde, A. et al. (2019) 'Differentiating on port fees to accelerate the green maritime transition', *Marine Pollution Bulletin*, 149, pp. 110561–. doi:10.1016/j.marpolbul.2019.110561.

- Ramoa, C.E. de A., Flores, L.C. da S. and Herle, F.B. (2020) 'Environmental sustainability: a strategic value in guiding cruise industry management', *Journal of Hospitality and Tourism Insights*, 3(2), pp. 229–251. doi:10.1108/JHTI-01-2019-0006.
- Rodrigues da Silva, A. (2021) 'An Overview of the Impact of COVID-19 on the Cruise Industry with Considerations for Florida', *Transportation Research Interdisciplinary Perspectives*, 10(100391). doi: 10.1016/j.trip.2021.100391
- Silverstream Technologies (2017) *Air Lubrication for Cruise Ships – The Silverstream® System*. 4 March 2017. Available at: <https://www.youtube.com/watch?v=KF4ULDEorro> (Accessed: 19 March 2022).
- Simonsen, M., Gössling, S. and Walnum, H.J. (2019) 'Cruise ship emissions in Norwegian waters: A geographical analysis', *Journal of Transport Geography*, 78, pp. 87–97. doi:10.1016/j.jtrangeo.2019.05.014.

Regulatory Affairs – Report – ‘Does the UK hospitality industry need more stringent legislation, targets, and incentives to meet long term sustainability goals?’

Executive Summary:

The report found that legislation ensuring that the hospitality meets global, and UK sustainable goals is lacking, suggesting that the industry may not meet targets to reach ‘net zero’ by 2050. The report recommends that the UK Government should work alongside the AA as the existing grading inspectorate, to implement a continuous Plan-Do-Check-Act cycle when implementing legislation, targets and incentives for the hospitality industry to meet long term sustainability goals.

Introduction:

The main purpose of the report is to discover whether the UK hospitality industry needs more stringent legislation and targets to meet long term sustainability goals. The key points of investigation shall be global sustainability goals, UK government measures, regulation, the AA grading system, and voluntary sustainability accreditation. The report is not intended to be fully comprehensive, but to give an overview to the key issues and to highlight whether the government needs to go further with imposing rules or laws on hospitality within the UK.

Main Findings:

Global Sustainability Goals:

Before UK legislation pertaining to hospitality can be analysed, global sustainability goals need to be considered as they form a basis for all sustainability initiatives which the UK government implements. The United Nations (UN) has seventeen clear Sustainable Development Goals which include wasting less food, water and using energy efficient appliances (United Nations, 2022). These are intended to be used by governments, companies, and individuals around the world as the basis for good sustainable practices. The Paris Agreement (2015) has also influenced UK government sustainability goals as it the ‘first-ever universal, legally binding global climate change agreement... to avoid dangerous climate change by limiting global warming to well below 2°C’ (European Commission, 2022). Shortly thereafter, the Sustainable Hospitality Alliance began working with the UN and leading hotel companies to create clear goals ‘as a practical response to the core sustainability issues the hotel industry is facing’ (United Nations Climate Change, 2018). The goals are known as the ‘Pathway to Net Positive Hospitality for the Planet’ and the urgency to act on these goals is clearly stated. However, it must be noted that this is not a mandatory document for any hotel to follow, rather one to guide best practice for hotels at any point in their sustainability journey.

UK Government Measures:

UKHospitality reported that the UK Government’s 2020 Environment Bill is for the ‘first time... proposing legally binding targets in priority areas to drive significant and lasting environmental improvements such as cleaner air, cleaner water, less waste and more

biodiversity' (UKHospitality, 2020). The Environment Act became law during the 2021 COP26 summit in Glasgow and marks a milestone in environmental protection within the UK, with aims to deliver 'long-term targets to improve air quality, biodiversity, water, and waste reduction and resource efficiently' (UK Government, 2021). As the Act is in the infancy stages currently it remains to be seen how targets relating specifically to hospitality will be rolled out, monitored and upheld for future generations to come. However, it does mark a change in attitudes on sustainability and an awareness that society is capable of putting pressure on institutions and industries to force change in this vital area.

The government is also encouraging large businesses to commit to the 'Race to Zero' and small and medium-sized enterprises to sign up to the 'SME Climate Commitment' and committing to reach 'net zero' by 2050 (tying in with targets arising from the Paris Agreement). Part of the commitment involves measuring and reporting emissions, which would somewhat increase transparency of the impact on the environment from hospitality, which is widely known to be a high consumer of energy, water and producer of waste as a by-product of its operations. As admirable as the voluntary commitment is, the report questions whether incentivising businesses to sign up should also be considered to reach these targets.

The AA Grading System:

As the main appointed inspectorate for hotels and the wider hospitality industry, it is surprising to learn that the best sustainable practices listed in the AA series of Quality

Standards for hotels and other hospitality businesses are not mandatory. However, there are links back to the UN goals with best practice points such as 'use of energy efficient lightbulbs' (AA, 2018). As the inspectorate body, the AA would be well placed to include sustainability focused criteria into or alongside the existing one-to-five-star ratings, as there would then follow a consistent standard of sustainability ratings across the UK.

Voluntary Sustainability Accreditation:

The Green Key award is a highly regarded global eco accreditation which hotels in the UK can also apply for as long as they are able to meet the basic mandatory criteria (which is increased upon each annual renewal). The model used by Green Key to support businesses throughout the application process, followed by an inspection, and finally the achievement of the award is highly similar to the AA inspectorate process for grading hotels which is the key reason the report suggests that the AA are also ideally placed to carry out mandatory sustainability inspections. If the AA and UK Government were to implement mandatory sustainability criteria in legislation and in annual inspections, then care would need to be taken not to de-value the prestigious nature of the Green Key. However, if hotels were all meeting basic mandatory requirements placed upon them by the UK Government or AA anyway, then it would be a simple process to apply for the Green Key too and could contribute to a greater competitive advantage of businesses to be recognised as going above any mandatory requirements.

Conclusion:

Unfortunately, although there are plenty of schemes to encourage sustainability there is a re-occurring theme that many of the initiatives, awards and criteria on a global and UK level are not mandatory; and there are not enough reinforcement or rules in place to enforce them. This needs to change and the industry should face more pressure to commit to sustainability to avoid disparity between the industry leaders and those lagging far behind. Currently hospitality businesses are largely unregulated in terms of their commitment to sustainability for the future, and this report highlights a need for that to change. Altenrath (2021) summarises Berger-Walliser et al., (201) and concludes that 'rather than being a constraint to businesses and individuals, pro-active legislation can eliminate competitive disadvantages and thus be an instrument paving the way to a successful and sustainable future' (Altenrath, 2021). Changes to legislation are lengthy and costly, so the report does not necessarily recommend for initiatives to be enshrined in law, rather it recommends that the government and the AA develop a symbiotic relationship to introduce changes to the hospitality industry through the existing grading system or implement a complementary sustainability grading system to meet long term sustainability goals.

Recommendations:

The Plan-Do-Check-Act (PDCA) Cycle has been used to create the recommendations of this report as it can be used as a tool for continuous improvement. The report recommends the following actions as a starting point but recognises that the chosen cycle can be adapted and advanced at later stages following the implementation of the recommendations. As the report has centred on the UK Government and how the

AA may support with reaching sustainability targets, voluntary actions from the industry have not been included here.

1. Plan – The UK Government and the AA to discuss and establish the feasibility of implementing a UK-wide mandatory set of criteria to measure sustainable industry practices, especially those which align with over-arching Government and global aims set out by the United Nations and Paris Agreement. Incentivising schemes such as the SME Climate Commitment could also be discussed at this stage.
2. Do – The UK Government and the AA to create a Quality Standards handbook for the hospitality industry which would provide clear targets for businesses and a uniform standard of mandatory criteria across the UK (the criteria could increase annually as seen with the Green Key).
3. Check – Initially the AA would conduct a small sample study of a range of hospitality businesses in the UK and report back to the Government with recommendations for improvement. In the long term, the data collected from inspections would increase the transparency of information available on the industry and inform the constant monitoring process at this stage in the cycle on whether more needs to be done to meet future targets
4. Act – Once mandatory sustainability criteria have been set and a Quality Standards handbook has been approved for the industry then inspections could

begin in all UK hospitality properties. The report also acknowledges the important role of Visit Wales, Visit England, Visit Scotland and Tourism Northern Ireland in supporting the AA in the implementation of the recommendations.

Reference List:

AA (2018) Hotel Quality Standards. Basingstoke: AA Media Limited.

Altenrath, F. (2021) *Sustainability-driven legislation: setting the right conditions for hospitality?*. Available at: <https://www.hospitalitynet.org/viewpoint/125000094.html> (Accessed: 12 March 2022).

ASQ (2022) *What is the Plan-Do-Check-Act (PDCA) Cycle?*. Available at: <https://asq.org/quality-resources/pdca-cycle> (Accessed: 10 March 2022).

European Commission (2022) *Paris Agreement*. Available at: https://ec.europa.eu/clima/eu-action/international-action-climate-change/climate-negotiations/paris-agreement_en (Accessed: 10 March 2022).

Green Key (2022) *Green Key*. Available at: <https://www.greenkey.global> (Accessed: 10 March 2022).

Sustainable Hospitality Alliance (2021) *Pathway to Net Positive Hospitality*. Available at: <https://sustainablehospitalityalliance.org/our-work/pathway/> (Accessed: 11 March 2022).

UK Government (2022) Join thousands of UK Businesses Tackling Climate Change. Available at: <https://businessclimatehub.org/uk/> (Accessed: 12 March 2022).

UK Government (2021) *World-leading Environment Act becomes law*. Available at: <https://www.gov.uk/government/news/world-leading-environment-act-becomes-law> (Accessed: 11 March 2022).

UKHospitality (2022) *Sustainability and the Hospitality Industry*. Available at: <https://www.ukhospitality.org.uk/page/sustainability> (Accessed: 11 March 2022).

United Nations (2022) *Sustainable Development Goals*. Available at: <https://www.un.org/sustainabledevelopment/> (Accessed 10 March 2022).

United Nations Climate Change (2018) *UN Works with Global Hotel Industry to Reduce Emissions*. Available at: <https://unfccc.int/news/un-works-with-global-hotel-industry-to-reduce-emissions> (Accessed: 11 March 2022).

Brand Image – Essay – ‘The Brando hotel continues to be an inspiration and an industry leader in sustainable practices’

The Brando Hotel on the island of Tetiaroa in French Polynesia is renowned around the world, not only for being a luxury holiday destination, but equally for its commitment to sustainability. The care and respect for their island environment is synonymous with the brand and shows that luxury and sustainable practices can go hand in hand without compromise.

When linking the three pillars of sustainability to the Brando, there is evidence that the hotel has a multitude of sustainability practices for each pillar. Socially the Brando has always held community and education as core values and encourages guests to join Green Tours as well as allowing team members to participate in field trips and expert lectures. The Brando projects its brand as one with a greater purpose and works closely with non-profit organisation TeMana O TeMoana who focus their efforts on the protection of marine life. Economically the hotel's sustainable practices have helped lessen the impact of the pandemic and led to a quicker recovery which is discussed in Kester's 2021 article questioning whether the pandemic sabotaged hotel sustainability trends. Kester argues that "If a property is deep into sustainability, they would not have slowed down [during the pandemic] because they keep saving energy, water" (Kester, 2021). Environmentally the Brando was awarded the LEED (Leadership in Energy and Environmental Design) Platinum Certification in 2016 in recognition of the sustainable design of the building. With other unique and innovative technologies such as the use

of coconut oil biofuel as an energy source where possible, the brand is inspiring other hospitality businesses to explore possibilities other than fossil fuels.

The Brando is also meeting the criteria of a Circular Economy (see Figure 1). The focus is very much on the three principles outlined by the Ellen MacArthur Foundation of 'eliminating waste and pollution' which the Brando does particularly well, with cleaner production of energy and a reduction in waste, by using Sea Water Air Conditioning as one method of achieving this principle. 'Circulating products and materials by making conscious choices to firstly reduce consumption and use products like refillable bottles which will have a longer lifespan than single use plastics which incidentally guests do not use at all during their stay. 'Regenerating nature' is also at the heart of the Brando mission as mentioned previously. With an extensive natural environment and marine life education programme for guests, locals, and team members alike to participate in The Brando demonstrates its commitment to being at the forefront of preserving nature for future generations. This commitment can also be seen in the Brando's contribution to Blue Growth which is a movement focused on protecting the world's oceans from human impact and climate change. Elsewhere in the industry, one study found that 'the main strategies adopted (across the hospitality industry) are the reduction, recycle and reuse, in this order... remaining strategies (of a Circular Economy) have yet to be adopted in the mainstream... research emphasises the need to promote the Circular Economy in the hospitality industry, especially among independent hotels' (Rodriguez-Anton and Alonso-Almeida, 2019). There is a very long way to go to achieve a fully Circular Economy, but with hotels

such as the Brando leading the way with their eco-friendly brand image, the wider hospitality industry can follow the footsteps to achieve comparable results in their own settings.

Figure 1: Circular Economy



(United Nations Industrial Development Organisation, 2017)

In the 2019 article 'Bridging the gap between branding and sustainability by fostering brand credibility and brand attachment in travellers' hotel choice' 'the empirical results reveal(ed) that hotel attributes have direct influence on brand credibility and brand attachment. (Rosli, *et al.*, 2019). The strength of The Brando Hotel brand image has

not only truly earned its renowned reputation as a bucket list destination for guests because of its ongoing commitment to sustainable practices, but as a credible inspiration to all other hospitality businesses to develop and improve their own sustainable practices, strengthen the bond with nature, partake in the Circular Economy and rise up as future industry leaders.

Reference List:

- Blue Climate Initiative (2021) *Blue Climate Initiative*. Available at: <https://www.blueclimateinitiative.org> (Accessed: 15 March 2022).
- Ellen Macarthur Foundation (2022) *Let's build a circular economy*. Available at: <https://ellenmacarthurfoundation.org> (Accessed: 15 March 2022).
- Kester, J. (2021) *Did The Pandemic Sabotage Hotel Sustainability Trends?*. Available at: <https://www.forbes.com/sites/forbestravelguide/2021/04/22/did-the-pandemic-sabotage-hotel-sustainability-trends/?sh=24a9e99f3845> (Accessed: 15 March 2022).
- NatGeoExpeditions (2017) *The Brando Social Sustainability*. 7 July. Available at: <https://www.youtube.com/watch?v=pVyAUZu2wmM> (Accessed: 14 March 2022).
- Pauli, G.A. (2010) *The blue economy:10 years, 100 innovations, 100 million jobs*. Brookline. MA: Paradigm.
- Rodríguez-Antón and Alonso-Almeida (2019) 'The Circular Economy Strategy in Hospitality: A Multicase Approach', *Sustainability (Basel, Switzerland)*, 11(20), p. 5665–. doi:10.3390/su11205665.
- Rosli, N., Che Ha, N. and Ghazali, E.M. (2019) 'Bridging the Gap Between Branding and Sustainability by Fostering Brand Credibility and Brand Attachment in Travellers' Hotel Choice', *The Bottom line (New York, N.Y.)*, 32(4), pp. 308–339. doi:10.1108/BL-03-2019-0078.
- Straw by Straw (2019) *Luxury + Sustainability: what can we learn from The Brando Resort*. Available at: <https://strawbystraw.com/blogs/features/how-the-brando-resort-operates-as-one-of-the-most-eco-friendly-islands-on-earth#:~:text=Enter%20The%20Brando%2C%20which%20became%20a%20reality%20in,oil%20generators%20and%20solar%20panels%2C%20amongst%20many%20others>. (Accessed: 15 March 2022).
- The Brando Hotel (2022) *The Brando Hotel*. Available at: <https://thebrando.com> (Accessed: 14 March 2022).
- United Nations Industrial Development Organisation (2017) *Circular Economy*. Available at: https://www.unido.org/sites/default/files/2017-07/Circular_Economy_UNIDO_0.pdf (Accessed: 16 March 2022).



- 'Over several decades humans have lost connection with their food sources and their food systems' (Muskett, 2015).
- Sarinbuana Eco Lodge grows much of their food produce and the focus is on fresh, sustainable Balinese dishes.
- 70% of consumers say purchase decisions are affected by how food is grown and raised (Restaurant Business, 2011).

DRINK MENU	
	
COFFEE	
ESPRESSO	35K
Organic coffee beans harvested from our coffee farm	
CAFÉ LATTE	35K
Organic coffee beans harvested from our coffee farm with cows milk or coconut cream	
CAPPUCCINO	35K
Organic coffee beans harvested from our coffee farm with cows milk or coconut cream	
BALI KOPI	30K
Local coffee beans >> add cow's milk 5K	
ICED COFFEE	45K
with coconut cream or cow's milk	

(Sarinbuana Eco Lodge, 2022)

- Kul Kul Farm aims to ‘inspire and empower both local Balinese and visiting travellers to live a life connected to the natural world and traditional ways of living’ (Kul Kul Farm, 2022).
- The Balinese philosophy Tri Hita Karana (‘harmony between humans, nature and God’) is evident in the permaculture
- Corporate Social Responsibilities are evident and enhance the guest experience



- 'When dining out, more and more guests are looking for what's exotic, adventuresome, memorable, and new to explore their dining experience' (Solomon, 2018).
- Food and Beverage Trends in 2022 include Transparency, Safety and Sustainability (Shaw, 2021).
- Unique Experiences and a greater awareness through Education will continue as a trend post pandemic in 2022



(Sarinbuana Eco Lodge, 2022)

Appendix:

The following notes are intended to accompany the 'Connecting Guests to the Food Journey in Bali: Education and Unique Experiences' presentation. The presentation is around five minutes long and gives an overview of two businesses operating sustainably in Bali are providing educational and unique experiences to guests.

Slide 1:

The purpose of the presentation is to discuss how guests are able to connect with the food journey in Bali with a focus on why this is important from an educational and sustainability perspective.

The two properties in this case study are the Sarinbuana Eco Lodge where unique bungalows are nestled into the edge of the Balinese rainforest, and Kul Kul Farm which is a permaculture farm with a focus on education and providing meaningful connections when cultivating plants and edible produce.

Slide 2:

Back in 2015 Muskett addressed the growing disconnect between consumers and the food they consume, where it has been sourced from and whether the growing and distribution process has been carried out sustainably and ethically. Globally it is difficult to know how much has changed in the six years since that statement, but it is unlikely that a huge shift in mindset has occurred.

A recent 2021 Ted Ed video explained that it takes hundreds of people to get coffee to its intended destination ready for when customers need a wake up. This estimation doesn't include everyone maintaining the infrastructure and the process often includes underpaid and overworked employees. How many of us as consumers would consider this, particularly when we are dining out or staying in a hotel.

Sarinbuana Eco Lodge in Bali is different. Looking at the coffee menu on the screen, we can see that all coffees contain beans which are either harvested from the Sarinbuana Coffee Farm or otherwise locally sourced. The difference here is transparency and particularly for guests, a real chance to connect with the raw product as the hotel is very keen to educate guests and provide unique experiences around food. Guests have to opportunity to cook foods from the Sarinbuana garden under guidance from the chef team.

In 2011 a summary of two American studies on this very issue found that '70% of consumers say purchase decisions are affected by how food is grown and raised' (Restaurant Business, 2011). However, if food or menus do not have a recognised sustainable, local or ethical accreditation clearly highlighted then this it is very difficult for those 70% of consumers to be discerning over their food choices. Sarinbuana offers guests the chance to really see for themselves where the food they are eating has come from.

Slide 3:

Kul Kul Farm in Bali sells produce locally, as well as teaching other hospitality businesses such as hotels to set up and grow their own permaculture gardens. Pre-pandemic, they also held workshops for hotel guests to educate them on the importance of connecting with food and produce as part of a unique experience. Longer educational trips and group visits could also be arranged to enhance the experience and gain an even greater understanding of the importance of nurturing the environment in a sustainable way. The Balinese philosophy of Tri Hita Karana of finding balance between humans, nature and God is evident in the permaculture gardens at Kul Kul Farm and allows guests to experience the Balinese culture and connection with nature.

In the 2017 report carried out by Victoria University titled 'Linking Corporate Social Responsibility, Tourism and Climate Change to Build Tourism Community Adaptive Capacity to Climate Change in Bali' it was discovered that 'In addition, CSR builds networks which build trust and reciprocity between tourism businesses and community. With funding, networks and labour support from tourism businesses, community leader would have expected to have greater capacity to mobilise physical and social resources to respond to climate change' (Victoria University, 2017). The very evident Corporate Social Responsibilities at Kul Kul Farm enhance the guest experience, as well as possibly encouraging them to think about their own sustainable food practices and connection to the produce they consume.

Slide 4:

When investigating trends for the food industry and the guest experience Micah Solomon stated in 2016 that 'When dining out, more and more guests are looking for what's exotic, adventuresome, memorable, and new to explore their dining experience' (Solomon, 2018). A lot has happened since 2018, not least a global pandemic which has had devastating effects across the industry. However, as the industry recovers slowly, Food and Beverage Trends in 2022 are predicted to include Transparency, Safety and Sustainability (Shaw, 2021) with Sarinbuana and Kul Kul Farm already ahead of the curve in this area.

Having studied Sarinbuana Eco Lodge and Kul Kul Farm in Bali and discussed how they are helping connect guests with the Food Journey in Bali, it becomes clear that this is an important global issue which needs to be addressed in hospitality, and that Unique Experiences and a greater awareness through Education for guests will continue as a trend post pandemic in 2022.

Reference List:

- Kul Kul Farm (2022) *Kul Kul Farm*. Available at: <https://www.bambuindah.com/> (Accessed: 19 March 2022).
- Modica, P.D. et al. (2020) 'Consumer Perceptions Towards Sustainable Supply Chain Practices in the Hospitality Industry', *Current issues in tourism*, 23(3), pp. 358–375. doi:10.1080/13683500.2018.1526258.
- Muskett, S. (2015) Reconnecting with Food. Available at: <https://s-muskett.medium.com/reconnecting-with-food-53f8908f98fa> (Accessed 19 March 2022).
- Rahmawawati, P. (2017) *Linking Corporate Social Responsibility, Tourism, and Climate Change to Build Tourism Community Adaptive Capacity to Climate Change in Bali*. Unpublished PhD thesis. Victoria University. Available at: https://vuir.vu.edu.au/35044/1/RAHMAWATI%20Putu%20Indah%20Thesis_nosignatures.pdf (Accessed: 19 March 2022).
- Restaurant Business (2011) *Disconnect Between Americans and Their Food Sources*. Available at: <https://www.restaurantbusinessonline.com/consumer-trends/disconnect-between-americans-their-food-sources> (Accessed: 19 March 2022).
- Sarinbuana Eco Lodge (2022) Sarinbuana Eco Lodge. Available at: <https://www.baliecolodge.com/> (Accessed: 19 March 2022).
- Shaw, J. (2021) *Food and Beverage Trends to Watch in 2022 and Beyond*. Available at: <https://kadence.com/food-and-beverage-trends-to-watch-in-2022-and-beyond/#:~:text=The%20%26%20Beverage%20Trends%20to%20Watch%20in,Tastes%20of%20home%2C%20and%20Transparency%2C%20safety%2C%20and%20sustainability.> (Accessed 19 March 2022).
- Solomon, M. (2018) *The Heart of Hospitality: Great Hotel and Restaurant Leaders Share Their Secrets*. First paperback edition. New York: SelectBooks, Inc.
- TED-Ed (2021) The life cycle of a cup of coffee. January. Available at: https://www.ted.com/talks/a_j_jacobs_the_life_cycle_of_a_cup_of_coffee (Accessed: 19 March 2022).