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SCHOOL OF BUSINESS, ECONOMICS AND LAW

Hospitality and Sustainability

*A case-study and comparison of the sustainability work by
hotels in the Gothenburg area*

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Abstract

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Title: Hospitality and Sustainability: a case-study and comparison of the sustainability work by hotels in the Gothenburg area

Background and problem: The growing worldwide tourism industry and its potential impact on the environment has become a hot topic within the global hospitality industry. There has been an increase in the consciousness of sustainability issues over the last decades amongst hoteliers and investors. The tourism and hospitality industry is the largest service industry in the world and in Gothenburg, which is one of the largest cities in the Nordic region, over 3,6 million hotel nights were spent in 2012. An effort to reduce the environmental impact from the hotels in Gothenburg can have a huge impact on both the environment and the hotels' finance.

Purpose: The purpose of this thesis is to illustrate how five hotels in Gothenburg work with sustainability issues and to compare their sustainability work with each other as well as the global hospitality industry.

Method: A frame of reference was built by using previous research and theoretical literature on the subject. The empirical data was collected by conducting semi-structured qualitative interviews with employees at five different hotels in Gothenburg.

Results and conclusion: What the hotels do for sustainability is very similar amongst the researched hotels but also compared to the global hotel industry. Almost all focus is put on the environmental aspect on sustainability and energy, water, waste and food are the areas that receive the most attention. Targets are commonly used to measure improvement in these areas and customers and costs are the two main motives to work with sustainability, both in Gothenburg and globally. Even though what the hotels do is very similar, they have different approaches to it depending on how much experience with sustainability work they have and what the ownership looks like. The major difference between the global industry and research area is the use of eco-labels, which is a vital part for the investigated hotels in Gothenburg.

Limitations: The result of this thesis is based on the findings from a smaller group of hotels and therefore it might not reflect how all hotels in the Gothenburg area approach their sustainability efforts.

Further research: We suggest that further research focus on how the social aspect of sustainability can receive more attention within the hospitality industry.

Key words: Hotels, Hospitality, Sustainability, Environment, Gothenburg

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1. Introduction

1.1 Background

The growing worldwide tourism industry and its potential impact on the environment has become a hot topic within the global hospitality industry. Cost savings, laws, pressure from the public, customer awareness or increased environmental awareness could all be reasons for hotels to incorporate more sustainable practices to decrease their negative impact on the environment and society. (Sloan et.al., 2013) There has been an increase in the consciousness of sustainability issues over the last decades amongst hoteliers and investors. They have started to consider the impact on the environment and society of hotel development and operations and sustainability issues are now being considered in most aspects of the hotel industry. (Goldstein and Primlani, 2012)

The awareness among the public, governments, customers and other stakeholders concerning the social and environmental consequences of human actions has increased over the last twenty years. The concept of sustainability, which is composed by three parts, economic, social and environmental actions, has become increasingly popular. (Grossbois, 2012)

In 1987 the World Commission on Environment and Development (WCED), or as it's more commonly known as, The Brundtland commission, published a report called the Brundtland report. The purpose of the commission was to put the environmental issues firmly on the political agenda and to discuss the environment and development as a single issue. The commission established and published a definition of the term sustainable development, which is the most commonly used definition since. They defined it as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". (World Commission on Environment and Development, 1987). If we apply this definition on the hospitality industry, a sustainable hospitality operation is; a hospitality operation that manages its resources in such a way that economic, social and environmental benefits are maximized in order to meet the need of the present generation without compromising the ability of future generations to meet their own needs (Sloan et.al. 2013). Economic sustainability has always received attention because it is essential to all business to be able to maintain operations and survive, and because of the Brundtland commission, environmental questions have received more attention as of late. The social aspects of sustainability has in this industry been somewhat neglected so far. (Van Rheede & Blomme, 2012)

Already in the 1960's, people became aware of the impact of pollution on the human health and several environmental disasters occurred, and this lead to the birth of the modern

environmental movement. In the hospitality industry, the focus on energy conservation strategies really began in 1973 when the energy crisis hit the world. Everyone, the hospitality industry included, became aware of energy conservation because of the increase in energy cost and concerns regarding the supply. (Goldstein and Primlani, 2012)

The United Nations introduced the concept of sustainable development in the 1980's and in 1992 there was a conference in Rio De Janeiro which focused on the environmental issues of the world and the impacts the industries and people have on the environment. This encouraged the hospitality industry to take environmental initiatives such as the first environmental certificate programs and initiatives to build so called green buildings. In the 2000's environmental issues were incorporated in the wider concept of Corporate Social Responsibility (CSR). (Goldstein and Primlani, 2012) Even though hoteliers are considering the social aspects of their operations they are less developed than the environmental aspects (Van Rheede & Blomme, 2012).

Sustainability has over the last 10 years been through a major transformation. Earlier, the main focus regarding sustainability was on the conceptual issues and its framework. In recent years the concern for sustainability issues has made its way into most aspects of society and sustainability has become a more practical consideration. This trend is noticeable in the hospitality and tourism industry. (Jayawardena et.al, 2013)

Sustainable development is now being regarded by both governments and several industries, including the hospitality industry, as a critical factor for success. Companies oftentimes use sustainability as a strategic setting for their operations. (Jayawardena et.al, 2013) When the term sustainability is used by the hospitality and tourism industry it is most commonly with long-term profit in mind. The main incentive for companies in the hospitality and tourism industry is to build brand image and branding power. They want to improve their corporate image and at the same time reduce costs and provide additional revenues. (United Nations Global Compact, 2010)

1.2 Problem discussion

When the latest financial crisis hit in 2008, cost control became a very important measure for hoteliers and they evaluated their operations and equipment in order to reduce utility cost (Goldstein and Primlani, 2012). The global population is growing and according to present economic theory, the existing world economy has to grow even more in order to meet the needs of the growing population. In order to avoid catastrophic consequences the principles of sustainability have to be applied increasingly. (Sloan et.al, 2013)

The worldwide tourism industry has experienced an increase in demand, which has led to new jobs and a positive impact on the economy. The tourism and hospitality industry is the largest service industry and contributes to approximately 5 % of the world's GDP. (Sloan et.al, 2013) Even though it is not easy to say exactly how large the hotel industry is today (Jones et.al, 2013), it is one of the fastest growing business sectors in the world (Grosbois, 2012) and it has been rapidly growing the past 25 years and is now considered to be a global industry (Jones et.al, 2013). When we think of environmental hazards, such as pollution, waste and greenhouse gases, the hospitality industry is not always the first thing that comes to mind and focus is often directed at transport industry, heavy industries and energy recovery when these issues are discussed. Compared to other industries, such as the car industry, there are few laws and regulations regarding the hospitality industry and how they should execute their operations in regards to the environment. As of late, sustainability in this industry has received a lot more attention globally. How is this affecting the development of codes of conducts and practices promoting sustainable accommodation and what are the driving factors behind the development? (Sloan et.al, 2013; Grosbois, 2012) Practices concerning the social aspect of sustainability in the hospitality industry are much less developed, than those concerning the environment. (Van Rheede & Blomme, 2012).

According to Sloan *et.al.* (2013), of all the different kinds of commercial buildings, hotels and motels have been found to have the largest negative influence on the environment. Since many hotels are owned by large international hotel chains, that constitute a high percentage of the world's hotel rooms, a change in one chains behavior can have a big impact. These large hotel chains have the financial capacity to invest in the necessary technology and the opportunity to incorporate environmental policies on a corporate strategic level, and that combined will make a big difference. The efforts that are made with the purpose of better sustainability is often regarded as only a cost, but international companies and small businesses have started to realize that there are also benefits involved. When hotels are considering an investment they often focus on the initial investment and that cost is often higher for a sustainable alternative than the one that is not. The running cost of the sustainable alternative tends to be lower and makes that alternative more financially beneficial in the long run. It is therefore essential to have managers that have a long-term perspective when they make their decisions and are not too focused on short-term profit. Efforts that are made to reduce the impact on the environment and the society, may also be cost- efficient and the corporation may improve their image by communicating that they are conscious about their impact on the environment and the community. (Sloan et.al, 2013)

Sceptics of the concept of sustainability claim that the term has become confusing, fuzzy and difficult to understand because of the countless different definitions and lack of proper

models. There is a disagreement about in which capacity humanity can influence the environment and how we should approach the problems concerning the environment. (Sloan et.al, 2013)

Many hotel corporations have environmental management programs (EMP) in place, but the crucial factor is how they are implemented, communicated and controlled within the organization. Managers of hotels can often determine how to perform procedures and how to formulate the strategies themselves. It is therefore important to translate the EMPs into corporate policies and then turn those into actions. (Sloan et.al, 2013; Tsai et.al, 2010)

In 2012, over 3,6 million guest nights were spent in Gothenburg (Göteborg & Co, 2013). It is proven that the carbon footprint of a hotel room is 59 kg/night, which is roughly the same as the average US home, so efforts that are made to lower that number can make a big difference when all the nights are combined (Sloan et.al, 2013).

1.3 Purpose

The purpose of this thesis is to illustrate how five hotels in Gothenburg work with sustainability issues and to compare their sustainability work to the global hospitality industry.

1.4 Research questions

1. How do the researched hotels work with sustainability issues and what influences their approach?
2. How do the hotels communicate with current and future customers about what they do about the sustainability issues?
3. What impact does the sustainability work have on the everyday tasks within the organization, and how does it affect the financial decisions?

1.5 Limitations

The findings in this thesis are based on information from a small group of hotels which might limit the validity of the results. The results presented in this thesis might not reflect the Gothenburg hospitality industry as a whole to perfection considering the vast amount of hotels in the researched area.

2. Method

2.1 Choice of subject and design

The hospitality industry is one of the fastest growing sectors in the world today (Grosbois, 2012) and Gothenburg is a city that wants to market themselves as a green tourist city (Petra Löfås, 2014), but there has not yet been any research on this subject regarding Sweden or Gothenburg in particular. Therefore it fitted well as a research area with our choice of subject. Besides marketing themselves as a green city, Gothenburg is one of the largest cities in the Nordic region, which also means that there's a large amount of hotels in the city (Expedia, 2014), and researching the hotel industry in this area would be more relevant compared to smaller cities and/or regions. This also meant that by researching the hotel industry we had a greater chance to be granted interviews compared to if we could have chosen a much more limited industry.

This thesis is designed as a case-study, where the empirical data was collected by conducting semi-structured interviews and by using the investigated hotels websites and some internal documents for additional information. The empirical data was later compared to our frame of reference to create a better understanding.

2.2 Building a frame of reference

To become knowledgeable in the researched area and to build our frame of reference we used the Emerald and Business Source premier (BSP) databases to search for relevant articles on our chosen subject. When searching for articles we used the words; sustainability, hospitality, hotels, tourism and environment. By reading through the reference lists of the articles found through these databases we have also found several other articles, documents, and websites that have been useful to us when writing the frame of reference.

During the writing process we collected some additional information to complement the information already collected, or to fill in gaps where necessary. We found relevant statistics for tourism and hotel nights spent in Sweden and different regions within the country from Statistiska Centralbyrån (Statistics in Sweden) that was used when writing the introduction and we found an article by using the search words "sustainability management" through Google Scholar.

Through an inter-library loan we were able to use *Sustainability in the Hospitality Industry: Principles of Sustainable Operations* by Sloan *et.al.* (2013) when writing the frame of reference. This book is one of the very few printed sources on the subject and provided a more theoretic approach to sustainability in the hospitality industry.

2.3 Collecting the empirical data

2.3.1 Choice of hotel and interviewees

After gathering the data for the frame of reference the empirical data was collected. First we wrote a standard request for an interview that was later used when emailing the hotels. We emailed our request for an interview to 35 people at 33 hotels. When deciding which hotels to email we used our own knowledge of the hotels in Gothenburg and also used search engines on the internet to add a few more to that list. By looking through the hotels' websites we tried to find lists of personnel at the hotels and from that list decide what person might be the most qualified to answer our questions. Some websites did not have a personnel list available, and in those instances we sent the request to the hotel's "general" email address. We received a total of 15 replies via email from the hotels. Six of the hotels were positive towards meeting us and in the end we scheduled five interviews. The sixth hotel replied very late and we could unfortunately not find a time that worked for both parties to meet with them for an interview. By very fortunate circumstances we were granted interview with five very different types of hotels, which is did not contact the hotels from which we have yet not heard from a second time.

Time and place of the interview were mostly decided by email, except for the interview with Hotel Lorensberg, in which case they asked for us to call them so they could get some more information about what we were interested in knowing. After speaking to them over the phone, an interview was scheduled.

Before the interviews took place we did some basic research about the hotels by reading through the information available at their websites. The location, size, history and information about their sustainability work were some of the things we looked for so we could know a little more about the hotels before the interviews. We also put together a list of questions and to ensure consistency, the prepared questions were the same for all hotels. Even though the final questions asked differed somewhat from hotel to hotel, the prepared questions acted as a guideline and still provided us with comparable information in the end.

2.3.2 Interviews

All interviews were done face-to-face and took place at the different hotels. We chose to conduct qualitative interviews with the employees at the five hotels in Gothenburg that agreed to meet us. According to Eriksson & Kovalainen (2008) this is a very popular and practical method when it comes to academic research. A guided or semi-structured qualitative interview, like the ones we conducted, usually takes place face-to-face and allows the interviewer(s) to ask both "what" and "how" questions. It is based on some prepared questions as an outline but allows for a discussion between the two parts to take place. When the interviewers are interested in "facts" or as accurate information about a process as possible, like we were in this case-study, the interview approach is known as a

positivist research approach. Since we conducted guided/semi-constructed qualitative interviews, it allowed us to ask any necessary follow-up questions when something interesting came up or when something needed clarification.

NAME	HOTEL	POSITION	DATE	INTERVIEW
Mathias Strand	First	Room & Div. Manager	April 2, 2014	51 minutes
Martin Blideskog	Scandic	Hotel Manager	April 3, 2014	63 minutes
Katarina Kuzmanivoc	Eggers	Head Receptionist	April 4, 2014	32 minutes
Pauline Stadler	Lorensberg	Hotel Assistant	April 7, 2014	30 minutes
Petra Löfås	Gothia	Sustainability Manager	April 10, 2014	31 minutes

Table 1: Conducted interviews

During our interview with Martin Blideskog at Scandic, we received a few internal documents. The documents received were a power point presentation on their sustainability work, a manuscript to the presentation and a list of Martin’s routines and responsibilities regarding sustainability work. These documents have been used to complement the empirical data.

To complement the data already collected during the first interviews with the hotels, an email was sent out to the interviewees a few weeks later with a few short questions, where we asked them to answer shortly over email, to complement our data.

2.3.3 Data processing

There are several ways of recording an interview (Eriksson & Kovalainen, 2008). We were given permission to tape-record the five interviews we conducted and directly after the interviews we typed out a transcript and saved the audio files. According to Eriksson & Kovalainen (2008), recording the interviews has several advantages. It doesn’t interfere with the flow of the interview as much as only taking notes and even though typing out transcripts of interviews is very time consuming it is a very good way to become familiar with the information. Another reason for us to type out a transcript was to make it easier for us to look back at the interviews when writing the empirical section of the paper and it also allows for better transparency for the reader to know that they can be provided with a transcript. When writing our results the transcripts were printed out, relevant information was highlighted and we approached the transcripts in a similar way to how we approached the collected information from articles or printed sources.

2.4 Quality aspects of the thesis

We find the credibility of the previously published data to be very high. The content of the sources used is also very current and relevant to this thesis’ subject.

We consider the credibility and quality of the data gathered from the interviews to be high. Everyone we interviewed had long work experience from their respective hotel and its sustainability work. The risk of not getting honest and reliable answers was something we considered during the whole process. When conducting interviews, one must consider the risk that the interviewee might feel a sense of loyalty towards its employer and that this is something that could have a negative effect on the credibility of the data. The fact that they all agreed to have the interviews recorded increased their credibility.

When translating quotes into a different language, there's always a risk. When using quotes that have had to be translated from Swedish into English in this thesis, we have carefully translated them to be as exact as possible while still trying to keep as true to the tone of the original as possible.

The websites used as references for this thesis are mostly the hotels' official pages and other well-known sites and we therefore consider them to be credible sources. The use of data from websites in this thesis is relatively limited and we believe the use is well justified.

3. Frame of Reference

The philosophy of sustainability was incorporated into the hospitality industry in the 1990's (Holcomb, 2007). Hotels were encouraged to adopt codes of conduct that contributed to a lower impact on the environment. Voluntary guidelines were gradually established in the industry and later on, eco-labels and certifications were introduced. Today, around 80 % of European hotels have some sort of activity concerning the environment and its well-being. Guidelines and best practice examples has been provided by various hospitality management associations. They concern everything from the design of the hotels to increased recycling and usage of renewable energy. The whole life cycle has to be considered in order to make an operation as sustainable as possible. Starting with construction and ending with waste management, everything has to be considered. (Sloan et.al, 2013)

3.1 Sustainability efforts

The hospitality industry is becoming more aware of, and taking more responsibility for sustainability (Van Rheede & Blomme, 2012). But one relevant problem today is that many of the global hotel chains define sustainability in different ways. They all develop their own definitions in a way that best suit themselves. Even though this problem exists, there are certain common areas that receive the most attention today when it comes to sustainability work in the hospitality industry; water, energy, waste and recycling (Jones et.al, 2014) as well as green purchasing (Sloan et.al, 2013).

3.1.1 Environmental targets of the hospitality industry

The use of specific, established targets is an approach to environmental sustainability work widely used by many of the world largest hotel chains (Jones et.al, 2013; Grosbois, 2012). Energy and water conservation, waste management (Jayawardena et.al, 2013; Jones et.al, 2013; Grosbois, 2012) and greenhouse gas emissions are the most common areas where hotel use targets as a way of managing the sustainability work and how to manage the daily operation. For example, the global hotel chain Hyatt has put a target on their water- and energy consumption and their goal is to reduce the consumption by 20-25 percent annually. The use of measurable targets is easily understood and is used both internally within the organization and externally. Many global hotel chains have similar targets to Hyatt's (Jones at.al, 2013) and common ways to enable the hotels to reach these goals and conserve energy and water are for example to install water-efficient appliances, collect and reuse water, install energy-efficient LED light bulbs (Jones et.al, 2013; Grosbois, 2012), solar panels and programmed lightning (Grosbois, 2012).

Long-term targets and goals are also a common approach in the global hospitality industry. To reduce the emissions directly connected to the daily operations at the hotel with a specific percentage before a certain year in the future is a long-term goal used by many

global hotel chains. The usage of sustainable resources, such as shampoo bottles made by 100 percent recycled material is widely used globally and if hotels are part of a larger, integrated chain like Hyatt, internal systems can be used to follow other Hyatt hotels progress and be used as a benchmark and development tool. The use of organic and/or locally produced food is also very common in the global hospitality industry. (Jones et.al, 2013)

3.1.2 Other approaches to sustainability work in the global hospitality industry

Not everyone uses targets as specific as mentioned above, but in these cases there are usually still a more general approach and strategy towards sustainability and the environmental impact. The use of recycle bins (Jones et.al, 2013), and to give the guest the choice of not having their towels and linens changed every day (Reese et.al, 2014; Jones et.al, 2013) are both examples of a more general and non-target specific approach to reduce the environmental impact (Jones et.al, 2013).

Even though the areas mentioned above receive the most attention there are several other areas of sustainable actions where hotels can focus their attention. They can overlook their products and services and try to use as little as possible of non-renewable resources - make them as re-usable as possible and if possible they can even design their service and product to enable them to be re-used or recycled. They can also overlook the choice of transportation, distribution and how their suppliers package the material and food sent to the hotel. Hotels themselves do not transport or distribute their services and/or products too much, but since their daily operation is heavily dependent on deliveries and pick-ups from suppliers they should consider the carbon footprint made by their suppliers. They can order locally produced food, have fewer or bulkier pick-ups/deliveries and request or demand that their suppliers pay attention to how their products are packaged in a bid to minimize wasteful packaging. (Sloan et.al, 2013)

3.1.3 Social and economic aspects

While the environmental and economic aspects of sustainability already receive much focus in the hospitality industry (Estabrook, 2013), the less developed part of sustainability in the hospitality industry is the social sustainability, and that refers to how people and societies coexists and how they set out to accomplish the goals of the chosen development models. It also considers the physical boundaries of their places and themes such as poverty and equity. The concept of sustainability is based on the idea of paying attention to the economy, the environment and the society when making decisions. However, the reality in the hospitality industry is somewhat different. The hoteliers are often focusing on the environment and they often neglect the social and economic issues. It is not only the hoteliers who are focusing more on the environmental issues. Customers show a similar preference. (Van Rheede & Blomme, 2012)

The social dimension of sustainability considers the impact an organization has on the society and how it can have a positive effect on the lives of the local people now, and in the future. Therefore, a hotel which claims to be working with sustainability needs to address issues such as public health, human rights, social rights, labor rights, community issues, equal opportunities, skills and education and workplace conditions. They should also make efforts to maintain and promote social and cultural diversity, involve communities and consult the public and other stakeholders. Hotels need to pay attention to issues such as fair trade and fair prices when it comes to purchasing food and other products. A sustainable hotel needs to focus not only on themselves but also on their partners, business partners and collaborators. The partnerships and agreements need to be developed with the social issues in mind. (Sloan et.al, 2013)

As mentioned above, hospitality companies' sustainability efforts need to encompass actions beyond the environment regarding consumers, community and employees. A hotels relationship with its employees can influence the way customers view the hotel and increase profits by an improved public image. A company's social responsibility work often reflects its values and norms, and therefor often affects how employees identify with the firm. This can influence the employee morale, attitudes and willingness to work towards the company goals. The hospitality industry is labor intensive and people-focused and the frontline-employees are crucial for the company's success. Research has found that employees' attitude and behavior are directly linked to a company's profit. Although, the financial profits of taking social responsibility may not be instant, the influence it has on the employees may bring long-term economic benefits through favorable treatment in the press and the ability to attract and manage superior management and staff personnel. The workplace conditions can also have a positive effect on the public image and reputation, which will help to attract good employees. (Park et.al, 2013)

Holcomb et.al have found in their research that hospitality companies are focusing on issues regarding the community when it comes to reporting about their philanthropic activities. There has been a change in the publicizing of corporate contributions in the last several decades. Before, corporations felt that they had to keep quiet about their about their contributions. Recently, they have found that there are benefits such as increased employee morale and an improved public image, to be had if they make their contributions known. Communicating about hotels social responsibility efforts will create a competitive advantage when it comes to recruiting new employees and will make the recruitment processes more efficient. *Holcomb et.al* also found that companies are good at communicating about diversity when it comes to business partners and employees. (Holcomb et.al, 2007)

Organizations that operate in the private sector aim to make a profit. They may have other aims but this needs to be fulfilled in order to survive and keep operating. Recently, the idea that some practices that contribute to sustainability can also contribute to business benefits has become increasingly popular. These benefits include improved relationships with stakeholders, improved staff morale, enhanced public image and increased market shares and profits. A hospitality organization that claims to be working with sustainability must support and engage in the development of the local economy. Through increased local employment opportunities, business linkages and other income-generating opportunities they should aim to generate economic benefits for the local population. (Sloan et.al, 2013)

3.1.4 Education of staff

According to Sloan *et.al* (2013), the entire workforce is partly responsible for the sustainable development within the organization. A hotel cannot implement sustainable practices on paper only to make itself look better in the eyes of costumers.

An important part of a hotels sustainability work is to educate and train its personnel. When working with sustainability it is important for the entire organization to stay well informed and to educate your employees, sales personnel and suppliers about sustainability is an inexpensive and effective way to further create and widen the interest for the hotels environmental efforts. By education the staff they could also become more efficient and in areas like waste management and recycling, an area where the hotel staff actually is a large contributor. For example, if the kitchen personnel become better at waste management this could improve the entire facility's waste management. (Sloan et.al, 2013)

3.1.5 Eco-labels

Over the past two decades the hospitality industry has seen a trend to have a third-party overlook their sustainability work, particularly the environmental aspects, and become certified. There are several reasons and advantages to be found for a hotel to be certified by an eco-label. They can gain a competitive advantage over non-certified competitors, the assurance for costumers that an independent party is reviewing their environmental impact, it enhances visibility and allows for benchmarking and there could be potential cost savings when implementing the eco-labels standards. Some disadvantages of eco-labels are that the costs of implementing and assessing the labels requirements could sometimes be very high. There are also a large number of different eco-labels available. In Europe alone there are over 60 different labels for hotels and restaurants to choose from. (Sloan et.al, 2013) One of the most well-known and well-reputed eco-labels available for hospitality industry in Sweden is the Nordic Eco-label, also known as Svanen (Nordic Ecolabelling, 2013) which has been the official Eco-label in the Nordic countries for over 20 years (Svanen, 2014) .

3.2 Reasons behind sustainability efforts

3.2.1 Reduced costs

The global hospitality industry's main reasons of working with sustainability are that it could help build a brand image, improve reputation and well as they see a potential reduction of cost and increase of revenues (Jayawardena et.al, 2013). The win-win situation with lower cost and lower environmental impact is probably the most important motive behind sustainability work (Van Rheede & Blomme, 2012; Jones et.al, 2013) Often there's a direct link between financial benefits and how strong the focus is on energy, water and waste is. Most focus is often put on energy-related measures simply because they produce the most cost-saving results. That it also helps the environment is something that is often mentioned, even though it is not always the main reason behind the energy-saving efforts. (Van Rheede & Blomme, 2012)

3.2.2 Customer demand

Jayawardena *et.al.* (2013) have also identified consumers and corporate clients as two of the main influences on the Canadian hospitality industry. As companies and organizations are becoming more "green", so do their requirements when choosing hotels for their employees. Large Canadian companies have started to collaborate with large hotels chains in a way of making them both more sustainable. (Jayawardena et al, 2013) The Tourism Industry Association of Canada also found in their research that sustainability is becoming more important for costumers, and they are becoming more willing to pay a higher rate to stay at sustainably aware hotels (TIAC, 2008). According to a survey conducted by Deloitte in 2008, more than one third of business travelers look for environmentally friendly hotels and they are willing to pay 10 percent more for greener alternatives. More than that, over 75 percent of the business travelers that took part in the survey also had *expectations* on the hotels environmental efforts when it comes to recycling and the use of energy-efficient lights etc. Over 50 percent also expected the hotels to give the guests the opportunity to make an active choice whether or not to have linens and towels changed every day. (AccountingWeb, 2008) Jayawardena *et.al.* (2013) identified the importance of engaging the guests in their sustainability efforts, encourage them to choose from the locally produced food options, inform them about energy saving and how they can help minimize the daily room cleaning procedure. The guests will feel empowered while still helping the hotel become more efficient. The findings of the Deloitte survey reveal that more and more business travelers and costumers are actively discussing this subject, especially amongst the younger generation, that this is not a fading trend and that the costumers are a huge factor to motivate hotels (AccountingWeb, 2008).

3.2.3 Quality vs. quantity

One important change of late is that the *quality* of the sustainability work and environmental impact efforts is becoming more important than the *quantity*. It is becoming

increasingly important that the efforts done to minimize the organizations impact on the environment have high quality instead of approaching as many different areas as possible. The hotels should start to focus on doing fewer things better and more efficiently. This applies from everything to what they do and how they do it to how they communicate with their costumers about their efforts. (Sloan et.al, 2013)

3.3 Marketing and Communication

To run a successful business it is absolutely essential to understand what motivates and satisfies customers. When a corporation has identified what customer wants it is the marketing departments job to communicate to potential customers that their products and services offers what they desire. (Sloan et.al 2013)

3.3.1 CSR and marketing

Over the last century corporations have been forced to take more responsibility over their actions and how they affect the environment and community around them. This is called Corporate Social Responsibility (CSR). Taking the local and global environment and society in consideration is a big part of the CSR-concept, and it gets a lot of attention in the media. Corporations make decisions regarding their operations that are in line with these responsibilities. Examples of this are purchasing food from local organic farmers and only use energy from renewable sources. Some corporations only see these responsibilities as a burden and an extra cost but there are some that see this as a business opportunity and a way of improving their image. They have spotted that there are customers who take these issues into consideration when choosing who to make business with and they are even willing to pay a little extra to get the greenest alternative. Using this to build a relationship with customers is called green marketing and branding. (Sloan et.al. 2013; Grosbois, 2012) However, according to Berezan et.al (2014), some green attributes are in fact expected by the customers and are not viewed as differentiating criteria.

3.3.2 Green marketing

The traditional approach to marketing revolves around the 4 Ps; place, promotion, price and product, but times have changed and customers have grown from simple buyers into informed buyers and demand a lot more. Customers are interested in knowing what activities the corporations are involved in that for example support the local community or minimize the impact on the environment, and may feel more inclined to purchase their goods or services if they see that the corporation is considerate towards other parties. To communicate with their potential customers about their efforts towards a sustainable development they are using the new 4 Ps of sustainable development. (Sloan et.al. 2013)

Green marketing aims to direct customer demand in a direction that is more sustainable and has less impact on the environment. This may clash with the overall objective of marketing,

to increase profits. This divergence needs to be solved and the way to do that is to use sustainable business practices in the operations. (Sloan et.al 2013)

3.3.3 Communication with customers

As hotels have started to adjust their operations to have less negative impact on the environment and society, customers have also become more aware of their impact on the environment. Environmental policies may become a deciding factor when these customers are choosing their accommodation. When hotels have implemented green strategies they have often done it without surveying what the customers want and appreciate. According to *The Deloitte Survey* (2008) this leads to a discrepancy between what the customers' expectations and which initiatives the hotels actually undertake. (Berezan et.al, 2014)

Hotels who are improving their social credentials often want to use this to increase profits by communicating this to customers and other stakeholders by improving their corporate image. It is important for managers to remember that it is not just the official messages that will communicate with stakeholders but actions and non-actions will send a message, regardless if it was intended or not. (Sloan et.al. 2013)

Hotels want to engage the guests and make them more aware of what sustainability effects their choices and actions have. In order to motivate customers to participate the hotel management can become better at explaining the benefits of the green initiatives. (Berezan et.al 2014) There are different ways for the hotels to communicate with their costumers regarding sustainability. One easy and common way of communicating with current and future customers about this is through the hotels' websites. Jones *et.al.* (2014) have looked through the information available regarding sustainability on 10 of the world's largest hotel chains. They found that all of the researched hotels presented information about sustainability in some way as well as most hotels "stress their corporate commitment to sustainability". However, only 4 out of 10 researched hotels presented formal sustainability reports while the others presented more limited information. (Jones et.al, 2014) Berezan *et.al.* (2014) on the other hand claim that even though many hotels in the world at least take some basic actions towards sustainability, they do not always promote them.

The hotels can use signs, documents and other methods in the hotel to both show customers that they think about and how to act to reduce their impact on the environment, and also encourage the customers to part take in these actions. One example is the sign commonly found in hotels that says that the customer should put their used towels on the floor if they want to have new ones, otherwise they won't be changed. (Sloan et.al 2013)

Approved eco-labels are a good way of communicating a lot of information in a small package and it may help a corporation to gain a green image. A drawback of eco-labels is

that they are not always common knowledge in the general public. They may respond better to use common expressions such as environmentally friendly to get the message across. A winning concept is to combine a strong label with some catchy phrases. By putting a well-known label on something it is often perceived as a quality product or service. There are a lot of eco-labels available and to ensure that the standards live up to what they promise it is important to have guiding standards and third party investigations. Without this in place there's a risk that the eco-labels become white washed. (Sloan et.al, 2013)

3.4 Effect on everyday tasks and finance

Today, approximately 80 % of all hotels in Europe are involved in activities directed at the environment (Sloan et.al. 2013). In order to manage and control sustainability-oriented issues many corporations have implemented environmental management systems. When these systems are put into practice they have been found to have two common flaws. First, they are not linked to the strategic planning and management of the company and have only been run in the operating level, which has led to inefficiency. Secondly, these management systems are executed separately from the general management systems, which are usually run by top and middle management. Essential to success is that the overall sustainability strategy needs to be translated into actions for the employees to perform every day. (Bieker, 2003)

The everyday tasks at a hotel includes purchasing, waste recycling, cleaning, food management, laundry, planning etc., and these tasks can often be performed in various ways and some are more harmful to the environment than others (Jones et.al, 2013). The driving force behind making the operations more sustainable can be both voluntary and involuntary. Voluntary forces behind the change may be that the new approach is less expensive than the old one or that new, more advanced technology may have emerged. A key to a successful business is to know your customers and what they desire. There are customers today that look for sustainable accommodation and a corporation can adjust their operations to attract and satisfy these customers. Some customers, mainly corporate, have demands when it comes to sustainability in order to have their conferences and employees stay there. Authorities and other stakeholders may change their rules, regulations and policies and corporations have no choice but to adjust accordingly. (Sloan et.al, 2013)

The purchasing department of a company performs an important task regarding sustainability. By choosing to only make business with suppliers that are making efforts towards sustainability they are not only making sustainable choices for themselves but also encourages other companies to become more sustainable. Education and knowledge are also important factors to get the employees motivated to participate in the initiatives

decided by the management. They need to understand why it is supposed to be done in the particular way and how they can help achieve the goals. (Sloan et.al, 2013)

3.4.1 Investing in sustainable hospitality

According to Sloan, the five most common barriers for hotels to invest in environmental sustainability matters are; perceived high capital cost, doubts of return on investment, lack of time, requires too much management and limited interest and knowledge. There are financial benefits linked to the implementation of environmental initiatives, but few hoteliers realize that. It has been proven that you can maximize the sustainability of the structure without increasing the cost by a considerable amount by employing an integrated, holistic building design strategy early in the planning process. Lower operating costs will lead to savings throughout the buildings lifetime. Furthermore, all environmental initiatives are not more expensive, but will still lead to savings in the future. (Sloan et.al. 2013)

The top five motivators for hotels to invest in environmental sustainability matters are; potential cost savings, increased market shares and image improvement, acquiring competitive advantage, intrinsic motivation and enhanced employee morale. Hoteliers are faced with the dilemma of choosing to either save money now or in the future. In order to reap the financial benefits of the environmental initiatives in the future they need to make the investment today. The increase in energy costs has been a big motivator for hoteliers to invest. Another big motivating factor is for the hotels to improve their image and a competitive advantage. They can enter a niche of environmentally friendly services. (Sloan et.al. 2013)

3.4.2 Green accounting

Green accounting, or as it is better known as, environmental accounting is a method used to measure the cost of the environment deriving from a company's operations. These figures will be included on the annual company accounts and communicated to stakeholders. The main objective is to internalize external costs of the environment. (Sloan et.al, 2013)

4. Results

In this chapter we will present the researched hotels and the findings from our empirical research and data. It consists of five main sections. A short introduction of the investigated hotels, followed by four sections that answer our research questions. This is where we present our empirical findings. The findings are based on data collected during the five interviews with Mathias Strand, Martin Blideskog, Katarina Kuzmanovic, Pauline Stadler and Petra Löfås, internal documents and information available through the hotels' websites.

4.1 Researched hotels

4.1.1 First Hotel G

First Hotel G is a part of the First Hotel chain, which is one of the leading hotel chains in Scandinavia. First Hotels was founded in 1993 and they have 52 unique hotels, both wholly-owned and franchise operated, in Sweden, Norway and Denmark today. (First Hotel G, 2014:a) First Hotel G in Gothenburg has 300 rooms and is situated on top of the central station, it is one of the most modern hotels in the city (First Hotel G, 2014:b) and it has the highest occupancy rate of the hotels in Gothenburg (Mathias Strand, 2014). The hotel has a 4-star rating according to Tripadvisor (2014:b).

4.1.2 Scandic Backadal

Scandic Backadal is one of 154 Scandic hotels in eight countries. Scandic Hotels is the leading hotel chain in the Nordic countries. Scandic Hotel was first founded in 1963, under the name Esso Motorhotell. (Scandic Backadal, 2014:a) Scandic Backadal is located along E6 highway, about five minutes by car from the central parts of Gothenburg (Scandic Backadal, 2014:b). The property is around 40 years old but in the fall of 2012 it went through a year and a half long major renovation process. The hotel has 236 rooms, 127 of which are completely renovated (Martin Blideskog, 2014), and they offer 10 conference rooms for up to 200 people (2014:c). Scandic Backdal has a 3,5-star rating (Tripadvisor, 2014:a).

4.1.3 Hotel Eggers

Hotel Eggers is one of the oldest still operating hotels in Sweden. Located right next to the central station, parts of the building are from the 1820's and it has been operating as a hotel under its current name since 1883. (Hotel Eggers, 2014:a) Hotel Eggers has a 4-star rating and consist of 69 rooms, and four conference rooms. Today, they operate as a Best Western-franchised hotel. (Hotel Eggers, 2014:b)

4.1.4 Hotel Lorensberg

Hotel Lorensberg was established in 1938 and is owned by the Lind family (Hotel Lorensberg, 2014:a). It is one of the few hotels in Gothenburg that is still privately owned and operated (Pauline Stadler, 2014). The hotel has a 3-star rating, offers 107 smoke-free

rooms and is located on Berzeliigatan, in the heart of the city's culture- and event district (Hotel Lorensberg, 2014:a). They also offer three smaller meeting rooms, suitable for smaller conferences (Hotel Lorensberg, 2014:b).

4.1.5 Gothia Towers

Gothia Towers is a member of Worldhotels, a group of 450 exclusive independent hotels worldwide. It is a subsidiary fully owned by the Svenska Mässan Foundation. As well as being a hotel it is also an exhibition and conference venue in the center of Gothenburg. (Gothia Towers, 2014) They are currently working on an extension and when it is finished they will have 1200 rooms in total. The hotel has a 4-star rating and was opened in the 1980's. (Petra Löfås, 2014)

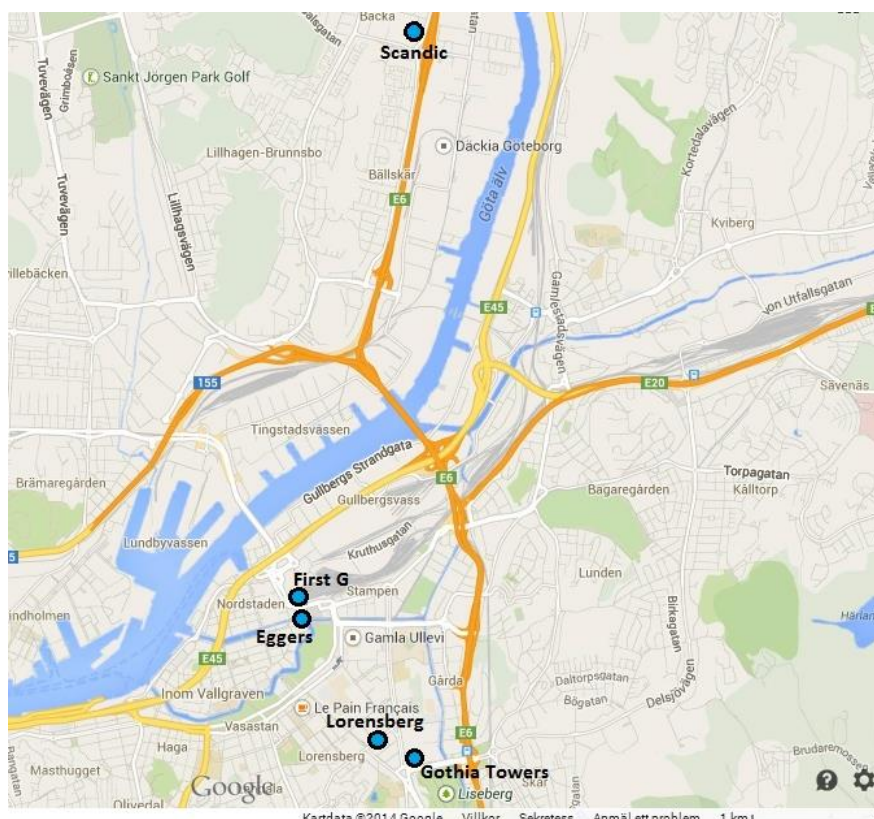


Image 1: Map over the hotels' location in Gothenburg

4.2 Sustainability work by the researched hotels

When asked about their sustainability work, the hotels spoke of very different approaches towards sustainability work and how to integrate this work with the daily operation. Size and ownership of the hotel, as well as for how long the hotels have been actively working with sustainability issues were the two major reasons behind the different approaches.

Scandic is a reasonably large hotel (300+ rooms), part of a large hotel chain and they have been actively working with environmental impact and sustainability issues for over 21 years. First G, which is a hotel of about the same size as Scandic, has only been actively

working with the similar sustainability issues for about three years, which according to Mathias Strand (2014) means that their efforts unfortunately are not as integrated with the internal processes and daily operations as it is at Scandic. Both Lorensberg and Gothia have been working with these issues for a long time. Lorensberg was first certified as environmentally friendly by the city of Gothenburg in 1995 in connection with the European athletics championship, a certification they later decided not to keep but the last three years they have once again been certified by the city of Gothenburg (Miljöbas). Gothia has been working with environmental sustainability issues for 16 years and Eggers have only been certified for a year, even though Eggers have been working with these questions for two years prior to that.

4.2.1 View on sustainability and the hotels' focus areas

Even though the hotels' experiences with issues regarding sustainability vary, what they all have in common is that during the interviews it became clear that most, if not all, of the hotels' focus lay on the environmental aspects of sustainability, while social and economic sustainability are barely mentioned by the hotels. How to reduce the environmental impact of the hotel in various ways receives by far the most of attention within all of the hotels. According to Scandic (2014:d), a one night stay at a hotel has a larger environmental impact than most realize at first. You use energy (lights, heat), water, soap and shampoo, eat breakfast and your room is cleaned and linens washed. Considered the amount of hotel nights sold, this makes a huge impact and any individual small reduction of consumption has a large positive effect in the end which is why the environmental aspects receive the most attention at all Scandic Hotels. Only Scandic (Martin Blideskog) and Gothia (Petra Löfås) said that their hotel also considers other aspects of sustainability, in this case social sustainability, but like mentioned above, this receives much less attention than the environmental questions.

Common amongst all researched hotels is that most of the focus is put on four main areas where the environmental impact can be reduced; energy, water, waste and the food served in the restaurants. This focus can be either voluntary or because it is required of the hotel, depending on what kind of eco-label the hotels are certified by. First, Scandic and Eggers have all chosen to be certified by the Nordic Ecolabelling (Svanen) and there are strict requirements regarding the use of energy, water and waste and there's a maximum limit on the consumption. The Nordic Ecolabelling also put restrictions on what kind of food served at the hotel. Lorensberg and Gothia are certified as well, but by Gothenburg's own eco-label (Miljöbas, the green, swirly "m") which, according to Petra Löfås at Gothia, is a lot more flexible compared to the Nordic Ecolabelling and that it allows the hotels get to choose what their focal areas are each year themselves.

4.2.2 Water and energy

The hotels work with the goal of reducing the consumption in different ways since they all face different challenges. For example, to reduce the water consumption First has put in water-efficient faucets, and according to Katarina Kuzamanovic, Eggers face a quite unique situation where they for a long time have had problems with people that are not guests of the hotel using their bathrooms, which in turn has a huge negative effect on their water consumption.

To reduce the energy consumption, guests at Scandic, First and Gothia have to use their key-card to be able to turn on their lights which is a very common way of reducing energy consumption and is found at most of the hotels today (Martin Blideskog, 2014). At Lorensberg, because they are such a small hotel, they believe that cannot justify the costs of installing a similar system where the key-card activates the light in the room. They also believe that there's not much cost and energy saving to be found since it is such a small hotel. Besides the key-card enabling the light in the rooms, Scandic has also installed low energy light bulbs and sensors in the rooms combined with more efficient heating and cooling systems to further reduce energy consumption at the hotel (Scandic, 2014:d). Eggers has done something similar and installed energy-efficient light bulbs recently as well as replaced the ventilation systems to enable them to fulfill the energy consumption requirements of the Nordic Ecolabelling. Lorensberg are currently in the process of calculating the costs of installing energy-efficient light bulbs, but according to Pauline Stadler (2014) they have to do careful calculations and weighing the benefits against the costs since they are a smaller, independent hotel and do not have the biggest resources.

4.2.3 Waste management

Waste management is something all of the investigated hotels put a lot of focus on. Not only because of the possibility of decreasing the environmental impact of the unsorted waste, but also because of the positive cost effect (Pauline Stadler, 2014). First and Eggers waste management start by having their housekeeping staff sort some of the waste left in the rooms. Eggers inform their guests that they can leave recyclable waste on the desks for the housekeeping to take care off, while the housekeeping at First have been collecting cans and similar to recycle for a long period of time. Scandic has taking it one step further and since 1996, they have asked their guests to help with the recycling by having different colored trash bins with a small note explaining to the guests what waste goes into which bin. Scandic, First, Gothia and Eggers all encourage their staff to recycle their waste and common amongst all five hotels is that they all work hard to always decrease the unsorted waste per guest from one year to the next. When it comes to waste management, all hotels are strongly influenced by the requirements set by their eco-labels and according to Mathias Strand (2014), the Nordic Ecolabelling especially puts pressure on the hotels to improve in this area since it one of their basic requirements.

At Scandic, Martin Blideskog has decided to put a lot of focus on the food waste in particular and also here, the waste management starts with the guests. By asking the guests to “eat as much as you want, throw away as little as possible” (Martin Blideskog, 2014) they encourage their guests to put less food on their plates at a time and go get more food if they are not satisfied instead.

4.2.4 Use of organic and locally produced food

The interviewed hotels all said that they try to at least incorporate organic, Fairtrade and locally produced food into their breakfast and restaurant. When the hotels talk about their use of organic and locally produced food, they speak of it out of an environmental aspect. They serve this, because of its smaller impact on the environment. First and Eggers said that they have to include certain products because it is a requirement if they are to be certified by the Nordic Ecolabelling, but they do not really do much more than what is required of them in that aspect. First has recognized that by 2015 the requirements on their variety of food will be much stricter and that they will have to serve much more organic food if they choose to stay licensed by the Nordic Ecolabelling. Gothia and Lorensberg also incorporate organic, Fairtrade and locally produced food since it is required of them by their certificate license. Nicole Stadler at Eggers was not very positive to the stricter requirements they face from year to year regarding organic food. She is positive to make changes that lead to less wasted food, but she found it stupid that they in the future will only be allowed by the eco-label to serve Fairtrade coffee instead of letting the guests make a choice between regular and Fairtrade coffee like they do today. Some Fairtrade and organic products are simply too expensive for Lorensberg and because of this they have chosen not to include some items, instead of paying a higher price for the products if they would be served. According to Gothia, because of their size and the amount of food they serve, they have also had to make choices when it comes to which products should be organic etc. For example; today they serve both organic and non-organic eggs. They calculated that it would cost them 400.000 SEK *extra each year* to only serve organic eggs, and because of this huge cost they chose to let the guests make the decision. Scandic also has to meet the requirements of the Nordic Ecolabelling, but has taking it one step further and their breakfast is completely KRAV-certified, which means that they have to serve a certain amount of products that are KRAV-certified (organic). Scandic serves only Fairtrade coffee and since a few years back, Scandic only serve their own bottled water which is tapped locally at the hotel. This has had a huge positive effect on the carbon dioxide emissions by transports since they no longer have to transport all these bottles of mineral water to the hotels.

4.2.5 Involving the guests

Letting their customers make active choices to help reduce the environmental impact is something all researched hotels do. The breakfast at Scandic was one example, but the most common way of including the guest is asking the guests to choose if they want to use their towels more than once. Scandic has been doing this since 1994, but most hotels do the same today according to Martin Blideskog (2014), a point which was proven by the other interviews since the other hotels all mentioned the same thing. Just by letting the guests choose themselves whether or not they want a new towel, the Scandic chain (not only Backadal) has saved over 3 tons of detergent and has seen a decrease of transport of the laundry and energy and water used which has a positive effect on both costs and environmental impact.

4.2.6 Use of sustainability targets

When asked about if they use any specific targets and goals, most answers were very similar. Like mentioned above, the investigated hotels mostly focus on the same areas where they can lower the consumption, and have a less environmental impact. None of the researched hotels mentioned any targets used to measure social sustainability, but like most organizations they use financial targets. This is also the foundation for when the targets are set. Generally, all investigated hotels use the unit of X/guest for example water or energy consumption. The same applies to waste management, but in this area they also measure the total amount of unsorted waste. All hotels aim to lower the consumption/guest by a certain percentage annually. Scandic, First and Eggers have their limits set by the Nordic Ecolabelling, while Gothia and Lorensberg set their own targets. For Gothia and Lorensberg, the only thing that is supervised is that they actually improve and lower these numbers each year, but what their targets are annually is something that can decide themselves. Since Lorensberg is the only one of the investigated hotel to do much of their own laundry at the hotel, the main focus for Lorensberg these past years have been connected to their laundry where they have been targeting to lower the use of detergent and fabric softener in an attempt to lower their costs. Eggers and First use the targets set by their eco-label, but what exactly these were was not shared. What was shared however, is that they are expected to constantly improve these numbers. Scandic sets two additional targets, besides the targets set by the Nordic Ecolabelling, each year connected to the environment. This year Martin Blideskog has set a target to lower the total use of office paper by 15 percent and the total energy consumption by 5 percent. Like mentioned above, he also focuses a lot on food waste and the hotel is trying to lower the wasted food by 15 percent, which according to Martin is a relatively tough goal but they should be able to reach it with some smart and hard work.

Out of the investigated hotels, only Scandic mentioned any long-term goals in regards to sustainability. Scandic are working towards zero emission from fossil fuels by 2025 from

the hotel itself. This goal is not set locally however, but decided centrally within the Scandic Hotel chain but still affects Scandic Backadal since they have to work towards this goal.

4.2.7 Social and economic sustainability

The hotels are not directly saying that they are engaging in social sustainability, but some of their sustainability efforts are definitely addressing social issues. First G is buying products for their restaurant that are locally and ecologically grown. Scandic is serving food that is labeled by KRAV and Fair Trade. Eggers is serving ecologically grown fruit and some of the items at their breakfast are locally produced. The restaurant at Lorensberg is serving bananas and coffee that are labelled by Fair Trade and other products that are ecological and Gothia Towers is serving food in their restaurants that is ecological. Like mentioned earlier, these efforts are made by the hotels with the aim of becoming more environmentally friendly but by doing this, the hotels are not only having a less impact on the planet, but they are also contributing to social sustainability by helping the local economy and improving the living- and work standard for people all over the world.

All hotels beside First G provide some form of education on sustainability for their employees. This is done annually and mostly because it is required of the hotels by the eco-labels to provide some sort of education on mostly the environmental aspects of sustainability, since this is where most of the hotels' focus lays. Scandic also require all their new employees to be educated about what Scandic does for the environment as a part of their introduction program. First gave no explanation to why they still haven't provided their personnel with the opportunity to be educated on the subject, but did say that they are currently talking about finally organizing for their employees to attend some sort of a class.

Martin at Scandic told us that he started working as a janitor at a Scandic hotel and has worked his way up to his current position. This shows that it is possible for employees at Scandic to develop, grow and advance within the organization. The possibilities to develop and climb within the organization varies amongst the interviewed hotels. Scandic is a large international chain and they have their own educational program called Scandic Business School where they offer education in different areas linked the industry. This gives all the employees a chance to climb the corporate ladder and work in a different departments and functions within the organization, just like Martin did. Lorensberg, which is a small family owned business, cannot offer their employees any of the things Scandic are able to because it is such a small organization.

First G is not doing anything specific for the local community but the First chain is involved in a project called Care, which is working for more and better education for women in developing countries. The employees can also donate a small part of their salary

to a children's home in Africa. The First chain is controlling all efforts such as these and the hotels locally are not allowed to participate in any socially sustainable activities something without their consent. Scandic, however, is donating the profits of selling their own, locally tapped and bottled water at the hotels. All of the Scandic hotels in Gothenburg have collectively decided to join a project called Lasarusshjälpen that gives Christmas presents to kids who live under circumstances where they do not get gifts from their families. They also give left over food to Stadsmissionen, a Swedish organization that works for the wellbeing of homeless people. Martin says that they are doing this because it is a good cause and to show society that they are a part of the community and want to help. Hotel Eggers also donates bags of food and they working with an organization called Giving People. They let workers for Giving People stay at the hotel for free and in return the hotel gets free advertising space on their website. Lorensberg are not doing anything for the local community but the employees can choose to donate money to the organization Save the Children (Rädda Barnen). Gothia Towers are collaborating with the local emergency services on growing their own vegetables on the emergency services land.

All of the researched hotels follow the standard agreements in regards to pay, working environment and hour. These conditions are established by the Hotel and Restaurant Union.

4.3 Motives to work with sustainability

Besides the obvious motive to work strongly with economic sustainability, to run a business capable of making profits and surviving in the long run, when asked what motivates the hotels to work with sustainability and what to focus on, two particular motives dominated. Both of them were connected to environmental sustainability. All five respondents talked about the fact that many customers in fact demand that they work with environmental sustainability today. The connection between reduction in costs and less environmental impact was the second reason, and four of the hotels mentioned that cost savings and reduced environmental impact has a very strong connection, and that they very often go hand in hand.

4.3.1 Reduced costs

All of the investigated hotels talked about the strong connection between costs and less environmental impact. Mostly, this connection means cost savings for the hotels. Less energy used, has a positive impact on costs and energy consumption (Katarina Kuzmanovic, 2014).

“...we don't always do it for the environment. Sometimes we do it to save money and the effect happens to be good for the environment. Sometimes we do it the other way around.”

– Petra Löfås, Gothia

“Someone at Scandic first saw a possibility to make a difference both financially and environmentally (...). That these two things actually can go hand in hand. That it pays off to work with environmental sustainability” – Martin Blideskog, Scandic

“It is profitable (...). We make money from working with sustainability.” – Katarina Kuzmanovic, Eggers

“It is good for our costs and the environment.” – Pauline Stadler, Lorensberg

Mathias Strand at First mentioned that because of the low margins in the hospitality industry, the costs always get a lot of focus. They always look for ways to decrease the costs. When it comes to sustainability the cost sometimes increases, like when environmentally friendly cleaning products are more expensive and sometimes the costs decreases, like when they have to pay less for water. However, they claim to not have seen a significant financial effect from their sustainability work

Scandic was the only hotel to provide us with numbers of the financial savings. There were no numbers for only Backadal but during a period of 10 years, the environmental aspects of the sustainability work within the Scandic chain had a positive impact by reduced their costs by almost 20 million euro (Scandic, 2014:d).

4.3.2 Customer demand

Business clients and large corporations are important and vital to any hotel according to First. They were not the only hotel to mention that the demand from customers was a major factor behind deciding to work with environmental sustainability issues. All hotels also mention that it is required of them to prove to customers when taking part in procurements that they are certified by an eco-label.

“Our guests demand it. When guests choose hotel today they do it for several different reasons, and the environmental work is one of those reasons” – Martin Blideskog, Scandic

“It’s the customers (...) they demand it. You can’t do a procurement if you are not certified” – Pauline Stadler, Eggers, when asked why they chose to become certified again.

“It’s a hygiene factor today (...). We really didn’t have a choice” – Petra Löfås, Gothia, when asked if demand from customers influenced them to be certified.

Pauline Stadler at Lorensberg said that without proof of their environmental efforts, like their eco-label offers, they do not stand a chance of signing contracts through procurements. Katarina Kuzmanovic at Eggers also mentioned that if it wasn’t for their customers demand

for an eco-label their owner wouldn't have allowed them to be certified. At the same time she mentioned that they would have lost a lot of money from conferences and procurements if they weren't certified. Gothia and Scandic all also mentioned that customers have been a strong motivational factor behind their sustainability work. First mentioned that their customers are one of the most important reasons why they work with sustainability issues, but not the only reason why they chose to be certified. However – now when they have it on paper that their environmental work is being scrutinized by an independent party, they have to spend less time during procurements explaining to potential clients what exactly they do for the environment.

Three of the researched hotels claim to only do what is necessary, but not more according to themselves. There are several reasons why this is. At Eggers, the owner stops the management of hotel from doing more than what is just necessary. Unless there is a financial gain, the owner will not allow the hotel to take any actions connected to environmental sustainability according to Katarina Kuzmanovic (2014). At Lorensberg, they wish they could do more for the environment, but they do not have the financial resources or the time and personnel required to do more than they do today (Pauline Stadler, 2014). At First they are currently only focused on what is required by them by the Nordic Ecolabelling since it is still relatively new to them. They also feel the pressure from the headquarters to be one of the large suppliers of income for the First chain as well as that they have strict restrictions from the First chain when it comes to contributing to local charities according do Mathias Strand (2014).

According to themselves, Scandic and Gothia try to do more than what is just necessary. Martin Blideskog (2014) and Petra Löfås (2014) both say Scandic and Gothia respectively approach their environmental work differently, and see it as a way to actually make a difference and do more than what is just expected of them by customers and eco-labels.

”It’s our responsibility [to work with sustainability] (...) You contribute to a better environment by staying at Scandic” – Martin Blideskog, Scandic

“...if you’re smart, you work a little harder with these questions now and take a leading position. That is our ambition; to be a little more than what is required and to do it with our heart and commitment” – Petra Löfås, Gothia

4.4 Communication about sustainability

4.4.1 External communication by the researched hotels

All of the correspondents have answered that their hotels communicate about their initiatives regarding environmental issues to customers and other external partners in some

way. Some of the hotels have put a lot more emphasis on their effort to reduce their impact on the environment, than some of the others. Scandic Backadal sees their sustainability work as a valuable asset and are eager to use this as a way to attract customers. First Hotel G and Hotel Eggers view their prime location next to the central station in Gothenburg as their most valuable asset and are relying more on that to attract customers. Gothia Towers, which includes the hotel, restaurants and exhibition halls, have worked with sustainable issues for over 15 years and take great pride in doing so and they market themselves as a green venue. They are currently building a new third tower and that building will be certified by a British assessment method for sustainable buildings called BREEAM. They are communicating about this on their web site. Hotel Lorensberg said that they do not use their efforts towards sustainability as a way of marketing themselves to a great extent, but they have the sign of their eco-label on their web site.

They all agree that the most important message to convey is that the hotel is working with some eco-certification. A lot of information is entrusted in these labels and by using well-known certifications, external partners get all the information they are looking for concerning the environmental work at the hotel. All of the hotels felt that having an eco-certification added credibility and made some processes easier, particularly procurements.

4.4.2 Channels used when communicating externally

Mathias Strand at First Hotel G told us that they only use their website and a Nordic Ecolabelling- sign in the lobby to communicate about their sustainability work. They had forgotten to put up information on their web site said that they will do that in the near future. On the other hand, Martin Blideskog at Scandic said that they include the environmental sustainability dimension in all of their marketing efforts. At Hotel Eggers they inform the guests that they are certified by Nordic Ecolabelling on the outside of the building, on a flag in the conference room and in a binder in every room. They also have the Nordic Ecolabelling label on their web site. The owner of the hotel is reluctant to put up signs everywhere, for example in lobby and visibly in the rooms, because he believes that it is not keeping with the style of the hotel.

Hotel Lorensberg uses their website, where they have the sign of their eco-label, called Miljöbas, and their Facebook page to inform people about their sustainability work. None of the other correspondents said that they used their Facebook pages for this purpose but Pauline was pretty sure that they actually did but did not think of it in those terms. They chose to work with Miljöbas because it is a local label that is well-known in the area of Gothenburg. Gothia Towers uses social media and sales personnel to inform customers about what they do for the environment.

All of the corresponding hotels have an eco- label on the papers used at procurements to communicate about their sustainability work. They all stated that it is essential to be certified to even be able to sign contracts with corporations and public authorities since they almost only purchase hotels nights from eco-certified hotels. Martin from First said when you are negotiating with large corporations, such as Volvo and Ericsson, you need to be able to check a box that says you are eco-certified to even have a chance to sign the contract.

Katarina at Eggers said that private customers do not care about the environmental issues nearly as much as the corporate customers do. Some of the private customers can even be a little bit irritated if something is there to reduce the impact on the environment instead of being as luxurious as possible. An example Katarina spoke about was the usage of refill containers for soap instead of disposable bottles.

All the hotels agreed that corporate customers are the ones who care the most about the sustainability work but that there are so called “green travelers”; private customers that are concerned about the environment and views sustainability as a criterion for buying a service.

4.4.3 How the hotels market and differentiate themselves

Mathias at First admitted that they are not very good at using their sustainability work as a way of differentiating themselves from other hotels. Apart from being certified by Nordic Ecolabelling they are not focusing too much on the environmental issues regarding their hotel. They are operating in a modern and energy efficient building and easily meet the requirements on the major points regarding environmental work. Mathias thinks that they might have focused more on the environment if someone in the organization had been very passionate about it and pushed harder for it. It takes extensive work to be able to use the environmental issues to differentiate oneself, but First can rely on their location to stand out from the competition and therefore do not feel the need to further differentiate themselves.

Scandic is trying to differentiate itself with their sustainability work and are emphasizing the fact that they were the first in the business to make efforts to reduce their impact on the environment. They have their own bottled water at the hotel, which is tapped and bottled locally at the hotel, and a KRAV- labeled breakfast to set them apart.

Eggers used to have a breakfast made of locally produced food but they are now serving Best Westerns standard breakfast. They are not using their environmental work to differentiate themselves. They believe that their location and classically romantic and old-fashioned atmosphere makes them stand out to customers who want something special.

Martin at Scandic said that some efforts to reduce the impact on the environment may be more expensive but there is also a marketing value coupled with doing it and makes it worth it, even from a financial perspective.

4.4.4 Internal communication

At First everyone in the staff is aware that they are certified by the Nordic Ecolabelling and are performing their tasks according to their requirements, but apart from this they are not putting any other extra responsibilities on the staff. There is an instructive course held by the Nordic Ecolabelling for the staff to participate in but First's staff has not yet participated in this course, even though they are currently planning to organize a course like this.

Pauline tells us, as a requirement from Miljöbas, Lorensberg has to send all employees to an instructive course at least once a year. She feels that the course puts too much focus on the global environmental issues instead of those issues concerning the hotels, and this does not help the employees to make better decisions every day at work. When a new employee start working at Lorensberg they take a more concrete instruction tour of how they are supposed to manage the different tasks in a cost efficient and sustainable way.

At Scandic all new employees have to participate in an interactive education online that includes environmental issues and how to approach them. The hotel also has an internal data program where numbers regarding consumption are reported from every hotel within the chain. They use this to compare between different hotels, set targets and evaluate the results.

4.5 Effect on the everyday tasks and financial decisions

At Scandic the suppliers of the most essential products at the hotel is chosen by the purchasing department at the chain's head quarter and they deliver to all the hotels. This means that the local managers have little influence over from which supplier they purchase from and what they buy. They do not demand that all of their suppliers are certified by the Nordic Ecolabelling but most of them are. First said that follow they the requirements from the Nordic Ecolabelling and just as Scandic do not demand that all of their suppliers are certified, but most of them are.

Hotel Eggers do not chose their suppliers themselves because the Best Western chain have contracts with suppliers but their main suppliers are certified. Lorensberg put demands on their suppliers because of their certification, but they do not see it as a burden because the partners they feel are trustworthy are already certified since they chose to work with certified suppliers a long time ago. Gothia Towers do not require suppliers to be certified but they do have a policy to always chose the most sustainable supplier if the difference in

cost is not too large. Sometimes they tell suppliers to improve their operations or they will not do business with them. Since Gothia Towers is a big actor in the area, the suppliers are usually keen to listen to them.

Laundry is a large cost for the hotels both financially and in terms of negative impact on the environment according to Lorensberg. All hotels besides Lorensberg have outsourced their laundry to eco-certified businesses. The hotels that are certified by Nordic Ecolabelling are using suppliers that are also certified by Nordic Ecolabelling. First claims that this is a demand from the Nordic Ecolabelling.

The cleaning department at First buys products that are licensed by Nordic Ecolabelling since they have to declare how much chemical products they have used during the year. If they buy products that are not licensed they have to motivate why they did not. At Eggers the cleaning staff are using steam to a greater extent in order to lower the amount of chemical products used. Pauline at Lorensberg said that since they wash the towels themselves they are trying to use as little laundry detergent and fabric softener as possible in an attempt to both lower the costs and lessen the environmental impact.

When Nordic Ecolabelling makes return visits their main focus is on the garbage disposal. According to First they want to be assured that the level of unsorted waste per guest is not increasing and that they are working as hard as possible to reduce the level. Scandic agrees that garbage disposal is an important task and they encourage their customers to sort their waste by providing different bins for different types of waste. Eggers tried to use the same system as Scandic but the guests felt that it was not suitable for this type of hotel.

In 1994, Scandic was the first hotel chain in Sweden to put up the sign in the bathroom that asks you to put the towel on the floor if you want a new one, otherwise the housekeeping won't change it. This sign can now be found in all of the hotels in this study. Martin at Scandic told us that Scandic saves, excluding transport and water, 3 tons of laundry detergent every year due to this sign. Apart from being good for the environment this also saves money for the hotel. Martin said that doing something good for the environment often results in reduced costs for the hotel, which makes it a win-win situation. At Scandic they also have a sign in the breakfast area that encourages people to take a smaller amount of food each time and go several times instead of going once and taking too much food and not eating it all. This reduces the waste from the breakfast.

In 1996, Scandic swapped the disposable soap containers to refillable soap containers and most of the industry has chosen to follow their lead. It is better for the environment and at the same time better for the hotels economy. Hotel Eggers have refill containers because of

Nordic Ecolabelling, but that is not appreciated by all guests. Lorensberg have also chosen to have refill containers but guest can get disposable ones if they ask in the reception. First G used to have refill containers but the management at First felt that it did not suit a hotel of their class and therefore they were forced to change back to disposable soap and shampoo.

4.5.1 Budgeting and planning process

At First, the budgeting process starts at the end of summer and stretches over the next few months. Mathias claims that they are not focusing on the environmental issues or their eco-label during that process. The only thing that is taken in consideration is the cost of being licensed by Nordic Ecolabelling, which amounts to a certain percentage of the annual turnover, and has to be paid annually. Some of the efforts to reduce the impact on the environment have led to higher costs but this is a very small amount at First and they have not raised the prices at the hotel because of it. Mathias admitted that environmental thinking did not control the planning and budgeting process at all. Scandic said that the environmental perspective is a natural part of the planning and budgeting process. It is taken in to account in everything they do, for example in a recent renovation of the hotel.

Katarina at Eggers said that they only take the license fee in consideration in the planning and budgeting process. One of the reasons they chose Nordic Ecolabelling is because they get a discount because they are a part of the Best Western chain.

At Lorensberg the benefits of using a more sustainable product is weighted against the cost. Pauline said that there margins are small and that they cannot afford to choose a more sustainable product if the difference in price is too high. Other than that, they are not focusing on the environmental issues in their planning and budgeting processes.

Gothia Towers has a policy that says the environment should be taken into account in every purchase. If the cost between two alternatives is the same they should always chose the most sustainable one. If the more sustainable alternative is more expensive, the benefits are weighted against the extra cost and an individual assessment has to be made. In some instances their objective is just to lower the cost and it may turn out that it is also beneficial for the environment.

5. Discussion & Analysis

The first, and strongest, impression we got from the result of this thesis is that how the investigated hotels work with sustainability issues depends on two things in general: how long they have been working with sustainability issues like they do now, and what the ownership of the hotel look like. If we compare the sustainability work by the investigated

hotels, we can see that their approaches are very different, even though *what* they do, or do not do, in terms of sustainability proved to be quite similar.

How much less developed the social aspects of sustainability are compared to the environmental aspects in the researched industry is also something that can clearly be seen. The amount of focus from the hotels on the different aspects of sustainability differs enormously, which will also be discussed below.

5.1 Influence from ownership and experience

As we can see from the results, Scandic has been very involved with environmental sustainability for over 20 years which, based on the information we received from the frame of reference, is longer than we expected any of the hotels to have been working with these issues. Because Scandic has been working with sustainability for such a long time, it just comes naturally to them. They still have to meet the same requirements from the Nordic Ecolabelling as Eggers and First, but for Scandic it is just the way things are. The sustainability work is extremely integrated with everything they do; from major renovations to having the employees recycle their own waste. Since Scandic is part of a large hotel chain that demands all their hotels to meet the same requirements, their ownership is very supportive and yet demanding regarding sustainability. We believe this has had a positive effect on their environmental impact and integration of their sustainability work with the daily tasks at Scandic. Since they have all this support from their owners and are so experienced they can also do more than what is just required and allow the local hotels to establish their own goals, like Martin at Scandic did this year with the use of office paper for example.

Compare this to First, where they have only been approaching sustainability issues like they do today since 2011, and Eggers that have been certified for a year. This is a very short time, and probably the main reason why their work is so influenced by what they *have to do* according to their certification. Maybe they simply have not had the time to allow for these efforts to become a natural part of how the things are done. First said that they only consider the annual fee and that they have to buy certain products. Neither First nor Eggers seem to have the support of their owners like Scandic does, which we believe is one of the reasons why they only do what is just necessary instead of using the Nordic Ecolabelling requirements as a base to further develop their own sustainability goals and efforts.

Gothia approaches these issues in a similar way to Scandic. They do not have the same strict requirements to meet since they are allowed to choose their own focus areas and targets, but they have 16 years of experience when it comes to working with their environmental impact which also has led to it being much more integrated compared to some of the other investigated hotels. Their work is not as integrated as it is at Scandic but they still seem to try to allow it to influence much of the operation and do a little more than

just what's expected of them. When looking at Lorensberg, they have similar experience as Scandic when it comes to *how* long they been working with sustainability questions which means that they have the experience, but in this case the ownership of the hotel makes their approach similar to First and Eggers. They only do what is just necessary since this they cannot afford to do more. First, which is a larger, very successful hotel and part of a more luxurious chain of hotels could most likely afford to do more but still they do not which like mentioned above could be influenced by their short experience and pressure from the owners to be somewhat of a cash cow for the First chain. Still – we believe they can afford to at least try to do more, to try to have this work become a natural part of the operation. We believe that if they gave it an honest try, they have all the necessary means to succeed.

5.2 Lack of social and economic aspects of sustainability

The Sustainability concept is made up of three aspects; the environment, the society and the economy. During our interviews, when the hotels spoke of their sustainability commitments it became very clear that the hotels mostly considered and focused on the environment. This corresponds with what Van Rheede & Blomme (2012) and Sloan et.al. (2013) says, that sustainability in the hospitality industry is much more focused on the environmental aspects, and of course the economy since this is necessary for a hotel to survive, than what they are on social sustainability. The reason behind that the focus is being directed towards the environment is because it has a stronger connection to the financial performance. Both the researched hotels and Jayawardena et al (2013) mention this strong connection. Efforts that are made to lower the impact on the environment often turn out to also lower the cost over time. It is harder to see the connection between an improved financial performance and social sustainability and the marketing value of social sustainability is not as high. Improved social sustainability is also much more difficult, and possibly more expensive to measure. The hotels might not see it like it is as necessary to measure social development as measuring their environmental and financial sustainability, and therefore they chose not to invest money to develop measurable targets for social sustainability. At the end of the day, the financial performance is the main priority and therefore the environmental aspect of sustainability will be prioritized over the social aspects.

The hotels are engaging in social sustainability but they just have not labelled it as such, probably because it is not something that is usually considered locally and in the hospitality industry. Donations and the treatment of employees are examples of social sustainability efforts that are made by the interviewed hotels but they did not refer to them as socially sustainable actions. The pressure from the society to contribute to the local community is not as high, which has led to that the hotels only get involved in a thing a two to keep up the appearance. Donating and engaging in charity improves their image to the public if someone asks about it, but it does not generate as much marketing advantages as efforts that are made in the name of a better environment does.

In Sweden, the union has a very strong position and they are dictating the conditions for the employees at the hotels. All the interviewed hotels have confirmed this. This means that the hotels themselves don't have to put too much focus on that part of social sustainability, because someone else has already considered it, all they have to do is to adapt to standards that someone else has presented to the industry. Unions are not as strong globally, as they are in Sweden. They have different amount of power to influence the national hospitality industry, but generally the hotels in Gothenburg are more influenced by the union than the global market.

5.3 Influence of Eco-labels

It quickly became clear that the sustainability initiatives at the hotels were closely related to the eco-certification. Especially at First and Eggers, where they pretty much only did what they were told to do and nothing more. They were also the hotels that have been certified for the shortest amount of time, which brings us back to what we previously mentioned that *how long* the hotels have been working with sustainability the way they do today seems to have a huge effect on *how* they approach their work and how much effort actually goes into it. First admitted that they probably should try to integrate the environmental aspects into more of the daily operations while Eggers specifically mentioned that their owner do not let them do the slightest extra, or take any initiatives to lessen the environmental impact unless there is a clear financial gain to be found or if there's a risk of disturbing the old-fashioned and romantic atmosphere at the hotel. We never got the impression that Scandic's work is forced by the eco-label even though they have to meet exactly the same requirements as Eggers and First, which we once again believe has to do with their 21 years of experience. Since Lorensberg and Gothia had chosen to work with a different, more flexible eco-label, it was very obvious that they were not as influence by their eco-label.

Besides having a strong influence on what and how the investigated hotels approaches sustainability the results clearly show that eco-labels in fact are a vital part of the sustainability work. They simply have to "have it on paper" to be able to sign contracts and be part of procurements, which represents a large part of their income. This is one of the major differences if we compare the researched hotels in Gothenburg to the global hospitality market and Sloan et.al (2013). The literature suggests that eco-labels present an opportunity for the hotels to market their sustainability work and earn a competitive advantage because of this. We have noticed that this is clearly not the case amongst the investigated hotels in Gothenburg. It was a common reply from the hotels that they simply have to be certified which also means that the hotels really cannot gain a competitive advantage from marketing themselves as a certified hotel. The demand of certificates from eco-labels is not something that generally can be found in the global hospitality industry. A lot of the larger global hotels chains work with decreasing their environmental impact and they report this to the public in several ways, but there's no mention of the same demand of

being certified as there is in Gothenburg. It seems as if in most part of the world, it is enough to tell the customers that you take initiatives to be more sustainable and lessen the environmental impact.

The fact that it seems to be so vital for the hotels to have their sustainability work certified in Gothenburg could also be influenced by where they are located. Sweden, or the Nordic region as a whole, is very environmentally conscious and has been for a long time. We do not believe that because they operate in Gothenburg makes any difference to if we would have been researching the Stockholm, or Oslo area. Sweden as a country has a culture that puts pressure on companies to be more environmentally conscious, and this also leads these companies to put pressures on their suppliers. Hotels are a supplier of hotel nights and conference areas and therefore they have to adapt to this increased pressure from the public.

We also believe that one explanation to the high demand of eco-certifications in the researched area could be because the phenomenon called isomorphism. Isomorphism means that companies in the same industry or area start to imitate each other. Eco-certifications are popular in many consumption areas in Sweden and it doesn't come as a surprise to us that the hotel industry followed suit. When they first started in 1993, Scandic was the pioneering hotel chain when it comes to sustainability and they were among the first to be eco-certified. The pressure from stakeholders, customers and the public regarding sustainability in the hotel industry has increased over the years and the other hotels had to start thinking about their sustainability issues and what they could do to lessen their environmental impact. Scandic also showed that it could be done successfully, and that is not only an additional cost for the hotels, which might have encouraged more hotels to follow their example.

5.4 Motives to work with environmental sustainability

Sloan (2013) also listed the five most common factors that motivate hotels to invest in sustainability matters. The first one is potential cost savings and that has certainly been confirmed by the responding hotels. They all said that this is the primary reason for implementing sustainability initiatives. Increased market share and image improvement has been mentioned many times by Sloan et.al (2013) but this was not a main motivator for the hotels we interviewed. They do not use their sustainability efforts to a great extent in their marketing efforts. This probably depends on the fact that nearly all the hotels in the area of Gothenburg are working with sustainability and are certified in some form. Since everyone is doing it, it does not give them a competitive advantage. It also makes it very difficult to differentiate themselves and a hotel would have to work incredibly hard in order to stand out from the others in this area. Another motivational factor is to want to “do something good”. This is not something we recognized from the hotels that we interviewed and neither was the motivational factor to enhance the employee morale.

5.4.1 Customers

That customers is one of the major factors that motivate hotels to get involved with sustainability is something that is not unique to the investigated hotels in Gothenburg. Earlier research on the subject suggests that the customers are identified as a huge influence on the hotels in the global hospitality market. The only clear difference that we have identified between the hotels in Gothenburg and hotels globally is that customers of the hotels in Gothenburg tend to demand a certificate, which proves that their sustainability work is being independently inspected. We might want to claim that customers of the researched hotels in Gothenburg seem have a stronger influence and be a stronger motive to work with sustainability compared to the global market. The customers in Gothenburg seem to have higher demand and requirements and therefore they most likely also have a stronger influence.

5.4.2 Costs

The connection between costs and environmental sustainability was identified amongst 4 out of 5 of the researched hotels. First was the only hotel that did not speak of a financial advantage or reduction in costs from their sustainability work, which actually came as a surprise to us. We believe that First might not just have sat down to evaluate exactly what financial impact the decreased consumption of energy, water and less unsorted waste have had for the hotel. It seems very unlikely to us that a hotel that implements many similar actions to the other researched hotels claims to see no financial gain at all, where all other hotels speak so loudly about the cost savings. Since they operate in such a modern facility, we admit that this might mean that the impact on the hotel's finance and environmental impact might be somewhat smaller compared to the other hotels that operate in older buildings, but like we mentioned before, we believe it must have had at least some effect on the finances and their approach. They might just not have realized it. Like previously mentioned, the other hotels all said that they have seen a reduction in costs and that they make more money from their sustainability work than it costs. This connection is something also seen globally and Sloan et.al (2013). Jayawardena et.al (2013), Jones et.al (2013) and Van Rheede & Blomme (2012) all mentioned almost exactly what our interviews revealed, that the costs in many cases are so strongly connected that you can claim that these go hand in hand.

5.5 Targets and education

Since targets are so commonly used amongst all business today and are so easily understood, the use of targets was also expected. Sloan et.al (2013), Jones et.al (2013) and Grosbois (2012) all identified targets as a useful method to measure and control, for example, the energy consumption or amount of waste/guest at hotels. Once again, the hotels in Gothenburg compare well to the each other and the global industry. What exactly the targets are obviously differs from one hotel to another but they are used in the same way

amongst the investigated hotels. This usually means that the consumption of energy is measured per guest or the total amount of un-sorted waste per year and/or guest is measured. A target is then set to decrease this consumption by e.g. 10 percent annually. This seems to be the chosen approach to targets in the global hospitality industry, and it makes sense that hotels active in Gothenburg should choose the same method.

It also became clear that all hotels do in fact educate their staff on this subject. It seems to be mostly because they have to and if this wasn't forced on the hotels we do not believe that many hotels would continue to send their staff to courses. Eggers, First and Lorensberg do not seem to see any advantage or possible financial gain from making sure that their staff gains new knowledge on the subject, while Scandic and Gothia both meet the education requirements by their eco-labels but voluntarily choose to keep educating their staff. Like previously mentioned, Scandic's environmental work is extremely integrated with everything the hotel does and educating the staff is just another piece of the puzzle. They believe that every aspect of the hotel and the daily operations should be involved, which from what we've seen has had a great financial effect for the hotel. Just how much the educated staff has contributed is hard to know, but we are certain that it has not been a waste of time and money for Scandic.

In regards to education, there are similarities between hotels in Gothenburg and what Sloan (2013) mentions in his book. Educating the staff is something hotels do all over the world, but the major difference seems to be the motives behind it. In theory, it is said to be a vital part of the environmental work and that it helps to contribute to financial results. This is not something we really see in Gothenburg. The hotels do this, but most hotels do not do it because they view it as a vital part of their environmental work but because it is required of them. Sloan et.al. (2013) also mentioned that this is an inexpensive and effective way of spreading the knowledge and broadening the interest for sustainability within the hotel. This is not something that can be clearly found in most hotels. Lorensberg even views it as a burden to have their staff educated and we can draw the conclusion that they do not believe it is money well spent when having to pay for this kind of education.

5.6 Communication

Sloan et.al (2013) speaks about the importance of communicating to customers and other stakeholders about the sustainability work at the hotel in order to gain a competitive advantage and improve the corporate image. Communication with customers is something we found that all researched hotels do, some more than others.

First G is licensed by the Nordic Ecolabelling but they had even forgotten to put up the label on their website. They do have a sign in the hotel lobby but not on the exterior of the building. When we asked about their communications they told us that they are not

focusing on communicating about the environment at all. They have a superior location on the top of the central station and claim that, apart from the standard of the hotel and its services, is enough to attract customers which we find realistic. They told us that they were not very good at using their sustainability work to market themselves or to stand out against competitors. They think it depends on that no one in the organization is truly passionate about these issues which means there is no real interest or knowledge at the hotel.

Lorensberg have used their Facebook page to communicate about some of their sustainability initiatives and they have the eco-label posted on their website, but other than that they are not using their sustainability work to market themselves. They told us that it takes too much time and management to be able to differentiate themselves by using sustainability and they do not have the time or financial resources to do so.

Eggers has an owner that is not very interested in sustainability issues and only allows initiatives at the hotel that are absolutely necessary or have obvious financial benefits attached to it. The hotel market themselves a luxury hotel with a romantic atmosphere and do not want to ruin this with signs and other information that may take away from that atmosphere. They view their style and their location as far better ways to differentiate themselves than sustainability work.

Gothia Towers are proud of their sustainability work but they are not using it to a great extent in their marketing efforts. Since the hotel is part of the whole concept of the exhibition halls and restaurants, they already have something unique about them that attracts customers and do not need to focus on communicating about sustainability to attract their customers.

Scandic say that they include sustainability in all of their marketing efforts and they are keen to emphasize that they were the first in the industry to take sustainability into consideration. Scandic also see a marketing value in offering fair-trade products and a KRAV-certified breakfast. However, they do not see sustainability as their main selling point and it is not their main approach to attract customers.

We can see that the hotels do not differentiate themselves by communicating about their sustainability efforts because of three reasons. Firstly, they perceive it to be too much work, that it requires money, time, knowledge and interest from everyone in the organization. Secondly, there is not enough interest from private customers in sustainability at the hotels. Because there is little or no interest from the private customers there really is no reason for the hotel to market themselves as sustainable and environmentally friendly. The customers who chose hotel based on sustainability issues are just too few to target. The corporate

customers however, do care and all the hotels have adjusted their operations to meet their demands, by getting certified. Thirdly, the hotels have other attributes, such as location, that are more useful to attract customers with.

5.7 Effect on everyday tasks

In order to implement successful sustainable initiatives they need to be established and spread throughout the entire organization. The people who perform the tasks every day need to know how to execute them in a sustainable manner and the reasons why. Scandic has been the most successful at this, most likely because they have been doing it for 20 years and it is integrated throughout the whole organization, all the way from the central office down to the house keeping staff and their suppliers. All the new staff members has to get educated on sustainability and how they approach it at the hotel. The other researched hotels have adjusted their everyday tasks according to the requirements of their eco certifications, but besides that, they have not on their own initiative changed how they perform these tasks.

We are surprised that the sustainability issues have affected the everyday tasks to such a small extent. We would have thought that the sustainability-oriented initiatives would have shone through in the tasks at the hotel. The reason behind this is probably that they chose the most cost efficient alternative which is often the less environmentally friendly one.

5.8 Effect on financial decisions

When we approached this case study we were convinced that the sustainability issues would have a significant impact on the financial decisions and processes at the hotels. When building our frame of reference we came across several different methods of integrating sustainability into the financial aspects of the business. There are methods that are used especially for a sustainable investment and financing. However, during our interviews we found that none of the hotels used sustainability-specific methods when sustainability was a component in an investment. They only consider the cost of choosing an environmentally friendly alternative and compare it to the benefits to see if is profitable. When engaging in green accounting, a corporation takes into consideration the external costs that they are responsible for and include them in the annual statement. None of the hotels we interviewed are doing this and we think that it probably depends on the fact that it is not demanded by stakeholders.

In order for a hotel to be licensed by an eco-label they have to pay an annual fee, either a percentage of the turnover or a fixed amount. This annual fee is regarded differently in the budgeting process in the different hotels. First G, who work with small margins, see this is as quite a big cost. The central office views First G as a hotel that should bring a high profit to the corporation, which means that they are not allowed to spend anything extra than what

is necessary. For Scandic, it is not an option not to be licensed by the Nordic Ecolabelling, so they are not too concerned about the license fee. The rest of the hotels saw their certifications as a necessity and was not concerned over the license fee either. However, for these hotels, the license fee was the only thing that was included in the planning and budgeting processes.

Sloan (2013) listed the 5 most common barriers for hotels to invest in sustainability matters and we found the same thing during our interviews. The initial costs are often perceived to be high and there are doubts of the return on the investment. This was a concern at some of the hotels. The staff at Eggers for example, wanted to implement a lot more sustainable solutions but they were prohibited by the owner, who had these concerns. When constructing a third tower, Gothia has chosen to do it in a very sustainable manner in order for the building to get its own eco-certification, specialized for buildings. Lack of time and that it requires too much management are two other concerns that have been reinforced by our interviews. They all said that the certifications required much paper work and that it takes time from other tasks at the hotel. The final barriers are limited interest and knowledge. In order to successfully implement sustainable initiatives in an organization, everyone has to be involved. Owners, managers and the staff at the hotel all have to take an interest and educate themselves on the subject. At Scandic the initiative to be sustainable comes from the central office and is implemented at all levels down in the organization and everyone in the organization are being educated on the subject, which is a great example of overcoming these two barriers.

The overall impression is that the hotels in Gothenburg have come slightly further in their sustainability work and take it more seriously than the global hospitality industry, especially the environmental aspects where the use of eco-labels, that put high environmental requirements on the Gothenburg hotels, are a necessity. There are also many similarities between the researched hotels and the global hospitality industry as described in earlier research overall, even though there are a few areas where the researched market differs from the global.

6. Conclusion

The aim of this thesis has been to answer our research questions presented in the first chapter. The conclusions to each of these questions are presented below.

6.1 How do the researched hotels work with sustainability issues and what influences their approach?

When speaking of sustainability, hotels in Gothenburg focus almost all their attention on the environmental aspects of the subject. This is because of several reasons, where the most mentioned one was that the environmental aspects could be clearly connected to the hotel's finances. When the researched hotels spoke of sustainability, they spoke of environmental impact. For them – sustainability almost equaled environmental questions. Very little focus was put on social sustainability, and if they did focus on this aspect, it was mostly because it was also connected to environmental impact. Economic sustainability seemed so obvious for the hotels' long-term survival that it wasn't spoken of as being part of the sustainability concept.

Experience and ownership are the two main influences on how the hotels approach their sustainability work, and how integrated this work is. There is a clear difference between how integrated the sustainable initiatives are with the everyday tasks depending on how long the hotels have been working with sustainability issues. The ownership structure also has huge influence on the hotels' sustainability work, where it is evident that supportive owners equals more attention on sustainability issues.

There are four areas of environmental sustainability that receive the most attention. These are energy, water, waste and food. Energy and water consumption are connected to cost savings for the hotels and to accomplish costs saving from reduces energy and water consumptions, most of the hotels install more water- and energy-efficient appliances and products. To decrease the unsorted waste, all hotels recycle as much of their waste as possible which also means cost savings for the hotels. The serving of organic and Fairtrade certified food is the only one of these areas not linked to cost saving for the hotels, but is something that all hotels implement because of requirements from eco-labels. The hotels in Gothenburg also commonly use targets as a way of measuring their impact and improvement in the measured areas.

There are two distinct motives behind the sustainability work; potential cost savings and customer demand. Eco-labels have an enormous impact on *what* the hotels do to become more sustainable. To be certified is also connected to the customer demand; since the hotels' business customers often demand proof that an independent party is scrutinizing their sustainability work.

6.2 How do the hotels communicate with current and future customers about what they do about the sustainability issues?

Since the researched hotels in Gothenburg do not believe that they can gain an advantage or differentiate themselves by marketing themselves as a sustainable hotel, the external communication about their sustainability work is relatively poor. It is only actively communicated during procurements. However, they do use passive communication to customers by the use of signs online and at the hotel as well as folders in the rooms.

6.3 What impact does the sustainability work have on the everyday tasks within the organization, and how does it affect financial decisions?

At most hotels, the environmental work has had a very small, or close to no, effect on the everyday tasks and internal processes. How integrated these tasks are with the environmental work has to do with how much experience the hotels have with this kind of work. Only the costs, such as annual fees for eco-certificates and possible increase in cost for environmental friendly products, are mostly considered during budgeting and planning.

6.4 Final conclusion

Overall, sustainability work by hotels in Gothenburg is very similar to how earlier research describe the sustainability work in the global hospitality industry. Almost all focus is put on the environmental aspects and the major difference between the hotels in Gothenburg and the global market is the huge influence of eco-labels found amongst hotels in Gothenburg. It is considered essential for the hotels in Gothenburg to be certified because of customer demand, whilst the global hospitality industry views this as something more unique and it could also present an opportunity for the hotels differentiate themselves and gain an advantage against competitors. The fact that internal processes are hardly integrated with the sustainability work by hotels in Gothenburg also differs from published literature about the global market. Sloan et.al (2013) suggests that hotels need to integrate every aspect of the hotel operation, budgeting included, with the sustainability work for it to be successful, but our results suggests that this is not the necessary amongst hotels in Gothenburg.

Social sustainability is barely mentioned in research on the global hospitality industry or amongst the researched hotels. When the hotels do take certain actions towards what can be considered social sustainability, they do it for other reasons. The use of Fairtrade food and education of its staff are two examples of this; the hotels', both globally and in Gothenburg, see these actions as a way to improve their environmental sustainability instead of acknowledging the social sustainability aspects as well.

Because the city of Gothenburg considers itself as a green and environmentally conscious tourist destination, this presents a great opportunity for hotels in Gothenburg do more and differentiates themselves compared to the world. The hotel market in Gothenburg has the

support and potential to become one of the leading markets in the world when it comes to sustainability. It had already come a long way and the only thing stopping it from setting an example to the global hospitality industry is money and the lack of drive, passion and commitment.

6.5 Suggestions to further research

Our results suggest that there is a lack of focus on the social aspects of sustainability in the hospitality industry, both in Gothenburg and globally. An interesting approach to further research in this industry could be to focus on how the hotels could include the social aspects more into their operations since this is clearly an area within this industry that is far less developed than the other sustainable aspects.

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7.5 Interviews

Martin Blideskog, Hotel Manager, Scandic Hotel Backdal (April 3, 2014)

Katarina Kuzmanovic, Head Receptionist, Hôtel Eggers (April 4, 2014)

Petra Löfås, Sustainability Manager, Svenska Mässan & Gothia Towers (April 10, 2014)

Pauline Stadler, Hotel Assistant, Hotel Lorensberg (April 7, 2014)

Mathias Strand, Revenue & Room Division Manager, First Hotel G (April 2, 2014)

7.6 Internal documents

Scandic (2014:d) *Scandic and sustainability*

7.7 Images

Image 1

Google Maps, <http://maps.google.se/maps/place/Göteborg/> (Accessed on May 10, 2014)

8. Attachments

8.1 Example of prepared interview questions

This is the first draft of the questions prepared for our interview with Martin Blideskog at Scandic Backadal. The same questions were brought to all interviews as a foundation and guideline to the interview. The questions are in Swedish.

Martin - vad är din position i företaget och hur länge har du jobbat på Scandic? Hur involverad är du i just arbetet med hållbarhet?

Hur jobbar Scandic med hållbarhet?

Har Scandic några "miljöcertifikat" så som t.ex. Svanen? Om ja - vilka? och varför har ni satsat på att uppnå just dessa krav? Om nej - varför? Siktar ni på att uppnå något i framtiden? Påverkas detta av det faktum att ni ingår i Scandic-kedjan?

Hur ser ägarna på hållbarhet och hur viktigt är det?

Har ni några specifika mål som ni jobbar mot? Tex krav på ekologiska varor i restaurangen, försöka "spara" på tvätten etc. Hur försöker ni hela tiden förbättra detta? Och hur mäter ni om ni faktiskt uppnår målen?

Hur hänger hållbarheten ihop med det interna arbetet?:

Är det så att val av strategi och planerings- och budgeteringsprocessen är det som påverkar hållbarhetsarbetet, eller tvärtom (att arbetet anpassas efter hur ni jobbar med hållbarhet)?

Ställer ni krav på era leverantörer gällande ekologi etc?

Idag känns det nästan som ett krav från kunderna att hotellen arbetar miljövänligt av något slag. Därför känns det som det är svårt att få en konkurrensfördel bara genom att säga att ni är "miljövänliga":

Satsar ni på ett visst kundsegment?.

Påverkar detta strategivalet och hur ni arbetar med hållbarhet?

Företag har ju sina egna miljökrav, och väljer därför hotell som lever upp till desamma?

Försöker ni använda er av hållbarhet som ett sätt att differentiera er gentemot andra hotell i centrum?

Hela hotellet eller bara delar av det (svitar, lunch etc)? Locka ett specifikt kundsegment?

Bidrar ni till ökad hållbarhet även utanför hotellets väggar?

Hur kommunicerar ni med kunderna om hållbarhet?

Hur förmedlas riktlinjerna rörande hållbarhet till medarbetarna?

Vad gör de anställda på de olika avdelningarna (städ, restaurang, reception etc) för en ökad hållbarhet?

Tar de anställda egna initiativ gällande hållbarhet och hur ser man på det?

Hur tror ni att ni kommer påverkas i framtiden av hållbarhet (krav, efterfrågan etc)?

8.2 Example of interview transcript: Scandic Backadal

Interview with Martin Blideskog, Hotel manager at Scandic Backadal. Thursday April 3, 13:00. The interview was conducted in Swedish.

Martin: Jag har ju jobbat många år på Scandic så jag har varit med och följt resan sedan det här startade egentligen 1993 då miljöarbetet startade på Scandic och det var ju tidigt. Vi var ju först i branschen och då var ju detta ingen som jobbade med detta utan vi var ju egentligen först. Vi var först i hotellbranschen och vi har drivit på. De andra fick följa efter och inse att det går inte att bara köra på. Nu jobbar ju mer eller mindre alla företag med miljöfrågor och så var det inte då, 1993. Då såg det helt annorlunda ut.

Då kan jag berätta lite om mig själv så länge. Som jag sa har jag jobbat på länge på Scandic. Jag började hösten 1989 på Scandic Crown som ligger här inne i stan.

Var du hotelldirektör där också? Nej jag började som vaktmästare och körde upp och ner bilar i garaget, sprang med bagage till rummen och ärenden på stan och allt sådant där. Sedan började jag jobba i receptionen. Så jag har jobbat mycket på hotellsidan kan man säga. Jag har jobbat i receptionen, förste receptionist finns det en titel som heter, sedan var jag receptionschef och sedan blev jag hotellchef och sedan den sista tiden där jobbade jag som biträdande hotelldirektör. Jag gick mycket utbildningar under tiden. Dels hade jag chefer som gav mig den möjligheten och jag ville själv utvecklas och var med och visade framfötterna, så jag gick mycket utbildningar inom Scandic och så har de ett trainee-program internt med talanger som lyfts fram. Jag fick tillfälle att gå ett sådant trainee-program under 9 månader där vi läste företagsekonomi och ledarskap. Jag hade ingen akademisk utbildning utöver 3-årig ekonomisk linje på gymnasiet och sedan började jag jobba. Då fick jag läsa in företagsekonomi 10 universitetspoäng under de månaderna, eller ett år var det faktiskt, inte 9 månader, utan det var ett år vi håll på. Vi läste även ledarskap vilket var väldigt nyttigt för mig.

Sedan har jag även vart i Kalmar och jobbat i fyra år och var ansvarig för Scandichotellet där, sedan för ett och ett halvt år sedan började jag ju här på Backadal. Så hösten 2012 kom jag hit, och då kom jag rakt in i en renovering. Vi stod precis i startgroparna för den här stora satsningen. Och det var Scandics gamla väghotell som skulle renoveras. Vår historia är ju att vi började 1963, för 51 år sedan blir det ju nu, med Esso motorhotell som låg längs med motorvägarna utanför städerna, det är liksom Scandics historia. Det är så ursprunget till hela vår kedja idag började. Idag har vi även hotell som ligger inne i städerna, såsom Scandic Crown här i Göteborg. 22 hotell är det i dagsläget som är kvar som har varit de här Esso motorhotellen en gång i tiden och sedan gått över till Scandic. Backadal är ett sådant hotell. Och där satsade Scandic, ihop med fastighetsägaren, en jätteslant pengar för att modernisera de här hotellen och den processen har pågått sedan 2011 och avslutas nu i slutet av detta år. Så det är under en treårsperiod som man gör en jätterenovering av alla de här 22 väghotellen.

Är ni färdiga med renoveringen här på det här hotellet nu då? Ja, vi är klara med Backadal nu. Vi på Scandics sida har puttat in en påse pengar och fastighetsägaren har gått in med en påse pengar för att modernisera dem och hänga med i tiden. Det känns fantastiskt kul att få vara med om den resan. Det är jobbigt med det är väldigt kul! Nu hajar man till när man ser att fasaden är ny och sedan så känns det roligt att första intrycket faktiskt hänger med när man kommer in i hotellet, hela vägen in till hotellrummen.

Har ni renoverat alla rummen? Nej, inte alla rummen. Vi har 236 hotellrum och ofta är det så att man tar några korridorer åt gången. Man renoverar sällan alla hotellrummen på en gång. Men vi gjorde 127 rum av våra 236 rum i den här omgången, och det innebär att vårt äldsta rum som vi har kvar nu är från 2006. Man brukar ju säga att livslängden på ett hotellrum är 10-15 år innan man behöver göra om. Så vi har en modern rumsprodukt, varav 127 är helt nya. Sedan har vi även gjort restaurangen, konferensrummen och sådan saker som inte direkt syns för gästen. Gästerna känner ju av det, men vi har fått in ordentlig air conditioning till alla rum i huset och inte mist sommartid är ju det ovärderligt bra att få en skön luftkomfort in till rummen. Köket är helt renoverat, ny maskiner, nya utskick och allting. Det syns inte heller för gäst men för oss som jobbar här blir det en stor skillnad. Inte mist energibesparing som ny köksutrustning innebär och det ser jag redan nu skillnad på. Så det har gjort mycket på Backadal. Poolområdet och relaxavdelningen är vi gjort om också.

Genomgång av Powerpoint presentation: Scandic, som jag nämnde, började 1963 med Esso motorhotell. Det första låg i Laxå, mittemellan Stockholm och Göteborg. På den tiden tog det lång tid att köra bil mellan Stockholm och Göteborg så

då behövde man stanna på vägen och pausa. Det var så affärsiden började, plockat från motorvägshotellen i USA. Det var en svensk man som hade vart över och hade sätt det och tänkt att det borde vi ha i Sverige också. Uppgifterna i den här presentationen är än så länge korrekta. Vi har 160 hotell, ca 30.000 hotellrum och vi finns i nio länder. Men nu blev det ju klart för 14 dagar sedan att Scandic har köpt upp hela Rica-hotellkedjan. Så det händer rätt mycket nu. Det innebär att vi kommer få in 72 hotell till. De finns i Norge och Sverige. Rica hotell är en norsk hotellkedja. De har 65 hotell i Norge och sju i Sverige, ett av dem i Göteborg. De kommer att tillkomma ett antal hotell till den siffran, så vi kommer bli ännu större. Och Rica ska ju flagga om och bli Scandichotell. Men merparten av de nya hotellen blir i Norge.

En hotellnatt – om man kopplar till miljö – då kan man ju fundera på vad som förbrukas. Du slår på lyset, du har ett uppvärmt rum, du använder vatten, tvål och schampoo. Du äter förmodligen. Åtminstone frukost eftersom det ingår i rumspriset. Och sedan så tvättar ju vi sänglinnet och städar efter gästen som varit där, och allt detta har ju en miljöpåverkan. Så det är mycket som är kopplat till en hotellvistelse som rör miljöarbetet. Vi säljer cirka 8 miljoner hotellnätter per år, så en liten detalj eller insats som vi som kedja gör får ju den effekten gånger åtta miljoner i slutändan. Sätter man det i perspektiv så ger det ett ganska stort avtryck. Det blir ganska mycket när man räknar på det. Och det är med de 160 hotellen vi har idag. Nu kommer det 72 hotell till så den siffran kommer att bli ännu högre.

1993 så började den här diskussionen om miljöfrågor på Scandic, och då började det ihop med något som kallades för ”det naturliga steget”. Det var en kille på Scandic som jobbade med det och började intressera sig ordentligt för de här frågorna. Och som jag sa, att på den tiden så var det inget som företag egentligen hade fokuserat på tidigare. Och i vår bransch så var det ingen som jobbade med det, så vi var först i hela branschen med att ta de här trevande stegen och tittade på ”vad kan vi göra för miljön” på vårt hotell?

Policyn som vi jobbar efter är; ”Scandic should lead the way towards a better environment”

1994 tog det här ytterligare lite fart. En tydlig sak som vi kör på våra hotellrum, och som många andra hotellkedjor i dag har tagit efter är det här med handdukarna på rummet. Den lilla skylten som säger att om du inte måste få en ny handduk, så häng upp din handduk. Vill du få en ny handduk, så släng den på golvet. Och det var en medarbetare på Scandic som tyckte att det var slöseri att hålla på att hänga in nya handdukar varenda dag, på varenda rum. Vill verkligen gästerna ha en ny handduk varje dag eller kan man kanske tänka sig att ha samma handduk om man bor på ett hotellrum två nätter till exempel. Och det är inget problem, för gästen kan ju göra aktivt val själv om de vill ha en ny handduk eller inte. Så det började vi ju att jobba med redan 1994. Och det sparar oss bara 3 ton tvättmedel varje år, utöver transport, energi och vatten som tillkommer med tvätt av bara handdukar. Detta bara av att sätta upp den lilla skylten. Det är bra för oss naturligtvis. Vår ekonomi på hotellet påverkas ju också positivt av detta. Vi betalar ju för varje handduk som nyttjas naturligtvis, så vår kostnad går ju samtidigt ner lite samtidigt som det är bra för miljön. De går ofta hand i hand de här sakerna. Samtidigt sticker ni under stolen med att det finns pengar för oss i detta med miljöarbetet.

Det finns en sida ni kan gå in på som heter Scandic Live Report där alla hotell rapporterar en energianvändning, vattenförbrukning, sorterat avfall och de här sakerna. Det uppdateras hela tiden och på den här sidan kan ni jämföra alla Scandichotell med varandra. Det används också internt för att jämföra sig med andra hotell inom kedjan, och gör att vi kan målsätta och jobba med de här frågorna lättare. Vi kan också ha en uppföljning av hur vi når målen jämfört mot andra hotell och vi kan se vad de gör annorlunda etc. Det är väldigt jämförbart med andra hotell inom Scandic eftersom vi alla har samma leverantörer och förbrukningen mäts ofta per boende gäst. Den kan vara lite intressant för er att kika närmare på. Det här med att rapportera in siffror började vi med redan 1996.

Vi är Svanenmärkta. Alla hotellen i Sverige är Svanenmärkta. Men 80 procent av alla våra 160 hotell är det i nuläget. Utomlands är inte alla Svanenmärkta. Svanen är ju en sådan stor nordisk grej, men i de andra europeiska länderna som Estland, Belgien är det inte lika stort i dagsläget. Men vi har valt att satsa på Svanen i de nordiska länderna och det ställer ju ganska tuffa krav på oss, deras kriterier. Där löper vår licens ut i slutet av detta året så vi är just nu inne i arbetet med att söka nytt igen. De har twistat på sina krav lite och så också.

Men ni ska absolut anpassa er efter Svanen? Ja, absolut. Det är ju bara så att vi SKA fixa de här kraven. Vi vill ju ha kvar vår svanmärkning på hotellet, så det ska vi ju bara fixa. Så enkelt är det.

Sedan finns det ju många olika märkningar som har med miljön att göra. Utanför norden arbetar vi med EUs Eco-label. Men främst jobbar vi ju som sagt med Svanen. Vi har också KRAV-märkt frukost, vilket innebär att vi måste ha X antal produkter på frukosten som faktiskt är KRAV-märkta. Sedan jobbar vi också med Fairtrade. Allt vårt kaffe, och bananer är fairtrademärkta. Det är så långt som vi har kommit på den sidan.

Är detta något som ni väljer att satsa på utöver Svanen då? Ja. Det är ju inget exakt krav från Svanen att vi ska jobba med detta utan detta har vi valt för vi vill göra ett statement här. Vi vill ha en KRAV-märkt frukost. Vi serverar bara rättvisemärkt kaffe liksom.

Är det något som beslutas centralt inom Scandic, eller tar varje hotell beslut som dessa lokalt? Nej, det är Scandic som har tagit de besluten. Men visst så skulle vi kunna gå in lokalt på varje hotell och göra en sådan grej också om vi vill men det får ju en mycket större effekt om vi som kedja beslutar att alla våra hotell ska till exempel bara servera rättvisemärkt kaffe.

Är KRAV och Fairtrade något ni jobbar med utomland också eller är det bara i Sverige? KRAV tror jag bara är i Sverige, men Fairtrade finns nog i alla länder eftersom det är en lite mer internationell märkning.

1996 började vi med att bygga miljörum, vilket innebär att när vi bygger om och renoverar så tittar vi på återvinningsbara material. 97 procent av materialen i de här rummen var återvinningsbara. Det var vissa detaljer i TV-apparaterna som inte gick att få återvinningsbart men resten av allt material skulle vara återvinningsbart. Och det började vi med 1996. Samtidigt tog vi bort engångsförpackningar. Det var mycket tvål och liknande som var engångsförpackat och det tog vi bort. Då införde vi dispenser på två och schampo på våra rum istället. Det är en jättepåverkan med dispenser istället med tanke på så mycket tvål som slängdes i onödan efter knappt ha använts innan den kastade. Idag har vi bytt leverantör. Vi jobbar med Face i Stockholm som leverantör så nu har vi deras snygga flaskor inne i alla badrum. Gästerna uppskattar det och det funkade alldeles utmärkt. Vi införde då också att vi satte in strömbytare med nyckelkort, på så vis så blir det släckt i rummen när inte gästerna är där inne. Så är det ju på de flesta hotell nu, men 1996 var det något helt nytt. Jag vet själv från när jag jobbade på Crown att man på kvällen kunde stå utanför hotellet och se att det lyste i princip stort sätt alla fönster och man visste att gästerna är ju inte inne på rummen nu. Så det har ju gett en jätteeffekt i och med att det är släckt när inte gästerna är på rummen. Då införde vi också det här med att sortera avfallet redan på rummet, att gästen med hjälp av en liten etikett på papperskorgen kan se om skräpet ska i den röda, gröna eller stora svarta korgen. Att vi börjar redan med att gästen sorterar avfallet i rummet.

Det med kravmärkningen och kaffet – 20 miljoner koppar kaffe serverar vi om året. Jätteräkor har vi också valt bort på Scandic.

Vet du när vi valde bort jätteräkor? Det är inte ganska nyligen, det är några år bakåt i tiden. Jag vet inte exakt vilket år det var men jag skulle gissa på någonstans runt 2008-2009 kanske. Sedan har vi också en tydlig symbol, det här med våra mineralvattenflaskor, som Scandic skeppade ut till våra hotell varje år. 3,6 miljoner flaskor med mineralvatten skickades ut till våra hotell varje år. Då var det någon som tänkte till och sa ”borde vi inte kunna producera ett mineralvatten själva på hotellet?”. Och då gjorde vi det, att vi införde egna vattenstationer på alla våra hotell där vi tappar vårt eget mineralvatten som vi kallar för Scandicvatten. Det är filtrerat och så kan man välja om man vill ha kolsyrat eller naturellt. Men det är ett filtrerat vatten som blir riktigt gott. Serverat i en tjust flaska, designad av Therese Ahlsammar. Hon har sitt handavtryck på flaskan. Det var kopplat till vatten, så då tyckte Scandic att det var en bra grej. Vattnet fick ju också en jätteeffekt, dels med att alla transporter av de här flaskorna försvann när vi kan producera det helt själva. Där har vi listat ner att miljöpåverkan minskar med 160 ton CO2 minskar bara på grund av den åtgärden att vi kör vårt eget vatten numera. Där har vi också inrättat en fond där för varje flaska vatten vi säljer så sätter vi av en liten peng, och då väljer man varje år vart de här pengarna ska gå till. Det är lite olika varje år men gemensamt är att alla ska ha något med hållbarhet att göra. Någon förening eller liknande som jobbar med det kan ansöka om pengar från den fonden.

Varför gör vi det då? (Arbetar med miljö). Ja – det är vårt ansvar. Och att våra gäster kräver det. Idag är det ju så att gäster väljer ju hotell av flera olika anledningar där faktiskt miljön är en del. Gästen kan ju göra ett aktivt val redan där med vilket hotell man väljer att bo på. Om man vill ha ett hotell som jobbar med miljöbiten eller inte. **”Man kan bidra till en bättre miljö genom att bo på Scandic”**, brukar jag säga. Så är det faktiskt. Och som jag sa, vi sticker inte under stolen

med att det är ju lönsamt för oss också. Vi sparar ju lite kostnader på de här sakerna vi gör. Det kräver ju lite investeringar i början men man tjänar hem det.

Man skulle kunna säga att ni tjänar mer på ert miljöarbete än vad det kostar då? Ja.

För man vet ju att vissa produkter är dyrare om de är rättvisemärkte, men samtidigt minskar ju kostnader som till exempel tvätten... Ja, precis. Vi sparar på kostnader samtidigt som vi hjälper miljön. Visst kostar det oss lite mer att köpa in vissa råvaror. Till exempel att vi bara serverar rättvisemärkt kaffe – det kostar ju oss mer än om vi inte hade gjort det men samtidigt så är det ett marknadsföringsvärde i det också, även om just det är svårt att mäta i pengar naturligtvis. Visst – det blir lite dyrare produkter men alla kostnader som sparas in gör att man ekonomiskt ser en positiv effekt. Det är ganska enkelt egentligen. Alltså, vi har kommit så långt att vi inte tänker så mycket på det. Det är liksom bara så här det ska vara, att vi sorterar vårt avfall och så vidare. Detta har vi ju jobbat med i 21 år nu så det sitter i ryggmärgen att ”så här gör vi ju”. Alla våra medarbetare utbildas i miljöbiten. När man kommer som ny medarbetare så har man som en del i introduktionsprogrammet. Som handlar om miljön. Det är en interaktiv utbildning man gör på nätet när man först börjar. Så får man lära sig lite om Scandics historia, säkerhet och miljön är en stor del i denna. Detta är Scandics egna utbildning som vi gör utöver Svanens krav på årlig utbildning. En gång om året har vi också ett stormöte på hotellet där vi pratar om miljön. Då tar vi upp vad vi har för mål, vad vi jobbar med, hur ligger vi till? Miljön är uppe på agendan då också. Lite utveckling med CO₂-utsläpp, hur det har sett ut de senaste åren (visar bild). Vår målsättning är att det ska vara noll på CO₂-utsläppen år 2025. Det är Scandics målsättning. Detta är då utsläppen från själva hotellen, inte sådana som sker utanför hotellet, som utsläpp från transport av varor och utsläpp vid tvätt etc.

Jag printade också ut vår miljöpolicy, som vi har haft sedan 1994 som vi satte upp och den lever fortfarande kvar idag. ”Inget företag kan undvika att ta ansvar för miljön och fokusera på miljöfrågorna. Därför ska Scandic visa vägen genom att kontinuerligt arbeta för minskad miljöbelastning och förbättrad miljö. Scandic ska aktivt bidra till ett hållbart samhälle”. Det är liksom vår policy. Och den har vi med oss i allt. Som nu när vi har renoverat så ställer vi ju krav på leverantörer att de följer miljökrav. Materialval och allt sådant påverkas också. Hur kommer artiklar förpackade till oss och liknande. Miljön är alltid en aspekt när vi ska göra någonting.

Det var lite snabbt den presentationen som jag hade. Och lite historik om när vi började med detta och vad vi gör. Det går att läsa på vår hemsida, där det finns lite mer information också.

När exakt var det ni blev Svanenmärkta? Oj, det kommer jag inte ihåg exakt när det var. Det var länge många år sedan. Nej, det kan jag inte se här men det står garanterat på vår hemsida om ni vill kika på det senare. Däremot fick jag nu svar på det ni frågade om innan, det där med tigerräkorna. 2006 var det som vi slutade servera dem. Det var Fairtrade-kaffet som kom 2006 och samma år slutade vi servera tigerräkor. Då kan man ju nästan säga att vi var lite i framkant med den trenden.

Om vi får gå tillbara till dig lite snabbt – hur involverad är just du i arbetet med hållbarhet? Är det något som endast sköts centralt eller får du bestämma lite själv för ditt hotell? Det är ju mitt ansvar, i och med att jag är ytterst ansvarig för det här hotellet, att vi lever upp till det som Scandic lovar. Att vi lever upp till det som har med vår Svanenmärkning att göra och att vi lever upp till det som Scandic centralt har bestämt att alla hotellen ska göra. Så det åligger ju mig att kontrollera och följa upp att vi sköter de här sakerna.

Så det bestäms centralt men det är du som ser till att det blir gjort? Ja, precis. Det är mitt ansvar. Jag har en liten lista där det står vad som är mitt ansvar kopplat till miljön. Att jag ska säkerställa att vissa saker uppfylls. Det är absolut en ganska stor del av mitt arbete, förutom att sköta själva hotellet, men det känns så naturligt. Det är en del av det vanliga jobbet bara. Det känns inte som en jobbig uppgift. Det är så självklart. Då nämnde målet förut. Är det bara centrala mål eller får du sätta egna mål för just det här hotellet? Vi sätter alltid två egna mål kopplade till miljön som vi ska jobba med under året. Vi har ett som är ett väldigt tydligt, och enkelt mål och det handlar om vår pappersförbrukning. Där har vi satt ett mål nu att vi nu under 2014 ska minska vår pappersförbrukning på Backadal med 15 procent. Vi printar tyvärr väldigt mycket saker, men då kan man genom att välja att printa dubbelsidigt spara in eller tänka efter om man faktiskt verkligen behöver skriva ut något. Så det har vi som ett mål i år och utöver det är det lite svårt för oss att mäta vårt andra mål i och med att vi har gjort en sådan stor renovering som påverkar energianvändningen. Vi har installerat nya aggregat, fläktar och sådant där och hur kommer det påverka. Och som jag nämnde är köket helt nyrenoverat med ny maskinpark därinne. Men

energianvändningen per gäst har vi satt som ett mål sagt vi sa lyckas minska procentuellt mot året innan och få ner den med fem procent.

Och detta är något som ni känner att ni vill fortsätta mäta även efter i år? Ja, för du följer man användningen och ser vad som är ett rimligt mål framåt i tiden.

Har Scandic som kedja några sådana här mål för alla sina hotell förutom just Svanenmålet? Jo, vi har ju Svanens mål och sedan har vi det stora övergripande målet som vi pratade om tidigare om CO2-utsläppen som ska vara zero. Det är ju ett stort övergripande mål som vi som kedja jobbar mot. De är de lite större målen som kedjan sätter så får vi som individella hotell sätta egna, mindre mål som rör just oss. Vi ska fråga os hur vi kan bidra lokalt. Hitta våra egna saker som kan förbättras.

Vet du varför ni valde just Svanen? Ä det för att det är den mest välkända? Det är ju ganska långt bak i tiden så jag kan inte säga att jag vet exakt varför vi valde Svanen men jag kan tänka mig att det var för att det var den som var mest känd, och också för att ställer de tuffaste kraven. Det är helt enkelt den mest kända miljömärkningen som vi har i Sverige. Folk någonstans kan koppla till Svanen och vet att det här är inte bara vilken miljömärkning som helst och veta at "här ställs det faktiskt krav". Och att det följs upp ordentligen. Svanen är så pass stort att princip alla i alla fall känner igen märket.

Vet du varför ni valde att ni till början ens började jobba med hållbarhet? Nej, tyvärr. Någon fick en ide och kände att här behöver vi göra någonting. Jag tror ju att man i början såg en möjlighet at göra skillnad både ekonomisk oh miljömässigt. Att man såg den kopplingen tidigt. Att de här två sakerna faktiskt kan gå hand i hand. Att det lönar sig att jobba md miljön och det tror jag blev startskottet at man såg att det inte bara innebär kostnader utan att man faktiskt kunde spara och tjäna pengar på at jobba med miljöfrågorna.

Hur kommunicerar ni det till kunderna, att ni tänker mycket på miljön? Vi har ju med det i vår marknadsföring, att vi är svanenmärkta, att vi jobbar med miljön.

Försöker ni marknadsföra det här arbetet som gör att ni kan differentiera er, som t.ex. ert vatten och KRAV-märkta frukost, och på så sätt få en fördel nu när nästan alla inom branschen jobbar med miljö och hållbarhet på något sätt? Ja, och det blir ju så bra och påtagligt att försöka visa en sådan sak. Säg att vi har en kund här på visning och vi k äkar lunch – då kan jag ju visa våran vattenflaska och förklara bakgrunden med den och vilken påverkan den har. Det bli ett naturligt sätt att väva in och prata lite miljö med dem.

Har ni märkt av någon skillnad, att ni fått några fördelar på grund av de där sakerna? Ja, så ä det. Jag vet att många stora företag och statliga myndigheter tittar på detta vid upphandlingar när man ska välja hotell. Då är detta en faktor idag. Så var det inte för 20 år sedan, men så är det idag. Och då vil man ju kunna tillmötesgå de här kraven och det gör ju vi genom svanenmärkningen.

Och det här med sopsorteringen – jag antar att det sparar er pengar men är det också något som ni får extrapoäng från av Svanen? Vi jobbar ju med osorterat avfall, att minska det. Jag har ju tryckt på med mitt hotell att jobba med matavfallet. Men det har väl även gått ut central på Scandic när det gäller vår frukost. Vi har en A4-flyer som vi satt upp i frukosten som säger "ät så mycket du vill, släng så lite du kan". Dessa står där man hämtar maten i frukostbuffén. Vi vill ju inte hindra våra gäster från att äta och njuta av en god hotellfrukost, men det blir ofta ett beteende på hotell att man plockar på sig väldigt mycket säker och sedan orkar man inte äta upp och så måste det slängas. Vi uppmanar istället gästerna att gå fler gånger. Ät så mycket du orkar, men släng så lite du kan – och det tycker jag faktiskt är väldigt bra. Det är så onödigt att behöva slänga massa mat. Det är ju pengar naturligtvis också i det. Dels i råvarukostnaden när vi bara får slänga mat men sen kostar det också pengar för oss att bli av med det. Det ska komma någon och hämta det avfallet och slänga det vilket vi betalar för. Och så är det slöseri med mat faktiskt. Så det jobbar vi mycket med nu. Vi mäter och målsätter att minska det här.

Och det är lokalt på det här hotellet som ni mäter och målsätter om det här? Ja, precis.

Har ni någon specifik målsättning? 15 procent har jag sagt att vi ska minska. Vi är på väg dit, även om vi inte at riktigt där ännu. Och det känns som ett mål som är rimligt att uppnå, men det kräver lite arbete. Så är det. Man ska inte sätta för

enkla mål, men ska kämpa lite. Sedan beror det ju på beteendet hos gästerna, men att vi informerar och upplyser på ett positivt sätt men de här skyltarna är vad vi kan påverka. Sedan är det upp till oss att titta på vad det är som slängs. Slängs det mycket av en viss produkt så kanske vi inte ska ha den. Tycker folk inte om den? Då får man ju ställa sig de frågorna helt enkelt?

Hur många olika fraktioner sorterar ni soporna i? Jag tror att vi har 22 olika fraktioner. Det är massor! Vilket självklart bidrar till minskningen av det osorterade avfallet som bland annat Svanen kikar på.

Är miljöarbetet hela tiden med i det interna arbetet? Att ni hela tiden tänker på hållbarheten när ni lägger budget och planerar etc? Det är med som en naturlig del för oss. Miljöhänsynen vägs in i vad vi än ska göra. Man tittar ju på många saker. Som vi som precis hargått igenom den här stora renoveringen, då får man ju titta på miljön när man gör budget för det, så vi tänker rätt där. Vi pratar också om tillgänglighet, att det är anpassat för alla. Vilken höjd bygger man buffén? När man om man sitter i rullstol och så vidare. Vi har ett antal sådana saker när vi göt till exempel renoveringar.

Påverkar det faktum att ni arbetat så länge med hållbarhetsfrågor och det faktum att ni är en stor kedja och inte ett individuellt hotell att miljöarbetet är så pass integrerat i det interna rutinerna? Absolut! Det kommer ju i våra internprocesser uppifrån och från vårt huvudkontor. Vi har en inköpsavdelning som redan i förstaläget när vi upphandlar om leverantörer som har med sig våra miljökrav som en viktig faktor naturligvis. Det beror ju som sagt lite på storlek (på kedjan) och längd på samarbetet. Det är ju snart 20 år sedan vårt miljöarbete började.

Gör ni som kedja någonting för att bidra till bättre hållbarhet utanför själva hotellen? Förutom det som vattnet bidrar med? Lokalt gör vi nog ingenting utöver det som kedjan bidrar med, som vi nämnde med fonden från vattenpengarna. Vi gör nog ingenting lokalt bara från Backadal. Allt sådant kommer uppifrån, centralt. Vi jobbar med något som heter Scandic i samhället och jobbade med lasarushjälpen och samlade in julklappar som delas ut till barn som bor i familjeförhållande där det kanske inte delas ut någon julklapp. Då gick alla Scandichotellen i Göteborg ihop och bestämde att vi skulle göra det. Och sådana samarbeten gör vi för att vi vill visa att vi vill vara en del av samhället och hjälpa till med det vi kan. Det är hållbarhet som kanske inte har så mycket med miljön att göra men ändå. Det finns andra exempel där vi har lämnat överbliven mat till Stadsmissionen.

Är det ni som bestämmer vad ni ska hjälpa till med eller kommer det centralt? En del saker kan ju komma från huvudkontoret, men sen kan det hända att vi sex hotell i Göteborg gemensamt bestämmer att vi ska göra någonting gemensamt. Det här med Lasarushjälpen som jag nämnde var ett sådant. Men vi gör också lokala saker bara vårt hotell, och då rapporterar vi in via vårt intranät, mycket för att kunna ge tips och förslag till andra hotell, men också för att kunna idéer från andra. Det rapporteras in kontinuerligt.

Underlättar det för er när ni ska marknadsföra er att ni är Svanenmärkta? Jämfört mot om ni hade jobbat fram en egen miljöpolicy? Ja, det är så lätt att bara kryssa i att vi är Svanenmärkta. Det är så pass starkt som varumärke. Svanen har alla ett humm om vad det är i alla fall. Att säga att vi är Svanenmärkta är ett kvitto på att vi tar det här med miljö på allvar. Vi jobbar med det och det följs upp. Det ställs krav på oss som hotell att leva upp till detta. Annars är det lätt att säga ”ja, vi jobbar med miljö”, men då blir ju frågan ”vad exakt gör ni då?”. Det blir som sagt ett kvitto, en stämpel, och då är diskussionen färdig. Det är ju samma som om jag ska köpa in något från en leverantör. Säger han att de är svanenmärkta så krävs det ju inga fler diskussioner där. Det underlättar absolut.

Har ni sådant krav på alla era leverantörer? Svanen har väl krav på er att era leverantörer ska vara Svanenmärkta? Jo, men jag kan inte exakt hur det där ser ut. Det finns ju saker som vi inte kan ställa krav på att det ska vara svanenmärkt. Vi har ju ett antal centrala leverantörer som levererar merparten av alla produkter som vi får till ett hotell. Allt ifrån tvätten till vem som leverar mjölken, och de upphandlingarna görs av vår inköpsavdelnings så redan i det läget ställer man ett krav på den leverantören. Så det är ju väldigt sällan, som om jag skulle behöva köpa in något speciellt till det här hotellet, så jag måste se till att tänka på detta?

Och framtiden för er – ni ska fortsätta vara Svanenmärkta, punkt slut? Ja, vi kommer fortsätta jobba med Svanen. Vi går in där nu i år då att förnya vår licens. Vi ska sätta oss ner och jobba med hur vi kan möta de nya kraven som kommer juni 2015. Det är mycket dokumentation som ska vara på plats som kommer ta lite tid men där handlar det om att

säkerställa att vi har rapporterat in allt som ska rapporteras in. Jag har en anställd på det här hotellet som är ansvarig för det. Det är våran husfru här som är miljöansvarig på hotellet och hon hjälper även mig med det här arbetet.

Du vet inte ifall ni i framtiden kommer försöka satsa på ytterligare märkningar såsom KRAV och Fairtrade? Jag vet faktiskt inte det. I sådana fall tror jag att det kommer från centralt håll. Men inriktningen som jag känner till är att vi ska fortsätta jobba med Svanen. Så är det. Sen kan det ju säkert komma till nya som du säger som är likt KRAV-märkningen som kan komplettera detta, naturligtvis. Men jag har inte hört någonting om något nytt i nuläget. Med tanke på att det kommer nya krav från Svanen så blir det för största uppgift just nu att gå igenom den processen.

Fastigheten är ju lite äldre här. Hur har det påverkats av renoveringen sätt till energiförbrukning? Jo, fastigheten är ju 40 år gammal och därför kan man se väldigt stor skillnad när det kommer till förbrukningen efter renoveringen. Att till exempel sätta in ett nytt fläkaggregat så kan vi ju få väldigt stor konsekvens. När man tittar på hur mycket energi som går åt så får man ju ta hänsyn till väder och vind och andra påverkande faktorer när man ska titta på mellan åren. Men jag är övertygad om att den renoveringen vi har genomfört kommer att minska vår energiförbrukning per gäst. Det ska bli kul att se i slutet av året när vi har mätbara siffror exakt hur stor den skillnaden är och jämföra.