ISCTE Business School
Instituto Universitário de Lisboa

# DRIVERS AND BARRIERS INFLUENCING SUSTAINABLE FOOD PROCUREMENT IN THE HOSPITALITY INDUSTRY

António Quintanilha Torres Fortuna Dos Reis

Dissertation submitted as partial requirement for the conferral of

Master in Management

Supervisor:
Prof. Ana Margarida Madureira Simaens, ISCTE Business School, Departamento de Marketing, Operações e Gestão Geral

October 2017

## Acknowledgements

I would first of all like to thank my family, my girlfriend and my friends and classmates, who have supported me, helped me and motivated me throughout this whole project and without whom I would have certainly not been able to succeed.

I also want to show my gratitude for my advisor, Professor Ana Margarida Madureira Simaens who has guided and advised me in the best possible way and who's knowledge and experience has made this Project possible.

Finally, I would like to give a word of appreciation for the representatives of the case-studies analyzed for the time dispensed to welcome me and answer all of my question as a means of participation to the development of science to their field of business.

## Resumo

Nos últimos anos, a indústria do turismo e da hospitalidade contribuiu fortemente para a economia global e o desenvolvimento sustentável. A responsabilidade empresarial é agora aceite como uma estratégia competitiva que satisfaz todos os interessados.

O presente estudo, que parte de entrevistas a representantes de seis hotéis de Lisboa e a uma associação especializada, tem como objetivo identificar que motores e obstáculos influenciam a capacidade de os hotéis implementarem um sistema sustentável de compras de alimentos e determinar os efeitos das suas características específicas e do seu posicionamento no mercado nessas respetivas motivações e dificuldades.

As respostas dos inquiridos e os estudos de casos mostram como a procura da qualidade, a comunicação interna e externa, a educação das partes interessadas e a colaboração entre elas, os programas e diretrizes de responsabilidade empresarial e, em última instância, os valores e as filosofias empresariais são os fatores que mais influenciam, e mais frequentemente, a política de aquisição sustentável de alimentos. Por outro lado, a falta de prioritização dos objetivos de sustentabilidade, a falta de inscrição dos respetivos valores em toda a cadeia hierárquica, a falta de liberdade administrativa e, por fim, a falta generalizada de cadeias de fornecimentos, fornecedores e produtos sustentáveis foi identificada como o maior travão à implementação de políticas sustentáveis de aquisição de alimentos.

Apesar de vários fatores terem sido identificados como possíveis obstáculos a esses objetivos, concluímos que equilibrar o desenvolvimento sustentável com a satisfação do cliente e a sustentabilidade financeira é fundamental para implementar políticas de sustentabilidade.



**Palavras-chave:** Desenvolvimento Sustentável, Compras de Bens Alimentares, Setor Hoteleiro; Setor do Turismo

**Números de Classificaçao JEL:** L83; Q01; M

## Abstract

In late years, the tourism and hospitality industry became one of the most important contributors to the global economy and sustainable development. Corporate responsibility is now accepted to be a viable strategy to achieve competitive advantages as well as stakeholders' satisfaction. By interviewing representatives from six Lisbon hotels and one expert association, the present study aims to identify the drivers and barriers influencing a hotel's ability to implement a sustainable food procurement system as well as to determine how, and in what ways, specific hotel characteristics and market position can impact its motivations, setbacks and overall ability to manage food procurement in a sustainable way.

The interviews' responses and the case-studies have shown how the quest for quality, internal and external communication, education and mutual collaboration with all stakeholders, corporate responsibility programs and guidelines and ultimately, business values and philosophy are the more recurrent reasons motivating hotels to achieve sustainable food procurement. On the other hand, the lack of prioritization of sustainable objectives, lack of implementation of such values throughout all hierarchies, lack of administrative freedom and an overall lack of sustainable supply chains and sustainable suppliers and products have been identified as the biggest difficulties hampering the process of implementing sustainable food procurement policies. Despite many factors being identified as possible factors affecting these results, we have ultimately concluded that a balance between sustainable development, customer satisfaction and financial sustainability are key for the achievement of sustainability-related policies.

**Keywords:** Sustainable Development, Food Procurement, Hotel Industry; Tourism Industry
**JEL Classification numbers:** L83; Q01; M14

## Table of contents

Acknowledgements ..... I
Resumo ..... II
Abstract ..... III
Table of contents ..... IV
List of tables ..... VI
List of annexes ..... VII
1 Introduction ..... 1
1.1 Context ..... 1
1.2 Research Problem ..... 3
2 Literature Review ..... 9
2.1 Sustainability ..... 9
2.1.1 Sustainable Development ..... 9
2.1.2 Corporate Sustainability ..... 11
2.2 Sustainability and Tourism ..... 12
2.2.1 Sustainable Tourism ..... 13
2.2.2 Sustainability in the Tourism and Hospitality Industry ..... 14
2.2.3 Green Behaviour and Consumption in the Hospitality Industry ..... 18
2.3 Supply Chain Management ..... 18
2.3.1 Supply Chain Management and Sustainable Procurement ..... 18
2.3.2 Supply Chain Management and Sustainable Procurement in the Hospitality Industry ..... 21
2.4 Sustainable Food Procurement in the Hospitality Industry ..... 23
3 Methodology ..... 26
4 Findings and Discussion ..... 30
4.1 Description and characterization of the case-studies regarding Corporate Responsibility and Sustainability ..... 30
4.2 Drivers and Barriers reported ..... 33
4.2.1 Discussion ..... 52
4.3 Differences in the drivers and barriers between the case-studies and other hotels ..... 57
4.3.1 Discussion ..... 58
5 Conclusion, Implications and Future Research ..... 60
5.1 Conclusion ..... 60

5.2 Limitations and Future Research ..... 65
5.3 Theoretical Implications ..... 67
5.4 Managerial Implications ..... 67
6 Bibliography ..... 69

## List of tables

Table 1: Case-studies' main descriptions ..... 30
Table 2: Sustainable food procurement characterization of the case-studies ..... 31

## List of annexes

Annex 1: Link between Interview, literature and research questions ..... 76
Annex 2: Sustainable Restaurant Association sustainability guidelines..... 83
Annex 3: Green Restaurant Association guide to sustainable food sourcing ..... 86

# 1 Introduction

The study will consist in a dissertation in which the author will gradually be addressing the matter of Sustainable Development in the hospitality industry by focusing more specifically on sustainable food procurement management systems in several Portuguese hotels. With this, we hope to help develop the already existing literature and add knowledge to the field of study. Likewise, we wish to deepen our understanding about this topic that encompasses general corporate social responsibility and sustainable development, amongst other issues.

Using semi-structured interviews with a series of open questions, we will be interviewing the representatives of six hotels from the Lisbon area as well as the President of the Portuguese Association of Organic Agriculture (*Agrobio)* as an expert for supporting information. Our main objective will be to answer two research questions. We want to understand what drivers and barriers have influenced the case-studies' ability to implement sustainable food procurement practices and we want to understand in what way, different specific characteristics and positioning of hotels can impact the found drivers and barriers and ultimately impact the ability to source food sustainably. By giving the participants total freedom to answer each question and by learning with professionals about the problems and solutions as well as the advantages and inconveniences related with the subject, we will eventually try to understand the role of responsible food procurement as a business tool to achieve total corporate sustainability and as a contribution towards sustainable development.

## 1.1 Context

Surpassing major economic sectors' numbers, travel and tourism ranks as one of the world's most solid and resilient economic activities. The social and environmental consequences that a night's stay at a hotel entails, especially fuelled by the privileged ranking of the sector, go very much beyond the hotel premises [1].

The Hotel industry is accountable for 1% of the world's total carbon emissions. In some countries, guests' excessive water consumption is normalized but at the detriment of local population's dry mouths. Moreover, as astonishing as it may seem, human rights and legal working conditions are not respected everywhere. The hotel industry being an industry using a

[1] http://tourismpartnership.org/human-rights/, Retrieved February 2nd 2017

lot of workforce, it plays an important in preventing such inequalities and in helping workers which laws on their own cannot protect [2].

However, in 2015, the *Global Travel Association Coalition,* in the context of a global *Agenda for Growth and Development,* implemented a set of actions aimed at economic growth and sustainability. Besides, 2017 has been appointed by the United Nations as the International Year of Sustainable Tourism for Development [3].

Corporate Social Responsibility is all about running your business in a responsible way and about regulating the business' impact on society. It has now become common knowledge for companies how sustainable development shouldn't be considered just because it is the politically correct thing to do or because of legal obligations [4]. Indeed, many companies are working towards more sustainable business strategies, carrying out their agendas responsibly and showing transparency about their impacts on sustainability issues. This ultimately helps them increase stakeholders' trust [5].

According to the Trip Barometer [6], 79% of worldwide travellers believe eco-friendly practises in hotel accommodations to be important and, in general, guests are supportive of hotels' green programs (Millar & Baloglu, 2011). As a matter of fact, generations of the current era expect sustainability and sustainable practices in hotels just as much as they demand a free wireless internet connection [7].

The complex and global supply chain serving our consumerism often means we have very scarce and blurred information on how the product was made, buy whom, where it came from and how it got here [8]. As a result of global population growth, urbanization and shifting social paradigms, the food we consume is traveling more and more kilometres before reaching our homes and consequently, there is an unprecedented pressure on global natural and environmental resources (Benis & Ferrao, 2016). Climate change and water scarcity have impacted food production and this points to a future of uncertainty leading some to predict a worrying food insecurity (Schneider, 2015). Producers should embrace more sustainable production systems and consumers will imperatively have to understand the importance of

---

[2] http://tourismpartnership.org/sustainable-supply-chains/, Retrieved February 1st 2017.

[3] World Tourism Organization. 2016. ***UNWTO Annual Report 2015***. Madrid.

[4] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

[5] https://www.globalreporting.org/information/sustainability-reporting/Pages/default.aspx, Retrieved February 1st 2017.

[6] https://d2bxpc4ajzxry0.cloudfront.net/TripAdvisorInsights/sites/default/files/pdf_links/travelbarometer-final-us.pdf, 2013, Retrieved February 10th 2017.

[7] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

[8] http://tourismpartnership.org/sustainable-supply-chains/, Retrieved February 1st 2017.

food, its dependence on natural resources and processes and ought to stop treating it as a material commodity (Schneider, 2015)

Roughly wasting an excess of 1 Kg of food per client and per day (Bohdanowicz, 2005), hotels have an undeniable obligation to work on their supply chain's sustainability and those able to prove their commitment to ethically sourcing their ingredients can be certain of pleasing stakeholders and having some competitive advantage[9]. Nowadays, hotel's purchasing decisions are accepted as having a direct impact on the environmental and socio-economic effects of the business [10].

The main objective of this study will thus be to study supply chains as part of a broader sustainable development strategy and applying it to food procurement in the Portuguese hotel industry helping us understand the competitive advantages it can eventually bring to each and every hotel company.

## 1.2 Research Problem

Representing a total of $US 7.2 trillion in 2015, the sector accounted for as much as 9.8% of the world's total GDP and supports 9% of the world's total employment. While in 2015 one billion people crossed borders to visit other countries, this year all of these figures have, like expected, been going up[11].

According to the INE's[12] report on Tourism statistics, in 2015, Portugal was the world's 33rd most visited country. With an influx of over 17 million tourists, a total of more than eleven billion Euros in revenues[13] and an improvement of about 10% in the 2016, the travelling and tourism sector accounted for 6.4% of Portugal's total GDP[14]. Securing almost half a million jobs for the working population, the total contribution of the tourism sector to Portugal's yearly balances is expected, by 2026, to improve 2,8% and, resulting in over 36 billion euros and accounting for 18% of the country's GDP. By then, the government plans to bet about 10% of its budget on tourism[15]. Tourists are currently spending more than 14 billion Euros, almost 20%

[9] http://tourismpartnership.org/sustainable-supply-chains/, Retrieved February 1st 2017.

[10] http://www.greenhotelier.org/our-manuals/environmental-management-for-hotels/chapter-7-purchasing-supply-chains/, Retrieved February 2nd 2017.

[11] http://www.wttc.org/-/media/files/reports/economic impact research/2016 documents/economic impact summary 2016_a4 web.pdf, Retrieved October, 2016

[12] INE. 2016. ***Estatísticas do Turismo 2015.*** Lisbon.

[13] http://travelbi.turismodeportugal.pt/ptpt/Documents/Análises/Alojamento/turismoemnumeros2015.pdf, Retrieved October 2016

[14] World Travel & Tourism Council. 2016. ***Travel & Tourism - Economic Impact 2016 Portugal.***

[15] Ibid

of the visitors' total exports[16]. This secures its position of one of the preferred holiday destinations in Europe.

Regrettably, all of these benefits have shown to drag along some not only environmental but also social and inevitably economic consequences (Bohdanowicz, 2005).

The tourism industry is responsible for at least 5% of the world's total CO2 emissions and, if no action is taken, by 2035, this number could triple [17]. According to Bohdanowicz (2005), in Europe, a typical hotel will consume almost 20 terawatt hours of energy, in the form of electricity, per year and customers will consume between 170 and 360 litters of water per night. Undeniably, as much as being part of the problem, the sector needs itself to be a leader for the solution[18].

Mr Taleb Rifai, on the 2015 report of World Tourism Organization[19], highlighted tourism's ability to stimulate economic growth along with a sustainable consumption and production. World political leaders have considered the tourism industry as a crucial contributor to sustainable development. In fact, in various industries, the preoccupation for environmental sustainability and the care for the reassessment of business models that contemplate greener strategies has become an increasingly hot topic (Graci & Dodds, 2008).

Nowadays, it is accepted that corporate sustainability has become essential for thriving in business [20] and to compete in an ever growing fierce and unforgiving market (Dyllick & Hockerts, 2002).

As said on the Center for Responsible Travel [21] report, good corporate social responsibility practices relate to a company's ability to generate revenue and meeting the needs of all stakeholders without jeopardising future stakeholders' satisfaction (Dyllick & Hockerts, 2002). Along these lines, Sustainable Development can be characterized as a societal guiding model that asks for the integration of economic, social, and environmental issues in all levels (Steurer, Langer, Konrad, & Martinuzzi, 2005). Like so, long-term corporate sustainability can only be achieved by taking into consideration these three types of capital as a whole and on a daily strategy management basis (Dyllick & Hockerts, 2002).

---

[16] World Travel & Tourism Council. 2016. ***Travel & Tourism - Economic Impact 2016 Portugal.***

[17] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

[18] World Tourism Organization. 2016. ***UNWTO Annual Report 2015***. Madrid.

[19] Ibid.

[20] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

[21] Ibid.

To address this issue, hotels are adjusting their image by encouraging green developments and sustainable operations [22]. According to the Center for Responsible Travel, (2016), sustainability has actually become popular amongst businesses in the tourism and hotel industry with many of them implementing environmentally friendly policies and strategies, applying for green certifications and going for sustainable supply chain management. Indeed, now that travellers have more interest in staying at environmentally friendly hotels (Manaktola & Jauhari, 2007), adopting and putting into practice green policies can be a viable new marketing strategy for hotels. Undoubtedly, like mentioned on the Center for Responsible Travel [23] report, during current times, in which climate change is globally considered as one of the biggest issues on the table, implementing business models and procedures that go towards environmental sustainable tourism is more than just a politically correct obligation, it ought to be considered as a competitive advantage.

In 2015, the World Travel & Tourism Council[24] reported how in 20 years the sector should have achieved the promotion of the importance of sustainable supply chains. For instance, in Portugal, the supply chain is the biggest indirect contributor in the travel and tourism sector's total contribution to the country's sum up of GDP, having accounted for 30% in 2015.

For most companies, particularly those from the industrial and retail sector, the supply chain accounts for a big part of its total environmental and social impact. Logically, the supply chain can certainly be considered as the company's department where the most improvement can be made at a sustainability level[25]. In line with this, there has been a growing interest on green supply chain management constructs, not only from researchers, but also from the industry (Wang, Chen, Lee, & Tsai, 2013). As an outcome of greener supply chains, companies have observed better environmental and human rights results as well as more pleasing numbers regarding energy, water, waste and chemicals consumptions[26]. Finally, competitive advantages, as well as better overall company performance (Chan, He, Chan, & Wang, 2012) and eventually, better financial results (Zhu, Sarkis, & Lai, 2008).

Sustainable purchasing, as an integrating piece of supply chains, became of interest for

[22] Ernst & Young. 2008. ***Hospitality going green.***

[23] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

[24] World Travel & Tourism Council. 2015. ***Travel & Tourism 2015: Connecting Global Climate Action.***

[25] http://hotelexecutive.com/business_review/3889/the-next-step-in-sustainability-sustainable-supply-chain-management, Retrieved October 3 2016.

[26] Ibid.

management in the early years (Monczka and Trent, 1995[27] apud Carter, Kale, & Grimm, 2000). Despite some companies being quite sceptic regarding a greener procurement's ability to positively benefit their financial outcomes due to higher costs, and others being convinced of the motivating contrary (Min & Galle, 1997), one thing that has become undeniable over the years is how greener procurement techniques have become of high priority for a lot of management teams (Monczka and Trent, 1995[28] apud Carter, Kale, & Grimm, 2000). Yet, in 2003, Graedel had already acknowledged how service sectors had a tougher time finding guidelines and indicators helping them shift their operations to a sustainable level.

For the hotel industry, which exists on a daily basis of pleasing pampered customers, inconsiderate procurement such as products imported half way across the world can have some serious social and environmental consequences. Hence, in the industry, responsible procurement can grant advantages such as cost savings and financial improvements, subventions and other fiscal benefits, a greener image and more importantly, a motivation and an influence for suppliers in order to work together and attend growing customers' requirements [29]. In 2012, Jones et al. concluded their article by highlighting the importance of the mutual relationship between hoteliers and their suppliers and saying that they believe there is an increasing need for further research regarding this matter as it can result in meaningful benefits. According to Green Hotelier [30], and in line with everything explained thus far, due to alarming arguments such as food shortages and species endangerment, sustainable food procurement has been receiving greater attention from businesses and governments. As an example, the restaurant industry is considered as one of the least sustainable industries regarding greenhouse gas emissions (Wang et al., 2013). In 2002, at the world summit on sustainability, it was agreed that sustainable development and consumption are of equal importance and priority as major problems such as poverty eradication and management of natural resources for an economic and social development [31]. Accordingly, Hu et al. (2010) mention how the food and beverage industry can have a key role in contributing to a more sustainable consumption. Indeed, sustainable food procurement is one of the most important and popular items on the corporate social responsibility list of many global hotel chains. Customers are giving increased

[27] Monczka, R.M., Trent, R.J. 1995. ***Purchasing and sourcing strategy: Trends and implications***. Center For Advanced Purchasing Studies, Tempe, AZ.
[28] Ibid.
[29] http://www.greenhotelier.org/our-themes/responsible-procurement/, Retrieved February 28th 2017.
[30] http://www.greenhotelier.org/know-how-guides/sourcing-sustainable-food-in-hotels/, Retrieved March 1st 2017.
[31] https://sustainabledevelopment.un.org/topics/sustainabletourism, Retrieved October 26, 2016.

importance to transparency regarding the provenience and journey of what they have on the plate and there is a growing urgency in meeting their demands. For those hotels greening their food procurement image before their clients, the benefits and financial improvements will be clear [32]. However, for hotels, a sustainable food procurement process can be somewhat of a burden. First of all, raw materials are perishable and cannot be stocked. Moreover, a food menu can change quickly and it depends on conditions such as availability, seasons, etc. [33].

Despite there being intensive research on sustainability best practices implemented within the hospitality industry (Tzschentke, Kirk, & Lynch, 2008), most articles focus on practices that are directly cost related and that seek to understand how operational costs can be reduced (Boley & Uysal, 2014), such as towel and linen reuse, limiting water, energy and waste production, green construction and solar panels installations, amongst others (Bruns-smith, Howard, Choy, & Rohit, 2015). Also, very few of those articles address the food and beverage departments and their environmental management issues (Hu et al., 2010). In 2010, Jackson mentioned the importance of understanding the barriers slowing down the adherence to more sustainable supply chain management measures in the hospitality industry. There is also a lack of research on sustainable food supply, sustainable supply chain management constructs and conscious management indicators for restaurants (Wang, Chen, Lee, & Tsai, 2013). Likewise, there is little effort to implement sustainable management policies in the food and beverage sector in general (Azilah and Anida, 2012). Moreover, the existent research on sustainable procurement has mainly prioritised public sectors' catering services such as schools, hospitals and bigger public entities properties and it mostly carries a health and nutrition conscious approach (Rimmington, Smith, & Hawkins, 2006). Our effort will therefore be to triangulate these three main topics and connect the dots between them: sustainability and food procurement applied to the hotel sector.

In conclusion, we can say that the overviewed literature shows how, in the hospitality industry, the supply chain management and, more specifically, sustainable procurement can be considered as an essential step towards the achievement of sustainability based on the triple bottom line. However, and to the best of our knowledge, there is limited research specifically focusing on sustainable food procurement and directly applied to the hospitality industry. Thus, we believe there is an opportunity to study the sustainability issues and practices related to the

[32] http://www.greenhotelier.org/know-how-guides/sourcing-sustainable-food-in-hotels/, Retrieved March 1st 2017.

[33] http://www.ceres.org/roadmap-assessment/roadmap-in-action/explore-by-topic/performance-supply-chain/digging-into-sustainable-agriculture, Retrieved March 15, 2017.

food procurement in the Portuguese hospitality industry. Moreover, it will be fundamental to understand the advantages and the problems and difficulties related with this specific topic and what trade-offs organisations have to conceive in order to achieve total sustainability according to its three pillars.

# 2 Literature Review

## 2.1 Sustainability

In 1992, Kidd mentioned (1992) how the concept of sustainability was, already then, not a totally new subject and how it had evolved over time. However, in 2001, Phillis and Andriantiatsaholiniaina (2001) acknowledged it was still quite unclear and, scientifically, in a premature state. They remind us that descriptions of the concept have been mostly given depending on the subjects being treated. Moreover, they studied the difficulty inherent in measuring the level of sustainability of a system. In an attempt to clarify the concept, we believe a literal definition given by a dictionary could help the process of defining it. The Cambridge Business English Dictionary [34] defines sustainability as "*the idea that goods and services should be produced in ways that do not use resources that cannot be replaced and that do not damage the environment*" or as "*the ability to continue at a particular level for a period of time*". Giovannoni and Fabietti (2013), decomposed the concept into separate topics - the environmental, the social and the business streams. All these can be achieved at a personal, at a social or at a corporate level (Gray, 2010). Nowadays, sustainability refers to a state achieved by the process of sustainable development, which we will analyze in the next chapter (Gray, 2010).

### 2.1.1 Sustainable Development

In the early years, the meaning of sustainable development was inconclusive, leading to an amount of different definitions (Bansal, 2005). As a matter of fact, some have claimed that the concept could be on the path of becoming meaningless (Hopwood, Mellor, & O'Brien, 2005). It is only in 1987 that the World Commission on Environment and Development (WCED)[35] on their renowned report, more famously known as the *Brundtland* report, introduced the concept of sustainable development as "the development that meets the needs of the present without compromising the ability of future generations to meet their own needs.".

In the document, they manifest their concern for the increasing decline of the human environment, its natural resources and the economic and social consequences these degradations imply. They expressed how sustainable development should become a constant

[34] http://dictionary.cambridge.org/dictionary/english/sustainability?fallbackFrom=english-portuguese, Retrieved October 1, 2016.
[35] http://www.un-documents.net/a42r187.htm, Retrieved October 19, 2016.

preoccupation and obligation for every organization and business, and how countries should shift towards a more sustainable and environmentally friendly growth [36].

Therefore, in the 1990s, concern for the environment grew rapidly and people started understanding how their consumption habits can have an impact on it (Rahman, Reynolds, & Svaren, 2012).

Although there is still no scientific definition politically agreed upon (Meadowcroft, 2007), nowadays, sustainable development is constantly present on international agendas (Holden, Linnerud, & Banister, 2014). Wished by all (Lafferty, 2004), and accepted as a stairway to everything good desired in society (Holden, Linnerud, & Banister, 2014), sustainable development can have its importance compared to justice or liberty (Meadowcroft, 2007).

On their 1987 report, the WCED agreed upon four fundamental primary dimensions (Holden, Linnerud, & Banister, 2014) - First of all, safeguarding long-term ecological sustainability, which bases itself on the fact that human development often harms its surrounding natural environment and how this will affect the possibility of meeting future generations' needs. Secondly, satisfying basic human needs, which, more than just advocating for vital rights such as food and water, shelter or health care, also defends further aspirations for improved lives. Finally, promoting intragenerational and intergenerational equity. This last dimension points out and explains the notion of equity and how it is indispensable that equality exists between generations and within each generation (Holden, Linnerud, & Banister, 2014).

Being primary dimensions, they need to be mutually respected and can only be considered for development if not putting in jeopardy the progress of their homologues (Holden, Linnerud, & Banister, 2014). They also cannot be overcome by secondary dimensions (Holden, Linnerud, & Banister, 2014) such as preserving nature's intrinsic value, promoting public participation and satisfying aspirations for an improved quality of life (Hoyer, 2000). Also, ironically, as Elkington (1998) has pointed out, following this rational means economic growth cannot be considered a primary dimension for sustainable development, which would go against most of the political objectives of development (Rogers, Jalal, & Boyd, 2008). For the WCED (1987), some places of the world, even though not economically developed, clearly require, and priority must be given to social development. Only then can economic growth be considered as a principal objective. Economic development can also be seen as a superfluous need for an improved standard of living that can directly clash and go against the development of the other primary dimensions (Holden, Linnerud, & Banister, 2014).

[36] http://www.un-documents.net/a42r187.htm, Retrieved October 19, 2016.

### 2.1.2 Corporate Sustainability

Dyllick & Hockerts (2002: 131) interpreted Brundtland's definition of sustainable development at a business level and described corporate sustainability as "*meeting the needs of a firm's direct and indirect stakeholders, without compromising its ability to meet the needs of future stakeholders as well."*

Preoccupation with sustainability has been around for many years and at the centre of attention of businesses and corporations who have been gaining an increasing responsibility as major leaders on sustainable development and as actors for social responsibility (Dyllick & Hockerts, 2002). In 2001, The World Business Council for Sustainable Development gathered 150 members and had them communicate with each other and to politicians about trying to help the progress of sustainability (WBCSD, 2001[37] apud Dyllick & Hockerts, 2002). By then, most corporations started to have sustainability officers and departments and begun disclosing sustainability reports[38].

However, as mentioned in the chapter above, and in contrary to the WCED's report, which doesn't consider economic development as one of the primary dimensions of sustainable development (Elkington, 1998), and in agreement with the 'triple-bottom-line' model, when adapted to the corporate world, the economic growth dimension cannot be left aside and is genuinely considered by many as the most important pillar of the model, in detriment of the other two (Dyllick & Hockerts, 2002). In fact, for corporations and their respective managers, corporate sustainability is usually translated as eco-efficiency and, according to many authors, for most members of the WBCSD, this was the word to go by if one wished to achieve sustainability for their business.

Conforming to Gladwin et Al. (1995), as a management theory, sustainability found its beginnings when it came to attention that financial stability by itself was clearly insufficient to achieve a long lasting corporate sustainability. Although eco-efficiency most certainly is a crucial sustainability capital, awareness arose concerning the importance of two other necessary pillars for corporate sustainability (Dyllick & Hockerts, 2002). In 1997, Elkington defined the three dimensions of sustainability as the 'triple-bottom-line' and explained how a balance of these three corporate capitals can lead to long-term sustainability.

As reported by Dyllick & Hockerts (2002: 133), economic capital includes financial capital, tangible capital and intangible capital and so he states that "*Economically sustainable*

[37] World Business Council for Sustainable Development (WBCSD). 2001. *WBCSD Website*. www.wbcsd.org [19 November 2001].

[38] Elkington, J., Kuszewski, J., & Zollinger, P. 2000. ***The global reporters.*** London.

*companies, guarantee, at any time, sufficient cashflow to ensure liquidity while producing a persistent above average return to their shareholders*." Social capital, which includes human capital and societal capital - "*Socially sustainable companies add value to the communities within which they operate by increasing the human capital of individual partners as well as furthering the societal capital of these communities. They manage social capital in such a way that stakeholders can understand its motivations and can broadly agree with the company's value system.*" (2002: 134). And finally, natural capital, whose importance comes from the fact that renewable and non-renewable natural resources and the ecosystem are not infinite and cannot be taken for granted. Thus, he defines ecologically sustainable companies as companies that "*use only natural resources that are consumed at a rate below the natural reproduction, or at a rate below the development of substitutes. They do not cause emissions that accumulate in the environment at a rate beyond the capacity of the natural system to absorb and assimilate these emissions. Finally, they do not engage in activities that degrade ecosystem services*." (2002: 133). In the same article, the authors explain how these three aspects can have deep influences on one another and affect each other's results and, like so, each one of these aspects will always have to be utilised in everyday management but taking into consideration the impact those decisions will have on the other two. Undeniably, as much as a company may need profit, if in quest of long-term sustainability, it will have to pay equal attention to its economic, social and also natural capital (Dyllick & Hockerts, 2002). It is important to acknowledge the principle of *the non-substitutability of capital*. Daly (1991) underlined the fact that most natural and social capital most likely cannot be substituted by economic capital. Just like money can end, stakeholders' motivation and loyalty can be affected and most natural resources are finite and need to be managed effectively before critical irreversibility is attained (Dyllick & Hockerts, 2002). According to the same authors, the key is indeed to think about the long-term and understand that momentary gains but carelessness for social and environmental capital may just result in distant but bigger costs.

### 2.2 Sustainability and Tourism

As was illustrated above, there are no doubts about the tourism sector's scale and continuous contribution to the economic growth (UNWTO in Centre for responsible travel, 2016). Entities that make up the tourism industry will always aspire for economic growth and this justifies an obligatory need for regulations favouring sustainable development planning (Budeanu et al., 2016). The terms Sustainable Tourism and Sustainability in the Tourism Industry not having exactly the same meaning, with sustainability in the tourism industry encompassing the

hospitality industry in the context of this study, both concepts will be here defined and presented in two different moments.

### 2.2.1 Sustainable Tourism

The notion of sustainable tourism surfaced in the late 1980's (Hall, Grossling, & Scott, 2015) and matured along the years parallel to the pioneer concept of sustainable development (Ruhanen, Weiler, Moyle, & McLennan, 2015) first mentioned in the Brundtland's report. Adapted from *Our common future*'s definition of sustainable development, sustainable tourism has been defined as *"sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future."*

Yet, many consider this interpretation of sustainable tourism too limited and vaguely associated with ecological or environmentally responsible tourism (Lu & Nepal, 2009; Saarinen, 2014). Budeanu et al. (2016) concluded how some authors believe there are still some worrying shortcomings concerning practical application of sustainable tourism but, notwithstanding, many tourism businesses have indeed been able to successfully adopt sustainable practices. Buhalis & Costa (2006) & Wheeller (2007) suggest that changes in the tourism industry only make sense when considering larger social needs and complexity. Practices implemented ought to be flexible and adaptable to arising challenges and societal changes (Macbeth, 2005) and need to attend to a shifting market and surfacing sustainability needs (Bramwell & Lane, 2013).

The Centre for responsible travel (2016) enumerates several types of tourism considered to be ethically based. They define sustainable tourism as *"Tourism that leads to the management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems."* (Centre for responsible travel, 2016: 1).

According to the Global sustainable tourism council[39], in order to achieve total touristic sustainability, destinations will have to be managed sustainably. They will have to work towards boosting local economic benefits and the improvement of the community together with the visitors' experience. Local policies and tourism related businesses will have to be transparent about social matters like for example labour and human rights (Centre for responsible travel, 2016) and all stakeholders must come together and work towards a

[39] http://www.gstcouncil.org/en/gstc-certification/gstc-criteria/criteria-for-destinations.html, Retrieved October 27, 2016.

sustainable destination and be positively impacted in return [40]. Sustainable tourism is also about protecting a destination's best assets, which is its culture, nature, history and its personality [41]. Finally, minimizing unwanted impacts on the environment is obviously another crucial aspect[42].

It is no longer acceptable to defend that tourism does not socially and culturally affect a destination. In line with this, responsible attitudes need to become recurrent (Budeanu et al., 2016) and it has been concluded that destinations achieving sustainability are the most competitive ones (Cucculelli & Goffi, 2013).

### 2.2.2 Sustainability in the Tourism and Hospitality Industry

In 2010, which in academic years, despite a fast progression, is not that long ago, Cohen (2010) said that literature on sustainable consumption in the hospitality industry was pretty much inexistent and, as Jones et al (2015) have suggested, even though sustainability is now a priority for most companies in most industries, the hospitality sector might have been somewhat slower to put it into practice. In 2009, Cavagnaro and Gehrels considered that the sector can definitely not be considered as a model example as it is not one of the most sustainable industries. In the early years, most studies focused their research on the environmental aspect but with time come different needs and more and more subjects have lately been given the deserved attention. As a result, and in an effort to better understand, and more importantly, to develop and contribute to the academic evolution of sustainability in the hospitality industry, many authors have studied aspects such as green design and construction, energy reduction, fragile environmental resources as the main touristic product in several destinations, water management, crime and harassment in the sector, the importance of accessibility for people with reduced mobility as a sustainability preoccupation, supply chain management as a crucial sustainability strategy and the importance for hotels to have a closer and more direct relationship with their food producers (Jones et al., 2015). Jones et al. (2015) also believe that various broad aspects such as the supply chain, research and innovation, human resources and information systems management can and ought to be taken into account as important contributors towards sustainability.

In line with explanations and arguments given thus far, such as always scarcer resources for continuously rising population, achieving total sustainability will be absolutely determinant for

[40] http://www.thetravelfoundation.org.uk/images/media/Whitepaper_Survival_of_the_Fittest_2012.pdf, Retrieved October 30th, 2016.

[41] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

[42] http://www.gstcouncil.org/en/gstc-certification/gstc-criteria/criteria-for-destinations.html, Retrieved October 27, 2016.

hospitality businesses [43]. This can be very easily justified by the very simple and self-explanatory fact that focusing on something more than just short terms financial profits will eventually make the company more competitive (Boley & Uysal, 2014). From a total sustainability stand point, hotels must achieve certain aspects. Other than the most commonly approached environmental solutions such as water and energy conservation or waste management and recycling, in regards to social sustainability, policies include equal working conditions for everyone, health and safety, charitable giving (Jones et al., 2012), increasing their employees' working and life conditions, better their corporate image and public attractiveness, and generally improve their relationship and impact with its community (Lee, 2011). Regarding its economic sustainability hotels must worry about creating employment and building general stakeholder value (Jones et al., 2012). Triple bottom line strategies, as Boley and Uysal (2013) have explained on their article, can also result in very welcomed competitive synergies. These are unanticipated benefits that, although not necessarily expected, occur as a result of purposely established sustainable strategies, helping increase overall competitiveness. As demonstrated with three case studies and explained by the management of the studied companies, other than improving financial performance and helping a competitive consolidation, sustainability has become important not only for customers, but also for the younger and future generations of employees. The interviewees agree on such competitive synergies as a better employee engagement, higher job satisfaction, lower turnover (meaning less costs) and an overall proud to work for the company and loyalty factor. Some of these firm's actions include care for the local environment and for the local population, room decoration and design using local materials by local artists and participation on employees' quality of life improvement. This also results in a stimulation of the local economy and population satisfaction which can have a positive impact on bookings (Boley & Uysal, 2014). However, Jones et al. (2015) exemplified that at an operational level, striving for sustainability can be somewhat contradictory as motivation for luxurious and superfluous consumption can go against ethical marketing messages. As a matter of fact, Castro (2004) believes that economic growth inevitably requires the exploitation of the natural and social capital of the world and actually questioned if sustainability and a sustainable consumption would be at all possible under the capitalist and heavy consumerist system by which most people live in. Moreover, they judge that most of the time, interest in sustainability is nothing more than a

[43] Deloitte. 2014. ***Hospitality 2015 Game changers or spectators?*** Retrieved June 9th 2017 from www.deloitte.com

disguise played on consumers. This unorthodox green marketing has been characterized by Hamilton (2009) as "Green Consumerism". In line with such contradictions, Jones et al. (2012) established three crucial aspects they believe the industry needs to revolve around and work on in order to understand the concept of sustainability in a deeper way and in order to be able to apply and adapt it to the industry. The concept of sustainability still lacks precision and clarity. It is also extremely complicated to actually quantify its existence and improvement[44]. Having had many different definitions and applications over the years, Jones et., al (2012) believe it is fundamental for the industry to understand all its interpretations and how it can be adapted to different situations depending on the objectives. Also, they put forward how important it is for hotels to have external assurance as a way to prove transparency and show credibility regarding their sustainability reporting programs [45] as well as a way to know what to report and not only report on positive aspects. Some very important actors from the industry believe economic growth and sustainable development are rather incompatible as one relies too much on the over exploitation of earth's finite resources and modern cadence of living and consumption, so finally, and most importantly, hotels need to understand how to promote a sustainable mode of consumption while keeping their economic growth as two parallel and indissociable objectives (Jones et al., 2012).

Total sustainability also includes environmental consciousness which shows how an hotel has the preoccupation to shift its practices and operations and establish rather environmentally sustainable policies and strategies to diminish its effect on its surroundings (Iwanowski and Rushmore, 1994). These steps will help hotels achieve general competitiveness by reducing costs, improving its relationship with direct stakeholders and better its market position (Tyrrell et al., 2013). In 1995, Kirk affirmed that during the 20th century, whenever accusing businesses for their environmental bad contributions, fingers would usually be pointed at industries with heavy pollution, waste generation or toxic components liberation. The hospitality industry could possibly go by unnoticed but by the end of the 90's, as the preoccupation became more present and the reasons larger, other industries became accountable. Hotels are part of those other industries and, even though in comparison to other industries they consume limited amounts of energy and of non-renewable resources, they do still waste their fair share of energy, water, food which all need disposal and, when taking into consideration the bundle of every little operation, each breadcrumb eventually adds up to a considerable environmental effect

[44] www.hospitalitynet.org/news/4054752.html, Retrieved Juin 21st, 2017.
[45] Ethical Corporation. 2015. ***The State of Sustainability 2015*.**

(Kirk, 1995). A year earlier, Iwanowski and Rushmore (1994) had already alerted to the present urgency for hotels to carefully analyse their activity's impact on the environment and work on more conscious alternatives on every level of their operation, on a quest to satisfy an expanding and more popular group of consumers interested in responsible industries which, despite showing a trendy-like behaviour would in reality be long-term thing. Environmental management policies have now been under discussion and implementation for the past decades and are important because the sector is now evaluated also by its social responsibilities. It is important that such policies are hierarchized and that they start at an international level as global policies and adapted to local businesses' responsibilities. However, written rules and policies will not be sufficient on their own and must, imperatively, lead to other approaches such as the involvement and the parallel work with consumers, suppliers and the local community in general (Kirk, 1995). Due to an apprehensive notion that environmentally conscious strategies may have a rather negative effect on financial results of the company, and even though these efforts do not necessarily have to be expensive and cutting costs is one of the most effective motivating factor (Iwanowski & Rushmore, 1994), most hotels have only made the required commitments on areas such as energy and waste management, which is where clear profitability can be detected and legislative obligations exist (Kirk, 1995; Font et al., 2012).

It is also important to understand that hotels are situated in places with charm and appeal to tourists, might it be due to its history or natural beauty, amongst other things. These places often suffer from excessive tourism and the unsustainable arrival of a new hotel may contribute to an overexploitation of the place (Kirk, 1995).

Ultimately, and in conclusion, there is definitely a relationship between sustainability measures and performance (Zhang et al., 2012[46] apud Jones et al., 2012). Also, customer satisfaction increases with the establishment of sustainable consumption strategies in hotels (Prud'homme and Raymond, 2013) even though they are not always willing to pay a premium price for that status (Manaktola and Jauhan, 2007). The hospitality industry is now considered to be on track to a balanced compromise between economic but socially and environmentally sustainable growth (Jayawardena, Pollard et al., 2013).

[46] Zhang, J.J., Joglekar, N. and Verma, R. 2012, Pushing the frontier of sustainable service operations: evidence from US hospitality industry, ***Journal of Service Management***, 23(3) : 377-399.

### 2.2.3 Green Behaviour and Consumption in the Hospitality Industry

Socially conscious consumer is *"a consumer who takes into account the public consequences of his or her private consumption or who attempts to use his or her purchasing power to bring about social change"* Webster, Jr., (1975: 188). The World Travel & Tourism Council[47] alerted to the importance of educating customers and other stakeholders about these issues. Also, profiling clientele to understand whether or not they are disposed to pay more for environmentally-friendly products is ever so important (Laroche, Bergeron, & Barbaro-Forleo, 2001). It is interesting to differentiate habitual and occasional behaviour. Habitual behaviour can be defined as someone who does something without necessarily thinking about it, whereas occasional behaviour, as the name indicates, is not a daily and automatic behaviour. These two behaviours implicate a decision to follow or not follow a certain behaviour (Lavelle et al., 2015). Certain sustainable attitudes can be more significantly respected at home because of rules or moral obligations. In contrast at the hotel, does same actions might not be as respected as clients often have a selective behaviour driven by personal comfort and enjoyment (Miao & Wei (2013).

In the past years, consumers have clearly become more aware of their purchasing decisions and impact on sustainability. A rising trend in 2015 has been, amongst other things, the increasing demand for "green" events like corporate business meetings and conferences including features like for example healthy food or access to nature [48]. More consumers have indeed become more conscious and aware of the consequences of their acts and many end up making their tourism related decisions in a more responsible way (Budeanu, Miller, Moscardo, & Ooi, 2016).

In line with this, an increasing number of hotels are integrating customer participation programs and incorporating in-room sustainable practices such as linen and towel re-use, recycling policies, controlled lighting (with room key-cards), shampoo dispensers and ventilation management between other things (Baker, Davis, & Weaver, 2013).

## 2.3 Supply Chain Management

### 2.3.1 Supply Chain Management and Sustainable Procurement

In later years, supply chain management has been getting more attention, having more weight in companies' priorities independently of the regarded industry and has also been a reoccurring

[47] World Travel & Tourism Council. 2015. ***Travel & Tourism 2015: Connecting Global Climate Action.***
[48] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

subject of research for academics (Degraeve & Roodhooft, 2001[49] and Janvier-James, 2012). Notwithstanding, Janvier-James (2012) believes the subject can still be quite ambiguous - there are different perceptions on the matter and definitions from academics differ a lot. Kothari et al., (2005) believe the best supply chain management definition was given by Lambert & Cooper in 2000 who describe Supply Chain Management as the integration of a flowing bundle of business processes that go from suppliers to end users and that are linked within the company and between companies. These processes are formed of information, products and services that will ultimately add value for all stakeholders. More recently, Janvier-James (2012) gathered several definitions, from different authors, of supply chain and supply chain management that he considers accurate but that also exemplify the confusion regarding this new-born field. In conclusion, he defines supply chain by saying "*Supply Chain is to add value to a product by transporting it from one location to another, throughout, the good can be changed through processing*." (Janvier-James, 2012: 195). About supply chain management, he says that awareness for the importance of supply chain efficiency arrived with the globalization of markets and of productions and distributions. In order deal with market instability, the time and quality factor affecting products arrivals, particularly for perishable products such as food, it has become inevitably obligatory for companies to become more aggressively intelligent, more competitive, more coordinated with supply chain partners like suppliers and to effectively manage the complexity of the process' steps (Trkman et al., 2005) as a means to be quicker, keep market leadership, customer satisfaction and cost savings (Langley et al., 2008).

Supply chain and procurement costs constitute a big part of the total costs of many companies. Therefore, supply chain strategies should aim for the reduction of costs by optimizing procurement[50]. A key factor for the efficient and effective functioning of the supply chain, would be the sharing of information inside the company and between companies (Stefansson, 2002). Supply chains obviously need to be measured and monitored. Its performance can be verified along its areas of processes such as the costs and quality of products (Rajkumar, 2001). Literature regarding the importance of sustainability strategies in the supply chain has been in a constant evolution and the matter is today recognised as absolutely indispensable for every company (Seuring et al., 2008). As a matter of fact, purchasing decision makers have become increasingly preoccupied and attentive to this matter and have classified the subject as one of their most imminent priorities (Monczka & Trent, 1995). Sustainability issues, such as social

[49] https://hbr.org/2001/06/a-smarter-way-to-buy, Retrieved Jully 4th, 2017.
[50] Ibid.

and environmental consequences, are not only responsibility of the companies themselves. Environmental consequences have been the biggest problems affecting supply chain and procurement departments. Nonetheless, those responsibilities move up and down along the supply chain and thus need to be taken into account by all vertical actors, obviously including suppliers (Seuring et al., 2008). Yet, due to external and internal pressures, companies are often accounted for the sustainable performance of their suppliers. As a result, nowadays, most companies try to address these problems and work in cooperation with partners along the supply chain in order to attend to customers and other stakeholders' requirements. This is also a means to stay competitive (Seuring et al., 2008) and eventually achieve better overall performance (Carter et al., 2000).

As part of the supply chain, purchasing is considered as one of the most important steps of the value chain and like so, sustainable efforts along these processes need to be implemented in line with the global sustainability goals of a company in order for the results to be successful (Walton et al., 1998). By adopting environmentally mindful purchasing strategies, companies from the service industry will definitely have a positive impact on its environment and will consequently benefit from a series of advantages in return (Graedel, 2003). Procurement decisions will also affect life-cycle objectives such disposal and recycling options (Carter et al., 1998). In 1997, Min & Galle tackled the problems and solutions of green purchasing strategies and concluded that the aftermath of a product lifecycle needs to be to be acknowledged and ought to be weighted during the very first steps of the supply chain processes - when making procurement decisions. Reduction at the source by reusing and recycling, waste reduction and green packaging are seen as the main aspects and steps that need to be taken into account when thinking about green procurement. The authors also alert to the fact that sustainable mindfulness at the source of the supply chain will show results when measuring overall supply chain sustainability. Packaging accounts for a major part of all generated waste. Consequently, it is important to have green packaging strategies put in place. It is also important to try and limit as much as possible the acquisition of "stuff" that will be difficult to dispose of or that is considered environmentally harmful. They identified some of the barriers considered counterproductive to sustainable procurement. New legislations and regulations, costs associated with rather modern designs of disposable packaging and product protection during the delivery processes are considered some of the most worrying aspects affecting the evolving

of sustainable procurement. Ironically, Dassapa and Maggioni (1993)[51] apud Min & Galle (1997) wrote that traditional packaging materials such as wood crates and boxes or paper balers will have an excellent protective outcome, easily disposable, non-hazardous and less expensive than innovative and technologically advanced and much more expensive packaging. Min & Galle (1997) identified some solutions for these problems and proposed some guidelines. They believe that more effective and systematic auditing processes and methods to help the industry should be put in place to better monitor sustainable efficiency outcomes. Most companies have agreed to these solutions and many of them had already some kind of auditing processes or were working towards those goals. Eventually, companies' efforts to implement green processes in their supply chain, such as all the above mentioned, will also most likely benefit from all sorts of fiscal advantages.

Thoughtful supplier selection, sustainable purchasing methods, supplier monitoring and working with suppliers are seen as essential strategic steps for an optimum supply chain management (Seuring et al., 2008 and Janvier-Jones, 2012). In their article, Cho et., al (2012) study and underline the importance of supplier relationship management, the consequent necessary measurement of supplier performance and its vitality for the service industries such as hotels. However, purchasing managers' negative mind-set and belief that environmental preoccupation brings no added value can often become a hard to take down barrier for companies and companies' environmental objectives (Min & Galle, 1997). Moreover, companies' success regarding green procurement will also be influenced and can be negatively affected by a set of external factors and stakeholders such as the marketplace, the state and the law and the customers. These hurdles can eventually slow down the process and the way to a sustainable procurement mentality (Scheibe & Günther, 2006).

### 2.3.2 Supply Chain Management and Sustainable Procurement in the Hospitality Industry

Cho et al. (2012), consider the hospitality industry as one of the most dominant of the service business, where a conscious supply chain management is obligatory. However, very little literature regarding this matter has been published thus far (Cho et al., 2012) and some authors consider that the industry has not exploited supply chain strategies as much as it should have (Kothari et al., 2005). Xu & Gursoy (2015) defined supply chain management for the

[51] V. Dassapa and C. Maggioni, *Reuse and Recycling - Reverse Logistics Opportunities*, (Oak Brook, IL: Council of Logistics Management, 1993).

hospitality industry as a number of activities part of a network that go from the supply of raw materials, such as food, to the output of a finalized product conceived to please the clientele, such as a meal. All things considered, Cho et al. (2012) believe there is some inefficiency on a lot of hotels' supply chains. In 2005, Kothari et al., identified the lack of information technology systems for supply chain and procurement management as a big setback and as a problem that needs solving and innovation. By helping with the integration of information of all departments and operations into one system, including suppliers' information, information technology will help decisions makers have a better understanding and a better overview of all necessary data to make wiser decisions and eventually achieve much more efficient operations management standards. As such, and as stated by Cho et al. (2012) and Xu & Gursoy (2015), sustainability as whole can only be achieved if all stakeholders involved in the hospitality supply chain management, such as suppliers, commit to a long-term and healthy relationship that is constantly monitored and where communication and transparency reign. Furthermore, such intelligence will allow hotels to better understand customers' needs and respond with added efficiency (Kothari et al., 2005). Another problem that has been identified by professionals in the business, is the excessive number of suppliers that some hotels work with. Whilst working with many suppliers may bring some advantages, it can many times rather mean a chaotic and problematic procurement process, affecting procurement efficiency and product quality[52]. According to Cronin et al. (2011), and in line with everything that has been defended thus far, consumers are more and more conscious of the social and environmental impacts of their consumption and, as suppliers will directly affect hotels' service quality, it will automatically influence costumer's service perception (Cho et al., 2012). Actually, Xu & Gursoy's (2015) results demonstrate that guests' overall perceptions will not only be influenced by a hotel's sustainable policies alone, but also by its suppliers and both of their economic performance, market leadership and growth. Like so, customers' attitudes and satisfaction will most likely be positively influenced by the company's commitment to achieve global sustainable management of their supply chain (Cronin et al., 2011), which will ultimately affect their loyalty and acceptance to pay a premium price (Xu & Gursoy, 2014). This confirms that, supply chain sustainable policies may be a costly investment, but in the long term, clients' satisfaction and willingness to pay premium accounts for any hotel's desired payoff (Xu & Gursoy, 2015).

[52] Dwyer, C. J., & Gupta, A. 2008. ***The e-procurement benchmark report: Driving year-over year superior performance***.

The management of the sustainable supply chain will obviously have to take into account the triple bottom line and focus on minimizing the impacts on the environment (Hassini, Surti, & Searcy, 2012), maximize the social-welfare of all stakeholders (Gopalakrishnan et al., 2012) while benefiting financial growth (Kleindorfer, Singhal, & Van Wassenhove, 2005). Xu & Gursoy (2015) study's results conclude that, just like in previous statements, when preoccupation for the three dimensions of sustainability are put into supply chain management actions, customer satisfaction and loyalty is increased. Moreover, environmental and financial actions may have a positive impact on clients' acceptance to pay a premium price for the hotel's goods and services offered. Indeed, positive financial outcomes and performances from hotels give an image of healthy business and stability, giving clients the impression of being offered better quality products and services. This will have a positive impact on consumers' perceptions and satisfaction (Lo et., al 2015). In contrary, and quite interestingly, even though social dimensions of supply chain sustainability actions may have a positive effect on customer's overall perception and loyalty, it will actually have a negative effect on their willingness to pay more (Xu & Gursoy, 2015). This can explain why most hotels have shown lower investments on social opportunities regarding they're supply chains (Buckley, 2012).

In conclusion, hotel's sustainable practices need to be thought about and integrated from the top of the supply chain down (Wang et al., 2013). Also, supply chain sustainability practices will not only have a positive impact on its own performance but also on every supply chain partner and stakeholder's performance and on society (Xu & Gursoy, 2015).

## 2.4 Sustainable Food Procurement in the Hospitality Industry

Due to cultural and social conditions, food consumption and production as long been unsustainable (Sklair, 2002). These issues are related with social, environmental and also economic consequences and with an already growing world population and unreasonable demands of food, these issues could only get bigger (Moskwa, Higgins-Desbiolles, & Gifford, 2015). As Higgins-Desbiolles (2010) reminds us, we are living in a finite world and an urgent and more ethical alternative is needed to replace the current unsustainable economic and consumption growth model.

Wang et al. (2013) have defined the supply chain management for food and beverage as "*overall process management in relation to food and beverages, including: menu design, food purchase, storage, production, sales, service, cleaning and post-treatment. Each process involves carefully considering health, sanitation, food safety and economics, as well as green concepts*." (Wang et al., 2013: 266) According to Walker and Preuss (2008), something that

strongly contributes to achieving sustainable procurement is the relationship with and the prioritisation of small and local suppliers, particularly when it regards food procurement. Reducing food miles by procuring at local and closer suppliers (Donal & Blay-Palmer, 2006) will not only contribute to improve the environment by reducing the carbon footprint and help local economic development, but it will also help grow the community and respect local food heritages (Xu & Gursoy, 2015 and Cavagnaro & Gehrels, 2009). Another measure, recurrently referred too, particularly when talking about socially sustainable food in the public sector is the effort to serve organic and fresh food in order to provide better quality and healthier meals in public places such as schools or hospitals. Additionally, an interesting strategy contributing to sustainable development and sustainably awareness of future generations is to educate children in schools by taking them to local farms and help them understand the problems involved in an unsustainable mode of consumption (Donal & Blay-Palmer, 2006). Sustaining all the above, it has been showed that there is a growing interest from consumers in fresh food produced and distributed locally, demonstrating that, despite consumerist influence for large scale and industrialized produced food, there is a big potential for companies to bet in sustainable produce and sustainable modes of procurement (Donal & Blay-Palmer, 2006). In fact, Dutta et al. (2008) affirm that restaurant customers in the United States would accept to pay 10% or more than the established menu price if the establishment has sustainable policies in place. Conclusively, possibly the most reoccurring and thus most important step to achieve total sustainable food procurement is to build a relationship of trust with suppliers. Working on partnerships, on creating local communities and transmitting know-how is absolutely essential (Taylor et al., 2003). Long-term relationships with suppliers will not only help reduce overconsumption and waste of raw material (Guide et al., 2003) but will obviously participate to positively impress consumers' perception of the company and increase its reputation (Creyer & Ross, 1997) and definitely contribute for companies' sustainability objectives (Closs et al., 2011). Yet, and after all, Walker & Preuss (2008), believe there is space for innovation regarding sustainable food supply strategies. Moskwa et al. (2015) agree with this idea defending that the hospitality industry urgently needs to embrace new consumption models based on total sustainability such as local procurement, which supports local economies, alternative food networks like organic, fair trade and locally procured merchandise.

Wang et al. (2013) summed up a food service environmental philosophy by saying that the topic needs to be taken into consideration in every single management process, concentrating on healthy and environmentally friendly food production and service to clients. Some other corporate responsible practices that do not only regard food procurement, but that in the same

vein can be applied to the hospitality industry and to its food serving outlets, and that will influence and show overall sustainable efforts and outcomes are related to the controlled consumption of energy and other natural resources like water, recycling and waste management practices like separating compostable and non-compostable waste, use of non-polluting and non-hazardous cleaning products and other materials, nutrition and health-conscious dishes, correct menu labelling, and finally, just and not over-pricing sustainable products (Dutta et al., 2008 and Cavagnaro & Gehrels, 2009). More specifically, and completing all the reviewed literature until here Cavagnaro & Gehrels (2009) enumerated portions' reduction, less meat and more vegetables, more and better vegetarian options available and seasonal food management as important for many clients. The authors also showed it is possible to offer the same range of prices which is ideal as it contradicts the fact that green food is often perceived as more expensive than non-green food and boost future establishments motivation to make the sustainability leap.

However, like it has been said on earlier chapters, food sustainability might not be of such easy reach for some hotels. Besides the fact that food is perishable and cannot be stocked, food menus can change quickly and it depends on conditions such as availability and seasons [53]. Another interesting problem that has been put forward by Cavagnaro & Gehrels (2009) as a result of their experiment is that maybe not all suppliers are educated enough on sustainability and those who are, often do not supply restaurants and cannot work with such specific produce requirements and supply timing. Those suppliers are often working with big commercial surfaces. In consequence, specific suppliers may have to be approached to work with. This suggests the before mentioned importance of education and strict collaboration with suppliers. Again, and more importantly, this education and conversation is also necessary with employees. Supporting them and helping them understand what is sustainability, the importance it will have and the sustainability related objectives of the restaurant is absolutely vital for things to be successful. Communicating these practices to customers is just as important, as it will draw the establishment's image and will help their satisfaction.

Eventually, Gehrels (2007) admits that personal value is obligatory to achieve sustainability in general, in particular in this industry and that there needs to be a personal involvement and desire to care for all. Ultimately, and important thing to remember is that sustainability and the desire to serve good and tasty food go hand in hand.

[53] http://www.ceres.org/roadmap-assessment/roadmap-in-action/explore-by-topic/performance-supply-chain/digging-into-sustainable-agriculture, Retrieved March 15, 2017.

# 3 Methodology

In agreement with the concepts defended thus far, it is clear that for companies to have an established corporate sustainable development strategy can only help have a superior organizational performance and a competitive advantage. Yet, it is still not fully understood why some companies of the sector are keener or more easily suitable to adopt sustainability strategies. Some hotels have an advantage comparing to their competitors, might it be because of their category, smaller size, privileged localisation or organisational complexity and corporate independence. Depending on these situation, hotels may adopt different types of sustainability practices (Han et al., 2011). Hence, we believe it would be interesting to approach organisations regardless of their privileged or unprivileged conditions. With beforehand established closed and open questions, we intend to interview hotels independently of their different sizes, number of available rooms, categories, locations and organizational size to gather specific qualitative data giving us the opportunity to study indicators positively or negatively influencing the sustainable outcome of the businesses. Moreover, we think it would be interesting to talk with some associations from the area that will possibly give different types of answers and information that we would not be able to take from industry experts. Jones et al (2012), believe that for such research, qualitative methods such as semi-structured interviews can allow us to have a better, deeper and most importantly, a terrain-based understanding, in this case, of how the concept of sustainable procurement works in reality, how it impacts stakeholders and how it benefits (or not) the hotel. In line with this, and because this research is mainly exploratory, and having as a main objective the understanding of the sustainable food procurement in the Portuguese hospitality market, we trust that the best result-oriented process will be indeed to carry out an empirical and terrain based observation, in a multiple case study approach, by applying a semi-structured interview strategy. This will allow the interviewees to use the time and words needed, giving the author the possibility to guide and develop the interview depending on the interviewees' perceptions and given answers and ideas. A bundle of semi-structured and open questions was established and structured in order to guide the interview. The questions were based on the gathered literature, on personal experience and knowledge and also based on the guidelines of the Sustainable Restaurant Association (see annex 2) and the Green Restaurant Association (see annex 3). We believe this method will also allow us to concretely understand the advantages and disadvantages of having a sustainable procurement system and also the barriers encountered and the solutions implemented.

Lisbon, being the capital and the biggest city in Portugal, and with a highly developed and growing tourism sector, was chosen not only for these reasons but also for accessibility and efficiency reasons of the author. The selection of the properties and the interviewees representing them was made independently of the property's quality or recognition but only based on its exemplarity and ability to provide us with the necessary information. Based on these arguments and after contacting eight potential companies for interviews and two potential expert associations, and after difficulties in terms of coinciding schedules amongst other problems, the authors were able to secure interviews with six hotels in the city of Lisbon, which, as agreed, will stay anonymous as well as one entity from the food sector – *Agrobio*, the Portuguese association of organic agriculture. Moreover, as it was complicated to ensure the availability and possibility to interview the person holding the same position and responsibility in each and every one of the hotels, but still making the best effort to maintain some linearity and congruency in the interviews, the important objective of conciliating interviewee's availability and competency to answer the question was achieved. Thus, the interviewees had titles such as General Manager, executive chef, director of operations, and quality and safety directors.

Case-study A, represented by the General Manager of the establishment, is one of a five-star luxury hotel located in one of the main Lisbon avenues. Originally a Portuguese hotel chain brand with all of its hotels in Portugal and in Brazil, the company was recently absorbed by an international hotel owner and investor which is now going into a process of internationalization of the brand. With 285 rooms and suites, two restaurants and two bars, other food and beverage outlets such as banqueting events and the business lounge, with an outdoor pool this hotel as an average yearly ratio of 70% business clients and 30% leisure clients. This brand clearly positions itself as an extremely luxurious brand, with extravagant hotels and offering its clients ultimate comfort and leisure.

Case-study B is, with six thousand more hotels all around the world, a global brand, leader of the hospitality market and of one of the most popular ones. With a few hotels in Portugal, the property of this case-study was also represented by its General Manager. It is a four-star hotel with 577 rooms, one restaurant, two bars, and executive lounge and it has a yearly average of 50% percent business clients and 50% leisure clients. Recently remodelled, they consider themselves as a fancy hotel with a personalized service, many facilities and extremely well situated giving its clients easy access to most parts of the city.

For Case-study C, we were welcomed by the coordinator of the quality and sustainability project. This is a smaller four-star boutique-hotel and Spa located in the city centre of Lisbon.

Opened in 2012, it is currently the only one of its kind and does not belong to any hotel chain. With only 89 rooms, one restaurant and one bar, meetings and event planning and an externally run Spa, this hotel is considered a pioneer in the sustainable hospitality sector of Lisbon.

Case-study D, where we were received by the operations' manager, is also a property of a global brand belonging to one of the first existing hotel chains and present in more than 90 countries all over the world. Neighbour of one of the case-studies presented above, this luxurious 5-star with 163 rooms has one restaurant and one bar frequented by about 60% leisure guests and 40% business clients during the year. Considering itself has a prestigious hotel where the art of welcoming and luxury is key, it was and interesting case-study to analyse.

Case-study E is regarded as a friendly competitor and also an ally by case-study C due to their sustainability oriented concept. We were able to interview the general manager for about half the meeting and the quality and security manager who was present during the whole meeting. With a second and improved version project ready to open in Porto in the near-future the hotel interviewed is currently the only one existing. Open to the public about six years ago, this 4-star hotel has 76 rooms and has a roughly 90% leisure clientele. With one restaurant, one bar and a spa service this "Urban and contemporary hotel with a climate of tranquillity and comfort is ideal for city breaks and business trips."

Finally, for case-study F, we were given the opportunity to interview the executive chef which was able to give a very interesting and different vision and opinion from the ones given by interviewees with more managerial positions. A 5-star luxury hotel of an entirely national brand with only five hotels in Portugal, all of them in the Lisbon area and recently renovated with 300 newly refreshed rooms, two restaurants, four bars (one of which seasonal) as well as a business lounge, twenty event rooms and a recently inaugurated Spa, this is the oldest property of the group. Very centrally located, they say they are an authentic business centre with a 5-star service that will make you have a unique experience.

As we have explained before, we believe it was interesting and important to speak with other actors of the sector other than actual hotels and had the opportunity to interview the President of a non-profit organisation - *Agrobio,* the Portuguese association of organic agriculture. The fact of serving or not serving organic products being a very important aspect and being mentioned numerous times in most of the reviewed literature, we decided to understand what organic products really are, how this market works, where it's at and, most importantly, how it has been influencing the hospitality business, what are the difficulties and the benefits encountered by hotel managers trying to work with organic products and the suppliers of this crucial growing sector.

The questions guiding the interview, the literature references supporting the questions as well as the research question each question helps answer are presented in the form of a table in Annexe 1.

# 4 Findings and Discussion

In this next chapter, after a brief characterization of the case-studies' corporate responsibility and sustainability positioning, we will proceed with the analysis and review of the case-studies' answers regarding the research questions we seek to answer and understand. Finally, the information on the findings reported will then be matched to literature reviewed in previous chapters and discussed alongside other sources debating the subject, with the objective of studying information and better understanding the trends in the sector regarding the research questions.

## 4.1 Description and characterization of the case-studies regarding Corporate Responsibility and Sustainability

In order to summarize and make the identification of each case-study easier and more comprehensible, the table below (table 1) summarizes the main characteristics of each case-study.

*Table 1: Case-studies' main descriptions*

| Case-study | Main Characteristics | Interviewee's Position | International Hotel Chain | Number of Hotels in Portugal | Quality and Sustainability Manager |
|---|---|---|---|---|---|
| **A** | 5*<br>285# | General Manager | Yes | 10 (Lisbon – 2) | Yes |
| **B** | 4*<br>577# | General Manager | Yes | 2 (Lisbon – 1) | No |
| **C** | 4*<br>89# | Quality and Sustainability Manager | No | 1 (Lisbon – 1) | Yes |
| **D** | 5*<br>163# | Operations Manager | Yes | 1 (Lisbon – 1) | No |
| **E** | 4*<br>76# | Quality, Security and Sustainability Manager / General Manager | No | 1 (Lisbon – 1) | Yes |
| **F** | 5*<br>300# | Executive Chef | No | 5 (Lisbon – 5) | No |

Also, the table below (table 2) summarizes, based on the questionnaire, the main sustainable food procurement related aspects respected by each hotel.

*Table 2: Sustainable food procurement characterization of the case-studies*

| Sustainability characterization | Case-study A | Case-study B | Case-study C | Case-study D | Case-study E | Case-study F |
|---|---|---|---|---|---|---|
| **E-Procurement system** | Yes | +/- | Yes | Yes | Yes | Yes |
| **Regular communication with suppliers** | Yes | No | Yes | Yes | Yes | +/- |
| **Sustainability auditing** | No | No | Yes | No | Yes | No |
| **Regional or national procurement** | Yes | Yes | Yes | +/- | Yes | Yes |
| **Organic Products** | No | No | Yes | +/- | Yes | No |
| **Seasonal and fresh products** | Yes | +/- | Yes | Yes | Yes | Yes |
| **Ethically grown meat** | Yes | No | +- | +/- | No | Yes |
| **Sustainable fish** | Yes | Yes | Yes | +/- | Yes | +/- |
| **Food waste reduction** | Yes | Yes | Yes | Yes | Yes | Yes |
| **Packaging reduction** | Yes | Yes | Yes | Yes | Yes | Yes |
| **Glass Bottle for water** | Yes | Yes | Yes | Yes | Yes | Yes |
| **Dietary and allergies dishes** | Yes | Yes | Yes | Yes | Yes | Yes |
| **Food donation** | Yes | Yes | Yes | Yes | Yes | Yes |
| **Education** | Yes | Yes | Yes | Yes | Yes | Yes |

As mentioned earlier, one important thing to take into consideration by the author was to have a representative enough selection of case-studies and having different hotel categories and positioning regarding sustainability as a means to try and understand the differences that could possibly exist depending on those factors. As a result, we were able to gather information from properties belonging to luxurious globally present hotel chains, smaller national-only brands and also hotels positioning themselves exclusively as sustainable business models.

Case-study A, being a national gone international luxury brand, and an icon of the country, considers quality and guest satisfaction the most important things and the main drivers of their

quest for excellence. Although sustainability not being one of their differentiating points, the hotel does have an interesting set of social and environmental sustainability policies, showing their very serious preoccupation for corporate responsibility which they believe is the most important vehicle to achieve ultimate service quality.

Case-study B is, like mentioned before, one of the leading, most globally present and with most brand awareness in the hotel sector. They give more importance than others to corporate responsibility, accountability for mistakes and leading the way on innovation in this matter. Even though they do show a very clear preoccupation for this matter and they do indeed prioritize sustainability related actions, it is important to keep in mind that this company is coming out of a fusion with another globally present hotel chain they have bought, which can explain the confusion and process-related and administrative difficulties we may have encountered throughout the interview.

Case-study C has a concept and positioning that was though-out and designed from the very beginning of its conception to be totally sustainable, making sustainability their brand image and identity and therefore their top priority. This is clearly evidenced by the efforts and policies put in practice on their daily operations and on their sustainability related results.

Case study D is, just like one other on the list, a world class and sector leading brand; with a global presence in more than 90 countries, the company has established itself as a resilient market leader. Again, this implies an enormous corporate responsibility it was interesting to understand the company's position towards sustainability and how it tried to change, implement and nurture awareness and sustainability-driven strategies amongst its employees in all its properties.

Case-study E is a six-year old hotel and like the third case-study here described, was built on sustainability and was conceived to be as energy efficient and with an as small as possible foot-print. This hotel is therefore able to achieve a certain level of sustainability and put in practice innumerous policies helping them excel on sustainability numbers and giving them access to a niche market and clientele.

Finally, Case-study F is divided between the search for maximum quality and the obligation to reduce and optimize costs. The chef tries to please it's upscale, demanding clientele while staying true to the grand history and identity of this house.

Though not a hotel, *Agrobio*, the Portuguese association of organic agriculture, is also part of this study. The president of the association with whom we had the pleasure to speak explained how and why it can nowadays be difficult for the association to work closely with hotels and restaurants, why these businesses can find it difficult to source organic products for their menus

and also gave us his expectations and predictions for this increasingly growing market and for the future of collaboration with hotels.

### 4.2 Drivers and Barriers reported

One of the first objectives of this study was to understand, on the one hand, what drivers motivated and facilitated our case-studies' sustainable food procurement practices, and also what barriers have been encountered and made it difficult for them to achieve higher sustainability results because of their food supply chain systems. We were also interested in understanding what advantages and disadvantages resulted from these drivers and barriers.

Understanding the company's positioning regarding sustainability and sustainable development and its commitment to corporate responsibility as well as understanding some of the specificities of each case-study is a first step to understand why or how some of them are able to achieve certain levels of sustainability in their food procurement practices. When, during the interview of case-study A, the General Manager of the property was asked why, on their website, the link to "sustainability as corporate responsibility" was on the very bottom of the page and in very small letters, he stated that "*for a hotel of this category and with this type of clientele, being sustainable and showing corporate responsibility is not even a question and therefore it is unnecessary to advertise it*" (Case-study A).

While gathering and reading all the necessary literature for this work, the name of case-study B was mentioned numerous times. Being considered as an example and having many of their corporate reports as a reference, it defends their position and leadership recognition on the matter and explains the company's efforts and priority of sustainability practices and sustainable development. In the same way, and as described above, Case-study D's worldwide recognition gives them a sense of responsibility towards global customers and the urge to have sustainability awareness and strategies. About this, the representative of the property says they are a "*world-class group with a great dynamic and a group of people working with a great dynamic in this hotel in particular*" (case-study D).

Case-study C, just like case-study E, and both having this particular business concept, has someone responsible for monitoring and implementing sustainability related policies on a daily basis, which is essential and necessary to achieve the levels they boast. It clearly helps them that their whole marketing practices revolve around sustainability. The participant from case-study C explains that "*it is essential, particularly because of the number of certifications we have, so it is key to monitor the certifications' projects and always trying to achieve better results for the hotel*" (Case-study C).

Just like case-study A, case-study F, being a renowned brand in the city of Lisbon, has the duty of representing Portuguese hospitality and showing world class to national and foreign customers. This gives them the motivation to have impeccable service.

Basically, all of the representatives confidently claimed their brand and companies to be trying to make their activities as inconsequential as possible for future generations, through long-term corporate programs and sustainability strategies such as implementing social and environmental related policies, committing to caring for the environment and local communities, helping local associations, improving their staff's working and life conditions and minimizing the environmental impact of their activity in order to contribute to a sustainable development. Logically, such corporate programs, sustainable development awareness and commitment to carry out sustainable practices are an absolute prerequisite to be able to achieve more specific and maybe less visible sustainability-related practices such as the ones we are studying. Some of the case-studies have been rewarded with some national and international recognized distinctions and hotel specific certification and ISO certifications over the years. At an international level, amongst other very important ones, one of the most prized and demanding ones is the Green Key certification which case-study B and E can brag about. At a national level, three of the six case-studies have been recognized by the Portuguese hospitality association. Regarding the International Organization for Standardization certifications, the certification for quality management (ISO 9001) and environmental management (ISO 14001) were awarded to some of the case-studies. Such certifications are not only an obligation for constant self-reevaluation and continuous monitoring of some sustainability-related practices (amongst which are food related policies), but are also a definite obligation to follow certain rules and requirements allowing them to achieve the desired sustainability-related results. *"Achieving these certification is not it easy. It is a long and costly process. Not everyone can have them and it makes us work a lot for it*" (Case-study E).

> "*That a lot of the criteria from these certificates we have are related to food and produce and if we didn't have such sustainable food procurement we would never have achieve the results we have. We have 94% of conformity with Green Globe and if it weren't for the restaurant and the procurement methods we use, we would not be able to*." (Case-study C)

The importance of communicating about these practices was also discussed with the respondents and they all agreed to the importance of externally communicating to customers and all other stakeholders as a marketing tool through the website or social media. Communication is also as a means to raise awareness on the company's efforts and educate

people on the subject. Simultaneously, communicating internally to all collaborators and hierarchy nurtures a sense of responsibility in all of the involved. In turn, they can inform clientele on a daily operational basis. An interesting aspect illustrating this point mentioned is the fact they try to understand future's collaborators opinion on sustainability when interviewing them for the job. He says "*it is essential for employees' values to be aligned with those of the company*" (Case-study D). Case-study E also uses this as one of the key criteria for selection during recruitment processes – "*someone who has never separated their waste at home and who does not care about leaving the light on all day can obviously not work here*" (Case-study E). They also have a three-day training session which aims to educate the new employees on the company's DNA and on the policies and carried-out practices. There are also regular updating training sessions on various aspects of the matter. Case-study F also has a twice a year training. The respondent admitted internal communication on this could be better. Case-study E goes further on this informational and educational process, explaining a whole set of things to guests upon their arrival, having inspirational sentences written on the walls, enormous amounts of available information in the rooms and something they call *"the sustainability corner"* where customers can go for more information. *"Regular communication about this is a great asset"* (Case-study E). These statements show us how top management corporate responsibility programs, a mindset taking sustainable development and all three pillars of sustainability into consideration as well as clearly established sustainability-related policies and finally communicating, not only to customers but also internally as a way to establish and foster a sustainability-driven mindset and philosophy, are a crucial factor to achieve a more sustainable food supply chain. In the same way, and as a two-way street, our participants have explained how sustainable food procurement policies are also fundamental to help achieve general corporate responsibility and sustainability objectives.

We talked about the supply chain management and food purchasing systems and strategies in place as a way to understand how from a very professional and operational point of view what elements facilitate or hamper the implementation of more sustainable systems of food procurement. All the case-studies work with a pre-established suppliers list, which was carefully listed to supply the group's needs even though some hotels might have some needs others don't have and conversely, making them work with other suppliers. These lists are also established taking into consideration legal obligations, top management and administrative global contracts and administrative guidelines, but also their sustainability policies and specific food and beverage sustainability requirements. The case-studies who have several hotels in Portugal, have their procurement systems supervised by a country central Director whose job

mainly consists in establishing often yearly renegotiable contracts with suppliers for every area of service and managing those relationships. This helps them have control over the existent properties and also address and respect top management and brand requirements, although it might allow less freedom to properties as an individual business. However, having higher corporate requirements and guidelines can have some downsides. This can be exemplified in case-studies A and D which have admitted to sometimes having less flexibility due to these burdensome administrative organizational requirements. One other problem illustrated by these same case-studies is related to the fact that they are five-star luxury hotels, sometimes required to purchase from suppliers who don't answer all of their sustainability criteria in order to satisfy some extravagant demands from some client. Obviously, case-studies C and F, the only ones of the lot with only one property, both manage their supplying affairs with total independence. Both having total sustainability concepts, they imposed rules on suppliers and very strict daily supplying methods on the people they work with. This implies showing some inflexibility but allows them to stay true to their values. Indeed, these two hotels, as well as the other ones as a matter of fact, mentioned how the fact of having too many requirements regarding sustainability has proved to be one of the major barriers encountered on the road to food sustainability as it might sometimes exclude a lot of suppliers who cannot comply with so many rules, making it difficult to find the needed products on time and at more interesting prices. For case-study E, whose suppliers have passed a point-based sustainability evaluation including things such as ISO certifications, low environmental footprint, managing positions occupied by women, as well as price, timing and distance, said "*it is not easy to escape the established supplying machine put in place and used by most hotels. Buying fish to one supplier, apples to another and so on (is not easy)*." (Case-study E) On the other hand, another reason to keep strict sustainability-related requirements, defended and underlined by case-studies B and D, is the fact that suppliers can benefit from adjusting to hotels sustainable requirements, since international hotel groups with multiple hotels in Portugal can account for an appealing market share for these products.

Still regarding the food supply chain management and something highly debated in previous chapters is the question of knowing whether or not the interviewed properties worked with any sort of integrated procurement system management software as an instrument of increased efficiency and quality for the procurement process. While case-study B acknowledged they IT systems, specific for the food and beverage department is considered quite average and does not really improve the functioning of the department, all the others have highly functioning software systems running features such as allowing different outlets to introduce their supplying

needs, filling in quantity boxes while prices per unity associated to each supplier will spreadsheet automatic order's total, checking produce arrival and evaluating its quality and displaying accounting features such as invoices. Respondent from case-study D added how their IT system features and automatic circuit for drinks and orders are immediately introduced as stocks decrease. Sales' department confessed how all the features helps them save time, work, paper and ultimately ensuring increased control and better results over their supplying process, which should very clearly help in the whole sustainability process.

Along with the already underlined importance of internal and external communication about sustainability actions, probably one of the most defended topics of the literature reviewed as a driver for food sustainability is the importance of communicating and establishing a positive and long-term relationship of proximity and collaboration with suppliers creating local communities as a means to improve, by mutually influencing and educating one another through the transmission of know-how on sustainability-related topics. In contrast with case-studies B and F which respectively explained how their relationship with suppliers is not much deeper than prices and contracts' negotiations and there is not any particular communication and motivation effort, the other participants agreed with the defended principle, saying that more than the obvious reminding of those sustainability and legal requirements, it is also important to motivate people to apply these concepts to their own businesses. Case-study C recounted an excellent example. The laundry company they work with which, after noticing the important benefits of being sustainable started using more environmentally-friendly and eco-labelled products: they are now part of Green Globe. Case-study A simply and bluntly affirmed their communication with suppliers to happen daily and how this is the only way for them to guarantee maximum quality control over what they are buying. Finally, still in this section, we discussed whether any form of specific sustainability-related auditing existed in the properties. Other than the mandatory administrative auditing existent for all the case-studies, such as to the accounting and legal aspects carried out by external entities, only case-studies A, C and E have a full time in-house employee responsible for quality, sustainability and security which comprises the food and beverage safety and sustainability control. As has been mentioned above, the respondent of case-study E also talked about how the certifications obtained stand for a sort of auditing process as they undergo an inspection by the respective associations on a yearly basis. This implies a continuous self-reevaluation monitoring of sustainability-related practices, including food related policies. He says:

> "*They are credible certifications. Even though the management standard for environmental sustainability could be enough as it guarantees everything and is a*

> *serious process of auditing, the other medals are more visible to clients. Others such as Green Key, Five Leaf, even though less formal, are more objective. They come here on a regular basis, they help, they give opinions, and we have a close relationship with the people of these associations, they contact us and give us feedback on a monthly basis or even more in terms of objectives, actions and solutions (...) They also guide guests on choosing hotels and they send us guest if they know guests are coming to Lisbo*n". (Case-study E)

As we mentioned before, those belonging to national or international chains with multiple hotels in Portugal and abroad also have regional and national employees seeing to that practices are in line with company requirements. The respondent of case-study D specified that certifications, being a part of their corporate sustainable development program, is a control tool which works as a sort of auditing process, it also gives assurance that all requirements of the program are respected. There is also a weekly and monthly reporting check-up on the respect of corporate guidelines as a kind of self-auditing that constantly reminds people of sustainability related objectives.

Other topics mentioned in the reviewed literature as possible drivers or barriers for a sustainable food procurement systems are related to actual food procurement aspects from a point of view of daily operations. Regarding the case-studies' management's effort to reduce procurement distance and to work with local, regional or national suppliers, all of the case-studies clearly show a majority of national and regional ingredients on their sourcing list which is also easily noticeable by taking a look at the restaurants' and bars' menus that mention the origin of the products. However, there are some barriers to this sustainable method. Humbly admitting the difficulties that sourcing locally can sometimes entail, such as incomplete assurance of the supplier's capacity to deliver the needed quantities for a hotel of that size and with that many clients, case-study B still offers a close to totally national based menu. These barriers have also been encountered by some of the other case-studies, as well as other problems such as the lack of local or regional suppliers that tick all sustainability and quality obligations and requirements boxes. Nonetheless, all of the case-studies clearly show good overall results regarding this matter. In line with what has already been mentioned about case-study A, and in line with their premium quality national seafood restaurant concept, they display their absolute prioritization of locally sourced ingredients as well as the close relationship based on mutual trust they have with their suppliers who provide fresh produce daily as the main driver motiving them to serve sustainable food to their clients. This illustrated what was told to us - *"our respect of the farm to table concept"* (Case-study A) which has often been mentioned as an absolutely key aspect

in sustainable food procurement. Case-study F has a similar supplying system, with daily deliveries, implying a closer relationship with their suppliers. Regarding fruits and vegetables, the executive chef says there are all sourced locally and bought at a local market. All these practices show a clear motivation for their efforts on the journey to food sustainability. Case-study C and E, driven by their business concepts, values and promises, surely accomplishes this. Case-study E, despite having some ingredients that have inevitably to be sourced from abroad, are proud of sourcing 95% of their food nationally. Case-study D added that they promote national ingredients with storytelling about their origin. This serves once again, as a way of communicating and educating their customers, and letting them know about this sustainable food practice. Another much debated topic in the literature reviewed, and a reason for interviewing *Agrobio* as an expert, is organic food supply. All of the case-studies acknowledge the interest for their businesses to source organic products as much as possible and to be even more sustainable. However, they did not leave out some of the difficulties this entails. Once again, the capacity and availability of having the needed quantities supplied as well as the number of suppliers offering this option was pointed out as a barrier for some of the case-studies. Another problem related to this is the sometimes unorthodox and inaccurate marketing promoting these products, and of course, the usually higher prices associated. Another interesting point mentioned as a problem for case-study D is the fact that sometimes, to source organic products, other sustainability rules will be put in jeopardy like for example those products not being national. Case-studies C and E, the sustainability focused ones, definitely see the sourcing of organic products as an advantage. They go one step further and offer their guests the option of organic wines and beers which, admittedly, might not be as successful, but are inarguably a motive for clientele satisfaction. Case-study A is the only one of the lot to frankly assume not having any particular interest in organic products. In this hotel's point of view, the organic label is far from a statement of quality and, in agreement with some of the other respondents' preoccupation for the over the top and biased marketing and excessive pricing it will not guarantee any sustainability. To this, the President of the Portuguese Organic Agriculture Association, in strong discord, counters by saying that the organic certification is in fact the only proof of quality and sustainability. As an example, the respondent says that, for producers to have no regulations or strict controls like the ones enforced by the organic label, allows them to solution unpredictable production problems in less orthodox ways and maybe lie about it to hotels despite their close and based on trust relationship. However, he does agree with the problems expressed thus far by our respondents and explained that the first and most important problem is indeed the lack of national production and commercialization. Increasing

this would obviously be the main solution to price stability. He also alerts to the urgency of more and more sensitive communication and information, using accurate words as a means to educate the public on the problems of modern industrial agriculture and the benefits of organic agriculture and as a way of demystifying the idea of the organic concept as a mere marketing and trend: this seemed to be case-study A's biggest barrier for this. Furthermore, there is something else that needs urgent improvement as well, is the relationship between producers and consumers (in this case the hotels). The association is deeply involved and tries to help on this is fundamental step.

Another aspect that definitely contributes for our case-studies' food procurement sustainability levels is the procurement of seasonal and fresh products. Allowing them to obtain bigger quantities, more interesting prices and showing more transparency vis-à-vis consumers, all of the respondents, expressed without hesitation how this is a key this aspect of the problem. Also, mentioning how product quality and seasonality go hand in hand all of the case-studies consider seasonality and freshness as one of the main motivations for sustainability. In line with this desire, all of the case-studies seem to source their fruits and vegetables on a very regular basis, from local and regional producers and some combine regular procurement with trips to the local markets. All of them also change their menu two or four times a year, according to seasons and availabilities. Despite all the mentioned advantages, this can pose a problem which has been experienced by case-study C - when working with very fresh, seasonal and maybe smaller producers, quantity can once again be a problem, a problem that can become even bigger when unpredictable natural hazards ruin agricultural crops and forecasts. Case-study F has also come across another difficulty in achieving this which is related to number and size of events planned. The group and events menu is only one and for easier management offers ingredients that should be available year-round. Case-study D, being an upscale hotel, and this being an aspect slowing down their food sustainability on the matter, also mentioned that some articles, like for example strawberries, need to be bought all year for special occasions like those where champagne and strawberries are offered to the guests. Yet, off seasons, these ingredients will be bought in much smaller quantities and only for these occasions and other necessities such as pastry decoration. The Director of *Agrobio* also mentioned how organic products should follow seasons, which most of them do, and thus are of much better and proved quality. This also helps control organic prices and certain plagues which increases quality and should be a motivation for our case-studies to purchase organic and seasonal. Ironically, this would be one argument against the firm belief of case-study A saying that the organic label does not give any security regarding the quality or sustainability of the products. Conversely to the attractive prices of

season produce motivating these case-studies, the cost of animal products considered to be raised and treated ethically and sustainably and fish from sustainable fisheries and species is, despite the actual effort of all case-studies regarding this approach, a definite difficulty. Considered the most sustainable meat in Portugal, beef from the islands of Açores has a tremendous reputation for its quality. Being expensive, which case-study E, recognized to be unable to deal with the problem due to the smaller quantities bought as they are one of the smallest hotels of our group. This points us in the direction of a later analyzed barrier, which is the influence of financial power and on the decisive ability to achieve some aspects of sustainability. On the other hand, case-study F is able to source most of its used meat from certified Açores beef producers. Despite these difficulties, they agree with the importance and advantages related to this, the first one being produce quality. Case-study A, as a way to stay true to their premium quality image sources meat from a supplier "*that raises his cows in stables listening to classical music, eating nothing but straw and we buy chickens that are only fed with corn, but this is quality, I don't see it as sustainability*" (Case-study A). For the other case-studies the clear intention to accomplish this is defended by the very simple fact that if livestock is not raised sustainably the meat will probably taste off. For case-study C, it would be interesting for this to be certified and, even though there is still no certificate for this and that all the meat they buy does not always respect all of the requirements, they actively try to work with suppliers to produce meat raised in a natural habitat, without antibiotics and so forth. Case-study E also mentioned the role of the relationship they have with suppliers on how that allows them to control the product and thus only buy national meat from producers that respect their demands. Regarding sustainable fish procurement such as sourcing from certified suppliers or avoiding certain fish species, which literature has identified as important for hospitality businesses wanting to achieve total food sustainability, not all respondents showed total commitment and preoccupation for this matter. One of the case-studies who does is case-study A, which once again, seeing quality as the main motivator for this, and having a 100% seafood restaurant, works with exclusively national and family run, small-scale suppliers with whom they have a close relationship based on trust, allowing them to visit the premises and see where fish actually comes from and establish its quality and freshness. Despite not being part of any type of certification, these suppliers use hand-picked like generational fishing technics, respecting the species and the ecosystem by avoiding net fishing amongst other wrong practices which does indeed contribute to proving their method as sustainable. Believing certification is a definite way of proving and showing sustainable transparency to their clients, and motivated

by this, Case-study B celebrated a partnership with the *World Wide Fund for Nature*[54]. The objective was contributing for the preservation of endangered fish species by not sourcing them for their restaurants. Case-study C works with a weekly market fish and also works hand in hand with the *Marine Stewardship Council*[55] certifying that only sustainable species are used. The rest of the participants reacted by showing an indisputable effort made to avoid using endangered species and recognizing the importance of national and fresh fish. Nonetheless did not refer any type of certification, which seems to prove more of a simple ethical motivation and moral obligation. Indeed, case-studies E and F have been slowed down by barriers like for example some seafood species having to be imported from abroad if they want the best 100% ocean fished seafood. Also, the difference between sourcing for clients and for employees can be a problem, which for those active hotels with big numbers of staff, always *"buying sustainable fish for employee's meals would be counter profitable and cannot be done every day"* (Case-study F).

Case-studies respondent also about the importance of more environmental actions such as their efforts in reducing food waste as well as effectively managing packaging and excess trash. All of the case-studies agree this is highly important and mentioned several methods and programs put in place that show how something that has been a sustainability problem for many years is actually being thought of and taken care of. For these case-studies, as some of the respondents agree, food waste reduction is of course an absolutely mandatory preoccupation but is also a sustainability bonus from necessary management strategies put in place at the beginning of the supply chain. This comes as a natural result from their veteran experience and upscale service. As an example, the General Manager of the hotel says that for an event if *"the group is composed mostly of women, they will go for the fish and I will make 75% fish and only 25% meat. If there is such operational experience, food waste ends up being very minimal."* (Case-study A). Using the same line of arguments, the importance of efficiency when managing resources was mentioned. *"Stocks are thoroughly verified before any other purchases are made and we only buy what is absolutely necessary*" (Case-study F). They also use other strategies for waste management such as *"using fruit and vegetables cuts and peels for freshly pressed juices and soups"* (Case-study F). This is more of a win-win situation allowing them to reduce costs as everything up to the peels is used and waste is completely eliminated. Also, breakfast left overs that are still edible will be available at the staff cafeteria and whenever something is

[54] https://www.worldwildlife.org, Retrieved October 28th, 2017.
[55] https://www.msc.org/cook-eat-enjoy/fish-to-eat, Retrieved October 28th, 2017.

not used in one outlet will be used in other outlets which other participants probably do even if they did not mention it. Waste reduction is also motivated by the chain's corporate program destined to reduce food waste:

> "*But our hotel does not really use this program as we have a manageable number of clients and the regular supplies allowing us to adapt the quantities we buy in comparison to hotels in Dubai for example with tenths of food outlets and hundreds of clients every day*" (Case-study D).

Motivated by their concept, case-study C tried a quite particular strategy and *"tried to put in place half-dishes but it didn't quite work out as planned as people were not going for it and we would end up with more waste"* (Case-study C). Doing more than any of the other case-studies they also weight the excess organic food that is eventually inevitable and it is used for compost by an external company. Also, they have an agreement with an association who picks up excess food on a weekly basis and takes care of redistributing it amongst underprivileged families. Some of the other case-studies also have partnerships with local entities with whom they work on a regular basis in order to help those who need it. This allows them to reduce food waste and improve on their social sustainability at the same time. This shows us how both waste management and social sustainability end up being strictly related and both being obvious drivers for these types of food procurement improvements. Overall, all of the case-studies seem to feel confident about their food waste results.

About packaging, another long-established crucial aspect but ever so present and important, imposed by the state and controlled by the law, waste separation and recycling is happily respected by all properties participating in our study. Again, it is important to take this into account when choosing suppliers and understanding what their packaging standards are. Some of the case-studies have mentioned how they have motivated their suppliers to retake and reuse plastic cases often used for fruits and vegetables, which being a profitable option for suppliers as well, creates a win-win and dynamic relationship for increased sustainability. On the other hand, it was reminded to us how suppliers themselves have packaging-related sustainability practices in place and are themselves monitored and controlled by regulations. We can assume that these regulations on both sides make for an interesting motivation to achieve sustainability regarding packaging management. Yet, one of the case-studies has not achieved as much as one can and that, "*due to a lack of sensitivity regarding this matter in the country*" (Case-study B). Even though it is extremely important for them, also because it's part of the brand's sustainability programs, they have also been somewhat slower in working hand in hand with suppliers on smarter packaging as it is currently not their priority because they are working out

contracts and other administrative aspects of the recent fusion mentioned in the beginning of this chapter. Others have imposed better options like for example not accepting cardboard packaging even though it can be recycled. *"We had to buy a hydraulic machine to press cardboard boxes and optimize recycling space. Packaging is a big problem*" (Case-study A). Still related to environmental efforts and to recycling solutions is the type of water bottles used by the case-studies. Driven by different reasons, such as service excellence, recycling problems and sustainability results, all of the case-studies agree with the importance of using mainly glass bottles. *"Using plastic in a five-star upscale hotel is not very fancy and well accepted by clients"* (Case-study A) and for this reason they use exclusively glass bottles in their food and beverage outlets. However, possibly due to costs, some of the case-studies still use plastic in room mini-bars or in other outlets such as business lounges. We can however once again say that glass is used in most hotels in almost every situation which is a positive outcome. Case-study C, standing out of the lot was hotel number which, once again driven by the objective to stay faithful to its sustainable values has a sustainability and marketing program in which glass bottles are filled and refilled with tap water that goes through a carbon active and ultraviolet system cleaning and filtering any particles and making it consumption-ready. This water is offered as complementary in the rooms and sold in the restaurant and bar for pennies which are then used for the construction of water pumps in an African region in partnership with a non-profit association. They say *"clients are satisfied about the help they are giving"* (case-study C). It is as much an environmental action as it is social.

Finally, we asked some-questions that we hoped would help us understand what were the motivations and the hurdles affecting socially sustainable actions related with food procurement. Something that should definitely be taken into account if case-studies want to please customers, is new consumption habits and modern nutrition problems, options and trends like for example the increase in dietary choices such as vegetarians and vegans, intolerances and allergies to certain ingredients and so on. Mentioned as something fairly straightforward to do and obviously necessary as all case-studies' ultimate goal is to please their clientele, and even though it might seem recent, and it has indeed been growing, the hotels have been taking these cases into consideration for quite some time, studying the numbers, making statistics, understanding how to incorporate this in the sourcing process and assimilating it into the company's practices. All of the case-studies analyzed have vegetarian, vegan and allergies-friendly options on every food and beverage outlet. For efficiency reasons, knowing that for example in banqueting events 5% of the guests will be celiac and 5% vegetarian, it was said:

> "*Even if not specified by clients, the kitchen, which manages this with experience, puts aside 5% of vegetarian dishes because they know that is the number of people who will not be eating meat or fish (...) This does not affect our supplying procedures. The suppliers' homework has been done for a long time*" (Case-study A).

For Case-study B, it is a basic question of food safety and *"simply says that with a constantly increasing number of allergies, it is now an important preoccupation and it has been made part of the food safety regulations of the company."* (case-study B). For the same reasons and also pushed by certifications and being part of the celiac association, Case-study C pays special attention to that one problem and has an interesting variety of gluten free, vegetarian and vegan dishes on the menus *"since day one and the guest response has been very positive"* (Case-study C). Also taking other allergies they offer a couple of sulfites free wines, which are usually organic and part of the fourteen allergens of compulsory declaration, as well as gluten free beers. For case-study D, the process of understanding how to offer gluten free products has been complicated:

> *"It is hard for celiac people to trust that what they are eating is indeed gluten free, even if that specification is made on breakfast buffets with labels and stuff like that. The solution we came up with is to offer individual packages with the gluten free symbol, but that brings another problem which is a lot of plastic for recycling"* (Case-study D).

Another reason mentioned that makes this a challenging sustainability measure to implement is the fact that sometimes, suppliers of these very specific products do not comply with other sustainability brand requirement but *"this is a choice that must be made"* (Case-study D). For case-study E, allergies and alternative dietary options of their guests is something they pay great attention to – *"We have a partnership with a local shop offering organic options as well as allergies' conscious products"* (case-study E). Being a smaller hotel though, and breakfast being included in all reservations and packages, they consider it positive from an operational and planning standpoint as they know in advance how many guests have those specific needs and make requisitions in accordance therefore also being able to reduce costs as well as food waste. Also preoccupied with food safety, guests' satisfaction and ultimately, their responsibility if something were to happen to a guest eating something he should not, case-study F have an allergies map with every ingredient making up every available dish and every possible allergen in that dish. This document is available in all outlets for employees to study and check in order to correctly inform and advise clients. For breakfast the hotel has a gluten

free and lactose free station and every restaurant and event menus offers vegetarian, vegan and gluten free options.

Another important aspect of social sustainability and business integration in the local community is the level of commitment of our case-studies in food donation and meal distribution. More or less actively and, whether driven by compliance with higher corporate programs or by individual initiative and ethical reasons, all case-studies have some voluntary actions to help the locally community. As mentioned above, this practice is most times immediately related to food waste, which can be seen as another driver for this practice, as all of the case-studies partner up with local associations to distribute food excess from dinners, banquets and other events, this way settling two problems at once. Some of our participants also have some genuinely ethical activities, such as occasional food distribution actions trough the city offering meals to the homeless on special occasions like Christmas or New Year's Eve. Doing this, like for many other social actions, is in some cases not related to food, *"the objective has however to be attained, of course, without jeopardizing the hotel's financial viability."* (Case-study E). Also motivated to involve employees and, like explained before, make them aware of these problems, let them know the company takes it seriously and ultimately implementing this sustainable mentality throughout all hierarchies, staff of the case-studies also participate in these socially sustainable actions. Motivated by a solidary and integrated community:

> *"Hotels cannot work isolated from their context. It's a very big mistake. For our company, it is very important to be involved with the local community, schools, firefighters, help families in need. Our objective is to be part of the community and work together with them. Something as simple as a neighbor lending salt or pepper is something that needs to be applied to the scale of our businesses."* (case-study D)

In line with this, and motivated to educate future generation on how important this is, all case-studies regularly host food sustainability events for hospitality schools' students and students of all ages from other schools.

Although several drivers and barriers were either mentioned by the case-studies' representatives or interpreted by us during the process of questions and answers, we will know sum up the major aspects that have motivated their company to implement the sustainable food procurement policies they practice, what will persuade them to continue innovating and, on the other hand, what barriers they have come across and in what ways were they overcome.

For case-study A, as we have been exposing along this discussion, quality is the single most important word and value. Strictly respecting and remembering the brand's reason of existence and what they want their customers to experience, they make it clear that having their guests appreciate the best there is to offer is their single and ultimate goal and also their strongest motivation. Of course, this positioning also benefits the company's stakeholders and gives them an interesting competitive edge. All along the interview, several facts resulting from their seeking for quality were mentioned, and even though it may be unconscious for them and not the main driver, we believe those facts to be in one way or another some mode of sustainable food procurement practices - *"we all know the difference between bananas from Madeira and Costa Rica, the difference between a sea bass from Cascais and from Mauritania or the difference between a lobster from Ericeira and from Kenya"* (case-study A). Publicizing as sustainability such practices as having the best products, hand-picked and personally delivered by their most respected suppliers, with whom they have a very close and strict relationship, on a daily basis to the restaurant and using only and strictly the best national sea-food and other ingredients is not even a question for him. *"Our restaurant is a showcase for the amazing quality of production and of fishing of the Portuguese coast. (…) The product must be respected as much as the fishing art that has been around for decades and generations."* (Case-study A). They believe in relationships working for the better, in the knowledge of the product and of the process behind it. All things recurrently defended in the literature by many different authors. Nonetheless, sustainability often means quality and vice-versa and this, we think is exactly what happens with the food procurement practices put in place at hotel level. They do agree that this might not be easy for everyone and one of the hurdles they have had to overcome is the fact it requires a lot of work and commitment. *"You need to put on your jeans and your boots and make visits to the field, the fish docks and take the boat with the suppliers to understand what they actually do…now that is important. We need to understand what we are buying"* (Case-study A). Also, cost is not a barrier for them – *"sustainable products and service have an added cost but we do not necessarily see it as more expensive."* (Case-study A). They also believe their positioning and values and their statement to the market is what makes them sustainable. If clients understand what the case-study is working for and understand that they are eating the best there is, only then will they be satisfied and price will stop being a barrier and will become a driver for sustainability.

For case-study B, the thing that has made them as sustainable as they are today, and in agreement with what was mentioned regarding the previous case-study, it all depends on the culture of the company. As was mentioned at the beginning of this chapter, this hotel belongs

to one of the biggest market leading companies in the world. Their top management has implemented some very serious sustainability programs, and they have a very particular sustainable mindset and values that have been passed bottom down, from top management and administration to operational levels and individual properties. This made it easier for them to accomplish it. They also believe it is key to promote communication between all stakeholders and then evaluate in what way sustainable measures can be implemented and what impact they will have - *"If it benefits everyone, then obviously it is a good idea."* (Case-study B). Regarding the barriers, and the one that has affected them is in regard with the driver above mentioned, it has to do with priorities. Companies and businesses have established priorities and goals with deadlines that must be respected. Their hotel is currently going through a phase putting them in a position where a lot of sustainable ideas and practices that could and should be implemented, and some of them are established and encouraged by the headquarters, are not being prioritized. Also, if the hierarchy and the administrative organization is too complex, *"implementing such ideas takes a lot of time."* (Case-study B).

For case-studies C and E, the two sustainably positioned of the pack, and something that was never taken into account by any of the reviewed authors, the obvious reason for it to have worked for them is the fact that, seen as a gap in the market, they were conceived and imagined to be totally sustainable and both of the buildings were designed and built from scratch, giving them enormous energetic efficiency possibilities and other advantages. *"If it were otherwise, we would never have gotten where we are today. The objectives were traced from the beginning"* (Case-study C). In terms of barriers, they regularly find it difficult to access all the necessary products to comply with their own very strict rules and sometimes, this forces them to make hard decisions. Costs are often a problem as well, as they will usually be higher for sustainable conscious products. However, they try not to inflate their prices and prefer maybe reduce their margins in an attempt to normalize sustainability and as a way to contradict current trends according to which sustainability is exaggeratedly expensive and nothing more than a marketing coup.

For case-study E, a big motivation to implement straightforward environmental-friendly practices such as energy efficient technologies is the fact that *"when you are saving energy or water you are simultaneously saving money"* (Case-study E) and once management teams recognize that, it will become a logic to shift to more environmental and socially sustainable operations. One other very interesting argument observed by this case-study regards consumer mindsets. Consumers' interest and attention regarding sustainable matter has grown and their influence on hotels' methods has increased. Consumers have become more aware, more

attentive and more demanding. More importantly, they have become more powerful with the increase of information and the evolution of technology and internet giving them a voice that can badly hurt a business' reputation. As a matter of fact, for some customers who visit them with higher expectations, their sustainably measures are still very insufficient and they have been denounced for not doing enough to deserve that status. For others of course, finding companies pioneering and leading the way on the sustainable movement is impressive and very respectful. Customers' influence and satisfaction thus being mentioned as one of their main motivation to implement such practices and keep trying their best to do even more. Another pleasing fact in line with this is the access to tour operators and markets strongly angled to sustainable tourism such as northern European countries; as this offer is still relatively scarce in Lisbon, it is still a sort of market niche and they have a motivating competitive advantage - *"in 2017, there should be a wave of sustainably positioned hotels opening, but the need for money speaks louder. Opening a standard hotel is quicker, cheaper and more profitable"* (Case-study E). Being faced with the same barriers as some of the other case-studies, it can be extremely challenging to work with alternative but profitable food procurement strategies. Access to satisfying quantities is limited, it is costly and it often requires more time and effort to find alternatives, making it very discouraging to implement such methods. It is imperative for *"these procedures to enter a network of normalization and automatism"* (Case-study E), and for the different types of sustainable food products we have talked about to be *"available in larger quantities"* (Case-study E): only when prices will become more accessible and when logistics become less of an effort will it be taken into consideration – *"there are many countries in Europe where this is happening and sustainable oriented processes are more developed."* (Case-study E).

In agreement with the arguments given by case-studies A and B, case-study D also has its sustainability-related processes driven by values and ethical compromises. Also, as was already explained about this case-study, and according to their experience, it is extremely important for those compromises to be aligned with the team's ideologies and objectives. *"It is absolutely key for this information and vision to exist in every hierarchy and to come and be passed down from top management"* (Case-study D). Only in this way have they been able to achieve sustainability objectives. In terms of barriers, for this case-study, being part of a global hotel company can be advantageous or not and one example of that is a water contract established between the company and a water brand from the country the company comes from. That water brand is served in the Lisbon hotel as well, showing a lack of sustainability as that water needs to be imported instead of selling a Portuguese brand. The same goes with other big suppliers

with whom the company works for trust and standardized services reasons, supplying more than just one region and not allowing the hotel to achieve certain sustainability levels.

For Case-study F, along with other elements discussed along in this chapter, just like for case-study A, the need to satisfy clientele and give guests the best quality possible while preserving financial viability is the main objective. The lack of regulations, guidelines and help from entities is what has been limiting their sustainability results food wise. There needs to be not only an increase in defined regulations on the matter, *"making it to some extent an obligation for hotels"* (Case-study F) to make an effort in greening their food supply chain, but also strategies and directives *"along with the necessary information, guidance and support through the processes of transition and implementation"* (Case-study F). Despite there being an increasing number of hotels rather focused on being more sustainable, he believes only legislation will have the power to make it more accessible and generalized - *"it is like electric cars. They were expensive at first but now they are becoming cheaper and cheaper. I think for sustainable food products it is the same. They will become more accessible and sustainability will be more generalized"* (Case-study F). In agreement with some of the other reasons given, he believes things are already changing as we are seeing a drastic increase in information and awareness as well as in power given to the public and he is confident that with time, even though it might be a slow process, it will happen.

Ultimately, one of the most important things to take into consideration, and it seems like these case-studies do and that it is important for their thriving, is how food procurement sustainability is part of the bigger picture and should be put in place also because of the contribution it will give to the global sustainability's achievement of the company, to the greener image of the brand and to customers' satisfaction. As exemplified at the beginning of this chapter, and something that helps us justify this, is the excellent results achieved by case-study C on one of their certification's grade, which would never have been possible if food and beverage sustainability and its procurement in particular was not taken into account as it weighs for a big percentage of the requirements. However, as experienced by some of the case-studies, introducing these practices can be somewhat of a slow process as some of them are not the most cost effective and pose a financial challenge being hard to change and expand mentalities and improve results:

> *"In Portugal, the sector accounts for a very significant piece of the GDP, so every decision and every step taken, as small as it can be, will have considerable effects on the economy (...) Although there has been an encouraging growth of Portuguese tourism, and even though we have been doing better than some of our competitor*

> *countries, a problem that we have is that our prices are still lower than many other tourism destinations (…) forcing us to use methods and strategies that might be less sustainable."* (Case-study A).

In line with these thoughts, *"in Portugal, hotels should definitely be more considerate about buying food sustainably (…) but sometimes, the need to sell for cheaper makes them buy cheaper which is often less sustainable."* (Case-study F). *"The volume of tourists in Lisbon has become uncontrollable and sustainability has been seriously affected."* (Case-study F), something that has also been identified as a competitive problem for some case-studies analyzed. This is where some of the case-studies agree on the need for entities implementing regulation and helping guidelines. Being conceived as sustainable is the only thing that makes it possible to stand out:

> *"There are new hotels opening almost every day in Lisbon but none of them are particularly sustainable. Once again, the established hotel opening machine makes it easier, quicker and cheaper so people do it the simpler way (…) But if it has worked for us I think it can work for everyone who wants it."*. (Case-study E)

One other aspect that does not seem to be particularly problematic for any of the case-studies but that we believe to be essential to talk about and understand how they have addressed it so far, is the possible contradiction existing between hotels trying to be sustainable and having sustainable procurement processes but also having to showcase luxury, richness and pamper their clients with grandiose, extravagant services. All of them manage this and rely on the balance between both. For case-study A, once again it all comes down to a company's values. The business can have a certain standard regarding sustainability but it is important that clients are not contradicted. Sometimes, there might be clients who may feel are entitled to have carless behaviors, not wanting to be told their attitudes are irresponsible and, *"if those clients want to take twenty showers a day and have all the lights on to be happy, then for us that is fine."* (Case-study A). In agreement, informing the client has helped a lot:

> *"we have information in the rooms regarding negligent water use and the consequences of such behaviour but we don't have water timers in the showers. We cannot forbid the client from taking a shower for however long he thinks his shower has to be (…) we have to satisfy sustainability standards as much as quality standards for clients."* (Case-study C).

Communication, information and education as well as making the customer feel responsible and involved has also been key for the other case-studies. In case-study B's experience, if given the choice, most guests would definitely opt for sustainable attitudes and products and

*"although there are obviously still some indifferent clients, most are aware and ready to participate for a better future."* (Case-study D).

### 4.2.1 Discussion

In this next section, our objective will be to analyze all the previous information regarding the findings from the first research question gathered from the cases studies and match it to literature reviewed in previous chapters and discussed alongside other sources debating the subject, with the objective of studying information and better understanding the trends in the sector regarding this first topic.

First off, the literature we reviewed helped us understand the economic dimension of the tourism and hospitality industry. With such importance comes great responsibilities and as mentioned in earlier chapters, the tourism and hospitality industry have clearly been depicted and proved to be responsible for the consequences of a lot of unethical and unsustainable actions and how, being part of the problem, they must be leaders for the solutions[56]. However, the tourism and hospitality industry must take part in finding solutions and improving sustainable development[57] and as we have been able to conclude in the previous paragraphs, all of our case-studies have proven to be extremely conscious about their responsibilities and the consequences of their actions, showing some serious preoccupation for sustainable development and sustainability and putting into practice a lot of policies helping them have a respectable corporate responsibility and making their businesses as inconsequent for future generations as possible. This clearly proves that, despite an existent generalized idea of hospitality businesses being selfish and careless, in reality, regardless of the motivations, hotels are very much aware of their impact and do indeed make an effort to have financial viability and please all stakeholders while keeping future generations in the equation (Dyllick & Hockerts, 2002). As a matter of fact, and in line with what was mentioned by most of the reviewed literature, the respondent of the first case study explained how nowadays every big company ought to have and does have very clearly defined corporate responsibility strategies and policies, which have, in most cases become structural pillars of many of those world renown companies. This green behavior, image and sustainability results have also helped them collect some well-deserved prizes and certifications and, as defended by Manaktola and Jauhari (2007), awards and certifications are a visible marketing strategy and transparent way of proving

[56] World Tourism Organization. 2016. ***UNWTO Annual Report 2015***. Madrid.
[57] Ibid.

sustainability-oriented efforts to a growing interest shown by most consumers. For case-study C, this is extremely important and choosing which ones to keep and reapply to every year or not is an important decision as some give more credibility than others as well as more visibility with consumers. Cavagnaro and Gehrels's (2009) stated that communicating with clients about sustainability-related practices will improve the establishment's image and will help their satisfaction. However, as Boley and Uysal (2014) had alerted for, it is important for hotels to not to hide behind sustainable practices that are in reality nothing other than financial economies for benefits such as towels and linen reuse. This dilemma was defended in a previous chapter by Jones et al. (2015) who said sustainability, sensitive actions and the propaganda of ethical message somewhat goes straight against a superfluous consumption and services.

Tinnish[58] stated that by greening their supply chains and improving the functioning and relationships along these processes, hotels have observed a clear increase in their overall sustainability results, an improvement of clients' and other stakeholders' satisfaction (Seuring et al., 2008) as well as market leadership, cost savings and ultimately, better performance (Langley et al., 2008) benefiting from a series of advantages in return (Graedel, 2003). As part of the supply system put in place and its management, procurement, and the choice of suppliers and more importantly the relationship between the case-studies and their suppliers, we have had some interesting insight which is in agreement with most of the literature reviewed on the matter. Dwyer & Gupta[59] identified the excessive length of suppliers list to often pose efficiency problems even though it can offer some benefits as well. So, it was interesting to understand how complex or simple the case-studies' suppliers list is something that is not part of the case-studies' barriers. Also, Seuring et al. (2008) and Janvier-Jones (2012) explained how the selection of suppliers, the procurement methods put in place as well as monitoring and working regularly with suppliers is decisive for a successful supply chain functioning and management. All of this, as we have been able to understand from the respondents, is something that has carefully been studied by all the case-studies. Something that comes with a lot of work experience and trial and error. Most case-studies having yearly contracts and extensive sustainability related requirement for their suppliers, continuous communication with them and monitoring of the situation is something that, as we have understood, all pay close attention to as a means to make the process more automatic, efficient and to be able to rely on their

[58] http://hotelexecutive.com/business_review/3889/the-next-step-in-sustainability-sustainable-supply-chain-management, Retrieved October 3 2016.

[59] Dwyer, C. J., & Gupta, A. 2008. ***The e-procurement benchmark report: Driving year-over year superior performance***.

suppliers' list. Nonetheless, Cavagnaro & Gehrels (2009) did defend that many suppliers often do not have necessary information on this and even if they do, working with such strict specifications can become problematic for certain products, quantities and timings. Giving some professional truth to this, some of the case-studies have identified this as problematic and one of the biggest difficulties to overcome also defending how important it is to work hand in hand with the suppliers in order to improve this. In line with this, as defended by Jones et al. (2012) and Taylor et al. (2003), establishing a positive and long-term relationship of proximity and collaboration with suppliers and creating local communities as a means to improve, by mutually influencing and educating one another through the transmission of know-how on sustainability-related topics. All case-studies have subscribed to this and gave excellent examples of it, such as case-study A saying how they have a daily relation and communication with their suppliers and case-study C mentioning how they convinced one of their suppliers to become more sustainable. Cho et al. (2012) reminded that suppliers immediately influence hotels' service quality and as a consequence will influence consumers' satisfaction. Indeed, working with partners along the supply chain does in fact help attend certain stakeholders' requirement and achieve competitive advantage (Seuring et al., 2018).

Also related to procurement efficiency, Kothari et al. (2005) & Jones et al. (2015) say that poor information technology in such businesses is a big setback that needs resolving. With the integration of information of all departments and operations into one system, including suppliers' information, information technology will help decisions makers have a better understanding and a better overview of all necessary data to make wiser decisions and eventually achieve a much more efficient operations management standards and ultimately help achieve better sustainability-related results. All of the case-studies seem to know this already as all of them do indeed have well implemented and functions integrated information systems and as they have said it does indeed help make the whole procurement process more automatic and efficient by saving time and work giving them more control which in turn help sustainability-related aspects.

Something else mentioned in the literature review and taken into consideration by the analyzed case-studies is auditing and control processes regarding food sustainability. This was defended in the literature review as a crucial step transmitting confidence regarding sustainability achievements. Having external auditing and control shows transparency and unbiased reporting, creating an image of trust [60]. All of the case-studies do have some regular auditing

[60] Ethical Corporation. 2015. ***The State of Sustainability 2015.***

process for food sustainability such as food safety controls and obligations and some of them being monitored by specific companies, by their own corporate programs' guidelines and also by entities prizing them with certifications that require regular monitoring and evaluation. Interestingly, this meets Rajkumar's (2011) statement stressing the importance of a continuous control and measurement of performance.

Regarding the actual procurement processes put in place and the choices made by the case-studies regarding the procurement of the actual produce, we tried to understand if they purchase regionally or nationally, to what kind of producers and suppliers, if they follow seasons and care about the quality of the produce as well as other more specific things that have been defended in the literature as important, such as, procurement organic products (Moskwa et al., 2015), animal products from ethical sources and sustainable fish two things part of the Green Restaurant Association (See Annex 3) and the Sustainable Restaurant Association (See Annex 2) sustainable food procurement lists. Justifying what seems to be an absolute priority for case-study A, amongst some of the others, local sourcing has been described in the literature as extremely important. Indeed, reducing food miles will not only help the hotels reduce their carbon foot print numbers but will also contribute for the development and mutual help of local communities, producers and local economies (Donal & Blay-Palmer, 2006). This also allows the case-studies to have a closer and transparent relationship with their suppliers. This can be backed up by what Walker & Preuss (2008) explaining that the prioritization of smaller and local suppliers for procurement and an establishment of a relationship with them will strongly contribute to the achievement of sustainable procurement. Also, Benis & Ferrao (2016) have explained how modern consumerism, industrialization and procurement ease has resulted in our food traveling more, creating a bigger pressure on natural resources and on total blurriness regarding its provenience information and Donal & Blay-Palmer (2006), say there is a clear growing interest from consumers in locally produces and distributed food supporting hospitality businesses striving for sustainable modes of procurement and consumption all supporting the importance of local procurement. Along with local procurement goes an idea of seasonal and fresh products which, if possible, should be purchase on a daily basis. This has been defended as being a crucial part of a sustainable food procurement strategy by the Green Restaurant Association (See Annex 3), as well as the Sustainable Restaurant Association (See Annex 2). Even though this has been proven to be important as well as achieved as much as possible by all of the case studies, it can be quite difficult as case-study number C as explained - when working with very fresh, seasonal and maybe smaller producers, quantity can once again be a problem, a problem that can become yet bigger when unpredictable natural hazards spoil

cultivations and predictions. One other problem mentioned by a reviewed author also supporting the above-mentioned problems, but that, interestingly, does not seem to have bothered any of our participants is the fact that fresh produce is harder to stock and keener to be perishable [61].

As part of the three pillars of sustainable development, environmental sustainability and environmentally sustainable practices have been mentioned and defended throughout the literature review and have obviously been taken into consideration as part of sustainable food procurement. One of the most important practices is related to the effort of managing and hopefully reducing food waste, which like for many other practices, all of the case-studies have proven to, not only be aware of and preoccupied with but also been able to be very successful at. Min & Galle (1997) clearly say, and some of the case-studies do agree that procurement decisions made at the very bottom of the food supply chain will have an impact on the aftermath of the product and on food disposal. Guide et al. (2003) actually allege a healthy relationship with suppliers may contribute for a waste reduction which some of the case-studies studies have confirmed and proved with some saying how when people with experience are making those thoughtful solution, food waste will be absolutely minimal. The exact same goes for excess packaging and recycling solutions. Just like food waste, excess packaging was one of the most underlined and referred to problem in the literature review, needing urgent resolution. With most authors talking about the same aspects as with food waste, such as defending the importance of a planned procurement as one way to avoid excess packaging - it needs to be taken into consideration at the very beginning of the supply chain. Also, collaborating with suppliers in order to avoid excess packaging has been pointed out as extremely effective by authors in the Literature review (Carter et al., 2000 and Min & Galle, 1997). Has we have seen, most of the case-studies studied do this by pressuring suppliers to reuse plastic crates, reduce cardboard packaging and so on.

Another pillar of sustainable development is social sustainability. Also, thoroughly defended in the literature review by many authors on several different aspects, social sustainability is definitely an important part of all of these case-studies' sustainable objectives. Paying attention to customers' needs amongst other stakeholders, and in this case, their food and nutritional need has been mentioned as key for their satisfaction. More than just new dietary habits and allergies, general nutritional balance as well as healthier meals such as portions' reduction, using more

[61] http://www.ceres.org/roadmap-assessment/roadmap-in-action/explore-by-topic/performance-supply-chain/digging-into-sustainable-agriculture, Retrieved March 15, 2017.

vegetables and less meat, using healthier cooking methods and healthier products in general as a preoccupation for guests' satisfaction has been pointed out by several authors as a sustainable policy per se (Dutta et al., 2008 and Cavagnaro & Gehrels, 2009). Like for some other few practices, this is one of those that all case-studies satisfy pretty much a much as anyone can showing how aware they are of these needs and most of all as an attempt to satisfy their customers.

We start this project with a definition of sustainable development which has as a basic objective the satisfaction of all stakeholders without jeopardizing future stakeholders needs. Education of younger generations, communication, awareness and selflessness have been mentioned as a key step in the contribution of future generations' awareness towards sustainable development (Donal & Blay-Palmer, 2006). Case-studies do this, as we have seen, mainly by accepting school visits and talking to them about the problems and solutions around food procurement and the sustainability consequence of an unware supply chain management.

In conclusion of this sections, we can say that even though in 2009 Cavagnaro and Gehrels stated that the hospitality industry is quite behind and can definitely not be considered as an example regarding its sustainability efforts and results, in Jayawardena's et al., (2013) opinion, the sector is now on its way to rather sustainable results taking into account the three pillars of sustainability.

### 4.3 Differences in the drivers and barriers between the case-studies and other hotels

The second research question attempted to understand how the reviewed drivers and barriers would differ and be affected by different hotels' characteristics, positioning and business values amongst other factors.

First off, we can say we have observed some difference between our own case-studies, with the case-study C and E, both having a clear sustainable positioning and sustainability in general at the core of their concept and showing some convenience and advantage being able to put in practice some of the strategies. As both said, if it were not the case they probably would not prioritize a lot of the sustainable policies that they do. We have also observed some differences between case-studies being part of international companies as they have to obey several brand requirement and guidelines which has proven to be a disadvantage but that can clearly be an asset as well, as global recognition gives power and visibility. As opposed to this, being a smaller and single hotel might, as we have understood, may set you back in negotiations with suppliers and offer you less interesting prices as quantities ordered are smaller. Yet, having fewer rooms may give you some convenience for planning from and operational standpoint.

Being a smaller hotel and *"with breakfast being included in all reservations and packages, it is favorable from an operational and planning standpoint as we know in advance how many guests have any specific needs and make requisitions in accordance".* (Case-study E)

One similarity we can find in all case-studies and something that has been pointed out by most of the participants, once again it all depends on the established philosophy and values of the company. *"Each hotel, regardless of their size or positioning will have one difficulty that another will not encounter and those cannot be seen as excuses. Each one needs to do its best and adapt to its one way."* (Case-study B)

The sustainable concept was not the only advantage allowing results. Difficulties and motivations to be more sustainable can be related to the hotel typology and to the market it serves, the property's size and room number as well as all of its surroundings. It will be harder for economy hotels because they will have to reduce their costs as much as possible:

> *"A two-star hotel might not be able to buy ecolabel amenities but they can be sustainable in other ways (...) Once again, these cannot be seen as excuses or difficulties. It is important to adapt, go around these difficulties and find processes to become sustainable".* (Case-study C)

Also, *"economy hotels will probably need to buy cheap to be able to sell cheap and it is harder to be sustainable"* (Case-study F). Something we were unable to evaluate but that was mentioned by a couple of the participants as a possible factor influencing a hotel's sustainable outcome is its location. For a small, family owned rural hotel, it might be easier to exclusively use local ingredients exclusively given the fewer guests to serve. However, a much bigger hotel in the same situation can source the best quality but maybe sourcing locally will not be enough for all the guests in house.

### 4.3.1 Discussion

We can clearly say that a pattern is observed in terms of situations, with a general agreement on most of the situations motivating or slowing down sustainable food procurement processes. It is also interesting to notice that most repeated arguments tie with the studied ones in the literature such as, guests and stakeholders' satisfaction and loyalty (Prud'homme & Raymond, 2013 and Xu & Gursoy, 2015), competitive advantage and increased performance (Zhang et al, 2012; Green Hotelier, 2013 and Graedel, 2003), mutual and long-term relationship and collaboration with suppliers (Xu & Gursoy, 2015) and lack of suppliers' awareness and capacity to respond (Cavagnaro & Gehrels, 2009) amongst other difficulties. Regarding what separates hotels on food procurement's sustainability achievements, we can conclude that the balance

between sustainability, service and financial outcome as well as the importance of persevering through struggles and being as sustainable as possible each one in its own possible way is the most important thing with only a few of the arguments given in the literature observed in our study, such as, administrative organization and power, size and location as well positioning.

# 5 Conclusion, Implications and Future Research

## 5.1 Conclusion

The present academic study, thought-out and driven by a personal interest, had as a main objective the understanding of the concepts of sustainability and sustainable development as corporate responsibility models based on the economic, social and environmental pillars, and as an extensive and critically existential problem that through recent events can be considered as trendy marketing, but that has undoubtedly become a respected management strategy and a popular academic subject transversal to various industries.

Being aware of the global economic and human influence of the tourism and hotel industry and also of this sector's urgent compromise with sustainable development, not only in Portugal but in the world, and based on a proven need for further research on the matter, the author aimed to understand, more specifically, how this subject has been lived and implemented by the sector and how it has impacted the hotel industry at a professional and operational level. Further unveiling the growing need and importance for different industries to green their supply chains, and also how the hotel sector's food and beverage departments presented some important issues and opportunities for this, it was interesting to study the different challenges attached to making food procurement systems more sustainable in the Portuguese hotel industry and how the sector's experts have overcome these problems turning it into a major factor of their corporate responsibility's campaigns, a meaningful reason for guests' satisfaction and a participation to sustainable development.

By interviewing and interpreting the views of industry experts from six Lisbon hotels and one association for supporting views, the study tries to answer a couple of research questions related to the drivers and barriers that have shaped and will be decisive for those hotel's sustainable food purchasing practices, the advantages and disadvantages that have resulted from those implemented policies, and also if those drivers and barriers are the same between each one of the six case-studies and for other hotels with different concepts, characteristics and positioning.

Presented with a list of open questions organized by topics in a semi-structured interview format, based on the author's experience and on the reviewed literature, the participants of our study had total freedom to express their points of view regarding the subject in general and exemplify by explaining their hotel's food procurement process functioning. As was wished and expected, this allowed us to analyze a set of trends practiced by a range highly suitable and

market leading case-studies and establish a pattern of managerial strategies within the hospitality market related to the study subject.

As has been mentioned in previous chapters, corporate responsibility, sustainable development awareness and sustainability driven strategies and policies in the hospitality industry must now-a-days be not only and obligation and priority, but also a decisive factor to achieve competitive advantages and satisfy a growing wave of truly interested, aware and educated customers. Also, as some authors have pointed out, even though the hotel sector might have been somewhat slower than other industries to implement more ethical mentalities and sustainable practices, others clearly state that the tourism and hospitality industries are now on the right path. Our results demonstrate how such philosophies are clearly being implemented with some very successful measures being carried out and we can say that, regardless of it being motivated by genuine sustainable values and objectives or by public pressure and opinion, all case-studies have proven to be perfectly aware of their sector and business' impact on future generations and take their responsibilities in order to make their actions as inconsequential as possible.

Such results we believe to have been demonstrated throughout the answers given by our participants and the identified behaviors of the analyzed case-studies, with some very interesting and positive insights and with most participants proving much awareness, knowledge and appreciation for the matter as well as justifying some visible efforts and policies put in place. Indeed, as the last chapter illustrates, all of the case-studies, regardless of their individual characteristics or positioning, have shown to have some very mature and transparent corporate responsibility programs and ethical cultures established by higher management which have been implement throughout all chain properties around the world if the case, as well as in Portugal, including the chosen case-studies, which result in a set of social and environmental policies translated into actions put in place to represent those responsibility programs.

Regarding the first research question which looked to understand what are the main drivers and barriers influencing the case-studies sustainable food procurement policies, we can say that, despite some small differences between each one of the case-studies, the policies and practices put in place are overall the same, just like the reasons motivating those decisions. First of all, all case-studies being respected and well-known for their status and value, offering the best quality food possible for guest satisfaction has been proved to be one of the main influencers for practices such as food quality and safety, local procurement and using national ingredients and seasonal sourcing as well as freshness of the products based on a relationship of trust, communication and mutual collaboration with the suppliers able to provide that excellence. Some of the case-studies, being part of global market leading brands, have top management

and administrative corporate responsibility programs, guidelines as well as a powerful image and ethical values implemented and passed down, which allow them to have efficient processes of communication between all stakeholders, mechanisms of self-evaluation and improvement as well as an international clientele to respect who have expectation regarding the policies of the brand. It is clear how in those case-studies with value and a business philosophy angled for sustainability, where teams' mentalities are aligned with the brand's ideologies and where communication exists, objectives will be easier to achieve. Also, such presence inevitably gives these case-studies some advantages such as procurement power and influence and more interesting deals.

For two of the case-studies having been completely created as totally sustainable projects was one of the biggest drivers allowing them to accomplish such interesting and sometimes more particular practices and results. Being built as a sustainable hotel, not only allows for many financial benefits on the long term, but also enforces an established sustainable mentality which will be at the base of every decision and cannot be contradicted despite any encountered difficulties.

Of course, an obvious motivation to increase sustainable food procurement practices is clients' satisfaction. The case-studies analyzed have realized and have had to adapt and evolve with an obvious and increasing aware clientele, more informed, educated and exigent regarding sustainability matters. Their access to information and consequent power and influence the case-studies' decisions has been decisive for the implementation of practices related to dietary habits of consumers, products from ethical sources such as fairly raised animal and sustainable fish species, an increase in the demand for organic and healthier products and dishes, amongst other things. Along with these shifts in consumers' attitudes and demands, sustainability focused tourism products have been increasing motivating some of the case-studies to improve as a means to attract a new and growing target group.

Ultimately, and at the base of all of our case-studies' sustainable mindset and sustainable food procurement practices, is the fact that these practices will be of enormous contribution to the global sustainability's achievement of the company, to the greener image of the brand, to customers' satisfaction and to the awareness that each and every move will have a very significant impact, in a country where the sector accounts for a very big piece of the GDP.

All of this of course, does not make up for many identified difficulties, shortcomings, some lack of prioritization of the problem, as well as some pretended justifications for the implementation of these policies and practices and some limitations regarding managerial and corporate sustainability-driven values passed down to all hierarchies. For each one of these

case-studies, regardless of what level of sustainability they have achieved and how many food procurement measures they have put in place, achieving total sustainability is a long and arduous process which is often challenged by many different barriers.

In line with what has been said above about the need for sustainability-driven values and an according business philosophy implemented across all levels of the company being absolutely key, most of the case-studies have had a hard time making this happen. Also, just like being part of a global hotel chain can be a huge advantage, it can also make these processes of implementation longer, slower and more complicated to achieve. Like in the case of a couple of our case-studies, bigger companies have a set of established objectives with strict priorities and sometimes, sustainable practices might not be a priority or at least they do not benefit for the whole company. From an operational stand point, belonging to a bigger company can also complicate things as procurement contracts need to be respected and make some of the case studies to choose less sustainable food procurement methods.

Another barrier that has been encountered and underlined by most of the case-studies is related to struggle of suppliers to respond when too many and strict requirements are imposed by the hotels. Indeed, some of the case-studies have mentioned how it is difficult it is to find suppliers able to respect the sustainability measures required, who offer such specific products as well as to guarantee the necessary quantities of supply, timely and most importantly at an attractive enough price. Moreover, working alternatively requires a much bigger effort in many ways, more time and more involvement. This helps understand how shifting to more sustainable procurement methods becomes dissuasive when taking into consideration how much more convenient it is to just stick to the existent procurement practices of the market and until these alternative processes become more generalized and more popular amongst more hotels and more suppliers, it will continue to be a hurdle not every hotel will be able to jump over.

The lack of regulations, guidelines and support implemented from competent entities has also been understood as a limiting factor for those not experienced enough to shift their food procurement operations to more sustainable molds and that do not have the necessary experience. We have identified the need to, not only increase the support and legislation on the matter, but also the importance of making it to some extent an obligation for hotels. Also in line with, something we have not studied but that was pointed out and that our experience helps us confirm is the difference between the Portuguese and foreign sector. Despite the uncontrolled booming of the tourism numbers in Lisbon, prices being much cheaper than in many competitor countries make it harder for the Portuguese hospitality sector to have the same evolution and attain the same objectives as those competitors. As a consequence, many hotels who have the

need to maintain their margins will have a harder time implementing sustainable food procurement policies.

With the second research question, our goal was to understand how much weight each case-study's particular characteristics and positioning as well as the differences with other hotels can affect the outcome and results of sustainable food procurement.

One aspect that was concluded to be a driver for some and a barrier for others, can be identified as straightforward differentiating characteristic that will influence one's ability to implement very specific food procurement policies – the sustainability oriented concept.

A similar aspect to previous one explained, the values and philosophies one implements in its company. All case-studies seem to be able to achieve sustainability-related to some extent practices because of their awareness regarding the importance of the mater, because of their implementation of a sustainability driven mentality regularly communicated to employees and fostered to become intrinsic and automatic. This clearly shows us that those hotels not following such steps would not be able to achieve the same levels of sustainability.

The affiliation to a superior company and brand is the other clear difference we have observed between our case-studies that characteristic being as much a convenience as it can be a setback. And related to this is a size and number of rooms a hotel can have. The smaller case-studies analyzed have proven to have less difficulties with general supply chain management and procurement planning and with particularities such as quantities ordered not being met by suppliers. They have also shown to have more procurement options and possibilities the bigger ones do not.

Other characteristics that might differ between hotels and compromise their ability to attain food procurement sustainability and that were mentioned by the respondents are: the hotel locations and surroundings, the market it serves and, of course the type of hotel in question, as more economic hotels will have an obvious tendency to buy cheaper products, sell them cheaper and keep and interesting margin. Economy hotels will not have the procurement possibilities some of our luxurious case-studies have as they have, as the latter a clientele ready to pay a premium price for quality and satisfaction.

In conclusion, we can clearly say that a pattern is observed in terms of situations, with a general agreement on most of the situations motivating or slowing down sustainable food procurement processes. Also, the identification and understanding of the variables positively or negatively influencing the achievement of sustainable food procurement and how these might differ between hotels has led us to interpret how, for these case-studies, a balance between sustainability development and preoccupation for future generations, customer satisfaction and

financial sustainability as well is key for long-term results and effectiveness of sustainability related policies. All these variables depend on one another and are all equally important.

## 5.2 Limitations and Future Research

This study has some clear research limitations that need to be acknowledged and identified. This can also be used as indications and guidelines for future researches in this field of study.

First and foremost, the time and length limitations of the study affected the number and the types of case-studies chosen for the inquest. As could be expected, asking for the time of working professionals was a problem to some extent as not all showed availability reducing in that way the number of possible case-studies. We were also somehow limited as to who we would interview as the person with the same position was not available in each case-study. We had the possibility however to interview someone in another position. Indeed, we believe a larger number of case-studies would have allowed us to have more and more different information which could have given us different results and would have allowed us to identify other drivers and barriers helping us have a more elaborate conclusion. In the same way, due to mobility and time restrictions only Lisbon was used as sample: it would have been interesting to have case-studies from the whole country as only one city is not representative enough and does not allow to confirm some of the predictions we had that were also mentioned by some of the respondents, i.e., how the location of a case-study will influence the procurement possibilities. Still related to geographical and methodological limitations is the impossibility of using foreign case-studies. Semi-structured interviews with open questions required, or at least it was preferable, for us to be present in order to guide the interview. Otherwise, it would have most certainly been revealing to have the testimonies from case-studies from other countries like for example Scandinavian countries which are famous for their sustainability driven values, policies and very exigent target groups on the matter. This would have allowed for a comparison between two countries and fundamentally, how two completely distinct mentalities actually affect the food procurement policies.

Moreover, as already explained, in order to have a global impression of professional and terrain-based trends of the sector, we decided to include different typologies of hotels, different sizes, brands and positioning. Despite this allowing us to better understand how those different characteristics would impact food procurement sustainability, focusing on only one category such as for example only five-star up-scale hotels, only economy, or only hotels with a sustainable concept and positioning may have allowed for more specific and accurate information and grant corresponding results which would help identify trends in those particular

markets and possibly presented the possibility to identify deeper managerial implications. On the other hand, it could have also been interesting to interview several representatives of only one case-study as a means to identify different opinions and also how those would differ from a managerial position to a more operational position. We identify these two conditions as very interesting guidelines for future research.

Despite the qualitative methodology used offering us some extremely interesting insight possibilities as it gives absolute freedom of speech to the respondent, it compromises not only the exactitude of the results as they are not quantitative and did not allow us to actually quantify and evaluate the food procurement sustainability results of the case studies. It may be interesting, and here is another possibility of future research, to establish a questionnaire with closed questions as a means to, maybe based on points, quantify, grade and evaluate the food procurement sustainability of the case-studies and have a more quantifiable representation of the sector's behavior on the matter. Also, interviewing people representing a private company obviously compromises the veracity of the gathered information making us completely powerless as to identify how real results are.

A way to maybe solve the problem identified in the previous point and possibility for future research would be to interview experienced suppliers from the sector and preferably suppliers of the hotels studied as a means to, not only cross-check some the information given by the case-studies but also as a way to have the point of view of, as we have understood, one of the most important and influential actors of the whole process. Another possibility of future research would be to use only suppliers from the industry as case-studies to answer the same research questions.

Furthermore, just like suppliers are an important piece of the puzzle, so are consumers, their opinions, their desire and requirements and the power they can have as ultimate deciders for how a hotel should behave. Thus, despite consumer behavior oriented projects are much more present in the existing literature, it could be curious to, maybe using other methods, understand exactly what are customers' opinions on this, what are their behaviors when at the hotel in terms of food choices and how they expect the sector to behave regarding food procurement.

Finally, a last indication for future research, and something that was pointed out to us by one of the case-studies practices, is to compare the food procurement policies used for customers' needs and on the other hand, as all of the case-studies have a cafeteria for employees, understand how food procurement methods vary for employees and more importantly, understand how sustainability is affected by those differences.

## 5.3 Theoretical Implications

The present study contributes to the hospitality, food procurement and sustainability literature and to the understand of the different variables and hotel characteristics that will have an impact on sustainable food procurement's outcomes.

Literature has shown us how sustainability has become increasingly popular as well as important in recent years, being nowadays part of crucial management strategies [62]. It has also been mentioned supply chains is an area needing improving with numerous innovation possibilities.

Previous research has looked into sustainable food procurement for the public sector such as schools or hospitals (Rimmington, Smith, & Hawkins, 2006), however, little literature exist regarding this matter in the food and beverage industry in general, and in particular applied to the hospitality sector (Azilah and Anida, 2012). Also, the existent literature on sustainability in the hospitality industry main attention is aimed at consumer behavior and related models and regards practices seeking to reduce operational costs (Boley & Uysal, 2014) and not to the food and beverage department.

Thus, our contribution triangulates these three aspects, using precise case-studies from the Portuguese hospitality market answering these gaps in the literature.

## 5.4 Managerial Implications

As we have learned, sustainable strategies have become more and more popular in the hospitality industry due to reasons such as customer satisfaction and competitive advantages. One of the departments that can benefit from greening their strategies is the food and beverage department. With food procurement being a key step in the supply chain management and the product lifecycle, we have decided to unveil what impacts sustainable food procurement strategies and how the sector is using these strategies as a contribution for a better corporate responsibility.

This study has helped us identify a set of drivers that motivate a more sustainable approach to the food procurement department of hospitality business and in particular the analyzed case studies. However, these companies are also faced with some challenges.

First of all, our results have demonstrated how hotel businesses need to have a set of values, philosophies and mentalities that prioritize sustainability as a genuine objective and that are

[62] Center for Responsible Travel. 2016. ***The Case for Responsible Travel: Trends & Statistics 2016.***

implemented throughout all hierarchical levels, communicated internally as well as externally and fostered in order to become first nature to all stakeholders and intrinsic to the company's values. As explained, only then will certain levels of sustainability be achieved. Also, for food and beverage departments to prioritize product quality and service excellence can be considered as beneficial in terms of sustainability as both go hand in hand and each one of them fosters the other. It is also important for these practices to be regularly communicated to clients as a means to make them aware of the hotel's position on the matter, as a means to make them know what to expect, let them feel involved and responsible and more importantly as a means to attenuate the possible disappointment of a maybe less luxurious service for a more sustainable outcome. Finally, the relationship with suppliers is absolutely crucial for a successful outcome regarding food procurement sustainability. Just like customers it is important to involve suppliers, educate them on the sustainable requirement, let them adapt, make them understand they have a big role to play and also work together for a mutual benefit.

It is important for management to understand that the implementation of sustainable processes and sustainably driven procurement strategies is a slow and complicated process followed by a set of difficulties such as the lack of financial or brand recognition power, difficult supplier response in terms of required quantities and sustainable requirements, and a general overall difficulty of opting for alternative and less efficient procurement measures. Nonetheless and as a conclusive advice, we are able to say that despite any challenges and difficulties it is important to take sustainable development into consideration and be as sustainable as each particular case allows, finding solutions and going around problems as a means to achieve global sustainable objectives.

# 6 Bibliography

Azilah, K., Anida, I. 2012. Environmentally friendly practices among restaurants: drivers and barriers to change. ***Journal of Sustainable Tourism,*** 20 (4): 551–570.

Baker, M., Davis, E., & Weaver, P. 2013. Eco-friendly attitudes, barriers to participation, and differences in behavior at green hotels. ***Cornell Hospitality Quarterly***, *55*(1): 89–99.

Bansal, P. 2005. Evolving sustainably: A longitudinal study of corporate sustainable development. ***Strategic Management Journal***, 26(3) : 197–218.

Benis, K., & Ferrao, P. 2016. Potential mitigation of the environmental impacts of food systems through Urban and Peri-Urban Agriculture (UPA) – A Life Cycle Assessment approach. ***Journal of Cleaner Production***: 1–12.

Bohdanowicz, P. 2005. European Hoteliers' Environmental Attitudes: Greening the Business. ***Cornell Hotel and Restaurant Administration Quarterly***, *46*(2): 188–204.

Boley, B. B., & Uysal, M. 2014. Competitive synergy through practicing triple bottom line sustainability: Evidence from three hospitality case studies. ***Tourism and Hospitality Research,*** *13*(4) : 226–238.

Bramwell, B., & Lane, B. 2013. Getting from here to there: systems change, behavioural change and sustainable tourism. ***Journal of Sustainable Tourism***, *21*(1): 1–4.

Bruns-smith, A., Howard, C., Choy, V., & Rohit, V. 2015. Environmental sustainability in the hospitality industry: best practices, guest participation, and customer satisfaction. ***Center for Hospitality Research Publications***, 15 : 6–16.

Budeanu, A., Miller, G., Moscardo, G., & Ooi, C.-S. 2016. Sustainable tourism, progress, challenges and opportunities: an introduction. ***Journal of Cleaner Production***, *111*: 285–294.

Buhalis, D., & Costa, C. 2006. Tourism management dynamics: trends, management and tools. ***Tourism and Hospitality Research***, 279.

Buckley, R. 2012. Sustainable tourism: Research and reality. ***Annals of Tourism Research***, *39*(2): 528–546.

Carter, C., Ellram, L., & Ready, K. 1998. Environmental purchasing: Benchmarking our German counterparts. ***International Journal of Purchasing and Materials Management***, *34*(4): 28–38.

Carter, C., Kale, R., & Grimm, C. M. 2000. Environmental purchasing and firm performance: An empirical investigation. ***Transportation Research Part E Logistics and Transportation Review***, 36 (September 2000): 219–228.

Castro, C. J. 2004. Sustainable development: Mainstream and critical perspectives. ***Organization and Environment***, *17*(2): 195–225.

Cavagnaro, E., & Gehrels, A. 2009. Sweet and sour grapes: Implementing sustainability in the hospitality industry — A case study. ***Journal of Culinary Science & Technology***, *7*(2) : 181–195.

Chan, R. Y. K., He, H., Chan, H. K., & Wang, W. Y. C. 2012. Environmental orientation and corporate performance: The mediation mechanism of green supply chain, ***Industrial Marketing Management***, 41: 621–630.

Cho, D. W., Lee, Y. H., Ahn, S. H., & Hwang, M. K. 2012. A framework for measuring the performance of service supply chain management. ***Computers & Industrial Engineering***, *62*(3) : 801–818.

Closs, D. J., Speier, C., & Meacham, N. 2011. Sustainability to support end-to-end value chains: the role of supply chain management. ***Journal of the Academy of Marketing Science***, *39* : 101–116.

Cohen, M. J. 2010. The international political economy of (un)sustainable consumption and the global financial collapse. ***Environmental Politics***, *19*(1) : 107–126.

Connelly, B. L., Ketchen, D. J., & Slater, S. F. 2011. Toward a "theoretical toolbox" for sustainability research in marketing. ***Journal of the Academy Marketing Science***, 39 : 86–100.

Creyer, E. H., Ross, W. T. 1997. The influence of firm behavior on purchase intention: do consumers really care about business ethics ? ***Journal of Consumer Marketing***, *14*(6) : 421–432.

Cronin, J. J., Smith, J. S., Gleim, M. R., Ramirez, E., & Martinez, J. D. 2011. Green marketing strategies: An examination of stakeholders and the opportunities they present. ***Journal of the Academy of Marketing Science***, *39*(1): 158–174.

Cucculelli, M., & Goffi, G. 2013. Does sustainability enhance tourism destination competitiveness? Evidence from Italian Destinations of Excellence. ***Journal of Cleaner Production*****,** 111: 370-382

Daly, H. E. 1991. ***Steady-State Economics: Second Edition With New Essays*****.**

Donald, B., & Blay-Palmer, A. 2006. The urban creative-food economy: producing food for the urban elite or social inclusion opportunity? ***Environment and Planning A***, *38*(10) : 1901-1920

Dutta, K., Umashankar, V., Choi, G., & Parsa, H. G. 2008. A comparative study of consumers' green practice orientation in India and the United States: A study from the restaurant industry. ***Journal of Foodservice Business Research***, *11*(3) : 269–285.

Dyllick, T., & Hockerts, K. 2002. Beyond the business case for corporate sustainability. ***Business Strategy and the Environment***, *11*(2): 130–141.

Elkington, J. 1998. ***Cannibals with Forks: The Triple Bottom Line of 21st Century Business.*** Gabriola Island, BC : Capstone.

Font, X., Walmsley, A., Cogotti, S., Mccombes, L., & Häusler, N. 2012. Corporate social responsibility: The disclosure e performance gap. ***Tourism Management***, *33*(6) : 1544–1553.

Gehrels, S. A. 2007. How hospitality industry managers' characteristics could influence hospitality management curricula. ***The Electronic Journal of Business Research Methods***, *5*(2) : 37–48.

Giovannoni, E., & Fabietti, G. 2013. ***What Is Sustainability? A Review of the Concept and Its Applications.*** In Integrated Reporting.

Gladwin, T. N., Kennelly, J. J., Krause, T.-S., & Krause, T.-S. 1995. Shifting paradigms for sustainable development: implications for management theory and research. ***Academy of Management Review***, 20(4): 874.

Gopalakrishnan, K., Yusuf, Y. Y., Musa, A., Abubakar, T., & Ambursa, H. M. 2012. Sustainable supply chain management: A case study of British Aerospace (BAe) Systems. ***International Journal of Production Economics***, 140(1): 193-203.

Graci, S., & Dodds, R. 2008. Why go green? The business case for environmental commitment in the Canadian hotel industry. ***Anatolia***, *19*(2): 251–270.

Graedel, T. E. 2003. Greening the service industries. ***The Service Industries Journal***, 23(5): 48–64.

Gray, R., 2010. Is accounting for sustainability actually accounting for sustainability...and how would we know? An exploration of narratives of organizations and the planet. ***Accounting, Organizations and Society***, *35*(1): 47–62.

Guide, V. D. R., Jayaraman, V., & Linton, J. D. 2003. Building contingency planning for closed-loop supply chains with product recovery. ***Journal of Operations Management***, *21*, 259–279.

Hall, C. M., Grossling, S., & Scott, D. 2015. ***The Routledge handbook of tourism and the environment.*** New York: Routledge.

Hamilton, C. 2010. Consumerism, self-creation and prospects for a new ecological consciousness. ***Journal of Cleaner Production***, *18*(6) : 571–575.

Han, H., Hsu, L. J., Lee, J., & Sheu, C. 2011. Are lodging customers ready to go green ? An examination of attitudes, demographics, and eco-friendly intentions. ***International Journal of Hospitality Management***, *30*(2): 345–355.

Hassini, E., Surti, C., & Searcy, C. 2012. A literature review and a case study of sustainable supply chains with a focus on metrics. ***International Journal of Production Economics***, 140(1): 69-82.

Higgins-Desbiolles, F. 2010. The elusiveness of sustainability in tourism: The culture-ideology of consumerism and its implications. ***Tourism and Hospitality Research***, *10*(2): 116–129.

Holden, E., Linnerud, K., & Banister, D. 2014. Sustainable development: Our Common Future revisited. ***Global Environmental Change***, 26(1) : 130–139.

Hopwood, B., Mellor, M., & O'Brien, G. 2005. Sustainable development: Mapping different approaches. ***Sustainable Development,*** 13(1): 38–52.

Hoyer, K. G. 2000. **Sustainable Mobility - the Concept and its Implications.** Thesis, Roskilde University.

Hu, H., Parsa, H. G., & Self, J. 2010. The dynamics of green restaurant patronage. ***Cornell Hospitality Quarterly***, 51(3): 344–362.

Iwanowski, K., & Rushmore, C. 1994. Introducing the eco-friendly hotel. ***Cornell Hotel and Restaurant Administration Quarterly***, *35*(1): 34.

Janvier-james, A. M. 2012. A new introduction to supply chains and supply chain management: definitions and theories perspective. ***International Business Research***, *5*(1) : 194 - 207.

Jones, P., Comfort, D., & Hillier, D. 2015. Sustainability in the hospitality industry Some personal reflections on corporate challenges and research agendas. ***International Journal of Contemporary Hospitality Management***, *28*(1): 36–67.

Jayawardena, C., Pollard, A., Chort, V., Choi, C., & Kibicho, W. 2013. Trends and sustainability in the Canadian tourism and hospitality industry. ***Worldwide Hospitality and Tourism Themes*****,** *5*(2): 132–150.

Kidd, CV., (1992) The evolution of sustainability. ***J Agr Environ Ethic*** 5(1):1–26

Kirk, D. 1995. Environmental management in hotels. ***International Journal of Contemporary Hospitality Management***, *7*(6): 3–8.

Kleindorfer, P., Singhal, K., & Van Wassenhove, L. 2005. Sustainable operations management. ***Production and Operations Management***, *14*(4): 482–492.

Klettner, A., Clarke, T., & Boersma, M. 2014. The governance of corporate sustainability: empirical insights into the development, leadership and implementation of responsible business strategy. ***Journal of Business Ethics***, 122(1): 145–165.

Kothari, T., Ã, C. H., & Roehl, W. S. 2005. e-Procurement: an emerging tool for the hotel supply chain management. ***International Journal of Hospitality Management***, *24*(3): 369–389.

Lafferty, W. M. 2004. ***Governance for Sustainable Development. The Challenge of Adapting Form to Function***. Elgar, Edgar.

Langley, C., Coyle, J., Gibson, B., Novack, R., & Bardi, E. 2008. ***Managing Supply Chains: A Logistics Approach***. Canada: South-Western Cengage Learning.

Lambert, D. M., & Cooper, M. C. 2000. Issues in supply chain management. ***Industrial Marketing Management***, *29*(1): 65–83.

Laroche, M., Bergeron, J., & Barbaro-Forleo, G. 2001. Targeting consumers who are willing to pay more for environmentally friendly products. ***Journal of Consumer Marketing***, *18*(6): 503–520.

Lavelle, M., Rau, H., & Fahy, F. 2015. Different shades of green ? Unpacking habitual and occasional pro-environmental behavior. ***Global Environmental Change***, *35* : 368–378.

Lee, T. J. 2011. Enhancing destination branding. ***Annals of Tourism Research***, *38*(2): 708–711.

Lo, A., Wu, C., & Tsai, H. 2015. The impact of service quality on positive consumption emotions in resort and hotel Spa experiences. ***Journal of Hospitality Marketing & Management***, *24*(2) : 155–179.

Lu, J., & Nepal, S. K. 2009. Sustainable tourism research: an analysis of papers published in the Journal of Sustainable Tourism. ***Journal of Sustainable Tourism***, 17(1): 5–16.

Macbeth, J. 2005. Towards an ethics platform for tourism. ***Annals of Tourism Research***, *32*(4): 962–984.

Manaktola, K., & Jauhari, V. 2007. Exploring consumer attitude and behaviour towards green practices in the lodging industry in India. ***International Journal of Contemporary Hospitality Management***, *19*(5): 364–377.

Meadowcroft, J. 2007. Who is in charge here? Governance for sustainable development in a complex world. ***Journal of Environmental Policy & Planning*****,** *9*(3–4), 299–314.

Miao, L., & Wei, W. 2013. Consumers ' pro-environmental behavior and the underlying motivations: A comparison between household and hotel settings. ***International Journal of Hospitality Management***, *32* : 102–112.

Millar, M., & Baloglu, S. 2011. Hotel guests' preferences for green guest room attributes. ***Cornell Hospitality Quarterly***, *52*(3): 302–311.

Min, H., & Galle, W. 1997. Green purchasing strategies: Trends and implications. ***International Journal of Purchasing and Materials Management***, 33(3): 10–17.

Monczka, R.M., Trent, R.J. 1995. ***Purchasing and sourcing strategy: Trends and implications***. Center For Advanced Purchasing Studies, Tempe, AZ.

Moskwa, E., Higgins-Desbiolles, F., & Gifford, S. 2015. Sustainability through food and conversation: the role of an entrepreneurial restaurateur in fostering engagement with sustainable development issues. ***Journal of Sustainable Tourism***, *23*(1): 126–145.

Phillis, Y. A., & Andriantiatsaholiniaina, L. A. 2001. Sustainability: an ill-defined concept and its assessment using fuzzy logic. ***Ecological Economics***, *37*: 435–456.

Prud'homme, B., & Raymond, L. 2013. Sustainable development practices in the hospitality industry: An empirical study of their impact on customer satisfaction and intentions. ***International Journal of Hospitality Management***, *34* : 116–126.

Rahman, I., Reynolds, D., & Svaren, S. 2012. How "green" are North American hotels? An exploration of low-cost adoption practices. **International Journal of Hospitality Management**, 31(3): 720–727.

Rimmington, M., Smith, J. C., & Hawkins, R. 2006. Corporate social responsibility and sustainable food procurement. ***British Food Journal***, *108*(10–11): 824–837.

Rajkumar, T. M. 2001. E-Procurement: Business and technical issues. ***Information Systems Management***, *18*(4): 52–60.

Rogers, P. P., Jalal, K. F., & Boyd, J. a. 2008. An Introduction to Sustainable Development. ***World Development***, 24(2): 215–225.

Ruhanen, L., Weiler, B., Moyle, B. D., & McLennan, C. J. 2015. Trends and patterns in sustainable tourism research: a 25-year bibliometric analysis. ***Journal of Sustainable Tourism***, *23*(July): 517–535.

Saarinen, J. 2014. Critical sustainability: Setting the limits to growth and responsibility in tourism. ***Sustainability*** *(Switzerland)*, *6*(1), 1–17.

Scheibe, L., & Günther, E. 2006. The hurdle analysis. A self-evaluation tool for municipalities to identify, analyse and overcome hurdles to green procurement. **C*orporate Social Responsibility and Environmental Management***, *13* : 61–77.

Schneider, S. 2015. Predicting the future: Our food system in 2025. ***Journal of Food Law & Policy***, 11: 21–29.

Seuring, S., Sarkis, J., Muller, M., & Rao, P. 2008. Sustainability and supply chain management - An introduction to the special issue. ***Journal of Cleaner Production***, *16* : 1445-1551

Sklair, L. 2002. Globalization: Capitalism and its Alternatives. ***Journal of World Systems Research***, *9*: 372.

Stefansson, G. 2002. Business-to-business data sharing: A source for integration of supply chains. ***International Journal of Production Economics***, *75* : 135–146.

Steurer, R., Langer, M. E., Konrad, A., & Martinuzzi, A. 2005. Corporations, stakeholders and sustainable development I: A theoretical exploration of business and society relations. ***Journal of Business Ethics***, *61*(3): 263–281.

Taylor, N., Barker, K., & Simpson, M. 2003. Achieving "sustainable business": a study of perceptions of environmental best practice by SMEs in South Yorkshire. ***Environment and Planning A***, *21* : 89–105

Trkman, P., Stemberger, M. I., & Jaklic, J. 2005. Information transfer in supply chain management. ***Issues in Informing Science and Information Technology***. 559-573

Tyrrell, T., Paris, C. M., & Biaett, V. 2013. A quantified triple bottom line for tourism: Experimental results. ***Journal of Travel Research***, *52*(3) : 279–293.

Tzschentke, N. A., Kirk, D., & Lynch, P. A. 2008. Going green: Decisional factors in small hospitality operations. ***International Journal of Hospitality Management***, 27: 126–133.

Walker, H., & Preuss, L. 2008. Fostering sustainability through sourcing from small businesses: public sector perspectives. ***Journal of Cleaner Production***, *16* : 1600–1609.

Walton, S., Handfield, R., & Melnyk, S. 1998. The green supply chain: Integrating suppliers into environmental management processes. ***International Journal of Purchasing and Materials Management*****,** *34*(2) : 2–11.

Wang, Y., Chen, S., Lee, Y., & Tsai, C. S. 2013. Developing green management standards for restaurants: An application of green supply chain management. ***International Journal of Hospitality Management*****,** 34: 263–273.

Webster, Jr., F. E. 1975. Determining the characteristics of the socially conscious consumer. ***Journal of Consumer Research***, *2*(3): 188.

Wheeller, B. 2007. Sustainable mass tourism: more smudge than nudge - the canard continues. ***Tourism Recreation Research***, *32*(3): 73–75.

Xu, X., & Gursoy, D. (2014). A Conceptual Framework of Sustainable Hospitality Supply Chain Management. ***Journal of Hospitality Marketing & Management*****,** *24*(December): 1–31.

Zhu, Q., Sarkis, J., & Lai, K. 2008. Confirmation of a measurement model for green supply chain management practices implementation. ***Int. J. Production Economics***, 111: 261–273.

Annex 1: Link between Interview, literature and research questions

| Section and theme of question. | Questions presented to the interviewee | Literature references supporting these questions | Link to research questions |
|---|---|---|---|
| **Section 2** | | | |
| Normative questions regarding the case-study's Corporate Responsibility: | 1. Is there a clearly defined commitment towards sustainability and corporate responsibility at a company strategic level?<br>A. Are those objectives clearly communicated internally as well as externally?<br>B. What policies have been put into practice and what certifications/ISO norms have been obtained? | • (Bohdanowicz, 2005 – RP)<br>• (World Tourism Organization, 2016 – RP)<br>• (Ernst & Young, 2008 - RP)<br>• (Manaktola & Jauhari, 2007 - RP)<br>• (Center for responsible travel 2016 – RP) | Used to understand the case study's corporate responsibility programs put in place and to understand its positioning and commitment to sustainability. |
| **Section 3** | | | |
| Supply chain management | 1. How does the procurement management system put into place work?<br>A. Is there a procurement department taking care of purchasing demands?<br>B. Is there a pre-established suppliers list you have to strictly follow? Are they always the same?<br>C. Is there any possibility to escape that list is it means being more sustainable for a specific purchase? | • (Seuring et al., 2008 and Janvier-Jones, 2012 - LR)<br>• (Cavagnaro & Gehrels (2009) – LR)<br>• (Dwyer & Gupta, 2008 - LR) | Does this system help have better efficiency and achieve a more sustainable procurement?<br>- Advantages or disadvantages. |
| | 2. Does the hotel use any Integrated Information Management System for procurement? (E-procurement) | • (Jones et al., 2015) – LR<br>• (Kothari et al., 2005 – LR) | Does this system help have better efficiency and achieve a more sustainable procurement? Advantages or disadvantages. |

| | | | |
|---|---|---|---|
| | 3. How is the communication with suppliers?<br>A. Is there a clear effort to collaborate, communicate, help and mutually influence and educate each other? | • (Schenidar, 2015)<br>• (Jones et al., 2012 – RP)<br>• (Kirk, 1995 - LR)<br>• (Trkman et al., 2005 - LR)<br>• (Seuring et al., 2008 – LR)<br>• (Seuring et al., 2008 and Janvier-Jones, 2012 - LR)<br>• Cho et al., 2012 - LR)<br>• (Cho et al., 2012 and Xu & Gursoy, 2015) - LR)<br>• (Walker and Preuss, 2008) – LR)<br>• (Taylor et al., 2003 - LR)<br>• (Guide et al., 2003 - LR)<br>• (Creyer & Ross, 1997 - LR)<br>• (Closs et al., 2011 - LR)<br>• (Guide et al., 2003 - LR) | Is this considered a driver and motivator for sustainable food procurement? |
| | 4. Is there and internal or external auditing process put in place to evaluate food procurement's sustainability?<br>A. What are the auditing companies and what is the frequency of the evaluation? | • (Ethical Corporation, 2015 - LR)<br>• (Rajkumar, 2001 - LR).<br>• (Min & Galle, 1997) – LR)<br>• (Seuring et al., 2008 and Janvier-Jones, 2012 - LR) | Is this a driver and does it motivate or mandate sustainable food procurement and what advantages or disadvantages are related to this? |
| **A. Responsible sourcing** | 6. The hotel clearly tries to reduce the procurement distance and purchase locally (80 Km) or regionally/nationally (180 Km) | • (Benis & Ferrao, 2016 - Theme)<br>• (Ceres, N.D – RP)<br>• (Donal & Blay-Palmer, 2006 - LR) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 7. The hotel clearly trie to use products certified organic and fairtrade as much as possible?<br>A. Including for drinks? (Juices and wines?) | • (Moskwa et al., 2015) – LR)<br>• (Kothari et al., 2005 – LR) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |

| | | | |
|---|---|---|---|
| | The hotel clearly tries to use seasonal and fresh products as much as possible?<br>a. The menu is changed depending on seasonality?<br>b. What impact does smaller purchasing quantities have on prices and costs? | • (Cavagnaro& Gehrels, 2009 – LR)<br>• (Ceres, N.D – RP) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 9. The hotel clearly tries to use naturally and ethically grown animal products as much as possible? | • Sustainable Restaurant association questionnaire<br>• Green restaurant association guide to sustainable food sourcing | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 10. The hotel clearly tries to purchase seafood from a listed and sustainable certified organization? | • Green restaurant association guide to sustainable food sourcing | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| **B. Environmentally-friendly sourcing** | 11. Is there a clear preoccupation to manage and reduce food waste? | • (Bohdanowicz, 2015)<br>• (Carter et al., 1998 - LR)<br>• (Min & Galle, 1997 – LR)<br>• (Dutta et al., 2008 and Cavagnaro & Gehrels, 2009) – LR)<br>• (Guide et al., 2003 - LR) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 12. Is there a clearly preoccupation to manage a reduce excess packaging?<br>A. In what way does this influence procurement management?<br>B. Is it important to communicate with suppliers and put some healthy pressure to influence their packaging methods? | • (Carter et al., 1998 - LR)<br>• (Min & Galle, 1997 – LR)<br>• (Dutta et al., 2008 and Cavagnaro & Gehrels, 2009) – LR)<br>• (Guide et al., 2003 - LR) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 13. Is water served in plastic or glass bottles? Do you use tap water? | • (Schneider, 2015) | Can this be a driver or a barrier for sustainable food procurement |

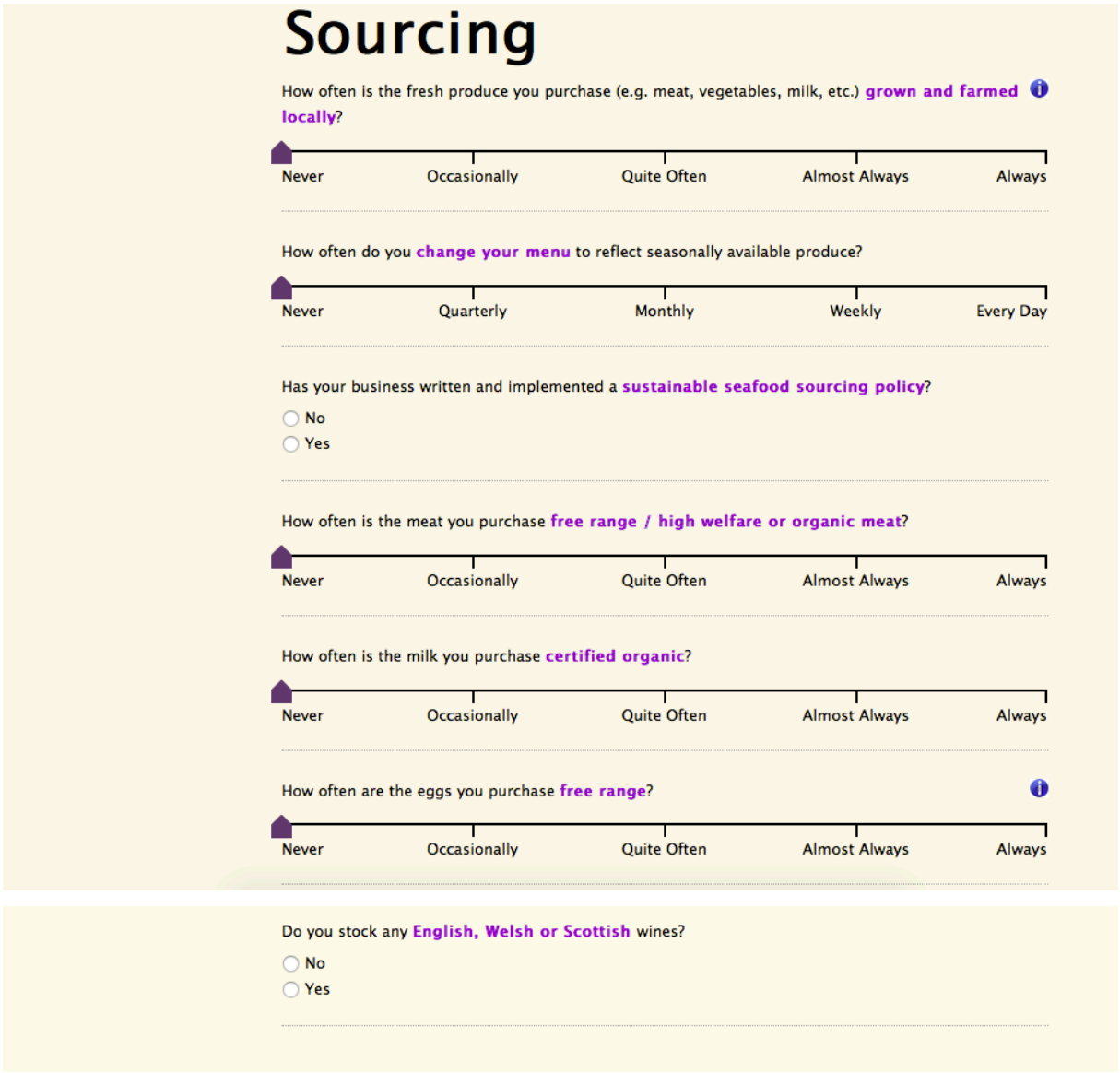
| | | | |
|---|---|---|---|
| | | | and what advantages or disadvantages are related to this? |
| **C. Socially sustainable sourcing** | 14. Is there a preoccupation to offer solutions and adapt to the several recent dietary habits of consumers as well as to increasing sustainability-related requirements? | • (Dutta et al., 2008 and Cavagnaro & Gehrels, 2009 - LR)<br>• (Cavagnaro & Gehrels, 2009) – LR)<br>• (Manaktola & Jauhari, 2007 - RP) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 15. Does the hotel practice any socially sustainable policies such as food donations? | | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 16. Does the hotel actively participate in any type of social education on the subject such as hosting school visits? | • (Donal & Blay-Palmer, 2006 - LR) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| | 17. The existent policies related to food procurement sustainability are clearly communicated to suppliers as well as to employees?<br>a. How involved with these practices are employees? | • (Dutta et al., 2008) – LR)<br>• (Cavagnaro & Gehrels, 2009) – LR) | Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |
| **<u>Section 4</u>** | | | |
| | 1. In your opinion, establishing sustainable food procurement management policies will positively influence the general sustainability of the hotel and will eventually help achieve better results? | • (Tinnish, N.D - RP)<br>• (Hu et al., 2010 – RP)<br>• (Zhang et al. in Jones et al., 2012 – LR)<br>• (Langley et al., 2008 - LR).<br>• (Seuring et al., 2008 - LR)<br>• (Carter et al., 2000 - LR).<br>• (Graedel, 2003 - LR) | Helps us understand the final opinion regarding the overall results of the implementation of sustainable food procurement practices |

| | | | |
|---|---|---|---|
| | | • (Cho et al., 2012 - LR)<br>• (Xu & Gursoy, 2015) – LR)<br>• Cronin et al., 2011 – LR) | |
| | 2. What is your opinion regarding the hotel industry's role and responsibility in being leaders and contributors for sustainable development? | • World Tourism Organization, 2016)<br>• (Boley & Uysal, 2014 - RP) | Helps us understand the interviewee's opinion which should translate the company's positioning regarding general sustainability of the sector. |
| | 3. Do you believe the hotel industry can, today, be considered a sustainable sector, or that it is, at least, on the right track? | • (Jayawardena, Pollard et al., 2013 - LR)<br>• Cavagnaro and Gehrels, 2009 – LR) | Helps us understand the interviewee's opinion which should translate the company's positioning regarding general sustainability of the sector. |
| | 4. What is your opinion, and how does your establishment manage the contradiction possibly existing between a luxurious service to pamper uncontrolled guests and an increasingly urgent sustainable development? | • (Green Hotelier, 2012 - RP)<br>• (Boley & Uysal, 2014 - RP)<br>• (Jayawardena, Pollard et al., 2013 - LR).<br>• (Cavagnaro and Gehrels, 2009 – LR)<br>• (Jones et al., 2015 - LR)<br>• (Castro, 2004 - LR)<br>• (Hamilton, 2009 – LR)<br>• (Jones et al., 2012 - LR) | Helps us understand the interviewee's opinion which should translate the company's positioning regarding general sustainability of the sector.<br>Can this be a driver or a barrier for sustainable food procurement and what advantages or disadvantages are related to this? |

| | | | |
|---|---|---|---|
| **A. Drivers** | 1. Which internal and external drivers do you believe to have influenced and to keep motivating this hotel to have a sustainable food procurement management system?<br>a. Long term corporate strategies and values coming from top management?<br>b. Personal values of influencing employees?<br>c. Laws<br>d. The possibility of achieving competitive advantage?<br>e. Benefits for all stakeholders?<br>f. Reduced costs<br>g. Post-production waste management?<br>h. Better financial performance?<br>i. Increased customer satisfaction?<br>j. The influence of customers' demands for sustainability and new dietary habits? | • (International Tourism Partnership, 2017)<br>• (Center for responsible travel, 2016 – RP)<br>• (Dyllick & Hockerts, 2002 – RP)<br>• (Green Hotelier, 2013 – RP)<br>• (Boley & Uysal, 2014 - LR)<br>• (Prud'homme and Raymond, 2013 - LR)<br>• (Graedel, 2003 - LR)<br>• (Donal & Blay-Palmer, 2006 - LR)<br>• (Min & Galle, 1997 – LR)<br>• (Scheibe & Günther, 2006 - LR).<br>• (Zhang et al. in Jones et al., 2012 – LR)<br>• (Xu & Gursoy, 2015) – LR)<br>• Cronin et al., 2011 – LR)<br>• (Boley & Uysal, 2014 - RP) | Helps us understand what are the main factors that have motivated and will continuing pushing the hotel to establish sustainable food procurement policies and practices. |
| | 2. Do you believe all of those factors to be the same for other hotels? What difference between hotels' characteristics and positioning might influence these drivers? | • (Dutta et al., 2008) – LR) | Helps us understand what differences between hotel characteristics and positioning can influence the ability to attain certain sustainable food procurement levels. |

| | | | |
|---|---|---|---|
| **B. Barriers** | 1. Which internal and external barriers do you believe to have influenced and to keep slowing down this hotel to have a sustainable food procurement management system?<br>a. Long term corporate strategies and values coming from top management?<br>b. Laws?<br>c. Higher costs?<br>d. Post-production waste management?<br>e. Poorer financial performance?<br>f. Difficulty from suppliers to assure quantities or sustainable requirements?<br>g. The negative impact of constant menus' alterations on costs due to smaller scale and reduced regularity of procurement? | • (Cavagnaro & Gehrels (2009) – LR)<br>• (Min & Galle, 1997 – LR)<br>• (Scheibe & Günther, 2006) | Helps us understand what are the main factors that have slowed down the process and made it difficult or impossible to establish certain sustainable food procurement policies and practices. |
| | 2. Do you believe all of those factors to be the same for other hotels? What difference between hotels' characteristics and positioning might influence these barriers? | | Helps us understand what differences between hotel characteristics and positioning can influence the difficulty to attain certain sustainable food procurement levels |

Annex 2: Sustainable Restaurant Association sustainability guidelines



# Society

Do all staff have **written contracts**?

- No
- Yes

Are staff made aware, **in writing**, how service charges and tips are managed?

- No
- Yes

Do you specify in writing (e.g. on menu or on website) that you can cater for **customers' dietary requirements**?

- No
- Yes

What percentage of your menu is made up of **non-meat dishes** (not including desserts)?

- Less than 10%
- 10-25%
- Over 25%
- We have a separate vegetarian menu
- We are a vegetarian or vegan restaurant

Does the restaurant support any **local or national charities or community initiatives**?

- No
- Yes-occasionally
- Yes-regularly

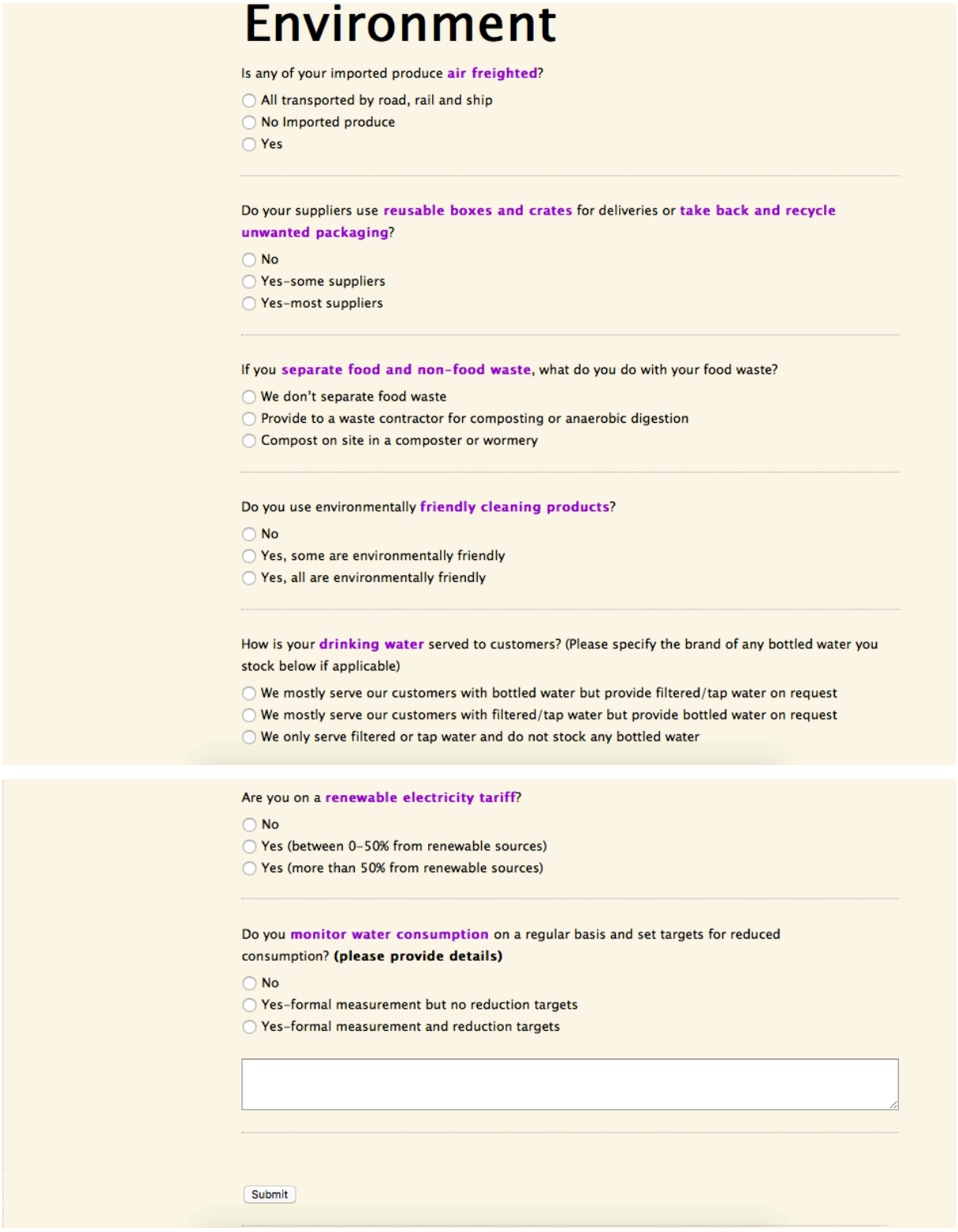
Do you work with a local school, **teaching students about food provenance and/or cooking skills**?

- No
- Yes

Do you provide your customers with **written information on the provenance of your ingredients**?

- No
- Front-of-house staff knowledge and conversations with customers
- Yes, on menu and/or website

Submit



# Environment

Is any of your imported produce **air freighted**?

- ○ All transported by road, rail and ship
- ○ No Imported produce
- ○ Yes

Do your suppliers use **reusable boxes and crates** for deliveries or **take back and recycle unwanted packaging**?

- ○ No
- ○ Yes-some suppliers
- ○ Yes-most suppliers

If you **separate food and non-food waste**, what do you do with your food waste?

- ○ We don't separate food waste
- ○ Provide to a waste contractor for composting or anaerobic digestion
- ○ Compost on site in a composter or wormery

Do you use environmentally **friendly cleaning products**?

- ○ No
- ○ Yes, some are environmentally friendly
- ○ Yes, all are environmentally friendly

How is your **drinking water** served to customers? (Please specify the brand of any bottled water you stock below if applicable)

- ○ We mostly serve our customers with bottled water but provide filtered/tap water on request
- ○ We mostly serve our customers with filtered/tap water but provide bottled water on request
- ○ We only serve filtered or tap water and do not stock any bottled water

Are you on a **renewable electricity tariff**?

- ○ No
- ○ Yes (between 0-50% from renewable sources)
- ○ Yes (more than 50% from renewable sources)

Do you **monitor water consumption** on a regular basis and set targets for reduced consumption? **(please provide details)**

- ○ No
- ○ Yes-formal measurement but no reduction targets
- ○ Yes-formal measurement and reduction targets

Submit

Source: http://www.thesra.org/rating, Retrieved October 28th , 2017.

Annex 3: Green Restaurant Association guide to sustainable food sourcing

Source: http://www.dinegreen.com/5-steps-to-green, Retrieved October 28th, 2017.