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Paraules Clau del Treball:

Summary of Content

1.Abstract	1
2.Introduction	2
3.Tourism Industry in the Balearic Islands.....	3
3.1. New market niche in the Mallorca's leisure Industry	4
4.Corporate Social Responsibility and its focus on Environmental Management Systems.....	5
4.1. Defining CSR	5
4.2. Types of CSR.....	5
4.3. ISO 14001 & EMAS	6
4.4. Level of diffusion of EMS	7
4.5. Motivations, Costs and Benefits from Adopting an EMS	9
5.Experimental Analysis	10
5.1. Working Hypotesis	10
5.2. Methodology.....	10
5.3. Results	11
5.4. Summary of the results	17
6.Bibliography	18

Summary of Tables, Graphics & Figures

Fig 1. Distances from the Balearic Islands to several European destinations	3
Graph 1. Evolution of international tourist arrivals to the Balearic Islands. Source: AENA (1991–2003).	4
Table 1. Similarities and Differences of ISO 14001 and EMAS.	5
Graph 2. Logistic curves and forecasts of certifications for ISO 9001 and ISO 14001 worldwide	7
Graph 3. Comparison of ISO 14001 and EMAS certifications in Europe. Corporate Social Responsibility and its focus on Environmental Management Systems.....	7
Graph 4. Has the hotel integrated any kind of EMS?	11
Graph 5. What Certification does the hotel have?	12
Graph 6. Motivations	12
Graph 7. Motivations	13
Graph 8. Barriers.	13
Graph 9. Barriers.....	13
Graph 10 Barriers.....	14
Graph 11. Benefits	14
Graph 12. Unclear Impact on benefits.....	15
Graph 13. High Implementation Cost.	15
Graph 14. The ignorance of environmental requirements	16
Graph 15. The legal Ramifications Complexity (bureaucracy).	16
Graph 16. Lack of incentives	16

1. Abstract

The adoption of environmental management systems (EMS) by multinational and domestic companies in the tourism sector, has been a powerful trend during last decades around the world. Being the touristic sector one of the most pollutant ones, four times more than previously estimated, accounting for about 8 % of global greenhouse gas emissions (Lenzen, M., Sun, Y., Faturay, F., 2018), it has been reported a large diffusion of environmental certifications, such as ISO 14001, specifically in the hotel industry, remarkable on worldwide basis (Marimon et al., 2011). Thus, this paper will take the boutique hotel niche in Mallorca, Spain as a case study to see what the adoption level of EMS has been.

On the other hand, the central goal of this paper is to identify the motivations, benefits and costs from adopting an environmental management system by boutique hotels in Mallorca and the barriers that these touristic establishments found in case of not having adopted one. First by analysing the hotel market of Mallorca and its peculiarities in concert with the literature. Secondly, by analysing what CSR is, and its focus on EMS. And finally, through an experimental quantitative analysis, determining and analysing possible motivations, benefits, and costs from adopting an EMS.

2. Introduction

The Balearic Islands have always been regarded in literature as a traditional example of a second generation European mass tourist resort (Knowles, Curtis, 1999), that might be why the tourism sector is looking for changing its way of approaching the market. Many touristic destinations, like the Balearic Islands, are trying to develop their business away from mass tourism and finding out new market niches to approach the seasonality phenomenon, which has been always a problem for mature destinations, these new market niches, such as the boutique hotels, have been a booming niche in Mallorca during the last decade.

This new approach to the market, which could not only improve the industry's profit but their brand's image, is also a way to transform tourism sector into a more environmentally sustainable one, without the waste of resources that mass tourism approaches have always meant. And within this framework, we can find growing social awareness of corporate social responsibility (CSR) during the last decades (De Clercq and Voronov 2011), which leads to an increase of investment on CSR by companies, contributing to a differentiation strategy and enhancing the company's growth (Perrini and Minoja 2008). Therefore, environmentally aware consumers are appealed by companies' CSR investments. Such as the development of environmentally friendly processes and products (Perrini and Minoja 2008).

For instance, by carrying out standards such as ISO14001 or EMAS, access to new markets and premium prices can be accomplished (Castelo Branco and Rodrigues 2006). Therefore competitive advantage and increasing value can be achieved through a differentiation strategy ((Shrivastava & Hart, 1995) Medina-Munoz, 2001). That is why this paper has the objective of study and get conclusions about the benefits and expenses from carrying out an EMS in a relatively new hotel niche market, such as the urban/boutique hotel phenomenon in Mallorca.

3. Tourism Industry in the Balearic Islands

Spain's second most popular tourist destination, the Balearic Islands, is also one of the most visited sun and sea destination in Europe. Lying on the Mediterranean Sea, the islands are conveniently reached from most European countries by plane in at most 4 h from the most remote countries. (Garín-Muñoz & Montero-Martín, 2007)

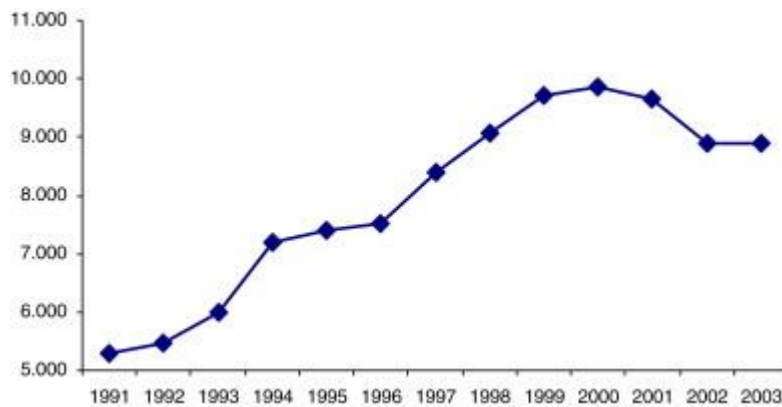


Fig. 1. Distances from the Balearic Islands to several European destinations. (Garín-Muñoz & Montero-Martín, 2007)

Since the touristic expansion in the 60's, there has been an outstanding progress, that has mostly developed a dependence on tourism. Which on one hand has made the region one of the richest of Spain, but on the other hand has made the Balearic Islands extremely dependent from tourism, which sector composes about 85% of the autonomy's GDP (Garín-Muñoz & Montero-Martín, 2007).

Depending that much from the touristic sector is troublesome because of the seasonality phenomenon, which means that revenues from such sector are periodic and create irregular infrastructure's demand, raise awareness about environmental problems and, generally speaking, can fluctuate according to global and regional trends (Garín-Muñoz & Montero-Martín, 2007).

Given the importance of the touristic sector for the Balearic Islands, and the sector's maturity, many researchers and businesses have been looking for the solution of all the problems that a tourism dependent economy implies. In this case we will be looking on all year-round open boutique-urban hotels, which might have meant one of the solutions for problems like the seasonality and the mass tourism matter.



Graph. 1. Evolution of international tourist arrivals to the Balearic Islands. Source: AENA (1991–2003) (Garín-Muñoz & Montero-Martín, 2007).

3.1 New market niche in the Mallorca's leisure industry

Since the touristic boom in the 60's, the hotel industry in Mallorca, has almost entirely been focused on the so called "sun and beach" tourism.

Even though this touristic model still prevails, during the last decade there has been a booming hotel niche that irrupted into the hotel market in Mallorca, more than 20 new boutique-urban hotels have been opened and there are still some under construction. Mallorca as a destination for short city-trips is standing out. Some might see this niche as a solution for the seasonality problem. Moreover, along with government politics it might be a solution to decrease the weight of the mass tourism and its non-sustainable model.

The boutique hotel phenomenon was originated in United States and the UK to illustrate urban, contemporary, and high standing design together with incredible hotel environments (Olga, 2009). This kind of hotels stand up because of his unique environment and high personalization, which makes the hotel a destination itself (Khosravi et al., 2014).

The hotel boutique it's an internationally growing trend, (Caterer Search, 2005), and in Mallorca its growth has been widely reported. The government efforts for diversifying the touristic offer and making trends like the MICE tourism (Meetings, incentives, conferencing, exhibitions) successful in the Island, with for instance, the construction of the "Palau de Congressos de Palma" (2017) have also made possible the introduction of boutique hotels in urban-central areas.

At the end of the day, when we are talking about the boutique hotel trend, we are talking about a more sustainable way to do business (Elisabeth Braw, Mon 22 Jul 2013 13.14 BST, The Guardian). Therefore, at this point it's where we should be talking about the Environmental Management Systems (EMS) and how has been implemented on this market niche.

4. Corporate Social Responsibility and its focus on Environmental Management Systems

4.1 Defining CSR

The fact is that when talking about CSR, there hasn't been a complete consensus about its meaning, so it is a quite complex conception to determine (McWilliams, Siegel, and Wright 2006, when citing Stoian and Gilman, 2017). And even though the two most agreed concepts of CSR are from Freeman's (1984), the stakeholder theory (Stoian and Gilman, 2017), and the European Commission (2001) (Manasakis, 2018), who defined CSR as an innovative and independent way of doing business and interacting with the stakeholders by integrating social and environmental matters on the firm's management. Nowadays there are more strategic views of CSR emerging (Stoian and Gilman, 2017)).

These strategic views have to do with the observation that firms committed to diminish their repercussion on the community and the environment by, for instance, adopting environmental management systems such as ISO 14001 or EMAS, can accomplish superior prices and enter brand-new markets (Castelo Branco and Rodrigues 2006 as cited in (Stoian and Gilman, 2017)). Therefore, when getting deeper into our boutique hotel's case study, we might think about a competitive advantage and differentiation strategy over their competitors, when investing on CSR measures such as the adoption of EMS, as the average consumer awareness for environmental sustainability is increasing.

4.2 Types of CSR

There are two main CSR activities distinguished by (Porter and Cramer, 2002, 2006). On one side the philanthropy-oriented donations, investing in cultural and educational purposes, to comply with society's expectations (Carroll, 1991), and on the other hand CSR investments in production and technologies, in support of the company's stakeholders (Manasakis, 2018). Citing Porter and Kramer (2011) as mentioned in (Manasakis, 2018) Corporate success and social development can work simultaneously by creating a CSR scheme, which includes establishing profit foundations for companies, whilst generating value for the society as well, by focusing on demands and challenges of the corporate's stakeholders.

Philanthropy-oriented CSR strategies, which develop activities that support the regional communities, through altruistic efforts, staff donations or volunteerism. Improve small and medium firm's social capital, fidelity of their consumers and labour force, this way boosting sales.

Moreover, community related CSR activities might serve as publicity among the prompt market (Perrini and Minoja, 2008). This increases sales and decreases costs, soaring gross profit and this way boosting firm's growth. (See Stoian & Gilman, 2017).

On the other hand, this kind of CSR programs increase the firm's reputation, this way being able to attract new workers and raise their support to the company. This brings to reduced expenses when recruiting and retraining, also gaining productivity.

4.3 ISO 14001 & EMAS

When talking about implementing environmental management systems, most of the companies end up choosing either ISO 14001 or the EMAS Regulation (Testa et al., 2014, as mentioned in Alvarez-García, Río-Rama, Saraiva, Pires, 2018).

Environmental policies can be developed by companies through systematic and structured frameworks set up by these standards (Boiral and Sala, 1998) and therefore adopt an environmentally sustainable management. This kind of management is, as stated by Casadesús et al. (2005:231) the group of actions adopted at a critical and operative layer in the firm, (See Alvarez-García, Río-Rama, Saraiva, Pires, 2018)

According to (Nunes and Bennet, 2010, alleged in Alvarez-García, Río-Rama, Saraiva, Pires, 2018) Competitive advantage of companies with regarding both domestic and international markets, its improved with the adoption of these EMS. These advantages can be obtained, on one hand, by following the guidelines from the management system and the environmental standard, and therefore improving brand image, and in addition getting better environmental effectiveness which grants improving internal business productivity of the company (Kollman and Prakash, 2002; Potoski and Prakash, 2005; Link and Naveh, 2006; Pan, 2003 as cited in Alvarez-García, Río-Rama, Saraiva, Pires, 2018).

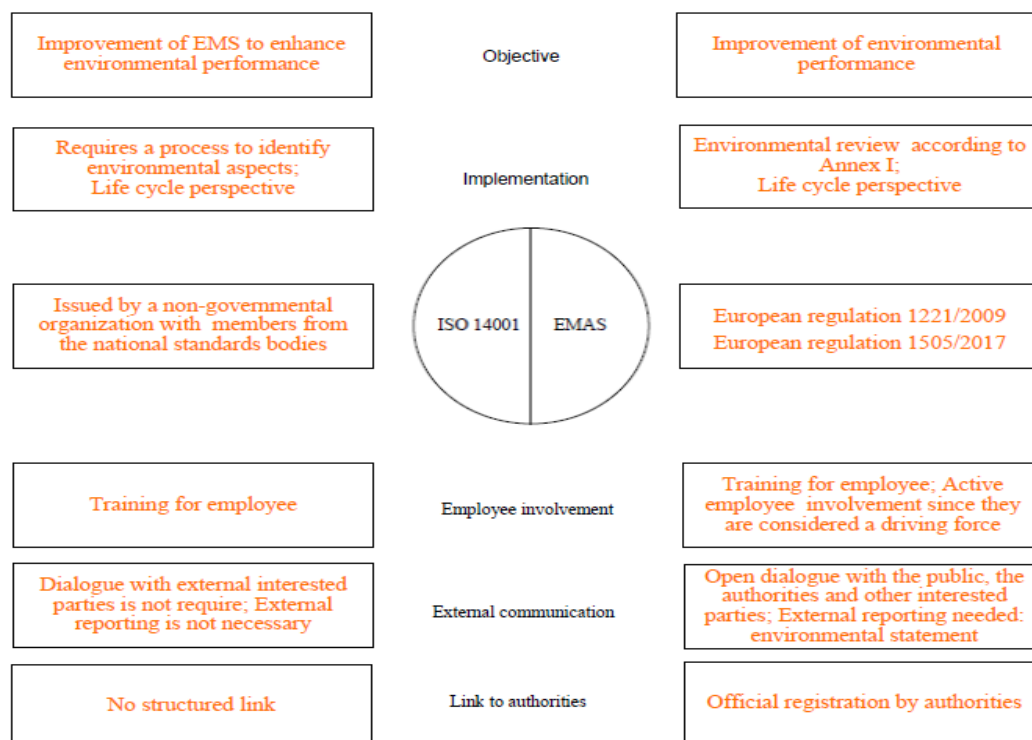


TABLE 1. Similarities and Differences of ISO 14001 and EMAS. Source: own representation.
Content source: Martins & Fonseca, 2018, p. 453

The companies' environmental activities started to be evaluated, known, and improved by management tools like the EMAS, that were proposed by the European Union to help organizations. The EMAS, along with the ISO 14001, represent the two most popular and used EMSs (Heras et al., 2008) but as well as the possible motivations that businesses might have when adopting these management systems, they've also got some barriers and costs (Álvarez-García, Río-Rama, Saraiva, Pires, 2018).

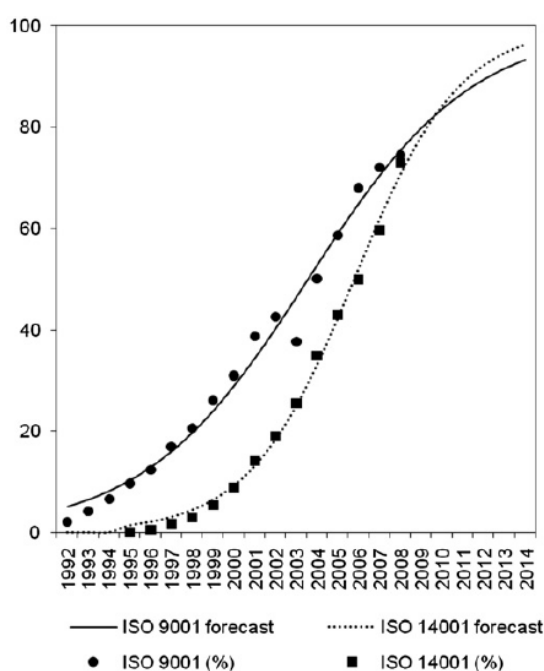
4.4 Level of diffusion of EMS

Even though the most popular EMS standards are either ISO 14001 or EMAS Regulation (Testa et al., 2014, as cited in Álvarez-García, Río-Rama, Saraiva, Pires, 2018), it's objective to suggest that the ISO 14001 it's the most widespread standard worldwide in terms of environmental management systems (Fig 3.), as it is a less ambitious certification than EMAS regarding the composition (Marimon, Llach, Bernardo, 2011) and has a lower implementation costs among other causes reported by Heras et al. (2008:41) as cited in (Álvarez-García et al., 2018) such as the scope of acknowledgement, which is much broader internationally when talking about the ISO 14001. Moreover, the adoption of an EMAS is regarded to be costlier than ISO 14001 certification and the strain when talking about the lawful conformity is smaller in the ISO 14001 case.

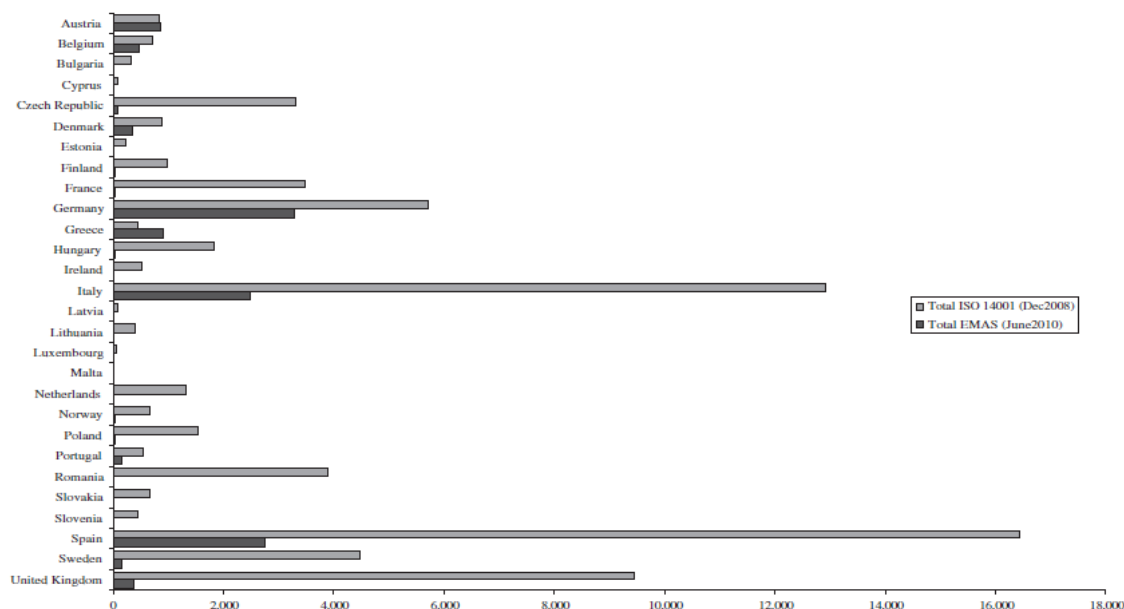
It has also been studied by Daddi et al. (2017) and mentioned in (Álvarez-García et al., 2018) the causes of decrease of EMAS certifications number, and the main points are the absence of economic and personnel assets, the absence of market and clients acceptance, and the confusing added value of certification.

Regarding to the relationship between EMAS and ISO 14001, it is reported as one of straight competition nowadays, in which EMAS is currently losing the fight (Álvarez-García et al., 2018).

On the other hand, even though the ISO 14001 was released afterwards and consequently is not as popular as the ISO 9001, which number of certifications in absolute values is five times higher, the saturation level is similar when talking about the diffusion level of both standard (Fig.2), (Marimon, Llach, Bernardo, 2011).



Graph. 2. Logistic curves and forecasts of certifications for ISO 9001 and ISO 14001 worldwide. Source: Compiled from ISO data (2009) by Marimon, Llach, Bernardo, 2011)



Graph. 3. Comparison of ISO 14001 and EMAS certifications in Europe. Source: ISO (2009) and EMAS (2010). Picture from (Frederic Marimon, Josep Llach, Merce Bernardo, Comparative analysis of diffusion of the ISO 14001 standard by sector of activity).

When talking about diffusion among countries, at a European level we can see that in 2009 the number of certified organizations was 4,470, and most of them were in Germany, Spain, and Italy. (Marimon, Llach, Bernardo, 2011) (Graph.3)

Moreover, when looking at the diffusion level among sectors, it might be noticed that ISO 14001 certification's level of diffusion has result very related among different sectors on worldwide basis, even though there are contrasts in the total of certifications by each industry and country. It is also remarkable that the standard is reaching a high maturity level as rankings are getting more and more stable (Marimon, Llach, Bernardo, 2011).

4.5 Motivations, Costs and Benefits from Adopting an EMS

Regarding motivations, there are two main perspectives to have into account, differentiated by (De Durana, 2014:180), the neo-institutionalist viewpoint, which argue that the motivations come from external pressures, such as market, society, lawful and special conditions; and the perspective based on resource that targets on internal factors, such as productivity, performance and profitability etc. (Porter, 1991). But at the end multitude of researches have analysed the most important incentives (Pan, 2003; Poksinska et al., 2003). And regarding motivations De Durana (2014), found out that external factors in most of the cases prevail as more decisive, but there is not complete consensus on this (See Alvarez-García, Río-Rama, Saraiva and Pires).

On the other hand, when talking about barriers and costs while adopting EMS, there are many handicaps, which have been studied and cited by Quazi (1999) as cited in (Alvarez-García, Río-Rama, Saraiva, Pires, 2018), which are the intricacy of the system, lawful complexity, absence of motivations, management engagement and staff responsibility, unclearness of costs and responsibility implementation. More recently, Hillary (2004) as quoted in (Alvarez-García, Río-Rama, Saraiva, Pires, 2018), exposed that the main barriers identified during the EMAS implementation process were the lack of economic resources and the time and skills required.

Finally, there are many studies talking about the wide range of benefits from the EMS adoption. The results from different authors show positives results on various fields, such as: organizational and managerial capability (Biondi et al., 2000; Morrow and Rondinelli, 2002), operational processes (Hillary, 2004), reduction of costs and productivity enhancement (Pan, 2003; Pedersen, 2007; Gavronski et al., 2008; Vernon et al., 2009), and product/service quality improvement (Melnyk et al., 2003), (See Alvarez-García, Río-Rama, Saraiva, Pires, 2018).

5. Experimental Analysis

5.1 Working Hypothesis

Relationship between the Adoption level of EMS and Motivations, Barriers and Benefits in the boutique hotel niche in Mallorca.

The hypothesis at the beginning of the study was quite clear. First, we were focusing on the Spanish tourism market, and its EMS adoption on the Boutique hotel niche in Mallorca. Thus, as we can see (Fig.1), Spain is among the countries where the ISO 14001 and EMAS are more widespread. Therefore, we had into account the huge weight of the tourism sector in Spain's Economy and the similar diffusion of the ISO 14001 among the different sectors on a worldwide basis (Marimon et al., 2011).

On that bases, we finally focused on Mallorca as a study case, as the place where the boutique hotels would be found and eventually surveyed. Then it's important to stand Mallorca as an important touristic destination in Spain and emphasize its maturity level and, thus, what that means in terms of investment from companies to differentiate themselves and to get that competitive advantage to really succeed in the market.

Finally, we targeted on a booming and relatively new hotel niche in Mallorca, such as the boutique hotel niche, having always in mind the high quality and good brand image that boutique hotels have, and what that could mean in terms of adoption level that we were actually expecting.

5.2 Methodology

After a literature review, the aim of the paper was, by conducting a survey on boutique hotel businesses in Mallorca, get some conclusions on what the adoption level of EMS from the boutique hotel niche is and what are the benefits, motivations and costs from adopting it. To comply the purpose of this study, has been used a quantitative research as approach. In addition, has been used a questionnaire as the instrument to gather and analyse data.

The questionnaire is split in two main parts. Depending on the answer to the first question, which is about the adoption or not adoption of an EMS, the respondent will go through one or another. The following two parts of the questionnaire were designed based on 5-points Likert scales, to allow the survey respondent to rate the importance of all the points cited.

Then, on one hand, if the answer is negative, the respondent will have to state the importance level of 10 barriers that the hotel might have gone through when adopting or trying to adopt an EMS in order for us to get some conclusions about which handicaps have been more significant to not adopt the EMS. These barriers are widely reported already by other studies, such as Quazi (1999) as cited in Alvarez-García, Río-Rama, Saraiva 2018. Barriers such as the standard's

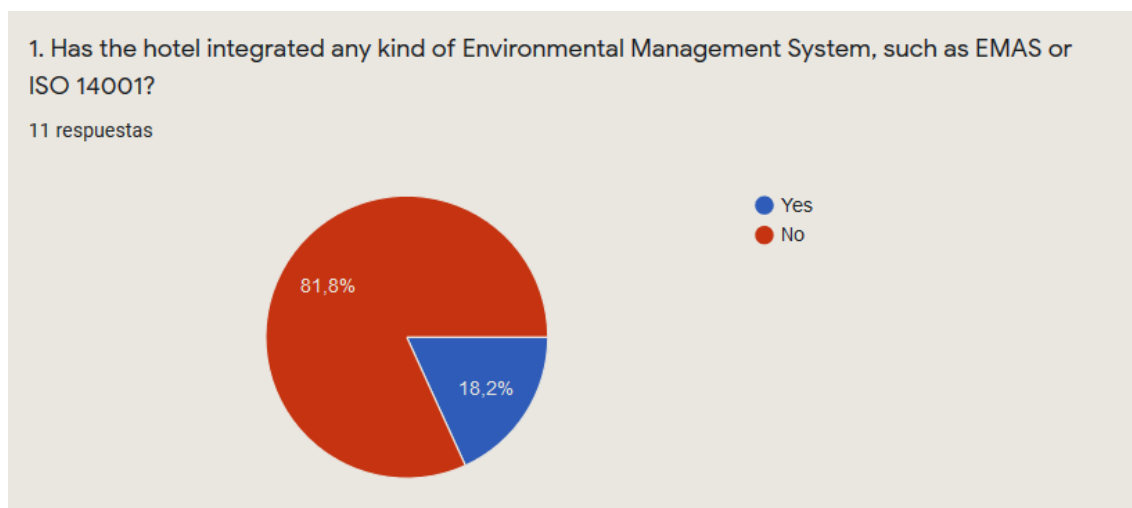
complexity, lawful complexity, the absence of incentives, poor management engagement and staff responsibility, unclearness of costs implementation and its authority, the environmental requirement's ignorance, the lack of commitment coming from top management, lack of company's assets, high cost of the implementation or maintenance and uncertain influence on benefits.

On the other hand, if the answer is positive the respondent will have to go through: motivations, benefits, and costs from adopting an EMS. A total of 23 boutique hotels in Mallorca were surveyed, from them a sum of 11 surveys were collected. Therefore, the response rate was of 48%. Moreover only 2 of the 11 questionnaires collected had adopted an EMS, even though the low rate of adoption on the results, we might see some interesting tendencies and suggestions of the results.

5.3 Results

Firstly, must be said that around 48% of the hotels surveyed answered the survey. That is in part for the difficulty to find top management able to answer the questions proposed.

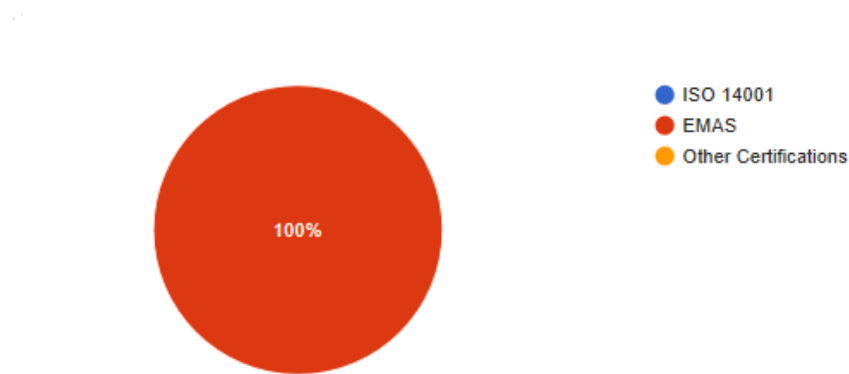
From the questionnaires collected we can see that most of the boutique hotels have not adopted any kind of EMS, even less if we see that most of the establishments surveyed that have not answered do not promote or announce any kind of EMS on their official site, so they have not officially adopt one, this information has been used to get to the last conclusions of the study.



Graph 4. Has the hotel integrated any kind of EMS? Own Resource

Although the results of the surveys, we can find some starting points to get some conclusions. On one hand, as we can see (Graph 1) all the respondents that had adopted an EMS opted for integrating an EMAS certification. This result was unexpected, as the ISO 14001 adoption level in Spain is much higher (Graph 3).

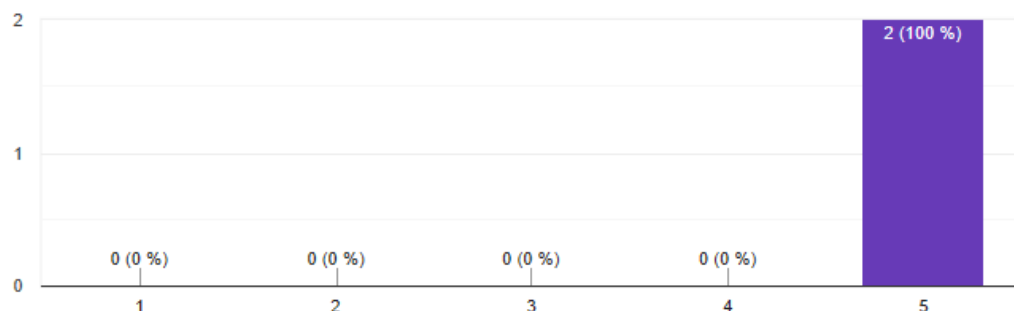
What certification does the hotel have?



Graph 5. What Certification does the hotel have? Own Resource

To continue, when talking about motivations, benefits & barriers while adopting an EMAS, we can highlight some decisive points.

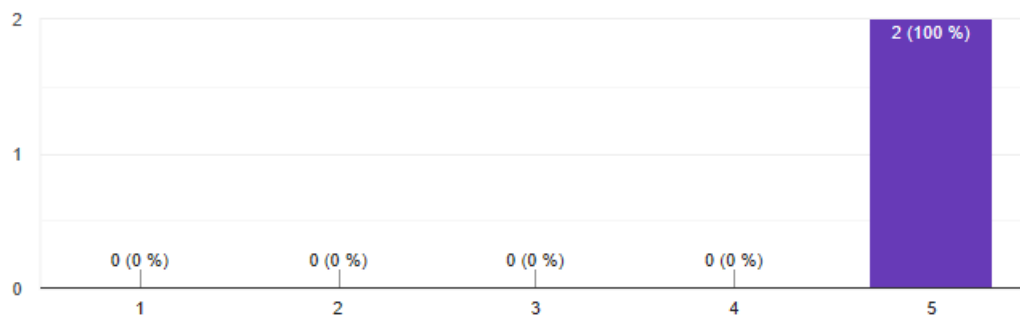
To achieve continuous improvement of environmental performance



Graph.6 Motivations. Own Resource

Firstly, it can be noticed that what really motivated the respondents regarding the AMS adoption, has been, from the internal factor's perspective, the profitability and performance improvement (Graph.7), environmental performance improvement (Graph.6) and the identification of potential weaknesses and potential use of energy sources. That's where the importance level has been more homogeneous among respondents. On the other hand, from the external factor's perspective, we can find that to comply with the legislation has been the key motivator when adopting an EMAS. And here we might highlight that external image for the company might not be as important, because of the lower heterogeneity that the motivation: "Calming the increasingly pressure from clients and other stakeholders" presents among the respondents.

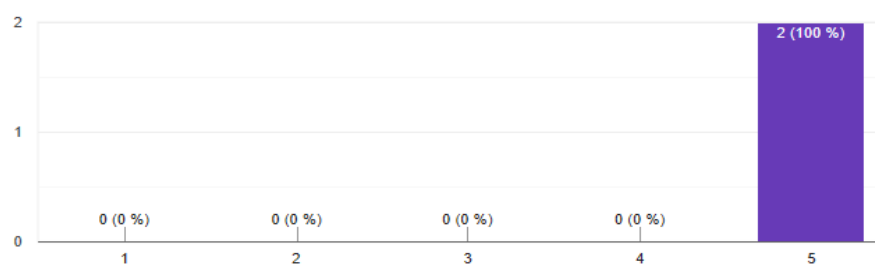
To Improve performance and profitability



Graph.7 Motivation. Own Resource

Secondly, the most remarkable barriers that the hotels found were, the high implementation or maintenance cost (Graph. 8), and then internal barriers such as the lack of incentives (Graph. 9) and the poor management commitment and employee involvement.

The high implementation or maintenance cost

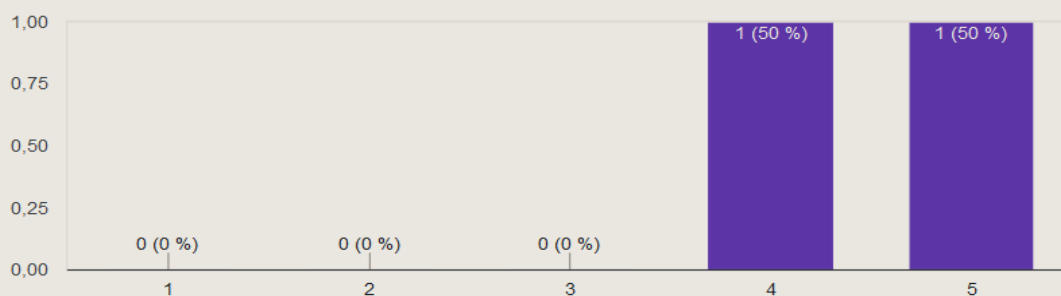


Graph.8 Barriers. Own Resource,

It's clearly noticeable that these barriers are highly related to the lack of resources, being this last point an important handicap for the respondents too (Graph 10).

The lack of incentives

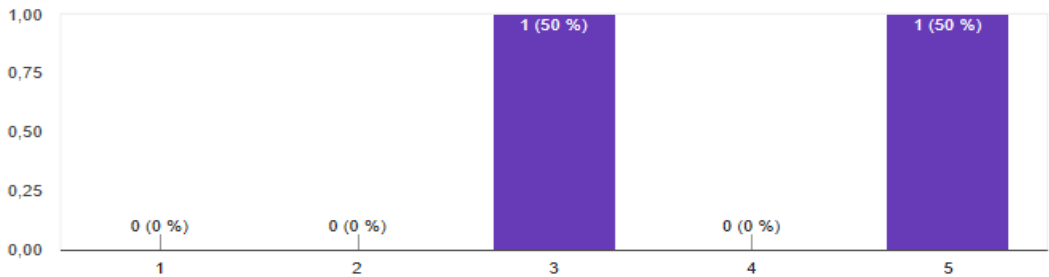
2 respuestas



Graph. 9 Barriers. Own Resource.

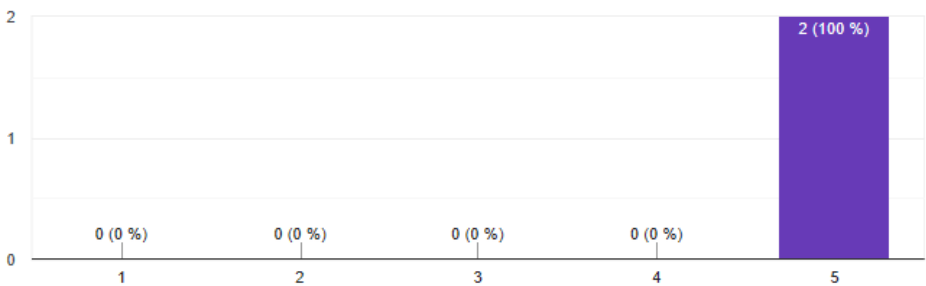
Thirdly, when talking about benefits the most important benefits from adopting an EMAS claimed by the respondents were in first place; operational benefits such as the ability to identify weaknesses and potential use of energy sources (Graph.11) (Álvarez-Garcia, Rio-Rama, Saraiva, Pires, 2018).

The lack of resources in the company



Graph.10 Barriers. Own Resource.

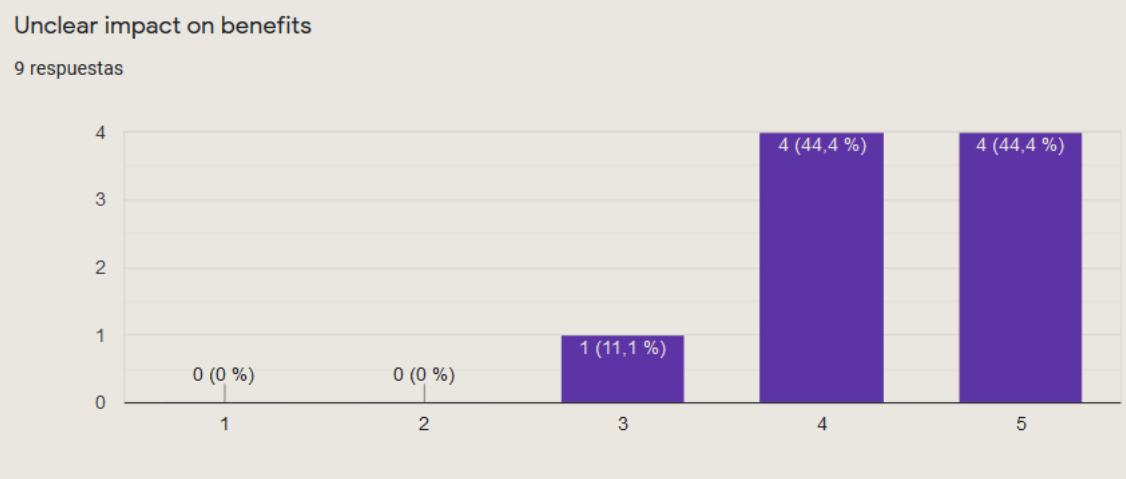
Identification of weaknesses and potential use of energy sources



Graph.11 Benefits. Own Resource.

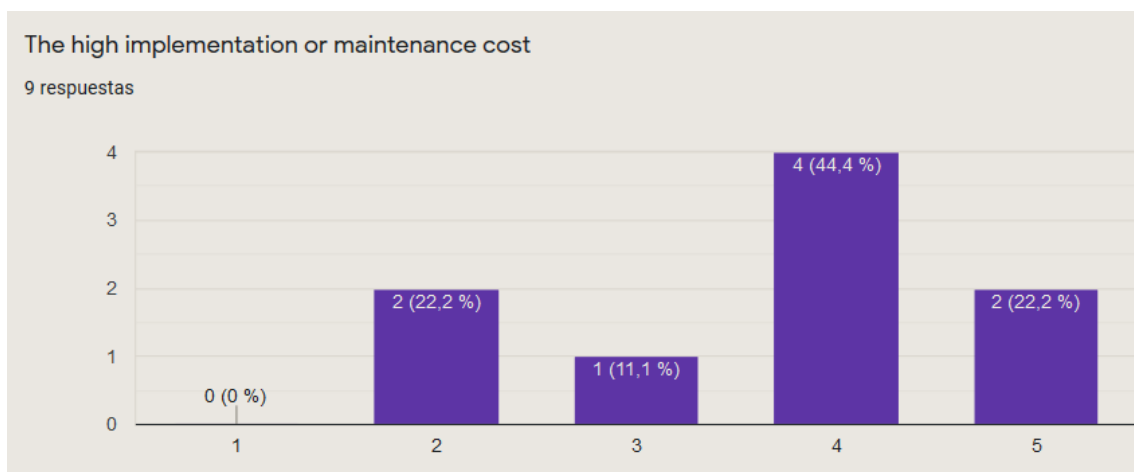
Other benefits that were selected with less homogeneity by the respondents were internal factors, such as the improvement of relations with the stakeholder's, and legal compliance factors, such as the Legal certainty achievement (Álvarez-Garcia, Rio-Rama, Saraiva, Pires, 2018).

Finally, when talking about the barriers that stopped the respondents from adopting an EMS. We can differentiate two kind of barriers. First, internal barriers, like the unclear impact on benefits, are of great importance (Graph 12).



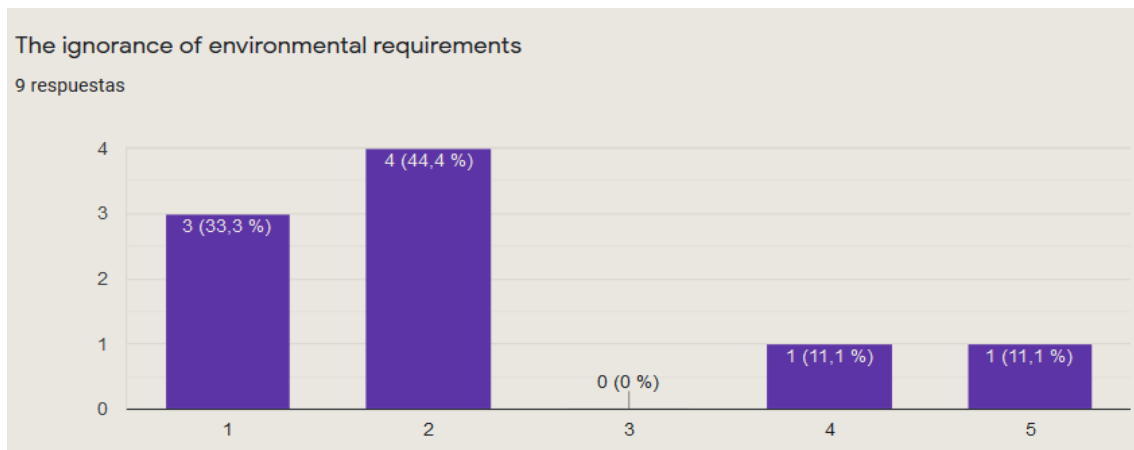
Graph 12. Unclear Impact on benefits. Own Resource.

On the other hand, we can also underline other internal barriers of high importance such as the high implementation or maintenance cost (Graph. 13), which really could have a real impact on the integration grade.



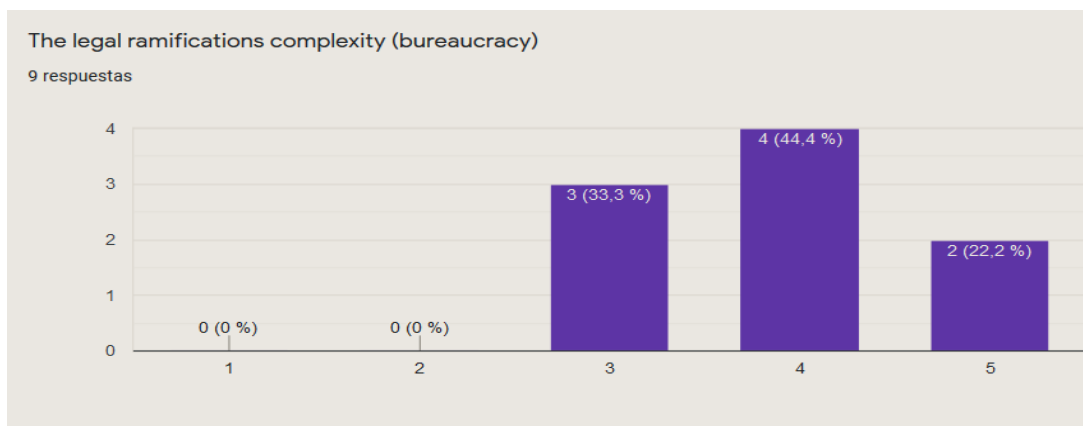
Graph 13. High Implementation Cost. Own Resource.

Moreover, we can also see that most of the hotels that have not adopted any EMS, are aware of what an environmental management system is and its requirements, as we can see on Graph 14.



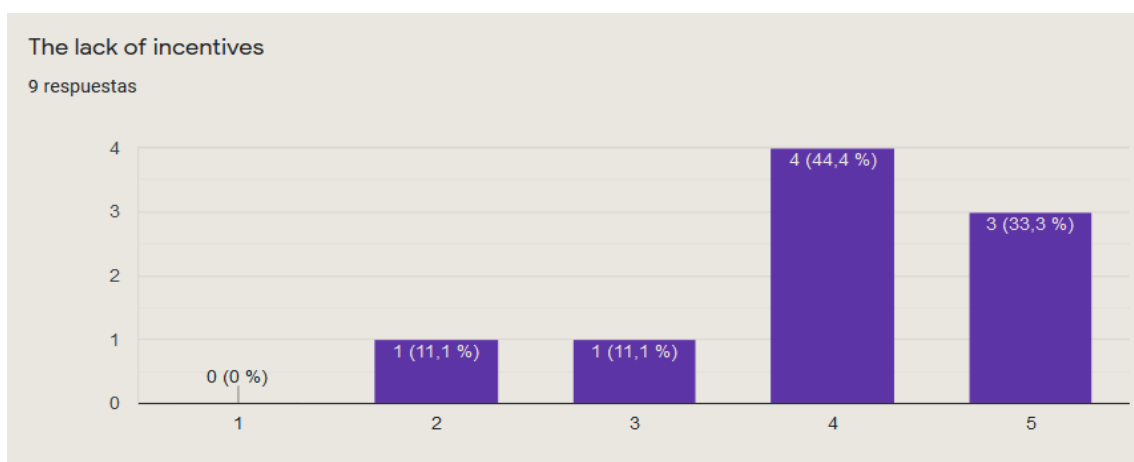
Graph 14. The ignorance of environmental requirements. Own Resource

Furthermore, we can also see that external factors such as the legal ramifications complexity (Graph 15.) have been a noticeable handicap for hotels when thinking about adopting an EMS.



Graph 15. The legal Ramifications Complexity (bureaucracy). Own Resource

Finally, we can highlight the lack of external incentives for hotels as a barrier of importance when thinking about adopting an EMS (Graph 16).



Graph 16. The lack of Incentives. Own Resource.

5.4 Summary of the results

In conclusion, it is a matter of fact that there is, overall, a very low adoption level of EMS in the Mallorca's boutique hotel niche. However, when having a final look on the data collected from hotels that did adopt an EMS, we might see as well that there is a tendency of major motivations, benefits and costs when adopting these kinds of management system.

From these results though, I would highlight, that when talking about motivations, we might see a higher importance on the internal motivations over external ones. That might come from the nature of the market niche that has been focused, as we are talking about boutique hotels, which per se are not aimed to mass tourism and therefore external image and the pressure from clients and stakeholders might not be as important.

On the other hand, it's been noticeable that there are still important barriers that stop companies from adopting these kinds of certifications, either external or internal, and the results suggest that most of them have to do with the lack of resources that at the end of the day is decisive to implement an EMS. Thus, many companies opt for adopting free online programs, like Go Green – TripAdvisor Green leaders™, which are an effective marketing tool while implementing green management practices. However, should be underlined that for such a mature sector as the touristic sector of Mallorca, both, private and public side should be more aware and responsive of these new tendencies of management in the market.

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