



Universitat
de les Illes Balears

BACHELOR'S THESIS

ENVIRONMENTAL SUSTAINABLE PRACTICES IN THE HOSPITALITY INDUSTRY

Aina Terrades Villalonga

**Degree in Business Administration
Faculty of Economics and Business**

Academic Year 2021-22

ENVIRONMENTAL SUSTAINABLE PRACTICES IN THE HOSPITALITY INDUSTRY

Aina Terrades Villalonga

Bachelor's Thesis

Faculty of Economics and Business

University of the Balearic Islands

Academic Year 2021-22

Key words:

Sustainability, Environmental sustainability, Environmental practices, Environmental strategies

Thesis Supervisor's Name Matilde Morales Raya

The University is hereby authorized to include this project in its institutional repository for its open consultation and online dissemination, for academic and research purposes only.

Author		Supervisor	
Yes	No	Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Index

Abstract.....	5
1. Introduction.....	6
2. Environmental sustainability.....	7
2.1 Sustainable development as a context for environmental sustainability..	7
2.2 Literature review on the relationship between the natural environment and companies.....	9
2.3 Environmental pressure sources	12
2.4 Relation between environmental sustainability and family business.....	14
2.5 Environmental strategies.....	15
2.5.1 Environmental sustainability in the hotel industry	18
2.6 Organisation's environmental impacts.....	19
2.6.1 Tourism environmental impacts.....	20
3. Methodology	22
3.1 Garden Hotels	22
3.2 Research design	23
4. Findings	25
5. Discussion.....	28
6. Conclusions	31
7. References.....	32

Index of figures

Figure 1. Three dimensions of Sustainable Development.	8
Figure 2. Pressures, motivations and challenges of environmental actions in family businesses	15
Figure 3. Organisation’s environmental impacts.....	19

Index of tables

Table 1. Environmental costs and benefits from tourism.	22
Table 2. Questions formulated for the interview to Garden Hotels.....	23
Table 3. Environmental practices from Garden Hotels	26

Abstract

Sustainability is gaining more and more importance in the business context due to increasing concerns about climate change and its consequences on the natural environment. As a result, companies have started to implement more sustainable practices as part of their business strategies regarding the natural environment. These strategies can be proactive, in which decisions are taken to avoid negative impacts on the environment, or more reactive strategies, in which decisions are taken to comply with the law or once an environmental damage has already occurred. In this work, we focus on the study of environmental sustainability in the hotel sector and describe the environmental strategy and practices of Garden Hotels.

Keywords: Sustainability, environmental sustainability, environmental practices, environmental strategies

1. Introduction

Over the last few years, awareness of the environmental impacts of business has increased. It was in 1984 when the term "sustainable development" was actually defined in the "Brundtland Report" as "*the development that meets the needs of the present without compromising the ability of future generations to meet their own needs*" (Brundtland Report, 1987). Since then, society and international bodies have become increasingly aware of the need for companies to take environmental measures to reduce their negative impacts on the environment (Mebratu, 1998).

Major problems such as climate change, water scarcity, massive habitat destruction and animal extinction, together with society's tendency to consume excessively, have accentuated the need for a shift towards a less consumer society of unlimited products and the involvement of society in carrying out more sustainable actions for the environment (Hoffman and Georg, 2012). More and more consumers are demanding that companies become more sustainable, pushing companies to become increasingly proactive in trying to prevent environmental impacts before they occur and to seek solutions in order to reduce its impacts (Nielsen, Dzhengiz, 2019).

As concerns for the natural environment increased, the tourism activity has also continued to grow and gain importance, and concerns about how this tourism activity could affect the surrounding environment have raised (Lalangui, 2017). The service sector, specifically the hotel sector, has not been studied much by experts, as the focus has gone to industries that generate direct and large harmful impacts on the natural environment (Lorente, Jiménez, 2004). However, the hotel sector also generates serious impacts on the surrounding environment, such as the construction of hotels in rural areas, water shortages due to the increase in the number of people at certain times of the year or changes in landscapes. Thanks to consumer awareness, tourism companies are adapting to these new customers' preferences and demands, in addition to the fact that the competent institutions require this sector to carry out more environmental practices (Goodall and Stabler, 1997).

The aim of this work is to analyze the context of environmental sustainability in the business sphere with the objective of studying what environmental practices can be carried out by companies, specifically in the hotel industry. For this purpose, an interview was conducted to Jaume Ordinas, the General Auditor of

Garden Hotels, in order to study what environmental practices are carried out to protect the surrounding environment.

This study is structured in four main sections. The first section consists of a brief literature review on environmental sustainability to understand the context of companies regarding sustainability. The second section focuses on the methodology that we have followed to analyze the case of Garden Hotels. The third section presents the findings on the environmental practices carried out by Garden Hotels. In the fourth section, we discuss our findings in connection to the literature. We finalize this study with some conclusions.

2. Environmental sustainability

2.1 Sustainable development as a context for environmental sustainability

Over the last few years, the importance and concerns for the natural environment have been growing due to the effects of climate change on the planet (Vélez de López, 2014). As a result, policies have been developed at national and international level towards a more sustainable path, which companies have had to integrate into their business strategy (Mebratu, 1998).

This importance for the environment was first reflected in 1987, when the World Commission on Environment and Development (WCED) published 'Our Common Future', also known as the 'Brundtland Report'. This report mentions the causes of environmental problems as being due to great poverty in some places and poor consumption management in others. In addition, one of the first definitions of sustainable development was given: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland Report, 1987, p.37).

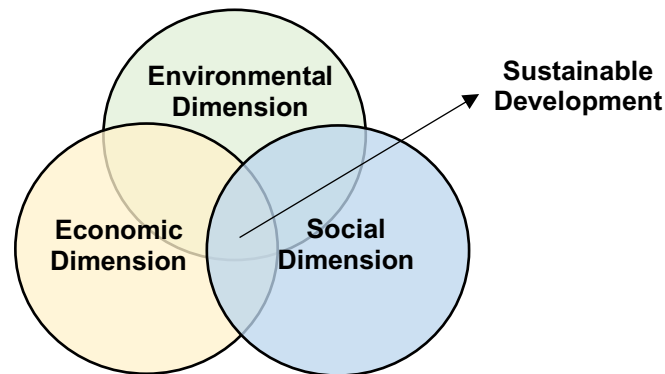
Following this great step towards disseminating and raising awareness of sustainable development, the concept of sustainable development has been modified and expanded, covering not only the preservation of the natural environment and the management of its consumption, but also economic progress and social justice (González, 2013). In this way, sustainable development is based on the following three dimensions (Ayuso, 2003):

- **Environmental sustainability** to ensure the sustainable development of environmental resources and the preservation of nature and fauna.

- **Social and cultural sustainability** to guarantee a better quality of life and preserve the identity of different cultures and communities.

Economic sustainability to guarantee more efficient production processes with an adequate allocation of resources for their conservation for future generations and equal benefits for the affected agents.

Figure 1. Three dimensions of Sustainable Development.



Source: Own elaboration adapted from Ayuso (2003)

The idea of incorporating the social, economic, and environmental dimensions in order to define sustainable development has generated different opinions, such as that of John Morelli (2011), who questions whether each dimension is equally important as the others. Morelli (2011) gives more importance to environmental sustainability over economic and social sustainability, since society and the economy depend directly on the natural environment, while the environment does not depend on them. Society benefits from the products obtained from ecosystems such as water, food or energy, and also the economy needs the resources of ecosystems to carry out the production of products for human consumption and to maintain a balanced economy, without all of them the economy would fail. In short, a sustainable environment would still be sustainable without the economy and society. In addition, Robert Goodland (1995) also stresses the importance of environmental sustainability as it is the one that considers environmental life-supports systems such as the atmosphere, soil and water to be relevant, which must be kept healthy in order for production systems to continue to function, and for the preservation of life on earth.

After having reviewed the different dimensions of sustainability, environmental sustainability could be defined as a condition of balance, resilience, and interconnectedness that allows human society to satisfy its needs while neither exceeding the capacity of its supporting ecosystems to continue to regenerate

the services necessary to meet those needs nor by our actions diminishing biological diversity (Morelli, 2011).

Blanca Nubia-Arias (2016) states that one of the major problems affecting the natural environment is related to the excessive consumption of resources. Some of the aspects that stand out are the search for profit through the mass production of products by large multinational companies, the lack of environmental culture, the consumerist society and the excessive use of natural resources. Environmental education is seen as a possible solution to the environmental crisis, as it would also allow citizens to be trained to behave in a more sustainable way towards the planet, allowing them to satisfy human needs in balance with the resources of the ecosystems.

2.2 Literature review on the relationship between the natural environment and companies

Concerns for the natural environment in the business sector is not new. For the last 40 years companies have been aware of their effects on the natural environment thanks to an increased awareness of society (Hoffman and Georg, 2012). All decisions made in a company have an impact on the surrounding natural environment (Etzion, 2007).

In order to understand the relationship between business and the natural environment, Etzion (2007) analyses environmental issues in organizations from the perspective of the company, the industry and the environment of an organization. These three perspectives are explained as follows:

The company

When analysing companies, researchers focus on examining those characteristics that influence environmental performance. These characteristics can be strategic, which can be easily controlled by top management to improve the company's performance, or contingency characteristics, which are usually external to the company's environmental performance and are often not as easy for management to control so are less likely to be taken into account by the employer in the environmental performance of the company. In the following, we distinguish what these characteristics are:

- **Strategic characteristics:**

1. *Innovation*. Innovation enables the company to improve its performance and at the same time improve its environmental impact, as it allows old

practices to be replaced by new practices that are better adapted to the company.

2. *Employee perceptions.* According to Jiang and Basal (2003), the involvement of the company's staff in environmental changes is very important because operating costs can be reduced if the company and employees make an effort to protect the environment.

3. *Stakeholder perception.* A company's ability to listen to stakeholder perspectives can lead to an improvement in the company's performance, as the company can learn from other perspectives about the needs of society and the environment that can improve the company's performance.

4. *Flow of knowledge and information.* It is important and necessary for the company to have information from experts in environmental aspects to improve the company's environmental practices. Information always helps to improve, even information that comes from the company's suppliers as they can see opportunities and failures from another perspective and thus help the company's environmental performance.

- **Contingency characteristics:**

1. *R&D.* According to the research that has been done so far, an improvement in environmental impact is related to a higher investment in quality R&D (Christmann 2000). Research generally focuses on environmental innovations with a high impact, but there are also other forms of innovation that focus on internal changes within the company but have an impact on the environment. Thus, there is a positive relationship between investment in R&D and the impact a company has on the environment.

2. *Slack.* Slack in business refers to the company's ability to have sufficient available resources controlled in its operations and activities, the more slack the more control the company has over its operations (Murat Karakay, 2017). For this reason, Etzion (2007), states that the less slack a company has, the worse its environmental management will be as the company's managers will have other priorities to pay attention to.

3. *Company size.* Many authors agree that the larger the company, the more environmental actions it takes. But this is because larger companies are under more pressure due to their higher visibility and also have more resources and can invest more in improving their impact, while smaller companies, due to less knowledge and resources, tend to be less

concerned with this aspect and focus on other more profitable issues (Sharma and Henriques, 2005).

4. Multinational environment. Several studies have analysed the influence of the multinational environment and its effects on the environment. Some researchers have concluded that the quality of environmental performance will depend on whether it is in developed or developing countries, with developed countries having more disposable income to devote to environmental issues. Political factors and social pressure also play an important role (Bansal and Roth, 2000).

The industry

Between the perspective of the firm and the environment, industry has been heavily researched in recent years for the analysis of environmental issues. This has occurred as many industries are major drivers of pollution and environmental degradation, among them the chemical industry, the automotive industry, the energy sector and the forestry sector in charge of paper production (Etzion, 2007). On the other hand, other industries such as service industries have been found to be less likely to have large impacts, so it is evident that the more polluting industries carry out more environmental actions as they are more regulated by institutions (Henriques and Sadorsky, 1999).

Industry is of great importance because it is strongly influenced by three factors: consumers, regulation, and industry members. Consumers significantly influence the functioning of an industry and its impacts as industries adapt to the needs of consumers (Porter, 1990). Firms that deal first-hand with consumers are more likely to engage in environmental practices as they have a better reputation and are better perceived by consumers (Arora and Cason, 1996). In terms of regulations, it has been studied how the most polluting industries are the most monitored and regulated, and that the service industries tend to have fewer practices as they are less regulated. Finally, Etzion (2007), states that research on the subject is still needed as there are contradictions, some studies state that companies that are in contact with consumers will carry out better environmental actions, but other studies have found that it is the primary companies that, being more monitored and regulated, are the ones that will have more environmental plans.

The environment

The business environment is strongly influenced by different actors, both internal and external to the organisation (Starkey and Crane, 2003). These actors are: customers, regulations, investors, the media, boards of directors, activists, and society. Companies often view environmental issues differently than

stakeholders, which often leads to misunderstandings and miscommunication between the company and stakeholders (Howard-Grenville, 2002).

Etzion (2007) states that companies that take proactive actions have a better environmental performance in the long run and influence the institutional environment as well as competing companies. In addition, they are better seen and accepted by consumers and activists, thus improving their image to the general public.

2.3 Environmental pressure sources

Environmental pressures for a company are environmental factors that directly affect the company and condition the way it acts towards the environment (Belcham, 2015). Public awareness of the lack of sustainable actions has increased considerably over the years as the effects of climate change have been magnified (De Abreu, 2011). Companies perceive this situation as it affects their competitive environment and the need to adapt to this new reality arises. Due to this pressure from their environment, they are forced to modify their business model to adapt to the different demands of society. Although there are still many companies that, despite this need, do not adopt more sustainable measures due to the increased costs involved in modifying their processes (del Brio González & Junquera Cimadevilla, 2001).

Belcham (2015), defines this set of pressures that affect companies and the way they act. These are divided into four groups:

- *Financial pressures:* Environmental measures carried out by companies can affect companies financially by reducing overhead costs and saving more by carrying out measures such as reducing the consumption of energy needed for production or minimising waste. Increasingly, more and more institutions are opting for economic rather than legal measures to encourage environmental practices in companies. In addition, companies are increasingly under financial pressure to comply with environmental performance criteria, as they are a common requirement analysed by insurance companies.

On the other hand, companies with environmental practices are better perceived in the financial markets. This is because it has been shown that companies that are committed to the environment are more likely to manage their resources better and have higher long-term business performance (Belcham, 2015).

- *Legal pressures:* Years ago, when there was no such pressure from the population, public administrations did not play a relevant role in environmental issues (del Brio González & Junquera Cimadevilla, 2001). Nowadays, strong social pressure has led to legal requirements for organizations to change the way they act. Non-compliance with these laws can generate large costs for companies in the form of fines, loss of reputation and costly legal proceedings (Belcham, 2015).

Companies pay more attention to the legal consequences of not complying with environmental requirements stipulated by law because of the cost consequences of non-compliance. Martin et.al (2008), states that companies adopt strategic environmental postures until they comply with the legislation, therefore, there is a correlation between environmental management systems and the legislation in force.

- *Social pressures:* Society is changing and encouraging companies to take environmental management measures. More and more non-profit organizations (NGOs), such as Green Peace, are demanding that institutions and companies change the way they act (Martín et. al., 2008).

Hence, education plays a fundamental role in ensuring that future generations grow up with the importance of caring for the environment. This means that, although its influence does not guarantee optimal environmental compliance, social pressure will increase and increasingly stringent measures will be demanded (Aragón Correa, 1998).

At the internal level of companies, an increase in awareness on the part of workers and stakeholders is also beginning to be observed. They are increasingly aware of how the actions of the companies they are part of affect the environment, since in the end, workers contribute to the impact that companies have on the environment. Improved company environmental management leads to greater employee satisfaction, which will be reflected in company performance (Belcham, 2015).

- *Market pressures:* As environmental awareness grows, so do the expectations of customers and all stakeholders. Corporate reputation is a very important aspect and is now closely related to how the company manages to minimize its environmental impacts (Martin et. al, 2008). A poor reputation can lead to loss of contracts with suppliers and loss of customers to more environmentally conscious competitors. This kind of pressure can be a major driver for companies to improve their environmental performance in the future (Belcham, 2015).

2.4 Relation between Environmental Sustainability and Family Business

In order to understand the relation between environmental sustainability and the family business, it is necessary to first define what is a family business:

A business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families (Sharma and Sharma, 2011, p. 311).

Thanks to society's growing awareness of the need to care for the environment, companies have implemented environmental practices in their business models. Moreover, this concern is more accentuated in family businesses because their vision is more focused on making their business model sustainable in the long term for future generations. In this way, these companies promote the satisfaction of stakeholders, later generations of the families that will be part of the company and society in general (Breton-Miller and Miller, 2016).

Dangelico et al. (2018) state that, after analysing several studies on environmental sustainability in family and non-family firms, family firms tend to invest more in proactive environmental strategies and acquire more certifications that corroborate this. According to the literature review by Dangelico et al. (2018), family firms are more influenced by internal company pressures such as their values and pressures from the family. In addition, compared to larger firms, family firms are also strongly influenced by cultural and economic motivations. Economic interests for environmental practices in family businesses play an important role because investing in greener processes can lead to cost reductions, improved energy savings and more efficient use of resources.

The main drivers for a family business are internal pressures and motivations. The pressure from the family and the firm's values and motivations such as better economy in the long term that can ensure the company's long-term survival, quality improvements in general processes of the company and a better reputation and image towards the society. Cultural motivations such as helping the local community instead of buying to big companies' chains and promoting better quality products have a strong influence on the choice of family businesses to choose more sustainable environmental processes (Dangelico et al., 2018).

Implementing environmental practices also has its challenges. Companies in general, including family businesses, find that investing in environmental actions entails high costs for obtaining the necessary resources, problems and high bureaucratic costs that impede the speed of carrying out these actions, and in

many cases lack of knowledge about which environmental actions are best for the company (Delmas and Gergaud, 2014).

Figure 2. Pressures, motivations and challenges of environmental actions in family businesses

Pressures	Motivations	Challenges
<ul style="list-style-type: none"> •Values •Members of the family 	<ul style="list-style-type: none"> •Long term economic survival •Quality improvements •Better reputation and image 	<ul style="list-style-type: none"> •High costs •High beaurocratic costs •Lack of knowledge

Source: Own elaboration adapted from Dangelico et al. (2018)

2.5 Environmental strategies

Nowadays, with the climate problem that we are experiencing, there are more and more negative consequences of human activity on the natural environment (González Reyes, 2011). In order to face environmental adversities, it is not enough to act reactively, but for a sustainability programme to be effective it is necessary to apply proactive strategies. Proactive strategies seek actions to prevent irreversible damage from occurring, and restoration to reverse damage already caused (Sutton, 2004). All this awareness is reflected in the change of management in companies, many of which, as a result of the growing global importance of environmental sustainability, have started to implement more sustainable strategies and operations (Niessen, Dzhengiz, 2019).

A company's environmental position can be determined by the long-term objectives it sets itself in order to reduce its impact on the natural environment, as well as defining its environmental strategy (Peña, Garrido, 2008). Bansal and Roth (2000) define environmental strategies as a set of initiatives that can reduce the impact of operations on the natural environment through products, processes and corporate policies such as reducing energy consumption and waste, using green sustainable resources and environmental management system implementation.

Over the years, many authors have developed different types of classifications to define environmental approaches in business. The most well-known is the classification of enviromental strategies of Roome (1992) which has served as an inspiration for many others. This classification sets out a serie of environmental

strategies that are based on the level of proactivity of environmental management:

- **Non-compliance:** This is the position taken by the company of not reacting or not being able to react to changes in the environment. It is typical for companies with a short-term vision where the environmental issue is not relevant.
- **Compliance:** This is a reactive stance towards compliance with environmental laws, their actions will have the sole purpose of complying with the legislation. These companies do not see environmental strategies as a possible competitive advantage, so their environmental actions will be minimal. One of the problems with this position is that the company does not anticipate future problems, but rather acts on problems as they arise.
- **Compliance plus:** This is a more proactive position of the company, as in addition to complying with the required legislation, it takes its own initiative to develop policies and management systems that are more focused on the environment.
- **Commercial and natural environment excellence:** In this position, companies have a preventive character, where they look for threats in order to turn them into opportunities. These companies consider environmental management as something necessary in the organisation, and usually have experience in the search for excellence and total quality management.
- **Leading edge:** It is the position of leading companies in environmental management and serves as a benchmark for other companies. It is a more practical strategy, for a company to move from a position of non-compliance to one of excellence will depend on factors both internal and external to the company such as having clean technology techniques, organisational structure and systems and organisational and individual values/ethics (Roome, 1992).

Another important classification of environmental strategies is the one given by Belcham (2015), which considers four stages to classify the company's environmental management strategies.

- **Stage One - Reactive:** This is the most reactive stage, as the main objective is to comply with permitted pollution limits. The company acts on problems as they arise, such as complaints from outside the company.

- **Stage Two - Developing environmental management systems (EMS):** The leap to this stage is due to the increased awareness and importance of the environment, in which companies have been pushed to take more proactive approaches. In this stage, the company undertakes voluntary actions to better control and improve its activities and reduce its impact on the environment. The company seeks to improve resource management to become more efficient and to improve its image. An example of such management tools is ISO 14001 certification.
- **Stage Three - Adopting a strategic approach:** The key to moving to stage 3 is innovation and change, as these allow the company to improve the way it does business. The aim is not only to focus on control measures but also to improve the reduction of the impact on the environment, redesigning production systems or creating products to reduce the impact on the environment.
- **Stage Four - Sustainable enterprise:** The most proactive stage of the enterprise, where the enterprise has already changed its perspective towards a more sustainable one, including short-, medium- and long-term decision making. At this stage the enterprise is not fully sustainable, but it is able to identify its objectives to become sustainable (Belcham, 2015).

Aragón-Correa (1998) argues that firms with more proactive strategies are able to adopt more advanced environmental strategies than others that are less proactive, thus having more competitive advantages. Therefore, he defines a proactive strategy as a firm's willingness to change its strategies and policies to prevent events rather than react to them as they arise. Aragón-Correa (1998) distinguishes three strategic dimensions to classify companies according to their proactivity:

- **Prospectors:** These are the most proactive companies, companies with advanced environmental postures are those capable of analysing and reacting to all aspects of their environment and grow through the development of new markets and products. In addition, this approach allows the creation of new products with less negative impact on the environment.
- **Analyzers:** These are the companies that are at an intermediate level, neither the most proactive nor the least proactive. These companies make decisions to change their processes and organisational structure to promote innovation and cost reduction.
- **Defenders:** These are the least proactive companies in the classification. These companies are only interested in the technological side to address

environmental issues and to be more competitive. This technology is used in order to reduce costs and increase efficiency, but technology is only invested in when there is evidence of its potential benefit. This is the big difference with the prospectors, as the more proactive companies invest in technology to increase their technological leadership, and not only when it is known what the benefit will be (Aragón-Correa, 1998).

2.5.1 Environmental sustainability in the hotel industry

Very few studies have been carried out on environmental aspects in service companies. This is due to the increasing environmental pressure in those activities with serious direct impacts on the environment, such as the metallurgical industry (Lorente, Jiménez, 2004). This environmental pressure has been affecting the service sector as it has become more important in the economy. The impact of the service sector on the natural environment comes from the total set of activities, whether direct or indirect, and which in the end correspond to a large percentage of the world's environmental degradation (Kirk, 1995).

In the case of the hotel sector, there are some aspects to take into account when classifying environmental management activities. On the one hand, it should be taken into account that in smaller hotels the creation of waste and the impacts on the environment are lower than in larger hotels. And on the other hand, environmental strategies in smaller hotels are sometimes not written down or not very formalised. Those actions that have bigger weight in the hotel sector are those of pollution prevention (Lorente, Jiménez, 2004).

In the review by Lorente and Jiménez (2004), the classifications of environmental strategies from Wight (1994) and Brown (1994) are highlighted. In Wight's (1994) classification there are two distinctions: *internal environmental programs*, such as waste and water management, energy management and air pollution; and *external environmental programs*, where, in addition to the importance of reducing environmental impacts, the hotel industry's relations with the hotel's external environment are taken into account, such as the local population, culture and natural resources of the area, are recognized. On the other hand, in Brown's (1994) classification, Lorente and Jiménez (2004) give a name to the different practices, since Brown (2004) does not specify them. These practices are *explicit environmental management*, which are those initiatives carried out by hotels in which the environment is the main reason for their implementation; and *tacit environmental management*, which are those initiatives whose main motivation for their use is other than environmental protection, as would be the case of greater demand from customers or simply to reduce costs.

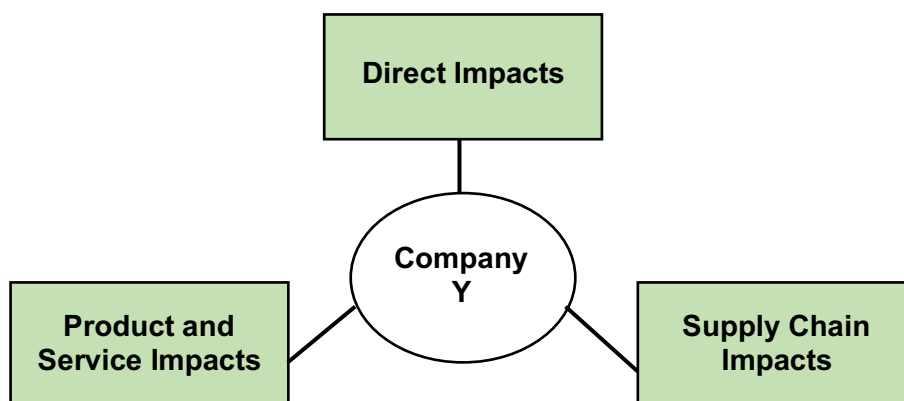
2.6 Organisation's environmental impacts

According to Belcham (2015), "environmental impact" is defined as: *"Environmental changes that occur, wholly or partly, as a consequence of an organisation's environmental aspects"*.

Belcham (2015) highlights that generally only the direct impacts that a company has on the environment are of importance. However, in order to have a true vision of these impacts, the impacts of the supply chain and the impacts of products and services must also be taken into account:

- **Direct Impacts.** These are the environmental impacts resulting from the company's own activity, such as polluting emissions into the air, the use of raw materials and polluting discharges into the water, among others.
- **Supply Chain Impacts.** These are the environmental impacts caused by third parties that carry out activities linked to the company, such as the extraction of raw materials to finish a company's production, activities related to the transport of a company's final products, among others.
- **Product and service impacts.** These are the environmental impacts produced by consumers when using the company's products or services, such as waste from product packaging, energy used by consumers when using the product or service, among others.

Figure 3. Organization's environmental impacts



Source: Own elaboration adapted from Belcham (2015)

2.6.1 Tourism environmental impacts

According to Ayuso (2003), environmental impacts caused by tourism are those impacts that are produced by the supply of services provided by the tourism sector, as well as by the tourists' own activities in the tourist destination. The natural environment is closely linked to tourism because it is a natural attraction. Currently, many of the most popular tourist destinations are those with the greatest biodiversity and where humans have had the least impact, which is why they are the most fragile (Santos, 2004).

Although tourism has both positive and negative effects on the local environment, in many cases the existence of tourism means that it is protected and preserved. Tourism can also lead to overcrowding and the construction of infrastructures such as hotels in areas that should be natural, and this has an impact on the quality of the destination's environment (Sunlu U, 2003).

Sunlu U (2003) and Ayuso (2003) describe some of the most important negative effects caused by tourism:

- **Water shortage:** Water is one of the resources most used by the tourism sector, whether in hotels, swimming pools, golf courses, and it is generally used in excess, causing a lack of water in the tourist destination. In addition, the increasing in the global temperature of the planet is causing changes in the microclimates of tourist destinations, leading to desertification and high temperatures that end up causing forest fires.
- **Air quality and noise:** According to National Geographic (2019), 1.4 billion people travel each year causing constant use of air, road and rail transport. Carbon dioxide (CO₂) emissions generated by air transport severely affect the atmosphere, leading to photochemical pollution, acid rain and increased global warming. In many cases, tourism leads to an increase in car traffic due to the growing trend of renting cars to visit tourist destinations, whereas in the past, tourists used to travel in large groups and by large group transport such as buses. This increase of cars leads to a worsening of the air in the destination, continuous traffic jams, noise and this results in a poorer quality of the trip for the tourist.
- **Aesthetic pollution:** A serious problem in the tourism sector has been the poor management in many destinations of not conserving and preserving the aesthetics of the place, generating great visual impacts that have negatively affected the environment. On many occasions, areas have been overcrowded in order to attract tourists, constructing buildings and roads where they should not be built, such as coastal or forest areas, and

this has occurred due to a lack of land planning and erroneous changing regulations.

- **Solid waste and litter:** Tourist activity generates large quantities of rubbish and waste that result in poor management. On many occasions, it is poorly managed from collection to storage, causing polluting waste to be thrown into the sea and bad treatment of the sewage. This water pollution causes the death of large numbers of marine animals, degradation of plant species and poor water quality that can affect the local population.
- **Land degradation:** Land degradation because many of the destinations that have become a tourist attraction have involved an increase in tourist and recreational facilities, causing a direct impact on forests in the form of deforestation, and on natural resources such as minerals and fertile soils to build new facilities. In addition, the land is affected by the construction of buildings, transport routes and electricity networks, among others. Fires, clearing of forests or over-freeding of natural areas can affect the state of the soil and the destruction of vegetation cover.
- **Overuse of local resources:** Overuse of local resources which generally have to be imported from elsewhere as the number of tourists increases considerably during the tourist season and there is insufficient supply.
- **Destruction of flora and fauna.** Tourist activity in many destinations has caused the partial or total elimination of natural habitats, changes in the migration of local species, as well as changes in the diversity of species. Moreover, human presence in natural places, has caused imbalances in the natural life of the animals and this has led to changes and difficulties in their reproduction and predation.

In short, although the tourism sector has a negative impact on the natural environment of the tourist destination, it also generates benefits. Tourism seeks tourist attractiveness, which encourages the preservation of the environment of the tourist destination. A clear example of this is the restoration of historic buildings with great cultural wealth and the creation of natural parks for the protection of native flora and fauna. Moreover, thanks to increased awareness, more and more tourists are looking for sustainable destinations and appreciate that the establishments in the tourist destination have sustainable measures in place. A tourist destination can generate many benefits, part of which are used to help the environment, such as eco-taxes, which are those taxes used by public bodies to finance and allocate to actions to preserve the environment (Ayuso, 2003).

The following table shows the benefits and costs of the tourism sector on the natural environment:

Table 1. Environmental costs and benefits from tourism

Costs	Benefits
<ul style="list-style-type: none"> - Excessive water use - Land degradation due to tourist developments - Air and acoustic pollution - Deforestation and depletion of mineral resources - Sewage and air pollution from CO2 emissions - Visual impact caused by alteration of urban and natural landscape - Destruction of natural hábitats - Changes in the behaviour of local species 	<ul style="list-style-type: none"> - Awareness-raising for the care of natural areas and species - Creation of nature reserves and restoration of hábitats - Measures to reduce pollution from tourism activities - Increased interest in sustainable tourism

Source: Own elaboration adapted from Ayuso (2003) and Sunlu U (2003)

3. Methodology

3.1 Garden Hotels

Garden Hotels is a family business founded in 1986 by Miquel Ramis, Tomeu Plomer and Miquel Pascual. Later, the company Garden Hotels became exclusively owned by Miquel Ramis, who is the current president. Garden Hotels is dedicated to hotel operation and has 12 hotels of 3, 4 and 5 stars in Mallorca, Menorca, Ibiza, Huelva and Punta Cana. This company has more than 650 employees and focuses mainly on four market segments: adult vacations, families, sports and wellness. Garden Hotels stands out for its commitment to the environment, the surroundings, local communities, and suppliers, which is why the three fundamental pillars of its Corporate Social Responsibility are: labor, social and sustainability (Garden Hotels, 2021).

Garden Hotels, being a Mallorcan family business, attaches great importance to sustainability, being one of the most important values in the company, both for the environmental care of the island and the relationship with Mallorcan suppliers (Garden Hotels, 2021).

The mission of Garden Hotels is to offer experiences with a good team of workers to offer customers the best satisfaction and profitability. On the other hand, its

vision is to stand out in the hotel sector through its values and its brand. One of the things Garden Hotels stands out for is its values: Hospitality, Commitment, Sustainability, Trust, Innovation and Enthusiasm (Garden Hotels, 2021).

In terms of short-term objectives, the pandemic has greatly affected the hotel sector, as many hotels were forced to close. As for the medium and long term, their objective is to continue with their commitment to a circular economy plan, to care for the island's environment with projects such as the "Composting Project" and to commit to Km 0 in everything related to purchases and maintenance of their hotels (Garden Hotels, 2021).

3.2 Research design

To study the environmental practices of Garden Hotels, we conducted a face-to-face interview with Jaume Ordinas, the General Auditor of Garden Hotels. The interview was held at the headquarter of the hotel in Inca, Palma de Mallorca, on the 14th of April 2021 and lasted 75 minutes. We included a total of 31 semi-structured questions. The first set of questions referred to the company's position in relation to the natural environment and the second set of questions was related to the environmental practices carried out by the company. In addition, we also consulted secondary data sources such as the company's official website. Table 2 shows the questions formulated in the interview.

Table 2. Questions included in the interview to Garden Hotels

<p>Company and the natural environment</p>	<ol style="list-style-type: none"> 1. When and how GARDEN Hotels began? How many hotels and employees Garden Hotels have? 2. What is the significance of the environment for GARDEN Hotels? 3. Is the environment part of your market strategy? 4. Do you define an environmental strategy, i.e., do you set targets such as how much you want to reduce water consumption? 5. What short-, medium- and long-term objectives do you set for the hotel to continue improving your sustainable practices? 6. Do you have a specific department in charge of managing environmental issues? 7. What are the motivations that lead you to adopt this philosophy of environmental care in the hotel? 8. What benefits/benefits/advantages/fruits do you see that you obtain from environmentally friendly practices in the hotel? And what difficulties do they entail? 9. Do you see an improvement in competitiveness thanks to the implementation of EHS practices? Do you think that you differentiate yourself from the competition? How? 10. Does the implementation of environmentally friendly practices have an impact on attracting a certain segment of the market that is more environmentally conscious? 11. Do you inform your customers in any way about your environmentally friendly practices? 12. Do your customers value your philosophy of respect for the environment? 13. How environmentally conscious are your customers in general?
---	---

Environmental practices

14. What do you think are the most important environmental impacts produced by the development of the hotel's activity?

15. What environmentally friendly practices do you carry out in the hotel?

Water

16. What measures have you used to reduce water consumption, and which have given you the best results?

17. How do you manage the water in the swimming pools so as not to overuse it?

Energy

18. In terms of energy, do you have solar panels or other renewable energy systems? Which ones?

19. What techniques do you use to reduce the consumption of light and energy that have brought you the greatest benefits?

Waste

20. Has the total elimination of the use of plastic been achieved, and what practices do you use to reduce its use?

21. One of the measures for which GARDEN Hotels stands out is its waste management (social and circular economy project). What exactly does it consist of? What benefits do you obtain?

CO2 and transportation

22. Do you take any type of measure to try to minimize the production of CO2 gases in the hotel? Which ones?

23. Do you use any means to collect guests collectively in order to try to reduce the number of trips and consume less CO2?

24. Have you noticed an increase in the use of electric car charging stations by guests?

Policies

25. Do you have a defined environmental policy?

26. What has led you to follow the ISO 14001 management system?

Climate Change

27. Are there any effects of climate change that you have been able to perceive that are affecting you?

Future plans and family business

28. Are there any environmentally friendly practices that you would like to implement in the Hotel?

29. You are very active in sustainability practices; does it have something to do with the fact that you are a family business?

Covid 19

30. How has the pandemic affected the hotel?

31. Have any of the environmental practices that were in place been affected or reduced because of the pandemic?

Source: Own elaboration

4. Findings on the environmental sustainable practices at Garden Hotels

Throughout the interview we can observe Garden Hotels' commitment to the natural environment. Garden hotels rely on external help to make the right decisions about what environmental practices implement, *"we have subcontracted an external consultancy company that helps us to improve our actions and advise us with the best solutions"* (Jaume Ordinas, General Auditor). This commitment to the natural environment is also reflected in the company's Corporate Social Responsibility, Quality policies, Human Rights and Good Labour Practices, Health and Safety and Local Community Support policies (Garden Hotels, 2021).

Carrying out environmentally friendly practices leads to improvements in the competitiveness of Garden Hotels, *"more and more clients are looking for hotels that are aware of their actions and their impact on the natural environment"* (Jaume Ordinas, General Auditor). The fact that Garden Hotels is a medium-sized chain with 11 hotels, has made the decision making process and implementation of environmentally friendly practices easier and quicker. In other hotel chains that have hundreds of hotels, the decision making and implementation is much slower (Jaume Ordinas, General Auditor).

According to Jaume Ordinas, the implementation of environmentally friendly practices is difficult because requires a lot of time and resources. It also involves planning, effectively implementing the practices, changing strategies and even re-planning the way the company operates. The biggest difficulties in developing environmental projects Garden Hotels has encountered, as in the case of the 'Composting project', are the regulatory environment and the deadlines stipulated by the Administration as they were often very strict and prevented the project from being carried out. In addition, Covid 19 has had an extremely negative impact on the services and tourism sector resulting in significant losses for the entire sector and the paralyzation of many projects related to environmental sustainability which do not have an upcoming date for their execution. Covid-19 has affected the way Garden Hotels operates, changing some of its environmental practices. Jaume Ordinas insists on a major problem, that the most damaged companies have been family businesses, which are the ones that often bet on the value of sustainability and Km 0. (Jaume Ordinas, General Auditor).

Climate change is one of the world's major concerns by which tourism sector is also affected. Climate change has indeed a lot to do with how a company decides to act and carry out measures to make its impact less harmful to the natural environment. Jaume Ordinas says that climate change can be felt in Majorca with the very high temperatures in winter. Jaume Ordinas, argued that people talk a

lot about climate change but perceive this issue as something distant that will not affect them. However, he states that it affects the whole world and the Balearic Islands in particular (Jaume Ordinas, General Auditor).

According to Jaume Ordinas, at Garden Hotels they are very aware of the impact that hotels have on the natural environment. That is why they carry out different practices to attempt to reduce their environmental impact. The environmental practices of Garden Hotels are classified as follows:

Table 3. Environmental practices from Garden Hotels

Environmental practices related to:	Water consumption
	Energy consumption
	Waste management and plastic reduction
	Carbon footprint
	Sustainability certifications
	Communication

Source: Own elaboration

- ***Environmental practices related to water consumption:*** In the Balearic Islands, water scarcity is one of the biggest problems in terms of natural resources and this issue is closely linked to the tourism activity. For this reason, Jaume Ordinas highlights some practices to reduce water consumption in the chain's different hotels. For example, they use taps with a maximum water flow filter to draw water per minute. In addition, they are very conscious of the large amount of water used for the hotel swimming pools and the large amount of chemical products that reach the sea through chlorine, which is why their swimming pools do not have chlorine. As for the irrigation systems, they are set up in such a way that if it rains, they are not turned on, thus avoiding unnecessary watering. Another noteworthy practice is the thorough monitoring of all water meters in the different buildings so that water leaks are quickly detected. For hotel cleaning, environmentally friendly mops are used to reduce both water consumption and the use of chemicals. And for a greater effectiveness of all these practices carried out by Garden Hotels, customers are encouraged and involved through awareness campaigns with posters to remind customers to use water responsibly (Jaume Ordinas, General Auditor).
- ***Environmental practices related to energy consumption:*** Jaume Ordinas explains that they currently do not have solar panels in all hotels,

but their idea is to install more panels in the long term. Regarding household appliances and different electronic equipment in their hotels, they to buy them considering whether the energy rating is efficient. On the other hand, they use hot and cold air recovery systems. This system is an equipment that transforms hot air from outside into cold air inside in summer, and cold air from outside into hot air inside in winter. To reduce the consumption of light, they have presence sensors in the hotels. These sensors work with the electronic keys that are given to the clients to enter the rooms and avoid the consumption of energy when clients are not in the room. In addition, they use low-consumption LED lights in all hotels (Jaume Ordinas, General Auditor).

- ***Environmental practices related to waste management and plastic reduction:*** Garden Hotels is committed to eliminate single-use plastic in all its establishments and replace them with reusable containers. An example of this initiative is the elimination of single-use amenities in all rooms, and changing them for amenities produced by local companies and that can be refillable. The purchasing department uses criteria for the reduction of packaging that results in reducing the generation of packaging. Also, Garden Hotels have a policy to reduce paper consumption in all establishments. Regarding recycling, each establishment has all the necessary containers for the separation and subsequent recycling of waste, both for employees and customers. In the buffets, products are displayed in bulk instead of individual portions. In addition, water dispensers are available for customers in all establishments and oil that has been used for cooking can be recycled and used as biodiesel (Jaume Ordinas, General Auditor).

- ***Environmental practices related to carbon footprint:*** At Garden Hotels they are very aware of the carbon footprint they produce. This is why they choose suppliers with environmental certifications and are committed to a Km 0 policy avoiding excess imports and transport. The use of hybrid and electric vehicles is encouraged and have charging stations in several of their hotels and in the central offices. Jaume Ordinas clarifies that the customer does not make much use of these charging stations as there are not many charging stations on the islands, and therefore they do not rent electric cars (Jaume Ordinas, General Auditor).

- ***Environmental practices related to sustainability certifications.*** Garden Hotels have certificates such as ISO 14001, EMAS, Travelife, UNESCO (Sustainable Travel Pledge). These certifications imply that the company must follow a series of objectives in order to get this certifications, and at the same time, motivates the company to pursue

them and to act consciously with their actions (Jaume Ordinas, General Auditor).

- **Environmental practices related to communication.** Garden Hotels' environmental commitment is reflected in the communication with its clients. For example, *“when clients arrive at the different Garden Hotels, during check-in, they are given information and explanations about the different environmentally friendly practices they carry out and they are invited to join these practices, such as reducing the use of water in the rooms”* (Jaume Ordinas, Auditor General). The transparency and quality of the information shared with their clients is also exhibited through their website. For example, they have in the main menu of their website, a section dedicated only to the corporate responsibility of Garden Hotels. In this section they explain in detail the different environmental, social and economic practices they carry out (Jaume Ordinas, General Auditor).

Although this paper focuses on studying environmental sustainability, Garden Hotels guarantees support to the local community, working with non-profit organisations to provide employment opportunities for disabled people, carrying out good labour practices and promoting human rights such as the implementation of an equality plan in all areas of the company, among others. In addition, they carry out economic sustainability practices that favour economic growth that generates equitable wealth based on innovation, respect for the environment and alliances with our stakeholders, such as prioritising new technologies in their hotels for an efficient use of resources and the reuse of materials to avoid unnecessary waste of resources. Environmental, social, and economic practices contribute to sustainability and sustainable development (Garden Hotels, 2021).

5. Discussion

In the following, we will try to link the reality of Garden Hotels with the previously mentioned literature review on the main motivations that lead companies to carry out friendly environmental practices.

According to Belcham (2015), the way a company acts determines how proactive it is. Proactivity is exhibited by companies that seek to avoid negative impacts on the environment before they occur and seeks solutions for those impacts that have already occurred. This thought is reflected in the business strategy followed by Garden Hotels, as they voluntarily decide to carry out more sustainable practices to protect the natural environment, instead of only choosing those

practices that are legally required. According to the different environmental strategies analyzed, Garden Hotels could be classified as a 'Leading Edge' company according to Roome's (1992) classification of environmental strategies because it is a company that seeks to minimize its impacts on the environment at all times, to generate local economy and favor the local community. In addition, sustainability is one of the fundamental values of the company. In short, Garden Hotels is a leading hotel chain that should serve as a reference for many other tourism companies to follow. According to the classification of environmental strategies studied by Belcham (2015), Garden Hotels could be classified as a 'Sustainable Enterprise' in stage four. Although a company can always improve, Garden Hotels is a completely proactive company that seeks to minimize its impact as much as possible through its practices. Furthermore, its short-, medium- and long-term objectives are oriented to the improvement in terms of sustainable and internal processes and efficiency, and to offer a good working environment to its employees. Finally, according to Aragón-Correa's (1998) classification of environmental strategies, Garden Hotels could be classified as a 'Prospector' company because it has a proactive attitude to carry out sustainable practices even though it has the option of not carrying them out or simply using reactive practices to try to solve the negative impacts generated. All in all, it can be seen that Garden Hotels could be classified in all rankings in the best position in terms of sustainable practices.

This attention that Garden Hotels gives to the environment is also related to the fact that it is a family business. Dangelico et al. (2018) states that large companies give more importance to economic performance and growth than to values such as sustainability and the local community. So, large companies focus on actions where costs are lower, which are usually actions with a major impact on the natural environment. However, family businesses tend to give great importance to how their actions affect the natural environment as their vision is more focused on the continued long-term operations for the future family generations (Breton-Miller and Miller, 2016). In addition, family businesses have well-defined values and take care of aspects such as dealing positively with the local community, caring for the environment and their image (Dangelico, 2018). This literature is consistent with the case of Garden Hotels as a family business with values that are very focused on taking care of the natural environment. In fact, in the board of directors of Garden Hotels, environmental concerns are very present so that they always choose on more sustainable actions where the environment and the local community benefit the most.

In contrast, Sharma and Henriques (2005) states that large companies are the ones that invest more in environmentally friendly practices. Este pensamiento no se vería reflejado en el caso de Garden Hotels ya que es una empresa familiar. In terms of some of the obstacles to adopt sustainable practices, we found that on the one hand, sometimes the public administration takes too long to accept

the implementation of certain practices and on the other hand, the lack of knowledge about what could be the best options for the company when implementing sustainable improvements. This is consistent with the case of Garden Hotels, since they have decided to hire an external company in order to be able to choose the best option.

Climate change has been one of the driving forces behind society's commitment to a more sustainable world (De Abreu, 2011). Climate change is affecting the climate of the Balearic Islands, causing major changes in temperatures that will affect the environment of the Islands if the situation persists. The tourism sector generates negative impacts on the natural environment and contributes to the worsening effects of climate change. (Sunlu U, 2003). According to Sumlu (2003) y Ayuso (2003), the tourism sector generates impacts such as water shortage, air quality and noise, aesthetic pollution, solid waste and litter, land degradation, overuse of local resources and destruction of flora and fauna, among others. This concern for the natural environment is an essential part of Garden Hotels' values and, therefore, it takes these negative effects on the natural environment into account by implementing proactive environmental strategies to try to reduce their negative impacts.

According to Ayuso (2003), in the hotel sector, customers are increasingly demanding that hotels adopt environmentally friendly measures such as reducing water and plastics. This is reflected in the attitude of Garden Hotel's clients, who demand and appreciate environmental practices in the hotels. Also, society has played a fundamental role in the involvement of companies in collaborating to reduce environmental impacts once and for all. As Aragón Correa (1998) indicates, education plays and will play a fundamental role so that future generations continue to grow up with the knowledge of the importance of caring for the environment and for this reason, Garden Hotels is committed to creating a museum/school in the future that can be visited by schools and anyone who wants to, where the different sustainable projects will be shown to serve as inspiration and to transmit their desire to help the environment.

Environmental sustainability has become increasingly important over the years and companies have been influenced to adopt more sustainable strategies. This paper has focused on studying only the environmental sphere, but as we have seen, there are two others spheres that are equally important to complement the complete definition of sustainable development. Ayuso (2003) explains that sustainable development encompasses social and cultural, environmental, and economic sustainability. Garden Hotels is a clear example of sustainable development, as although it has been only analysed the environmental practices that they carry out, they also give great importance to social and economic practices.

6. Conclusions

Throughout the work, the importance of carrying out environmental practices in companies, and specifically in tourism companies such as Garden Hotels, has been studied. Over the last few years, sustainability has gained great importance in the business sector, due to the great pressure increased by the worsening of climate change. This pressure has largely been the trigger for the most polluting industries, such as the metallurgical industry, to carry out processes that are less harmful to the environment. This industry has been joined by the service industry, which is increasingly committed to more sustainable actions for the environment, the local population and its economy. High temperatures and major global catastrophes are increasing due to climate change, so it is necessary to take immediate action on the way society consumes and the industries that pollute the most, as we do not have a second planet to live on.

Global awareness is a key factor in involving society as a whole in this common goal of preserving the environment. The involvement of the competent bodies is necessary to promote that large companies carry out sustainable actions in a way that is affordable and attractive, because as we have seen throughout the work, large companies tend to act for the benefit of the company and its survival. In addition, awareness campaigns in schools should be increased in order to make the younger generations aware of the need to take care of the planet. This is because if future generations grow up knowing the importance of caring for the environment, it will mean that future generations of business leaders will make conscious decisions for the survival of the company and the pursuit of profits, taking into account the impact of their actions on the environment and trying to reduce it.

In this work, we have studied the environmental practices at Garden Hotels and identified its environmental positioning. One of the biggest impacts of the tourism sector, particularly in the Balearic Islands, is water scarcity. This problem is aggravated between the months of May and September when there is more tourism and high temperatures accompanied by little rainfall, causing water shortages on the Islands, and directly affecting the local population. The competent organizations should highlight this problem in order to find possible solutions or seek more efficient measures to manage water on the islands during the high season. On the other hand, it is also necessary to impose sustainable measures by the competent organizations in order to ensure compliance by companies that do not carry them out, as in the case of the ban on the use of plastic. On the other hand, it is true, as was seen in the interview, that companies have encountered situations where they wanted to carry out projects with the aim of making them sustainable, but they came up against many public barriers that prevented them from doing so. For this reason, these competent organizations

should provide aid and facilities for those companies that want to take part in projects and initiatives of this type.

Garden Hotels is a clear example of a proactive family business, which has integrated sustainability into its values. It is a hotel chain that should serve as an inspiration for all competing companies, as it is a clear example that the tourism industry can also become a more sustainable industry. Furthermore, thanks to the interview with Garden Hotels, it is known that tourists, especially those from Northern Europe, are more aware of the fact that they are looking for and demanding that the establishment carries out more sustainable measures and complies with them. This shows the trend of consumers towards environmentally friendly products and services.

There may be still a long way to go to get companies and competent organizations to comply with environmentally friendly measures, and society to continue with the great effort to raise awareness and promote a more sustainable world. It is not all bad news, as there are many companies that have already chosen this path, but we must continue to fight and work to ensure that many more companies decide to join in as well.

7. References

- Aragón-Correa, J. (1998). *Strategic proactivity and firm approach to the natural environment*. *Academy of management Journal*, 41 (5), 556-567.
- Arora, S., & Cason, T. N. (1996). *Why do firms volunteer to exceed environmental regulations? Understanding participation in EPA's 33/50 program*. *Land Economics*, 72 (4): 413-432.
- Ayuso, S. (2003). *Gestión sostenible en la industria turística. Retórica y práctica en el sector hotelero español* (Doctorate). Universidad Autónoma de Barcelona. <https://www.tdx.cat/handle/10803/4954#page=1>
- Bansal, P., and Roth, K. (2000). *Why companies go green: A model of ecological responsiveness*. *Academy of management journal*, 43 (4), 717-736.
- Belcham, A. (2015). *Manual of Environmental Management*. Routledge.
- Brown, M. (1994). *Environmental auditing and the hotel industry: an accountant's perspective*. (pp. 675-681).

- Brundtland Report. (1987). Obtenido de Federal Office for Spatial Development: <https://www.are.admin.ch/are/en/home.html>
- Christmann, P. (2000). *Effects of “best practices” of environmental management on cost competitiveness: The role of complementary assets*. *Academy of Management Journal*, 43 (4): 663-680.
- De Abreu, M. (2011). *Effects of environmental pressures on company sustainability strategies: An interview study among Brazilian manufacturing firms*. *International Journal of Management*, 28(3), 909.
- Delmas, M., and Gergaud, O. (2014). *Sustainable certification for future generations: The case of family business*. *Family Business Review*, 27, 228–243. <https://doi.org/10.1177/0894486514538651>
- Díaz, L. (17th of September of 2019). Las cifras del turismo a nivel mundial. *National Geographic*. https://viajes.nationalgeographic.com.es/a/cifras-turismo-a-nivel-mundial_14640
- Dzhengiz, T., and Niesten, E. (2020). *Competences for environmental sustainability: A systematic review on the impact of absorptive capacity and capabilities*. *Journal of business ethics*, 162 (4), 881-906.
- Garden Hotels. (5th of May of 2022). www.gardenhotels.com. Retrieved from <https://www.gardenhotels.com/>
- Goodland, R. (1995). *The concept of environmental sustainability. Annual review of ecology and systematics*. 26 (1), 1-24.
- González, J. (2013). *La sostenibilidad en el sector turístico: del marco ambiental global al marco económico-social local*. *Desarrollo local sostenible*, (17).
- González Reyes, L. (2011). *Sostenibilidad ambiental: un bien público global*.
- Henriques, I., and Sadorsky, P. (1999). The relationship between environmental commitment and managerial perceptions of stakeholder importance. *Academy of Management Journal*, 42 (1): 87-99.
- Hoffman A., and Ventresca M. (Ed.). (2002), *Organizations, policy, and the natural environment: Institutional and strategic perspectives* (pp. 291-308). Stanford, CA: Stanford University Press.
- Howard-Grenville, J. (2002). *Institutional evolution: The case of the semiconductor industry voluntary PFC emissions reduction agreements*.

- Kirk, D. (1995). *Environmental management in hotels*. International journal of contemporary hospitality management.
- Le Breton-Miller, I., and Miller, D. (2016). *Family firms and practices of sustainability: A contingency view*. Journal of Family Business Strategy, 7 (1), 26-33.
- Lorente, J., and Jiménez, J. (2004). *Un análisis de las dimensiones de la gestión ambiental en los servicios hoteleros*. Dirección y Organización, (30).
- Martín, F., García, M., and de Castro, E. (2008). *Los grupos de interés y la presión medioambiental*. Cuadernos de Gestión, 8 (2), 81-95.
- Mebratu, D. (1998). *Sustainability and sustainable development: historical and conceptual review*. Environmental impact assessment review, 18 (6), 493-520.
- Morelli, J. (2011). *Environmental sustainability: A definition for environmental professionals*. Journal of environmental sustainability, 1 (1), 2.
- Nubia-Arias, B. (2016). Responsible consumption: environmental education for sustainability.
- Peña, M., and Garrido, E. (2008). *Una taxonomía de estrategias medioambientales en el sector de automoción español*. In Estableciendo puentes en una economía global (p. 15). Escuela Superior de Gestión Comercial y Marketing, ESIC.
- Roome, N. (1992). *Developing environmental management strategies*. Business strategy and the environment, 1 (1), 11-24.
- Sánchez, E., Cimadevilla, B., and del Brío González, J. (2001). *Impulso medioambiental en las industrias españolas: el papel de las administraciones públicas*. Economía industrial, (339), 153-166.
- Santos, J. (2004). *Los impactos económicos, socioculturales y medioambientales del turismo y sus vínculos con el turismo sostenible*. In Anales del museo de América (12), 263-274.
- Sharma, P., and Sharma, S. (2011). *Drivers of proactive environmental strategy in family firms*. Business Ethics Quarterly, 21 (2), 309-334.

- Sharma, S., and Henriques, I. (2005). *Stakeholder influences on sustainability practices in the Canadian forest products industry*. *Strategic Management Journal*, 26, 59-180.
- Stabler, M., and Goodall, B. (1997). *Environmental awareness, action and performance in the Guernsey hospitality sector*. *Tourism Management*, 18 (1), 19-33.
- Starkey, K., and Crane, A. (2003). *Toward green narrative: Management and the evolutionary epic*. *Academy of Management Review*, 28 (2), 220-237.
- Sunlu U. (2003). *Environmental impacts of tourism*. In Camarda D. (ed.), Grassini L. (ed.). *Local resources and global trades: Environments and agriculture in the Mediterranean region*. Bari: CIHEAM, 2003. (pp. 263-270). (Options Méditerranéennes: Série A. Séminaires Méditerranéens; n. 57). Conference on the Relationships between Global Trades and Local Resources in the Mediterranean Region, 2002/04, Rabat (Morocco). <http://om.ciheam.org/om/pdf/a57/04001977.pdf>
- Sutton, P. (2004). *A perspective on environmental sustainability*. Paper on the Victorian Commissioner for Environmental Sustainability, (pp. 1-32).
- Vélez de López, M., and Padauí, B. (2014). *Sostenibilidad ambiental: nuestra última frontera*. Editorial Universitaria. Universidad de Cartagena.
- Wight, P. (1994). *The greening of the hospitality industry: economic and environmental good sense*. Seaton, AV; Jenkins, CL; Wood, RC; Pieke, PUC, 665-674.