

# Workshop presentation

Provision of consultancy services for the preliminary review of existing standards for the Cyprus Hotel Industry, with the aim to integrate minimum standards for sustainability

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# Presentation roadmap

- Project objectives
- Definitions
- Action Plan
- Stakeholders Analysis
- The research findings
- Conclusions

# Project Objectives

- To gain a clear understanding of the current system for defining and measuring quality standards for hotels.
- To propose a clear, practical and realistic approach to incorporating minimum sustainability standards into the existing quality standards scheme.
- To understand the risks and opportunities associated with the proposed approach.
- To reduce the amount of water and energy consumed and waste generated by the tourism industry in Cyprus.
- To create fairer practices for treatment of staff.
- To help hotels cut costs.
- To help hotels achieve some of the performance standards required to make them eligible for a certification schemes e.g. Travelife, Green Key, etc.
- To create a scheme that can be replicated by other destination authorities.

# Action plan

Activity	2012			
	Feb	Mar	Apr	May
Review existing hospitality sustainability schemes worldwide, via a SWOT analysis	■			
Review the existing Quality System Scheme in Cyprus. Discuss the impending changes and the legislative changes, from the introduction of sustainability standards - Meetings with CTO officers		■		
Review Tourism Establishment Law & Regulations and EU legislation considering minimum standards as legislative requirements		■		
Stakeholders Opinions / Expectations. Meetings		■		
Views from the National Body / ies for the Sustainable Development Strategy. Meetings / interviews			■	
Interviews with Hoteliers			■	
Assessment of Risks and Opportunities of a Sustainability System Scheme. Consider not only what the standards might look like but also an understanding of what the cost, timing and governance implications			■	
Preparing a sample document of how the standards could look like, with the aim of being realistic and practical and with long term improvement potential (towards sustainable tourism)			■	
Development of the Draft Approach and Action Plan for Incorporating the Sustainability System Scheme to the exiting Quality System Scheme. Consider how the minimum standards could link to GRI reporting			■	■
Presentation and submission of the final work				■

# Definitions

## Sustainable development

*"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*

## Sustainable tourism

*"Sustainable tourism is an industry committed to making a low impact on the environment and local culture, while helping to generate future employment for local people."*



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## Stakeholders

**“Any group or individual who can affect or is affected by the achievement of an organisation’s objectives.”**

(Freeman, R.E. (1984) *Strategic Management: A Stakeholder Approach*, Boston: Pitman.)

*“Stakeholder management requires, as its key attribute, simultaneous attention to the legitimate interests of all appropriate stakeholders, Minorities included, both in the establishment of organizational structures and general policy and case-by-case decision making.”*

# Stakeholder analysis

<b>Group</b>	<b>Interests</b>	<b>Problem Perception</b>	<b>Resources</b>	<b>Role / Mandate (importance, influence and relevance)</b>

# Stakeholder analysis

cont'd

- *Hoteliers / Hotel operators*
- *Organised groups of Hoteliers / Hotel Operators*
- *Tour Operators*
- *Suppliers to Hotels*
- *Individual visitors*
- *Tourism related Government bodies: CTO, Planning Bureau, Dept for the Environment)*
- *Non tourism related government bodies: Forestry department, fire brigade, PWC etc*
- *Other T&L industry players*
- *District tourism development companies – local CCI*
- *Other local development initiatives*
- *Local communities*
- *Local Authorities,*
- *The market*
- *Federation of Environmental groups*
- *Commissioner for the Environment*
- *Opinion leaders*
- *Academia*
- *Transport companies*
- *Attractions – places of interest (other than government controlled), wineries, potteries, other cottage industries*
- *Other trade and industry associations*
- *Trade Unions*



# Sustainable Tourism Development in “small” island economies - also independent states

## Particularities

- Limited natural resource
- Limited "room" for “growth
- Rapid growth in the number of visitor sine the 60’s (exceeded 700%)
- Sensitive balance between economic growth, environmental and social impact
- Natural v<sup>s</sup> built environment conflict
- Rural v<sup>s</sup> urban development
- Sun / Sea v<sup>s</sup> maintenance of cultural / historical background
- Seasonality with peaks in the use of limited resources
- Carrying capacity

## Sustainable Tourism Development in “small” island economies - also independent states cont’ d

### Impact from Tourism Development:

- EU decisions for the support of island economies – in understanding of limitations e.g. infrastructural for economic and social development
- Natural environment
- “Uncontrolled” development of infrastructure and “receiving” capacity – bed capacity

# Sustainable Tourism Development in “small” island economies - also independent states

## cont' d

## Rapid growth “facilitated”:

- Limited differentiation strategies
- “low quality” – mass
- Low quality of infrastructure
- Insufficient of infrastructure
- Insufficient HR development geared to Hotel Industry / Services



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## Various findings

**Tourism growth, environmental conservation, and social wellbeing can be mutually reinforcing.**



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## Various findings

cont' d

Empirical evidence shows that demand for traditional mass tourism has reached a mature stage whereas the demand for more responsible forms of tourism is booming and are predicted to be the fastest growing tourism markets in the next two decades.



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## Various findings

cont' d

Various enabling conditions are required for transforming tourism to contribute to social and economic development within the carrying capacities of ecosystems.



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## Various findings

cont' d

To promote sustainable tourism in a green economy, the national, regional, and local economy should first provide a good investment climate, featuring security and stability, regulation, taxation, finance, infrastructure, and labour.



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## Various findings

cont' d

Economic instruments and fiscal policy to reward sustainable investments and practice and discourage the most costly externalities associated. In the case of tourism, government and private tourism authorities should coordinate with ministries responsible for the environment, energy, agriculture, transport, health, finance, security, and other relevant areas, as well as with local governments.



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## Various findings

cont' d

The adoption of international standards and criteria at a global scale is highly recommended in order to assess comparable results and unify an understanding on the practical aspects of sustainable tourism enabling prioritising of private sector investments.



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Various findings

cont' d

**Management standards for  
environmental and labour  
performance would greatly assist  
Tourism.**



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# Examples of schemes

Country	Scheme	Application	Sustainability Aspects covered		
			Environment	Socio-cultural	Economic
South Africa	The Sustainable Tourism Network Southern Africa (STNSA) initiative	<p>Best practices that include:</p> <ul style="list-style-type: none"> <li>• Policies</li> <li>• Codes</li> <li>• Criteria</li> <li>• Guides</li> <li>• Toolkits</li> <li>• Certification schemes (Fair trade, green stay, rainforest alliance)</li> </ul> <p>Available on – line</p>	<ul style="list-style-type: none"> <li>• Conservation of the Natural Environment</li> <li>• Building Green</li> <li>• Responsible Water Consumption</li> <li>• Waste and Greenhouse Gas Reduction</li> <li>• Energy and Electricity Usage</li> </ul>	<ul style="list-style-type: none"> <li>• Respecting the Social Environment</li> <li>• Ethics</li> <li>• Fair trade</li> <li>• Child protection</li> <li>• Indigenous populations</li> <li>• Employment</li> <li>• Purchasing policies</li> <li>• Sustainable F&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Setting up a Sustainable Tourism Business</li> <li>• Sustainable tourism business operations</li> </ul>
Evaluation	<p>The Network communicates with members via a website, an online forum and a quarterly newsletter. Participation in the Network is open to all parties with an interest in sustainable and responsible tourism development.</p> <p><b>Legislative requirements around sustainability:</b></p>				

# Examples of schemes

# cont'd

Country	Scheme	Application	Sustainability Aspects covered		
			Environment	Socio - cultural	Economic
Australia	Tourism Australia (Government Organization)	A series of: <ul style="list-style-type: none"> <li>• Guidelines</li> <li>• Fact sheets</li> <li>• Case studies</li> <li>• E toolkits</li> <li>• Events</li> </ul> Available on-line for free download	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Energy</li> <li>• Water</li> <li>• Waste</li> <li>• Green events</li> </ul>		<ul style="list-style-type: none"> <li>• Green advertizing and marketing</li> </ul>
	Sustainable Tourism Cooperative Research Centre (Government initiative) – Ceased operation in 30 <sup>th</sup> June 2010	Electronic bookshop (free), tools (i.e. carbon calculator), research and education, for the tourism industry	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Wildlife</li> <li>• Protected areas management</li> <li>• Environmental systems</li> </ul>		<ul style="list-style-type: none"> <li>• Economic models</li> <li>• Information technology</li> <li>• E- marketing</li> </ul>
Evaluation	.....Newsletter subscription , Marketing logo (Tourism Australia) <b>Legislative requirements around sustainability:</b>				

# Examples of schemes

# cont'd

Country	Scheme	Application	Sustainability Aspects covered		
			Environment	Socio - cultural	Economic
USA	Leadership in Energy and Environmental Design (LEED)	A set of standards for designing, building and operating buildings with high performance environmental and human health	<ul style="list-style-type: none"> <li>• Carbon footprint</li> <li>• Energy management</li> <li>• Water management</li> <li>• Waste management</li> </ul>	<ul style="list-style-type: none"> <li>• Human health</li> </ul>	
Latin America	The Sustainable Tourism Certification Network of the Americas	Toolkit for certification programs (rainforest alliance), marketing, training, best practices and technical assistance	<ul style="list-style-type: none"> <li>• Natural areas</li> <li>• Flora and fauna</li> <li>• Water</li> <li>• Energy</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Activities</li> <li>• Contribution to Local development</li> <li>• Preservation and Protection of Historical-Cultural Heritage</li> <li>• Respect for Local Cultures and Communities</li> <li>• Health and safety</li> <li>• Supplies and Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and marketing</li> <li>• Quality</li> <li>• Training</li> <li>• Administrating and planning</li> </ul>
Evaluation					



# Examples of schemes cont'd

Country	Scheme	Application	Sustainability Aspects covered		
			Environment	Socio - cultural	Economic
China	Green hotel requirements (China National Travel Administration - CNTA)	Hotels are awarded either a Gold or Silver Leaf award depending on their fulfillment of the CNTA requirements. Government inspectors visit hotels every three years to ensure that they stay green	<ul style="list-style-type: none"> <li>• Energy</li> <li>• Water</li> <li>• Protection of wild animals</li> <li>• Waste</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace practices</li> </ul>	
	Go-green initiative (CNTA)	Environmentally friendly facilities became a core criterion of China's hotel rating system, as of January 1 <sup>st</sup> 2011. One of the six cores is Green Measures	<ul style="list-style-type: none"> <li>• Design</li> <li>• Energy</li> <li>• Water</li> <li>• Waste</li> </ul>		
Evaluation					

# Examples of schemes cont'd

Country	Scheme	Application	Sustainability Aspects covered		
			Environment	Socio - cultural	Economic
Nordic countries	Expert group for sustainable development (Nordic – cooperation)	<p>The Ministers of Nordic Cooperation have the overall responsibility for the Nordic governmental co-operation on sustainable development. An expert group assists the ministers for co-operation in following-up on the Nordic sustainable development strategy and promoting activities that contribute to meeting the joint Nordic goals.</p> <ul style="list-style-type: none"> <li>• Nordic cooperation environmental prize award</li> <li>• Sustainability Indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Energy and climate change</li> <li>• Sustainable production and consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Welfare</li> <li>• Public participation</li> </ul>	
Evaluation					



# Examples of schemes cont'd

Country	Scheme	Application	Sustainability Aspects covered		
			Environment	Socio - cultural	Economic
Germany	Ecological Tourism in Europe (ETE) Initiative	With its publications and project outputs, ETE offers information on sustainable tourism development and management to accommodations, travel agencies, tour operators, tourism associations, authorities, communities and regions.  Best practices	<ul style="list-style-type: none"> <li>• Biological diversity</li> <li>• Protected areas</li> <li>• Capacity building</li> </ul>		<ul style="list-style-type: none"> <li>• Quality management</li> <li>• Tourism product development</li> <li>• International operations</li> </ul>
Evaluation	<b>Legislative requirements around sustainability:</b> The German Renewable Energy Heating Law.....				





## ***8.2 Changing customer demands:***

Tourist choices are increasingly influenced by sustainability considerations. For instance, in 2007 TripAdvisor surveyed travellers worldwide and 38 per cent said that environmentally-friendly tourism was a consideration when travelling, 38 per cent had stayed at an environmentally-friendly hotel and 9 per cent specifically sought such hotels, while 34 per cent were willing to pay more to stay in environmentally-friendly hotels (Pollock 2007).

## 8.3 Employment:

Travel and tourism are human-resource intensive, employing directly and indirectly 8 per cent of the global workforce. It is estimated that one job in the core tourism industry creates about one and a half additional or indirect jobs in the tourism- related economy.

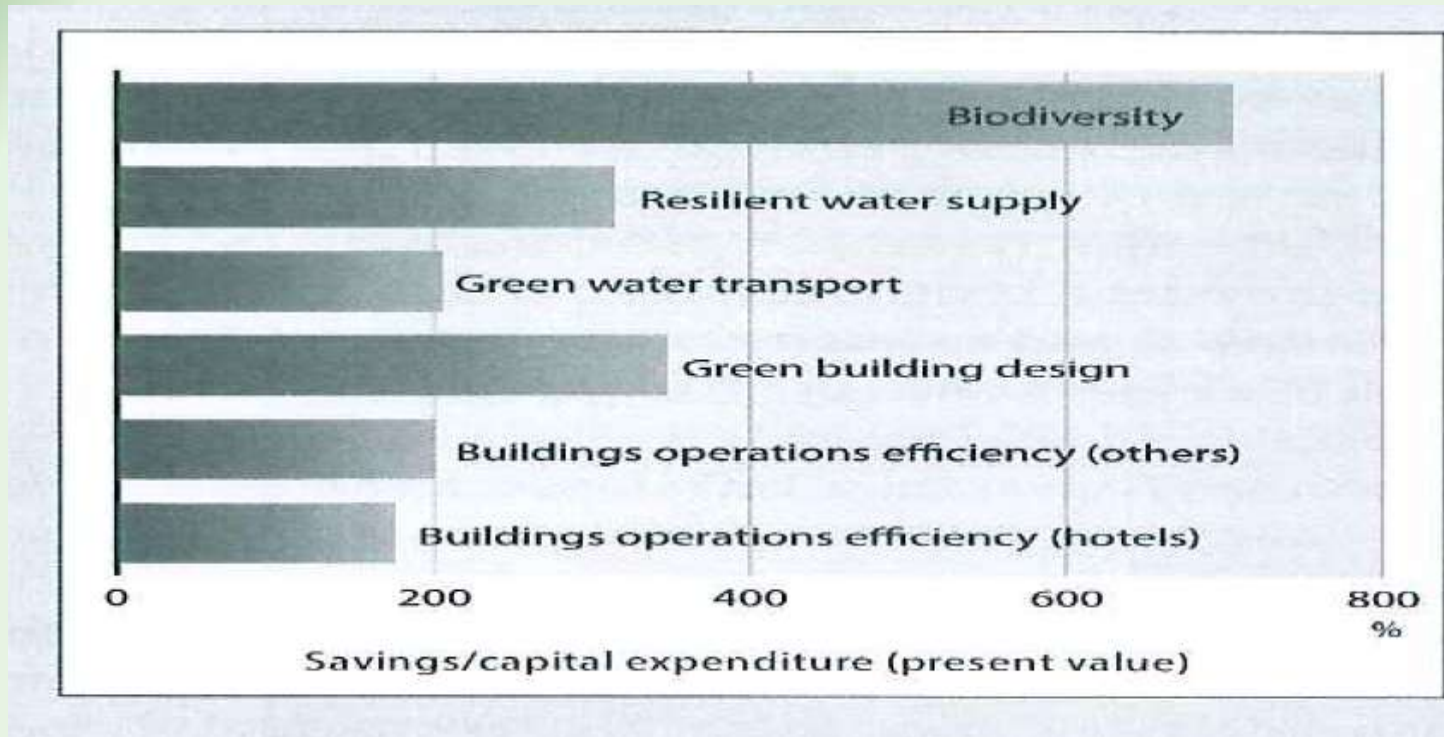


## Case study: Western Australia

“The study found that between 63% to 75% of a visitor’s expenditure was due to the cultural heritage of the area”


# Financial Cost Recovery of Green Programmes

(study by Booz & Company for a seaside locale in Spain)



- Return on capital investments for greening initiatives was achieved through Savings in operational costs which also included socioeconomic benefits. It was between 174% and 707%
- Investments were co financed between private investments and public funding

# The greening transformation followed a three step process:

- 
1. Assessment of environmental status
  2. Development of a green strategy
  3. Collaborative execution of projects related to the green strategy

**Thank you for your attention.**



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