



CATÓLICA
LISBON
BUSINESS & ECONOMICS

Managing the tensions between luxury and sustainability: the case of the luxury hotels

M^a Margarida Serradas

Dissertation written under the supervision of professor Laure Leglise

Dissertation submitted in partial fulfillment of requirements for the MSc in
Management with Specialization in Strategic Marketing,
at the Universidade Católica Portuguesa, 2021.

ABSTRACT

Title: Managing the tensions between luxury and sustainability: the case of the luxury hotels

Author: Maria Margarida Moreira Rato Serradas

Sustainability is increasingly becoming crucial for every business to stay competitive, resulting in various changes in the way companies operate. However, these changes can be quite challenging for luxury hotels since luxury and sustainability have contradictory aspects. This study focuses on how luxury hotels are adopting sustainable practices. To answer the research question, I conducted a comparative case study. The results show that the luxury hotels studied implemented eight main sustainable practices: managing waste, reducing the consumption of materials, having a sustainable cuisine and organic gardens, reducing the energy and water consumption, sourcing locally, making charity donations, supporting the community, and educating consumers on sustainability; along with the means to achieve them. Nevertheless, the implementation of these practices may negatively affect the guest's experience in the sense that becoming more sustainable can compromise the luxurious experience guests expect. Thus, the contradictions between luxury and sustainable practices are also discussed and presented.

This study provides theoretical knowledge while presenting practical recommendations and warnings for managers of luxury hotels who want to embrace sustainability in their business.

Keywords: luxury, hospitality, sustainability, tensions

SUMÁRIO

Título: Gerir as tensões entre luxo e sustentabilidade: o caso dos hotéis de luxo

Autor: Maria Margarida Moreira Rato Serradas

A sustentabilidade está a tornar-se cada vez mais crucial para que cada empresa se mantenha competitiva, resultando em várias mudanças na forma como as empresas operam. No entanto, estas mudanças podem ser bastante desafiantes para os hotéis de luxo, uma vez que o luxo e a sustentabilidade têm aspetos contraditórios. Este estudo centra-se na forma como os hotéis de luxo se estão a adaptar às expectativas de sustentabilidade. De modo a responder à questão da investigação, conduzi um estudo de caso comparativo. Os resultados mostram que os hotéis de luxo estudados implementaram oito principais práticas sustentáveis: gerir o desperdício, reduzir o consumo de materiais, ter uma cozinha sustentável e jardins orgânicos, reduzir o consumo de energia e água, abastecer localmente, fazer doações a instituições de caridade, apoiar a comunidade e educar os consumidores sobre sustentabilidade; juntamente com os meios para alcançá-los. No entanto, a implementação destas práticas pode afetar negativamente a experiência do hóspede no sentido em que ao visar a sustentabilidade, esta pode comprometer a experiência luxuosa expectada pelos hóspedes. Assim, as contradições entre o luxo e as práticas sustentáveis também são discutidas e apresentadas.

Este estudo fornece conhecimento teórico ao mesmo tempo que apresenta recomendações práticas e avisos para gestores de hotéis de luxo que querem abraçar a sustentabilidade nos seus negócios.

Palavras-chave: luxo, hotelaria, sustentabilidade, tensões

TABLE OF CONTENTS

ABSTRACT 2

SUMÁRIO 3

TABLE OF CONTENTS 4

LIST OF TABLES AND FIGURES 6

ACKNOWLEDGMENTS 7

1. INTRODUCTION 8

2. LITERATURE REVIEW 10

 2.1 What is luxury? 10

 2.1.1 Luxury perceptions and their evolution..... 10

 2.1.2 Luxury in the hospitality industry 12

 2.2 The challenges of sustainability for luxury hotels..... 13

 2.2.1 The three pillars of sustainability 13

 2.2.1.1 Social sustainability..... 14

 2.2.1.2 Environmental sustainability 15

 2.2.1.3 Economic sustainability..... 15

 2.2.2 Are luxury and sustainability contradictory? 16

 2.2.3 Sustainable practices within luxury hotels 17

3. METHODOLOGY 19

 3.1 Research context and design 19

 3.2 Data collection..... 20

 3.3 Data analysis 21

4. EMPIRICAL SETTING	23
4.1 Luxury hospitality industry overview in Portugal.....	23
4.2 Cases	24
4.2.1 Six Senses Douro Valley	24
4.2.2 Dom Pedro Lisboa.....	25
4.2.3 Verride Palácio Santa Catarina.....	26
4.2.4 São Lourenço do Barrocal	27
5. FINDINGS.....	28
5.1 Sustainable practices	28
5.1.1 Managing waste.....	28
5.1.2 Reducing consumption of materials	30
5.1.3 Having a sustainable cuisine & organic gardens	32
5.1.4 Reducing energy and water consumption.....	33
5.1.5 Sourcing locally to contribute to environmental, social and economic sustainability.....	34
5.1.6 Making charity donations.....	35
5.1.7 Supporting the community	36
5.1.8 Educating consumers on sustainability	37
5.2 Contradictions	38
6. DISCUSSION	40
7. CONCLUSION.....	42
8. APPENDICES	44
9. BIBLIOGRAPHY.....	75

LIST OF TABLES AND FIGURES

Table 1: List of hotels and people contacted respectively.	44
Table 2: Primary data – Six Senses Douro Valley	47
Table 3: Secondary data - Six Senses Douro Valley.....	47
Table 4: Primary data - Dom Pedro Lisboa.....	49
Table 5: Secondary data - Dom Pedro Lisboa.....	49
Table 6: Primary data - Verride Palácio Santa Catarina	51
Table 7: Secondary data - Verride Palácio Santa Catarina	51
Table 8: Primary data - São Lourenço do Barrocal.....	52
Table 9: Secondary data - São Lourenço do Barrocal.....	53
Table 10: Conceptual categories and their representative quotations	59
Table 11: Overnight stays (No.) in hotels by Geographic localization (NUTS - 2013) and Type (hotels); Annual.....	72
Table 12: Findings' summary - Sustainable practices implemented by hotel	72
Figure 1: Coding scheme for interview data	55

ACKNOWLEDGMENTS

These past months have certainly been challenging but extremely rewarding. Writing a thesis is an ongoing project that I certainly could not have done without the help and support of many.

I believe I should start by showing my deepest thanks to professor Laure Leglise, who was my biggest source of support and guidance throughout this journey.

I would also like to sincerely thank all who agreed to participate in this research. A special thank you to Raquel Dias, Mariana Castro, Vanessa Guerra, Vitória Godoi, Daniela Kinnen, Carla Pedro, João Silva, Margarida Antão, Rui Martins, Diogo Lopes, Vania Ramalho and José Rogel. Without their input, this research would not have had the same impact.

A very warm thanks to my biggest supporters, my family, who never doubted me and always showed they were proud of me every step of the way. And last but not least, my friends, who I thank for all the motivation they gave me to do my best.

1. INTRODUCTION

The hospitality industry depends on the natural and breathtaking landscapes its surroundings offer (Chan et al., 2017). However, due to wasteful practices, hotels release huge carbon emissions, causing a tremendous impact on the environment (McCormick, 2012). As the world faces a climate crisis, everyone must take action to ensure the planet's and future generations' health (Goodall, 2020). The need to be more sustainable has never been so urgent, and hotels must do their part (Boley, 2011).

Nevertheless, several luxury hotels suffer from a negative stigma regarding sustainability due to the contradictions these two concepts face (J. N. Kapferer & Michaut, 2015). Aside from that, many are concerned that being more eco-friendly will diminish their perceived luxury (Cervellon, 2013), as consumers tend to find luxury less desirable and luxurious when associated with sustainability (Beckham & Voyer, 2014). Despite the truthfulness of this, a new type of luxury has emerged where consumers are looking for unforgettable experiences rather than shiny material goods (J.-N. Kapferer & Valette-Florence, 2019), making consumers rely more on pleasure (Butman et al., 2014). These new consumers are the millennials who are now looking for luxurious hotels to travel to (MacInnis et al., 2009) but at the same time are the ones who are willing to change their habits to be more eco-friendly (Nielsen, 2018).

Several researchers have studied the luxury and sustainability topic (Beckham & Voyer, 2014; Feng et al., 2020; J. N. Kapferer & Michaut, 2015). However, most researchers are focused on material brands (Heyes, 2021), such as brands from the fashion sector (Campos Franco et al., 2019; Karaosman et al., 2020). Some have dug into the luxury hospitality and sustainability topic and focused on aspects such as the marketing communication effect (Amatulli et al., 2021; Sahin et al., 2020), employees' responsiveness to environmental management programs (Sourvinou & Filimonau, 2018), and environmental practices (Žunić et al., 2019). Others have explored the implementation of sustainable practices within the hospitality industry (M. A. Gardetti & Torres, 2017). However, these practices can be quite different when the luxury aspect is present since luxury and sustainability have been seen as controversial topics when brought together (J.-N. Kapferer & Michaut-Denizeau, 2014). Even though Cherapanukorn & Focken (2014) identified four main categories of Corporate Social Responsibility within luxury hotels, there was no further search on how to implement these practices. Moreover, no study clearly shows how luxury hotels should integrate sustainable practices into their operations. In

addition, implementing certain sustainable practices may negatively affect the luxury experience luxury hotels are expected to offer (Cervellon, 2013). Thus, this study will focus on how luxury hotels are adopting sustainable practices and the contradictions between luxury and sustainability that may arise from certain sustainable implementations. To contribute to filling in this gap, I propose to answer the following research question:

How are luxury hotels adopting sustainable practices?

Managers of luxury hotels will be the primary beneficiaries of this study as this thesis offers theoretical knowledge and practical recommendations for those interested in embracing sustainability in their business. To answer the research question, I adopted a qualitative approach and conducted a multiple case study by studying four luxury hotels: Six Senses Douro Valley, São Lourenço do Barrocal, Verride Palácio Santa Catarina, and Dom Pedro Lisboa. These Portuguese hotels are all classified as five-star hotels and have implemented several practices concerning sustainability.

This dissertation is divided into nine chapters. Starting with the introduction, where the topic is broadly approached, the gap is highlighted, and the research question is stated. Following, the literature review is presented where the terms of my research question are defined. I begin with the luxury aspect, sustainability, and finally, the merge of both concepts. Then the methodology chapter is split into research context and design, data collection, and data analysis. Next, in the empirical setting, I present an overview of the luxury hospitality industry in Portugal and the four hotels chosen for the analysis. Then, the findings chapter shows the results of all the useful data collected from primary and secondary data that answered my research question, followed by the discussion section where I compared my findings with articles from the literature review. And lastly, the conclusion, where a summary of the findings is made, some recommendations for the target of this study, and the limitations and future research suggestions.

2. LITERATURE REVIEW

The following literature review shows that little research has been done on how luxury hotels are adopting sustainable practices. Even though luxury and sustainability have been a controversial topic, the concept of luxury has evolved through time, shifting from opulence to pleasure characteristics. Consumers are now expecting luxury brands to take actions regarding sustainability due to the rise of a more concerned and aware type of consumers when it comes to sustainability.

In this literature review, several topics will be discussed. The first section will introduce luxury in general, followed by the fusion of luxury with the hospitality industry. In the second section, sustainability is first analyzed and then divided into its three pillars: social, environmental, and economic. Next, the tensions between luxury and sustainability are discussed, and finally, I approach the sustainable practices luxury hotels are implementing.

2.1 What is luxury?

Luxury can be quite hard to define since it is multi-faceted with psycho and sociological facets but also cultural and economic ones (Duma et al., 2015). The word luxury derives from the Latin word "luxus". Its etymological meaning suggests "abundance", "indulgence", and even "vicious indulgence" (Armitage & Roberts, 2016). However, the evolution of society and the emergence of a new type of luxury consumer has affected its meaning (Granot et al., 2013).

2.1.1 Luxury perceptions and their evolution

"Luxury is a necessity that begins where necessity ends."

- *Gabrielle Coco Chanel (1883–1971)*

Although several scholars have attempted to define what a luxury brand constitutes of, there is no widely accepted definition of it yet (Ko et al., 2019). The fact that not only is "luxury" a relative word and so a person's perception of it differs according to their past experiences (Heine, 2012), but also the perceptions of what defines "luxury" have varied throughout time makes the definition of luxury brands quite challenging to compose (Cristini et al., 2017). The

lack of a description opens the doors for brands to claim themselves as a luxury one, and many take advantage of it (J.-N. Kapferer & Bastien, 2012).

Heine once presented the following basic definition of luxury: *"Luxury is anything that is desirable and more than necessary and ordinary"* (Heine, 2012, p. 42). In fact, it can also be said that luxury brands offer an added value to the product besides the functional one, an emotional value (Chevalier & Mazzalovo, 2012). De Barnier et al. (2012) found seven elements that characterize luxury. Among these, the most significant ones are the link to high quality, hedonism, expensiveness, and exclusivity.

A recent study has proposed a new and well-founded definition: *"a luxury brand is a branded product or service that consumers perceive to: 1) be high quality; 2) offer authentic value via desired benefits, whether functional or emotional; 3) have a prestigious image within the market built on qualities such as artisanship, craftsmanship, or service quality; 4) be worthy of commanding a premium price; and 5) be capable of inspiring a deep connection, or resonance, with the consumer"* (Ko et al., 2019, p. 406). The authors state that this is a solid definition as we are able to measure all the concepts included.

For a long time, luxury was about status and showing off the material goods one has, namely the highly wealthy ones (Kastanakis & Balabanis, 2014); it was about exclusivity (Butman et al., 2014). However, luxury goods have become more affordable to a larger number of consumers (Cristini et al., 2017). Additionally, a new type of consumer has emerged: the millennials¹. These consumers are characterized by their high level of knowledge, education, and technological expertise (J.-N. Kapferer & Michaut-Denizeau, 2020). They are on the lookout for unforgettable experiences that offer pleasure, prioritizing what they have experienced to what they own (J.-N. Kapferer & Valette-Florence, 2019).

With them, the conceptualization of luxury has changed. There has been a shift from tangible physical goods to intangible individual experiences (Tynan et al., 2010). Society has traded furs for traveling and watches for fine dining (MacInnis et al., 2009). This new luxury is based on emotions, and consumers genuinely connect emotionally and personally with the products, whereas the old luxury goods rely on exclusivity and opulence (Butman et al., 2014). In fact, this new type of luxury is extremely present in the hospitality industry as it is heavily

¹ Millennials or Generation Y are the ones who were born between 1981 and 1996

characterized by satisfying their guests' needs by providing a high-quality service experience (Naumov, 2019). Thus, the next section will cover luxury in the hospitality industry.

2.1.2 Luxury in the hospitality industry

The luxury hospitality industry is placed as the third-largest market share globally in the luxury goods industry (Peng & Chen, 2019b). It is expected that the global luxury hotels market size is currently valued at around US\$ 200.000 million with an increase at a CAGR² of 4% until 2027, leading to a market size of more than US\$ 250.000 million in 5 years (Industry Research, 2021). This dimension led several scholars to study luxury hospitality thoroughly. They have focused on several sectors such as gastronomy (Vinh Hoa & May, 2021), where the authors reassessed the Michelin Guide, a well-known reference for luxury cuisine; and airlines (Lee et al., 2021), where the sense of prestige and hedonic experiences are discussed. However, little research has been done on the luxury hotel industry (Heyes & Lashley, 2017). As a result, no conceptual definition has been accepted of "luxury hospitality" (Melissen et al., 2014).

Lashley (2007) once stated that ensuring meaningful experiences, which the hotel industry is most known for, requires innovative products paired with high-quality service, but when and how do these experiences become luxurious? Heyes (2021) argues that many believe an increase in quality and quantity are the decisive criteria for a hotel to be seen as luxurious; however, abundance does not translate into luxury anymore, especially now that sustainability is trending. Luxury hotel guests want more hedonic values throughout their stay than in regular hotels (Peng & Chen, 2019a). Luxury hotels are expected to satisfy their guests both in terms of the quality of their physical aspects and in ensuring meaningful experiences through the hotel service (Ryu et al., 2019).

Godfrey (2017a, 2017b, 2017c) examined the key pillars in a pursuit to define a luxury hotel. She argues there are three pillars. The first pillar, quality and consistency, involves consistently delivering the very best high-quality products: "the facilities, the fixtures and fittings, the service and the delivery of it". The second one is in regards to the service and emotional connections which goes through the speed and the several services that can be offered: restaurant, room service and laundry, spa and fitness center among others; and the creation of an emotional connection with their guests by attending to their needs. Finally, the third pillar is

² Compound Annual Growth Rate

analyzed: the soul. Other than its history and heritage; the vision, the employees, and the clients are the ones who contribute to the soul of the hotel.

Ensuring a luxury experience for guests while being sustainable can be quite challenging as sometimes these two concepts may come in contradiction towards each other. The next section will cover this paradox in-depth.

2.2 The challenges of sustainability for luxury hotels

Both luxury and sustainability appear multi-faceted (J. N. Kapferer & Michaut, 2015), and thus, a recent consensual definition has not been found yet. These concepts, when brought together, can be quite contradictory and controversial leading to a some tensions between them (J.-N. Kapferer & Michaut-Denizeau, 2014). Plus, the hospitality sector has been a target of criticism due to the waste and pollution produced (Hazlegreaves, 2018).

2.2.1 The three pillars of sustainability

"Sustainability consists of building thinking about the future."

- Renzo Piano

The concept of sustainability has been increasingly valued and discussed, becoming a concern of everyone regarding a range of challenges and problems (Jones et al., 2016). It was only in 1987, with the Brundtland Report (World Commission on Environment and Development, 1987), that the concept of sustainable development was introduced. This report defines sustainable development as one that satisfies the current generation without compromising future ones, taking into account the rational use of resources. Sustainability involves addressing the various concerns and challenges that humanity faces as it relates to the carrying capacity of the natural systems, socio-economic and political conditions (McGuinn et al., 2020). Yet, the expression has been "overused, misused, and abused" (Károly, 2011, p. 1) by many, thus diminishing its real denotation.

It is common to categorize sustainability in terms of three pillars: social, environmental, and economic (Purvis et al., 2019). These three pillars must never be seen separately but rather as

interconnected ones as there are *"relationships, complementarities, and trade-offs among these pillars"* (Mensah, 2019, p. 1).

2.2.1.1 Social sustainability

The search for a conceptual definition for social sustainability also goes back to 1987 (Barbier, 1987). It has been studied thoroughly over the years by Eizenberg & Jabareen (2017), Harris & Goodwin (2001), Littig & Griessler (2005), Vallance et al. (Vallance et al., 2011), among many others. Despite the considerable prior research, there is still no consensual definition of social sustainability (McGuinn et al., 2020). Foladori (2005) argues that the concept of social sustainability has changed significantly over the years, more than any of the other two: environmental and economic.

Missimer et al. (2017a, 2017b) made a thorough analysis to find a principle-based definition. They have concluded that to be socially sustainable, no obstacles can be found in terms of:

- Health – limited working hours, safe working conditions, healthy environments, prevention of forced or illegal employment, fair wages, and zero tolerance for abuse and harassment of workers.
- Influence – encouragement to having a voice and opinions, free elections, facilitation of means to address wrongdoing, and formal mechanisms to reach out to people in high positions.
- Competence – opportunities to develop competencies, development discussions, organizational learning and development procedures, education support, and no misleading information or advertising.
- Impartiality – abolishment of discriminations such as gender, age and racial, economic equality, and honest and corruption-free regimes.
- Meaning-making – assurance of individuals having a clear purpose, role and responsibility, allowance of cultural expressions, respect for local culture and false or hostile advertising.

However, Boström (2012) and several other scholars argue that the social sustainability concept is still unclear as there is still ambivalence regarding the relation to the other two dimensions and broader policy issues. This ambivalence is also supported by Shirazi and Keivani (2019) as

they characterize social sustainability as an "empty signifier" i.e., its meaning will differ from person to person.

2.2.1.2 Environmental sustainability

One of the oldest definitions of environmental sustainability was from Goodland (1995, p. 3), who defined it as "*the maintenance of natural capital*", arguing that it "*seeks to improve human welfare by preserving the sources of raw materials used for human.*" The idea of this concept may be considered as broadening the meaning of the most prevalent definition of sustainable development from the Brundtland Report (Morelli, 2011).

Morelli (2011) created a guiding principles list from various sources that help understand the concept better.

- Societal needs – care for future generations, offer sustainable economic products and services, employ locally, advocate fair-trade and source sustainable materials.
- Preservation of biodiversity – source resources that care for biodiversity, reduce energy consumption, and operate with sustainable energy sources.
- Regenerative capacity – ensure the renewability of the resources used and their substitutes.
- Reuse and recycle – create reusable and recyclable products/services, waste management, and reduce emissions.
- Constraints of nonrenewable resources and waste generation – the human economic subsystem scale³ should not surpass its carrying capacity, prioritize transports with low impact, reduce waste emissions, and consider environmental impacts when evaluating a product.

2.2.1.3 Economic sustainability

In broad terms, economic sustainability refers to the business', in this case, the hotel's capacity to continue operating in a way that allows guests and following guests and other stakeholders to profit from its hospitality services and tourism experiences (Jones et al., 2016). However, continuous economic growth is unsustainable; what can be sustained is the development

³ Population x consumption per capita x technology

(Károly, 2011). Economic sustainability must support economic growth but not at the expense of the other two pillars of sustainability: social and economic (Basiago, 1999). “Profit at any cost is not at all what the economic pillar is about.” (Beatti, 2021, p. 1).

Baumgärtner & Quaas (2010) argue that economic sustainability can be defined as:

- It must focus on the human-nature interaction
- Consider the long-term and be aware of the unpredictability of the future
- A normative basis based on the concept of fairness, both between current generations and future ones but also between people and nature
- Being economically efficient in the distribution of natural commodities and services and also the man-made substitutes and complements.

As it can already be seen, luxury and sustainability may have some contradictory aspects. It is challenging to deliver the high-quality luxury hotels are expected to offer while being sustainable due to several reasons. The next section will then discuss the contradictions and tensions between these two aspects.

2.2.2 Are luxury and sustainability contradictory?

Sustainable development has become a significant problem for several brands, as luxury increases consumption based on motivations other than utility (J. N. Kapferer & Michaut, 2015). These motivations are beyond the basic needs of the consumers, contradicting the sustainability concept (Athwal et al., 2019). The truth is that this dilemma works both ways. Can one really be considered luxurious if it starts using recycled materials (Rolling & Sadachar, 2018)? Luxury and sustainability have both contradictory and compatible aspects. On the one hand, we have the negative side of luxury that disrupts social harmony by creating inequalities. On the other hand, we benefit from high quality, meaning higher durability and less consumption (J. N. Kapferer & Michaut, 2015).

Although the sustainability aspect within luxury brands does not affect consumers' interest in the purchase (M. Á. Gardetti & Torres, 2015), consumers believe and expect them to be sustainable due to their high prices and quality (J.-N. Kapferer & Michaut-Denizeau, 2014). However, many hotels chains emphasize their sustainability commitments while at the same

time pursuing further development that will place various demands on natural resources (Jones et al., 2016). Luxury brands are associated with waste and extravagance, which does not go along with the concept of sustainability as it has no respect for the environment or society (Janssen et al., 2014).

The rise of more educated and concerned consumers has affected the hospitality industry into becoming more sustainable (Han et al., 2011). Also, sustainable luxury is becoming increasingly more valued as consumers are searching for pleasure, and for this pleasure to be genuine and authentic, it cannot be associated with guilt (J.-N. Kapferer & Valette-Florence, 2019). An example made by these authors was that *"it becomes difficult to enjoy intense pleasures in a car that pollutes or while carrying a luxury bag that necessitated the death of four crocodiles"* (J.-N. Kapferer & Valette-Florence, 2019, p. 277)

Even though some may find luxury and sustainability contradictory, several hotels are already implementing practices into their business as they realized it is crucial for their reputation and also for the environment we live in. Thus, the next section will comprise the practices luxury hotels have implemented to become more sustainable.

2.2.3 Sustainable practices within luxury hotels

There has been quite some debate on when hotels started being committed to sustainability. According to Sloan et al. (2013), the hotel sector began to integrate the idea of sustainability in the early 1900s. However, in a study in 2012, it was argued that the hospitality sector was only then starting to become more environmentally friendly (van Rheede & Blomme, 2012). Also, as this industry faces a tremendous reputation for waste and pollution, it has become challenging for them to jump on this trend (*Sustainable Strategies and Challenges in Luxury Hospitality | LBBOnline*, 2019). Although businesses are increasingly becoming more sustainable as these actions positively affect the brand's reputation (Gomez-Trujillo et al., 2020), some consumers worry that the quality offered can decrease if luxury hotels engage in these practices (Cervellon, 2013).

Cherapanukorn & Focken (2014, p. 204) identified four categories of Corporate Social Responsibility, which comprise the following practices and activities by luxury hotels.

- “Community: Healthcare; Grants donation in kind; Education; Scholarship/internship; Corporate giving; Volunteerism and Local/Nation/World Welfare
- Environment: Recycle; Pollution control; Waste management; Water conservation; Energy management; Restore nature habitats and Biodiversity conservation
- Employees: Performance management; Compensation & Rewards: Advancement; Diversity/equal opportunity; Employee assistance & communication: Recruitment; Training and development and Fair & Equitable benefits
- Supply chain: Relationship with guests; Relationship with suppliers: Relationship with shareholders; Strong in partnerships and Clear/honest/respectful to all stakeholders”

Even though the authors focused on Asian luxury hotels, they later concluded that the findings could be transposed to other hotel groups. Despite this strong paper, the authors did not focus on the contradictory aspects of these practices since the research does not comprise the means to achieve these practices. For instance, they identify waste management as a sustainable practice, but there was no explanation of what luxury hotels should do to achieve it. Therefore, the gap is once again exposed. There is a lack of research on the specific actions luxury hotels can implement to become more sustainable, leading to the research question: *How are luxury hotels adopting sustainable practices?*

3. METHODOLOGY

This chapter discusses the methodology used to answer the research question. This section will include the following three areas: research context and design, data collection, and data analysis.

3.1 Research context and design

Due to the little literature on how luxury hotels are adopting sustainable practices, I decided to analyze this from a qualitative research perspective as I am seeking a deep and rich understanding of this topic (Birkinshaw et al., 2011). Qualitative research contributes to the development of a more dynamic and robust model to evaluate the interactions between culture and context in the integration of activities, in addition to providing a deeper knowledge of micro-processes (Birkinshaw et al., 2011). To answer the research question, I decided to conduct a multiple case study. This approach is useful for finding the differences and similarities between, in this case, the hotels chosen and investigating each case separately (Baxter & Jack, 2008).

Finding the hotels to base this research on was hard and time-consuming due to a lack of responses. In order to ensure the chosen luxury hotels were suitable to answer the research question, I started by identifying hotels that met two criteria: the hotel had to be classified as a five-star hotel to be considered luxurious and had to be taking actions to become more sustainable. This search was firstly conducted online. I also contacted an industry expert⁴ to help me identify potential cases. From a list of almost fifteen (15) possible hotels (See table 1 in the appendix), I attempted to contact over fifty (50) employees from these hotels through email, phone calls, or the LinkedIn platform.

For the first round of contacts, I only got one response from the Sustainability Manager at Six Senses Douro Valley, and it was a positive one. After a few days of having no response, I started contacting hotels directly, either to the front desk or Human resources. They all asked me to email them with my requests; however, I never got a response back. I then did a second round of contacts. Through LinkedIn, I was able to contact the Hotel Manager at Verride Palácio Santa

⁴ Ex-president and now professor at ESHTe (Escola Superior de Hotelaria e Turismo do Estoril)

Catarina. From a phone call to the front desk of São Lourenço do Barrocal, I managed to have access to the Marketing Assistant's email. Finally, for the last hotel, through my network, I reached out to the Commercial Director at Dom Pedro Lisbon, who gave me the contact of the Sales Manager as he was on holiday. From these first contacts, I was able to get in touch with other employees of each company.

After this long selection process, I selected four hotels: Six Senses Douro Valley, São Lourenço do Barrocal, Verride Palácio Santa Catarina, and Dom Pedro Lisboa. Six Senses Douro Valley can be seen as one extreme case regarding sustainability as it has been in their core values since the beginning. Dom Pedro Lisboa can be seen on the opposite side as there was little information on how sustainability is incorporated into the brand.

3.2 Data collection

I collected primary and secondary data. Firstly, regarding primary data, I interviewed twelve (12) employees from different departments from the hotels chosen (See table 2, 4, 6, and 8 in the appendix). I have conducted semi-structured interviews consisting of open-ended questions to understand their perception of luxury within the hospitality industry and which aspects of the hotel transmit that sense of luxury. Then, I wanted to find out which sustainable practices the hotel has implemented so far and the challenges they have faced as a luxury hotel that implements these practices. All interviews were conducted online through Zoom since two of the hotels are located far from my location, and the other two preferred to have it online.

My first approach to selecting a sample was to use purposive sampling, which allows the researcher to choose the most useful selection, thus leading to a better match between the sample and the research goal (Campbell et al., 2020). This way, from the possible list of hotels, I searched on LinkedIn employees from each hotel. I selected the most interesting and useful ones, such as CEOs, managers, sustainability managers, guest experience makers, among others (See table 1 in appendix). I also contacted several hotels through their front desk and human resources department.

However, due to several failed contacts, I decided to use the snowball sampling technique to reach more people inside the organization by asking for other contacts that could be useful for me at the end of each interview (Parker et al., 2019). This approach was the most useful one as each interview allowed me to contact more employees within the hotel. The Sustainability

Manager at Six Senses Douro Valley was my first interview. It allowed me to interview two more people from different departments, the GEM (Guest Experience Maker) and the Human Resources & Training Coordinator. For Dom Pedro Lisboa, I interviewed the Sales Manager first, then the Restaurants Director, and lastly the Financial Director. Regarding Verride Palácio Santa Catarina, the Hotel Manager was the first person to be interviewed, next was the General Manager and then the Rooms Manager. Finally, for São Lourenço do Barrocal I interviewed the Sales Assistant, Human Resources Director, and the Resident Oenologist.

I always asked for internal documents to access more information in each interview. The sustainability manager at Six Senses Douro Valley gave me access to a platform with more details of not only the brand Six Senses but also of each of their hotels. This website consists of small PDFs with several topics: architecture, dining, activities, spa & wellness, sustainability, and many more. São Lourenço do Barrocal provided me with their fact sheet and a document regarding their sustainability plan. The other two hotels were not able to give me any documents due to privacy policies. Despite this, an extensive search on online articles was made for each one of the hotels in order to triangulate the data collected from the interviews through data source triangulation. I was able to gather forty-two (42) documents and online articles from the four hotels chosen. (See table 3, 5, 7, and 9 in the appendix).

3.3 Data analysis

In order to analyze the data collected, I transcribed all the interviews to a word document with a total of more than one hundred (100) pages. I then highlighted the parts that could be useful to answer my research question. Afterward, I used the open-coding method where the literature review and the research question were both crucial to determine the first codes such as “luxury”, “sustainability”, “waste management”, “donations”, “contradictions” among others. With these first codes, I proceeded to categorize the highlighted texts and divide them accordingly. Other codes were built from the data. Some examples are:

- I coded this quote “*We also compost everything in our property. All the vegetable waste is composted. Here we have seven composting piles. And that's what we use to fertilize our two organic gardens*” by Raquel Dias, Sustainability Manager at Six Senses Douro Valley with “Alternative use of organic waste”.

- I coded this quote “*We have an ongoing program to replace the light bulbs. To date, we have eighty percent of the entire hotel already with the replacement of one lamp for more economical lamps.*” by Carla Pedro, Financial Director at Dom Pedro Lisboa with “Economic energy alternatives”.
- I coded this quote “*We make donations in kind such as food, clothes or toys. We normally involve the staff in this as well, and we ask for their help to collect the goods so that afterward we can deliver*” by Margarida Antão, General Manager at Verride Palácio Santa Catarina with “Support entities who act in the interest of the community”.
- I coded this quote “*Ninety percent of the people who work in the hotel are people from the region, the nearest villages, or even the towns around. There is a very big effort to help people from the region, and it ends up creating a synergy to promote the place as a whole. We are not interested in going up if the others are staying behind.*” by Diogo Lopes, Marketing Assistant at São Lourenço do Barrocal with “Local employment”.

The coding has resulted in fifty-five (51) empirical themes, twenty-three (23) conceptual categories, and nine (9) aggregate dimensions (See figure 1). Additionally, it can be found in table 10 the conceptual categories and their representative quotations for a more thorough understanding of their relations.

4. EMPIRICAL SETTING

The selected cases will be presented in this next chapter, after a luxury hospitality industry overview. In this overview, thorough research was done on Portugal's tourism and its division on the type of stay and hotel to understand the market for five-star hotels in relation to others. After, each hotel is presented. Starting first with Six Senses Douro Valley, secondly, Dom Pedro Lisboa, then Verride Palácio Santa Catarina, and lastly São Lourenço do Barrocal.

4.1 Luxury hospitality industry overview in Portugal

Portugal welcomes millions of tourists every year and counted with 16 million international people in 2019. Due to COVID-19, Portugal experienced a significant fall, reaching only 4 million tourists in 2020. Inbound tourism accounted for 49 million overnight stays in 2019 and 12 million in 2020 (López, 2021). The luxury hospitality industry is quite hard to define, mainly because there is no widely accepted definition. Five-star hotels are not the only "luxury hotels" as the requirements for the stars depend on several factors that may not be perceived as a must for them to be considered luxurious. Despite this, the criteria for luxury hotels that will be used is the star rating, where only five-star hotels will be considered.

In 2019 there were over 70.1 million overnight stays in hospitality establishments, where hotels make up almost 60% of them. Among the 41.8 million overnight stays hotels accommodated in that year, the 4-star hotels are the ones that take up the most, nearly half of the percentage. Next, the 3-star hotel surpasses the 5-star ones but not by much. The 3-star hotels have 9.3 million overnight stays, whereas the five star ones have 8 million (nearly 20% of the overall overnight stays hotels accommodate). As expected, these numbers experienced a significant drop due to the pandemic. The overnight stays in Portugal decreased to 25.8 million (a decrease of 63%); however, the distribution between the hotels was not affected significantly (See table 11). Within Portugal's mainland, which counts, on average, with 87% of Portugal's overnight stays, the Lisbon metropolitan area accounted for 18.6 million of the 60.4 million overnight stays in continental Portugal in 2019. In 2020, these numbers decreased to 5.3 million and 22.7 million, respectively. In addition, the north of Portugal is the 3rd most popular geographic location with 10.8 million overnight stays in 2019 and 4.4 million in 2020 and Alentejo with 1.8 million in 2020 and 2.9 million in 2019.

4.2 Cases

4.2.1 Six Senses Douro Valley

Eva and Sonu Shivdasani were a married couple who, after visiting the Maldives, opened there their first hotel in 1995. In that same year, they launched the Asian brand Six Senses Resorts & Spa, based in Thailand, and the brand's first hotel opened in 1997 in Vietnam. It is called Six Senses because the sixth sense is to connect with yourself and go with your intuition. This brand was able to stand out through its commitments to sustainability and high-end facilities leading to its recognition as the pioneer. To date, they are present in 20 countries, counting with 17 hotels and resorts and 26 spas.

Six Senses Douro Valley, a five-star hotel, welcomed its first guests in July 2015, and it was the first Six Senses hotel in Europe. It is located in the Douro region in Portugal, sitting within one of the UNESCO World Heritage sites. Within the hotel's 8 hectares, one can find fifty guest rooms, a spa, ten treatment rooms, an outdoor and an indoor pool, and a gym. Its decoration is simple and sober, with beige and brownish tones which blend with the surroundings. Their target group is wealthy couples and families looking to connect with nature and themselves. Their age group ranges between 30 to 60 years old. Before the pandemic, a great part of their guests were actually Americans and Brazilians; however, they currently have more Spanish and French people who live in Portugal.

Sustainability has always been within the Six Senses community and is managed by the global department group who sends sustainable guidelines for their hotels to practice. However, they have a sustainability department that is not only responsible for the sustainability aspect of the hotel itself but also for showcasing their efforts to their guests. They are committed to it in several aspects: water conservation, organic gardens, energy and water management, and sourcing and employing locally. Its commitments have been recognized through several awards such as the *Foundation for Environmental Education - Green Key, Sustainable Tourism in Portugal* and *Virtuoso Travel – Best Hotel Award, Sustainable Tourism Leadership* in 2018. They have also been awarded the *Great Wine Capital Global, France – Best of Wine Tourism, Sustainable Wine Tourism Practices* in 2019.

They offer several complimentary activities and experiences: tile painting, forest bathing, yoga and fitness class, and wine tasting. Additionally, they also received several awards concerning their wellness experience: *Departures – Legend Awards, Best Wellness Experiences (Grow a New Body Program)* in 2020, and *Condé Nast Traveler - Readers' Choice Awards, Spa* in 2019.

4.2.2 Dom Pedro Lisboa

Dom Pedro is a Portuguese hotel group that consists of 7 hotels and resorts across Portugal and 1 in Brazil. This group was born in 1968, over fifty years ago, after an Italian man, Pietro Saviotti, came to Madeira. Since then, his dream was to open a hotel in Madeira, which was later conceived by his son, Stefano Saviotti, when he opened the first hotel of Dom Pedro Group in 1973.

Dom Pedro Lisboa opened its first five-star hotel in 1998 after some reconstructions and remodeling of the previous building. This hotel identifies itself as elegant, charming, and traditional. The hotel is located in one of the most central zones of Lisbon near Amoreiras. It is a horizontal building with twenty-one floors where the ground floor is the hotel's lobby, and the last floor is a presidential suite that occupies the entire dimension of the hotel. It has a total of 263 rooms, two restaurants and two bars, a fitness center, and 16 meeting rooms with a capacity for 400 people. It also has a spa with an interior pool, jacuzzi, sauna, turkish bath, and massage rooms.

Dom Pedro Lisboa hotel is directed to MICE⁵ travelers. The hotel offers exceptional and luxurious service with room meetings, private check-ins for groups, and a fully functional business center equipped with WIFI. Their main target is Brazilian, followed by Portuguese and then from the United States. The group has been awarded *Portugal's Best Corporate Hotel* in 2016 by *Publituris Portugal Travel Awards*. That year, the Lisbon hotel has won the *Effort and Gratitude Recognition* certificate by the *Portuguese Paralympic Committee*. The hotel is also known for accommodating VIP people, from Bill Clinton, ex-president of the United States of America, to Vladimir Putin, ex-Prime Minister of Russia.

The group has been within the most well-known social, musical, and cultural events in Lisbon and Algarve. Dom Pedro Lisboa has been the official hotel of Rock in Rio since its first edition in 2004 in Portugal and of VillaMix from two years ago. Since 2013, the hotel has also been the official partner for ModaLisboa and one year after for Maratona de Lisboa. Dom Pedro Lisboa's sustainability efforts have begun a few years back. They are currently working on some sustainability projects, including one in Minho and one with NOVA, regarding the alteration of the windows to photovoltaic solar panels.

⁵ Meetings, Incentives, Conferences, and Exhibitions

4.2.3 Verride Palácio Santa Catarina

Verride Palácio de Santa Catarina was thought of over twenty-five years ago. The idea was born from Mr. Kees Eijronde, the current CEO. Mr. Eijronde was a dutchman who came to Portugal after the Portuguese Revolution, also known as the 25th of April. His purpose was to help the Portuguese get out of the dictatorship time. He went to Alentejo and helped this region recover, and then he came to Lisbon, and that is when he fell in love with the city. At the time, he traveled to Lisbon every weekend for two years looking for a house, one hundred and four weekends in a row and decided two years later for the place he had seen on the first weekend. This house was just behind the Santa Catarina Palace, where the hotel is now located. The CEO wanted to give back to Lisbon all the happiness Lisbon gave him. He wanted to create beauty and something unique. After years of reconstruction and court battles, this hotel finally opened in January 2018.

Verride Palácio Santa Catarina is unique and was the first to achieve this market niche in Portugal. This five-star hotel has won several awards ever since. In 2018 and 2019 *World Luxury Hotel Awards* recognized them as the *Best Europe Luxury Palace*. This hotel has also been awarded the hotel with the best service and cuisine in Portugal by *Haute Grandeur Awards* in 2019. Luxury is all about the experience for them. Even though they cannot provide complimentary experiences inside the hotel due to limited space, they find creative but also luxurious solutions. As an example, they have a partnership with a well-known gym that offers the guest the luxury experience expected from the hotel. The client is picked up at the hotel and driven to the gym, where he will find a personal trainer and then driven back to the hotel. They are even pet-friendly with VIP welcoming treats.

The palace has been reconstructed already thinking about sustainability as the mind behind was someone from the Netherlands, a country where sustainability is more advanced than in Portugal. With this, several sustainable practices were thought of from the beginning, such as the photovoltaic solar panels at the top of the building. It consists of 18 rooms and suites, a fine dining restaurant of excellence along with a 360° view rooftop bar, a massage room, and a swimming pool. Their target audience goes through families, couples, and solo travelers more from the United States but also from France, the United Kingdom, Germany, and the Middle East.

4.2.4 São Lourenço do Barrocal

São Lourenço do Barrocal's history goes back to 1820 when an agricultural entrepreneur, Mr. Manuel Mendes Papança, decided to buy a great amount of land in Reguengos de Monsaraz in Alentejo that belonged to the Portuguese Royal House at the time. With a vision more turned to the future, he decided to identify the region's potential in agricultural terms and create a plan to dynamize that area and reach the fullest of its agricultural potential. He split the land into smaller sections and gave it to farming families on one condition only: take care of one hectare of the land. To provide a sense of dimension, from the section the entrepreneur kept to himself, he transformed it into an agricultural village where they once had up to fifty families living and working there. This community was extremely well self-sustainable.

In 1974, after the Portuguese revolution, the land was nationalized. The land ended up in a state of degradation for about ten years until the original family managed to get the property back where the current owner José António Uva ended up being in charge of it. There was a big dilemma on what the land should become now. After several ideas, they decided to try the hotel industry. The reconstruction itself was thought always caring about its environment - the culture, the community, and the tradition – and sustainability has always been an aspect taken into extreme consideration. José António Uva, who belongs to the eighth generation of the family, was determined to bring back the local community, respecting its history and unique ecosystem. There was a huge effort to use local materials to match the Alentejo region, employ people from the local community, and continue with regional customs.

It was only in 2016 that São Lourenço do Barrocal, the now five-star hotel, opened its doors. The hotel is currently comprised of twenty-two rooms, two suites, and sixteen houses, all full of character and stories to tell. It is surrounded by vineyards and olive groves, an organic garden, oat fields, and a natural pasture where horses and certified organic cattle can feed on. The hotel's restaurant has the farm-to-table concept, where the organic garden supplies fresh and seasonal products. They have several activities to offer guests, such as bicycle rides, wine tastings, astronomy sessions, and many more. Their target group is families and couples looking for a relaxed environment. Before the pandemic, a great part of their guests was North Americans, Brazilians, and Germans; however, with the traveling restrictions, they now have several Portuguese guests.

5. FINDINGS

Due to little research on the means to accomplish a more sustainable business, my findings will answer the following question “*How are luxury hotels adopting sustainable practices?*”. To ensure the question is fully answered, I have chosen four luxury hotels in Portugal. I was able to conduct three interviews with different employees from each hotel and triangulate this primary data with articles and documents.

This chapter is divided into the different practices these hotels have implemented so far and some ongoing projects to become more sustainable, and finally, the contradictions luxury and sustainability may cause. Firstly, the waste management practices are presented. Secondly, the ways to reduce consumption of materials. Thirdly, the benefits of having organic gardens and sustainable cuisine. Next, the actions to reduce energy and water consumption. Following, sourcing locally as a way to be more sustainable. Then, for a more social part, the importance of making charity donations. Next, ways to support the community and lastly, the approaches to educate consumers on sustainability. Finally, the last section is reserved for the contradictions of luxury and sustainability.

5.1 Sustainable practices

The following section will then be divided into the eight sustainable practices I was able to extract from my primary and secondary data. Each subsection will mention the means each hotel has to achieve the practice under discussion. Afterward, the contradictions luxury hotels find when becoming more sustainable are presented.

5.1.1 Managing waste

The results show that waste management is a common practice to become more environmentally friendly. There are several options to achieve this. Starting with simple steps, whenever there is too much of something, in most cases food, hotels should think about throwing it away only when there is no other viable option. For instance, Six Senses Douro Valley has a very creative way of doing this. They extend the expiration date of some fruits and vegetables by making pickles out of them; however, this can only be done to certain types of

food. They do not limit it by only doing it for themselves; they also teach their guest how to do it at home. São Lourenço do Barrocal has a similar approach. They conserve these goods by dehydrating them and thus, expanding their useful lifetime. Another practice Six Senses Douro Valley does is:

“When we make too many aromatic plants, instead of wasting it, we always try to use it in other ways. So, for example, we join it with salt, and we give it as amenities on checkout to customers.”

- *Interview of Sustainability Manager at Six Senses Douro Valley*

São Lourenço do Barrocal is now testing a similar practice: using olive oil residues to make soap for cleaning purposes such as washing clothes. These two practices do not impact their luxury aspect; the second of Six Senses Douro Valley even strengthens their luxury sense as they are offering guests a homemade amenity.

Six Senses Douro Valley has seven composting piles for organic waste, which they use to fertilize their organic gardens. Similarly, São Lourenço do Barrocal also composts the organic waste to feed the cattle and fertilize the organic garden. However, some hotels cannot do it due to space constraints as to when it happens when they are located in cities. Even though Verride Palácio Santa Catarina is small and easier to control waste, they still have special attention to this matter. However, especially in events occasions such as weddings and celebrations, they partner with associations in Lisbon that collect the waste produced by these events. Dom Pedro Lisboa also has a partnership with ReFood where they donate all the food that is still possible to be consumed by others.

In luxury hotels' restaurants, everything needs to be thought thoroughly.

“Everything is taken to the extreme of testing before it is realized. For a dish we make, I take off my coat and tie and go into the kitchen to make it with our chef to understand everything and anything about what we make, whether it's visually, in terms of taste, in terms of quantity, or weight, whatever it may be. The product that goes to the client is thought to the limit for him to have the best possible experience and nothing is left on the plate, everything is controlled”

- *Interview of Hotel Manager at Verride Palácio Santa Catarina*

The plate should then take into account two sides: it should be able to satisfy their guests in terms of visual, taste, and quantity; however, it should not be too much, so there are no leftovers that will be wasted. Verride Palácio Santa Catarina tests this at its fullest. Several tries are made to ensure both sides are fulfilled with different participants, including the hotel manager.

5.1.2 Reducing consumption of materials

Throughout this analysis, every hotel has paid special attention to reducing the usage of plastic and paper. The most common one was to abolish plastic water bottles from the hotel, replacing them with glass bottles. All hotels now have filtering machines that allow them to bottle their water in reusable glass containers, except for São Lourenço do Barrocal. Since Alentejo is a scarce region in terms of water, this hotel only serves pre-bottled water in glass containers for their guests. Verride Palácio Santa Catarina, in addition to their bottled water, replaced the plastic water bottles for tetra pack bottles mainly made from paper. Dom Pedro Lisboa, on the other hand, has smaller water machines around the staff areas of the hotel where employees are encouraged to refill their reusable water bottles. Also, plastic bottles are not the only plastic these hotels have abolished as there are many other single-use that need to go away. This also goes to straws and takeaway boxes that were replaced with more sustainable materials.

Still, Six Senses Douro Valley is clearly the one with the most extreme effort in the plastic topic. They have eradicated almost all plastic items in the guest-facing area, they still have the cotton swabs in plastic and the toothpaste, but they will change to aluminum in the next order. However, garbage bags are in paper; their slippers are in tissue and paper only; they have ceramic containers to refill them with shampoo, conditioner, and shower gel instead of the small plastic bottles most hotels use.

Verride Palácio Santa Catarina is just slightly behind. They have made a huge effort not to use plastic in the guest rooms. The only product in plastic is a comb, they have glass containers for the shower products, and their amenities are vegan and against animal cruelty with a very small percentage of plastic. São Lourenço do Barrocal and Dom Pedro Lisboa still use some plastic, for example, for containers; however, they are reusable ones that you can refill as many times as you want.

The paper used for a simple guest arrival and stay can be quite a high amount from check-in papers, guest information & requests, maps of the hotel, activities offered and their schedule,

restaurant hours, and the list goes on. Some creative ways to tackle this were made. Dom Pedro Lisbon has their own television program, which they use to advertise the necessary information to the guests, such as welcoming messages, check-in and check-out hours, restaurant and spa schedules, etc. They also have a paper-free reservation system where they now put all the guest information as they realized there was no need to have it all on paper.

“What we have done now is to adhere to not printing any kind of paper. All the emails and the PDF requests are attached to the reservation inside the software itself.”

- *Interview of Sales Manager at Dom Pedro Lisboa*

With this practice, they faced a reduction of almost fifty percent on printing on the reservations department. Six Senses Douro Valley has a tablet on the front desk where employees and guests can access all the information regarding their check-in. For other information, they developed a multi-use app for their guests.

“We always incentivize our guests to download our app, where they can see the map, they can see the calendar of the activities, and the app, is super cool because then you can connect, control the lights in the room, the AC and so on.”

- *Interview of GEM at Six Senses Douro Valley*

Verride Palácio Santa Catarina and Dom Pedro Lisboa also started a paperless policy where all internal forms are no longer in paper, but instead, they are digitally stored. With this policy, Verride Palácio Santa Catarina was able to reduce about sixty percent the paper consumption per month. Their aim is to continue this effort so that this consumption becomes residual. São Lourenço do Barrocal also has this digital system for reservations and forms; however, the vast majority of the communication is done through Whatsapp to reduce the need for information on paper.

“Imagine that you want the room service menu or the list of activities we offer. We send you the digital format on WhatsApp. Inside the property, we have two signposted trails that you can do one bigger one smaller and that can be requested, and we send a digital map with it.”

- *Interview of Marketing Assistant at São Lourenço do Barrocal*

Suppliers were something mentioned by all hotels where they state they cannot control the plastic and cardboard used in the packaging of the goods. Even though this is true, there is a

simple way to reduce consumption. As an example, Six Senses Douro Valley has a take-back program where the hotel returns the boxes and the plastic that came with the products ordered for suppliers to reuse. Verride Palácio Santa Catarina has also tackled the paper consumption by requesting their suppliers to send all the invoices by digital means instead of in paper and sent by post.

5.1.3 Having a sustainable cuisine & organic gardens

The restaurant kitchen is also something to be aware of when it comes to sustainability. The analysis shows that hotels in urban areas are more restricted to having a more sustainable cuisine since rural luxury hotels benefit from having an organic garden due to their bigger dimensions.

Verride Palácio Santa Catarina has their à la carte menu but also a tasting menu where they combine their specialties for guests to have the opportunity to try different plates. There is one tasting menu that is entirely vegetarian to accommodate the guest's needs but also because of the concern with the environment. Dom Pedro Lisboa has also made some adjustments so they could have a wider variety of vegetarian options. The Six Senses Douro Valley's cuisine also has some guidelines they need to fulfill. Firstly, they do not serve endangered species at the hotel's restaurant. In addition to vegetarian options, they go even further.

“In the canteen for the staff, two days a week, there are only vegetarian options, to try to reduce as much as we can the consumption of meat because we have understood that that creates a very big impact for the planet.”

- *Interview of HR & Training Coordinator at Six Senses Douro Valley*

Having organic gardens can be a great source to be more economically sustainable but also environmentally sustainable. It allows the hotel to cut costs on its restaurant as they can resort to some food such as vegetables and fruits, which they have grown themselves. It is also sustainable because these products are organic and as less processed as possible but also because no transportation is needed. They are also not mass-produced as when it happens with the majority of the producers. For example, Six Senses Douro Valley and São Lourenço do Barrocal have organic gardens. Six Senses Douro Valley produces mostly aromatic plants but also grows vegetables and fruits as São Lourenço do Barrocal.

“We also have an organic garden where we mostly produce vegetables and fruits, allowing us to offer fresh products to our guests. We have limitations on the products we use for the garden. We do not use pesticides, only natural products.”

- *Interview of Oenologist at São Lourenço do Barrocal*

5.1.4 Reducing energy and water consumption

This analysis shows that to reduce the energy consumption of the hotels, not many things can be done. Having LED light bulbs is a practice all hotels do, where Dom Pedro Lisboa currently has eighty percent of their light bulbs replaced for these economic ones while all the other hotels now have most or all light bulbs from this type. Another trending practice is the use of solar energy through solar panels.

“The top of our building is all with solar panels, not the normal solar panels, but photovoltaic solar panels which rotate together with the sun to be used to greater advantage.”

- *Interview of Rooms Manager at Verride Palácio Santa Catarina*

The hotel's water is heated only with solar panels, even the pool. Around 15% of the hotel's energy consumption is from solar energy. São Lourenço do Barrocal has also recently implemented solar panels within their hotel, taking full advantage of the 275 days with sun per year the hotel has. As for Six Senses Douro valley, since they are located within a UNESCO World Heritage site, they have several aesthetic standards they need to comply with, and solar panels may diminish the landscape. However, they are currently looking into having the Tesla solar panels that blend with the view as they look like normal tiles.

Having lights with sensors or timers is also a great way to reduce the energy consumed as you do not have to worry about forgetting to turn it off; thus, there will not be unnecessary consumption. São Lourenço do Barrocal and Verrida Palácio Santa Catarina both use this technique.

To reduce water consumption, more practices can be done. For instance, Dom Pedro Lisboa has three main ones: water conservation sensors in all of their bathroom taps, the change of the towels and bedsheets only made upon the guests' request, and a water treatment technique.

“The waters that are used internally are treated before going to the sewer so that we can verify which waters can still be used for toilet recharge so that we can have better use of the waters.”

- *Interview of Restaurants Director at Dom Pedro Lisboa*

Instead of using sensor taps, Verride Palácio Santa Catarina controls the water flow coming from the tap. São Lourenço do Barrocal also has a water treatment where some part of the water can be reused to water the organic garden or even feed the cattle. They also reduced the toilet flush with the insertion of water bottles inside the tank. Six Senses Douro Valley is able to make use of the water from a nearby river to water their organic gardens. Verride Palácio Santa Catarina is currently in the process of implementing the policy of giving the guest the choice of changing the sheets and towels. The other three hotels have already implemented this except for Six Senses Douro Valley, as the towels are changed daily.

5.1.5 Sourcing locally to contribute to environmental, social and economic sustainability

Sourcing locally is the practice that is able to comprise all three of the sustainability aspects: the social, environmental, and economic. Not only is the hotel contributing to the development of the local community, but the ecological harm is significantly reduced as the transportation is minimal.

Six Senses Douro Valley cares for the ones around them. That is why they choose to source locally. They try to have all the ingredients used in the kitchen from the nearest local producers to support small businesses.

“To boost fishing and farming and to endorse local trade to boost socio-economic development”

- *Six Senses Corporate Brand Guidelines, 2021, p.13*

São Lourenço do Barrocal also sources within the region to support local businesses and promote the Alentejo customs. They work essentially with local suppliers, for example, the bread served for breakfast is made by a baker in the village in front of the hotel. The same goes for the woman who goes there every morning to deliver the bread.

“We have a commitment to the community and to the local artisans. For example, through the interior design project, we have worked very closely with the potteries of São Pedro do Corval to develop pieces that are obviously in line with tradition.”

- *Interview of Human Resources Director at São Lourenço do Barrocal*

Since Verride Palácio Santa Catarina is located in Lisbon, their “local” is the Portuguese market. Still, they have a huge commitment to source Portuguese goods.

“We work with everything that is Portuguese first to give back to the Portuguese economy, and one of the things that our CEO asked is that everything was Portuguese, and in Portugal, we do very good things. Our hotel bed linen is the only one with eight hundred Egyptian cotton threads. Everybody goes crazy but nowhere else does it exist, and it is Portuguese.”

- *Interview of General Manager at Verride Palácio Santa Catarina*

The same goes for Dom Pedro Lisboa. They work essentially with fruits and vegetables grown in Portugal and national wines and butchers.

5.1.6 Making charity donations

The results show that donating to charity is one of the most common practices among the hotels to be more socially sustainable. While being in a rural area, it is easier to choose institutions to support consistently as the variety of options is more narrow and thus easier to connect with one more intensively. As for hotels in cities, there is a huge variety of associations to choose from, and therefore, it may be more difficult to see their impact so clearly.

One option for rural hotels is to support institutions around the hotel's surroundings. Six Senses Douro Valley is a great example as they have numerous associations counting on their support. Bagos Douro is an institution in the Douro region that helps kids and families in need for educational purposes. Another association this hotel supports is the Escola de Futsal Os Afonsinhos, which promotes good development in school while playing futsal. For Six Senses, supporting them is more than just helping them monetarily. They involve them in their activities as they also want to be part of the project and share with the kids their values. They also participate in smaller projects such as supporting the local firefighters with not only money but also goods and equipment. São Lourenço do Barrocal donates towels and bedsheets regularly to a local parish.

As hotels are known for their desirable and comfortable beds, they need to change their mattresses and somniers every few years. Instead of throwing them away or even selling them, Dom Pedro Lisboa partners up with several associations and offers these goods to them.

“We have these hotel beds that everyone wants to sleep in. However, we need to change them every few years to ensure quality. We end up partnering with several associations where we offer them our old mattresses and somniers as they are still in perfectly good conditions.”

- *Interview of Sales Manager at Dom Pedro Lisboa*

This hotel also has partnerships with institutions where they offer nights in the hotel for their auctions for charity. Regarding Verride Palácio Santa Catarina, even though this hotel does not work with fixed foundations and associations, they work in special times where they donate food, clothes, and toys to different associations each year.

“At Christmas, we normally work and help each other. I think it is something that also creates a very strong connection with the staff. Everyone in the hotel supports this initiative. It is not just a hotel thing; it is a family thing. It is not just the institution itself but everyone who works there.”

- *Interview of Hotel Manager at Verride Palácio Santa Catarina*

They are currently working on a project where they will divide the year into trimesters, and they will focus on different associations and invite guests to make a contribution to the cause. Also, the employees are invited to support the cause in monetary terms but also in goods. On the other hand, Dom Pedro Lisboa has been supporting APAV (Portuguese Association for Victim Support) for some years now by donating money to ensure their success.

5.1.7 Supporting the community

The results concluded that different approaches can be made to help society while creating economic value. Hiring local people makes more sense in smaller regions, which is what Six Senses does. The hotel has guidelines on employing locally at least seventy-five percent of the total employees to help the community around as the Douro region is not particularly rich when we take out the hotels and restaurants, which are only possible due to the tourism the area receives. São Lourenço do Barrocal also has an extreme consideration for the local community.

“Ninety percent of the people who work in the hotel are people from the region, the nearest villages, or even the towns around. There is a very big effort to help people from the region, and it ends up creating a synergy to promote the place as a whole. We are not interested in going up if the others are staying behind.”

- *Interview of Marketing Assistant at São Lourenço do Barrocal*

Another option is to employ and help people in need. For example, with Verride Palácio Santa Catarina being located in Alto de Santa Catarina, their surroundings have been associated with problems of soft drugs for several years. This hotel is proud to have helped many out of the streets by employing them in their hotel. They also have training for their employees; however, this training is not limited to practices used in the hotel, such as opening a bottle of wine. They help their employees to succeed in life by offering them workshops that they are interested in. An example from João Silva, hotel manager:

“We try to give training to a waiter who for example really likes computers so that he does training in what he likes even if it is not to work with us, but we are helping him to be a better person so that when he leaves the hotel one day, he can be a better person.”

5.1.8 Educating consumers on sustainability

Even though the practice of educating consumers is only done by one hotel, namely Six Senses Douro Valley, it is an extremely important one as it can have a huge impact. This brand does not limit itself to its sustainability efforts; they want to educate people on this crucial matter. Six Senses Douro Valley offers workshops and training regarding sustainability, not only for the guests but also for the employees. These workshops talk about the 3 P's (Profit, People and Planet), the sustainable practices implemented in the hotel, and their future projects. They also teach guests how to be more sustainable at home.

“They can learn how to make pickles, homemade yogurts, and sprouts. They can make their scrubs and even soaps.”

- *Interview of GEM at Six Senses Douro Valley*

This company went the extra mile in terms of sustainability. They created an earth lab. According to the Sustainability Manager at Six Senses Douro Valley, *“The idea is for it to be a place where we showcase our sustainability projects, our sustainability efforts.”* Guests are

welcome to visit this place, and they will find both sustainability managers who will guide them through what the hotel is doing to become even more sustainable such as how they save water and energy and their future projects. They also give them simple tips on what they can do at home to be more eco-friendly.

5.2 Contradictions

Even though plastic water bottles are one of the biggest environmental threats, they are lightweight and easy to carry around. As luxury hotels should try to accommodate all the guests' needs, what happens when one asks for a water bottle to take along their morning walk? These hotels should have a viable option, such as Verride Palácio Santa Catarina does, where these plastic bottles were replaced by tetra pack ones.

One challenge Six Senses Douro Valley mentioned is the decrease in quality of some of the products as they acknowledge plastic is one of the most durable and strong. For example, as previously stated, their slippers are in paper and tissue, making it quite easy for them to unfold and get damaged. There has been no record that this has negatively affected the guests' perception of the hotel as they simply order more with no complain attached. Also, the fact that the look of these more sustainable products is simpler and plainer makes them appear less luxurious in the eyes of some guests.

“The amenities don't look that luxurious, you know, they are more simple, plainer. So that can be a challenge because people can think this is not from a five-star hotel.”

- Interview of HR & Training Coordinator at Six Senses Douro Valley

On the one hand, having organic gardens highlights their luxury as hotels are able to have a farm-to-table concept in their restaurants where the plates served were made from products a few meters away from where the guests are seated. Also, they ensure good quality and fresh products. On the other hand, this restricts them from offering a wider range of food options. For example, they will only have strawberries around summertime and pears only in winter.

Another tension found is that guests expect to have everything done quickly when inside a luxury hotel. Yet, by controlling the water flow to reduce water consumption, guests may find the time to fill bathtubs longer than expected.

“The experience of filling a bathtub made from a tap of that size is great because we wait five minutes for it to fill and everything is fine but, with the rules of sustainability, I have a controlled water flow that causes the water to fall with less pressure and less speed. So, instead of taking five minutes to fill a tub like that, it will take twenty minutes. The customer complains.”

- Interview of Hotel Manager at Verride Palácio Santa Catarina

Most hotels are also reducing their water consumption by not changing the towels and bedsheets every day. They now give that choice to their guests, where the towels are only changed upon request. This policy can also be seen as a paradigm of luxury vs. sustainability. However, as society evolves, more guests are aware of the need to be sustainable. So, even though this could be seen as contradictory some years ago, nowadays, most people would not be questioning the hotel’s luxury due to this.

6. DISCUSSION

As Kapferer & Michaut-Denizeau (2014) pointed out, luxury brands need to take action when it comes to sustainability to keep succeeding as consumers are expecting sustainable efforts from their part due to their high prices and quality. This study goes in this way as all four of the analyzed hotels are taking action in regard to sustainability, and guests appreciate those efforts. However, Beckham & Voyer (2014) stated consumers tend to find luxury less desirable and luxurious when associated with sustainability. This research contradicts this idea as all four hotels have a strong belief in sustainability efforts and are still succeeding within this market. But above all, there has been evidence that in one of the hotels, Six Senses Douro Valley, 38% of their guest came back because of their sustainability efforts.

Interestingly, Kapferer & Michaut-Denizeau (2015) once stated that the high-quality luxury brands offer can be seen as sustainable as it translates to longer durability and thus less consumption. However, this is not always true, as we can see in the Six Senses Douro Valley example with the slippers. In pursuit of being more eco-friendly and reducing plastic consumption, the new paper and tissue slippers have less quality and demand more consumption as they get damaged faster. Additionally, they have decreased their quality standards to incorporate sustainability into their business. In fact, Cervellon (2013) once stated that consumers worry there can be a decrease in the quality of the products offered when taking sustainability actions. Even though concrete criticism from guests has not been found, some contradictions were found when combining luxury and sustainability together, coming in line with Kapferer & Michaut-Denizeau (2014) once more.

This dissertation also aligns with some of the practices established in the four categories Cherapanukorn & Focken (2014) have found: community, environment, supply chain, and employees. My research even adds the means to achieve sustainability through them. As an example, the authors mentioned that within the environmental category, one practice would be “waste management”; however, no research was done on how to manage waste. My findings clearly demonstrate four ways to do it, for example, having alternatives to the food in excess by partnering with associations who collect it.

Luxury hotel managers now have a reference point on the sustainable practices luxury hotels are implementing. As shown in table 12 in the appendix, a summary of the findings has been

made where all the mentioned practices are listed along with the hotels that implement each one. In summary, there are practices which are implemented by all hotels such as having sustainable alternatives for plastic water bottles and for internal paper consumption, having reusable or plastic-free amenities, replacing light bulbs for more economical ones such as LED ones, reducing meat consumption, supporting institutions and finally sourcing locally/nationally. However, some practices can only be implemented by rural hotels as they are able to have organic gardens and cattle, such as a more sustainable kitchen and other means to manage waste. Others may be harder and costly to implement, and thus, not all hotels are currently taking action on them, such as photovoltaic solar panels.

7. CONCLUSION

Even though several scholars have done thorough research on sustainability and hospitality, focusing on a wide range of topics, little research on sustainability has been done in the luxury hotel industry. Some authors, such as Cherapanukorn & Focken (2014), have dug into the sustainable practices luxury hotels should implement; however, there was no specific indication on the means to achieve those practices. Thus, this research aimed to answer the following research question: *How are luxury hotels adopting sustainable practices?*

The results show there are eight sustainable practices luxury hotels are implementing to become more sustainable: managing waste, reducing the consumption of materials, having a sustainable cuisine and organic gardens, reducing the energy and water consumption, sourcing locally, making charity donations, supporting the community and educating consumers on sustainability. In addition, some contradictions and tensions between luxury and sustainability, deriving from the implementation of sustainable practices, were also presented for managers to be aware of so their perceived luxury is not affected.

Some of these practices can be beneficial for the hotel in terms of economic sustainability. Some cost-saving sustainable practices are the sensors in the taps, solar panels, digital alternatives for paper consumption, etc. Even though they may require a big initial investment, this will be paid off after some time. Future research could then thoroughly identify the cost-saving benefits in the long term for each sustainable practice. However, some practices such as having tetra pack options instead of plastic water bottles are expensive practices to comply with. However, research can be done to assess the return on investment from guest satisfaction and positive word-of-mouth or even other factors. Lastly, it could be interesting to assess how guests perceive the sustainable actions taken by hotels to check whether their expectations are being met.

Like any other research, this study also suffers from limitations. Firstly, there was a constraint due to the common limitations of qualitative research. It is harder to verify and quantify the results since most data was collected through open-ended questions. To overcome this, future research should include quantitative research through, for example, surveys. Since it can be hard to mention all the sustainable practices the hotel is implementing, a survey would also be a great way to ensure that participants do not forget to mention them as the most common

practices could be enumerated. Also, I could have interviewed employees that were more integrated into the sustainability of the hotel however, due to several failed contacts, this was not possible.

8. APPENDICES

Table 1: List of hotels and people contacted respectively.

HOTEL	CONTACT	MEANS	Outcome
Six Senses Douro Valley	Raquel Saavedra Dias <i>Sustainability Manager</i>	Linkedin message	Interview
	Joana Van Zeller <i>Marketing Communications</i>	Linkedin request	Not accepted
	Mafalda de Bragança <i>Director of Sales & Marketing</i>	Linkedin request	Not accepted
	Sónia Trindade <i>Director of Human Resources</i>	Contact obtained from previous interview	No response
	Catarina Mauricio <i>Guest Experience Maker</i>	Linkedin request with message	Not accepted
	Mariana Castro <i>Guest Experience Maker</i>	Contact obtained from previous interview	Interview
	Andre Buldini <i>General Manager</i>	Linkedin message	No response
	Vanessa Guerra <i>HR & training coordinator</i>	Contact obtained from previous interview	Interview
Four Seasons Hotel Ritz	Joana Braz <i>Guest Experience Maker</i>	Linkedin message	No response
	Marta Passarinho <i>Guest relations & Hotel Loyalty</i>	Linkedin message	No response
	Xavier Boter Sala <i>Concierge and Assistance services manager</i>	Linkedin message	No response
	Guilherme Costa <i>General Manager</i>	Linkedin message	Not accepted
	Diana Castello Branco <i>Regional Director of PR & Communications</i>	Linkedin message	No response

	Front desk & Human Resources	Phone call & Email	No response
Pestana Tróia Eco Resort & Residences	Paulo Fernandez Dias <i>General Director</i>	Linkedin message	No response
Pestana Hotel Group	Martim Neves <i>Hotel manager</i>	Linkedin message	No response
	Catarina Simões <i>Human Resources</i>	Phone call & Email	No response
	Margarida Caldeira <i>Guest Service Manager</i>	Linkedin request	Not accepted
	Front Desk	Phone call	HR contact
Vila Galé	Joana Ferreira <i>Human Resources</i>	Email	No response
Iberostar Selection Lisboa	Front desk & Human Resources	Phone call & Email	No response
Pestana Royal	Front desk & Human Resources	Phone call & Email	No response
Vila Itália	Inside contact	Call from the ex-president of ESHTE	Rejected
VIP Hotel	Inside contact	Phone call	Rejected
São Lourenço do Barrocal	Jorge Cosme <i>General Manager</i>	Linkedin message	No response
	Duarte José de Mello <i>Hotel Manager</i>	Linkedin message	No availability
	Lídia Elias <i>Sales Manager & Manager on Duty</i>	Linkedin message	No response
	Diogo Lopes <i>Marketing Assistant</i>	Email	Interview
	Susana Lourenço <i>Marketing Director</i>	Email	No response
	Vania Ramalho <i>Human Resources Director</i>	Email	Interview

	José Rogel <i>Resident Oenologist</i>	Contact obtained from previous interview	Interview
Sublime Comporta Country House Retreat	Andreia Mendes <i>Housekeeper Manager</i>	Linkedin message	No response
	Renato Pinho <i>Front Office Executive</i>	Linkedin message	No availability
	Carlos Pereira <i>Assistant General Manager</i>	Linkedin message	No response
	João Lince <i>Human Resources Manager</i>	Linkedin message	No availability
	Muhammad Sajjad <i>Guest Services Representative</i>	Linkedin message	No response
	Nelson Martins <i>Front Office Manager</i>	Linkedin message	No response
Verride Palácio Santa Catarina	Joana Delgado <i>Sales & Marketing</i>	Linkedin message	No response
	João Silva <i>Hotel Manager</i>	Linkedin message	Interview
	Margarida Antão <i>General Manager</i>	Contact obtained from previous interview & Linkedin message	Interview
	Rui Martins <i>Rooms Manager</i>	Contact obtained from previous interview & Linkedin message	Interview
Dom Pedro Lisboa	Cláudia Santos <i>Human Resources Assistant</i>	Linkedin message	No response
	Pedro Ribeiro <i>Commercial Director</i>	Phone call	No availability
	Vitória Godoi <i>Sales Manager</i>	Contact obtained through Pedro Ribeiro	Interview
	Daniela Kinnen <i>Restaurants Director</i>	Linkedin message	Interview

	Paulo Mesquita <i>General Manager</i>	Linkedin message	Interview
Herdade da Malhadinha	Irina Rebola <i>Public Relations and Oenologist</i>	Linkedin message	No response
	Bruno Marques <i>Hotel Manager</i>	Linkedin message	No response
	Luísa Duarte <i>Human Resources Specialist</i>	Linkedin message	No response

Source: The author

Table 2: Primary data – Six Senses Douro Valley

INTERVIEWEE	HOTEL	POSITION	DATE	DURATION
Raquel Saavedra Dias	Six Senses Douro Valley	Sustainability manager	22/10/21	55 min
Mariana Castro	Six Senses Douro Valley	Guest experience maker (GEM)	11/11/21	45 min
Vanessa Guerra	Six Senses Douro Valley	Human Resources - Training coordinator	15/11/21	40 min

Source: The author

Table 3: Secondary data - Six Senses Douro Valley

TYPE OF DATA	AUTHOR	SOURCE	TITLE	PUBLICATION DATE	USE IN THE ANALYSIS
Document	Six Senses Douro Valley	Internal Document	Six Senses Corporate Brand Guidelines	October 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Document	Six Senses Douro Valley	Internal Document	SS Douro Valley Fact Sheet	December 2018	Develop the empirical setting chapter & support and

					triangulate data from interviews.
Document	Six Senses Douro Valley	Internal Document	SSDRO Sustainability	October 2018	Develop the empirical setting chapter & support and triangulate data from interviews.
Document	Six Senses Douro Valley	Internal Document	SSDRO Local Activities	October 2018	Develop the empirical setting chapter & support and triangulate data from interviews.
Document	Six Senses Douro Valley	Internal Document	SSDRO Overview	October 2018	Develop the empirical setting chapter & support and triangulate data from interviews.
Document	Six Senses Douro Valley	Internal Document	SSDRO History of the Quinta Vale de Abraão	October 2018	Develop the empirical setting chapter
Online Article	-	NIT	Six Senses Douro Valley	February 2017	Develop the empirical setting chapter
Website	-	Soneva	Responsibility at Soneva – meet our founders	-	Develop the empirical setting chapter
Online article	Florabela Alves	Visão	Entre a terra e o céu no six senses douro valley	May 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Rafael Barbosa	Evasões	Six Senses o luxo dos sentidos a dormir no vale do douro	August 2020	Develop the empirical setting chapter & support and triangulate data from interviews.

Online article	Carina Fonseca	Evasões	Lamego novos retiros de saúde e bem-estar no six senses douro valley	September 2020	Develop the empirical setting chapter
----------------	----------------	---------	----------------------------------------------------------------------	----------------	---------------------------------------

Source: The author

Table 4: Primary data - Dom Pedro Lisboa

INTERVIEWEE	HOTEL	POSITION	DATE	DURATION
Vitória Godoi	Dom Pedro Lisboa	Sales Manager	30/11/21	45 min
Daniela Kinnen	Dom Pedro Lisboa	Restaurants Director	09/12/21	35 min
Carla Pedro	Dom Pedro Lisboa	Financial Director	09/12/21	30 min

Source: The author

Table 5: Secondary data - Dom Pedro Lisboa

TYPE OF DATA	AUTHOR	SOURCE	TITLE	PUBLICATION DATE	USE IN THE ANALYSIS
Document	Dom Pedro Lisboa	Dom Pedro Lisboa	Fact sheet DP Lisboa	-	Develop the empirical setting chapter & support and triangulate data from interviews.
Doument	Dom Pedro Lisboa	Dom Pedro Lisboa	Brochure DP Lisboa	-	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Redação	Diário do Turismo	Dom Pedro Lisboa é hotel oficial do maior evento de música brasileira em Portugal	September 2019	Develop the empirical setting chapter & support and triangulate data from interviews.

Online article	Helena Peralta	Dinheiro vivo	D. Pedro Hotéis que atraem gente famosa	December 2017	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Carina Monteiro	Publituris	Stefano Saviotti – “Estamos preparados para os próximos anos e para continuar a crescer”	February 2020	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Boa Cama Boa Mesa	Expresso	Alugar um quarto para almoçar com a vista para o Tejo é a nova proposta de um hotel de luxo em Lisboa	January 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	-	Portal Turismo Total	Hotel Dom Pedro Lisboa está confirmado no line up do Rock in Rio 2020	March 2020	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Naira Amorelli	Embarque na viagem	Dom Pedro Lisboa: o Hotel queridinho dos brasileiros	October 2018	Develop the empirical setting chapter & support and triangulate data from interviews.

Source: The author

Table 6: Primary data - Verride Palácio Santa Catarina

INTERVIEWEE	HOTEL	POSITION	DATE	DURATION
João Silva	Verride Palácio Santa Catarina	Hotel Manager	30/11/21	60 min
Margarida Antão	Verride Palácio Santa Catarina	General Manager	03/12/21	40 min
Rui Martins	Verride Palácio Santa Catarina	Rooms Manager	06/12/21	40 min

Source: The author

Table 7: Secondary data - Verride Palácio Santa Catarina

TYPE OF DATA	AUTHOR	SOURCE	TITLE	PUBLICATION DATE	USE IN THE ANALYSIS
Online article	-	Visão	Verride – Palácio de Santa Catarina: ser rei ou rainha por uma noite	October 2017	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Rachel Verano	Viagem e turismo	O “alto vegetarianismo” chegou a Lisboa – e veio para ficar	August 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Adriano Guerreiro	NIT	Há um novo palácio de charme onde vai querer morar	October 2017	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Rui Antunes	Visão	E as melhores obras de reabilitação em Portugal são...	May 2018	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Mary Lussiana	Telegraph	Verride Palácio Santa Catarina Hotel Review	-	Develop the empirical setting chapter & support

					and triangulate data from interviews.
Online article	Patrícia Neves	NIT	Estes são os melhores hotéis do mundo – e Lisboa tem dois	August 2018	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Susana Faustino & Joana Loureiro	Visão	Era uma vez no palácio: 16 hotéis para brincar aos príncipes e às princesas	December 2017	Develop the empirical setting chapter
Online article	Irvina Lew	Robb Report	Verride Palácio Santa Catarina Is Lisbon’s Newest—and Most Stylish—Hideaway	December 2017	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Augusto Freitas de Sousa	Jornal de Negócios	Bicaense com estilo	March 2020	Develop the empirical setting chapter & support and triangulate data from interviews.

Source: The author

Table 8: Primary data - São Lourenço do Barrocal

INTERVIEWEE	HOTEL	POSITION	DATE	DURATION
Diogo Lopes	São Lourenço do Barrocal	Marketing Assistant	06/12/21	70 min
Vania Ramalho	São Lourenço do Barrocal	Human Resources Director	09/12/21	30 min
José Rogel	São Lourenço do Barrocal	Resident Oenologist	07/12/21	35 min

Source: The author

Table 9: Secondary data - São Lourenço do Barrocal

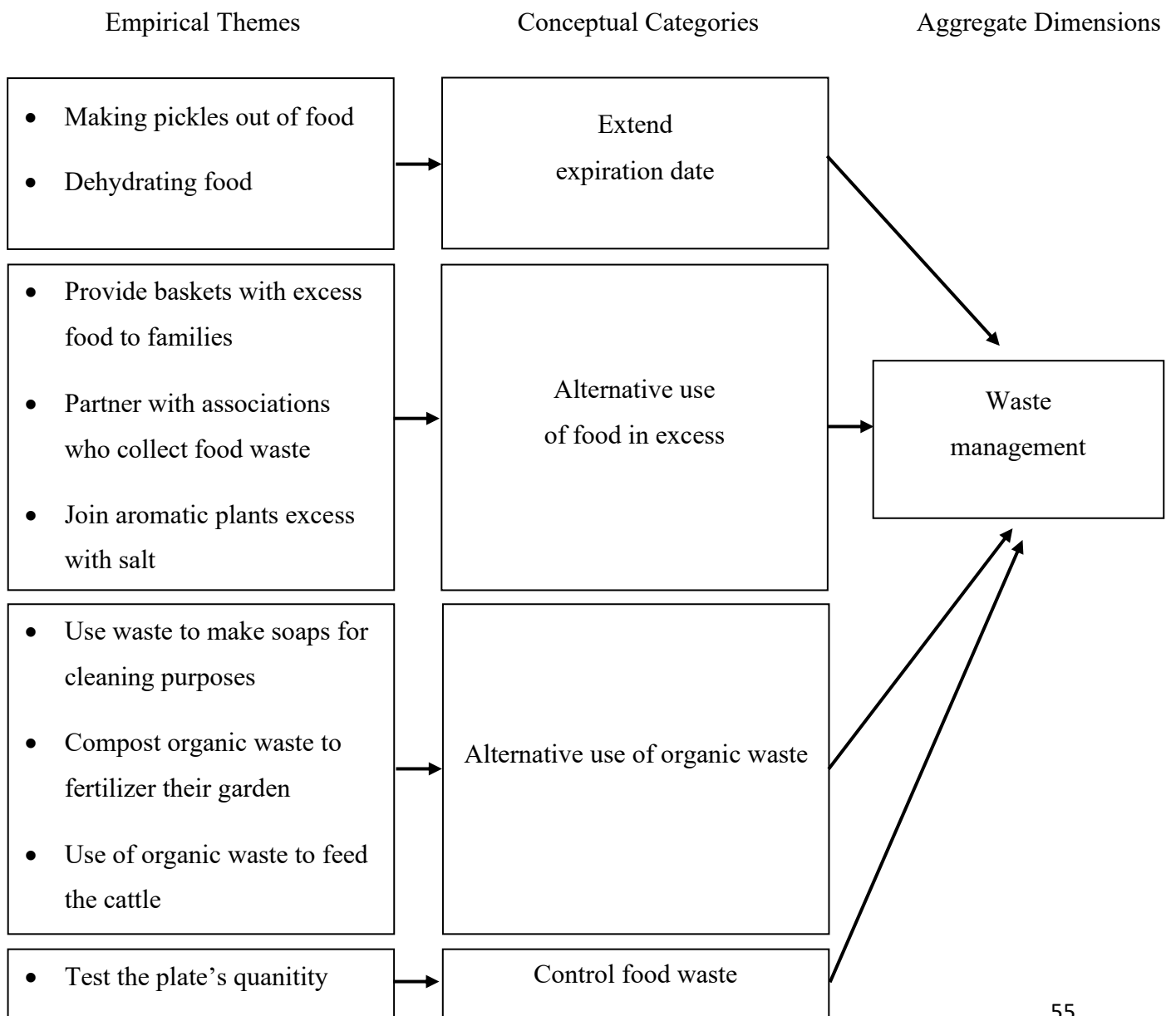
TYPE OF DATA	AUTHOR	SOURCE	NAME	PUBLICATION DATE	USE IN THE ANALYSIS
Document	São Lourenço do Barrocal	Internal document	Sustainability management plan	-	Develop the empirical setting chapter & support and triangulate data from interviews.
Document	São Lourenço do Barrocal	Internal document	Fact sheet	-	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Mara Gonçalves	Público	São Lourenço do Barrocal: a história de um lugar também se conta num copo de vinho (ou mais)	November 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Boa cama boa mesa	Expresso	São Lourenço do Barrocal eleito o melhor hotel da Península Ibérica	October 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	-	Sic Notícias	São Lourenço do Barrocal: uma antiga aldeia agrícola transformada em alojamento turístico	May 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Dora Troncão	Expresso	São Lourenço do Barrocal 10 experiências para conhecer o Alentejo de corpo e alma	December 2020	Develop the empirical setting chapter & support and triangulate data from interviews.

Online article	-	Evasões	Um refúgio bicentenário ideal para famílias em Monsaraz	October 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Rachel Verano	Viagem e Turismo	São Lourenço do Barrocal: o hotel mais português de Portugal	January 2020	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Ana Dias Ferreira	Observador	São Lourenço do Barrocal, o monte alentejano de cinco estrelas	July 2016	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Inês Pinto Miguel	Sapo	Condé Nast. Portugal é o melhor país do mundo para visitar e tem o melhor hotel ibérico	October 2021	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Vinicius Medeiros	Hotelier News	São Lourenço do Barrocal um pedacinho do céu no Alentejo	October 2019	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Inês Belo	Visão	São Lourenço do Barrocal, em Reguengos de Monsaraz: Escutar a terra	April 2019	Develop the empirical setting chapter & support and triangulate data from interviews.
Online article	Amy	Premier Construction News	São Lourenço do Barrocal distinguished as the best hotel in the Iberian Peninsula by the 2021 edition of the READERS'	October 2021	Develop the empirical setting chapter & support and triangulate data from interviews.

			CHOICE AWARDS, by Condé Nast Traveller Magazine		
Online article	Andreia Afonso Guerreiro	NIT	Barrocal: o monte que Souto de Moura transformou num hotel de luxo	May 2018	Develop the empirical setting chapter & support and triangulate data from interviews.

Source: The author

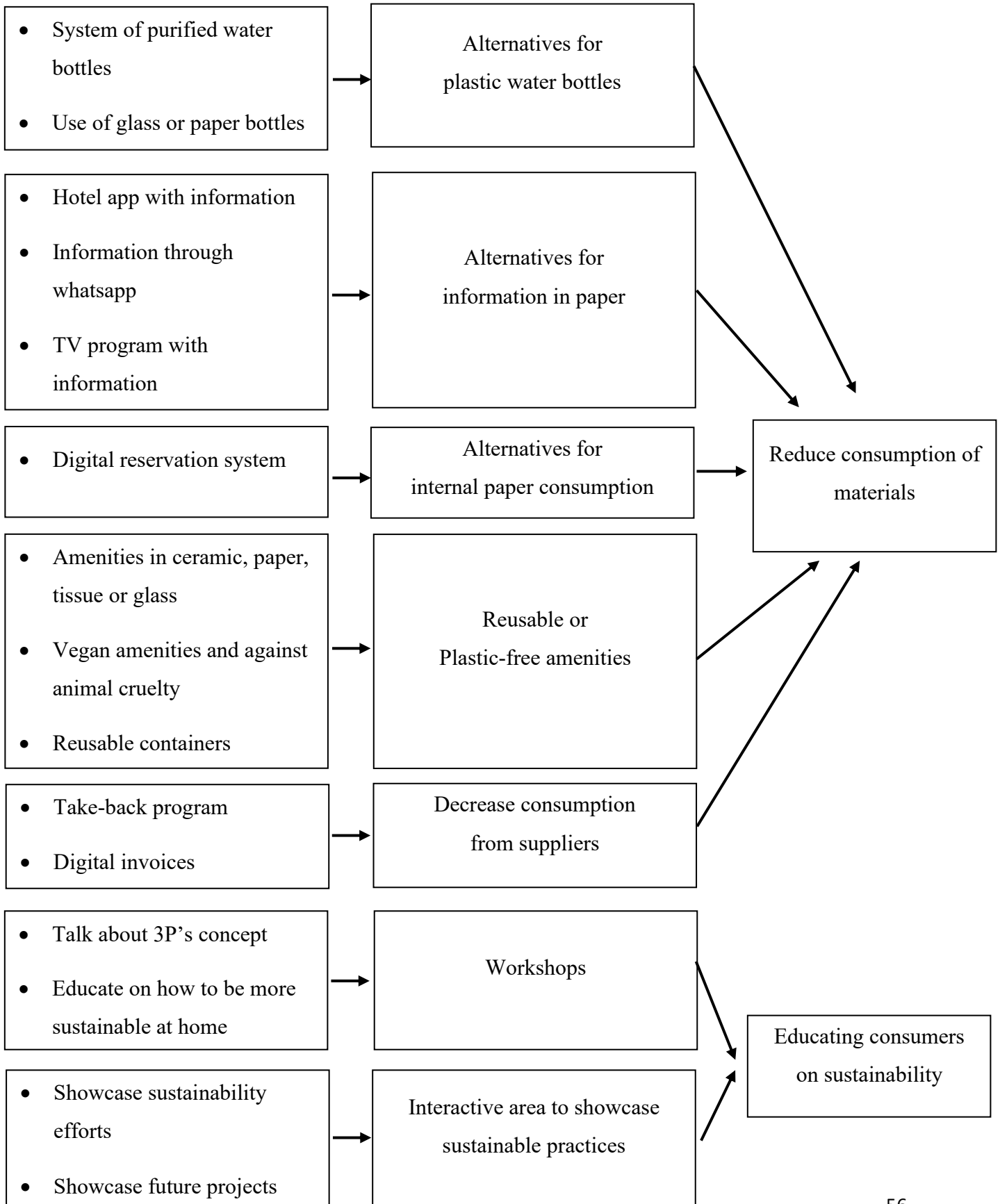
Figure 1: Coding scheme for interview data



Empirical Themes

Conceptual Categories

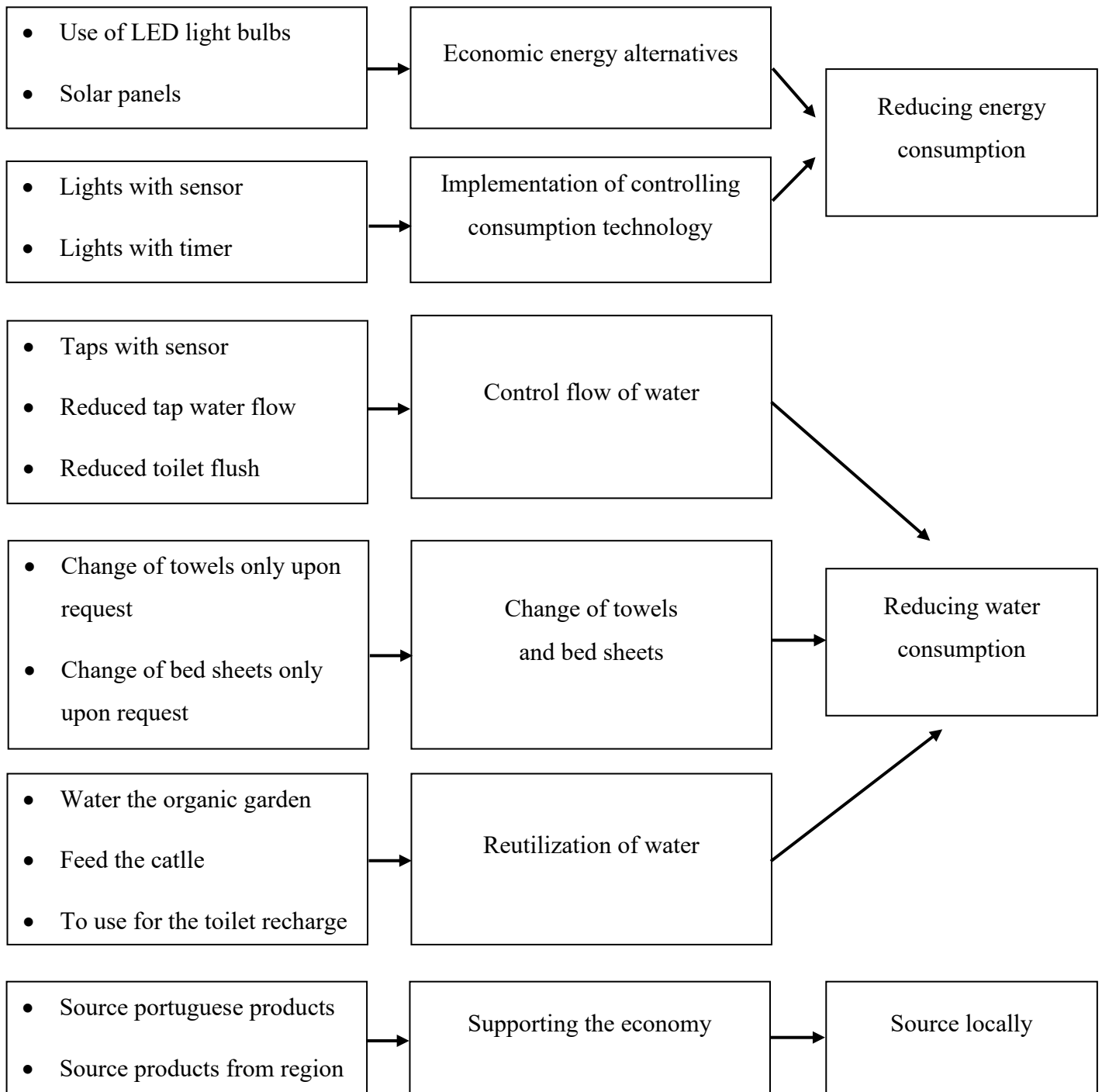
Aggregate Dimensions



Empirical Themes

Conceptual Categories

Aggregate Dimensions



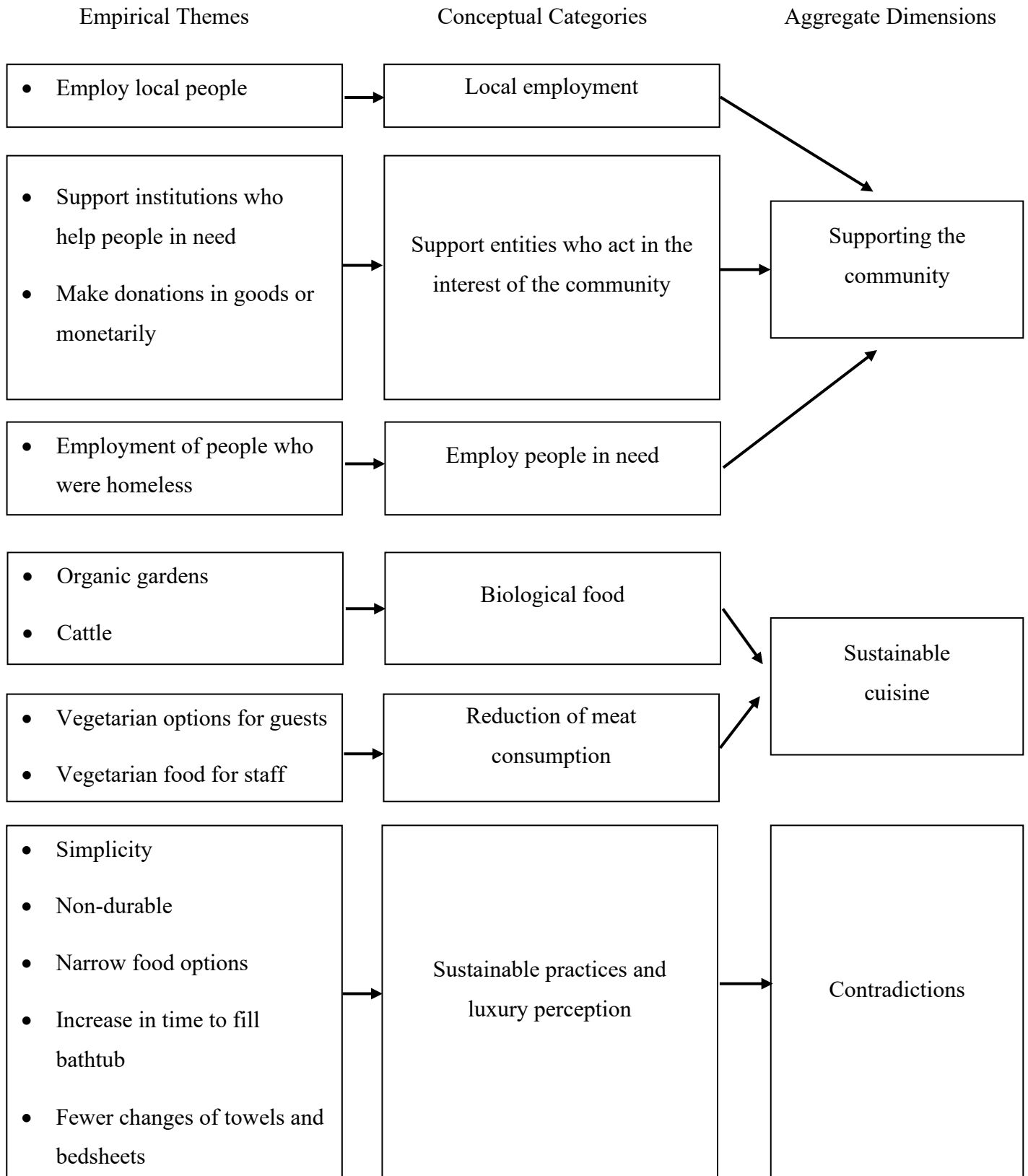


Table 10: Conceptual categories and their representative quotations

Conceptual categories	Representative quotations	Interview
Extend expiration date	“So instead, if you have certain pickles or carrots or so on that are reaching their expiration date, and you won’t be able to consume it on time, you can do pickles and other things to extend their expiration date.”	1.2
	“When there is a lot of courgettes, then we have to work on conserving them to stretch to the maximum useful life as possible of that, or we can dehydrate or freeze different types of preserves.”	4.3
Alternative use of food in excess	“Then with COVID, because there was no one in the hotel, everything that we would grow, whether that's the fruits or vegetables, and so on, there was no guest to give it to. So, we would provide to an institution in Régua, where there would create little baskets to provide to families in need through associations.”	1.2
	“When we have events mainly because we are a small hotel and we are very controlled so that there are no more wastes in what concerns food and things like that, but when we have events, and so there are some programs in Lisbon that go through the hotels to make collections, and we associate ourselves to them so that things can be done in a correct way.”	3.1
	“The excess food that we have that is in conditions; obviously, we have that care to always donate to institutions that make the collection of that same food.”	3.3
	“And when we make too many aromatic plants, instead of wasting it, we always try to use it in other ways. So, for example, we join it with salt, and we give it as a amenities on checkout to customers.”	1.1
Alternative use of organic waste	“We also compost everything in our property. All the vegetable waste is composted. Here we have seven composting piles. And that's what we use to fertilize our two organic gardens.”	1.1
	“Our food and drink operation, a great part of the food waste is used later to feed the animals, for example.”	4.1

	“The organic waste we compost it. What we also do is part of it can go to the cows. The cows eat a part, and what they don't eat it go to the vegetable garden, we have many guides to consume our own waste.”	4.3
Control food waste	“Everything is taken to the extreme of testing before it is realized. For a dish we make, I take off my coat and tie and go into the kitchen to make it with our chef to understand everything and anything about what we make, whether it's visually, in terms of taste, in terms of quantity, or weight, whatever it may be. The product that goes to the client is thought to the limit for him to have the best possible experience and nothing is left on the plate, everything is controlled”	3.1
Sustainable alternatives for plastic water bottles	“We also bottle our own water. So most of the water consumer here is bottled here in a glass container. We also make the sparkling water.”	1.1
	“We don't have plastic bottles in the hotel at all.”	1.2
	“We have already for several years something that the clients like a lot and that we also use it for staff that is a system of purified water bottles that are our glass bottles of Dom Pedro that are reused and recharged by certified equipments.”	2.1
	“We also have in the space zones of purified water for all the collaborators so that we can promote the reuse of those bottles that are reusable, isn't it? The bamboo or aluminum bottles or also reusable cups so we always try to reduce the plastic in this sense.”	2.1
	“We ended with all plastic bottles in the hotel. We only use tetra pack bottles now for water everything that is cafeterias and staff water we work with machines and with filters.”	3.1
	“The water we provide to customers is always glass.”	3.2
	“We run away from plastic as much as possible, not only water bottles that we now have them only in glass but also straws.”	4.1

Sustainable alternatives for information in paper	<p>“We don't print newspapers because we always try to reduce the amount of paper in the hotel. So, we also do not distribute any longer since a month ago, the check-ins, the map of the resort, and also the calendar of activities.”</p>	1.1
	<p>“We always incentivize our guests to download our app, which they can see the map, they can see the calendar of the activities, and the app, is super cool because then you can connect, control the lights in the room, the AC and so on.”</p>	1.2
	<p>“We managed to have our own television program in the rooms for guests, and we managed to reduce a lot the consumption of paper to be able to advertise necessary information in the rooms of the guests because all or most of this is on television or instead of having a welcoming paper saying the check-in hours, check-out hours, meal times or spa hours this information is all on television.”</p>	2.2
	<p>“Since some time ago for here, we ended up developing a system of contact with the guests. From the moment they check-in and stay with us, they are very much in digital communication, which means that when the client checks in they are given a WhatsApp contact which is used for the vast majority of the communication that is necessary. Imagine that you want the Room Service menu or the list of activities we offer; we send you the digital format on WhatsApp. Inside the property, we have two signposted trails that you can do, one bigger one smaller and that can be requested, and we send a digital map with it. the various points ready to pass and that manages to do everything digitally without having to resource to paper.”</p>	4.1
Alternatives for internal paper consumption	<p>“We manage everything within the computer system. We only have this card with the reservations of the activities we offer like massages. But we see everything on the computer and our tablet.”</p>	1.2
	<p>“We also have a tablet on the counter of the reception for us and our guests to check their check-in information.”</p>	1.3
	<p>“A paper-free reservation system What we have done now is to adhere to not printing any kind of paper. All the emails and the PDF requests are</p>	2.1

	<p>attached to the reservation inside the software itself. There are several PDFs attached with the most varied requests that Margarida may have made, but we don't have anything printed. Then we ended up realizing that in about two-three months, we reduced more than forty-fifty percent of all printing within the reverse system because we stopped having to print paper from one moment to the next.”</p>	
	<p>“At this moment we are implementing a paperless policy so all our internal forms because it seems that hotels generate a lot of paperwork, so there are a lot of forms a lot of things that are issued what was issued in paper and this year we have already started to reduce a lot we still have a reduction of about sixty percent of paper spent per month in the hotel and our idea is to continue in this effort so that it becomes only a residual number what has to be printed and everything else is worked by digital means.”</p>	3.1
Reusable or plastic free amenities	<p>“So, there is no longer plastic in the hotel’s rooms. There is only for example, the things to clean the ears, it's the only thing that we still haven't found a supplier, that the stick it's not in paper, it's still in plastic. But above that, like even the trash bags, it's in paper, not plastic.”</p>	1.1
	<p>“We want to reduce and to eliminate the plastic that we only use a single time. For the amenities, we do not have plastic. All the other things, the small amenities like shampoo, conditioner, and shower gel we never have. It's a ceramic container, and we buy them in bulk in 10 liters, and then we refill.”</p>	1.2
	<p>“In the guest-facing area, we don't have plastic at all, so guests won't find any plastic.” “The toothpaste is still in plastic, but we are already changing, and when we do the next order, it will be aluminum.”</p>	1.3
	<p>“We are still using them in plastic, but the alteration we did is instead of using those 200ml, 150ml we use the bottle ones so there is less consumption of plastic and then we just refill them as necessary.”</p>	2.2
	<p>“In terms of rooms, we have also reduced the plastic so I can say that at this moment I think we have a plastic comb everything else we remove the plastic, i.e., we have big containers of shampoo and conditioner bath</p>	3.1

	gel in the showers in terms of amenities are vegan and against animal cruelty has a very little percentage of plastic	
	“Regarding amenities, they are almost free of plastic. They are vegan and against animal cruelty.”	3.2
	“In the rooms at first sight, when we enter the room, we see that they are plastic, but the truth is that they are reusable i.e. they are refills that are then used to refill them and not to be thrown away.”	4.1
Decrease consumption from suppliers	“With this program of the plastic-free, we introduced a lot of take-back programs for our suppliers. So now even though they bring the like fruit or some vegetables in plastic boxes, they take back the boxes and then reuse it.”	1.3
	“We also made a big effort, for example, in the financial issue of our suppliers so that they sent us digital invoices and not paper invoices by post.”	3.2
Economic energy alternatives	“We currently have 95% of our lights with LED lamps.”	1.2
	“We have an ongoing program to replace the light bulbs. To date, we have eighty percent of the entire hotel already with the replacement of one lamp for more economical lamps.”	2.3
	“The lights the same thing we have lots of lights, and our lights are all LED to start with we changed everything there was to change in the palace.”	3.1
	“The top of our building is all with solar panels, not the normal solar panels, but photovoltaic solar panels which rotate together with the sun to be used to greater advantage so there to the extreme of sustainability in terms of solar energy in which all the waters of the hotel are heated only with the solar panel, we do not use electricity, and the pool is heated with it as well.”	3.3
	“Solar panels, for example. It is something that we have had since the construction of the hotel. The hotel is not all fed in this way, as it is obvious in terms of energy, but a part of the energy spent in the hotel, 15% is obtained this way which is injected directly through the solar	3.3

	panels. The underfloor heating is done exactly with the energy produced by the solar panels”	
	“We have some LED lamps in our hotel.”	4.2
Implementation of controlling consumption technology	“There are many points in the hotel of illumination in this case that works the times that is during the day there are many lights that are off during the night they turn on automatically.”	3.3
	“We also have presence lights which means that they work as approaching of the person as the opening of the door. If someone is present at the entrance, the light goes on. If no one is there, it will turn off after a few seconds.”	3.3
	“Our flowerbeds the few that we have also work with a watering timer, they are watered every other day through a timer or constantly the water running or wasted waterworks with timer and in the necessary quantity to keep the plants alive, so we try to minimize also there the water loss and consumption.”	3.3
	“Some of our lights are with a timer. They turn off at a certain time.”	4.2
Control flow of water	“In all the bathrooms both for the guests in the room and in the public areas in the bathrooms that we have in the floors as well as for all the bathrooms, our taps have water conservation sensors which is to try to reduce the use of water.”	2.3
	“The flow of water from the taps is all controlled.”	3.1
	“We have applied flow reduction in taps and showers of the whole hotel, both guests and staff.”	3.3
	“We reduced the water used in the toilet. We put a water bottle in there so the toilet flush would be reduced.”	4.3
Change of towels and bedsheets	“We change the clients' towels every day, but the bedsheets are only when they ask. They usually tell us in the reception to put them on the floor so that the housekeepers know.”	1.2
	“We only change the bed when the clients themselves inform us that they want it. We have the information that when customers want to change their towels so that we can wash and change them, they place the towels	2.1

	on the floor so then our housekeepers will know that they need to remove them and change them.”	
	“We are in the process right now of changing the policies of changing sheets and towels nowadays and a little bit from what was before we always change the sheets and towels of the client which obviously brings a big burden in terms of water costs to do all this washing of clothes at this moment we are in the process of implementing a policy already selective or that is to leave aside the client also the choice.”	3.2
	“And the bedclothes and towels are not washed every day. The amount of water that is used is extremely high. This practice of giving the guest the option is beneficial for the environment but also for us in terms of costs.”	4.1
Reutilization of water	“Our water that is used after internally is treated before going to the sewerage system, so that we can verify which are the waters that we can use for example, for the toilet flush.”	2.2
	“We have this system that filters the water and part of the water we introduce again in the irrigation circuit, or we can also use it to feed our animals.”	4.3
	“It is inevitable that in a certain amount of time, it ends up always needing to be washed. Filters of this treatment system and that, in fact, is a task that requires water to do this cleaning. But what happens is that while many places clean these filters, that's not exactly dirty water, but obviously, it's not fit for human consumption. What happens is that while many people release it for normal sanitation, we here try to water our vegetable garden.”	4.3
Support the economy	“We always try to support as much as we can local producers, all the ingredients used in the kitchen we try to source them from local producers as near as possible to support small producers.”	1.2
	“We, for example, vegetables are all local, we work with everything that is national wines and butcher.”	2.2
	“We work with everything that is Portuguese first to give back to the Portuguese economy, and one of the things that our CEO asked is that	3.2

	<p>everything was Portuguese, and in Portugal, we do very good things. Our hotel bed linen is the only one with eight hundred Egyptian cotton threads. Everybody goes crazy but nowhere else does it exist, and it is Portuguese.”</p>	
	<p>“We work essentially with local suppliers and this had a social aspect, thinking that it makes sense because the social trend is not only something of charity or support or whatever but also in the broader sense obviously we work with many suppliers in the region we always try to help, for example, the bread that is served for breakfast is made by a baker who is in the village in front and the lady who goes there every day in the morning to deliver the bread.”</p>	4.1
	<p>“We have a commitment to the community and to the local artisans. For example, through the interior design project, we have worked very closely with the potteries of São Pedro do Corval to develop pieces that are obviously in line with tradition.”</p>	4.2
Local employment	<p>“75% of the employed people are local.”</p>	1.1
	<p>“There is a percentage of the employees of the hotel that have to be from the region because one very strong belief from the six senses is that you have to develop the community that you're surrounded.”</p>	1.2
	<p>“Ninety percent of the people who work in the hotel are people from the region, the nearest villages, or even the towns around. There is a very big effort to help people from the region, and it ends up creating a synergy to promote the place as a whole. We are not interested in going up if the others are staying behind.”</p>	4.1
Employ people in need	<p>“We are located in Alto Santa Catarina, which is in Bica for sixty, seventy, eighty years ago and which is linked to the problem of soft drugs and what is sold on the street and we invest more in this social aspect than in any other way, we recruit people that was from the streets.”</p>	3.1
	<p>“We try to give training to a waiter who for example really likes computers so that he does training in what he likes even if it is not to work with us, but we are helping him to be a better person so that when he leaves the hotel one day, he can be a better person.”</p>	3.1

Support entities who act in the interest of the community	<p>“We support the, Bagos Douro, which is an institution very well established that here in the region that they help kids and families in need. So basically we identify some kids that have like a good development in the school, and since they are the identification of them until they start working they help them and support them from different levels.”</p>	1.1
	<p>“And the other one is it's a footsal school near here. Which is the Escola Footsal dos Afonsinhos. And well, it's a different approach, and they also are also doing some projects in the community. So this summer, they developed a physical activity program for the elderly. The idea is not just to give them money, but also to be a part of the project and to share with them our values.”</p>	1.1
	<p>“Sometimes we have smaller projects, some things that we sometimes they're like, for example, the firefighters, they ask for money for something, we already give equipment for specific things, but this is a control thing. It's then we analyze every time we have some”</p>	1.1
	<p>“We support a donkey center. So it's an association that tries to breed the Miranda donkeys, which is a Portuguese breed of donkeys that is facing extinction.”</p>	1.2
	<p>“We also work with two associations that support stray dogs and cats here in the community, one in Regua and the other one in Lamego. We have Aqua, which is our dog that was adopted. She was taken care of by one of these institutions, and then she loves she lives with us, a great improvement.”</p>	1.2
	<p>“They have another Association, it's called os Afonsinhos. Afonsinhos is an association in Lamego that they basically it's supported by their school, the school in Lamego.”</p>	1.2
	<p>“So, we provide motivation to them, we go there ourselves, but we also provide monetary values to buy them, the food, the shoes, the balls, the equipment, and to give them the proper equipment, so they can play but with better conditions.”</p>	1.3

	<p>“We have Burro de Miranda as our mascot and they are in extinction. So sometimes they bring some donkeys here or we are going to spend the day there working, showing appreciation.”</p>	1.3
	<p>“We have these hotel beds that everyone wants to sleep in. However, we need to change them every few years to ensure quality. We end up partnering with several associations where we offer them our old mattresses and sommiers as they are still in perfectly good conditions.”</p>	2.1
	<p>“We make several partnerships ah normally when several institutions contact us when they make ah auctions those ceremonies, isn't it? And ask for partnerships so that when they make auctions, they can have two nights of offerings as if they were raffles isn't it? Yes, we are usually happy to participate whenever.”</p>	2.3
	<p>“We do not have any fixed with us. But at Christmas, we normally work and help each other. I think it is something that also creates a very strong connection with the staff. Everyone in the hotel supports this initiative. It is not just a hotel thing; it is a family thing. It is not just the institution itself but everyone who works there.”</p>	3.1
	<p>“We make donations in kind such as, food, clothes or toys. We normally involve the staff in this as well, and we ask for their help to collect the goods so that afterward we can deliver.”</p>	3.2
	<p>“This is still a project, but the idea is to divide the year into four quarters, for example, and each quarter we help an association, the idea is to ask guests at check-out to support us in cash, which should be a donation in the form of support in cash which should be one euro or two euros or twenty what the customer wants and at the end of that quarter calculated by the money that was collected through the guests add the donations of the staff who can in cash who want well there is always something at home secured unless it is because it is no longer used or because it has no use and then asks for help also from employees at the end of the quarter than our internal donation and by customers be delivered to associations.”</p>	3.2

	<p>“Happens the same with our clothes and when I say clothes, I refer to sheets, the blankets, some pieces of the uniform of the staff that is possible to use, we always donate them.”</p>	3.3
	<p>“We partnered with the local parish and donated some bedclothes and all that we had for that organization to associate the parish and suddenly, this is something that we are going to do with some regularity.”</p>	4.2
Biological food	<p>“All the food that we provide for our guests are it's as organically and less processed as possible.”</p>	1.1
	<p>“We have two organic gardens. We mostly produce aromatic plants, but also some vegetables and some fruits.”</p>	
	<p>“We have this program that is “eat with six senses”. All the food that we provide in the minibar in the room service in all our restaurants is aligned with the “eat with six senses” program, which means that we try to eat as organically and natural as possible, meaning less processed food as we possibly can. And we do literally everything from scratch in our kitchen. So, from in breakfast, if you see a jam to put in your toast or anything the jam was made at home. If you see ham sliced, the ham was slotted in the hotel with we just bought the ham, the yogurts were done by us as well.”</p>	1.2
	<p>“For example, in relation to our organic vegetable garden we don't use any kind of pesticides or chemicals as intervening as those and we try to work around that and to give you an example in the vineyards we plant a kind of a plant that works as a nitrogen catcher and becomes a natural enricher of the soils end up functioning as a fertilizer one hundred percent natural.”</p>	4.2
	<p>“There was a great work to guarantee that all our fruits and vegetables grown and cultivated there have organic certification including our cattle we have approximately two hundred and twenty heads of cattle that walk freely within the property.”</p>	4.3
	<p>“We also have an organic garden where we mostly produce vegetables and fruits, allowing us the offer fresh products to our guests. We have limitations on the products we use for the garden. We do not use pesticides, only natural products.”</p>	4.3

Reduction of meat consumption	“We always have vegetarian options in all the restaurants, but also in the canteen for the staff. two days a week, there are only vegetarian options, to try to reduce as much as we can the consumption of meat because we have understood that that creates a very big impact for the planet.”	1.3
	“We have vegetarian options for our guests in all the meals we provide.”	2.2
	“In terms of vegetarian menus, we in the restaurant we work à la carte or with tasting menus. We have tasting menus entirely vegetarian, for example.”	3.2
	“There is a huge variety of vegetarian food and even vegan.”	4.3
Sustainable practices and luxury perception	“For example, the bottles of water that we give to the guests when they are going for a walk or something, they are in glass and for example, And this happens to be a challenge that I didn’t understand why, but guests have asked me “Do you have a water bottle? That is not a glass bottle?” And I said “No ma'am, I apologize” because apparently, she does not like it or it is not convenient for her.”	1.2
	“The quality of the products may decrease a bit in a sense that since our products do not have plastic, and we know that plastic can be a great tool, it is a very strong material that it's very durable. For example, our slippers do not have plastic, they are done mostly in paper and tissue. So, when they get wet, it's very easy for them to unfold and destroy. So, guests would ask, “If this is a five-star hotel, why am I receiving this quality of the product?”	1.2
	“The amenities don't look that luxurious, you know, they are more simple, plainer. So that can be a challenge because people can think this is not from a five-star hotel.”	1.3
	“The experience of filling a bathtub made from a tap of that size is great because we wait five minutes for it to fill and everything is fine but, with the rules of sustainability, I have a controlled water flow that causes the water to fall with less pressure and less speed. So, instead of taking five minutes to fill a tub like that, it will take twenty minutes. The customer complains.”	3.1
	“We have to respect the natural cycles of each product. We cannot guarantee that we will have fresh strawberries all year round, only during the hotter days that are in summer. Or pears, we will not have them during summer but instead during winter.”	4.3

Workshops	“And also in the workshops that we do here, which is the pickles and the goal, because yogurts and sprouts, and the goal is to teach our guests some techniques they can reply and they can do at home, that are easy to do.”	1.1
	“They can learn how to make pickles, homemade yogurts, and sprouts. They can make their scrubs and even soaps.”	1.2
	“And Raquel talks about this sustainability part. We talk about the three P's. profit people and planet. We talk about what we do at Six Senses, what are the projects that we are developing, she talks about the plastic-free.”	1.3
Interactive area to showcase sustainable practices	“The idea is for it to be a place where we showcase our sustainability projects, our sustainability efforts.”	1.1
	“But what we want is for our guests to come here, and they are invited to come to the earth lab, and they talk with us, they talk with the team, and they know how things actually happen”	1.2
	“They see the Earthlab and they are curious. They know that we talk about sustainability projects here and they want to come and they are interested on understanding that they chose to stay in a company that is not just luxury.”	1.2

Source: The Author

Interview 1.1: Raquel Dias, Sustainability Manager at Six Senses Douro Valley

Interview 1.2: Mariana Castro, Guest Experience Maker at Six Senses Douro Valley

Interview 1.3: Vanessa Guerra, HR & Training Coordinator at Six Senses Douro Valley

Interview 2.1: Vitória Godoi, Sales Manager at Dom Pedro Lisboa

Interview 2.2: Daniela Kinnen, Restaurants Director at Dom Pedro Lisboa

Interview 2.3: Carla Pedro, Financial Director at Dom Pedro Lisboa

Interview 3.1: João Silva, Hotel Manager at Verride Palácio Santa Catarina

Interview 3.2: Margarida Antão, General Manager at Verride Palácio Santa Catarina

Interview 3.3: Rui Martins, Rooms Manager at Verride Palácio Santa Catarina

Interview 4.1: Diogo Lopes, Marketing Assistant at São Lourenço do Barrocal

Interview 4.2: Vania Ramalho, Human Resources Director at São Lourenço do Barrocal

Interview 4.3: José Rogel, Resident Oenologist at São Lourenço do Barrocal

Table 11: Overnight stays (No.) in hotels by Geographic localization (NUTS - 2013) and Type (hotels); Annual

Type (hospitality establishment)	2020	2019
Total	25 798 299	70 158 964
Hotels	14 832 922	41 824 794
Five stars	2 551 029	8 035 085
Four stars	6 937 004	20 422 082
Three stars	3 721 283	9 344 138
Two stars	1 437 638	3 728 713
One star	185 968	294 776

Source: INE

Table 12: Findings' summary - Sustainable practices implemented by hotel

Sustainable practices		Six Senses Douro Valley	São Lourenço do Barrocal	Dom Pedro Lisboa	Verride Palácio de Santa Catarina
Managing waste	Extend food expiration date	✓ (By pickling them)	✓ (Conserve and dehydrate)	✗	✗
	Alternative use of food in excess	✓ (Provide baskets with excess food to families + join aromatic plants excess with salt)	✗	✓ (Partner with associations who collect food)	✓ (Partner with associations who collect food)
	Alternative use of organic waste	✓ (Compost organic waste to fertilize their garden)	✓ (Organic waste to feed the cattle + fertilization organic garden + soaps)	✗	✗

Reducing consumption of materials	Sustainable alternatives for plastic water bottles	✓ (System of purified water bottles)	✓ (Glass bottles)	✓ (System of purified water bottles + water machines for employees to refill)	✓ (Tetrapack and glass bottles; water machine for staff)
	Sustainable alternatives for information in paper	✓ (Hotel app with information)	✓ (Information through Whatsapp)	✓ (TV program with information)	✗
	Sustainable alternatives for internal paper consumption	✓ (Digital reservation system)	✓ (Digital reservation system)	✓ (Digital reservation system)	✓ (Digital reservation system)
	Reusable / plastic-free amenities	✓ (Ceramic, paper, tissue)	✓ (Reusable containers)	✓ (Reusable containers)	✓ (Glass, vegan, against animal cruelty)
	From suppliers	✓ (Take-back program)	✗	✗	✓ (Digital invoices)
Reducing energy consumption	Use of LED light bulbs	✓ (95%)	✓ (Most of them)	✓ (80%)	✓
	Solar panels	✗	✓	✗	✓
	Implementation of controlling consumption technology	✗	✓ (Lights with timer)	✗	✓ (Some lights with timer and some with sensors + timer to water flowerbeds)
Reducing water consumption	Control flow of water	✗	✓ (Reduction of toilet flush)	✓ (Tap with sensors)	✓ (Tap's water flow reduced)
	Change of towels and bedsheets	✓ (Bed sheets only upon request)	✓ (Towels and bed sheets only upon request)	✓ (Towels and bed sheets only upon request)	✓ (Towels and bed sheets only upon request)
	Reutilization of water	✓ (Water the organic garden with water from the river)	✓ (Water the organic garden or for the cattle)	✓ (To use part for the toilet flush)	✗

Sustainable cuisine	Biologic food	✓ (Organic gardens)	✓ (Organic garden + cattle)	X	X
	Reduction of meat consumption	✓ (Vegetarian options in the restaurant + Vegetarian food for staff two days/week)	✓ (Vegetarian menus)	✓ (Vegetarian options)	✓ (Vegetarian menu)
Supporting the community	Local employment	✓ (75% local employees)	✓ (90% from the region)	X	X
	Employ people in need	X	X	X	✓ (Employment of people who were homeless)
	Support institutions	✓ (Bagos Douro, Escola Footsal dos Afonsinhos, firefighters + Burros de miranda)	✓ (Local parish + bedclothes)	✓ (Donate sommiers and mattresses + stays for auction charity events)	✓ (Food, clothes, toys)
Source locally	Support the economy	✓	✓	✓	✓
Workshops	Talk about the 3P's concept	✓	X	X	X
	Educate on how to be more sustainable at home	✓	X	X	X
Interactive area to showcase sustainable practices	Showcase sustainability efforts	✓	X	X	X
	Showcase future projects	✓	X	X	X

Source: The Author

9. BIBLIOGRAPHY

- Amatulli, C., De Angelis, M., & Stoppani, A. (2021). The appeal of sustainability in luxury hospitality: An investigation on the role of perceived integrity. *Tourism Management*, 83, 104228. <https://doi.org/10.1016/j.tourman.2020.104228>
- Armitage, J., & Roberts, J. (2016). The Spirit of Luxury. *Cultural Politics*, 12(1), 1–22. <https://doi.org/10.1215/17432197-3436283>
- Athwal, N., Wells, V. K., Carrigan, M., & Henninger, C. E. (2019). Sustainable Luxury Marketing: A Synthesis and Research Agenda. *International Journal of Management Reviews*, 21(4), 405–426. <https://doi.org/10.1111/ijmr.12195>
- Barbier, E. B. (1987). The Concept of Sustainable Economic Development. *Environmental Conservation*, 14(2), 101–110. <https://doi.org/10.1017/S0376892900011449>
- Basiago, A. D. (1999). *Economic, social, and environmental sustainability in development theory and urban planning practice*. 19(2), 145–161.
- Baumgärtner, S., & Quaas, M. (2010). What is sustainability economics? *Ecological Economics*, 69(3), 445–450. <https://doi.org/10.1016/j.ecolecon.2009.11.019>
- Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report*. <https://doi.org/10.46743/2160-3715/2008.1573>
- Beatti, A. (2021). *The 3 Pillars of Corporate Sustainability*. Investopedia. <https://www.investopedia.com/articles/investing/100515/three-pillars-corporate-sustainability.asp>
- Beckham, D., & Voyer, B. G. (2014). *Can Sustainability be Luxurious? A Mixed-Method Investigation of Implicit and Explicit Attitudes towards Sustainable Luxury Consumption*. 7.

- Birkinshaw, J., Brannen, M. Y., & Tung, R. L. (2011). From a distance and generalizable to up close and grounded: Reclaiming a place for qualitative methods in international business research. *Journal of International Business Studies*, 42(5), 573–581.
<https://doi.org/10.1057/jibs.2011.19>
- Boley, B. B. (2011). Sustainability in Hospitality and Tourism Education: Towards an Integrated Curriculum. *Journal of Hospitality & Tourism Education*, 23(4), 22–31.
<https://doi.org/10.1080/10963758.2011.10697017>
- Boström, M. (2012). A missing pillar? Challenges in theorizing and practicing social sustainability: introduction to the special issue. *Sustainability: Science, Practice and Policy*, 8(1), 3–14. <https://doi.org/10.1080/15487733.2012.11908080>
- Butman, J., Fiske, N., & Silverstein, M. J. (2014). *Trading up: Why consumers want new luxury goods--and how companies create them*. Portfolio.
<http://www.myilibrary.com?id=714760>
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, 25(8), 652–661.
<https://doi.org/10.1177/1744987120927206>
- Campos Franco, J., Hussain, D., & McColl, R. (2019). Luxury fashion and sustainability: Looking good together. *Journal of Business Strategy*, 41(4), 55–61.
<https://doi.org/10.1108/JBS-05-2019-0089>
- Cervellon, M.-C. (2013). Conspicuous Conservation: Using Semiotics to Understand Sustainable Luxury. *International Journal of Market Research*, 55(5), 695–717.
<https://doi.org/10.2501/IJMR-2013-030>

- Chan, E. S. W., Okumus, F., & Chan, W. (2017). The Applications of Environmental Technologies in Hotels. *Journal of Hospitality Marketing & Management*, 26(1), 23–47. <https://doi.org/10.1080/19368623.2016.1176975>
- Cherapanukorn, V., & Focken, K. (2014). Corporate Social Responsibility (CSR) and Sustainability in Asian Luxury Hotels: Policies, Practices and Standards. *Asian Social Science*, 10(8), p198. <https://doi.org/10.5539/ass.v10n8p198>
- Chevalier, M., & Mazzalovo, G. (2012). *Luxury brand management: A world of privilege* (2. ed). Wiley.
- Cristini, H., Kauppinen-Räsänen, H., Barthod-Prothade, M., & Woodside, A. (2017). Toward a general theory of luxury: Advancing from workbench definitions and theoretical transformations. *Journal of Business Research*, 70, 101–107. <https://doi.org/10.1016/j.jbusres.2016.07.001>
- De Barnier, V., Falcy, S., & Valette-Florence, P. (2012). Do consumers perceive three levels of luxury? A comparison of accessible, intermediate and inaccessible luxury brands. *Journal of Brand Management*, 19(7), 623–636. <https://doi.org/10.1057/bm.2012.11>
- Duma, F., Hallier-Willi, C., & Steinmann, C. (2015). *The business of luxury*. vdf Hochschulverl.
- Eizenberg, E., & Jabareen, Y. (2017). Social Sustainability: A New Conceptual Framework. *Sustainability*, 9(1), 68. <https://doi.org/10.3390/su9010068>
- Feng, Y., Tong, X., & Zhu, Q. (2020). The market value of sustainable practices in the luxury industry: An identity mismatch and institutional theoretical perspective. *Transportation Research Part E: Logistics and Transportation Review*, 137, 101919. <https://doi.org/10.1016/j.tre.2020.101919>

- Foladori, G. (2005). Advances and Limits of Social Sustainability as an Evolving Concept. *Canadian Journal of Development Studies/Revue Canadienne d'études Du Développement*, 26(3), 501–510. <https://doi.org/10.1080/02255189.2005.9669070>
- Gardetti, M. Á., & Torres, A. L. (Eds.). (2015). *Sustainable luxury: Managing social and environmental performance in iconic brands*. Greenleaf Publishing.
- Gardetti, M. A., & Torres, A. L. (Eds.). (2017). *Sustainability in Hospitality: How Innovative Hotels are Transforming the Industry* (1st ed.). Routledge.
<https://doi.org/10.4324/9781351285360>
- Godfrey, S. (2017a, May). *Key pillars of luxury hospitality: Quality and consistency* | By Suzanne Godfrey. Hospitality Net. <http://www.ehl.edu/en/research/hospitality-insights/key-pillars-luxury-hospitality-quality-and-consistency>
- Godfrey, S. (2017b, June). *Key Pillars of Luxury Hospitality: Service and the Emotional Connection* | By Suzanne Godfrey. Hospitality Net.
<https://www.hospitalitynet.org/opinion/4083534.html>
- Godfrey, S. (2017c, July). *Key pillars of luxury hospitality: The soul* | By Suzanne Godfrey. Hospitality Net. <http://www.ehl.edu/en/research/hospitality-insights/key-pillars-luxury-hospitality-soul-0>
- Gomez-Trujillo, A. M., Velez-Ocampo, J., & Gonzalez-Perez, M. A. (2020). A literature review on the causality between sustainability and corporate reputation: What goes first? *Management of Environmental Quality: An International Journal*, 31(2), 406–430. <https://doi.org/10.1108/MEQ-09-2019-0207>
- Goodall, J. (2020). *We All Must Take Action*. United Nations; United Nations.
<https://www.un.org/en/un-chronicle/we-all-must-take-action>

- Goodland, R. (1995). The Concept of Environmental Sustainability. *Annual Review of Ecology and Systematics*, 26(1), 1–24.
<https://doi.org/10.1146/annurev.es.26.110195.000245>
- Granot, E., Russell, L. T. M., & Brashear-Alejandro, T. G. (2013). Populence: Exploring Luxury for the Masses. *Journal of Marketing Theory and Practice*, 21(1), 31–44.
<https://doi.org/10.2753/MTP1069-6679210102>
- Han, H., Hsu, L.-T. J., Lee, J.-S., & Sheu, C. (2011). Are lodging customers ready to go green? An examination of attitudes, demographics, and eco-friendly intentions. *International Journal of Hospitality Management*, 30(2), 345–355.
<https://doi.org/10.1016/j.ijhm.2010.07.008>
- Harris, J., & Goodwin, N. (2001). A Survey of sustainable development: Social and economic dimensions. *Choice Reviews Online*, 39(03), 39-1693-39–1693.
<https://doi.org/10.5860/CHOICE.39-1693>
- Hazlegreaves, S. (2018, August 30). The hospitality industry’s relationship with waste. *Open Access Government*. <https://www.openaccessgovernment.org/hospitality-industry-waste/51174/>
- Heine, K. (2012). *The Concept of Luxury Brands*. 100.
- Heyes, A. (2021). What is luxury hospitality? A need to move towards a scientific understanding. *Research in Hospitality Management*, 11(2), 67–69.
<https://doi.org/10.1080/22243534.2021.1917919>
- Heyes, A., & Lashley, C. (2017). Price, exclusivity and luxury: Exploring London’s luxury hotels. *Research in Hospitality Management*, 7(1), 17–26.
<https://doi.org/10.1080/22243534.2017.1355470>
- Industry Research. (2021, August 7). *Global Luxury Hotels Market and Luxury Travel Market Size and Share 2021 By Industry Demand, Worldwide Research, Healthy CAGR*,

Leading Players Updates, Emerging Trends, Investment Opportunities and Revenue Expectation till 2027. GlobeNewswire News Room.

<https://www.globenewswire.com/en/news-release/2021/07/08/2259694/0/en/Global-Luxury-Hotels-Market-and-Luxury-Travel-Market-Size-and-Share-2021-By-Industry-Demand-Worldwide-Research-Healthy-CAGR-Leading-Players-Updates-Emerging-Trends-Investment-Oppor.html>

Janssen, C., Vanhamme, J., Lindgreen, A., & Lefebvre, C. (2014). The Catch-22 of Responsible Luxury: Effects of Luxury Product Characteristics on Consumers' Perception of Fit with Corporate Social Responsibility. *Journal of Business Ethics*, *119*(1), 45–57. <https://doi.org/10.1007/s10551-013-1621-6>

Jones, P., Hillier, D., & Comfort, D. (2016). Sustainability in the hospitality industry: Some personal reflections on corporate challenges and research agendas. *International Journal of Contemporary Hospitality Management*, *28*(1), 36–67. <https://doi.org/10.1108/IJCHM-11-2014-0572>

Kapferer, J. N., & Michaut, A. (2015). Luxury and sustainability: A common future? The match depends on how consumers define luxury. *Luxury Research J.*, *1*(1), 3. <https://doi.org/10.1504/LRJ.2015.069828>

Kapferer, J.-N., & Bastien, V. (2012). *The luxury strategy: Break the rules of marketing to build luxury brands* (2nd ed). Kogan Page.

Kapferer, J.-N., & Michaut-Denizeau, A. (2014). Is luxury compatible with sustainability? Luxury consumers' viewpoint. *Journal of Brand Management*, *21*(1), 1–22. <https://doi.org/10.1057/bm.2013.19>

Kapferer, J.-N., & Michaut-Denizeau, A. (2020). Are millennials really more sensitive to sustainable luxury? A cross-generational international comparison of sustainability

- consciousness when buying luxury. *Journal of Brand Management*, 27(1), 35–47.
<https://doi.org/10.1057/s41262-019-00165-7>
- Kapferer, J.-N., & Valette-Florence, P. (2019). How self-success drives luxury demand: An integrated model of luxury growth and country comparisons. *Journal of Business Research*, 102, 273–287. <https://doi.org/10.1016/j.jbusres.2019.02.002>
- Karaosman, H., Perry, P., Brun, A., & Morales-Alonso, G. (2020). Behind the runway: Extending sustainability in luxury fashion supply chains. *Journal of Business Research*, 117, 652–663. <https://doi.org/10.1016/j.jbusres.2018.09.017>
- Károly, K. (2011). Rise and Fall of the Concept Sustainability. *Journal of Environmental Sustainability*, 1(1), 1–13. <https://doi.org/10.14448/jes.01.0001>
- Kastanakis, M. N., & Balabanis, G. (2014). Explaining variation in conspicuous luxury consumption: An individual differences' perspective. *Journal of Business Research*, 67(10), 2147–2154. <https://doi.org/10.1016/j.jbusres.2014.04.024>
- Keeble, B. R. (1987). The Brundtland report: 'Our common future.' *Medicine and War*, 4(1), 17–25. <https://doi.org/10.1080/07488008808408783>
- Ko, E., Costello, J. P., & Taylor, C. R. (2019). What is a luxury brand? A new definition and review of the literature. *Journal of Business Research*, 99, 405–413.
<https://doi.org/10.1016/j.jbusres.2017.08.023>
- Lashley, C. (Ed.). (2007). *In search of hospitality: Theoretical perspectives and debates* (Digital repr). Butterworth-Heinemann.
- Lee, E., Boger, C. A., & Heyes, A. (2021). Do passengers perceive flying first class as a luxury experience? *Research in Hospitality Management*, 11(1), 15–25.
<https://doi.org/10.1080/22243534.2020.1867375>

- Littig, B., & Griessler, E. (2005). Social sustainability: A catchword between political pragmatism and social theory. *International Journal of Sustainable Development*, 8(1/2), 65. <https://doi.org/10.1504/IJSD.2005.007375>
- López, A. M. (2021). *Inbound overnight tourism volume in Portugal 2015-2020*. Statista. <https://www.statista.com/statistics/398360/number-of-international-visitors-and-overnight-stays-in-portugal/>
- MacInnis, D. J., Park, C. W., Priester, J. W., & Society for Consumer Psychology (Eds.). (2009). *Handbook of brand relationships*. M.E. Sharpe.
- McCormick, L. (2012, June 12). The Environmental Impact of Hotels: The Future is Green. *Verdemode*. <https://www.verdemode.com/environmental-impact-hotels-future-green-infographic/>
- McGuinn, J., European Parliament, Directorate-General for Internal Policies, Policy Department A. : Economic, S. and Q. of L. P., European Parliament, & Committee on Employment and Social Affairs. (2020). *Social sustainability: Concepts and benchmarks*.
- Melissen, F., Van der Rest, J.-P., Josephi, S., & Blomme, R. (2014). *Hospitality experience: An introduction to hospitality management*.
- Mensah, J. (2019). Sustainable development: Meaning, history, principles, pillars, and implications for human action: Literature review. *Cogent Social Sciences*, 5(1), 1653531. <https://doi.org/10.1080/23311886.2019.1653531>
- Missimer, M., Robèrt, K.-H., & Broman, G. (2017a). A strategic approach to social sustainability – Part 1: Exploring the social system. *Journal of Cleaner Production*, 140, 32–41. <https://doi.org/10.1016/j.jclepro.2016.03.170>

- Missimer, M., Robèrt, K.-H., & Broman, G. (2017b). A strategic approach to social sustainability – Part 2: A principle-based definition. *Journal of Cleaner Production*, *140*, 42–52. <https://doi.org/10.1016/j.jclepro.2016.04.059>
- Morelli, J. (2011). Environmental Sustainability: A Definition for Environmental Professionals. *Journal of Environmental Sustainability*, *1*(1), 1–10. <https://doi.org/10.14448/jes.01.0002>
- Naumov, N. (2019). The Impact of Robots, Artificial Intelligence, and Service Automation on Service Quality and Service Experience in Hospitality. In S. Ivanov & C. Webster (Eds.), *Robots, Artificial Intelligence, and Service Automation in Travel, Tourism and Hospitality* (pp. 123–133). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-78756-687-320191007>
- Nielsen. (2018). Was 2018 the year of the influential sustainable consumer? *NielsenIQ*. <https://nielseniq.com/global/en/insights/analysis/2018/was-2018-the-year-of-the-influential-sustainable-consumer/>
- Parker, C., Scott, S., & Geddes, A. (2019). Snowball Sampling. In *SAGE Research Methods Foundations*. SAGE Publications Ltd. <https://doi.org/10.4135/9781526421036831710>
- Peng, N., & Chen, A. (2019a). Examining consumers' luxury hotel stay repurchase intentions- incorporating a luxury hotel brand attachment variable into a luxury consumption value model. *International Journal of Contemporary Hospitality Management*, *31*(3), 1348–1366. <https://doi.org/10.1108/IJCHM-04-2018-0332>
- Peng, N., & Chen, A. (2019b). Luxury hotels going green – the antecedents and consequences of consumer hesitation. *Journal of Sustainable Tourism*, *27*(9), 1374–1392. <https://doi.org/10.1080/09669582.2019.1622710>

- Purvis, B., Mao, Y., & Robinson, D. (2019). Three pillars of sustainability: In search of conceptual origins. *Sustainability Science*, *14*(3), 681–695.
<https://doi.org/10.1007/s11625-018-0627-5>
- Rolling, V., & Sadachar, A. (2018). Are sustainable luxury goods a paradox for millennials? *Social Responsibility Journal*, *14*(4), 802–815. <https://doi.org/10.1108/SRJ-07-2017-0120>
- Ryu, K., Lehto, X. Y., Gordon, S. E., & Fu, X. (2019). Effect of a brand story structure on narrative transportation and perceived brand image of luxury hotels. *Tourism Management*, *71*, 348–363. <https://doi.org/10.1016/j.tourman.2018.10.021>
- Sahin, S., Baloglu, S., & Topcuoglu, E. (2020). The Influence of Green Message Types on Advertising Effectiveness for Luxury and Budget Hotel Segments. *Cornell Hospitality Quarterly*, *61*(4), 443–460. <https://doi.org/10.1177/1938965519892189>
- Shirazi, M. R., & Keivani, R. (Eds.). (2019). *Urban Social Sustainability: Theory, Policy and Practice* (1st ed.). Routledge. <https://doi.org/10.4324/9781315115740>
- Sloan, P., Legrand, W., & Chen, J. S. (2013). *Sustainability in the hospitality industry: Principles of sustainable operations* (2nd ed). Routledge.
- Sourvinou, A., & Filimonau, V. (2018). Planning for an environmental management programme in a luxury hotel and its perceived impact on staff: An exploratory case study. *Journal of Sustainable Tourism*, *26*(4), 649–667.
<https://doi.org/10.1080/09669582.2017.1377721>
- Sustainable Strategies and Challenges in Luxury Hospitality* | *LBBOnline*. (2019). VERB Brands. <https://www.lbbonline.com/news/sustainable-strategies-and-challenges-in-luxury-hospitality>

- Tynan, C., McKechnie, S., & Chhuon, C. (2010). Co-creating value for luxury brands. *Journal of Business Research*, 63(11), 1156–1163.
<https://doi.org/10.1016/j.jbusres.2009.10.012>
- Vallance, S., Perkins, H. C., & Dixon, J. E. (2011). What is social sustainability? A clarification of concepts. *Geoforum*, 42(3), 342–348.
<https://doi.org/10.1016/j.geoforum.2011.01.002>
- van Rheede, A., & Blomme, R. J. (2012). Sustainable Practices in Hospitality: A Research Framework. In J. S. Chen (Ed.), *Advances in Hospitality and Leisure* (Vol. 8, pp. 257–271). Emerald Group Publishing Limited. [https://doi.org/10.1108/S1745-3542\(2012\)0000008018](https://doi.org/10.1108/S1745-3542(2012)0000008018)
- Vinh Hoa, N., & May, I. (2021). A reflection on the story, current positioning, offerings and the darker side of the luxury gastronomy book, the *Michelin Guide*. *Research in Hospitality Management*, 11(1), 59–65.
<https://doi.org/10.1080/22243534.2020.1867386>
- World Commission on Environment and Development (Ed.). (1987). *Our common future*. Oxford University Press.
- Žunić, L., Bidžan-Gekić, A., & Gekić, H. (2019). Environmental Practices in Sarajevo Luxury Hotels. *European Researcher*, 10(3). <https://doi.org/10.13187/er.2019.3.196>