



Greening Luxury: Generational Shifts Balancing Sustainability and Exclusivity in Hotel Bookings

Lieselotte Seeboth

Dissertation written under the supervision of Prof. Peter V. Rajsingh

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Abstract

As sustainability gains relevance across all sectors, the luxury hotel industry is facing increasing pressure to balance environmental responsibility with quality guest experiences. This paper examines how sustainable practices in luxury hotels influence booking intentions, focusing on the differences between Millennials and Generation X. The study combines twelve expert interviews with a quantitative survey (n = 92) of luxury travelers from both generations and uses a mixed methods approach. It examines the perceived relevance of sustainability, the evaluation of certain ecological practices and the role of individual environmental values.

The results show that while sustainability is valued, it is rarely the main reason for booking decisions, while location, price and service quality take precedence. No statistically significant differences were found between generations, challenging the assumptions of previous literature. Instead, individual environmental values - measured by the GEB score - proved to be the stronger predictor of sustainable preferences and willingness to pay.

These findings suggest that value-based segmentation is more effective in marketing sustainable luxury offerings than targeting specific generations. Luxury hotels can benefit from subtly integrating sustainability into the guest experience without compromising on exclusivity.

Theoretically, the study contributes to the ongoing debate on the attitudinal-behavioral divide and challenges generational stereotypes in sustainable tourism. Practically, it offers insights for luxury brands seeking to align environmental initiatives with customer expectations.

Keywords: *Luxury tourism, Sustainable luxury tourism, Generational differences, Booking Decision, Environmental Values*

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Author: Lieselotte Seeboth

Sumário

À medida que a sustentabilidade se torna mais relevante, hotéis de luxo enfrentam o desafio de alinhar responsabilidade ambiental e experiências exclusivas. Este estudo analisa como práticas sustentáveis influenciam as intenções de reserva, focando em diferenças entre Millennials e Geração X. Utilizando uma abordagem de métodos mistos, foram conduzidas doze entrevistas com especialistas e uma pesquisa quantitativa (n = 92) com viajantes de luxo dessas gerações.

A pesquisa investiga a importância percebida da sustentabilidade, a avaliação de práticas ecológicas específicas e o papel dos valores ambientais individuais. Os resultados indicam que, embora a sustentabilidade seja considerada relevante, ela raramente é o fator decisivo de reserva — aspectos como localização, preço e qualidade do serviço são prioritários. Não foram identificadas diferenças estatisticamente significativas entre as gerações, contrariando suposições comuns na literatura.

Em contrapartida, os valores ambientais individuais, medidos pela escala GEB, mostraram-se melhores preditores das preferências sustentáveis e da disposição para pagar. Assim, uma segmentação com base em valores ambientais revela-se mais eficaz do que a segmentação etária para promover ofertas sustentáveis.

O estudo contribui teoricamente ao questionar estereótipos geracionais e à discussão sobre a lacuna entre atitude e comportamento. Em termos práticos, fornece recomendações para que hotéis de luxo integrem sustentabilidade de forma sutil, sem comprometer a exclusividade — respondendo assim às expectativas de clientes ambientalmente conscientes.

Palavras-chave: *Turismo de luxo, Turismo de luxo sustentável, Diferenças geracionais, Decisão de reserva, Valores ambientais*

Título: Luxo Sustentável: Mudanças Geracionais no Equilíbrio entre Sustentabilidade e Exclusividade nas Reservas de Hotéis

Autora: Lieselotte Seeboth

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Throughout this work, I used generative AI tools to support various research-related tasks. I used ChatGPT's web search function to identify potentially relevant academic literature. All literature suggestions were carefully checked for accuracy and verified to ensure the original existence of the cited sources. In addition, I used ChatGPT to support the writing process, particularly to refine language, grammar, and clarity. I always took full responsibility for the academic content and critically reviewed all AI-generated suggestions to ensure their validity, relevance and appropriateness. I am aware of the limitations of generative AI tools, including the potential for factual inaccuracies, bias, and gaps in knowledge. Accordingly, I have used them only as supporting tools, not as a substitute for academic judgment or original research.

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List of Abbreviations

CO₂	Carbon Dioxide
CSR	Corporate Social Responsibility
GEB	General Ecological Behavior
Gen X	Generation X
GHG	Greenhouse Gas
GSTC	Global Sustainable Tourism Council
LEED	Leadership in Energy and Environmental Design
NGOs	Non-Governmental Organizations
SDGs	Sustainable Development Goals
TBL	Triple Bottom Line
UN	United Nations
WTTC	World Travel and Tourism Council

1. Introduction

The luxury hospitality industry is a thriving and fastest-growing sector of the overall hospitality market (Correia et al., 2022), projected to grow from \$93.4 billion in 2022 to \$238.5 billion in 2028 (Jain et al., 2023). According to McKinsey (2024), this growth is driven not only by a sharp increase in the global number of individuals with net worths between \$1 and \$30 million, but also by a rapidly growing group of aspirational luxury travelers in the \$100,000 - \$1 million category. Many of the latter are younger and increasingly willing to spend on upscale travel experiences (McKinsey, 2024). Associated with exclusivity and unique service, the luxury hospitality sector is increasingly seeking to appeal to travelers who demand both comfort and personalized experiences. There is also a move to focus on value associated with price, which runs somewhat contrary to the concept of luxury (Spence et al., 2022).

Demographic expansion is coupled with increasing concerns about sustainability in the tourism industry. Climate protection and resource conservation initiatives have led hotels increasingly to implement environmentally friendly practices. Several measures are already standard in many properties, including offsetting CO₂ emissions, use of energy-efficient technologies, allowing guests to opt for using towels instead of daily laundering, and plastic-free products (Han & Yoon, 2015). This change also reflects the general shift in consumer values and behavior, especially among younger generations, as they become more environmentally conscious (Wood, 2022).

Existing literature has already examined the role of sustainability in the hotel industry and tourism. Studies indicate that environmental considerations are exerting an increasingly significant influence on guest booking decisions (Jones et al., 2016a). Generation-specific differences in consumer behavior have also been examined, with millennials (born between 1982 and 2000) often considered to be particularly sensitive to sustainability, while Generation X (born between 1965 and 1981) has a stronger affinity for traditional luxury brands (Kapferer & Michaut-Denizeau, 2020). Additionally, according to Husain et al. (2022), millennials are the biggest and most influential consumer group in the luxury market, strongly influencing its development (Husain et al., 2022).

Despite these findings, there remains a notable gap in understanding how sustainability practices in the luxury hotel industry influence booking intentions of Millennials and Generation X. While existing studies have explored consumer behavior concerning

sustainability and luxury brands (Kapferer & Michaut-Denizeau, 2020), specific research on how these demographic cohorts prioritize eco-friendly offerings over other drivers of purchase intention when selecting luxury hotels is still limited. This study aims to fill a gap by identifying key factors that influence booking intention of Millennials and Generation X in response to sustainability initiatives in luxury hotels. In doing so, it provides insights for luxury hotels looking to capitalize on the growing demand for eco-friendly offerings. Thus, the following *Research Question* will be examined:

RQ: How do ecological sustainable practices in luxury hotels influence the booking intention of millennials compared to Generation X?

Examining differences in generational perspectives between Millennials and Generation X in relation to sustainable practices, we hope to discover specific drivers that differentiate the two groups when it comes to luxury hotels and sustainability. Of particular interest is the general proposition that sustainability in fact is not a primary driver when it comes to luxury (Kapferer & Michaut-Denizeau, 2014; Alghanim & Ndubisi, 2022)

Additionally, the goal is to determine which sustainability practices both demographics value and which ones are privileged more by a particular cohort. Understanding preferences of Millennial and Generation X consumers enhances marketing and sustainability strategies of luxury hotels.

To address the Research Question, we interviewed experts from the hotel sector and conducted a quantitative survey among luxury travelers of both cohorts. Survey participants were asked to evaluate a range of sustainability practices and identify factors that influenced booking decision-making processes for booking luxury hotels. We controlled for first bookings versus rebooking, and prior familiarity with the hotels and their sustainability practices, as well as brand affinity. We also interrogated willingness-to-pay a premium for sustainability. The survey was analyzed using statistical tools.

2. Literature Review

2.1. Luxury

McNeil and Riello (2016) take a novel approach and define luxury as ultimately tracing to the actual materials associated with the splendor of objects. This contrasts with the view that subjective perceptions and cultural nuances characterize the concept of luxury (Carrasco-Santos et al., 2023). Although luxury was once primarily connected to material wealth and status

symbols (Carrasco-Santos et al., 2023), it has evolved to include more intangible values, such as authenticity, individuality, and personal well-being (Iloranta, 2019). Today, luxury is perceived as a way of attaining personal fulfillment and pleasure through unique experiences, which is particularly evident in the field of tourism (Iloranta, 2019).

2.2. Luxury Hospitality

The hospitality industry is broadly categorized into different segments based on service level, price, and exclusivity (Sufi & Shojaie, 2018) as seen in Appendix I: Hotel Classification Criteria I. Hotel standards are often determined by classification systems that enable objective assessments based on defined criteria (Vagena, 2020). These systems aim to harmonize quality standards and ensure that specific requirements are met (Koutoulas & Vagena, 2023). One well-known form of classification is the star rating system, in which hotels are assigned a certain number of stars from one to five based on mandatory criteria (Hewitt, 2008). This system is assessed by inspectors or auditors and is used internationally, although the requirements can vary from country to country (Vagena, 2020). For instance, in Germany, the star rating for hotels is conducted by the DEHOGA (German Hotel and Restaurant Association), which applies comprehensive criteria covering general hotel information, reception and service, room facilities, gastronomy, event facilities, leisure, quality, and online activities. The star rating itself depends on how well each hotel fulfils certain minimum requirements and achieves the required number of points (DEHOGA, 2025). Many hotels adjust to these standards and certify their services based on their star rating (Claver et al., 2006).

Luxury hospitality represents the third largest market share within the global luxury goods industry and can be defined as a sub-sector of luxury tourism (Amatulli et al., 2021). The main difference between luxury hospitality and luxury tourism is their respective focus. In contrast to luxury tourism, which encompasses a broader range of travel experiences, including destinations, activities, and the entire travel process, luxury hospitality focuses on the quality and exclusivity of accommodation and dining combined with exceptional services during the stay (Singal, 2015). Although luxury in the hotel segment is often associated with 5-star ratings, it is not defined by star classification alone, but rather by a combination of tangible and intangible features that create a distinctive guest experience (Heyes & Lashley, 2017). The main characteristics of luxury hotels mentioned frequently in the literature are:

Exceptional Service and Personalization: Luxury hotels are distinguished by their ability to deliver tailored and thoughtful service that meets the unique needs of each guest. McKinsey &

Company, (2024) highlight how hotels communicate and deliver their services is key to creating a luxury experience. Similarly, Padma & Ahn (2020) emphasize the importance of meaningful guest interactions and personalized service in driving customer satisfaction and loyalty.

High-quality facilities play a central role in shaping the luxury hotel experience. According to Harkison et al. (2018) luxury accommodations not only distinguish themselves from standard accommodations through lavish interiors, first-class amenities and distinctive architectural design, but also justify the significantly higher price guests are willing to pay for an exceptional and emotionally appealing stay.

Exclusivity and prestige are also one of the cornerstones of luxury hospitality. A sense of exclusivity is cultivated through premium pricing, limited access, and tailored offerings that cater to affluent individuals looking for exceptional and personalized experiences (Heyes & Lashley, 2017). Complementing this, Kim (2018) shows that consumers with a strong desire for exclusivity value luxury experiences more positively, especially when they perceive themselves as powerful, highlighting the psychological underpinnings of exclusivity in luxury consumption.

Unforgettable experiences and authenticity are playing an increasingly important role in luxury hospitality. Kim & Jamal (2007) emphasize that guests seek emotional and immersive experiences that provide a sense of existential authenticity achieved through active participation and cultural engagement. Similarly, Walls et al. (2011) note that emotionally rich and culturally embedded experiences significantly increase guest satisfaction and loyalty in luxury hotels.

For the purposes of this paper, luxury hotels are defined as 4- and 5-star hotels to simplify the data collecting process. While this classification provides a practical framework, it is recognized that luxury extends beyond the star classification.

2.2.1. Market Development and Trends

Driven by the increasing number and wealth of affluent travelers, the luxury hotel industry has experienced significant growth (Nahas et al., 2024). According to Arthur D. Little (2024), the number of luxury rooms worldwide will increase from 1.6 million in 2023 to 1.9 million in 2030 (see Figure 1). This increase emphasizes the growing role of luxury hotels within the luxury hospitality industry.

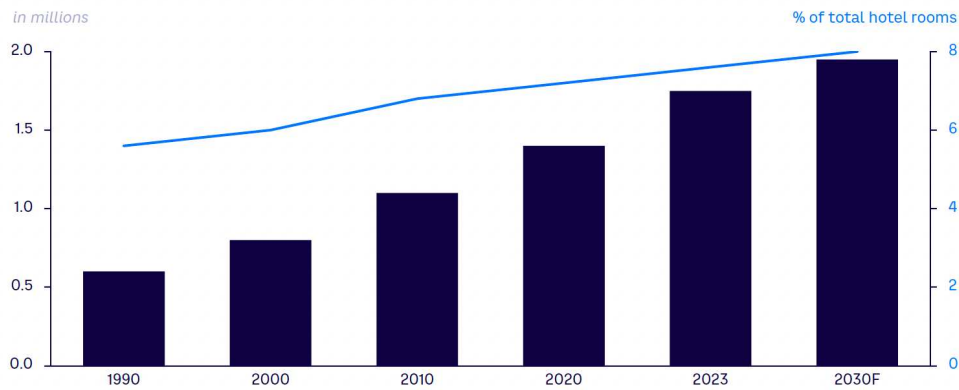


Figure 1: Worldwide luxury hotel room offerings

Source: "The Rise of Luxury Hospitality", Arthur D. Little (2024)

Current trends and developments in the luxury hotel industry show an increased demand for personalized experiences. Modern guests expect offers that are specifically tailored to their wishes and needs (Iloranta, 2019). Digitalization also plays an important role in this context, as digital tools facilitate the analysis of guest preferences and enable hotels to offer personalized experiences based on these insights (A. Correia et al., 2022). Health and wellbeing have also gained in importance as luxury hotels increasingly offer sophisticated wellness services such as yoga retreats, smart beds and high-tech spa treatments to appeal to health-conscious guests (Nahas et al., 2024). Unique culinary offerings further define the luxury hotel experience, with hotels providing memorable dining options, such as pop-up Michelin-starred restaurants, private beach dining, and regionally inspired cuisine (Nahas et al., 2024).

There is also growing emphasis on Sustainability, as guests increasingly expect environmentally conscious practices without having to sacrifice luxury (Amatulli et al., 2021). Many luxury hotels are implementing eco-friendly practices, such as renewable energy, sustainable materials, and programs that promote local culture through eco-tourism initiatives (Nahas et al., 2024). Given these developments, the environmental dimension of sustainability is becoming a crucial consideration for the luxury hotel industry. Effectively addressing this demand can create competitive advantage and strengthen a hotel's brand image while meeting changing consumer expectations (Pereira-Moliner et al., 2021).

These trends underline the sector's dynamic development and form the basis for a more in-depth examination of sustainability in tourism and hospitality. This study focuses on the environmental aspects that are increasingly influencing strategic decisions and guest satisfaction.

2.2.2. Luxury and Sustainability

In the past, luxury and sustainability were often considered opposing concepts (Beckham & Voyer, 2014). While luxury has been linked to hedonism, excess and exclusivity, sustainability emphasizes responsibility and conservation (Carrier & Luetchford, 2012). Historically, philosophers such as Plato and Hobbes criticized luxury for fostering material indulgence and social imbalance, while Weber (1930) associated it with moral corruption, contrasting with the values of sustainability, particularly restraint and responsibility (Beckham & Voyer, 2014). This perception is also reflected in consumer behavior, as can be seen in the study by (Davies et al., 2012) which found that sustainability plays a much smaller role in purchasing decisions for luxury goods compared to everyday consumer goods. Referring to the hospitality industry, Peng & Cheng (2019) identified that sustainability practices in luxury hotels are considered skeptically by guests as they fear that green initiatives could detract from the exclusive experience. This may indicate that traditional luxury values still dominate consumer preferences.

However, studies suggest that the perception of sustainable luxury is evolving. For example, research by Kapferer (2010) suggests that sustainability can improve the perception of luxury when consumers see environmental responsibility as an added value of high-quality products. Additionally, luxury brands that integrate sustainability into their business model, by offering durable, high-quality products or eco-friendly hospitality, for example, can increase their appeal to environmentally conscious consumers (Steinhart et al., 2013). Furthermore, Amatulli et al. (2017) argue that sustainable practices in the luxury segment do not necessarily mean sacrifice but can even increase exclusivity through conscious consumption and responsible use of resources. Understanding these contradictions highlights how difficult it is for luxury hotels to strike a balance between sustainability and high service expectations. Understanding how consumers perceive this balance is decisive for designing sustainability and marketing strategies in the luxury industry.

2.3. Sustainability in Tourism and Luxury Hospitality

Tourism is one of the most rapidly expanding economic sectors on a global scale. It functions as a significant source of foreign currency and employment opportunities and is closely connected with the social, economic, and environmental well-being of numerous nations (United Nations, 2017). According to the WTO (2001), sustainable tourism is defined as considering both current and future economic, social, and environmental impacts. It seeks to

fulfil the needs of tourists and the tourism industry while addressing the requirements of the environment and host communities.

Triple Bottom Line: In management literature, sustainability is conceptualized as “triple bottom line” which combines the three main pillars of economic, social, and environmental aspects into a holistic framework (Tarnovskaya, 2023). The term ‘triple bottom line’ (TBL) was introduced by John Elkington in 1994 as a concept for evaluating corporate performance based on three dimensions: (1) economic, (2) social, and (3) environmental responsibility. The aim is for a company to consider not only its financial success but also its contribution to social justice and environmental protection (Elkington, 1994). The triple bottom line is also known as the three P’s: people, planet and profit (Correia, 2019).

- (1) Economic dimension (profit): Activities and systems that promote sustainable economic growth by helping communities worldwide to strengthen their independence and secure access to resources without causing negative social or environmental impacts (Elkington, 2018).
- (2) Social dimension (people): The social dimension includes fair labor practices, respect for human rights, contribution to the quality of life in the communities in which a company operates, and access to education and health services. It underscores responsibility towards employees, customers, suppliers and society.
- (3) Environmental dimension (planet): This refers to environmental impacts such as resource consumption, emissions, waste management and the protection of natural habitats. The aim is to ensure the long-term preservation of natural resources and to minimize negative environmental impacts.

The concept of economic sustainability goes beyond purely financial indicators, as these definitions make clear. It also includes factors such as quality of life, social inclusion and an intact environment as key indicators of sustainable development. All three of these components of sustainability are interlinked, as they offer each other opportunities and challenges (Tarnovskaya, 2023). The ecological dimension is of particular interest for this thesis, since environmental measures in the context of luxury hotels are easily visible and tangible for guests. This is especially relevant in the context of increasing demands for responsible behavior and growing environmental awareness. For the luxury segment, where brand image (Liu et al., 2017) and the fulfilment of high expectations are top priorities (Bernstein, 1999), the consideration of ecological aspects from the TBL model can make a decisive contribution to

appealing to environmentally conscious guests and positively influencing the intention to book (Assaf et al., 2012).

2.3.1. Growing Importance of Sustainable Travel

Sustainability has become an important factor in the tourism sector, reflecting the growing environmental awareness of travelers (Wan et al., 2017) and stricter industry regulations (Han et al., 2010). According to a study by Booking.com (2024), 83% of global travelers consider sustainable travel important, and 75% of global travelers state that they want to travel more sustainably over the next 12 months. The global sustainable tourism market, which was valued at USD 3.23 trillion in 2024, is projected to reach USD 11.53 trillion by 2033, underscoring a substantial rise in demand for eco-friendly accommodations (Bothare, 2024). A McKinsey & NielsenIQ (2023) report further indicates that 66% of consumers would pay more for products and services aligned with environmental responsibility. According to Kang et al., (2012), guests with higher environmental concerns are more willing to pay a premium for hotels that implement green initiatives. Luxury and mid-priced hotel guests are more willing to pay than economy hotel guests. Generational trends also shape this development as research suggests that both Gen Z and Millennials are more inclined than older cohorts to choose environmentally conscious accommodations (Ha & Janda, 2016).

In response, many hotels and tour providers have adopted certification programs such as Green Globe, EU Ecolabel, and the criteria devised by the Global Sustainable Tourism Council (GSTC) to convey transparent standards for waste management, energy efficiency, and community engagement (Jones et al., 2016; UNWTO, 2022). These sustainable practices can reduce operating costs and enhance brand image (Han et al., 2010). This is also relevant in the luxury segment, where guests often expect a balance between elevated comfort and ethical responsibility (Amatulli et al., 2021). Although environmentally friendly technologies may require considerable upfront investments, they can provide long-term savings and foster trust among ecologically conscious travelers (Passafaro, 2020). Consequently, sustainability is not only an ethical principle but also a strategic differentiator that enables hotels to remain competitive in a market increasingly driven by green consumer preferences (Han & Yoon, 2015).

2.3.2. Ecological Practices of Luxury Hotels

In response to the growing urgency of environmental issues such as climate change, governments worldwide have adopted stricter environmental regulations and called on

companies to implement sustainable strategies (Chan et al., 2017). In this context, many hotels have already recognized that introducing environmentally friendly practices is not only an ethical imperative but also offers financial benefits. These include lower costs, a better image, the creation of market differentiation, and greater corporate social responsibility (Kularatne et al., 2019). By investigating alternatives and developing new practices (Longoni & Cagliano, 2015), the developments of environmental and social sustainability practices serve to hone innovative business strategies to reconsider the business model (Dias et al., 2023). The most implemented ecological sustainability practices are outlined in the following.

Energy Conservation: The integration of energy-efficient technologies has increasingly become a frequently used sustainability initiative in luxury hotels. Many hotels have already adopted advanced solutions such as LED lighting, smart heating, ventilation, and air conditioning (HVAC) systems, and the integration of renewable energy sources, including solar panels, to reduce energy consumption and operating costs (Pereira et al., 2021). Automation systems, including occupancy-based lighting and temperature controls, significantly optimize energy consumption and improve overall efficiency (Reid et al., 2017). Implementing such measures is not only in line with global sustainability goals but also improves the brand image of luxury hotels as environmentally conscious companies (Shaikh & Bhautik, 2022).

Water Conservation: Sustainable water consumption measures in luxury hotels focus on innovative water-saving techniques that significantly reduce water consumption. Initiatives primarily include the installation of low-flow faucets, dual-flush toilets, and sensor-controlled faucets, which have been widely adopted to reduce water consumption (Pereira et al., 2021). In addition, greywater recycling systems are used to reuse wastewater for landscaping and irrigation (Reid et al., 2017). Many hotels are also implementing guest participation programs, such as towel and linen reuse initiatives, which significantly reduce water consumption in housekeeping (Kang et al., 2012).

Waste Reduction and Recycling: Minimizing waste and promoting recycling are important components of sustainable operations in luxury hotels. These practices focus on reducing landfill waste through recycling initiatives and sustainable waste disposal methods. Many hotels have implemented comprehensive recycling programs that sort materials such as paper, plastic, and organic waste to minimize their environmental footprint (Shaikh & Bhautik, 2022). Efforts to reduce single-use plastic, including the introduction of refillable amenities and biodegradable packaging, are widespread (UNEP, 2021). In addition, partnerships with food

banks and the use of food waste tracking technologies enable hotels to manage surplus food more efficiently and avoid waste (Pereira et al., 2021). Studies show that visible sustainability features in guest rooms, such as recycling options, contribute to both cost savings and guest satisfaction, as environmentally conscious guests increasingly appreciate these initiatives (Susskind, 2014).

Local Sourcing and Community Support: Luxury hotels are increasingly focusing on local sourcing to support regional economies and reduce transportation-related emissions. By sourcing food, beverages, and other materials from local suppliers, these hotels ensure fresher products and contribute to the sustainability of local businesses (Pereira et al., 2021). Collaboration with local artisans and cultural organizations further enhances the socio-economic benefits of sustainable hotel operations (Kang et al., 2012). The commitment to ethically sourced and fair-trade certified products ensures that hotels maintain responsible business practices and align with consumer expectations of social responsibility (Reid et al., 2017).

In the context of this study, the ecological practices mentioned above represent key measures that are frequently implemented in luxury hotels and will be examined in the empirical part.

Influence of Ecological Practices on Booking Intention: The booking or purchase intention refers to a consumer's intentional plan or willingness to secure a particular product, which is often shaped by perceived value, need, and general attitude towards the offer (Dodds et al., 1991).

Prior research indicates that green hotel initiatives can positively shape consumers' booking intentions. Martínez García de Leaniz et al. (2018) report that environmental certifications improve guests' perception of a hotel's green image, thereby increasing their willingness to book and pay. In addition, Ham & Han (2013) found that loyalty and acceptance of higher prices tend to increase when customers perceive a strong alignment between the core business of a hotel and its sustainable measures, especially among guests with strong environmental concerns. However, some travelers remain cautious about potential trade-offs between luxury and sustainability (Line & Hanks, 2016). There are concerns reduced comfort may reduce guests' intention to stay in 'green' accommodation. Nonetheless, Lee et al. (2010) highlight that a hotel's green image and perceived quality and value can increase booking intentions and induce guests to pay a premium.

While these findings show the influence of green practices on consumer behavior, the studies rarely address luxury hotels or generational differences. This indicates a gap in understanding how high-end hotels can effectively use green initiatives to appeal to specific age groups.

2.3.3. Strategic Sustainability in Luxury Hospitality

In addition to implementing concrete environmental practices, the strategic perspective of sustainability has become increasingly important in the luxury hospitality sector. This section outlines the theoretical frameworks that help explain how sustainability can be integrated into corporate strategy and used as a competitive advantage.

Sustainability as a Dynamic Capability of Firms: Dynamic capabilities refer to an organization's ability to integrate, develop, and restructure internal and external resources to adapt to a rapidly changing business environment and ultimately achieve exceptional returns (Teece et al., 1997; Barreto, 2010). According to Teece, capabilities are typically not acquired but must be built by recognizing and seizing opportunities and transforming business processes to remain competitive. Companies with strong dynamic capabilities can realign their individual resources to meet market demands, enabling long-term profitability (Teece, 2010).

To remain competitive, companies must also integrate sustainability as a dynamic capability, which requires them to take on environmental and social responsibility (Amui et al., 2017). Schrettle et al. (2014) point to three important internal factors that promote sustainability through dynamic capabilities: strategy, culture, and resource base. Incorporating sustainability into an organization's core strategy, rather than treating it as a separate initiative, strengthens long-term adaptability (Etzion, 2007; Russo & Fouts, 1997). Having a corporate culture of sustainability supported by leadership commitment, information sharing, and long-term thinking continues to improve environmental responsiveness (Schrettle et al., 2014). In addition, resource allocation, including investment in technology and human capital, encourages innovation and continuous improvements in sustainability (Schrettle et al., 2014). Companies with a strong environmental orientation and innovation capability can better develop environmental capabilities and maintain competitive advantage (Gabler et al., 2015). Companies that proactively cultivate sustainability as a dynamic capability can continuously evolve and leverage strategic alliances, risk management, and co-evolution with stakeholders to achieve long-term value creation (Beske, 2012).

Willingness-to-Pay: The willingness-to-pay (WTP) defines the maximum amount of money that a consumer is willing to pay for a product or service (Monroe, 2003). This value reflects

the subjective benefit that a person perceives from a certain consumption or usage experience and serves as a benchmark for the attractiveness of an offer (Homburg et al., 2005). Within the tourism sector, WTP is used to estimate the value of non-marketable goods. The underlying assumptions are based on rational decision-making processes and maximizing perceived benefits (Reynisdottir et al., 2008). Numerous studies have examined both the determinants and the monetary extent of tourists' willingness to pay and have found that in many cases tourists' willingness to pay is comparable to consumers' willingness to spend extra to improve the quality of the experience or product (Harrison, 1992; Bigné et al., 2008)

In addition to the classic WTP concept, the willingness to pay a premium price (WPP) is also considered. WPP defines the maximum premium that consumers are willing to pay to purchase a product or service with special additional benefits (Wertenbroch & Skiera, 2002). Research has shown that consumers with strong environmental awareness and sustainability-related attitudes have a higher WPP as they perceive environmental and social benefits as added value (Han et al., 2017). Recent studies found out that consumers with a strong environmental orientation are willing to pay a significant premium for sustainable products, underlining the link between sustainability and perceived value. Thus, the global PwC 2024 survey revealed that consumers are prepared to spend an average of 9.7% more on sustainably produced or procured goods (PwC, 2024). In addition, environmental awareness can influence price acceptance, as consumers with sustainability-oriented preferences show a greater willingness to pay higher prices for responsible consumption choices (González-Rodríguez et al., 2020). This effect is particularly important in the premium segment of luxury tourism, where sustainability-related attitudes can significantly influence consumer spending behavior (Chen et al., 2021). As a result, WPP serves an important indicator for the evaluation of subjective perceived value, the assessment of demand and the development of optimal pricing strategies in the luxury hospitality sector (Wertenbroch & Skiera, 2002).

However, while many studies report a positive link between sustainability-related attitudes and willingness to pay, other research highlights the existence of an attitude–behavior gap, in which consumers express sustainable preferences but do not act accordingly (Kollmuss & Agyeman, 2002). This discrepancy remains a key challenge in predicting actual consumer behavior in sustainable tourism contexts.

Sustainability as Competitive Differentiation: As Michael Porter (1985) describes competitive differentiation as the major dimension by which firms gain an advantage over their

peers. Differentiation focused on sustainability can be achieved through product innovation, such as the development of green products (Bocken et al., 2014) the positioning of brands where sustainability is a central part of the corporate identity (Miano & Wamalwa, 2021) and the improvement of services, including environmentally friendly operations (Schrettle et al., 2014). In addition, premium prices associated with sustainability attract consumers who value responsible consumption (Gabler et al., 2015). Companies that incorporate sustainability into their differentiation strategies can benefit from improved reputation, customer loyalty, and greater operational efficiency through resource optimization (Schrettle et al., 2014).

According to Miano and Wamalwa (2021), sustainability improves the brand image and customer experience in luxury hospitality and strengthens the competitive position. Hotels differentiate themselves through environmentally friendly operations, green certifications, and CSR initiatives that increase consumers' trust (Beske, 2012; Schrettle et al., 2014). Miano and Wamalwa (2021) find that differentiation strategies significantly impact the sustainable competitive advantage of five-star hotels, suggesting that sustainability-focused differentiation strengthens long-term market positioning and customer loyalty.

2.4. Generations

Generations encompass individuals born within a certain period and thus form a common cohort (Costanza et al., 2012). These cohorts develop specific perceptions and attitudes based on influences and events they are exposed to during their childhood and adolescence, such as economic, social, technological, and political changes (Pilcher, 1994). Nevertheless, there is no strict boundary between the generations, as research considers these transitions fluid (Kapferer & Michaut-Denizeau, 2020).

In the context of this study, the Millennial and Gen X generations are particularly relevant, as they represent the two most significant consumer segments in the global luxury market (Husain et al., 2022). According to Bain & Company (2024), Millennials comprise 45% of the global luxury goods market, while Generation X is the second largest group and accounts for around 24% (D'Arpizio et al., 2024). Understanding the motivations and values of these segments is essential for the development of effective sustainability and marketing strategies in the luxury hotel industry.

Generation X, born between 1965 and 1981, is often described as pragmatic, independent and security-oriented (Kim & Park, 2020). Growing up in times of economic uncertainty and social change, this generation developed a resilient mindset and a preference for long-term stability, both financially and personally (Husain et al., 2022). Compared to younger cohorts, they are considered more autonomous and critical in their thinking, reflecting a generational skepticism towards authority (Mishra et al., 2024). Regarding consumer behavior, Generation X tends to value material success and traditional norms and cultivates a practical approach focused on consistency and reliability (Essiz & Senyuz, 2024).

Millennials, also known as Generation Y, born between 1982 and 2000, have come of age during the digital revolution and globalization. They are technologically savvy, globally connected and socially aware (Okros, 2020). Their consumption is often driven by experience, authenticity and alignment with personal values, especially in relation to social and environmental issues (Kim & Park, 2020). They are often described as a 'values-driven' generation with a strong interest in ethical consumption and brand activism (Shetty et al., 2019). In the luxury context, millennials seek personalization, innovation, and practicality beyond status and often expect brands to take a stand on sustainability (Kapferer & Michaut-Denizeau, 2019).

2.4.1. Generational Differences in Sustainability Values

Values and attitudes are important predictors of sustainable consumer behavior (Jacobs et al., 2018). Both Millennials and Generation X are aware of environmental issues, but differ in terms of commitment, behavioral consistency and underlying motivations.

Millennials often see sustainability as an ethical and personal imperative. They are more likely to support brands that align with global goals such as the SDGs, a United Nations framework of 17 goals to promote environmental, social and economic sustainability (UN, 2015). Millennials tend to integrate environmental values into both their lifestyle and professional choices and are more mindful of the environmental footprint of their travel decisions (Yamane & Kaneko, 2021). This includes a preference for environmentally certified accommodation and brands that communicate transparently about their sustainability efforts (UNWTO, 2022b). Many millennials are engaging in what scholars refer to as “identity-based purchases”, where sustainability is an expression of their values and social identity (Kapferer & Michaut-Denizeau, 2019).

Generation X has a more pragmatic attitude. While they are concerned about the environment, their interest in sustainable practices is often linked to personal benefits such as cost savings,

convenience or improved product quality (Dabija & Băbuț, 2019). Studies show that Generation X consumers respond positively to environmentally friendly practices when they are seamlessly embedded in the luxury experience, but they rarely proactively seek them out (Vrablikova et al., 2024). For this cohort, sustainability is generally perceived as a bonus rather than a deciding factor in the booking decision.

In the context of luxury hospitality, millennials are more willing to consider sustainable luxury as part of their lifestyle, even if this entails certain contradictions - such as traveling long distances by plane to visit eco-resorts. Generation X, on the other hand, appreciates sustainability above all when it complements existing brand heritage, comfort or service standards, but does not actively use it as a main selection criterion (Brand et al., 2022).

Interestingly, research suggests that individual environmental values and personal norms may play a greater role than generational identity. According to Stern's (2000) Value-Belief-Norm (VBN) theory, pro-environmental behavior occurs when personal values shape environmental beliefs, which in turn activate a sense of moral obligation or a personal norm. These internal drivers can explain sustainable travel decisions better than general generational labels.

These generational patterns and value-based mechanisms form an important basis for this study's investigation of whether such attitudinal differences are reflected in actual booking behavior and willingness to pay for sustainable practices in the luxury hotel industry.

3. Methodology

The following chapter describes the research methodology used in this thesis. This includes the chosen research design, and the systematic processes used to collect, process and analyze the data. In addition, the methodological approaches used to ensure the validity and reliability of the study are explained.

3.1. Research Design

To answer the research question of how sustainable practices in the luxury hotel industry influence the booking decisions of Millennials and Generation X, an explanatory sequential mixed-methods design was applied (Creswell & Plano Clark, 2018). This two-stage approach combines the strengths of qualitative and quantitative methods by first examining a topic in depth and then testing emerging patterns in a broader population.

The chosen research design allows for a comprehensive perspective by incorporating industry and consumer perspectives. Given the complexity of sustainability in the luxury hotel industry and the generational differences discussed in the literature (e.g. Kapferer, 2012; Paul et al., 2020), this combined approach is particularly well suited to capturing both contextual depth and generalizable trends.

As shown in **Error! Reference source not found.**, the study began with qualitative expert interviews with professionals from the luxury hotel industry. The aim was to investigate existing sustainability initiatives, perceived challenges in implementation, and expectations regarding guest behavior. The interviews were conducted using a semi-structured guide and provided rich insights into the perceived relevance of sustainability from an operational perspective. Based on the qualitative results, testable hypotheses were developed which served as the basis for the subsequent quantitative analysis.

In the second stage, a quantitative online survey was designed and distributed to a sample of Generation X luxury travelers and Millennials. The survey items were derived from the topics and categories that emerged in the interview analysis. The aim of the questionnaire was to measure the importance of sustainability in booking decisions, the perceived relevance of certain sustainable practices and the willingness to pay for sustainable offerings. By using a standardized survey format, patterns and relationships could be identified and compared between generational cohorts (De Mesquita & Fowler, 2021).

By combining both data sources, the study applied a methodological triangulation strategy that contributes to a more robust and comprehensive understanding of the research problem. Methodological triangulation integrates different methods to study the same phenomenon so that the strengths of one approach can compensate for the limitations of the other (Bell et al., 2022). This strengthens the credibility and contextual depth of the results and ensures that the researched topic is captured more accurately (Guest et al., 2006).

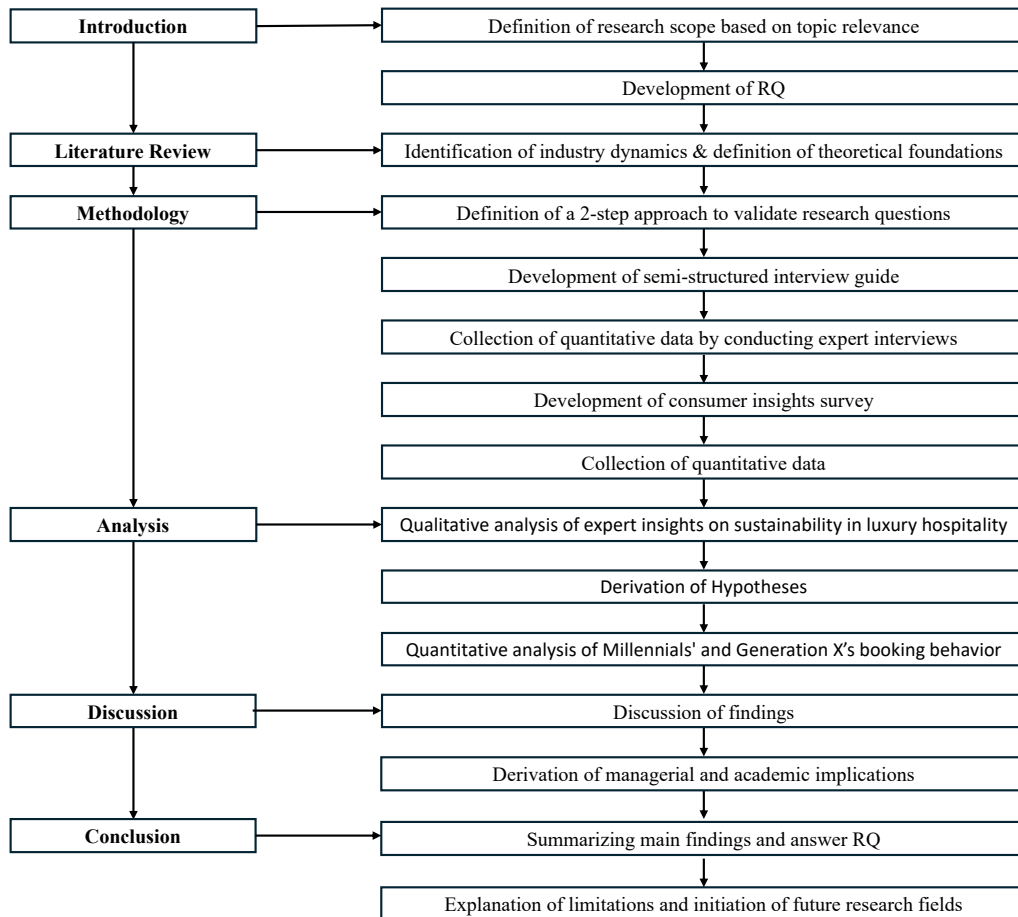


Figure 2: Illustration of Research Design

3.2. Qualitative Research

The qualitative component of this study consisted of semi-structured expert interviews with professionals from the luxury hotel industry. The aim of this stage was to explore the practical relevance of sustainability, generational differences and guest behavior and to gain information for the design of the quantitative survey.

3.2.1. Sampling & Recruitment

A total of n=12 guided interviews were conducted with experts from the luxury hotel industry. This number was chosen based on the aim of capturing a broad range of perspectives while also considering data saturation. Previous research by Guest et al. (2006) suggests that the majority of key themes in qualitative studies typically emerge within the first ten interviews, especially in relatively homogeneous groups. Therefore, 12 interviews were considered sufficient to ensure thematic depth and coverage.

As seen in Table 1, the participants held management and specialist positions in renowned five-star hotels. Selection criteria included several years of professional experience in

strategically relevant areas of the luxury hotel industry. The recruitment was carried out via professional networks on LinkedIn and personal contacts.

#	Interview ID	Company / Group / Hotel Brand	Location	Position
1	Expert A	Na Praia (former Four Seasons)	Portugal	Head of Sales & Marketing
2	Expert B	Spa & Golf Resort Weimarer Land	Germany	Sales Managerin
3	Expert C	Hilton	Netherlands	Cluster Sales Manager
4	Expert D	Six Senses	Spain	Marketing Executive
5	Expert E	Four Seasons	Canada	Sustainability Analyst
6	Expert F	H World International	Switzerland	Manager Key Accounts
7	Expert G	Orascom	Middle East	Regional Director of Sales
8	Expert H	The Set Collection	UK	Global Head of Sales & Groups
9	Expert I	Fürstenhof	Germany	Hotel Manager
10	Expert J	Mandarin Oriental	Germany	Marketing & CSR Manager
11	Expert K	Mas Salagros	Spain	Head of Marketing
12	Expert L	Forestis Dolomites	Austria	Marketing & Sales Managerin

Table 1: Overview of Hospitality Experts

3.2.2. Interview Procedure

A semi-structured interview guide was developed for the interviews, based on the most important research topics and the relevant literature (see Appendix II: Interview Guide **Appendix III: Coded Categories**). The expert interviews were conducted between March and May 2025 via Microsoft Teams. Each interview lasted around 45 to 60 minutes. With the consent of the participants, all interviews were recorded and then transcribed using an automatic transcription tool. The transcripts were manually edited to ensure accuracy and consistency of content.

3.2.3. Qualitative Data Analysis

The interview data was analyzed using qualitative content analysis according to (Mayring, 2015). A combined deductive-inductive category system was developed to identify and structure relevant topics.

The first main categories were deductively derived from the interview guide and focused on central research aspects such as booking behavior, guest expectations and generational perceptions. During the coding process, further subcategories were developed inductively to take recurring patterns and differentiated perspectives into account.

The analysis was conducted manually using Microsoft Excel. Each transcript was reviewed line by line and the relevant text segments were assigned to categories in a structured coding table. The category system was refined in several iterative coding cycles, resulting in eight main categories with several subcategories.

3.3. Quantitative Research

The quantitative component of this study aimed to examine whether the themes identified in the qualitative phase could be generalized to a broader population of luxury travelers.

3.3.1. Sampling & Data Collection

The online survey was conducted over a period of two weeks in May 2025 and was created and managed using the Qualtrics platform. The survey took around 5 to 7 minutes to complete. All participants were informed that their responses were anonymous and voluntary and that no personal data would be stored. Participants were recruited via two channels. One was via social media, in particular Instagram (convenience sampling), and the second was via the scientific online panel Prolific to reach a broader and targeted group of participants. A total of 135 survey responses were registered. After the exclusion of 29 cases due to the screening question and the further exclusion of all responses from people outside the defined generation cohorts (younger than 25 or older than 60), a final sample of $n = 92$ valid responses remained. The participation was anonymous and voluntary.

3.3.2. Questionnaire Development

The survey was developed based on the findings from the qualitative stage and was designed to determine how sustainable practices influence the booking decisions of Millennials and Gen X (see Appendix VI: Survey Questionnaire).

The questionnaire began with a screening question, which ensured that only people who had stayed in a 4- or 5-star hotel at least once in the last 24 months participated. Then respondents were asked to rate seven hotel attributes in terms of their importance to their booking decision (e.g., price, service, sustainability). In the second section, general ecological behavior was measured using 14 items taken from Kaiser's General Ecological Behavior (GEB) scale and

used to calculate an individual sustainability orientation score. The original scale consists of over 50 items, but 14 items were selected due to their thematic relevance, as well as their clarity and applicability to an international sample. An attention check item was placed after, to ensure participants' careful reading. In the third section, participants rated five specific hotel practices. Each of these practices was rated on a seven-point Likert scale according to its importance to the booking decision. The fourth section assessed willingness to pay using a percentage input and included three items on a Likert scale to measure re-booking behavior and behavioral consistency. In the final section, demographic information (e.g. age, gender, place of residence, education, employment, income) was collected to classify generational groups and control for background factors. The questionnaire was created in English using Qualtrics and contained only closed questions.

3.3.3. Measures & Constructs

This study examined two main constructs: general ecological behavior and the perceived relevance of sustainable hotel practices.

To measure general ecological behavior, 14 items were taken from the GEB Scale by (Kaiser, 2020) One negatively worded item was reverse coded to ensure a consistent interpretation across all statements. Based on the responses, a composite GEB score was calculated by averaging the individual item scores. Higher scores indicate more frequent environmentally friendly behavior in everyday life.

The relevance of sustainable practices when booking a hotel was measured using five individual items. Participants rated how likely they would be to book a hotel if it adopted certain sustainable practices (e.g. water conservation, local sourcing). Responses were averaged to create an index of sustainability practices, with higher scores reflecting a greater importance of sustainability.

To assess the internal consistency of the two multi-item constructs, Cronbach's α was calculated after data collection. A value of over 0.70 was considered acceptable and corresponds to current methodological standards (Nunnally & Bernstein, 1994).

3.3.4. Quantitative Data Analysis

The statistical analysis was carried out using IBM SPSS Statistics. Prior to hypothesis testing, the variables were prepared and checked for assumptions. This included the creation of a generational variable (Millennials = 1, Generation X = 2) and the calculation of two composite

indices: the GEB score and the Sustainability Practices Index, both based on averaged item responses.

To assess normality, the Shapiro-Wilk test was applied to all relevant metric variables. Depending on the distribution, suitable statistical methods were selected. Group comparisons between Millennials and Generation X were analyzed using t-tests for independent samples or, in the case of non-normally distributed data, using the non-parametric Mann-Whitney U-test. Relationships between continuous variables were assessed using Pearson or Spearman correlation coefficients, depending on the distribution of the data.

Where appropriate, the Friedman test was used to assess differences in ordered data. The Bonferroni-Holm correction was applied to account for multiple comparisons and reduce the risk of type I errors.

4. Results

4.1. Qualitative Results

The qualitative part of this study examined how sustainability is implemented, perceived, communicated, and reflected in guest behavior in the luxury hotel industry. The aim was to gain a deeper insight into the perspectives of industry experts on the key aspects identified in the literature, such as generational differences, booking motivations, and the integration of sustainability in the upscale hotel industry. The results were structured into six thematic categories, which were developed in advance based on the interview guide and research objectives. The subcategories were inductively refined during the coding process (see Appendix III: Coded Categories)

4.1.1. Perceived Role of Sustainability in Booking Decisions

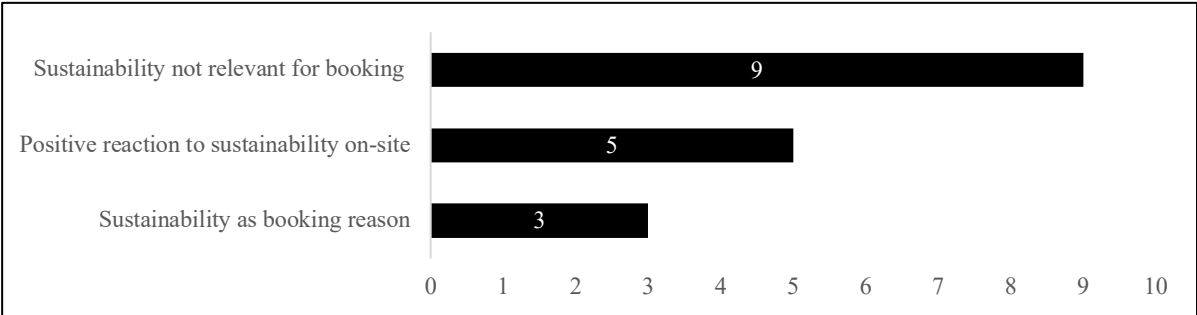


Figure 3: Distribution of Mentions - Perceived Role of Sustainability in Booking Decisions

Across the interviews, three different views emerged regarding the role of sustainability in guests' booking decisions. Many experts stated that sustainability plays little to no role in the initial decision-making process (9 mentions). Guests indicated prioritizing factors such as location, price, and service. Several interviewees noted that sustainability was rarely mentioned during the booking process, and some guests seemed to show no interest in the topic at all. As one expert put it, *“As much as people talk about sustainability, when they go on vacation, most of them just want to relax. That's not why they book.”* (Expert A)

Also, some respondents explained that while sustainability was not a primary motive for booking, some guests responded positively to sustainable practices once they were on site (5 mentions). These reactions were described as accidental rather than planned and often occurred when the sustainable elements were visible or communicated during the stay.

Only three respondents reported cases where sustainability was explicitly mentioned as the main reason for booking. This was limited to hotels with strong environmental brand positioning or official eco-certifications. One expert explained: *“We attract people who are actively looking for an environmentally conscious place. They often say, 'We chose you because of your values'.”* (Expert D)

4.1.2. Sustainable Practices

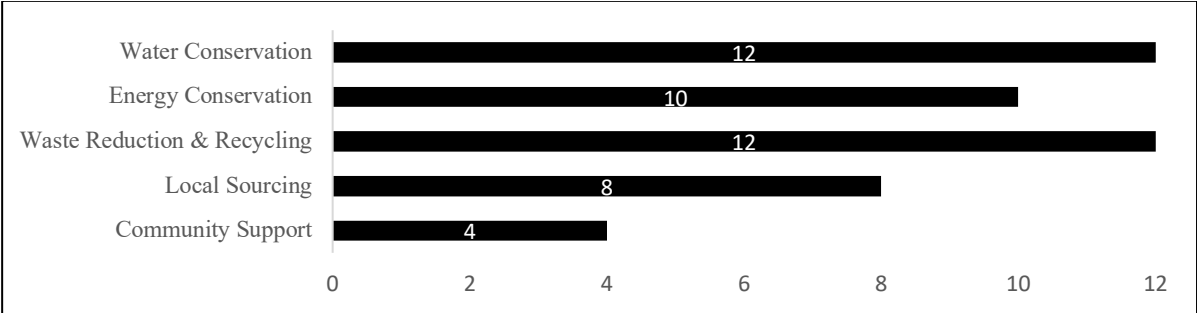


Figure 4: Distribution of Mentions - Sustainable Practices

Interviewees described a wide range of sustainable practices implemented in their hotels, many of which are already considered standard in the industry. Water conservation was mentioned in all interviews (12 mentions) and included measures such as low-flow showerheads, towel and linen reuse programs, and systems to minimize unnecessary water use. These practices are used in both traditional and sustainable luxury hotels.

Energy efficiency was mentioned by ten experts. Commonly mentioned practices included the use of LED lighting, motion detectors, and smart temperature control systems. These technologies were generally integrated into hotel operations to reduce energy consumption without compromising guest comfort.

Also waste reduction and recycling was discussed (12 mentions). Interviewees described visible measures such as refillable toiletries, the elimination of single-use plastic and clearly labeled recycling systems. Some experts also pointed out that these practices are environmentally friendly and contribute to cost efficiency.

Local sourcing, which was also mentioned, included the use of regional food suppliers, locally produced cosmetics or seasonal ingredients (8 mentions). One expert explained that working with local producers also helps to strengthen the regional identity of the guest experience.

Community support was mentioned less frequently (4 interviews). It was described as cooperation with neighborhood initiatives, social projects, or local employment opportunities.

Additional practices such as carbon offsetting, e-mobility or environmentally conscious design were occasionally mentioned, but were not as widespread as the core measures mentioned above.

Finally, some respondents mentioned that certifications such as Green Globe or LEED played a role in guiding or validating their sustainability efforts. These certifications were not seen as practices per se, but rather as frameworks or incentives that helped structure the implementation of the measures described above.

4.1.3. Generational Differences

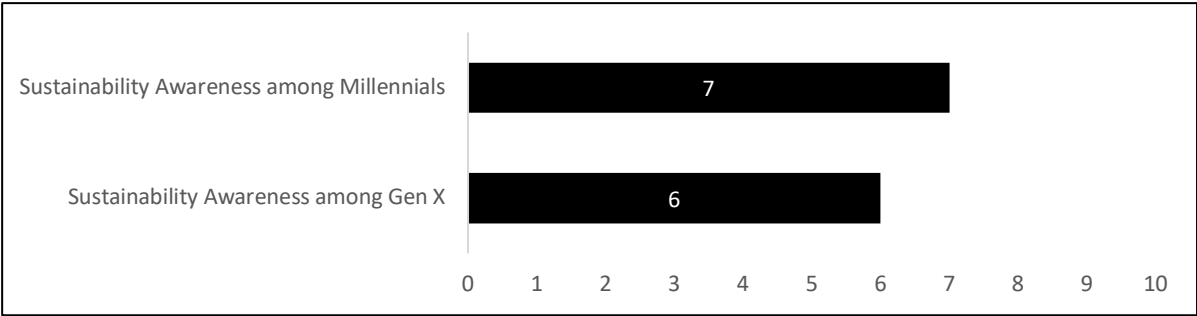


Figure 5: Distribution of Mentions - Generational Differences

The interviewees expressed different views on how sustainability awareness manifests itself in different generations, particularly among millennials and Generation X. Millennials were described as generally more informed and curious about sustainability-related issues (7 mentions). For instance, these guests occasionally asked about the origin, CO₂ emissions or certifications, either during their stay or before booking. However, most respondents noted that such questions were the exception rather than the rule and were often driven by individual interest rather than a consistent generational trend. As one expert put it: *“Millennials are definitely asking more often. They want to understand what we do.” (Expert B)*

Generation X was described as rather reserved in their attitude towards sustainability (6 mentions). The interviewees observed that guests from this group rarely initiate conversations about the topic. However, they responded positively when sustainable practices were visible or embedded in the guest experience. One expert noted, *“Generation X rarely asks, but they seem happy when it's there.” (Expert G)*

Generational patterns were noted, but several respondents emphasized that age alone is not a reliable predictor of sustainability-related behavior (6 mentions). Instead, they pointed to personal values, lifestyle and general awareness as more decisive factors. As one interviewee summarized: *“We see conscious older guests and younger ones who just want comfort. It comes down to the person, not the age.” (Expert A)*

4.1.4. Visibility and Communication of Sustainability

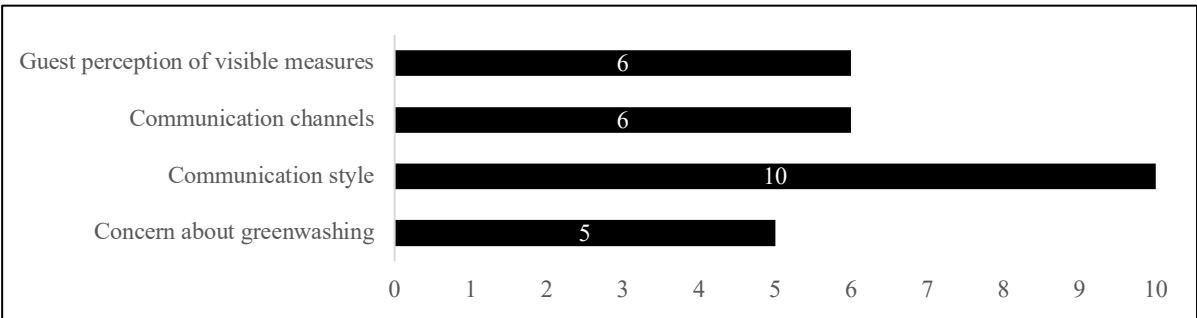


Figure 6: Distribution of Mentions - Visibility and Communication of Sustainability

Interviewees described different ways in which sustainability is either made visible to guests or communicated in more subtle ways during their stay. While specific strategies varied from hotel to hotel, two consistent patterns emerged: implementing highly visible sustainable features and a general preference for subtle, non-intrusive communication styles.

Guests indicated that they notice and appreciate tangible elements such as refillable toiletries, plastic-free packaging or locally sourced food (9 mentions). In many cases, these practices were not actively promoted by the hotel but still received positive responses from guests. One expert explained: *“Anything visible. Refillable amenities, signs explaining water reuse, local products at breakfast, that gets noticed.” (Expert C)*

Regarding communication, most hotels relied on discreet methods such as notices in the rooms, notes in the bathroom or brief explanations on their websites (6 mentions). A few also mentioned using social media to draw attention to certain initiatives. These formats were chosen to inform interested guests without detracting from the luxury experience. As one respondent noted, *“We try not to over-message it. If people ask, we tell them, but we don’t push it.” (Expert J)*

In line with this approach, many experts described their communication style as subtle, minimalist, and reactive rather than proactive (10 mentions). At the same time, several respondents expressed concern about being perceived as inauthentic or greenwashing if the sustainability message is too prominent (5 mentions). This prompted some hotels to limit the active communication of their efforts deliberately.

4.1.5. General Ecological Behavior & Values

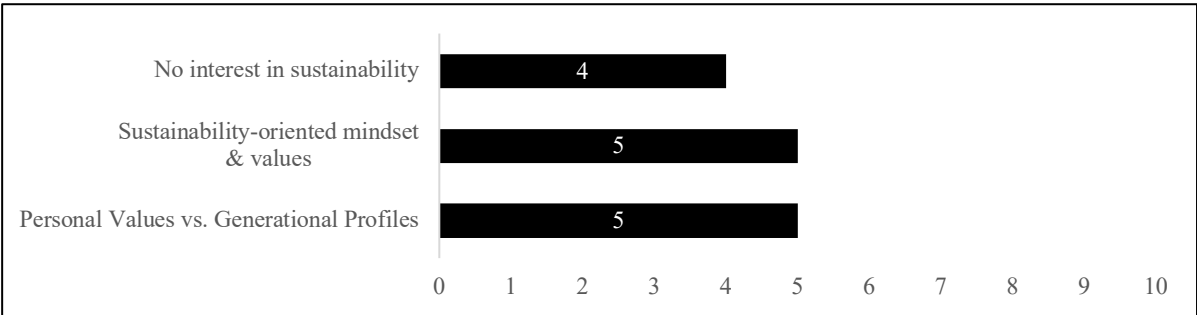


Figure 7: Distribution of Mentions - General Ecological Behaviour & Values

Respondents found that guest behavior in relation to sustainability often reflects individual values rather than generational or demographic characteristics.

The experts claimed that guests described as value-oriented or sustainability-conscious tended to be more attentive, asked more specific questions or paid attention to environmental measures (5 mentions). According to them, this type of guest was often already connected to the hotel's

values and was also aware of subtle initiatives. One expert commented: *“The ones who live sustainably themselves tend to ask very specific questions. They care, and they notice.”* (Expert E)

In contrast, some experts reported that certain guests did not respond to visible sustainability features and showed little to no interest in them (4 mentions). These guests neither commented on the measures nor appeared to engage with them during their stay. One respondent described this group as follows: *“Some people just don't care. You could tell them and they wouldn't react. They just want their comfort.”* (Expert G)

Several respondents (5 mentions) emphasized that sustainability-related behavior is influenced more by personal values and lifestyle than by generational affiliation. According to these experts, ecological awareness does not correlate reliably with age groups but depends on individual attitudes and priorities. One expert noted: *“It's more a question of attitude than age. We see younger guests who don't care that much and older guests who are very conscious.”* (Expert D). Another added: *“It really depends on the personality and lifestyle of the guest. Some older guests are very conscious.”* (Expert E)

4.1.6. Sustainability vs. Luxury Expectations

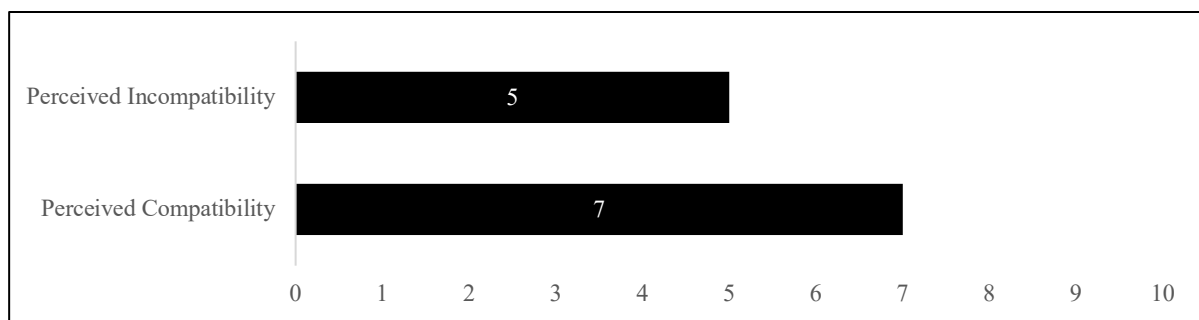


Figure 8: Distribution of Mentions - Sustainability vs. Luxury Expectations

The interview data revealed two recurring perceptions regarding the relationship between sustainability and luxury. Five interviewees stated that sustainability and luxury are perceived as difficult to reconcile. According to these experts, certain guests associate luxury with high standards of service, opulence, and a sense of indulgence, which may be at odds with visible sustainable practices. One expert explained, *“Luxury guests expect first-class service, and sustainability efforts should not lower the level of service.”* (Expert A). This perception was

often coupled with a fear that sustainable measures such as reduced amenities or refillable bins could be interpreted as sacrificing quality.

In contrast, several respondents felt that sustainability and luxury can be compatible (7 mentions). These experts described instances where guests accepted or appreciated sustainable practices, especially when implemented with quality, design, and overall experience in mind. As one interviewee noted, *“Sustainability doesn't reduce luxury. It adds meaning and depth to the experience.”* (Expert K). In these cases, sustainability was not seen as a limitation but as an integral part of the luxury offering.

4.1.7. Drivers of Sustainability Initiatives

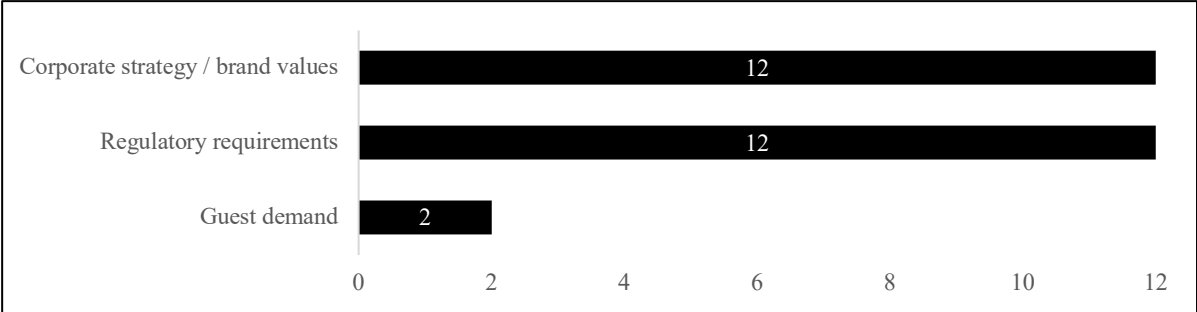


Figure 9: Distribution of Mentions - Drivers of Sustainability Initiatives

All respondents (12 mentions) described sustainability as a strategically embedded element in their hotel business. According to several respondents, sustainability has become the norm in the industry, with most hotels integrating it to varying degrees. However, some hotels - such as Mas Salagros - frame sustainability as a core element of their brand and guest experience. In contrast, larger international chains such as Hilton or Four Seasons tend to incorporate sustainability into broader global strategies that apply to their entire portfolio. These observations reflect a range of strategic approaches in the luxury hotel industry as described by the experts interviewed.

In addition to strategic positioning, regulatory and reporting requirements were also cited as important factors by all Interviewees (12 mentions). One interviewee noted: *“Compliance with environmental laws is a must, it determines a large part of our actions.”* (Expert A). Several respondents explained that such structural requirements often have a more direct influence on the implementation of sustainability measures than guest expectations.

Guest demand was only mentioned in two interviews from environmentally certified or sustainability-focused hotels as a factor influencing sustainability initiatives. However, it was generally described as a factor with limited influence compared to internal strategic decisions and regulatory requirements.

The willingness to pay a premium for sustainability was not a key theme in the interviews. However, some participants noted that certain guest segments, particularly corporate clients or environmentally conscious travelers, might accept higher prices if sustainability efforts are clearly visible and well communicated.

4.2. Hypotheses Derivation

To further investigate the role of sustainability in booking decisions at luxury hotels, a series of hypotheses were developed based on the findings from the previous qualitative analysis. The expert interviews revealed recurring patterns in guests' perceptions and prioritization of environmental practices, with indications of generational differences, the relevance of individual environmental values and the relative weight of sustainability compared to other booking criteria. These qualitative findings provided a solid conceptual basis for the following hypotheses, which were tested quantitatively in the next stage of this study:

H1: Environmental sustainability is rated as significantly less important than

- A) price
- B) location
- C) service quality when selecting a luxury hotel.

H2: Millennials assign significantly higher importance to sustainable hotel practices than Generation X.

H3: The higher the participant's GEB score, the higher the importance they assign to sustainable hotel practices.

H4: Millennials report a significantly higher willingness to pay for sustainable hotels than Generation X.

H5: Millennials rate

- A) Water conservation
- B) Energy conservation
- C) Waste reduction & recycling
- D) local sourcing
- E) community support as significantly more important than Generation X.

These hypotheses form the basis for the statistical tests conducted in the following chapter.

4.3. Quantitative Results

4.3.1. Descriptive Statistics

The sample comprised 92 valid responses, as only millennials and Gen X were considered. The average age of the participants was 38.63 years (SD = 10.10), with an age range of 25 to 60 years. Regarding generational affiliation, 69.6% of respondents were classified as millennials and 30.4% as members of Generation X. Of the respondents, 59.8% were male and 40.2% were female. Educational background was relatively high, with most participants having a Bachelor's (46.2%) or Master's degree (26.4%). A smaller proportion reported having a high school diploma (18.7%), a professional or technical degree (5.5%), or a PhD (3.3%). Most respondents were employed (85.6%), while 12.2% reported being self-employed. Respondents worked in a variety of sectors, most commonly technology/IT (22.0%), marketing and media (13.2%), manufacturing/engineering (11.0%), and healthcare (11.0%). Looking at income, the largest group (35.6%) reported an annual gross household income between €25,000 and €49,999. Higher income brackets were less represented, with 14.9% earning €50,000–74,999, 18.4% earning €100,000–149,999, and only 2.3% reporting over €150,000. Additionally, 5.4% preferred not to disclose their income.

When it comes to luxury hotel stays, more than half of the participants (54.3%) had stayed privately in a 4- or 5-star hotel once or twice in the last 24 months. A further 27.2% reported three to four stays, 10.9% had stayed five to six times, and 7.6% had stayed seven or more times. The participants were asked to rank seven decision factors for booking a luxury hotel (1 = most important, 7 = least important). Location emerged as the most important factor, ranked first by 38.0% of respondents, closely followed by room rate (35.9%). Exceptional service was ranked first by 7.6% of respondents, while luxurious amenities and reputation were only ranked as most important by 6.5% each. The least importance was given to environmental practices, which were ranked first by only 2.2% and last by 43.5%. Regarding sustainable hotel practices, participants rated the importance of various environmental measures on a scale from 1 (not

important) to 5 (very important). Local sourcing was rated highest with a mean score of 4.28 (SD = 0.88), followed by community support (M = 4.05, SD = 0.98) and energy conservation (M = 4.01, SD = 0.91). Waste reduction and recycling received an average rating of 3.88 (SD = 1.04), while water conservation was rated slightly lower at 3.55 (SD = 1.14).

When asked about their willingness to pay more for a hotel that implements such environmental measures, respondents indicated that, on average, they would be willing to pay 21.1% more per night than for a comparable hotel without sustainable measures (SD = 23.77%).

In terms of booking behavior, 42.9% of respondents stated that they would have booked the same hotel again due to its environmental or sustainability practices, while 57.1% would not have done so. A higher proportion (66.3%) said that they would have booked the same hotel again even if they had not noticed any sustainable practices during their stay. Conversely, 31.9% said they had decided not to stay at a hotel again after noticing unsustainable practices.

4.3.2. Evaluation of Scale Reliability

A reliability analysis was conducted to assess the internal consistency of the General Ecological Behavior (GEB) scale, which includes 14 items measuring self-reported environmentally friendly actions. Participants answered on a five-point Likert scale (1 = "never", 5 = "always"). The analysis yielded a Cronbach's alpha of $\alpha = 0.794$, indicating good reliability (Field, 2018). Most items showed corrected item-total correlations above 0.30, suggesting that they contributed adequately to the overall construct.

One item ("I wash dirty clothes without pre-washing"), which reflects sustainable behavior by reducing water and energy consumption, had a very low item-total correlation ($r = -0.020$). This indicates that it is only weakly related to the remaining items. However, since its removal would increase the reliability only slightly ($\alpha = 0.805$), the item was retained.

A second reliability analysis was performed for the Sustainability Practices Index, which includes five items assessing the perceived importance of sustainable practices in luxury hotels. The scale showed good internal consistency ($\alpha = 0.826$), with all corrected item-total correlations exceeding 0.50. "Saving energy" had the strongest correlation with the scale ($r = 0.741$), while "Saving water" had the lowest ($r = 0.521$), but still within an acceptable range.

In summary, both scales demonstrated satisfactory internal consistency and are considered reliable for use in subsequent analyses.

4.3.3. Hypotheses Testing

H1: To test this hypothesis, a Friedman test was conducted to examine whether there were statistically significant differences in how participants ranked four hotel booking factors: room price, location, exceptional service, and environmental practices. Since the data were ordinal and based on individual rankings (from 1 = most important to 7 = least important), the Friedman test was suitable for comparing related samples (Field, 2018).

The analysis revealed a statistically significant difference in the importance ratings across the four factors (Chi-square (3) = 123.38, $p < .001$). The mean ranks indicated that location ($M = 1.82$) and room price ($M = 1.85$) were rated as most important, followed by exceptional service ($M = 2.70$). Environmental practices received the highest mean rank ($M = 3.64$), suggesting it was perceived as least important within this comparison.

Booking Factor	Mean Rank
Location	1.82
Room Price	1.85
Exceptional Service	2.70
Environmental Practices	3.64

Table 2: Mean Rank Scores of Hotel Booking Factors

Post-hoc comparisons using Wilcoxon signed-rank tests with Bonferroni correction showed that environmental practices were rated significantly lower than room price ($p < .001$), location ($p < .001$), and service ($p < .001$). The results confirm that the participants rated environmental sustainability significantly lower than the traditional booking factors, which statistically supports H1.

H2: Hypothesis 2 stated that millennials attach significantly greater importance to sustainable hotel practices than Generation X. A t-test with independent samples was conducted to investigate this relationship. Prior to the analysis, normality was tested using the Shapiro-Wilk test, which showed no significant differences for either Millennials ($p = .293$) or Generation X ($p = .227$). The Levene test showed that the assumption of equal variances was fulfilled ($p = .868$).

As shown in Table X, Generation X ($M = 4.04$, $SD = 0.82$) attached slightly more importance to sustainable practices than the Millennials ($M = 3.92$, $SD = 0.74$). However, this difference

was not statistically significant, $t(90) = -0.657$, $p = .513$. The effect size was small and not significant ($d = -0.15$), indicating a negligible practical difference. Therefore, hypothesis 2 is rejected.

Generation	N	M (Mean)	SD (Standard Deviation)
Millennials	64	3.92	0.74
Generation X	28	4.04	0.82

Table 3: Sustainability Score by Generation

H3: Hypothesis 3 tested that the higher the participants' general environmental behavior (GEB), the more importance they would attach to sustainable hotel practices. A bivariate correlation analysis was conducted to test this.

Before the analysis, the normality assumption was checked for both variables. The GEB value was normally distributed (Shapiro-Wilk = .990, $p = .695$), while the index of sustainability practices showed a significant deviation from the normal distribution (Shapiro-Wilk = .949, $p = .001$). Due to the non-normal distribution of at least one variable, the non-parametric Spearman's rank correlation was chosen.

The results showed a moderate, positive, and statistically significant correlation between the GEB score and the perceived importance of sustainable hotel practices ($\rho = .512$, $p < .001$, $N = 92$). This indicates that participants who reported more environmentally friendly behavior in everyday life also tended to attach greater importance to sustainability measures when choosing a hotel. H3 is therefore supported by the data.

H4: The hypothesis examined whether Millennials show a greater willingness to pay a premium for environmentally friendly hotel practices compared to Generation X. Since there was no normal distribution in either generation group, as revealed by the Shapiro-Wilk test ($p < .05$ for both groups), a non-parametric Mann-Whitney U test was performed instead of a t-test for independent samples.

The results showed no statistically significant difference between the two groups. Millennials reported a mean willingness to pay (WTP) of 20.78%, while Generation X reported a slightly higher mean of 21.71%. The test showed that this difference was not significant: $U = 938.50$, $Z = 0.362$, $p = 0.717$ (two-sided test). Hypothesis 3 is therefore rejected.

Although the mean values appear numerically different, the high variability of the responses (SD > 22 for both groups) and the strong skewness indicate considerable individual differences in WTP within both generations.

Generation	N	M (Mean) %	Median %	SD (Standard Deviation)	Min	Max
Millennials	64	20.78	10.00	24.47	0	100
Generation X	28	21.71	15.00	22.50	0	75

Table 4: Willingness to Pay by Generation

H5: To test hypothesis 5, five independent Mann-Whitney U tests were conducted to determine whether Millennials rate the importance of the following sustainability practices higher than Generation X. The Mann-Whitney U test was chosen due to the ordinal nature of the individual Likert scale items and the comparison between two independent groups. The null hypothesis for each test was that there is no significant difference in the ratings of these practices between Millennials and Generation X.

- For **Water Conservation**, the test result was not significant, (U = 1045.00, Z = 1.310, p = .190 (two-tailed)), indicating that Millennials did not rate this practice significantly higher than Generation X.
- For **Energy Conservation**, the test result was not significant, (U = 925.00, Z = 0.261, p = .794 (two-tailed)), indicating that Millennials did not rate this practice significantly higher than Generation X.
- For **Waste Reduction & Recycling**, the test result was not significant, (U = 968.50, Z = 0.645, p = .519 (two-tailed)), indicating that Millennials did not rate this practice significantly higher than Generation X.
- For **Local Sourcing**, the test result was not significant, (U = 987.00, Z = 0.845, p = .398 (two-tailed)), indicating that Millennials did not rate this practice significantly higher than Generation X.
- For **Community Support**, the test result was not significant, (U = 934.00, Z = 0.342, p = .732 (two-tailed)), indicating that Millennials did not rate this practice significantly higher than Generation X.

Based on the results of all five tests, H5 is rejected.

Sustainability Practice	U	Z	p (2-tailed)	Significant?	Decision
Water Conservation	1045.00	1310	.190	no	H ₀ retained
Energy Conservation	92.500	0.261	.794	no	H ₀ retained
Waste Reduction & Recycling	968.50	0.645	.519	no	H ₀ retained
Local Sourcing	987.00	0.845	.398	no	H ₀ retained
Community Support	934.00	0.342	.732	no	H ₀ retained

Table 5: Importance Ratings of Sustainability Practices (Millennials vs. Gen X)

5. Discussion

5.1. Interpretation of Qualitative and Quantitative Findings

The results suggest that while sustainability is appreciated by luxury hotel guests, it is currently not a decisive factor in their booking decisions. Quantitative findings showed clearly that criteria such as location, price, and service quality hold significantly more weight. These findings align with previous research indicating that sustainability only becomes influential when essential service expectations are already satisfied (Han et al., 2011). Qualitative interviews reinforced this, highlighting that guests seldom explicitly request sustainability features during booking. Instead, sustainable practices may often become noticeable only upon arrival or during the hotel stay itself. This observation mirrors the well-documented attitude-behavior gap, which describes a discrepancy between sustainability-oriented attitudes and actual consumer behavior (Kollmuss & Agyeman, 2002).

Interestingly, despite this apparent gap, some interviewees hinted at a growing acceptance of sustainability as part of luxury hospitality, particularly when integrated subtly and aesthetically into the guest experience. This suggests a possible future scenario where sustainability may become a normalized element of high-end offerings. However, based on the present findings, sustainability does not yet appear to significantly influence booking decisions or be widely expected by guests. Instead of being a firm expectation, it tends to be positively received when it appears, especially when it complements the general feeling of quality and luxury.

While some minor tendencies were observed in the qualitative interviews, neither the quantitative nor qualitative data supported clear-cut or statistically significant generational differences in the valuation of sustainable practices. This contradicts assumptions in the literature that often characterize Millennials as more environmentally engaged than older cohorts (Kim & Park, 2017). Instead, findings from both data sources suggested considerable

overlap between the two groups. These results indicate that generational affiliation may be less relevant than commonly assumed, and that consumer segmentation based on generational labels alone may overlook deeper motivational drivers.

What emerged more consistently as a predictor of sustainable behavior was individual ecological values and mindset. Participants who scored higher on the General Ecological Behavior (GEB) also rated sustainable hotel practices significantly higher and demonstrated greater willingness to pay extra for sustainable offerings. Qualitative interviews confirmed these quantitative results, as interviewees described guests with a strong ecological mindset as noticeably more engaged, inquisitive, and appreciative of the hotel's sustainable efforts. These findings lend support to value-behavior models such as the Value-Belief-Norm (VBN) theory by Stern (2000), emphasizing internalized values over demographic attributes. This underscores the practical importance of adopting a value-driven approach to customer segmentation rather than relying on broad generational categories.

Even though sustainability was not mentioned as a primary booking criterion, the quantitative data showed a relatively high average (21,1%) willingness to pay a premium for sustainable practices. However, the high variability and lack of generational differences suggest that this willingness is not widespread but rather driven by individual values. These findings support the idea that targeting sustainability-conscious guests with well-integrated, high-quality eco-features may justify a premium, even if such preferences are not prevalent in the wider market.

Another interesting finding relates to the communication and integration of sustainability within luxury hospitality. Interviewees repeatedly highlighted the importance of subtle, aesthetically pleasing, and high-quality sustainable practices, such as refillable amenities or locally sourced products. When integrated discreetly and without compromising comfort, these practices were generally well received, though not necessarily prioritized or deeply valued by all guests. Conversely, explicit cost-saving measures or overt moralizing were viewed negatively, potentially damaging perceptions of exclusivity and indulgence. These qualitative insights align well with Font and McCabe's (2017) argument that sustainability communication in luxury contexts must harmonize with brand identity, emphasizing that success hinges on sophisticated storytelling and seamless integration into the guest experience.

Perhaps one of the most surprising insights was the minimal role of guest demand with regard to hotels initiating sustainability measures. Contrary to established assumptions in service marketing literature, which emphasize customer preferences as critical drivers of innovation

and change (Kotler et al., 2016; Zeithaml et al., 2018), only two interviewees identified guest requests as influential in their sustainability strategies. Instead, sustainability was predominantly driven by internal strategic considerations, corporate culture, compliance with certification standards, and visionary leadership decisions. Although the concept of dynamic capabilities is rooted in firm-level strategy, the findings suggest that sustainability in luxury hospitality is often driven more by internal vision and positioning than by external guest demand, aligning with this strategic perspective. This also resonates with findings by Schrettle et al. (2014), who identified internal factors such as strategy, corporate culture, and resource allocation as fundamental to effective sustainability implementation.

Overall, the results of this study show a nuanced perspective: Sustainability is valued but rarely drives booking decisions, generational labels do not adequately capture guest preferences compared to values and environmental attitudes, and strategic, internal company motivations appear to be significantly more influential than external market pressures. These findings would indicate that luxury hotels should closely align their sustainability strategies with their guests' values, subtly integrate sustainable features into the guest experience and use sustainability as a long-term strategic advantage rather than simply responding to immediate market demands.

5.2. Theoretical Implications

This study contributes to the growing number of research on sustainability in the luxury hotel industry by highlighting the limitations of generational segmentation and emphasizing the importance of individual value orientation. While previous literature has often emphasized Millennials' commitment to the environment (e.g. Kim & Park, 2017), the findings suggest that such assumptions may oversimplify consumer behavior. Instead, environmental attitude, as measured by the GEB scale, was found to be a more consistent predictor of both valuation of sustainable practices and willingness to pay.

This is consistent with the value-belief norm (VBN) theory (Stern, 2000), which states that individual values influence pro-environmental behavior more strongly than socio-demographic characteristics. Furthermore, the findings extend the application of the Dynamic Capabilities Framework (Teece, 1997) by showing that sustainability in luxury hospitality is often initiated internally, through strategic vision and leadership, rather than in direct response to guest demand. This challenges common marketing assumptions and suggests that hospitality organizations can proactively shape guest expectations over time by embedding sustainability as a core capability. Finally, the findings add new nuance to sustainability communication

research. Like Font and McCabe (2017), the study shows that subtle, integrated communication strategies can be more effective in luxury contexts than overt messages that could be perceived as moralizing or cost driven.

5.3. Practical Implications

Among professionals in the luxury hospitality industry, this study offers several important insights. First, relying solely on generational targeting may not be enough to reach sustainability-conscious guests. Instead, marketing and service design should focus on value-based segments and recognize environmental mindset as a more relevant indicator of sustainable behavior.

Hotels should also carefully consider how they communicate sustainability. Rather than emphasizing cost efficiency or appealing to moral obligations, practices should be presented as quality-enhancing and seamlessly integrated into the guest experience. Initiatives such as refillable amenities, local sourcing or low-waste operations can be appreciated, especially if they don't compromise comfort or perceived luxury.

Finally, sustainability efforts seem to be more successful when they are driven from within. Hotel managers should therefore invest in long-term strategy development, staff training and cultural adaptation, rather than waiting for explicit guest demand to justify sustainable innovations. In this way, they will not only meet increasing regulatory and societal expectations but also differentiate their brand in an increasingly saturated luxury market.

6. Conclusion

The aim of this thesis was to investigate how environmental sustainability practices in luxury hotels influence the booking intentions of Millennials and Generation X. Against the backdrop of a growing luxury hotel sector and increasing consumer awareness of sustainability, the aim was to determine whether such practices influence booking behavior and whether there are differences between generations.

The results show that while sustainability is generally viewed positively, it is not a decisive factor in most booking decisions. Aspects such as location, service quality and the overall concept of the hotel are still more influential. Sustainability tends to be perceived as added value, especially if the key expectations have already been met.

Contrary to assumptions in the literature, no statistically significant differences were found between Millennials and Generation X in their assessment of specific sustainability practices. Although Millennials showed slightly higher awareness in some areas, the difference between the generations was less pronounced than expected. Instead, individual environmental values and sustainability-oriented mindsets were more relevant to booking preferences and willingness to pay a premium.

Measures such as local sourcing, energy and water conservation and community engagement were most appreciated, especially when implemented authentically and in line with the hotel's luxury positioning. Qualitative insights showed that guests with a strong environmental awareness actively seek out such measures, while most others remain in a stage of gradual awareness-raising. The experts emphasized the importance of subtle integration and brand-consistent communication rather than an overt sustainability message.

These findings offer insights on the role of sustainability in luxury hospitality. While not yet a primary decision factor, sustainable practices can enhance the guest experience and make hotels stand out to value-oriented travelers. To capitalize on this shift, hotels should focus on authentic, well-aligned integration that complements the overall brand promise.

To summarize, the research question of how environmental sustainability practices influence Millennials' booking intentions compared to Generation X was investigated using a mixed methods approach. The study shows that sustainability is valued but not prioritized and that individual values are more important than belonging to a generation. Future research could further investigate value-based segmentation and observe the long-term evolution of sustainability expectations in the luxury travel market.

6.1. Limitations & Future Research

Although this study provides meaningful insights into the role of sustainability in luxury hotel booking decisions, several limitations must be acknowledged.

Firstly, the qualitative component was based on twelve semi-structured interviews with professionals from different areas of the luxury hotel industry. While this provided a solid basis for the thematic analysis, the sample was geographically focused on Europe and did not include perspectives from regions such as Asia, North America or the Global South. In addition, certain stakeholder perspectives - such as those of grassroots employees, sustainability officers or guests themselves - were not represented. Including a broader range of voices could provide a

more comprehensive understanding of how sustainability is conceived, implemented and perceived at different organizational levels and markets.

Secondly, the quantitative results are based on a relatively small and demographically limited sample. Although some statistically significant results were obtained, the concentration of the sample on certain age groups and regions limits the generalizability of the results. Future studies should aim for larger, more diverse samples from different regions, generations and socio-economic backgrounds. In addition, the study relied on self-reported data on sustainability attitudes and booking intentions. This approach is susceptible to social desirability bias, as respondents may overstate their interest in sustainability due to perceived normative expectations. Although anonymity and neutral wording were used to minimize this effect, future research could benefit from indirect survey techniques or the inclusion of behavioral data, such as actual booking records or observational studies.

Thirdly, the term “luxury” was intentionally left open to reflect the diversity of the market. However, this may have led to inconsistencies in the way respondents understood the context of sustainability practices. Future studies could consider differentiating by hotel type (e.g. traditional five-star hotels, eco-luxury hotels, boutiques) or guest expectations to allow for more nuanced comparisons.

In addition, cultural differences were not systematically considered in this study, although some interviewees noted that sustainability expectations can vary significantly by region. A cross-cultural research could help to identify region-specific trends and help global hotel brands to make their sustainability communication and implementation strategies more effective.

Finally, the study focused primarily on the perceived importance of sustainability in the booking process and not on actual behavior. Future research could explore the gap between intention and action in more depth - using experimental or longitudinal designs, tracking user behavior on booking platforms, or combining attitudinal and behavioral data.

Building on the dynamic capabilities framework, it could also be beneficial to investigate whether sustainability in luxury hospitality works as an adaptive capability. Future studies could track how hotels develop and restructure internal resources in response to changing environmental and market demands, such as staff training, supply chains, or guest-centric innovation, and whether these changes translate into competitive advantage over time.

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Appendices

Appendix 1: Hotel Classification Criteria

Classification Criteria	Exemplaric Expression
Economic Principle / Corporate Purpose	<ul style="list-style-type: none"> • Commercially operated • Non-commercially operated
Function / Task / Service Offer / Types of Operations)	<p>Hotel Industry</p> <ul style="list-style-type: none"> • Hotel • Inn • Guesthouse • Bed & Breakfast Hotel • All-Suite Hotels • Apartment House / Boarding House <p>Parahotel Industry</p> <ul style="list-style-type: none"> • Recreation / Holiday Home • Guesthouse • Holiday House / Apartment • Clubhouse • Youth Hostel • Campsite
Ownership Structure / Operation	<ul style="list-style-type: none"> • Owner-operated Business • Leased Business • Under Management Contract
Business Size	<ul style="list-style-type: none"> • Large, Medium, and Small Enterprises
Company Type / Legal Form	<ul style="list-style-type: none"> • Sole Proprietorship • Partnership (KG, OHG) • Corporation (GmbH, AG) • Registered Association
Concept Form / Degree of Concentration	<ul style="list-style-type: none"> • Hotel Chains • Independent Hotels • Hotel within a Hotel Cooperation
Location	<ul style="list-style-type: none"> • Resort Hotel • City Hotel • Mountain Hotel • Beach Hotel
Operating Time / Opening Hours	<ul style="list-style-type: none"> • Year-round Operation • Single-season Operation • Two-season Operation
Connection to Transportation	<ul style="list-style-type: none"> • Train Station Hotel • Airport Hotel • Motel
Quality Levels / Service Scope	<ul style="list-style-type: none"> • Luxury Hotel • First-Class Hotel • Three-, Two-, One-Star Hotel • Budget / Low-Budget Hotel • Full-Service Hotel • Economy Hotel

Adapted from from Henschel et al. (2013, p. 22).

Appendix II: Interview Guide

A. Sustainability Practices in Luxury Hospitality

- What are the most common sustainability initiatives currently being implemented in luxury hotels?

Follow Up: “And how does [their hotel/chain] approach sustainability - Are there any unique initiatives or challenges specific to your hotel?”

- How do luxury hotels balance sustainability efforts with exclusivity and high-end service?
- Have you noticed any shifts in guest expectations regarding sustainability over the past few years?
- In your experience, are sustainability efforts primarily driven by consumer demand, regulations, or internal corporate values?
- How do luxury hotels measure the success or impact of sustainability initiatives?

B. Consumer Behavior & Booking Decisions based on Hotel Sustainability Practices

- Have you observed any differences between different Generations regarding sustainability expectations? (Follow Up: Explicitly **ask for Millennials & Gen X**)
- In your experience, do travelers actively seek out eco-friendly luxury hotels, or is sustainability a secondary factor in their booking decisions?
- Are there specific sustainability initiatives that significantly influence booking decisions? (e.g., local sourcing, energy-efficiency, waste reduction...)
- Are Millennials vs. Gen X willing to pay a premium for sustainable luxury stays?

C. Marketing & Communication of Sustainability

- How does your hotel (or hotel chain) communicate its sustainability efforts to potential guests?
- Which communication channels, messages or methods resonate most with high-end travelers? Eg. Social Media, Loyalty Programms)

D. Business Strategy & Competitive Positioning

- How does sustainability contribute to brand positioning and competitive advantage in luxury hospitality?
- When shaping your sustainability initiatives, do you look at what competitors or other luxury hotels are doing? If so, how does that influence your strategic decisions?
- Do you see a financial return from investing in sustainability, or is it mainly a long-term strategy?
- What are the biggest challenges in implementing sustainability while maintaining a luxury experience?
- Is sustainability becoming a differentiator, or do exclusivity and service still outweigh it in terms of attracting luxury consumers?

E. Future of Sustainability in Luxury Hospitality

- How do you see sustainability evolving in the luxury hotel industry over the next 5-10 years?
- What emerging trends in sustainability are shaping the future of luxury hospitality? (eg. Technology)

Appendix III: Coded Categories

Main Category	Subcategories	Mentions
Perceived Role of Sustainability in Booking Decisions	- Sustainability as booking reason	9
	- Positive reaction to sustainability on-site	5
	- Sustainability not relevant for booking	3
Sustainable Practices	- Water Conservation	12
	- Energy Conservation	10
	- Waste Reduction & Recycling	12
	- Local Sourcing	8
	- Community Support	4
Generational Differences	- Millennials	7
	- Gen X	6
Visibility and Communication of Sustainability	- Guest perception of visible measures	6
	- Communication channels	6
	- Communication style	10
	- Concern about greenwashing	5
General Ecological Behaviour & Values	- No interest in sustainability	4
	- Sustainability-oriented mindset & values	5
	- Personal Values vs. Generational Profiles	5
Sustainability vs. Luxury Expectations	- Perceived Incompatibility	5
	- Perceived Compatibility	7
Drivers of Sustainability Initiatives	- Corporate strategy / brand values	12
	- Regulatory requirements	12
	- Guest demand	2

Own illustration based on Mayring (2015)

Appendix VI: Survey Questionnaire

Q1 Dear participant, thank you for taking the time to support our Master's research at Católica Lisbon. We are investigating the factors that influence travellers' decisions when choosing high-end hotels. Your personal opinions and experiences are highly valued. Please answer as honestly as possible - there are no right or wrong responses. The questionnaire takes about 5 minutes to complete. Participation is voluntary, anonymous, and strictly confidential. For questions about this study, feel free to contact: s-lseeboth@ucp.pt

Start of Block: Block 1

Q2 How many times have you privately stayed in a luxury hotel (4- or 5-star) over the last 24 months?

- 0 (1)
- 1-2 times (2)
- 3-4 times (3)
- 5-6 times (4)
- 7+ times (5)

Start of Block: Block 2

Q7 Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel.

- _____ Room price (1)
- _____ Location (2)
- _____ Luxury amenities (3)
- _____ Exceptional service (4)
- _____ Environmental practices (5)
- _____ Reputation (6)
- _____ Exclusivity & prestige (7)

Q34 Before we dive deeper into hotel topics, we'd like to understand your day-to-day habits related to sustainability. **The next statements refer to your regular daily life** , not to travel.

Start of Block: Hotel Scenario

Q12 Please indicate how often you perform each behaviour.

	Never (1)	Seldom (2)	Occasionally (3)	Often (4)	Very Often (5)
I collect and recycle used paper. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I bring empty bottles to a recycling bin. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I am offered a plastic bag in a store, I take it. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I buy products in refillable packages. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I buy beverages and other liquids in returnable bottles. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I buy meat and produce with eco-labels. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I buy seasonal produce. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In winter, I turn down the heat when I leave my apartment for more than 4 hours. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I shower (rather than to take a bath). (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wash dirty clothes without pre-washing. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have pointed out unecological behavior to someone. (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I contribute financially to environmental organizations. (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I read about environmental issues. (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I talk with friends about environmental pollution, climate change, and/or energy consumption. (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Perceived Green Practices

Q14 Please select “Often” for this statement. This question is included to check if the survey is being read carefully.

- Never (1)
- Rarely (2)
- Sometimes (3)
- Often (4)
- Very often (5)

Start of Block: Block 8

Q33 Now please imagine you are comparing several 5-star hotels that are identical in price, location, and overall level of luxury. After, you will see a series of environmental practices that a hotel might implement. For each practice, please indicate how likely you would be to book a hotel if you knew it applied this measure—considering that all other aspects (price, location, luxury level) remain the same.

Start of Block: Block 5

Q16 Water Conservation Water conservation refers to the hotel’s efforts to reduce water usage through low-flow taps, dual-flush toilets, water-saving showers, and optional towel/linen reuse.

	Extremely unlikely (1)	Somewhat unlikely (2)	Neither likely nor unlikely (3)	Somewhat likely (4)	Extremely likely (5)
How likely would you book this hotel because it implements water conservation? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Energy Conservation The hotel uses LED lighting, smart heating & cooling systems, and renewable energy (e.g., solar panels) to cut energy consumption.

	Extremely unlikely (1)	Somewhat unlikely (2)	Neither likely nor unlikely (3)	Somewhat likely (4)	Extremely likely (5)
How likely would you book this hotel because it is energy-efficient? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Waste Reduction & Recycling The hotel runs a comprehensive recycling programme, offers refillable or biodegradable amenities instead of single-use plastics, and actively reduces food waste.

	Extremely unlikely (1)	Somewhat unlikely (2)	Neither likely nor unlikely (3)	Somewhat likely (4)	Extremely likely (5)
How likely would you book this hotel because it reduces waste and recycles? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 Local Sourcing Food, beverages, and materials are purchased from nearby farms and suppliers, supporting the local economy and lowering transport emissions.

	Extremely unlikely (1)	Somewhat unlikely (2)	Neither likely nor unlikely (3)	Somewhat likely (4)	Extremely likely (5)
How likely would you book this hotel because it sources locally? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 Community Support The hotel partners with local businesses, artisans, and social or cultural initiatives to create positive impact beyond its doors.

	Extremely unlikely (1)	Somewhat unlikely (2)	Neither likely nor unlikely (3)	Somewhat likely (4)	Extremely likely (5)
How likely would you book this hotel because it supports the local community? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 By what percentage would you be willing to pay (WTP) more per night for a hotel that implements such environmental practices, compared with a similar hotel that does not?

0 10 20 30 40 50 60 70 80 90 100

WTP (%)	
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Start of Block: Block 6

Q23 Have you ever booked the same hotel again because you **appreciated its environmental or sustainability practices**?

- Yes (1)
- No (2)
- I don't know (3)

Q24 Have you ever booked the same hotel again **even though you didn't notice sustainable practices** at that hotel?

- Yes (1)
- No (2)
- I don't know (3)

Q25 Have you ever decided **not to stay at a hotel again because you noticed unsustainable practices?**

- Yes (1)
- No (2)
- I don't know (3)

Start of Block: Demographics

Q27 Please enter your age.

Q28 Please specify your gender.

- Male (1)
- Female (2)
- Non-binary / third gender (3)
- Prefer not to say (4)

Q29 Please select your highest level of education completed.

- No school diploma (1)
- High-school (2)
- Vocational / technical certificate (3)
- Bachelor's degree (4)
- Master's degree (5)
- Doctorate (6)
- Prefer not to respond (7)

Q30 Please select your current occupational situation

- Employed (1)
- Self-employed (2)
- Job-seeking (3)
- Student (4)
- Retired (5)
- Prefer not to respond (6)

Q31 Please select the industry you currently work in (or most recently worked in)

- Hospitality & Tourism (1)
- Marketing / Advertising / Media (2)
- Tech / IT (3)
- Education (4)
- Healthcare / Medical (5)
- Government / Public Sector (6)
- Non-profit / Sustainability / NGO (7)
- Finance / Consulting (8)
- Manufacturing / Engineering (9)
- Other (10)
- Prefer not to say (11)

Q32 Please select your approximate annual household gross income per year.

- Below €25 000 (1)
- €25 000 – €49 999 (2)
- €50 000 – €74 999 (3)
- €75 000 – €99 999 (4)
- €100 000 – €149 999 (5)
- Above €150 000 (6)
- Prefer not to respond (7)

Appendix IV: Descriptive Statistics

Characteristics

Please specify your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	55	59,8	59,8	59,8
	Female	37	40,2	40,2	100,0
Total		92	100,0	100,0	

Generations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Millennials	64	69,6	69,6	69,6
	Gen X	28	30,4	30,4	100,0
Total		92	100,0	100,0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Please enter your age.	92	25	60	38,63	10,102
Valid N (listwise)	92				

Please select your highest level of education completed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High-school	17	18,5	18,7	18,7
	Vocational / technical certificate	5	5,4	5,5	24,2
	Bachelor's degree	42	45,7	46,2	70,3
	Master's degree	24	26,1	26,4	96,7
	Doctorate	3	3,3	3,3	100,0
Total		91	98,9	100,0	
Missing	Prefer not to respond	1	1,1		
Total		92	100,0		

Please select your current occupational situation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	77	83,7	85,6	85,6
	Self-employed	11	12,0	12,2	97,8
	Job-seeking	1	1,1	1,1	98,9
	Student	1	1,1	1,1	100,0
Total		90	97,8	100,0	
Missing	Prefer not to respond	2	2,2		
Total		92	100,0		

Please select the industry you currently work in (or most recently worked in)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hospitality & Tourism	2	2,2	2,2	2,2
	Marketing / Advertising / Media	12	13,0	13,2	15,4
	Tech / IT	20	21,7	22,0	37,4
	Education	5	5,4	5,5	42,9
	Healthcare / Medical	10	10,9	11,0	53,8
	Government / Public Sector	4	4,3	4,4	58,2
	Non-profit / Sustainability / NGO	2	2,2	2,2	60,4
	Finance / Consulting	8	8,7	8,8	69,2
	Manufacturing / Engineering	10	10,9	11,0	80,2
	Other	18	19,6	19,8	100,0
	Total	91	98,9	100,0	
Missing	Prefer not to say	1	1,1		
Total		92	100,0		

Please select your approximate annual household gross income per year.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below €25 000	12	13,0	13,8	13,8
	€25 000 - €49 999	31	33,7	35,6	49,4
	€50 000 - €74 999	13	14,1	14,9	64,4
	€75 000 - €99 999	13	14,1	14,9	79,3
	€100 000 - €149 999	16	17,4	18,4	97,7
	Above €150 000	2	2,2	2,3	100,0
	Total	87	94,6	100,0	
Missing	Prefer not to respond	5	5,4		
Total		92	100,0		

Travel Behavior

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Room price

How many times have you privately stayed in a luxury hotel (4- or 5-star) over the last 24 months?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 times	50	54,3	54,3	54,3
	3-4 times	25	27,2	27,2	81,5
	5-6 times	10	10,9	10,9	92,4
	7+ times	7	7,6	7,6	100,0
	Total	92	100,0	100,0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	35,9	35,9	35,9
	2	29	31,5	31,5	67,4
	3	9	9,8	9,8	77,2
	4	9	9,8	9,8	87,0
	5	5	5,4	5,4	92,4
	6	2	2,2	2,2	94,6
	7	5	5,4	5,4	100,0
	Total	92	100,0	100,0	

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Luxury amenities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	6,5	6,5	6,5
	2	9	9,8	9,8	16,3
	3	23	25,0	25,0	41,3
	4	21	22,8	22,8	64,1
	5	18	19,6	19,6	83,7
	6	12	13,0	13,0	96,7
	7	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	35	38,0	38,0	38,0
	2	30	32,6	32,6	70,7
	3	9	9,8	9,8	80,4
	4	8	8,7	8,7	89,1
	5	4	4,3	4,3	93,5
	6	4	4,3	4,3	97,8
	7	2	2,2	2,2	100,0
	Total	92	100,0	100,0	

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Environmental practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	2,2	2,2	2,2
	2	4	4,3	4,3	6,5
	3	3	3,3	3,3	9,8
	4	7	7,6	7,6	17,4
	5	11	12,0	12,0	29,3
	6	25	27,2	27,2	56,5
	7	40	43,5	43,5	100,0
	Total	92	100,0	100,0	

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Exceptional service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	7,6	7,6	7,6
	2	10	10,9	10,9	18,5
	3	26	28,3	28,3	46,7
	4	18	19,6	19,6	66,3
	5	25	27,2	27,2	93,5
	6	5	5,4	5,4	98,9
	7	1	1,1	1,1	100,0
	Total	92	100,0	100,0	

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Exclusivity & prestige

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	3,3	3,3	3,3
2	2	2,2	2,2	5,4
3	6	6,5	6,5	12,0
4	8	8,7	8,7	20,7
5	15	16,3	16,3	37,0
6	31	33,7	33,7	70,7
7	27	29,3	29,3	100,0
Total	92	100,0	100,0	

Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Reputation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	6	6,5	6,5	6,5
2	8	8,7	8,7	15,2
3	16	17,4	17,4	32,6
4	21	22,8	22,8	55,4
5	14	15,2	15,2	70,7
6	13	14,1	14,1	84,8
7	14	15,2	15,2	100,0
Total	92	100,0	100,0	

Statistics

	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Room price	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Location	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Luxury amenities	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Exceptional service	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Environmental practices	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Reputation	Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Exclusivity & prestige
N Valid	92	92	92	92	92	92	92
Missing	0	0	0	0	0	0	0
Median	2,00	2,00	4,00	4,00	6,00	4,00	6,00
Mode	1	1	3	3	7	4	6

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Water Conservation	92	1	5	3,55	1,142
Energy Conservation	92	2	5	4,01	,908
Waste Reduction & Recycling	92	1	5	3,88	1,036
Local Sourcing	92	1	5	4,28	,881
Community Support	92	1	5	4,05	,976
Valid N (listwise)	92				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
By what percentage would you be willing to pay (WTP) more per night for a hotel that implements such environmental practices, compared with a similar hotel that does not? - WTP	92	,00	100,00	21,0652	23,76756
Valid N (listwise)	92				

Have you ever booked the same hotel again because you appreciated its environmental or sustainability practices?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	36	39,1	42,9	42,9
No	48	52,2	57,1	100,0
Total	84	91,3	100,0	
Missing I don't know	8	8,7		
Total	92	100,0		

Have you ever booked the same hotel again even though you didn't notice sustainable practices at that hotel?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	57	62,0	66,3	66,3
No	29	31,5	33,7	100,0
Total	86	93,5	100,0	
Missing I don't know	6	6,5		
Total	92	100,0		

Appendix VI: Hypotheses

Hypothesis 1

Ranks		Test Statistics ^a	
	Mean Rank	N	92
Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Room price	1,85	Chi-Square	123,378
Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Location	1,82	df	3
Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Exceptional service	2,70	Asymp. Sig.	<,001
Please rank the following factors from 1 (= most important) to 7 (= least important) when you choose a luxury hotel. - Environmental practices	3,64	a. Friedman Test	

Pairwise Comparisons					
Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
Location - Room price	,033	,190	,171	,864	1,000
Location - Exceptional service	-,880	,190	-4,625	<,001	,000
Location - Environmental practices	-1,826	,190	-9,593	<,001	,000
Room price - Exceptional service	-,848	,190	-4,454	<,001	,000
Room price - Environmental practices	-1,793	,190	-9,422	<,001	,000
Exceptional service - Environmental practices	-,946	,190	-4,968	<,001	,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.

Asymptotic significances (2-sided tests) are displayed. The significance level is ,050.

a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Hypothesis 2

Tests of Normality							
	Generations	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Sustainability_Practices_Index	1	,084	64	,200 [*]	,958	64	,028
	2	,137	28	,194	,916	28	,028

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Group Statistics					
	Generations	N	Mean	Std. Deviation	Std. Error Mean
Sustainability_Practices_Index	1	64	3,9219	,74118	,09265
	2	28	4,0357	,81841	,15466

		Levene's Test for Equality of Variances				t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper	
Sustainability_Practices_Index	Equal variances assumed	,028	,868	-,657	90	,257	,513	-,11384	,17337	-,45828	,23060	
	Equal variances not assumed			-,631	47,246	,265	,531	-,11384	,18029	-,47649	,24881	

Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
Sustainability_Practices_Index	Cohen's d	,76517	-,149	-,593	,296
	Hedges' correction	,77162	-,148	-,588	,294
	Glass's delta	,81841	-,139	-,583	,308

a. The denominator used in estimating the effect sizes.
 Cohen's d uses the pooled standard deviation.
 Hedges' correction uses the pooled standard deviation, plus a correction factor.
 Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

Hypothesis 3

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
GEB_score	,059	92	,200*	,990	92	,695
Sustainability_Practices_Index	,089	92	,069	,949	92	,001

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Correlations

		GEB_score		Sustainability_Practices_Index
Spearman's rho	GEB_score	Correlation Coefficient	1,000	,512**
		Sig. (2-tailed)	.	<,001
		N	92	92
	Sustainability_Practices_Index	Correlation Coefficient	,512**	1,000
		Sig. (2-tailed)	<,001	.
		N	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 4

Tests of Normality

	Generations	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
By what percentage would you be willing to pay (WTP) more per night for a hotel that implements such environmental practices, compared with a similar hotel that does not? - WTP	1	,231	64	<,001	,772	64	<,001
	2	,167	28	,043	,863	28	,002

a. Lilliefors Significance Correction

Descriptives

		Generations	Statistic	Std. Error	
By what percentage would you be willing to pay (WTP) more per night for a hotel that implements such environmental practices, compared with a similar hotel that does not? - WTP	1	Mean	20,7813	3,05850	
		95% Confidence Interval for Mean	Lower Bound	14,6693	
			Upper Bound	26,8932	
		5% Trimmed Mean	18,2812		
		Median	10,0000		
		Variance	598,682		
		Std. Deviation	24,46797		
		Minimum	,00		
		Maximum	100,00		
		Range	100,00		
		Interquartile Range	18,75		
		Skewness	1,616	,299	
		Kurtosis	1,761	,590	
	2	Mean	21,7143	4,25256	
		95% Confidence Interval for Mean	Lower Bound	12,9888	
			Upper Bound	30,4398	
5% Trimmed Mean		20,0238			
Median		15,5000			
Variance		506,360			
Std. Deviation		22,50244			
Minimum		,00			
Maximum		75,00			
Range		75,00			
Interquartile Range		29,50			
Skewness		1,046	,441		
Kurtosis		,218	,858		

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of By what percentage would you be willing to pay (WTP) more per night for a hotel that implements such environmental practices, compared with a similar hotel that does not? - WTP is the same across categories of Generations.	Independent-Samples Mann-Whitney U Test	,717	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Independent-Samples Mann-Whitney U Test Summary

Total N	92
Mann-Whitney U	938,500
Wilcoxon W	1344,500
Test Statistic	938,500
Standard Error	117,320
Standardized Test Statistic	,362
Asymptotic Sig. (2-sided test)	,717

Hypothesis 5

Water Conservation:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of Water Conservation is the same across categories of Generations.	Independent-Samples Mann-Whitney U Test	,190	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Independent-Samples Mann-Whitney U Test Summary

Total N	92
Mann-Whitney U	1045,000
Wilcoxon W	1451,000
Test Statistic	1045,000
Standard Error	113,736
Standardized Test Statistic	1,310
Asymptotic Sig.(2-sided test)	,190

Energy Conservation:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of Energy Conservation is the same across categories of Generations.	Independent-Samples Mann-Whitney U Test	,794	Retain the null hypothesis.

- a. The significance level is ,050.
- b. Asymptotic significance is displayed.

Independent-Samples Mann-Whitney U Test Summary

Total N	92
Mann-Whitney U	925,000
Wilcoxon W	1331,000
Test Statistic	925,000
Standard Error	110,907
Standardized Test Statistic	,261
Asymptotic Sig.(2-sided test)	,794

Waste Reduction & Recycling:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of Waste Reduction & Recycling is the same across categories of Generations.	Independent-Samples Mann-Whitney U Test	,519	Retain the null hypothesis.

- a. The significance level is ,050.
- b. Asymptotic significance is displayed.

Independent-Samples Mann-Whitney U Test Summary

Total N	92
Mann-Whitney U	968,500
Wilcoxon W	1374,500
Test Statistic	968,500
Standard Error	112,407
Standardized Test Statistic	,645
Asymptotic Sig.(2-sided test)	,519

Local Sourcing:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of Local Sourcing is the same across categories of Generations.	Independent-Samples Mann-Whitney U Test	,398	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Independent-Samples Mann-Whitney U Test Summary

Total N	92
Mann-Whitney U	987,000
Wilcoxon W	1393,000
Test Statistic	987,000
Standard Error	107,693
Standardized Test Statistic	,845
Asymptotic Sig.(2-sided test)	,398

Community Support:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of Community Support is the same across categories of Generations.	Independent-Samples Mann-Whitney U Test	,732	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Independent-Samples Mann-Whitney U Test Summary

Total N	92
Mann-Whitney U	934,000
Wilcoxon W	1340,000
Test Statistic	934,000
Standard Error	111,029
Standardized Test Statistic	,342
Asymptotic Sig.(2-sided test)	,732