

The Importance of Sustainable Business Practices in the Viennese Accommodation Industry

Submitted by

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This dissertation is an original piece of work, I acknowledge that I have read and understood the university rules concerning plagiarism.

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Abbreviations

Bmwfj	Bundesministerium für Wirtschaft, Familie und Jugend Ministry for economy, family and youth
CSR	Corporate Social Responsibility
GRP	Gross Regional Product
LEED	Leadership in Energy and Environmental Design
ÖHV	Österreichische Hotelier Vereinigung Austrian Hotelier Association
UNWTO	United Nation World Tourism Organization
WCED	World Commission on Environment and Development
WTTC	World Travel and Tourism Council

Abstract

This study investigates the importance of sustainable business practices in accommodation businesses in Vienna. Research and industry initiatives mainly focus on environmental measures while ignoring the economic and socio-cultural dimension of sustainability. Recognising the importance of a holistic understanding to define sustainable business practices for the accommodation industry, this research includes all dimensions of sustainability. It intends to examine relationships between attitudes and actions as well as differences in attitudes and actions related to the business' characteristics. A mixed method approach was chosen and the results of the quantitative questionnaire (n= 59) and the qualitative in-depth semi-structured interviews (n=7) were integrated to ensure a more complete understanding of the data. The results showed that the general attitude towards sustainability was very positive for all businesses. No relation was found between the general attitude and the actions taken. It can be summarized that higher classified, medium size, hotels, and businesses that were part of a corporate chain took significantly more actions compared to low classified, micro size, guesthouses, and businesses that were owner-managed. A high implementation of sustainable business practices correlated with a high level of benefits perceived, more strategic planning and a less intense perception of barriers. The greatest barrier reported was the lack of support and information and the difficulties with obtaining permissions and subventions. Also the awareness and demand from guests for sustainable business practices were perceived as low. Consequently the study shows that the communication between public and private sector as well as the awareness raising and marketing of sustainability to consumers need to be improved.

1 Chapter One - Introduction

1.1 Research background

The term 'sustainable development' was first defined in the 1980s in the Brundtland report (Hunter, 1997; Mowforth and Munt, 2008). The tourism industry has also embraced the concept of sustainable development, but its definition is still widely discussed and researched (Butler, 1999; Sharpley, 2000; Wall, 1999). The difficult definition and the complexity involved have been highlighted as a barrier to translate the concept of sustainable development into precise actions and sustainable business practices for the tourism industry (Horobin and Long, 1996).

Nevertheless, the tourism and in particular the accommodation industry have acknowledged the critiques about their contribution to the unsustainable depletion of resources (Swarbrooke, 1999; Mowforth and Munt, 2009). Through voluntary initiative and self-regulation the industry intends to encourage the implementation of sustainable business practices. Whether this motivation is based on a sense of moral responsibility, companies' self-interest or simply to prevent statutory regulation is debatable (Miller and Twining-Wards, 2005; Bramwell and Alletorp, 2001; Swarbrooke, 1999).

As attitudes are said to be related to behaviour and actions, the attitudes of business managers toward sustainability and responsibility for sustainable development are subject to frequent investigations by researchers. So far, previous research showed that there is no agreement whether the main responsibility for sustainable development should lie with the public or the private sector (Bramwell and Alletorp, 20001; Forsyth, 1995). Ideologically a participatory approach including not only the industry and government but also the tourists and host community would create a more holistic understanding of sustainable tourism (Manning, 1999). Nevertheless, the communication between public and private sector is often ineffective (Berry and Ladkin, 1997; Dewhurst and Thomas, 2003; Horobin and Long, 1996). Within the wider literature the awareness and especially the demand of guests for sustainable business practices in the accommodation industry is frequently debated. Although 'green consumerism' is said to be increasing business owners report no rise in

actual consumer demand (Sloan, Legrand and Chen, 2009; Dewhurst and Thomas, 2003; Hjalager, 2000).

In Austria and in its capital Vienna sustainability has become an issue for the public and the private sector in recent years. The certification with the Austrian Eco-Label is the prime initiative promoted and supported (Lebensministerium, 2011b; Das Österreichische Umweltzeichen, 2011a; EcoBusinessPlan, 2011). It aims at increasing sustainable business practice in the industry as well as raising awareness and demand from consumers (Das Österreichische Umweltzeichen, 2011). This study will investigate the hotel managers' awareness and assessment of public support and initiatives. However, the effectiveness of the initiatives will not be examined, but remain a field for further research.

The main motive for the implementation of sustainable business practices is based on the business managers' or the corporations' philosophy and closely linked to the possibility of saving costs (Landrum and Edwards 2009; Bohdanowicz et al., 2004; Hitchcock and Willard, 2009). But positive public relations and higher employee commitment and satisfaction were also mentioned as important benefits (Hitchcock and Willard, 2009; Swarbrooke, 1999; Baum, 2006).

However, the majority of previous studies as well as the measures taken by businesses focus primarily on the environmental dimensions of sustainability and therefore fail to acknowledge the holistic principle of sustainable development (Swarbrooke, 1999; Sharpley, 2000). The socio-cultural, environmental and economic realms are interdependent and the aim of a sustainably managed business should be the optimization of all three (Hitchcock and Willard, 2009; Elkington, 2004). Whether or not this has been understood by accommodation business manager is an interesting field of research. A more detailed picture of the attitudes and actions of business managers in Vienna will be created in this study. It includes all dimensions of sustainability and investigates differences between attitudes stated and actions implemented as well as differences in actions and attitudes related to the businesses' characteristics.

1.2 Aims and objectives

The aim of this study is to investigate the importance managers of Viennese accommodation businesses attribute to sustainable business practices. Following four specific objectives were defined:

At first any existing relationship between the attitudes expressed by accommodation managers and the actions taken concerning sustainable business practices in Viennese accommodation businesses will be examined.

The second objective is to analyse any differences in attitudes and actions concerning the characteristics of the accommodation business. This will reveal whether classification, type of business, type of ownership or size of the establishment are factors possibly determining the attitude of managers. However, this study is only a first attempt and does not investigate causal relationships between the variables.

The third objective is to explore perceived benefits of the implementation of sustainable business practices in the Viennese accommodation industry. The fourth and final objective is finding the perceived barriers to the implementation of sustainable business practices in the Viennese accommodation industry. These last two objectives intend to provide an insight into possible recommendations to limit the obstacles and support the main motives for sustainable business practices.

1.3 Structure of the study

This study is divided into six chapters including the introduction and the conclusion. The introduction outlines the research background, the aims and objectives of the study and summarises the structure of the study. Chapter two provides a review of the literature relating to the concept of sustainable development and sustainable tourism. The subchapters divide the literature review into four sections. The first section (Chapter 2.2) defines sustainable tourism and discusses the role of the tourism industry in sustainable development. Following, Chapter 2.3 introduces definitions and models for sustainable business practices business and outlines previous research done concerning

the attitudes of managers towards these practices. The next section (Chapter 2.4) addresses the implementation of sustainable business practice in the accommodation industry categorized in the economic, socio-cultural and environmental dimension of sustainability. The last section focuses on the strategic implementation while also looking at the benefits and barriers of sustainable business practices which provides a more practical focus (Chapter 2.5).

Chapter three provides the background to the study by introducing the economic importance and the structure of the accommodation industry in Vienna. It also includes a brief explanation of the political context of tourism in Vienna and the initiatives towards sustainable business practices already developed.

The methodology chapter (Chapter 4) discusses the methods and procedures employed in the study. It justifies the mixed method approach chosen, describes the measurement of attitudes and outlines the piloting, sampling, design, data collection and data analysis of the quantitative and the qualitative research methods used.

The results of the study are split according to the four research objectives. Through the mixed method approach the data from the quantitative and qualitative research were integrated at the interpretation phase. Consequently the results, findings and discussion of each objective are presented in a single interconnected chapter.

Chapter six presents the conclusion of the main findings and puts the research into a wider context. It provides practical recommendations for action, describes the contribution of this study, recommends fields for further research and outlines the limitations of the research.

2 Chapter Two - Literature review

2.1 Introduction

The literature review will provide the context for the study by introducing the concepts of sustainable development and sustainable tourism. In particular the role of the tourism industry and consequently the development of sustainable business practices are outlined. Chapter 2.5 about strategic implementation includes benefits and barriers to show the issues related to sustainable business practices in the accommodation industry.

2.2 Sustainable development and sustainable tourism

The growing concern for environment, resources and social equity in the 1980s led to the emergence of the concept of sustainable development (Hunter, 1997; Mowforth and Munt, 2009), which was defined as ‘development that meets the needs of the present without comprising the ability of future generations to meet their own needs’ (WCED, 1987: 43) by the ‘Brundtland Report’. Based on this report the United Nations World Tourism Organization (UNWTO) defined sustainable tourism as ‘development that meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems’ (Inskip, 1998: 21).

The definitions of sustainable development as well as sustainable tourism have been issues of debate for many academics and practitioners (cf. Butler, 1999; Sharpley, 2000; Wall, 1997). Comparing the concept of sustainable development and its fundamental principles of a holistic approach, futurity and equity to the nature of tourism Sharpley (2000) argues that there is a certain incongruity between these two concepts. Some authors therefore urge for a distinction between sustainable tourism and tourism in the context of sustainable development (Butler, 1999; Ioannides, 2001).

To date no comprehensive, all-encompassing and widely accepted definition of sustainable tourism has been identified (Sharpley, 2000; Mowforth and Munt, 2009). Mowforth and Munt (2009: 100) claim that 'there is no absolute true nature of sustainability'. Clarke's (1997) approach of convergence focuses on the ultimate goal of sustainability for all forms of tourism whereby the general movement in the right direction is most important. The constant change of the concept requires adapting our understanding to the forever evolving and complex system of sustainable development (Clarke, 1997; Swarbrooke, 1999; Farrell and Twining-Ward, 2005).

Due to the varying interpretations many misperceptions of sustainable tourism have evolved (Wall, 1997; Butler, 1998). Differing perceptions and interpretations among stakeholders make the translation of the concept into meaningful actions difficult (Horobin and Long, 1996) which is further influenced by the imbalance in weight and power in decision-making among stakeholders (Bramwell et al., 1996; Swarbrooke, 1999; Liu, 2003; Mowforth and Munt, 2009). Consequently sustainable tourism should be defined through a participatory approach, involving industry, tourists and host communities or regions to determine values and indicators of sustainability (Manning, 1999).

2.2.1 Sustainability in the tourism industry

The tourism industry is one of the largest single industries worldwide which has been criticised for its unsustainable practices such as the exploitation of the environment and local population; little commitment to particular destinations; control through large transnational corporations; unsustainable planning of physical elements, little action for awareness raising and implementation of sustainable initiatives only for good publicity and reducing costs (Swarbrooke, 1999; Mowforth and Munt, 2009). The industry has also been accused about its strong motive of short-term profit maximization instead of long-term sustainability (Swarbrooke, 1999; Mowforth and Munt, 2009). Bansal (2002: 124) argues that 'organizational goals are tied to economic performance, not environmental performance or social equity' and that 'this orientation is understandable given that a firm's time horizon is considerably shorter than society's'. Nevertheless, there are many examples of good environmental practice allied with profitability (Mowforth and Munt, 2009).

2.2.1.1 Industry self-regulation

To achieve greater sustainability in the tourism industry the primary instruments of actions include the enforcement of laws and regulations as well as voluntary standards and initiatives (Bohdanowicz, Simanic and Martinac, 2005). However, the highly fragmented and cross-sectorial nature of the tourism industry often presents challenges for government regulations and their enforcement. In particular the regulation for sustainability is difficult due to the complexity of the concept (Mowforth and Munt, 2009). Consequently most countries rely on responsibility for sustainability through self-regulation (Bramwell and Alletorp, 2001). The most common techniques to respond to the growing importance of sustainability are CSR; Environmental auditing; Eco-labelling and certification; and codes of conduct. The ideas behind these approaches are summarized in Appendix 1.

Supporters of industry self-regulation argue that it might enhance creativity to solve problems and challenge businesses to exceed minimum standards (Hjalager, 1996; Field, 1994). Self-regulation is promoted as more effective in preventing unsustainable activities as it is in the companies' self-interest to be socially responsible. Moral businesses will introduce sustainable business practices that are believed to be right for society and the environment (Bramwell and Alletorp, 2001). However, unfolding moral motives of companies from their self-interest in the benefits generated from sustainable business practices is very difficult (Cannon, 1994). Indeed, the implementation of voluntary initiatives has been criticised for being solely designed to prevent statutory control and regulations. Industry initiatives tend to not make a significant difference as the issue of sustainable development is not considered from a broad perspective, often solely considering environmental issues and involving only little investment (Swarbrooke, 1999). The bodies currently leading the tourism industry, such as UNWTO or WTTC, do not promote sustainable development through a holistic approach but promote the tourism industry through growth, profit maximisation and capital accumulation (Mowforth and Munt, 2009).

2.3 Sustainable Business Practices

2.3.1 Definition of sustainable business practices

Based on the Brundtland definition Landrum and Edwards (2009: 4) define a sustainable business as 'one that operates in the interest of all current and future stakeholders in a manner that ensures the long-term health and survival of the business and its associated economic, social, and environmental systems'. Businesses solely focusing on reducing their environmental impact are referred to as 'green businesses' whereas a sustainable business would focus on all three dimensions of sustainability, which have often been referred to as 'triple bottom line'. The realms are intimately intertwined and their interdependencies need to be understood (Hitchcock and Willard, 2009; Elkington, 2004). The limitation to the environmental dimension has been criticized by several authors about the attempt of the tourism industry, in particular the accommodation industry, to become 'sustainable' (cf. Swarbrooke, 1999; Font and Harris, 2004; Roberts and Tribe, 2008).

However, taking environmental initiatives can be the first step towards sustainability according to the four-step model for sustainable development in tourism enterprises by Kernel (2005). The first steps are mainly concerned with developing environmentally cleaner processes and environmental management practices. The consequent and final steps challenge organisations to go further and include social and ethical aspects as well as integration in the community (Kernel, 2005). Similarly, Dunphy, Griffiths and Benn's (2007) sustainability phase model defines distinct steps organisations can take to reach sustainability. The final phase is called 'The sustaining corporation' where the ideology of sustainability is internalized with a fundamental commitment to facilitate ecological viability of the planet and contribute to equitable social practices and human fulfilment. According to Dunphy et al. (2007) this stage has not been reached by any organization for the time being. Many businesses appear to be in the initial phase and need to continue their efforts to combine the ecologic, environmental and socio-cultural dimension of sustainability.

2.3.2 Attitudes towards sustainability

Research of business manager's attitude is essential as 'the most serious barriers to change in business are attitudinal' (Dewhurst and Thomas, 2003). Ajzen and Fishbein's (1980) theory of reasoned action concludes that a strong relationship between belief, attitudes, and behavioural intentions exists, which then leads to certain behaviour. Beliefs and attitudes are influenced and formed through macro-environmental pressures, personal relationships, individual values and motivations (Ajzen and Fishbein, 1980).

Hobson and Essex (2001) point out that the general attitude towards environment and the implementation of sustainable business practices is most important. However, several authors highlight that agreement with broad statements representing the idea of sustainability is easy (Horobin and Long, 1996; Dewhurst and Thomas, 2003; Deng, Ryan and Moutinho, 1992). But more specific statements and actions taken are more difficult to agree with and a certain gap between attitudinal statements and actual initiatives becomes apparent (Dewhurst and Thomas, 2003).

Studies about businesses' attitudes towards responsibility for sustainable development reveal contradicting results. A survey of senior managers in the Danish tourism industry suggests that comparatively larger proportion of businesses consider the prime responsibility with the industry or with the industry working in partnership with the government (Bramwell and Alletorp, 2001). However, a study conducted with out-going tourism companies in the UK reported that the majority considered that responsibility lies with national and host governments alone and not with the industry (Forsyth, 1995). The comparability of these studies might be limited due to the contrasting business strategies, different time frame and location.

2.3.2.1 Determining factors of attitudes

Many researchers intend to better understand the motivations and perceptions of tourism business managers and investigate determining factors of their attitudes towards sustainability, of which the size of business appears to be frequently researched (Deng et al., 1992; Kirk, 1998; Dewhurst and

Thomas, 2003; Horobin and Long, 1996). The majority of tourism businesses are small- or medium sized, but in global terms large transnational companies dominate and control the development of the industry (Middleton and Hawkins, 1998; Swarbrooke, 1999). Large businesses might be more likely to develop sustainable policies in order to respond to market pressures and out of commercial self-interest (Middleton and Hawkins, 1998). In their study of Canadian hoteliers attitudes towards environmental issues Deng et al. (1992) tested various hypotheses including whether or not size or other structural components were determining factors of attitude. They assumed that hotels belonging to a group might be less concerned about environmental regulations and restraints. However, their results showed no significant difference between group owned and family owned hotels. Concerning the size of business there was a non-significant tendency that small hotels were the least sympathetic to environmental issues as they were facing the most difficult trading conditions (Deng et al., 1992).

An attitude-study particularly looking at managers of chain hotels in Europe was conducted by Bohdanowicz and Martinac in 2003. Their results show very positive attitudes towards environmental protection and acknowledgement of the importance of the environment for further development of the tourism industry. They highlight the significant impact of the hotel industry and the potential of large hotels and hotel chains for promoting and supporting corporate sustainability. An interesting finding of their study was that 'the level of environmental awareness among the hoteliers was commensurate to the efforts made by the chain management towards developing and enforcing environmental policies and programs' (Bohdanowicz and Martinac, 2003: 4). On the contrary small hotels are mainly managed by the owners whose attitudes towards sustainability are not influenced by hotel chain policies but mainly by their personal values and beliefs, perception of environmental imperatives, motivations and goals and the understanding and awareness of the type of action required (Dewhurst and Thomas, 2003).

Another determining factor of attitude towards sustainability and environmental responsibility could be the destination, and its stage in the tourist area life cycle. Based on Butler's (1980) tourist-area life

cycle, Ioannides's (2001) longitudinal model of attitudes showed that hoteliers only took a 'treadmill' approach to sustainability as they began to worry about business survival. Their strategic planning timeline remained short through all destination development phases and their social priority was always low. Environmental priority and support for regulations only emerged when the destination began to demonstrate structural difficulties (Ioannides, 2001).

Bohdanowicz, Zanki-Alujevic and Martinac (2004) compared attitudes among Swedish, Polish and Croatian Hoteliers. Their results show that Swedish hoteliers were more aware and had comprehensive knowledge and well-established programs and initiatives relevant to environmental protection. Polish hoteliers had little knowledge about environmental issues thus were only beginning to recognize the importance of initiatives other than immediate economic benefits. Although in Croatia hoteliers seemed to have a high level of knowledge about and concern for environmental issues, the least pro-ecological initiatives were implemented. Bohdanowicz et al. (2004) conclude that the differences come on the one hand from the national level of environmental education and on the other hand from the development state of the tourism industry including the political and economic situation. Consequently they agree with Bramwell and Alletorp (2001) who explain differences in attitudes by the unequal levels of environmental concern in various countries.

The majority of attitude studies are concerned with environmental issues and do not consider other dimensions of sustainability which need to be considered in order to receive a more comprehensive understanding of businesses perceptions and attitudes towards sustainable business practices.

2.4 Sustainable business practices in the accommodation sector

This particular study is unable to describe the discussion about the negative impacts of accommodation businesses in-depth and will not provide a detailed review of all sustainable business practices as it would go beyond the realms of this study. It is noted that there is no universal solution for accommodation businesses due to the fragmented structure of the industry. Consequently every business will need to decide on a strategy to move towards sustainability that suits the needs of its

present and future stakeholders and will ensure a sustainable use of resources. The decisions will need to be taken in a collaborative approach with all stakeholders. The following sustainable business practices of accommodation businesses will therefore represent general trends and ideas instead of practical recommendations and frameworks.

The accommodation sector interfaces with the concept of sustainable tourism on various levels. First the development, location and design of accommodation units; second the operational management practices; third the human resource management practices and last the food and drink offered in catering establishments. The hospitality industry has been largely focused on environmental issues concerned with operational matters rather than all dimensions of sustainability (Swarbrooke, 1999). Roberts and Tribe (2008) have developed a set of sustainability indicators for tourism enterprises using the following four dimensions: environmental, socio-cultural, economic and institutional. Although these indicators were designed for small businesses they will be the basis for this literature review because they provide a holistic overview of the issues relevant for tourism businesses. To better conform to the definition of sustainable business practices the institutional sustainability indicators were integrated into the indicators of the economic dimension.

2.4.1 Economic Dimension of sustainable business practices

‘Economic sustainability refers to a business’s ability to make profit in order to survive and benefit the economic systems at the local and national level’ (Roberts and Tribe, 2008: 584). Sustainable businesses consider their economic impact on the community, such as job creation, local wages, and their contribution to local economic growth. Also suppliers and an engagement across the supply chain to ensure similar values and practices are issues of economic sustainability. At the same time businesses need to maintain corporate profitability and internal financial stability (Landrum and Edwards, 2009).

For accommodation businesses local purchasing practices are means to maximize the economic benefits of tourism for the local economy and reduce the need for transport and energy

consumption (Swarbrooke, 1999). Shaw and Williams (2002) take Lundgren’s model of entrepreneurial development and hotel linkages as an example for supply and demand linkages for food by hotels. Strong linkages spread the economic benefit of tourism throughout the economy and could lead to improved development.

Human resource management presents some challenges in relation to the concept of sustainability for the accommodation industry. The characteristics of employment in the hospitality and tourism industry are often unjust and need to be changed in order to develop more sustainable forms of tourism (Swarbrooke, 1999). Table 2.1 summarizes the difficulties in the traditional form of human resource management concerned with sustainability.

Table 2.1 Difficulties of human resource management concerning sustainability

Human Resource Issue	Problem in tourism and hospitality industry
Equal Opportunities	Traditionally discriminating in terms of sex, race and disability
Pay and Working Conditions	Low hourly rates, unpaid overtime work, reliance on gratuities, long working hours, uncertain working hours, no adequate breaks
Seasonality and Casual labour	Local adults with family responsibilities cannot take seasonal jobs, positions filled by either local young people or in-migrant workers
Management Styles	Unplanned recruiting, authoritarian management culture, inflexible imposition on corporate culture, key staff imported, etc.
Training and Personal Development	Training first area to be cut in difficult economic times, training only related to current job, lack of personal development opportunities
Job Satisfaction	Little job satisfaction, monotonous tasks, de-skilling
Staff-Tourist Relations	Inequality often leads to negative staff-tourist relations
High Turnover	High turnover is seen as inevitable and desirable

(Source: Swarbrooke, 1999; Baum, 2006)

Sustainable business practices concerned with human resource management ‘require that both employers and employees take a long-term view of their relationship in the mutual interest of both parties, of their customers and ultimately, of the company profitability’ (Baum, 2006: 300). The tourism and accommodation industry is a service industry whose quality depends on committed, well-trained, well-rewarded and empowered front-line staff (Baum, 2006).

2.4.2 Socio-cultural Dimension of sustainable business practices

The definition of socio-cultural sustainability is difficult as it includes definitions of society, culture and community. In short, socio-cultural sustainability is concerned with the social interaction,

relations, behavioural patterns and values between people (Roberts and Tribe, 2008; Mason, 2003). A respectful interaction between hosts and guests, involvement of the local people and recognition of the contribution of traditions and culture to the tourist experience are key issues for sustainable businesses (Roberts and Tribe, 2008).

Negative socio-cultural impacts are mainly concerned with tourism in developing countries where overcrowding, 'demonstration' effect, 'MacDonaldization' etc. are phenomena possibly leading to a certain irritation of the host population and socio-cultural problems (Mason, 2003). Nevertheless, also in developed countries the tourism and accommodation industry might have impacts on the socio-cultural conduct of people. The question of authenticity in tourist experiences arises when cultural traditions get modified and altered for tourist consumption. Commoditization can lead to pseudo-events that are planned to be convenient for tourists which might lead to a falsification of the traditional meaning of the event (Mason, 2003). Consequently cultural promotion through tourist education and initiatives to promote and enhance appreciation for cultural and historic heritage are indicators and actions outlined by Roberts and Tribe (2008).

Related to the authenticity in cultural events is the authenticity in food and drink provided. The modern catering side of the accommodation industry has been criticized for offering 'international' menus with many imported ingredients or imitations of traditional local dishes. Sustainable business practices would be encouraging tourists to visit local food producers, providing local products and supporting organic and environmentally friendly agriculture and food processing industries (Swarbrooke, 1999).

Involvement of the local population and a business's involvement in the local community are also part of socio-cultural sustainable business practices. Supporting the community through sponsorship of activities or groups, membership in NGO and resident access to accommodation premises are possible targets (Roberts and Tribe, 2008).

2.4.3 Environmental Dimension of sustainable business practices

The environmental dimension of sustainability is the most widely documented one. In the hospitality industry a wide range of information exists about environmental issues such as energy saving, recycling, water savings, etc. A study in the London hotel sector showed that almost all respondents indicated to be taking action on environmental matters (Knowles et al.,1999). Many other researchers point out that the accommodation industry is aware of its negative impacts on the environment. In particular resource depletion such as energy, water and non-renewable resource usage are areas of environmental action (Middleton and Hawkins, 1998; Hobson and Essex, 2001). Other initiatives towards more environmental friendly operations management adopted by accommodation business could be: recycling systems; use of unbleached and undyed fabrics, use of recycled supplies, etc. (Swarbrooke, 1999; Hobson and Essex, 2001). However, researchers observe a gap between environmental 'good' intentions and action. Most hotel managers merely concentrate on actions that advance the company's objective. Cost-reductions through environmental actions have been criticized for being the only motivator for action (Knowles, et al., 1999; Swarbrooke, 1999; Hobson and Essex, 2001).

Also the development of new accommodation establishments can be problematic with regard to the environmental dimension of sustainability. The use of fresh water resources for swimming pools and the energy consumption for air conditioning and heating have been criticised (Swarbrooke, 1999). However, some researchers argue that environmentally friendly design, also referred to as 'green building', is an up-coming issue in the accommodation industry that will facilitate sustainable business practices (Landrum and Edwards, 2009; Deng and Burnett, 2000; Butler, 2008).

Raising awareness of environmental issues among guests and staff represents another important issue of sustainable business practices which can be linked to the educational criteria for sustainability in tourism. However, the effectiveness of general information pamphlets presented to guests about water and energy usage during their stay at a hotel or guesthouse can be questioned (Mowforth and Munt, 2009; Sloan et al., 2009).

2.5 Strategic implementation of sustainable business practices

Successful implementation of sustainable business practices can only be reached when the holistic principle of sustainability is understood and integrated into the strategic planning of the business. If sustainability initiatives are seen as add-ons or as another performance variable the full benefits of sustainable business practices will not be reached (Larson et al., 2000). Strategic sustainability represents a commitment demonstrated by top management that moves beyond compliance and efficiency to avoid risks and minimize costs (Dunphy et al., 2007). The integration of sustainability into strategic planning will also require businesses to develop a more long-term focus and thus help them to examine threats and opportunities, see relationships in the external environment and make sense of current trends (Hitchcock and Willard, 2009). It is essential that sustainability is perceived as a company-wide goal that incorporates every aspect of business and its relationships. This requires a system thinking that everything is related in some way and each part and each person in the business can contribute towards more sustainability (Landrum and Edwards, 2009) Therefore a bottom-up approach as well as a top-down approaches are required involving goals, tactics and budgets which should be reviewed and updated regularly. Also the process and performance needs to be regularly monitored and audited (Blackburn, 2007).

2.5.1 Benefits of the implementation of sustainable business practices

The moral obligation or pure desire to contribute to society might be the reason for adopting sustainable business practices for some businesses (Tzschentke et al., 2004); but for many the business case for sustainability and the benefits related to sustainable business practices tie the commercial interest of business to the goals of society (Miller and Twining-Ward, 2005).

2.5.1.1 Cost reduction

The most cited benefit of sustainable business practices is the reduction of costs (Landrum and Edwards, 2009; Bohdanowicz et al., 2004; Hobson and Essex, 2001; Hitchcock and Willard, 2009; Swarbrooke, 1999). Tzschentke et al. (2004) declare it as the prime motive behind introducing

environmental initiatives. In particular the rising costs for water, energy and waste disposal led many businesses to look for alternatives.

Operational measures are for example recycling systems, using recycled materials, installing water-saving devices, using low energy light bulbs, energy-conservation measures such as insulation or solar-powered water heating systems. These initiatives focus exclusively on the environmental dimension of sustainable business practices (Swarbrooke, 1999). There is a lack of literature and research about cost saving possibilities related to the socio-cultural and economic dimension of sustainability.

2.5.1.2 Public relations

Sustainable business practices can also bring benefits to a company in terms of positive public relations and improved hotel image with shareholders and local community. These benefits can differentiate the business from its competitors and can be the source of competitive advantages and new market opportunities (Hitchcock and Willard, 2009; Landrum and Edwards, 2009; Swarbrooke, 1999). Kirk's (1998) findings revealed that public relation benefits had the most positive attitude ratings, followed by 'Improved relation with the local community' and 'Marketing'. The analysis shows interesting associations with the hotel characteristics. Large hotels, hotels with a classification between 3 and 5 stars and chain hotels were more likely to see positive public relation benefits (Kirk, 1998) than small, 2 star classified and independent hotels.

2.5.1.3 Employee satisfaction

Through sustainable human resource management employees are more likely to feel adequately rewarded, valued, proud of their work and have a more positive self-image (Swarbrooke, 1999; Baum, 2006). Service quality but also health and productivity are likely to improve through more sustainable developments and business practices (Swarbrooke, 1999; Butler, 2008). The move towards sustainability requires a positive change in corporate culture. In this context, culture can be described as the hidden driving force of people's behaviour both inside and outside organisations.

Cultural beliefs, thinking and behaviour need to be consistent with the concept and values of sustainable business practices to make efforts successful (Doppelt, 2003; Schein, 2009). Sustainable human resource management and a sustainable corporate culture can help the company to attract and retain the best employees which at present is a serious problem in the tourism and hospitality industry (Hitchcock and Willard, 2009; Swarbrooke, 1999).

2.5.1.4 Consumer demand

Consumer demand is the most controversial benefit of sustainable business practices. Environmental and social concerns increasingly influence customer behaviour but so far it is debatable if this 'green' consumerism has reached the tourism industry (Dodds and Joppe, 2005; Hjalager, 2000; Miller and Twining-Ward, 2005). Once more the difficulties in defining sustainable tourism and sustainable business practices force consumers to base their choice on individual judgement and limited knowledge. Sustainable tourism products are often not readily available and clearly specified. Consequently greater information and disclosure about the impacts of the products is necessary (Hjalager, 2000; Miller and Twining-Ward, 2005). Many researchers argue that the increased awareness for general societal issues will ultimately lead to a rise in demand for sustainable travel and tourism products (Dodds and Joppe, 2005; Bohdanowicz and Martinac, 2003; Sloan et al., 2009). However, although people might be aware of the negative impacts of tourism they are not willing to pay more for environmentally friendly products (Watkins, 1994; Dodds and Joppe, 2003). Business owners are unconvinced that consumers will be attracted by a business's environmental performance and more research is required to determine the actual consumer demand for sustainable business practices in the accommodation industry (Dewhurst and Thomas, 2003; Sloan et al., 2009).

2.5.2 Barriers to the implementation of sustainable business practices

Businesses can be limited in their implementation of sustainable business practices by external factors that are beyond their control such as government policy or the attitudes of stakeholders and their lack of interest. But also internal obstacles within the company might exist. The main barriers

with the implementation of sustainable business practices outlined are the involved costs, the complexity of the concept and the lack of information and support (Swarbrooke, 1999; Berry and Ladkin, 1997; Hobson and Essex, 2001; Kirk, 1998; Bohdanowicz and Martinac, 2003).

2.5.2.1 Costs

One mayor concern of all businesses is the cost involved in implementing sustainable business practices. Many fear that the change towards more sustainable business practices is prohibitively expensive (Bohdanowicz and Martinac, 2003; Butler, 2008). Butler (2008) admits that first generation energy-saving or alternative technologies were expensive and relatively inefficient. Today technologies have evolved and buildings designed according to LEED standards (Leadership in Energy and Environmental Design) are cost neutral and less expensive to operate than conventional approaches (Butler, 2008). Although this refers to the building of new establishments initiatives in established buildings can also provide eco-efficiency and thus cost-saving benefits. However, once initial steps have been taken environmental problems may arise that require new investments which may not provide a financial return (Tilley, 2000).

2.5.2.2 Complexity of concept

Another problem is expressed concerning the definition of sustainability and sustainable business practices. The imprecision in definition makes the concept difficult to understand and hard to translate into meaningful action and measures (Berry and Ladkin, 1997; Horobin and Long, 1996). This 'lack of an accepted model of what sustainable tourism actually means in reality' and the 'lack of in-house expertise on relevant issues' have been highlighted by Swarbrooke (1999) as a limitation on the tourism industry action in sustainable tourism.

2.5.2.3 Information and support

In order to overcome the difficulties businesses face concerning the complexity of sustainability, information and support from the public sector is required. However, Sloan et al. (2003) criticize that the communication of environmental concerns by governments is ineffective. Several other authors

raise a similar concern. Berry and Ladkin's (1997) findings revealed that the roles of the people responsible for development and management of infrastructure and regulation were not understood and a more active role of the public sector as a co-ordinator was demanded. The information provided by the UK government, such as good practice handbooks or manuals, was largely unknown to participants of various studies (Horobin and Long, 1996; Berry and Ladkin, 1997; Dewhurst and Thomas, 2003). This shows the importance of involvement of all stakeholders in participatory approaches to sustainable tourism development.

2.6 Conclusion

The literature review showed that sustainability is an increasingly important issue in the tourism industry. Although the concept is difficult to define and the striving for industry self-regulation has been criticised, the tourism and accommodation industry increasingly intends to implement sustainable business practices. The motives and also the attitudes of managers are likely to be influenced by factors such as size, ownership or location of the business. The literature review summarized some indicators for sustainability in accommodation businesses and also outlined the benefits and barriers associated with a successful implementation of sustainable business practices. To research the importance of sustainable business practices in Vienna all these issues will be considered.

3 Chapter Three - Background about tourism in Vienna

3.1 Introduction

This chapter gives an insight into the tourism and accommodation industry in Vienna. It shows the economic importance and the political structure of the industry as well as initiatives developed to encourage sustainable business practices.

3.2 Economic importance

Tourism plays an important part in the Viennese economy. According to the Regional Tourism Satellite Account for Vienna, 3.67 billion € were generated in 2008. The direct benefit of tourism was 1.24 billion € which accounts for 1.6 % of the Viennese Gross Regional Product (GRP). Taking into consideration the indirect effects, tourism contributed 3.55 billion €, thus 4.7 % to the regional economy (Statistik Austria, 2010).

3.3 Accommodation industry

The Viennese accommodation industry comprises 396 businesses which offer over 50.000 beds. In 2010 Vienna had a total of 4.878.654 arrivals and 10.860.126 overnight stays (Wien Tourismus, 2011a,c). Table 3.1 summarizes the establishments according to their number of rooms, number of beds and average size of business in each classification.

Table 3.1 Summary of accommodation businesses

Category	Establishments	Nr. of rooms	Nr. of beds	Average bed-spaces
5 Star	15	3.444	6.464	430
4 Star	155	13.046	24.786	160
3 Star	151	7.678	15.008	99
2-1 Star	75	2.607	5.084	68
Total	396	26.775	51.342	

(Source: Wien Tourismus, 2011c)

Table 3.2 shows the arrivals, overnights and room occupancy rates for June 2011 according to the classification categories.

Table 3.2 Arrivals, Overnights and Room occupancy for June 2011

Category	Arrivals	Overnights	Room occupancy
5 Star	66.620	122.064	62.2 %
4 Star	203.939	446.084	61.4 %
3 Star	126.691	286.020	64.5 %
2-1 Star	35.754	77.233	54.6 %
Total	433.004	931.401	

(Source: Wien Tourismus, 2011c,d).

Classification of Austrian accommodation businesses is according to the 21 HOTREC principles of the Hotelstars Union. The classification ranges from 1 to 5 star superior and can be accredited to hotels as well as guesthouses. Apartments have special criteria which need to be fulfilled in order to get classified (Fachverband Hotellerie, 2011). A hotel is usually defined as an accommodation business offering reception, daily room cleaning, a restaurant for hotel-guests and external visitors and other services. A guesthouse differs from a hotel in offering less service and catering only to its own guests (Pompl, 1997). In Vienna, the tourist board points out that a guesthouse is often part of a residential building (Wien Info, 2011). Apartments offer separate living and sleeping areas, as well as a self-catering area for their guests (Pompl, 1997; Wien Info, 2011).

3.4 Tourism policy in Vienna

In Austria, the competency for tourism development lies with the provincial states through regulation of environmental protection, spatial planning, building codes and infrastructural issues (Bmwfj, 2011a). In Vienna no separate municipal department for tourism exists. As a cross-sectorial matter tourism is embedded mainly in the departments for environmental protection, culture, and urban development and planning (Stadt Wien, 2011a).

The regulation for tourism promotion (Wiener Tourismusförderungsgesetz WTFG) states that the Viennese tourist board is responsible for destination marketing, supporting any tourism measures instigated by the municipality, helping to create a modern infrastructure for the tourist industry, promoting an understanding for the industry and its economic significance, etc. (Stadt Wien, 2011b). Its strategic partnerships include not only the most important institutions and leading establishments of the Viennese tourism industry, but also public institutions and sectors outside of the tourism

industry. The goal of the Vienna Tourism Concept 2015 is to increase accommodation turnover by 100 million € and overnight stays by one million until 2015 (Wien Tourismus 2011e).

Hall's (1994) model of the tourism policy making process sets policy development in the context of actors involved and the broader environment including institutional arrangements, values and power arrangements. The most influential private interest group in Austrian tourism is the Austrian Hotelier Association (ÖHV) which represents the interests of more than 1.200 top hoteliers (ÖHV, 2011a).

3.5 Initiatives towards sustainable business practices

3.5.1 Sustainable development in Austrian politics

In general sustainability is an important topic in Austrian politics, industry and society. However, the review of the situation of sustainability in Austrian tourism in 2000 revealed that only few initiatives include all dimensions of sustainability as the majority focused on environmental aspects (Baumgartner, 2000). In 2002 the council of ministers developed the 'Austrian Strategy for a Sustainable Development'. One of its key objectives was 'Strengthening Sustainable Products and Services' with focus on promoting sustainable tourism. The strategy contained objectives such as environmentally friendly production through the entire tourism value chain, conservation of natural and cultural resources, designing a competitive industry, creating demand for sustainable tourism packages, increasing job quality, enhancing opportunities for education, etc. Also the promotion for the Austrian Eco-label for accommodation businesses was highlighted in this strategy. (Lebensministerium, 2011a). Nevertheless, the indicators outlined were neither specific for tourism nor did they outline any target figures. From 2006 to 2010 the 'Austrian Strategy for a Sustainable Development' was advanced to a joint strategy for federal and provincial governments. The refined strategy acknowledged the content validity of the first federal strategy and included several tourism initiatives in its programme for action 2009/2010 (Lebensministerium, 2011b).

3.5.2 Support for sustainable business practices

The Viennese tourist board's strategy 'Vienna 2015' specifies energy efficiency and 'sustainable hoteling' as an important field of action for hotel management, the ÖHV and the chamber of commerce (WKÖ) (Wien Tourismus, 2011e). The ÖHV criticises that there is a gap to be filled concerning subventions for many measures related to energy efficiency in accommodation businesses. The criteria of the 'climate- and energy fund', granted by the Austrian national government, needs to be adapted for the requirements of the accommodation industry (ÖHV, 2011b). A manual for energy-management in hospitality businesses has been developed by the ÖHV, the WKÖ, the ministry for economy, family and youth (Bmwfj) and the Austrian Energy Agency. Also related to sustainable business practices are publications and guidelines concerning planning for accessibility for disabled people and the ethical codex for hospitality businesses (Bmwfj, 2011b). The WKÖ in Vienna offers workshops and information events for small and medium businesses in the tourism industry about resource efficiency, corporate social responsibility, sustainability reporting, etc. (WKÖ, 2011).

Consequently support for sustainable business practices is provided from various sources but mainly concentrates on the environmental dimension with the motive of cost reduction and profit maximization.

3.5.3 Austrian Eco-label

The Austrian Eco-label was founded in 1990 by the ministry of the environment. Products, tourism businesses and educational institutions can be awarded to raise consumer awareness and influence demand towards more environmentally friendly products and services. The industry should be motivated to produce more environmentally friendly and ultimately influence the market dynamics towards more environmental sustainability. The Austrian Eco-label focuses on transparency, clear indicators and guidelines developed by the Austrian ministry for the environment, the consumer information association, the eco-label advisory board and expert committees for new product groups (Das Österreichische Umweltzeichen, 2011a).

The catalogue of requirements demands a holistic evaluation of the business in various categories divided into indispensable minimal requirements and additional criteria where a certain number of points in each category has to be reached. The EU Eco-label criteria for accommodation businesses are integrated into the requirements for the Austrian Eco-label to facilitate the simultaneous achievement of both awards. The Austrian Eco-label is awarded for four years and can be re-awarded after a new evaluation of the business. For the time being 150 hotels in Austria are accredited, and 35 of these businesses are located in Vienna (Das Österreichische Umweltzeichen, 2011a,b).

3.5.3.1 EcoBusinessPlan Vienna

Businesses in Vienna interested in improving their environmental business practices are supported by the 'EcoBusinessPlan Vienna', the environmental service package of the city of Vienna. Consultants work together with the individual businesses to find tailored solutions for the business's needs. At first an 'Eco-check' is conducted to determine the saving potential of the enterprise, then the relevant module will be chosen and a programme of action will be implemented together with the consultants and evaluated through an independent commission. For tourism businesses the achievement of the Austrian Eco-label is supported through the EcoBusinessPlan Vienna with a subsidy of maximum 1.960 Euros and 40 hours of individual consultancy (EcoBusinessPlan, 2011).

3.6 Conclusion

Understanding the economic power and political structure of the tourism and accommodation industry in Vienna is essential for this study. The background chapter introduced the existing initiatives for sustainable business practices in Vienna to show the level of support available to accommodation businesses.

4 Chapter Four - Methodology

4.1 Introduction

This chapter discusses the research method of this study and the detailed implementation of the research design. In order to answer all research questions a mixed method approach through method triangulation of quantitative and qualitative methods was chosen. Because the importance of sustainable business practices will be assessed by comparing attitudes and actions, Chapter 4.3 briefly introduces the issue of attitudes and their measurement. The chapters 4.4 and 4.5 explain the quantitative and qualitative methods used, including their survey design, sampling, piloting, analysis and possible limitations.

4.2 Mixed Method approach

The use of quantitative and qualitative methods in tourism research has been widely discussed as both methods have their advantages and disadvantages. In order to offset the weaknesses and draw on the strength of both the use of mixed method research has become increasingly common in recent years (Bryman, 2006). Combining quantitative and qualitative types of research into an integrated framework has been criticised because the epistemological and ontological principles of these research approaches are said to be incompatible (Bryman, 2004). However, from a more technical view this connection is seen as not fixed and ineluctable, thus, the data collection and data analysis techniques are seen as capable of being fused (Bryman, 2004).

Adopting a mixed method approach helps understanding complex data and gives a more complete and comprehensive account of the enquiry (Bryman, 2006; Creswell, 2003). The complexity in this particular research is the comprehension and comparison of attitudes and actions to assess the importance hotel managers' attribute to sustainable business practices. The quantitative research in form of a questionnaire will provide numerical evidence and allow statistical analysis. Semi-structured in-depth interviews will constitute the qualitative part of this research and give a sense of process and enhance the breadth and depth of the issue. Unexpected results from any of the

methods might be explained through the findings generated by the other thus offering a more complete understanding (Bryman, 2006; Davies, 2003). As the sample size of this study was rather small (n = 59) the mixed method approach provided opportunities to gather more detailed and in-depth data.

For choosing the appropriate mixed method strategy Creswell (2003) defined the following four criteria: implementation sequence; priority; integration; and theoretical perspective. The research strategy employed for this master dissertation is a 'concurrent triangulation strategy' where 'qualitative and quantitative methods are used in an attempt to confirm, cross-validate, or corroborate findings within a single study' (Creswell, 2003: 217). The quantitative and qualitative data will be collected concurrently, the priority between the two methods is equal and the results of the two methods will be integrated during the interpretation phase (Creswell, 2003).

Many tourism researchers have embraced triangulation especially because of the interdisciplinary nature of tourism research which stimulates the use of multiple methods. For a better understanding of triangulation many researchers refer to Denzin's (1970) typology of triangulation. For this particular research a 'method triangulation', also called 'intermethod mixing strategy' (Johnson and Turner, 2003: 298) between quantitative research in form of a self-administered questionnaire and qualitative research in form of semi-structured in-depth interviews was applied.

Table 4.1 depicts the research objectives and the approaches used to answer the research questions.

Table 4.1 Research Objectives and Approaches

Objective	Data-source	Approach	Method	Form of Analysis
1. Investigate existing relationship between attitudes expressed by accommodation managers and actions taken concerning sustainable business practices in Viennese accommodation businesses.	Primary data	Quantitative and qualitative approach	Questionnaire and in-depth interviews	Spearman correlation and Kruskal Wallis Qualitative analysis of interviews
2. Analyse differences in attitudes and actions concerning the characteristics of the accommodation business.	Primary data	Quantitative and qualitative approach	Questionnaire and in-depth interviews	Spearman correlation and Kruskal Wallis Qualitative analysis of interviews
3. Find perceived benefits of the implementation of sustainable business practices in the Viennese accommodation industry.	Primary data	Quantitative and qualitative approach	Questionnaire and in-depth interviews	Frequency distribution, Spearman correlation and Kruskal Wallis Qualitative analysis of interviews
4. Find perceived barriers to the implementation of sustainable business practices in the Viennese accommodation industry.	Primary data	Quantitative and qualitative approach	Questionnaire and in-depth interviews	Frequency distribution, Spearman correlation and Kruskal Wallis Qualitative analysis of interviews

(Source: Author)

4.3 Attitude measurement

The definition of attitudes is an on-going debate but the common view is that attitudes have a cognitive component with the ideas and beliefs held about the object; an affective component with the feelings and emotions towards the object and a behavioural component referring to the action tendencies toward the object (Oskamp, 1977). This research categorises as ‘Attitude Description’ which studies ‘the views held by a single interesting group of people’ and is ‘less concerned with sophisticated quantification’ and ‘less interested in understanding and explaining the underlying bases for attitudes’ (Oskamp, 1977: 5-6).

As attitudes are not behaviour per se, their measurement relies on self-report. The two basic types of questions used in attitude research are open-ended and closed-ended questions. Open-ended questions give the respondent the free choice of how to answer. This provides rich, in-depth data

and limits the possibility of overlooking viewpoints. Closed questions, on the other hand, might influence the respondent by the alternatives given and thus give a less valid picture of his/her attitude (Oskamp, 1977; Schuman and Presser, 1996). According to Lemon (1973: 55), the two 'best-known tools of attitude measurement' are the interview and the self-administered questionnaire. This study follows the advice of using both types of question to benefit from the complementary advantages and disadvantages. The interviews contain mainly open-ended questions and the questionnaire consists of closed-ended questions providing the respondents with attitude statements and various responses to choose from. To measure respondents' agreement with the statements the 'Likert method' was used. It uses clearly positive or negative items to which the respondent indicates his/her agreement on a scale from 'strongly agree' to 'strongly disagree' (Oskamp, 1977; Oppenheim, 1998; Edwards, 1957).

4.4 Quantitative method

In leisure and tourism research the method of questionnaire-based surveys is the most commonly used technique to gain information about individuals' attitudes or accounts of their behaviour (Veal, 2006; Brunt, 1997).

4.4.1 Questionnaire design

The questionnaire was designed according to the rules for questionnaire construction, layout and question content (Sarantakos, 2005). All attitude statements were constructed regarding criteria for attitude statements summarized by Edwards (1957). Possible problems that could affect the validity of the questionnaire are carelessness of respondents, social desirability, extremity of response and acquiescence (Oskamp, 1997). The questionnaire contained seven sections as well as an introduction and a request for follow-up. Table 4.2 explains the questions, their rationale, the measurement scale and the corresponding research objective for the various sections of the questionnaire. The actual questionnaire can be found in Appendix 2.

able 4.2 Quantitative Questionnaire Design

Section	Questions and Rationale	Measurement Scale	Objective
Introduction	Briefly explains the research topic and target group and ensures confidentiality and anonymity		
Section 1 'Characteristics of the hotel'	Gathers data about the characteristics of the hotel, such as classification, typology, ownership, bed spaces, employees, membership at the ÖHV and year of business opening The categories for classification, typology and ownership were established in accordance with the definitions and categories of the Austrian National Institute of Statistics.	Closed questions with various response alternatives Open factual questions	Research objective two
Section 2 ,Attitudes towards sustainability and sustainable tourism'	The general statements express the ideals behind sustainability and the definition of sustainable tourism by the UNWTO. The consequent three statements are concerned with the negative environmental, socio-cultural and economic impacts of the tourism and hospitality industry. The last question addresses the attitude of hoteliers about the impacts of the tourism and hospitality industry in Vienna Attitude statements were derived from a detailed literature review about sustainability and sustainable tourism The order of the statements presents a funnelling approach going from the most general statements to more specific impacts of tourism.	Five-point Likert Scale	Research objective one and two
Section 3 ,Attitudes towards responsibility for sustainable tourism development'	Statements specific about respondents' attitudes towards responsibility for sustainable tourism development. The statements start general with statements about public sector and individual hotel responsibility followed by statements based on the discussion about public sector regulation versus voluntary initiatives. The last statements assesses hotels likeliness to take action if they could directly contribute to the policy making process.	Five-point Likert Scale	Research objective one and two
Section 4 ,Sustainable business practices in your business'	Respondents were asked to indicate the sustainable business practices applied in their business thematically divided into environmental-, economic-, and socio-cultural actions and the strategic planning and monitoring of the business practices The attitude statements are based on a broad literature review about the implementation and measurement of sustainable business practices and previous studies done.	Five-point Likert Scale and closed questions with response alternatives Yes, No, Partly	Research objective one
Section 5 ,Eco-labelling'	Statements about the hotels certification, intentions and awareness of funding possibilities Based on the literature about eco-labelling and the Austrian example of the Eco-label for accommodation businesses	Closed question with response set of Yes, No, I do not know	Research objectives one and two
Section 6 ,Benefits of sustainable business practices'	Statements are derived from a detailed literature review and previous studies in this field	Five-point Likert Scale	Research objective three
Section 7 'Barriers of sustainable business practices'	Statements are derived from a detailed literature review and previous studies in this field	Five-point Likert Scale	Research objective four
Request for follow-up	Respondents were asked if they were interested in participating in a follow-up interview and in receiving the results of the study.		

(Source: Author)

4.4.2 Piloting

Conducting a pilot study to test the questionnaire for potential misunderstandings or problems and consequently correct possible weaknesses and inadequacies is recommended before the actual data collection commences (Veal, 2006; Brunt, 1997; Sarantakos, 2005).

The questionnaire was pilot-tested with accommodation businesses outside of Vienna so the main survey would not be biased through the pilot. Due to time constraints the pilot-questionnaire was sent out via email and not distributed following the same procedure as in the actual study. An additional section was added to ask respondents about the time it took to complete the questionnaire; comprehension of instructions; ambiguity of terminology and any recommendations for questionnaire improvements.

Seven pilot-questionnaires were returned. The average time to complete the questionnaire was 10-15 minutes and for the majority all questions were comprehensive. Several questions in section 1 were unclear thus the wording was changed accordingly.

4.4.3 Sampling

Gathering data from all accommodation businesses in Vienna was not possible for this research, therefore an appropriate sampling procedure was chosen. 'A sample is a portion or subset of a larger group called a population' (Fink, 2003: 1). Sampling procedures can either be probability, where every person in the population has an equal chance to participate in the survey or non-probability. Although non-probability samples limit the research's generalizability they are often chosen in tourism and travel research as the costs involved in probability sampling might be too great or a complete list of the members of the whole population might not be possible to obtain (Black, 1993; Brunt, 1997). Typical techniques for non-probability samples are purposive sampling, quota sampling, convenience sampling or snowball sampling (Black, 1993; Sarantakos, 2005).

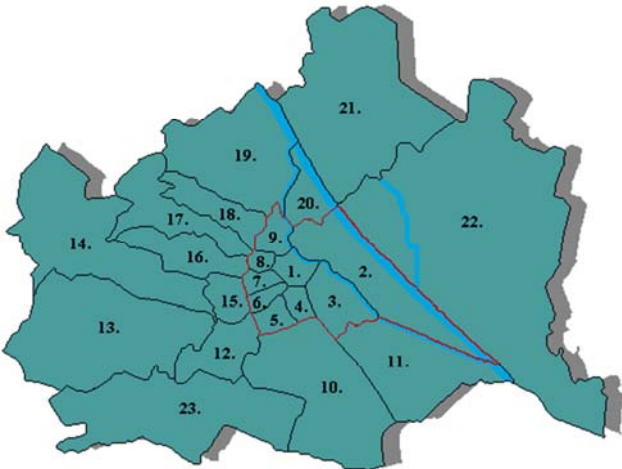
For this study a convenience sampling approach was chosen because the selection of the cases was based on the presence or absence of the respondent at the time of data collection and their willingness to participate in the study (Saunders et al., 2007; Black, 2009).

4.4.4 Data collection

Self-administered questionnaires require respondents to read and answer the questions themselves which has the advantages of being quicker to administer, not having an interviewer effect and being more convenient for respondents. However, possible disadvantages compared to interviewer-completion could be incomplete responses, risk of frivolous responses and more care needed for design. (Bryman, 2004; Veal, 2006).

The survey was conducted from 9th - 28th June 2011 in the geographical area of the inner districts of Vienna (1st to 9th district, see Figure 4.1). The questionnaire was either handed directly to the manager of the business or deposited at the reception. The collection of the questionnaire was arranged directly or later via telephone contact. Some respondents returned the questionnaire via email or post. Of the 120 questionnaires distributed, 59 completed questionnaires were collected. This represents a response rate of 49 % and coverage of 15 % of accommodation businesses (n=396) (Wien Tourismus, 2011c).

Figure 4.1 Map of districts Vienna



(Source: Wien Konkret, 2011)

4.4.5 Methods of data analysis

The data from the quantitative questionnaire was analysed using SPSS 18 (Statistical Package for the Social Science). Prior to the analysis each questionnaire was carefully edited and coded. The values of the Likert scale were coded with 1 being 'strongly disagree'; 2 'disagree'; 3 'Neither agree or disagree'; 4 'agree' and 5 being 'strongly agree'. In the section about the respondents' attitudes towards responsibility for sustainable tourism the statements about public sector responsibility were coded negatively (marked with ** in Appendix 5). For the questions concerning strategic planning 'Yes' was coded with number 1, 'Partly' was coded with number 2 and 'No' was coded with 3.

Non-parametric tests were used because these methods require less restrictive assumptions about the level of data measurements, probability distribution and homogeneity of variance (Anderson et al., 2007). Although using mean values for describing Likert scales is common practice, the issue of treating ordinal scales as interval scales is controversial (Jamieson, 2004). Consequently also the minimum, maximum, mode and median value were calculated. Table 4.3 explains the methods used for the statistical analysis.

Table 4.3 Methods used for statistical analysis

Type	Method used	Explanation of method
Univariate Analysis	frequency distribution	tabular summary of data showing the number (frequency) of items in each of several non-overlapping classes
	cummulative percentage frequency distribution	tabular summary of the quantitative data showing the percentage of items with values less than or equal to the upper class limit of each class
	mean	measure of central location computed by summing the data values and dividing by the number of observations
	median	measure of central location provided by the value in the middle when the data are arranged in ascending order
	mode	measure of location, defined as the value that occurs with greatest frequency
Bivariate Analysis	Spearman rank-correlation coefficient	Correlation measure based on rank-ordered data for two variables
	Kruskal-Wallis test	Test for identifying differences among three or more populations on the basis of independent samples; Non-parametric equivalent to ANOVA

(Source: Anderson et al., 2007)

4.5 Qualitative method

Qualitative research methods in tourism and leisure research are often used to provide a great amount of 'rich' data from relatively few cases (Veal, 2006). The most widely employed method in qualitative research is the 'in-depth' interview where the interviewer can encourage the respondent to talk, ask supplementary questions or ask respondents to further explain their answers. In-depth interviews are often divided into structured, semi-structured and unstructured interviews according to their interview schedule and design (Bryman, 2004; Veal, 2006).

4.5.1 Semi-structured interviews

Many tourism researchers criticise that 'sustainability' is defined differently by various stakeholders. The semi-structured interview approach was therefore most appropriate to address these issues. Although the interviewer has a prepared list of questions, the so-called interview guide, the interview process is flexible and the interviewee can respond freely in his/her words (Bryman, 2004). Open-questions in the in-depth interview allow respondents to explain their point of view and understanding of sustainability and sustainable business practices, without being limited by preconceived categories provided. The interviewer also has the opportunity to clarify any ambiguity about the instructions or questions and may allow probes on questions to encourage the respondent to enlarge on, clarify, or explain answers (Zikmund, 1994; Berg, 2009; Sarantakos, 2005).

The topics covered in the in-depth interview were based on the quantitative questionnaire in order to reinforce, contradict or expand on the findings of the questionnaire. Table 4.4 shows the structure of the interview guide for the semi-structured interviews and the link to the research objectives. The general interview schedule used is depicted in Appendix 2.

Table 4.4 Qualitative Interview Schedule

Section	Questions	Probes	Rationale/Objectives
Introduction	Consent to interview Check the data copied form the questionnaire	If Questionnaire was not completed before the Characteristics of the business were discussed as outlined in the questionnaire	Inform interviewees about the purpose, the need to record and confidentiality of the interview
Section 1 – Attitudes towards sustainability and sustainable tourism	1. Meaning of “Sustainability” 2. Importance of sustainable development for the tourism industry	In personal and professional life, all dimensions of sustainability Reflecting on answers given in questionnaire	Individual definition of sustainability gives insight into the knowledge about the topic and the direct question about importance relates to research objective one and two
Section 2 – Attitudes towards responsibility for sustainable tourism development	3. Best way to facilitate the implementation of sustainable business practices	Reflecting on answers given in questionnaire and asking for reasoning of responses	Discussion about responsibility shows the tendencies towards self-regulation or public sector regulation and thus gives important insights for research objectives one and two
Section 3 – Sustainable Business practices in your business	4. Definition ‘sustainable business practices’ in their own words 5. Source of ideas/strategies for sustainable business practices	Check for all dimensions of sustainability Importance in everyday operations Rationale/Philosophy behind implementation	To get more in-depth data about the attitude towards and importance of sustainable business practices Research objectives one and two
Section 5 – Eco-labelling	6. Based on eco-label section in questionnaire Change of business with certification Reasons for not certifying the business	Advantages/disadvantages of certifying the business	The process of certification and monitoring the sustainable business performance can give insights into the importance of the practices Research objective one and two
Section 5 – Perceived benefits of sustainable business practices	7. Main advantage of implementing sustainable business practices	Own experience – concrete examples Differences in importance according to business characteristics	To gather inside knowledge and information about opinions and experiences Research objective three
Section 6 – Perceived barriers of sustainable business practices	8. Main barriers for implementing sustainable business practices	Own experience – concrete examples Differences in difficulties dependent on characteristic of business	To gather inside knowledge and information about opinions and experiences Research objective four
End of interview	9. Further comments of questions		Closing the interview

(Source: Author)

4.5.2 Interviewee selection

At the end of the questionnaire respondents were able to express interest in an in-depth interview by providing their contact details. Based on that, interviewees were selected and seven interviews were conducted with general managers of accommodation businesses of various categories. The characteristics of the interviewees' businesses are summarized in table 4.5.

Table 4.5 Summary of Interviewee's business characteristics

Business	Type	Classification	Ownership / Management	Bed Spaces	Employees	ÖHV	Austrian Eco-label
1	Hotel	5 star	Part of hotel chain	360	130	Yes	Yes
2	Hotel	2 star	Owner Managed	68	5 full time; 2 part time	No	No
3	Hotel	5 star	Part of hotel chain	276	175 full time	Yes	Yes
4	Hotel	4 star	Part of hotel chain	360	22 full time	Yes	Yes
5	Hotel	3 star	Owner Managed	86	20 full time	Yes	Yes
6	Hotel	4 star	Part of hotel chain	399	24 full time	Yes	No
7	Hotel	1 star	Owner Managed	76	8 full time	No	Yes

(Source: Author)

4.5.3 Data collection

The interviews were conducted in the lounges or other quiet seating areas of the respective hotels. Prior to the interview respondents were informed about the purpose of the research, the need to tape-record the interview and the confidentiality and anonymity of the information given. The interviews lasted between 30 and 50 minutes and the recordings were complemented with notes taken during the interview and impressions, ideas and thoughts of the interviewer that arose from the interview.

4.5.4 Method of data analysis

All the interviews were transcribed and manually coded. At the beginning of any qualitative data analysis the coding process is essential to structure the data and facilitate working with and building knowledge about the data. Morse and Richards (2002) differentiate between the following three kinds of coding which all contribute differently to the analysis process: descriptive coding simply

stores information; topic coding identifies material through themes and analytic coding is used to develop concepts (Morse and Richards, 2002). Through analytic coding following reoccurring themes were identified: 'State of sustainable development in Vienna', 'Public responsibility', 'Experiences', 'Sustainable practices of the business', 'Employees', 'Planning', 'Guest Conduct and Expectations' and 'Support and guidelines'. Interrelationships within and between the themes as well as around the core concepts of attitudes and actions were then analysed and integrated into the analysis of the quantitative data.

4.6 Summary of research methods and data collection

The chapter illustrated the methods and procedures employed in order to obtain reliable and valid results and answer the research questions. The chosen mixed method approach combines in a method triangulation the quantitative data from the self-administered questionnaire and the qualitative data from the semi-structured in-depth interviews. The careful planning, design and administration of the questionnaire and interview schedule ensure that accurate information was collected. The quantitative data was coded and analysed using univariate and bivariate methods in SPSS 18. The qualitative data was transcribed and manually coded. In the interpretation phase the methods were integrated to gain a better insight into the data and a more complete understanding of the topic.

5 Chapter Five - Results and Findings

5.1 Introduction

This chapter presents the results of the quantitative and qualitative data analysis and their relation to previous studies as well as the literature review. The results and the discussion are presented as a single interconnected chapter to benefit from the mixed method research approach and provide a broader and more in-depth understanding of the results and findings. Each research objective will be presented in an individual sub-chapter.

5.2 Objective One

‘Investigate any existing relationship between attitudes expressed by accommodation managers and actions taken concerning sustainable business practices in Viennese accommodation businesses’

To investigate the first objective respondents of the questionnaire were asked to rate their agreement with attitude statements towards sustainability (Table 5.1). Spearman correlation coefficient tests were performed to investigate relationships between the variables (Appendix 4). The frequency distributions for the individual questions are depicted in Appendix 5.

Table 5.1 Scale values for Attitude and Action section

	N	Mean	Median	Mode	Std. Deviation	Min	Max
General attitude	59	3,54	3,57	3,29	0,51	2,29	4,71
Responsibility	59	3,42	3,40	3,20	0,52	2,20	4,40
Action	59	4,05	4,07	4,07	0,54	2,87	5,00
Action Environment	59	4,13	4,20	3,80	0,66	2,20	5,00
Action Ecologic	59	4,25	4,40	4,60	0,63	1,80	5,00
Action Socio	59	3,78	3,80	4,00	0,78	2,00	5,00
Strategic Planning	59	1,83	1,83	1,00	0,63	1,00	3,00

(Source: Author)

Almost all respondents either agreed or strongly agreed with the statements of dependence of tourism on the environment and the UNWTO definition of sustainable tourism. The Spearman correlation test found no significant correlation between the general attitude and the actions taken.

Other studies had shown similar results which might be related to the fact that general agreement with the ideas of sustainability is almost expected in 'today's general climate of opinion' (Deng et al., 1992: 236; Horobin and Long, 1996; Dewhurst and Thomas, 2003). More than two third of the respondents were well aware of the negative impact the tourism and hospitality industry can have on the environment. This has already been pointed out by other researchers (cf. Bohdanowicz et al., 2004). However, the cumulative percentage frequency distributions show that 33.90 % of the respondents did not see any negative socio-cultural impacts and 37.29 % did not agree with the statement of negative economic impacts. This could be related to the context in which the Viennese business managers operate. In developed countries negative economic and socio-cultural impacts are less frequent or less obvious than in developing countries because negative externalities are often exported (cf. Mason, 2003).

Concerning the question about negative impacts in Vienna 93.22 % did not agree with that statement. The importance of tourism in Vienna as well as the public support and initiatives for the industry could be reasons for managers to perceive the tourism and accommodation industry as having no negative impacts as 'tourism gives Vienna a certain flair and contributes to the constant effort of development' (Interviewee 6). The state of sustainability in the Viennese tourism and hospitality industry is seen very positive by the majority of the interviewees but all agree that there is a major potential for improvement.

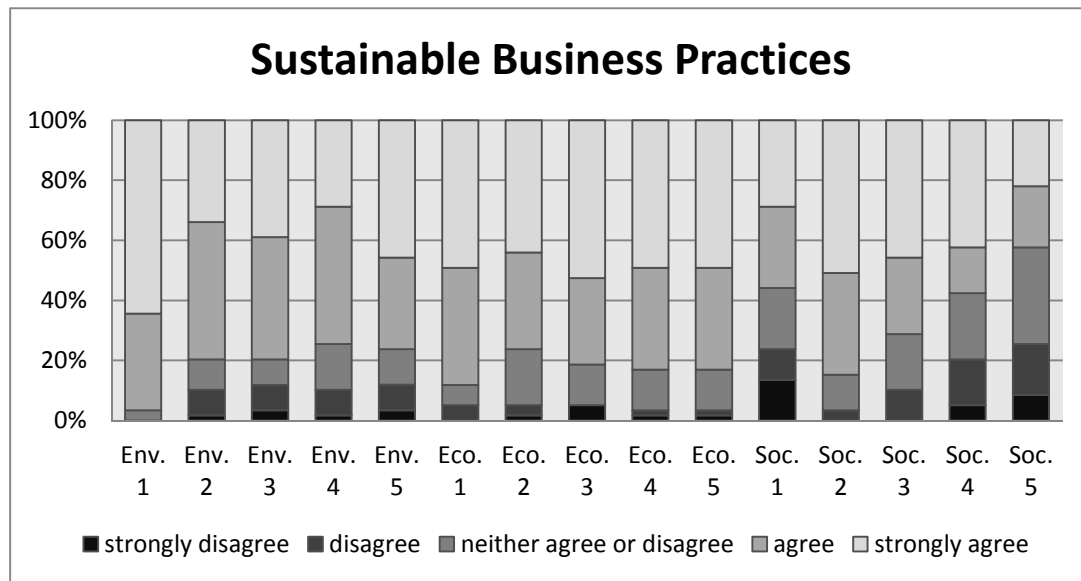
Concerning the responsibility for the development of a more sustainable tourism industry 61.02 % agreed that it is the public sectors responsibility and 86.44 % acknowledged that each business carries responsibility for more sustainable tourism development. This result is similar to Bramwell and Alletorp's (2001) findings in the Danish tourism industry where prime responsibility was considered within the industry or with a partnership between industry and government.

Although the public sector should be held responsible for sustainable tourism development there are varying opinions about the need for regulations, 25.42 % disagreed, 30.51 % neither agreed nor

disagreed and 23.73 % agreed with the statement. Voluntary industry initiatives were perceived as the best way to encourage sustainability by more than 70 % of the participants. The results could be interpreted as supporting Swarbrooke's (1999) argument that voluntary initiatives are preferred by the industry to prevent statutory control and regulation. The qualitative analysis supports the necessity for regulations from the public sector 'up to a certain level without restraining businesses with supplementary costs and bureaucracy' (Interviewee 5). However, for a long-term sustainable tourism development 'voluntary initiatives will not be enough and legal regulations and minimum criteria will be necessary' (Interviewee 3). This might be related to the critique of the industries' short-term planning horizon (cf. Swarbrooke, 1999; Mowforth and Munt, 2009). The possibility of involvement in policy making to increase sustainable business practices was evaluated neutral by more than 40 % of the respondents. Either they do not see how such a partnership should function, or they do not want to get involved. Representing hoteliers' interests in public policy the ÖHV might be a linking element. The perception of its role and initiatives will be presented in Chapter 5.5.

The respondents' attitudes towards responsibility for sustainable tourism were significantly related with socio-cultural actions taken ($\rho = 0.297$, $p = 0.02$). Managers that felt individual businesses are responsible for sustainable tourism development were more likely to implement sustainable business practices in the socio-cultural dimensions such as supporting the community, informing about local customs or providing authentic food and drinks. As the introduction of the socio-cultural dimension of sustainability is seen as the last step towards a sustainable business (cf. Kernel, 2005) it might be concluded that the more sustainable a business operates, the more it feels responsible. However, the socio-cultural actions were the least practiced among the respondents (Figure 5.1). In particular sponsoring and/or supporting a community action group and supporting local initiatives for heritage conservation were the least practiced actions.

Figure 5.1 Sustainable Business Practices



- Env. 1 Measures to reduce energy consumption
- Env. 2 Implementation of recycling and composting programs
- Env. 3 Introduction of water saving measures
- Env. 4 Purchase of environmentally friendly products
- Env. 5 Encouragement of eco-friendly behaviour
- Eco. 1 Develop business plans
- Eco. 2 Purchase of local products
- Eco. 3 Business growth through innovation and quality
- Eco. 4 Long-term employee commitment
- Eco. 5 Value staff over minimal legal requirements
- Soc. 1 Sponsor and/or support community action or group
- Soc. 2 Inform about local traditions and heritage
- Soc. 3 Provision of authentic traditional food and drink
- Soc. 4 Access for locals to facilities
- Soc. 5 Support local initiatives for heritage conservation

(Source: Author)

Economic sustainability is the business' survival thus the prime consideration of businesses in operational terms and the most practiced actions. Environmental business practices which could be considered as the first step towards a sustainable business (cf. Kernel, 2005) were also implemented in almost all businesses. As found in other studies (cf. Hobson and Essex, 2001; Knowles et al., 1999) the most frequently practiced environmental actions were measures to reduce energy and water consumption, recycling and composting programmes.

The Spearman correlation indicates that with increasing sustainable business practices also the importance of planning, reporting and monitoring rises ($\rho = -0.625, p = 0.00$). This shows that the implementation of sustainable business practices is integrated in the long-term perspective of

business planning. Kirk's (1998) study also showed that hotels with a written environmental policy form a natural grouping of businesses with positive attitudes towards environmental management.

Summarising the existing relationships between attitudes expressed and actions taken, the general attitude towards sustainability was consistently positive and not related to the sustainable business practices implemented. The responsibility for sustainable tourism development was seen with both the public sector and each individual business. But businesses that took more socio-cultural actions felt significantly more responsible than others. The socio-cultural dimension of sustainability is introduced within the last steps towards a sustainable business (cf. Kernel, 2005). Consequently those businesses possibly have a more holistic understanding of sustainability. Also the long-term planning horizon is important for the success of sustainable business practices. The strategic planning was significantly related to the actions taken.

5.3 Objective Two

'Analyse differences in attitudes and actions concerning the characteristics of the accommodation business'

The questionnaire contained a section about the characteristics of the business which are summarised in Table 5.6. The mean value, standard deviation and median for all scale values were calculated and grouped by classification (Appendix 6); accommodation type (Appendix 7); ownership (Appendix 8); Eco-label certification (Appendix 9) and size (Appendix 10). Subsequently Kruskal Wallis tests were performed to examine possible differences between two or more groups. The following post-hoc test with Bonferroni correction adjustment of the significance level outlined any significant results in the pairwise comparison of variables. Statistical significance means that the probability level of $p < 0.05$ needs to be reached in order to reject the null hypothesis.

Interestingly no statistically significant differences between any characteristics were found concerning the general attitude towards sustainability and towards responsibility for sustainable tourism. As already stated in Chapter 5.2 this agreement with the ideas of sustainability can be expected from business managers no matter what characteristic the enterprise has.

Table 5.2 Characteristics of Sample

Characteristic	Frequency	%
Classification		
no classification or other	3	5,08
1-2 star	5	8,47
3 star	21	35,59
4 star	27	45,76
5 star	3	5,08
Type		
Hotel	42	71,19
Guesthouse	13	22,03
Appartment	4	6,78
Ownership		
Owner-manager	35	59,32
Franchise contract	2	3,39
Part of a hotel chain	21	35,59
Other	1	1,69
Membership OHV		
yes	42	71,19
no	17	28,81
Bedspaces		
< 50	16	27,10
50 - 150	24	40,70
151 - 250	8	13,60
> 250	11	18,60
<i>Mean</i>	<i>148.17</i>	
<i>SD</i>	<i>146.17</i>	
Full-time Employees		
less than 10	20	33,90
10 - 49	31	52,54
50 - 250	7	11,86
over 250	1	1,69
<i>Mean</i>	<i>32.07</i>	
<i>SD</i>	<i>48.88</i>	
Part-time Employees		
0 - 1	28	47,50
2 - 5	24	40,70
6 - 10	6	10,20
> 10	1	1,70
<i>Mean</i>	<i>2.31</i>	
<i>SD</i>	<i>2.56</i>	
Businessyear Opening		
before 1900	7	11,90
1900 - 1950	6	10,20
1951 - 1990	21	35,60
1991 - 2011	20	33,90
no data available	5	8,50
Austrian Eco-label		
certified	11	18,64
not certified	44	74,58
not known	4	6,78

(Source: Author)

The accommodation star classification is designed as an indication of the level of service and luxury offered to guests. The results show that businesses with the highest classification, thus with the most luxurious service, took more actions than establishments with lower classification. All businesses had high values in the environmental action section so there are no statistically significant differences between any classification categories. The pairwise comparison of the groups in the post-hoc test revealed that the differences between 1-2 and 5 star business were significant in the general actions ($X^2 = 35.67$, $p = 0.044$) and the socio-cultural actions ($X^2 = 36.63$, $p = 0.034$) whereby 5 star establishments implemented significantly more actions. 5 star establishments also took significantly more general actions than 3 star businesses ($X^2 = 34.48$, $p = 0.044$), more ecological actions ($X^2 = 32.83$, $p = 0.018$), more socio-cultural actions ($X^2 = 28.88$, $p = 0.046$) and were better in strategic planning ($X^2 = 30.12$, $p = 0.043$).

Although the quantitative data outlined that 5 star establishments were taking the most action, the provision of luxury service and especially the expectations of guests present certain difficulties for establishments with higher classification. 'It is always a balance between luxury and environmental conscience' (Interviewee 6). Especially the bathroom amenities such as small shampoo bottles or soaps were considered a conflict. 'Of course, all these little non-refillable bottles are a horror, but so far guests still associate upmarket quality with these things' (Interviewee 6). 'I think a 5 star hotel will not be able to abandon these things, the guests expect it, and the hotels have to obey, if they want to or not' (Interviewee 4). The manager of one of the 5 star hotels admitted that 'so far we had no idea how to change it to the best, or maybe there is a fear to change because we are anxious for the reaction of the guests' (Interviewee 1). Other savings such as water were not connected to less comfort for the guests due to today's technologies. But even modern technologies cannot work if they are not accepted. Interviewee 7 recounted that they had to de-install all sensor-based water-saving devices as guests simply over-pasted the sensors to keep the water flowing in the sink. Interviewee 2, the manager of a 2 star business, proudly narrated that also simple measures can reduce water consumption, such as demounting all shower holding devices. 'The few guests that

complain are not relevant, but the water saving is' (Interviewee 2). This clearly demonstrates that the issue of how far hotel managers are willing to reduce their guests comfort depends on the classification of the establishment.

However, in academic literature only few studies characterise businesses by classification, possibly because difference between countries might occur. Consequently, the frequency distribution of the other characteristics grouped by classification depicted in Table 5.7 will provide some insight into the structure of the Viennese accommodation industry to make the results comparable to other research.

Table 5.3 Characteristic of businesses grouped by classification

Classification	Type	Ownership	ÖHV	Size
1-2 star	40 % hotel	100 % owner-managed	20 % member	80 % micro
	60 % guesthouse		80 % non-member	20 % small
3 star	57.1 % hotel	76.2 % owner-managed	61.9 % member	52.4 % micro
	38.1 % guesthouse	19 % hotel chain	38.1 % non-member	47.6 % small
	4.8 % apartment	4.8 % other		
4 star	81.5 % hotel	51.9 % owner-managed	81.5 % member	18.5 % micro
	7.4 % guesthouse	7.4 % franchise	18.5 % non-member	70.4 % small
	11.1 % apartment	40.7 % hotel chain		11.1 % medium
5 star	100 % hotel	100 % hotel chain	100 % member	66.7 % medium
				33.3 % large
No classification	100 % hotel	100 % hotel chain	100 % member	33.3 % small
				66.7 % medium

(Source: Author)

The Spearman correlation between the characteristics shows significant relationships between classification and the number of bed-spaces ($\rho=0.42$, $p=0.00$) and the number of fulltime employees ($\rho=0.44$, $p=0.00$). The higher the classification the more bed-spaces are available and the more fulltime employees are employed. As no significant correlation was found for the year of business opening and part-time employees, these characteristics will not be considered in the

analysis of the data. Also the correlation between classification and ÖHV membership was significant ($\rho=0.282$, $p=0.03$). The majority of businesses with classifications from 3 to 5 stars were members of the ÖHV. This corresponds to the characteristic of ÖHV members as 80 % belong to 4-5 star hotels and 20 % to 3 star hotels (ÖHV, 2011a).

As outlined in Table 5.7 60 % of 1-2 star businesses were guesthouses but in all other classification categories the predominant type of business were hotels. Therefore it is not surprising that the Kruskal Wallis and the post-hoc tests revealed that hotels took significantly more general actions ($X^2 = 20.66$, $p = 0.000$), more ecological actions ($X^2 = 18.93$, $p = 0.001$) and more environmental actions ($X^2 = 14.87$, $p = 0.010$) than guesthouses. The results also correspond to the findings related to the size of business.

For the purpose of the study, the number of employees has been grouped in order to define the size of the business according to the definition of small- and medium-sized enterprises by the European Commission (CEC, 1996). A micro business employs less than 10 people; small businesses have between 10 and 49 employees; establishments with 50 to 250 employees are defined as medium size and every enterprise with over 250 people employed is categorized as large. The majority of the businesses in this sample were small (52.54 %), 33.90 % were micro, 11.86 % were medium and 1.69 % were large enterprises. The pairwise comparison of the Kruskal Wallis post-hoc test revealed that medium size businesses take significantly more general actions ($X^2 = 27.41$, $p = 0.002$), ecological actions (X^2 of 25.87, $p = 0.003$) and socio-cultural actions ($X^2 = 25.87$, $p = 0.003$) than micro-sized businesses. 85 % of the guesthouses and also the majority of 1-2 star and 3 star classified businesses were micro-sized. Hotels were the only type of business with medium- and large establishments. 11.1 % of 4 star establishments and two third of businesses classified with 5 stars were in the medium-size category.

Within the wider literature often the differences between SME's (small and medium sized enterprises) and large companies are highlighted. The sample of this study only comprises 1.69 %

large enterprises and more than half small businesses. Consequently the only statistically significant difference was found between micro and medium-sized businesses. However, it still shows that the size of business is a determinant of actions and attitudes (cf. Kirk, 1998; Dewhurst and Thomas, 2003; Horobin and Long, 1996).

As shown in Table 5.7, smaller businesses with lower categorisation were mainly owner-managed and larger establishments in higher categories were managed by franchise contract or part of a hotel chain. In previous research Deng et al. (1992) did not find any significant differences between the structural components of businesses. This research showed that businesses that are part of a hotel chain took significantly more actions in general ($X^2 = 16.80$, $p = 0.002$), more environmental actions ($X^2 = 15.44$, $p = 0.006$) and were more active in strategic planning ($X^2 = 15.6$, $p = 0.006$) than businesses managed by the owner.

However, the type of ownership was one characteristic that disunited the opinions of respondents in the qualitative interviews. The owner-manager of a small private hotel expressed a very critical opinion about the management philosophy of chain-operated businesses. 'In a private enterprise there is also an ethical component which is not possible in corporate chain hotels' (Interviewee 2). The interviewee saw managers of chain businesses as bound to financial results with a very short planning horizon making sustainable investments and sustainable business practices are less interesting. However, the managers of businesses belonging to transnational groups declared their commitment to sustainability and suggested benefits through the support of the corporation's philosophy. In particular the exchange of information and best-practice examples facilitated the implementation of sustainable business practices for the individual hotels. 'When you are alone you might think you did everything possible, but through knowledge sharing and best practice examples you get a better insight into what else is possible' (Interviewee 1).

But the importance of sustainable business practices appears to be related to the size and marketing of the hotel chain. The sustainability programme of a powerful group which is also member of the

Tourism Partnership, defined strict objectives to be reached by each hotel. Other corporations defined minimum standards individual businesses had to implement in a 'responsible business plan' which was sent to the group headquarter that provided feedback and best-practice examples.

But not all hotel chain corporations prescribe general standards or sustainability criteria. One respondent stated that the sustainable business practices implemented were based on the managers own initiative. Although a certain tendency towards sustainability existed the cost-benefit equation and the financial results were more important. Environmental initiatives leading to cost savings were very welcomed but other initiatives such as community support or charity would need to be justified in the financial budget. Also a second interviewee stated 'I am free to take own initiatives additionally to the group standards, but all within the budget-frame' (Interviewee 6). The importance of sustainability therefore might be dependent on the image the corporation wants to communicate. Large corporations that openly communicate their efforts and use their sustainable business practices as a marketing tool were more likely to provide strict guidelines to their members.

Not related to any other characteristics was the certification with the Austrian Eco-label. Out of all participants of the survey, 11 accommodation businesses (18.64 %) were certified and 9 (15.30 %) expressed an intention to get accredited within the next two years. Almost half of the questioned businesses (47.50 %) were not aware of the funding from the EcoBusinessPlan whereby one quarter said this financial support could possibly influence their decision to apply for the Eco-label certification. Only three businesses were accredited with any other certification for sustainable business practice: ISO 14001, the European Eco-label Flower and an EcoBusinessPlan certificate.

The pairwise comparison showed that businesses certified with the Austrian Eco-label had significant higher values in environmental actions ($X^2 = 23.17$, $p = 0.000$) and general actions ($X^2 = 15.91$, $p = 0.018$). Although ecological actions in general show significant differences, the pairwise comparison reached no significant level. Concerning the strategic planning certified businesses were significantly more engaged than not certified ones ($X^2 = 14.86$, $p = 0.03$).

These results underline that the Austria Eco-labels main points of focus are environmental actions and reporting. It might be criticized that the negligence of socio-cultural and ecological initiatives shows that the certification is purely an 'Eco-label' and not an award for sustainable business practices. However, the first steps towards a sustainable business are mainly environmental and strategic, thus the certification with the Austrian Eco-label could be the stepping stone towards holistic sustainable business practices.

Summarizing the analysis of differences in attitudes and actions concerning the characteristics of the accommodation business, no differences were found related to the general attitude and the attitude towards responsibility. Concerning the sustainable business practices implemented 5 star establishments took significantly more actions than 1-2 star and 3 star businesses. Nevertheless, the qualitative interviews revealed that luxurious businesses struggle with the balance of luxury versus sustainability as guest expectations sometimes hinder the implementation of more sustainable business practices. Related to the other characteristics of businesses hotels, medium size establishments and businesses that were part of a hotel chain took significantly more actions than guesthouses, micro-size establishments and owner-managed businesses. Also the Austrian Eco-label certification led businesses to implement more environmental actions and concentrate on strategic planning.

5.4 Objective Three

'Find perceived benefits of the implementation of sustainable business practices in the Viennese accommodation industry'

To find perceived benefits the study's questionnaire included a section about 'Benefits of sustainable business practices'. The overall perception of benefits was very high with a scale value of 4.09 and a standard deviation of 0.72. Table 5.8 gives a detailed summary of the frequencies of responses given (Nr.) and the corresponding percentage (%).

Table 5.4 Summary of responses to Benefit section

	Cost reduction		Negative impact reduction		enhanced reputation and image		increased customer satisfaction and demand		increased employee satisfaction		improved relationship with community		Business or Corporation philosophy	
	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%
strongly disagree							1	1,69	1	1,69				
disagree			1	1,69	2	3,39	2	3,39	5	8,47	8	13,56	1	1,69
neither agree or disagree	5	8,47	9	15,25	6	10,17	9	15,25	12	20,34	20	33,90	16	27,12
agree	18	30,51	22	37,29	16	27,12	15	25,42	18	30,51	18	30,51	22	37,29
strongly agree	36	61,02	27	45,76	35	59,32	32	54,24	23	38,98	13	22,03	20	33,90
Total	59	100	59	100	59	100	59	100	59	100	59	100	59	100

(Source: Author)

Almost all respondents either agreed or strongly agreed with the benefit of cost reduction (91.53 %), which has also been highlighted as prime motive by previous studies (e.g. Tzschentke et al., 2004). In particular environmental actions such as energy or water saving measures reduce costs. As found in other studies (cf. Hobson and Essex, 2001; Knowles et al, 1999) measures to reduce energy and water consumption, recycling and composting programmes were the most frequently implemented environmental actions.

Compared to the other benefits the statements of improved relationship with the community received the least agreement. As mentioned in Chapter 5.2 the socio-cultural actions related to supporting community action groups or a local initiative for heritage conservation were the least practiced actions. The Spearman Correlation confirmed that a significant relationship exists between

the benefits and general actions ($\rho = 0.544$, $p = 0.00$), the environmental actions ($\rho = 0.421$, $p = 0.00$), the ecological actions ($\rho = 0.494$, $p = 0.00$) and the socio-cultural actions taken ($\rho = 0.399$, $p = 0.00$) (c.f. Appendix 4). Consequently businesses that implement sustainable business practices experienced positive results and perceived their initiatives as beneficial. There also was a significant negative correlation between strategic planning and benefits perceived ($\rho = -0.607$, $p = 0.00$) meaning that strategic planning efforts increased the perception of positive results. Also the more benefits were perceived the lower was the perception of barriers ($\rho = -0.47$, $p = 0.00$).

Interestingly the evaluation of consumer demand and satisfaction revealed a discrepancy between quantitative and qualitative results. Increased guest satisfaction and guest demand were combined in one statement in the questionnaire to which almost 80 % of the respondents agreed. However, in the qualitative interviews respondents differentiated between demand and satisfaction. Hotels managers did not see a strong demand for sustainable business practices in the hotel industry for the time being but businesses recorded positive feedback from their guests when they realized the sustainability efforts. 'In general the majority of our guests perceive the idea as very positive, as long as it does not cost more. I do not think the guests would be willing to pay for sustainable business practices (Interviewee 5). The managers stated that more awareness has to be created as this interviewee highlighted 'I think our guests are ready, but so far we have not educated them well enough' (Interviewee 6).

The study showed that guests tend to perceive sustainable business practices as positive and 86.44 % of all respondents saw benefits of enhanced reputation and image. Kirk's (1998) findings report that large and higher classified hotels were more likely to see positive public relation benefits. However, in this study the Kruskal-Wallis test did not show any significant differences between the classifications. Businesses that were part of a hotel chain perceived significantly more benefits in sustainable business practices than owner-managed businesses, $X^2 = 13.75$, $p = 0.021$. Similarly managers of medium sized businesses noticed significantly higher benefits than managers of micro businesses ($X^2 = 23.93$, $p = 0.009$).

The certification with the Austrian Eco-label did not significantly change the perception of benefits. Hotels that communicated and marketed their Austrian Eco-label certification did not think that the label had a large impact on their guest's decision making as this interviewee highlighted: 'I don't think that guests choose us only because of the certification, if so it's only the 'dot on the i' of their criteria' (Interviewee 7). Other interviewees added: 'Maybe in the future guests will include sustainability criteria in their choice but not for the time being' (Interviewee 1). But 'the certification aids to make our commitment more credible for the guests' (Interviewee 6). The managers agreed that the efforts were primarily business-philosophy and not a tool to increase demand. 'We do it out of belief, as a contribution to the environment' (Interviewee 1).

Not only guest satisfaction was perceived as rising with the implementation of sustainable business practices but more than two thirds of the respondents agreed or strongly agreed with the statement that sustainable business practices can increase employee satisfaction. 'The employees even demand more measure and actively participate in the implementation' (Interviewee 4). The adjustment was certainly perceived as difficult as the practices often mean more work and new routines for employees but 'after a certain time the new culture establishes and for the staff it's a 'feel-good' effect as they feel proud and comfortable at work' (Interviewee 4). Although managers did not consider it their responsibility to encourage employees to continue sustainable practices outside of work, they 'want to set an example and increase awareness' (Interviewee 3) and 'hope to give a little impulse in the right direction' (Interviewee 7).

However, some questionnaire respondents disagreed and even strongly disagreed with the statement of increased employee satisfaction. In the interviews two respondents independently raised the issue of human resource management. Interviewee 6 stated that 'The hotel industry is not an employee-friendly sector' but being part of a large transnational hotel group was perceived as beneficial for the employees as indicators and guidelines are provided to encourage training, personal development and career opportunities. However, the manager of a different hotel also belonging to a large chain saw the hotel's philosophy as a barrier to sustainable human resource

management. Compared to others this interviewees had a very holistic understanding of sustainability and acknowledged that sustainable business practices in the environmental dimension outbalance the economic and socio-cultural ones. Especially in the chain hotel sector the instructions are strictly focused on savings so that only little attention is paid to management styles and social problems. 'Sometimes the humanity gets lost. Employees have too many rules to follow and are tightly controlled' (Interviewee 1). The manager urged for a rethinking of these practices to integrate employees more in the success of the hotel. For the future a change would be imperative to overcome the problem of shortage of qualified and motivated staff.

The importance of sustainability might be evaluated on the intensity of trainings and awareness raising activities for employees. Most respondents of the interviews stated that no specific trainings for sustainable business practices took place but the ideas were integrated into everyday on-the-job training. Interestingly hotels with higher classifications that were part of large hotel chains regularly briefed their employees on the latest best-practice examples of other businesses and communicated the reasoning for sustainable business practices and new ways of working.

Summarising the results the most important finding was that the perception of benefits is significantly related to the practices implemented. Cost reduction, enhanced reputation and reduction of negative impacts on the environment were benefits acknowledged by the vast majority of businesses. The controversy in results from the quantitative and qualitative data indicates that a differentiation between guest demand, which was perceived as low, and increased guest satisfaction, would need to be defined. Employee satisfaction was another benefit perceived, although a change towards more sustainable human resource management was recommended in the qualitative interviews.

5.5 Objective Four

'Find perceived barriers to the implementation of sustainable business practices in the Viennese accommodation industry'

The questionnaire survey indicated that respondents perceived the barriers as being very strong which possibly hinders the implementation of sustainable business practices (Table 5.9).

Table 5.5 Summary of responses to Barriers Section

	Implementation cost		Complexity		Little guest concern		Lack of support and information		Time and manpower intensive		Low business priority	
	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%
strongly disagree	3	5,08	7	11,86	10	16,95	2	3,39	5	8,47	6	10,17
disagree	9	15,25	11	18,64	20	33,90	9	15,25	13	22,03	15	25,42
neither agree or disagree	17	28,81	13	22,03	9	15,25	17	28,81	14	23,73	22	37,29
agree	22	37,29	20	33,90	13	22,03	23	38,98	18	30,51	12	20,34
strongly agree	8	13,56	8	13,56	7	11,86	8	13,56	9	15,25	4	6,78
Total	59	100	59	100	59	100	59	100	59	100	59	100

(Source: Author)

Around half of the participants agreed or strongly agreed that the implementation cost represented a barrier (50.85 %). Although the high implementation costs were perceived as a potential obstacle, most managers agreed that the investments would bring a positive return in the long run. However, the annual budget was especially for chain hotels a barrier for large investments, 'consequently some changes, for example from normal light bulbs to LED, will take several years and thus much more effort' (Interviewee 6). This intensity of time and manpower required is considered a barrier by 45.76 %. The operational side of sustainable business practices presents challenges in the daily business. 'In the heat of the moment and the numerous tasks that have to be done quickly it is sometimes impossible to separate the waste, etc. Sometimes the measures are simply not practical enough' (Interviewee 6).

Complexity was perceived as a barrier by 47.46 % of the respondents. In the qualitative interviews the problem with terminology and complexity was outlined by two interviewees. 'I think many people are oversaturated with the word sustainability. Maybe one should come up with a new term or just provide a detailed and comprehensive definition. It is everywhere in the media, but what it exactly means is often a problem' (Interviewee 7). 'The word sustainability should not be worn out as it sometimes can trigger negative reactions and is simply used too much. It is important to teach the values of sustainability, especially to the younger generation so it becomes second nature to them' (Interviewee 3).

To support the understanding of sustainability and encourage sustainable business practices support and information from the public sector is needed. But more than half of the questionnaire respondents (52.54 %) criticise the lack of support and information. The managers in the interviews expressed very differing opinions. For example, one manager of a 2 star micro business had negative experiences with Austrian bureaucracy in the past when he fought five years for a permission to build a 'logging oven' for the hotel. His motivation to implement sustainable business practices was affected by his wish to become more independent from the political 'power-games'. In his opinion 'the public sector boycotts sustainable development because the city Vienna needs the money'. 'The city is living from the un-sustainable use of resources, for example with the waste disposal and the incineration plant' (Interviewee 2). A second interviewee also remarked the incineration plant as a reason why change towards more recycling and waste separation has been slow in Vienna.

Magisterial permissions appeared to be particularly difficult concerning structural changes on the building itself. 'Public authorities are difficult, no matter what you want it is a drama – it takes month to get a permit for a flower pot in front of the hotel. I am glad that no edificial changes were necessary for our hotel, because I can only imagine how difficult this would have been' (Interviewee 4). Resentful one manager talked about his intention to build a rain water harvesting system to use the filtered water for flushing toilets. The magistrate declined with the justification that 'children could try to drink the water'. However, the manager assumed that the underlying reason for the

decline was the high sewage fee the city did not want to lose and highlighted that 'all the talks about sustainability and environmental conservation are simple public relations and green-washing to keep voters satisfied. But in reality it is all only 'lip services' paid and no real actions' (Interviewee 2).

To put the discussion into a perspective one respondent said that 'support can be found if the project is within limits' (Interviewee 3). Searching for the support has been perceived differently by managers. One interviewee stated that 'If you make the effort you will get something' (Interviewee 7). But without knowing where and what to look for respondents did not perceive public support as concrete or tangible. Some interviewees also saw a potential for the ÖHV to get more involved and active. A more moderate opinion was that 'the ÖHV performs adequate work in the field but does not intensively concentrate on the implementation of sustainable business practices' (Interviewee 6). One manager that appears to be actively involved in the interest group announced that at the last assembly the topic sustainability was very present and will remain an issue for the coming discussions. The ÖHV mainly lobbies for subventions concerning energy efficiency and the adaption of the 'climate- and energy fund' for the accommodation industry (ÖHV, 2011b). Funding and subventions have been brought up by one manager that had already implemented many sustainable business practices and criticised that 'if you have already done something it gets harder to receive funding. The magistrate does not give subventions for continuing improvements' (Interviewee 7).

Nevertheless, businesses that take more actions and develop more strategic plans experience more positive results and perceive less barriers and obstacles. The Spearman Correlation found significant negative correlations between barriers and actions in general ($\rho = -0.499$, $p = 0.00$) as well as environmental action ($\rho = -0.407$, $p = 0.001$) and ecological action ($\rho = -0.516$, $p = 0.00$). A significant positive correlation exists between barriers and strategic planning ($\rho = 0.516$, $p = 0.00$).

The differences in business practices related to the characteristic of the business were outlined in Chapter 5.3. Consequently managers of medium sized businesses perceived significantly less barriers than managers of micro size businesses, $\chi^2 = 23.72$, $p = 0.010$. The respondents of the qualitative

interviews had varying opinions about the question whether it is easier for smaller or larger businesses to implement sustainable business practices. The manager of a micro size business perceived the financial resources as a barrier for small businesses because larger enterprises, or hotels which belonged to a group, might benefit from mass purchases or discounts. But managers of small businesses felt that the implementation might be more difficult for large corporations as too much hierarchy or too many departments might complicate the process. As mentioned in Chapter 5.3 hotel managers of businesses belonging to a chain perceived the support of corporations as a facilitator for the implementation of sustainable business practices rather than a barrier.

Summarizing the perception of barriers the implementation costs and the intensity of time and manpower required were highlighted in the questionnaire results. The high complexity of implementing sustainable business practices perceived could be related to the lack of support and information. The interviews revealed that the majority of manager saw bureaucracy of magisterial permissions and subventions as difficult as support needs to be actively looked for. However, the perception of barriers was related to actions and strategic planning, thus businesses that implemented more sustainable business practices perceived fewer barriers.

5.6 Conclusion

The aim of this chapter was to present the results of the quantitative and qualitative research of this study. Summarising the main results, the general attitudes towards sustainability and responsibility for sustainable development as well as the actions taken were very positive. Significant relationships were found between attitudes towards responsibility and socio-cultural actions, as well as between strategic planning and actions. Concerning the characteristics of the businesses the results of this study in Vienna correspond to previous research. Higher classified, chain managed and larger businesses tended to be more active and perceive more benefits whereas lower classified, owner-managed and smaller businesses take significantly fewer actions. However, the overall results were still very positive and showed that sustainable business practices were of high importance for Viennese accommodation businesses regardless their characteristics. The benefits the most

acknowledged were cost reduction, enhanced reputation and image, and the reduction of potential negative impacts. Although the questionnaire showed high agreement with the benefit of increased customer satisfaction and demand the qualitative interviews disagreed and gave a more realistic picture. The largest obstacle perceived was a lack of support and information as well as the bureaucracy involved in receiving permissions and subventions.

6 Chapter Six - Conclusion

6.1 Introduction

The aim of this study was to assess the importance of sustainable business practices in the Viennese accommodation industry by investigating four specific research objectives through a mixed method approach. The conclusion links the results and findings to the general literature and shows the greater context and implications. Recommendations for actions and further research, the research contribution to the literature, as well as the limitations of the study are outlined.

6.2 Implications of research findings

Overall the quantitative and qualitative research showed that accommodation business managers in Vienna had a very positive attitude towards sustainability and the implementation of sustainable business practices, no matter what classification, type of business, ownership or size of business. The tourism industry is very important for the destination Vienna and no negative impacts were perceived by the respondents. However, a potential for improvement of the industry and public sector initiatives for more sustainable development became apparent. Voluntary industry initiatives were seen as the best way to encourage sustainable business practices by the majority of respondents. But the responsibility for sustainable development was seen with both, the public sector and each individual accommodation business. Consequently government regulation was accepted within a certain limit but only if no supplementary costs or efforts were demanded from businesses.

A certain lack of support and information was criticized as a barrier to the implementation of sustainable business practices. The developed initiatives from the public sector were not communicated and promoted well enough as managers felt that they had to search and fight for support. The Viennese EcoBusinessPlan subventions for the Austrian Eco-label was unknown to almost half of the respondents but one quarter said this funding could change their opinion about considering the certification. A better communication between the public and the private sector could therefore encourage more sustainable business practices.

As the largest interest group the ÖHV could take the position as an intermediary. However, the members of the ÖHV are mainly higher classified businesses, only a few micro- or small businesses are members. But especially those low classified, micro- or small businesses that are mainly owner-managed constitute a large part of the accommodation industry. Indeed, it can be criticized that the ones that need the most support receive the least. Larger businesses were more likely to belong to a group or chain of hotels and thus received information about best-practice examples and had greater possibilities of knowledge sharing. Transnational corporations have been criticized for their depletion of resources in the past. But nowadays they actively engage in sustainable business practices and provide their members with guidelines and support. Whether this is only for PR reasons could not be evaluated in this study but there is a danger that the gap between larger powerful companies and small independently owned business might widen without more support from the public sector. Nevertheless, the attitudes of owner-managers are influenced by their personal values and beliefs, thus the implementation of sustainable business practices derives from their personal business philosophy. This might evoke a more holistic understanding of sustainability and its underlying values.

The attitude of top managers was important for the successful implementation of sustainability strategies. The results showed that the strategic planning was related to the actions taken. This long-term perspective was also essential for the encouragement of employees which need to be included in the strategic planning. The respondents of the interviews stated that employees had opportunities to bring in their recommendations but how much weight was given to their voices was not mentioned. Sustainable human resource management in the accommodation industry remains an issue. Managers indicated that staff is valued and rewarded and that their employees were more committed and satisfied through the implementation of sustainable business practices. However, only a few hotels had specific trainings related to sustainability and further research is required to assess the attitudes of the employees.

A holistic understanding of sustainability does not only include internal stakeholders but also external stakeholders such as the guests and visitors. The results for external reporting of sustainable business practices were low but the respondents claimed to encourage eco-friendly behaviour among their guests. A lack of concern among guests was not perceived as a major barrier. Instead the majority of businesses stated that they noticed an increase in guest satisfaction. Nevertheless, a rise in demand remains questionable. In particular luxurious establishments reported difficulties in balancing guest expectations and sustainable business practices, for example concerning the amenities offered.

6.2.1 Practical recommendations for action

Overall the study showed that the attitude among managers of Viennese accommodation businesses towards sustainability is very positive. The more sustainable business practices were implemented the more benefits were perceived, thus a positive trend could be possible through more support and information. A better communication of public sector initiatives and more awareness raising for guests is necessary for the future development of sustainable business practices. Particular courses of actions could be a greater focus on sustainability from the ÖHV and thus better knowledge sharing and best practice examples of their members. As low-classified and micro-businesses are unlikely to become members of the ÖHV the WKÖ, where all business are obliged to be a member of, might be a potential initiator for more sustainable business practices. However, as previous research as well as this study showed, the initiatives already developed are often unfamiliar to the businesses. In particular the possibility of funding from the EcoBusinessPlan requires better communication and marketing. A higher number of businesses certified with the Austrian Eco-label might improve the customer awareness for sustainable business practices in the accommodation industry.

6.3 Research contribution

This study contributes to the literature about sustainable tourism and sustainable business practices. Previous research has many focused on the environmental dimension of sustainability whereas in this particular study a holistic understanding of sustainability combines the environmental, economic

and socio-cultural dimension. By investigating differences in characteristics of businesses this study not only concentrates on the size of business, but also the classification, type of business, ownership and certification. Consequently a more detailed picture about possible tendencies in the implementation of sustainable business practices was highlighted. Especially in Austria little research concerning the actions taken by individual businesses has been conducted. Related to the importance of tourism in Vienna and the growing importance of sustainable development this study provides a picture of the industry and the status of sustainable business practices.

6.4 Recommendations for future research

This research only represents a first attempt to investigate the topic of sustainable business practices in Vienna and further research is required to gain more in-depth insights. The study gave predefined statements about the sustainable business practices implemented and further studies might analyse the intensity and the effectiveness of the actions taken. Also the attitudes of the employees and their opinion towards benefits and barriers in the implementation of the practices might be a valuable field of research. The results of this study revealed an inconsistency in the benefits of guest satisfaction and demand, thus a detailed study about the perception of guests and their willingness to include sustainability criteria in the decision making process could reveal interesting results.

6.5 Limitations of the study

The study was limited by the small sample size and the resources available to the researcher. The results from the research conducted might not be representative for the whole accommodation sector in Vienna. However, generalization was not intended as the study aimed to give a first picture of the importance of sustainable business practices. A peer-review of the questionnaire and interview-guide design could exclude social-acceptability biases in the responses. In particular the qualitative interviews were conducted with business managers that happily agreed to talk about their practices and attitudes. Consequently opinions of businesses that did not implement any sustainable business practices and did not want to share their opinion about sustainability could not be included in the study.

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8 Appendices

8.1 Appendix 1 Table of Industry Initiatives

Industry Initiative	Description	Discussion	Examples
Corporate Social Responsibility	The concept of CSR has been defined in various ways but relates to a company's obligation to be accountable to all of its stakeholders in considering the economic, legal, ethical and discretionary aspect of all its activities and the consequences of its decisions beyond a simple profit-orientation (Carroll, 1999; Dodds and Joppe, 2005). Elkington (2004) refers to it as 'triple bottom line reporting' thus an economic, environmental and social auditing of business practices (Mowfoth and Munt, 2009).	CSR has been largely driven by large and publicly traded companies (Mowforth and Munt, 2009; Dodds and Joppe, 2005). Often the motivation to develop CSR reports is potential risk reduction of negative impacts on stock prices, defensive reactions to scandals or to retain market share and customer loyalty (Klein, 2001; Dodds and Joppe, 2005; Horner and Swarbrooke, 2004). Although companies might produce CSR reports to show their actions to their stakeholders, fundamental inequalities in the structure of the global trading systems remain unchanged (Mowforth and Munt, 2009). Consistent set of policies, practices and programmes are required to steer business operations concerning CSR and thus avoid CSR as a pure marketing or public relations tool, (Mowforth and Munt, 2009; Dodds and Joppe, 2005).	Compared to other industries, tourism was late in adopting CSR initiatives. And still the hotel industry seems to be dominated mainly by environmental issues whereas the tour operator has more developed understanding of CSR and CSR reporting (Horner and Swarbrooke, 2004). However, Holcomb, Upchurch and Okumus (2007) surveyed the CSR reporting practices in top hotel companies and found that the main activities reported were charitable donations and diversity.
Environmental auditing	Environmental auditing is a management tool that comprises a systematic, documented, periodic and objective evaluation of the environmental performance of an organization. The environmental audit involves a methodological examination of the tourism firm, its facilities and operations to verify that legal requirements and internal policies have been met (Goodall, 1995).	Environmental audits demand company's financial resources and involve long-term resource commitment. Furthermore the audit might reveal incriminating information. In the tourism industry mainly large firms, especially transnational and multi-establishment ones have introduced environmental audits (Goodall, 1995). The objectivity of environmental audits can be criticized in some cases and also the narrow focus on businesses without looking at the broader context of tourism operation. The main focus lies on efficiency of business operations and not on overall sustainable tourism development. Power structures and redistribution of benefits are unlikely to change. The IHEI initiatives can be criticized for focusing solely on the environment and ignoring the unit-development design (Mowforth and Munt, 2009; Swarbrooke, 1999).	The International Hotel Environmental Initiative (IHEI) is a partnership between 13 international hotel companies established in the early 1990s. In 2001 it was replaced by the International Tourism Partnership (ITP) to develop a more integrated and industry wide approach. This industry-sponsored organisation provides advice for hoteliers through guidelines, manuals, conferences, etc. to make their operations more environmental friendly and clean. The IHEI 'Charter for Environmental Action in the International Hotel and Catering Industry' promotes environmental auditing to improve the day-to-day environmental practices (Middleton and Hawkins, 1998; Mowforth and Munt, 2009).

Eco-labelling and certification	<p>Certification is described as the process of assuring that the company has been assessed to meet a minimum set of relevant criteria to the subject (Dodds and Joppe, 2005). An ecolable is a seal of approval awarded to companies operating responsibly towards the environment and society (Mowforth and Munt, 2009). Verification is usually given by a third party and the label can be regained through cyclical review, with evolving criteria for some labels (Font, 2002).</p>	<p>Within the tourism industry certification has proven difficult as the industry is multifaceted and fragmented. The myriad of eco-labels that exist results in confusion and limits the effects of each individual label as they often overlap in sector, geographic scope, content and criteria (Font, 2002; Dodds and Joppe, 2005). Most eco-labels also suffer from a lack of awareness among businesses as well as among consumers and the degree to which they affect purchasing decisions and environmental performance is largely unknown (Buckley, 2002; Dodds and Joppe, 2005). Image green-washing is a common critique expressed through coordination of certification schemes, effective monitoring mechanisms, transparent entry criteria, penalties for non-compliance and an effective underlying framework of environmental regulation are necessary (Buckley, 2002; Mowforth and Munt, 2009). However, site-specific and sub-sector requirements as well as different legislations and levels of support make international accreditation and certification in tourism difficult (Font, 2002).</p>	<p>Green Globe 21 is the revised certification scheme from Green Globe which was the first and best known industry certification programme in tourism initiated by the WTTC. It aims to cover all forms of tourism worldwide but has been criticized for its low level of technical detail, vague criteria, lax entry criteria and measurability (Buckley, 2001). In 2002 the global certification body Sustainable Tourism Stewardship Council was set up to set international standards for certification and aim for harmonization and mutual recognition of schemes (Mowforth and Munt, 2009; Dodds and Joppe, 2005). 'But little process has been made since its inception' (Dodds and Joppe, 2005: 18). Relevant to this study, the most famous Austria eco-label the 'Austrian Ecolabel for Tourism' was explained in Chapter 3.5.3</p>
Codes of Conduct	<p>Codes of conduct aim at influencing attitudes and modify behaviour of either tourists; industry; host governments or host communities or provide best practice examples (Mowforth and Munt, 2009). Types of codes can be divided into codes by organisation or industry associations, and self-imposed guidelines of businesses to reassure investors and consumers (Dodds and Joppe, 2005).</p>	<p>The main problem related to codes of conduct is that almost all of them are voluntary and not backed up by any legal binding documents which limits their effectiveness. Furthermore, the monitoring and evaluation of the codes is problematic and the great variability between codes demands for better coordination. Also the potential use of codes as pure green-washing and marketing device is conflicting with genuine attempts to improve the practice of tourism (Mowforth and Munt, 2009; Mason, 2003). By numbers of codes existing the most significant target audience are tourists and visitors (Mason, 2003). Although such codes might give the tourist a feeling of involvement in improving the environment, most of the codes are rather tokenistic and focus solely on the environmental dimension of sustainability and ignore social issues (Swarbrooke, 2009).</p>	<p>There are differences between codes of conduct and codes of ethics as the former are more philosophical and value-based and the latter more specific to actual practices. However, the most internationally recognized code in tourism is the UNWTO code of ethics which has been approved in 1999. It contains nine articles outlining appropriate behaviour for different stakeholders in the tourism industry such as governments, destination, travel agents, service providers, workers and travellers (Fennel, 2006). The Austrian ministry for economy, family and youth provides a German translation of this code of ethics on their website.</p>

(Source: Author)

8.2 Appendix 2 Questionnaire



I am a student at the University of Exeter currently researching for my Master dissertation in Tourism Development and Policy. This questionnaire is part of a study into the Importance of sustainable business practices in Viennese accommodation businesses. The target group of this study are managers and owners of the businesses. Your help in completing this questionnaire is greatly appreciated. All answers will be treated anonymously and treated with strict confidence. The research is not conducted for any commercial purpose. The results of this study can be provided on request.

Section 1: Characteristics of the business (Please tick the corresponding box)

1. What classification does the business have?
 5* 4* 3* 2-1* No classification or other
2. What type of accommodation is it?
 Hotel Guesthouse Apartment Other: _____
3. Is this establishment...
 owner managed franchise part of hotel chain other: _____
4. Is the business member of the Austrian Hotelier Association? Yes No
5. How many bed spaces does the business have? _____ (Please indicate number of beds)
6. How many full time and permanent employees does the business hotel have? _____
7. How many additional part time and seasonal employees does the business employ in the main season? _____
8. How long has the business been operating? _____ (Please indicate year of business opening)

Section 2: Attitudes towards sustainability and sustainable tourism

9. Please respond to the following statements (Tick one box only for each statement).

In your opinion....	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The viability of the tourism industry is dependent on the quality of the natural, build or cultural environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism development should meet the needs of present tourists and host regions while protecting and enhancing opportunities for the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All resources need to be managed in a way that economic, social and aesthetic needs can be fulfilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The tourism and hospitality industry can have negative impacts on the environment (loss of biodiversity, pollution, depletion of resources, climate change, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The tourism and hospitality industry can have negative socio-cultural impacts for the host community (behaviour patterns, community structure, values and beliefs, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The tourism and hospitality industry can have negative economic impacts for a destination (dependency, leakages, inflation, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The tourism and hospitality industry has negative effects (environmental, socio-cultural, economic) in the city Vienna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3: Attitudes towards responsibility for sustainable tourism development

10. Please respond to the following statements (Tick one box only for each statement).

In your opinion....	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The public sector ought to be responsible for sustainable tourism development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Every accommodation business has a responsibility to contribute to sustainable tourism development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More government regulation is required to introduce and control standards for sustainable business practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary initiatives are the best way to encourage sustainability in the tourism and hospitality industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accommodation businesses would be more likely to take action on sustainability if they contributed directly to policy making in this area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4: Sustainable business practice in your business

11. Please respond to the following statements (Tick one box only for each statement).

In our business we...	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Take measures to reduce energy consumption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement recycling and composting programs in all departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduced water-saving measures in all departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchase environmentally friendly products (e.g. ecological detergents, unbleached fabrics, reusable items, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage eco-friendly behaviour by tourists through awareness raising and information (e.g. public transport, water and energy saving advice, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop business plans to ensure long-term profitability and financial viability of the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on buying local products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strive for business growth through product innovation and quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a long-term commitment to all our employees and encourage their personal and professional development through trainings, career planning, equal promotion opportunities, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value our staff through pay levels, employment benefits and rewards over the legal minimum requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sponsor and/or support at least one community action or group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inform tourists about local customs, cultural and historical heritage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide and promote authentically traditional food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offer local residents access to hotel facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperate and support local initiatives to promote and enhance appreciation for cultural and historical heritage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Yes	No	Partly
Our hotel has a formal policy about its sustainable business practices			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have clearly defined indicators and strategies for our sustainable business practices.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We regularly monitor our sustainable business practices.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We regularly report our sustainable business performance to our employees			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We regularly report our sustainable business performance to external stakeholders, such as guests, investors, community			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We strive to develop strategies to improve our sustainable business performance			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5: Eco-labelling

12. Our business is certified with the Austrian Ecolabel for Tourism Businesses	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I do not know (if Yes please continue at Question 15.)
13. Our business intends to get the Austrian Ecolabel Certification within the next 2 years.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I do not know
14. I am aware of the possibility to receive funding through the EcoBusinessPlan to get the Austrian Ecolabel certification.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I do not know
14 a) If No, could this financial support influence your decision about the Austrian Ecolabel?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I do not know
15. Our business has a further/different certification for ecological and/or sustainable business practices	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> I do not know
15 a) If yes, please specify the certification you have:	_____		

Section 6: Benefits of sustainable business practices

16. Please respond to the following statements (Tick one box only for each statement).

The main reasons for implementing sustainable business practices are:

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Reduction of costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of negative Impacts on social, cultural and ecological environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhancing reputation and image of the hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase in customer satisfaction, awareness and demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase in employee job satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of the relationship with the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business- or Corporation philosophy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 7: Barriers of sustainable business practices

17. Please respond to the following statements (Tick one box only for each statement).

Main obstacles for implementing sustainable business practices are:

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The high costs which make the implementation commercially not worthwhile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Their complexity which cannot be translated into practical strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
They are of little concern in the accommodation choice of guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of support and information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too much time and manpower intensive in every day operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not a high enough business priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Would you be willing to participate in a short follow-up interview? Yes (Please enter details) No

I would be interested in receiving the results of this study. Yes (Please enter details) No

Name: _____ Hotel: _____

Telephone number or e-mail address _____

Possible interview appointment between 9th- 29th June 2011 _____

Many thanks for completing this questionnaire.

For further information please contact Marita Raderbauer

marita.raderbauer@exeter.ac.uk

Tel. 0043 650 36 35 892

8.3 Appendix 3 Interview Schedule



Interview Schedule - MSc Dissertation Marita Raderbauer

'Importance attributed to sustainable business practices in accommodation businesses in Vienna'

The participation in this interview is entirely voluntary and responses will be treated with strict confidence and data will not be shared with any third parties or used for commercial purposes. This interview will be tape recorded for internal analysis purposes only.

Date of the interview:		
Place:		
Interviewee:		
Position:		
Organization:		
Classification:		
Accommodation Type:		
Ownership:		
Bedspaces:		
Employees:	permanent	seasonal
Business opening:		
Member Austrian Hotelier Association: <input type="checkbox"/> Yes <input type="checkbox"/> No		

Introduction and Section 1

- Thank you for the possibility to interview
- Read and discuss confidentiality agreement
- Establish timeframe for interview
- Check all the data copied from the Questionnaire Section 1 is correct

Section 2 – Attitudes towards sustainability and sustainable tourism

1. What does 'sustainability' mean to you?

- a. Personal life, professional life; what ought it to be?

2. How important do you think is sustainable development for the tourism industry in general?

- a. Reflect on answers given in questionnaire
 - If don't agree or neither nor answer given in any of the statements – ask for their reasoning for this opinion.
 - If no negative effects assumed in Vienna – do you think there might be possible negative impacts in the future if tourism continues to grow without visitor management strategies? Do you think the public sector does a good job in the development of tourism in Vienna → link to next section!
 - If they agree to negative effect of tourism in Vienna – ask for examples!

Section 3 – Attitudes towards responsibility for sustainable tourism development

3. In your opinion, what would be the best way to facilitate the implementation of sustainable business practices / sustainable tourism in general?

Depending on their answers – ask for reasoning for giving these responses

- a. E.g. if public sector should not be responsible – who should?
- b. If agree to the statement that every hotel is responsible - How do you think your hotel contributes to sustainable tourism development?
- c. If they agree with voluntary initiatives statement - Member in any voluntary initiatives?,

2. How would you describe the meaning of the term ‘sustainable business practices’ in your business?

- Is it the same as personal view in private life? (Question 1)
- All three dimensions (economic, environmental, socio-cultural)? → probes if not all 3 dimensions used
- How important is it in daily business, for employees, etc.
- Is there specific training for employees concerning sustainable business practices to highlight the importance? – Sustainability policy?

3. Where do you get your ideas/strategies for sustainable business practices?

- Importance of hotel characteristics: Chain hotels vs. small manager-owned enterprises
 - o Source of information, philosophy of owner, external consultants?

4. Based on questionnaire answers Section 5 – Eco-labels

Austrian Eco-label: Yes No

- **If YES:** How has your business changed since you have the Eco-label?
 - o What were the advantages/disadvantages?
 - o What were your reasons for getting the Eco label?
- **If NO:** What are your reasons for not certifying your business with the Eco label?

5. What is in your opinion/from your experience the main advantage of implementing sustainable business practices?

- Do you have any concrete examples how your business improved?
- Dependent on Hotel characteristics
 - o Do you think sustainable business practices are more important in up-market hotels?
– Appreciation of guests, staff, image, etc.

6. What do you think are the main barriers for implementing sustainable business practices?

- Do you have any concrete examples of problems you had encountered, or you are facing?
- Dependent on Hotel characteristics:
 - o Do you think it is more difficult for small hotels/ easier for large hotels?

Do you have any further comments about the importance of sustainable business practices in the accommodation industry?

8.4 Appendix 4 Spearman's Correlation between Attitudes, Actions, Benefits and Barriers

		General attitude	Responsibility	Action	Action Environment	Action Ecologic	Action Socio	Strategic Planning	Benefits	Barriers
General attitude	rho	1	0,19	0,08	0,11	0,09	-0,05	-0,05	0,1	-0,19
	p	,	0,15	0,56	0,41	0,52	0,69	0,73	0,47	0,14
	n	59	59	59	59	59	59	59	59	59
Responsibility	rho	0,19	1	0,23	0,07	0,09	0,3	0,16	0,12	0,01
	p	0,15	,	0,08	0,6	0,49	0,02*	0,22	0,35	0,97
	n	59	59	59	59	59	59	59	59	59
Action	rho	0,08	0,23	1	0,76	0,85	0,76	-0,63	0,54	-0,5
	p	0,56	0,08	,	0**	0**	0**	0**	0**	0**
	n	59	59	59	59	59	59	59	59	59
Action Environment	rho	0,11	0,07	0,76	1	0,51	0,34	-0,54	0,42	-0,41
	p	0,41	0,6	0**	,	0**	0,01**	0**	0**	0**
	n	59	59	59	59	59	59	59	59	59
Action Ecologic	rho	0,09	0,09	0,85	0,51	1	0,54	-0,6	0,49	-0,52
	p	0,52	0,49	0**	0**	,	0**	0**	0**	0**
	n	59	59	59	59	59	59	59	59	59
Action Socio	rho	-0,05	0,3	0,76	0,34	0,54	1	-0,46	0,4	-0,25
	p	0,69	0,02*	0**	0,01**	0**	,	0**	0**	0,06
	n	59	59	59	59	59	59	59	59	59
Strategic Planning	rho	-0,05	0,16	-0,63	-0,54	-0,6	-0,46	1	-0,61	0,52
	p	0,73	0,22	0**	0**	0**	0**	,	0**	0**
	n	59	59	59	59	59	59	59	59	59
Benefits	rho	0,1	0,12	0,54	0,42	0,49	0,4	-0,61	1	-0,47
	p	0,47	0,35	0**	0**	0**	0**	0**	,	0**
	n	59	59	59	59	59	59	59	59	59
Barriers	rho	-0,19	0,01	-0,5	-0,41	-0,52	-0,25	0,52	-0,47	1
	p	0,14	0,97	0**	0**	0**	0,06	0**	0**	,
	n	59	59	59	59	59	59	59	59	59

*. Correlation is significant at the 0.05 level (2-tailed).

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

(Source: Author)

8.5 Appendix 5 Frequency distributions

General Attitude		N	Mean	Median	Mode	SD	Min	Max
Viability dependence on environment		59	4,47	5	5	0,7	2	5
Meeting needs		59	4,68	5	5	0,54	3	5
Resource management		59	4,44	5	5	0,73	2	5
Negative environmental impact		59	3,76	4	4(a)	1,22	1	5
Negative socio-cultural impact		59	3,07	3	4	1,17	1	5
Negative economic impact		59	2,98	3	3(a)	1,24	1	5
Negative impacts in Vienna		59	1,37	1	1	0,67	1	4
a) Multiple modes exist. The smallest value is shown								
Responsibility								
Responsibility of the public sector(**)		59	2,46	2	2	1,06	1	5
Responsibility of each accom. business		59	4,15	4	4	0,81	1	5
More government regulation required (**)		59	3,15	3	3	1,14	1	5
Voluntary initiatives		59	3,95	4	4	1,01	1	5
Readiness for action with policy involvement		59	3,37	3	3	1,02	1	5
(**) Questions negatively coded								
Sustainable Business Practice Action								
Environmental	Measures to reduce energy consumption	59	4,61	5	5	0,56	3	5
	Implementation of recycling and composting programs	59	4,02	4	4	0,97	1	5
	Introduction of water saving measures	59	4,03	4	4	1,07	1	5
	Purchase of environmentally friendly products	59	3,92	4	4	0,97	1	5
	Encouragement of eco-friendly behaviour	59	4,07	4	5	1,11	1	5
Ecological	Develop business plans	59	4,32	4	5	0,82	2	5
	Purchase of local products	59	4,14	4	5	0,96	1	5
	Business growth through innovation and quality	59	4,24	5	5	1,04	1	5
	Long-term employee commitment	59	4,27	4	5	0,89	1	5
	Value staff over minimal legal requirements	59	4,27	4	5	0,89	1	5
Socio-cultural	Sponsor and/or support community action or group	59	3,47	4	5	1,37	1	5
	Inform about local traditions and heritage	59	4,32	5	5	0,82	2	5
	Provision of authentic traditional food and drink	59	4,07	4	5	1,03	2	5
	Access for locals to facilities	59	3,75	4	5	1,29	1	5
	Support local initiatives for heritage conservation	59	3,31	3	3	1,24	1	5
Strategic Planning								
Formal policy for sustainable business practices		59	1,88	2	1	0,81	1	3
Clearly defined indicators and strategies		59	1,73	2	1	0,78	1	3
Regular monitoring of practices		59	1,76	2	1	0,8	1	3
Regular report of sustainability to employees		59	1,81	2	1	0,82	1	3
Regular report of sustainability to external stakeholders		59	2,29	2	3	0,79	1	3
Development of strategies to improve sustainability		59	1,49	1	1	0,7	1	3

(Source: Author)

8.6 Appendix 6 Scale values grouped by Classification

		General attitude	Responsib.	Action	Action Environm.	Action Ecologic	Action Socio	Strategic Planning	Benefits	Barriers
no classification or other	n	3	3	3	3	3	3	3	3	3
	Mean	3,95	2,93	4,51	4,40	4,87	4,27	1,44	4,50	2,56
	Median	4,00	3,20	4,40	4,40	4,80	4,60	1,50	4,50	2,83
	SD	0,36	0,46	0,32	0,60	0,12	0,76	0,42	0,17	0,63
	Min	3,57	2,40	4,27	3,80	4,80	3,40	1,00	4,33	1,83
	Max	4,29	3,20	4,87	5,00	5,00	4,80	1,83	4,67	3,00
1-2 star	n	5	5	5	5	5	5	5	5	5
	Mean	3,63	3,12	3,85	4,00	4,28	3,28	1,83	4,10	3,10
	Median	3,71	3,00	3,67	3,80	4,00	3,00	1,67	4,33	3,33
	SD	0,44	0,54	0,60	0,57	0,50	1,00	0,75	0,74	0,91
	Min	3,00	2,60	3,33	3,40	3,80	2,40	1,00	3,00	2,00
	Max	4,14	4,00	4,87	4,60	5,00	5,00	3,00	5,00	4,17
3 star	n	21	21	21	21	21	21	21	21	21
	Mean	3,51	3,37	3,83	4,04	3,86	3,59	2,06	3,90	3,40
	Median	3,57	3,40	3,93	4,20	3,80	3,60	2,00	3,83	3,50
	SD	0,49	0,51	0,50	0,79	0,78	0,67	0,59	0,71	1,02
	Min	2,29	2,20	2,93	2,20	1,80	2,60	1,00	2,33	1,33
	Max	4,14	4,20	4,60	5,00	5,00	5,00	2,83	5,00	5,00
4 star	n	27	27	27	27	27	27	27	27	27
	Mean	3,46	3,53	4,11	4,10	4,40	3,84	1,77	4,12	3,14
	Median	3,57	3,40	4,13	4,00	4,40	4,00	1,50	4,33	3,17
	SD	0,51	0,51	0,47	0,56	0,37	0,75	0,62	0,75	0,60
	Min	2,57	2,60	2,87	2,40	3,60	2,00	1,00	2,67	1,83
	Max	4,29	4,40	4,80	5,00	5,00	5,00	3,00	5,00	5,00
5 star	n	3	3	3	3	3	3	3	3	3
	Mean	3,90	3,73	4,96	5,00	4,93	4,93	1,06	4,78	2,22
	Median	3,86	3,80	5,00	5,00	5,00	5,00	1,00	5,00	2,17
	SD	0,79	0,31	0,08	0,00	0,12	0,12	0,10	0,38	0,25
	Min	3,14	3,40	4,87	5,00	4,80	4,80	1,00	4,33	2,00
	Max	4,71	4,00	5,00	5,00	5,00	5,00	1,17	5,00	2,50

(Source: Author)

