PHYSIOGNOMY: APPEARANCE READING IN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

The world climate change and global warming is becoming a serious issue of the world today. As Hotel industry is one of the largest business sector to create a Carbon Footprint from their daily activities or the providing services. Therefore, the purposes of this research are to investigate the activities, practice and performance, of the hotel before and after finding out the impact and influence of the sustainable practice in hotel industry on business performance.

The research utilizes the qualitative approach for data gathering, focusing on an in-depth interview with 30 hoteliers from the sample organization. The respondents for the research consist of experienced hotel staffs from the different departments and levels.

The study indicated that 'Hotel performance' can be seen from the year-end result after participating in sustainable program. The performance show a better result in cost reduction from the lower use of energy and water and the better result from the waste management. In addition, the performance in term of business still unable to measure due to many factors can affect to the increasing number of the hotel customer.

KEY WORDS: Sustainable / Hospitality/ Green Practice/ Environment

32 pages

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CHAPTER I
INTRODUCTION

The world climate has changed throughout history, global warming is one of the serious concerning issues. People started to worry about the negative impact on environment which will have the huge effect on their next generation. Same as many organizations that started to think further about the preservation of the natural recourses. People are craving more than just survive in today's increasingly complex environment, but looking for a way to build a sustainable long term future. Any gathering of large group of people can have a potential negative impact on the natural resources, air, water, energy and people. In the hospitality industry, Hotel is the main role in the global economy, every day the hotel is proving service and serving guest these service created a huge carbon footprints. Global tourist arrival number is increasing same as the demand and the supply trains. (Faja, Christine, 2007) Today the hotel business started to focus more on sustainable business practices to protect environment. Hotel business is one of the largest business sectors of the hospitality industry which can pay an important role in changing environmental degradation practice. It can change the perception of the social responsibility to adapt to these changes in order to pull the demand of the investor and supplier for the operational profitable together with the customer satisfaction. (Elana E, Bader, 2005)

Many studies have specified the economic benefit of being sustainable hotel or green hotel which required just a litter or no extra capital. Benefit of being a green hotel can increase the brand value, customer royalty, award and recognition, risk management, gaining competitive advantage by being the trend setter and leader in the sector. (Fukey and Issac, 2015) The first green hotel has been launched in 2008. Intercontinental hotel group (IHG) was running 100 percent ecologically-friendly practice including solar panel, food donation, win power to generate electricity, rainwater harvesting, etc. (4hoteliers.com, 2015)

1.1 Problems Statement & Research Objectives

At the end of 2014, there are more than 100 hotels with more than 18,000 rooms have announced into the market.(Horwarth HTL, 2015) With these number, every service, product, activity can create the huge negative impacts to the world environment. Not only the hotel industry, but also the big picture of tourism industry that the number of tourist is increasing from the past decade which the tourist behaviour can lead to the greenhouse gas emission. This is the long term problem which will result to our next generation if we overlook the problem. In Thailand, today sustainable practice for organization became one of the main concerns in many companies. A sustainable organization event is one designed, organized and implemented in a way that will minimizes potential negative impact and leaves a beneficial inheritance for the host community and all involved.

Therefore, the purposes of this study are to investigate the activities, practice, and mind set of hotelier before find out the impact and influence of the sustainable practice in hotel industry on business performance.

1.2 Significant of Study

This study has developed and implemented the study about the sustainability practice in the hotel industry to be the guideline and benefit to those who are the entrepreneurship and investor in the hotel and service industries. To advance the future of Hotel industry in the upcoming year for determined effort to take Hotel industry along the path of becoming green. In doing so, the new hotel in Thailand can become the leading organization to create a dynamic roadmap for green organization and use it to extent the green practice message throughout Thailand.

1.3 Scope of Study

This research focused on sustainable activities and practices in Hotel business and investigates the impact and influence on company performance. This study looked into the case study of the hotel that has been participated in this green

practice and now being a role model for many hotels in the chain and industry. The study will also learn from experience experts who directly involved in the program practice. The interview will be conducted for the head of the organization with their vision and mission of applying this practice to the business and the comparison of the business performance along with the company that required the sustainable practice from their business partners. This study draws on practical experience and offers organization a wealth of concrete and accessible advice including on sector-specific recommendation, management issue, and action-oriented checklist

CHAPTER II
LITERATURE REVIEW

The literature review in this chapter of study is described about the history of Sustainable development, Green hotel concept, general green practice, and the change in hotel management and its impact toward hotel performance.

2.1 History of Sustainable Development

Climate changed and its consequences have made voluntary commitments and take action on reduced greenhouse gas emission and even go beyond and achieve climate neutrality or carbon neutrality. It is a voluntary market mechanism that promotes net zero emission from human activities. Sustainable development has been first mentioned in the United Nation Conference on Human Environment in Stockholm in 1972 focused on the right of the human family to a healthy and productive environment. The future of direction of our civilization has been described by The United Nation which tried to solve the global problems about the social environmental crisis. (Uncsd2012.org, 2015) Sustainable development has been a main content of the programmer presented by The International Environmental Development Commission. Sustainable Development in this case meant a development that could be constant for a limitless period of time. Finally the UN Conference on Environment and Development had approved the term by the year 1992.

Today world is rapidly becoming more complex than ever in the past; Technology became more importance and became one of the ways to create the major opportunities in business. On the other hands, technology also created the great change to the world environment.

From the study, today many organizations persuaded that the more environment-friendly they become, the more the effort will affect their competitiveness of the business. People believe sustainable development will add the cost to the organization with the delay performance in company financial benefits. (Nidumolu, Prahalad and Rangaswami, 2009) The management of the company believes that the sustainable operation and developing green products will create disadvantage for the company as the supplier unable to provide the green effort; manufacturing will need new equipment and need to create the ne process. Moreover, customer also refused to pay more for eco-friendly products during the downturn. However, this mildest can be changed if people have more information about the positive impact for the better future benefit for the human living on earth and the earth itself

2.2 Green Hotel Concept

In the past decade, environment responsibility became importance recognition of the hotel property. Customer started to persuade and pressure the hotel to implement technology that helps to save the energy. The concept of Sustainability in the hotel industry is to increase the awareness in growing environmental degradation which can be adopted and enforced more effective measures of natural protection. To become a green hotel, there are many steps to take by the evidence of their sustainable activities which are the best practice including waste management, saving water and energy, and protection of biodiversity. Not only the reduction of the negative impact for the environment, has it also delivered a major competitive advantage in minimize the cost and understanding the importance of sustainability business (Bohdanowicz, Paulina, Branko Simanic, and Ivo Martinac, 2005). The research has been mentioned for the goal to complete the sustainability concepts which are as follow:

1) Using the limited natural recourses and no further new consumption field

2) Protecting and providing the natural balance by reducing the consumption of the energy

3) Finding substitutions which can decrease the environmental pollution and stop the devastation of the environment itself

4) Distributing the responsibility and connecting the stakeholders, consumers, suppliers into the term of the stability system.

Moreover, the green hotel concept also offered the idea of providing fresh and comfortable environment, natural accommodation and facility including green services, green products and providing the service and facilities that give the idea of environment protection (Chen, Ying-Chang, and Yu-Ta Chen, 2012). These concepts can support the need of the majority of consumer as they are concern more about the environmental issue which came from the matter of climate change; a growing number of people are seeking for the environmentally responsible companies.

2.3 General Green Practice

General Green practice can be shown by many actions which are the possible corrective measures that able to project the environmental improvement of the hotel performance. Practices also require brainstorming to promote and encourage the corrective measures which should be communicated to the concerned departments in order to confirm all process implementation. There are many implementations that can apply into the sustainable practice program including following factors:

Conserving natural resources:

1) Use less energy, save oil and gas
2) Use less water, save fresh water
3) Use less paper, save Tree

2.3.1 Energy Management

HVAC operations are the main energy that hotels consumed which came from Heating, Ventilation and Air Conditioning. (DotProperty Blog, 2014) To participate in the green business, the majority of focus is aimed to reduce energy intensity by accomplished using technical energy-efficient technologies for both front and back of the house. For example lighting retrofits, simultaneous heating and cooling systems, and also maintenance equipment and other alternative energy resources that can produce cost saving. (Graci Sonya and Jacqueline Kuehnel, 2010) The hotel can monitor from the effectiveness of the energy conservation initiatives by tracking on monthly of

utility bills. These factors, the hotel can target to save energy and reduce atmospheric pollution (Zein, Karim, Majdoulaine Semlali Wazne, and Gregoire Meylan, 2008). The hotel can started from the hotel product and simple service behavior which can be the change of use for the high efficiency lighting, heating and cooling system. Moreover, employee can also participate in sustainable activity for example turn off the lights when space is not use and change the light to the low watt light bulbs, (Chesapeake, Hyatt Regency., 2015) and Air-conditioning energy management system installed in a guestroom. These can started from the people who work in the organization, when the internal have knowledge so they can communicate to others.

2.3.2 Water Management

Study of hotel water consumption shows that the water consumption management also one of the main concern in sustainable organization. As some parts of the world are facing with the water shortages for example The Mediterranean which is the famous tourist destination. (Zein, Karim, Majdoulaine Semlali Wazne, and Gregoire Meylan, 2008) However, it is necessary for every part of the world to concern about the water conservation. From research, the content focuses on how to implement simple method which can reduce the consumption of water in hotels. For example, the water use in laundry can result in saving both chemical and water entering into the washing system. Water recycling plant can recycle the daily use of waste water from the kitchen to utilize in the garden. (Graci Sonya and Jacqueline Kuehnel, 2010) In another research is mentioned about the implementation plan after the measurement and target set, the hotel can monitor the area of water consumption such as bathroom, laundry, swimming pool, kitchen, housekeeping, etc to focus on how can the hotel implement the water saving plan. (O'Neill, Siobhan, and Holly Tuppen, 2013) Furthermore, it can also started from the simple practice in the hotel which are save water and do not leave the tap running, using low-flow faucets and showerheads and action plan and water audit.

2.3.3 Waste Management

The study identified that the most effects on environment, one factor is from waste generation. There is an estimate identified that in one day, one guest in the hotel

can produce average excess of one kilogram waste each day which approximately 30 percent of waste can be shifted through reuse and recycling (Graci Sonya and Jacqueline Kuehnel, 2010). Reducing, Reusing, and recycling are the terms mentions in the study of the green hotel waste management. Food waste is another big concern from for the hotel. Sustainable menu has been created to reduce the energy for cooking. Menu Planning should be well considered to reduce food waste. Extra food will not throw away but will organize the food donation program for the poor or animal feed. (Calrecycle.ca.gov, 2015) In the office and back of the house department can change from using paper to use electronic files which can save more for the waste paper. Another example can be the green meeting for the hotel function. To conduct the green meeting in the hotel can help the reduce waste by providing E-proposal to reduce paper consumption, Linen less for conference setup to reduce the waste process of laundry system, eco-friendly coffee break menu and participate for food donation to local charity to reduce food waste. These can be a good practice to start managing waste within the organization.

2.4 The Change and the Impact Toward Hotel Industry

From the study, it shown that the change in developing hotel concept and practice into green organization has many influences and impacts toward the company performance. From the article, definitely the hotel can general the better financial performance, lower utility bills and firm profitability which came from the less consumption of water, waste, renewable energy, and the new operation concept. The hotel can measure the firm performance on economic performance such as financial return, cost reduction, market share, and sales growth. (Correa, A., Hurtado-TorresTorres, J., Sharma, N., and Garcia-Morales, S.V.J., 2008) Moreover, from the benefit of better cost-effective control, the organizations can also help our earth by protecting an environment from human activities which contribute to the global climate change. Apart from the financial aspect and the environment issues, hotel image became another significant factor that influenced from the implement of changes. Companies can enhance competitive advantage and build the brand awareness for customer. Marketing and promoting green marketing campaign is another opportunity that the hotel can improve the corporate image of social responsibility. These can also further the business performance as

many organizations are focus on corporate social responsibility (CSR) which organization takes responsibility for conducting their actions influence societies and the natural environment. (CSR Quest, 2016) Sustainable organization can also support local community by strengthen local Thai supplier and producers. The company will become a leader and role model of sustainability organization in Thailand. Within the organization, it can show for the improvement of working conditions and care for associates and create awareness to increase the conscious of social responsibility.

CHAPTER III
RESEARCH METHODOLOGY

This chapter will describe research for study focusing on case study, research design, case study, data collection, and data analysis.

3.1 Research Design

research design for this study is focusing on the case study. Actually it does not design or aim to compare any individual idea or any group idea with others. It is more focusing on the situational analysis. (Gibbs, Graham R et al., 2011) Case study can help to explore a phenomenon within its real-life situation which researcher may find the answer and example in what they are interested in. The study used qualitative research design which can generate many types of questions and design the research extensively used by scientists to study on human behavior and habits. The research can study and get examples form the case study, interview, group classification, or analytical. To collect data from the respondents can make researcher understand more about the idea and exploring more in deeper detail using respondent experience and knowledge. Qualitative techniques are useful when a research problem or topic is too complicated to answer by a simple yes or no hypothesis. This type of research method is not the same as quantitative method that the data dependent upon sampling sizes. For example, the meaningful results can generated from a small sample group of interview or case study. (Shuttleworth, Martyn, 2008)

3.2 Sample Company Background

For this research on Sustainable hotel towards influence and impact on company performance, the research has use the famous top 5 Stars hotel in Thailand to be an example and the case study. Plaza Athénée Bangkok, A Royal Méridien Hotel is one of the hotels under Starwood Hotel, the global hotel chain which have over 1,200 properties worldwide. The hotel was established in the year 2000 which now today is the 15th year of operation. The hotel is located in the center of the city on a green boulevard wireless road. The hotel operates with 374 remodeled guestrooms with over 5,600 square meters of function space. Hotel is owned by TCC Hotel Asset Management Co.,Ltd which belong to Sirivadhanabhakdi Family or the Family of Khun Charoen Sirivadhanabhakdi, the famous 2rd Thailand 50 Richest 2015 by Forbes Magazine (Forbes). As a biggest beverage company in Thailand, Thai Beverage presented the efficiency water usage project in 2014 to push frequency of reduction of water consumption in the later years. Same business idea and environmental concern by the company, (Thaibev) TCC Hotel Asset Management also develops this system into the hotel segment. Plaza Athénée Bangkok, A Royal Méridien Hotel is the first hotel owned by TCC that had started the best practice for the sustainable hotel. TCC Hotel Assent Management cooperates with the Starwood Hotel Chain to develop Plaza Athénée Bangkok, A Royal Méridien Hotel to become the model of the Sustainable hotel. The hotel is the first hotel in the world that certified ISO 20121 Certification for Sustainability Event Management System. ISO 20121 is a system that designed to improve the sustainability of activities, products, and service of the event organizations. The management system will help to reduce its environmental footprint, become more socially responsible, and continue to be financially successful which this management system has shown that the organization has considered in all keys financial, economic, social and environmental issues relevant to the hotel operations. The hotel launched the policy of 30/20 by 20 which means to reduce 30% of energy use and 20% if water use by 2020. The hotel has promoted the initiatives Sustainability champion and Green Council in the hotel to cooperate with every concerned department and audit control of energy and water use. From the report, the number shown that YTD result 2013, Electricity use reduced by 14.4% less than 2012 and water 3.91% less than 2012. Moreover, the carbon footprint from printer ink was reduce by 19.19% and the use of plastic bottle

reduced by 31.76% less than 2012 with the 71 participated in sustainable meeting events within 8 months.

3.3 Population and Sampling

The research population has been chosen from the employees who work in the Sustainable Hotel which 30 participants will be selected by the employee who have been working in the hotel at least 3 years and those people who are the part of the organization which have been working from the start of the program until the program has been certified. Non-probability technique has been use from the purposive sampling method. Rather than choosing the sample by random selection, the sample was chosen by researcher interests (Trochim, 2015). It is unable to get the answer for every single person for the research, therefore the researcher need to select the sample group who can represent other selected population. (McLeod, 2015) Moreover it also represents the group of people who can generate useful information and data for the research. The questions were maximizing the answer of how and why. Researcher was looking for the Interpretation and understanding of the questions not focusing on fact-finding. (Warren, 1988)

3.4 Data Collection

To discover the answer and the idea of the research question, qualitative interview approach is one of the most important method as interviewer can get as much as idea, detail and experiences from the interviewee which is more flexible than the statistic and numerical form quantitative approach. (McLeod, 2008) The Qualitative data collection method is a semi-structured technique which can be done in many ways for example focus groups, face to face interviews, and observation. (McLeod, 2014).

In-depth interview is the way of data collecting base on individual experience, knowledge, perspective, etc for the small group of applicant which is naturally expressive data that useful for studies showing interviewees process of thinking and feeling. Moreover, gathering data from the face to face interview is more flexible as interviewer can probe further questions to get more information needed during the interview. Using

Open-ended question in the face to face interview better than yes-no questions as asking open-ended question can encourage respondent to share more information and express more opinion . (Penwarden, 2013)

The interview will be completed by respondents at different levels, which are Management team who set up the activity plan and regulation, and officer staff who work and follow the established practices. The respondents were divided into 2 groups with the different set of question due to their responsibility. Guidelines of the questions are provided below:

1) Management Level, this group of people was responsible for the activities and practice of the hotel: Design of the questions created to get the information from the business point of view such as:

1.1) How did the hotel to become or participate in the sustainable hotel?

1.2) What are our key sustainability metrics?

1.3) How does the hotel innovate and offer greener products and services?

1.4) Does it make change after the hotel participated in the green program?

2) Hotel Office Level, this group of people is the operation team who directly participate in these activities and practices for their daily work. So the research has design the question to get the information about their feeling and feedback from the program.

2.1) Describe a typical work and activity for sustainability program of your department.

2.2) How did you educated and engaged for the sustainable information?

2.3) How did you feel about working with this change?

3.5 Data Analysis

The analysis of the qualitative interview answer aimed to discover and understand the research question from using the data gathering by personal interview. (Learning, 2015) Data analysis is where the researcher can move from the collecting data to interpret the information into the form of understanding, explanation, and interpretation of the answer that the research has been investigated. (Gibbs et al., 2015) Researcher hopes that all the recorded data can be analyze and support the research

question about the hotel impact and performance from participated in the sustainable practice. As the data recovered from the qualitative researches unable to code by statistic number like quantitative research, the research can show the deeper result from respondent attitudes, feelings and behaviors. So the researcher would use methodology for coding methods providing 4 levels which are initial coding, focus coding, thematic coding and theoretical concepts. (Hahn, 2008) However, 2 levels of method will be used to analyze the data which are Level 1 is focusing on terms and words that have been repeated by several respondents. Level 2, focus coding or category development which researcher will review the collected data and categorize them into group in order to provide the deeper analysis. At this stage, the data collected will be implication with the coding methods which can also focus more on keyword frequently mentioned in interview, some missing essential information, and analogies. This information will help researcher for the deep down further data analysis. (Gibbs and Taylor, 2010)

CHAPTER IV
FINDINGS AND DISCUSSION

The result from data collecting will be generated including the demographic characteristic profile of respondent, Green Practices and its performance toward sustainable Program within the organization.

4.1 Demographic Profiles of Respondents

From the table 4.1 demographic characteristic of the respondent by in-depth interviews includes 30 respondents who are working at Plaza Athenee A Royal Meridien Hotel. Out of 30 respondents, there are 14 (46.66%) Male and 16(53.33%) Female at the age range between 25-55 years old, 9 people at 25-35 years old and 19 people at 36-45 years old and 2 person who are above 56 years old. Interview has separated the questions for level of position by 13 (43.33%) from Management level including Manager to Director of the department and 17 (56.66%) from officer level of 7 departments including Sales and Marketing, Engineering, House Keeping, Banquet, Food & Beverage, Front Office, Account/Purchasing/ Receiving. For the working experience, there are 12 people who has experience working in the hotel less than or equal to 5 years (40%) and 9 people who work less than or equal to 10 years (30.00) and 9 people who have long experience working in the hotel for less than or equal to 15 years of experience.

Table 4.1 Demographic Background of Respondents Categorized by Gender, Age Range, Position, Department, and Year of Experience in Hotel Industry

Demographic background	Qty (N)	Frequency Percent (%)
Gender		
Male	14	46.66
Female	16	53.33
Total	**30**	**100.00**
Age Range Group		
25-35	9	30.00
36-45	19	63.33
46-55	0	0.00
56-65	2	6.66
Total	**30**	**100.00**
Position		
Management Level	13	43.33
Officer Level	17	56.66
Total	**30**	**100.00**
Department		
Sales and Marketing	12	40.00
Engineering	4	13.33
House Keeping	5	16.66
Banquet	2	6.66
Kitchen, Food & Beverage	3	10.00
Front Office	1	3.33
Account/Purchasing/ Receiving	3	10.00
Total	30	100.00
Experience of working (year)		
>/ 5	12	40.00
>/ 10	9	30.00
>/15	9	30.00
Total	**30**	**100.00**

4.2 Research Findings

In-depth interviews have been conducted by 30 respondents who have experienced working within the sample organization. The questions have been divided into two sets with the qualitative data analysis process for those who are management level and officer level. The respondents who were interviewed are those who have experience working in the hotel industry and within the organization more than three years. They are from different departments including Front office, House Keeping, Sales and Marketing, Kitchen, Engineering, Accounting and Banqueting. The result disclosed from respondents that there are many activities that have been participated to complete and become the sustainable hotel with ISO 20121 certificate. The result has shown the practices results in the responsibility toward environmental, social, and economic stewardship.

4.2.1 ISO 20121

An in-depth interview with Mr. Carl Volschenk, Director of Sales and Marketing who is the hotel representative to be the speaker for the GMIC Green Meeting industry Council in Atlanta, The United States in 2015. Mr. Volschenk talked about how the hotel has invited to give the speech about the sustainability practice and activities in a commercially successful way. Mr. Voishenk has explained about ISO 20121 which is a Management System Standard that has been designed to help event organizations develop the sustainability of their activities, product, and service by considering the management system, all key financial, economic, social and environmental issues applicable to the operation. The Hotel stated to concern more about the environment and society therefore they started to push themselves to participate and be a part of Global sustainability organization to help reducing the impact on the environment. Mr. Volshenk has mentioned about steps of a Management System “The system will help organization to reduce its environment system footprint, become more socially responsible and continues to be financially successful”. There is a sustainable policy which is the practice for all employees to bear in mind which listed as below:

1) Conserving natural resources
2) Minimizing waste and pollution
3) Enhancing indoor environmental quality

4) Establishing and reporting on key environmental performance indicators

5) Increasing procurement of supplies produces locally within our communities.

6) Raising environmental awareness among our associates, guest and communities

7) Working toward increase transparency and reporting around our procurement practices and enhancing inclusivity and integrity of all interested parties.

Mr. Volschenk has mentioned about how the hotel raising environmental awareness for the associate within the organization. “The hotel has set the training both classrooms training and online training that can provide the knowledge and information for more understanding of the associates. Providing Associate Sustainability Pocket Flyer and activities for example drawing, creativity board that associates can present their idea of sustainable to increase the awareness among associates, guest, and communities”. Mr. Volschenk stated that “We need to start building the awareness for our people within our organization so they will help to contribute this awareness to others.”

4.2.2 Embrace Responsibility Policy toward Sustainable Practice

4.2.2.1 Environmental: Reduce Environmental Footprint

- Energy Saving:

From the respondent’s interview, they understand very clear about the hotel mission and vision about the sustainable practice. Which the hotel has set the goal of 30/20 by 20 Campaign which mean they aim decrease the use of energy for 30%, the use of water 20% by the year 2012. Every department has pushed the concern over the use of energy as per information sharing as following.

“We have changed the light bulbs from the fluorescent to LED in all area of the hotel which we started to change the one that unusable since the year 2008 to save the energy” (Engineer Staff)

“For set up event in the function room, before we have to turn on all the down light in the function room, but now we have changed to only 4 spotlights which use only 400 watts/ spotlight comparing to down light which use around 300 watts / blub which one grand function rooms has around 100 down lights/ 1,000 SQ M.” (Banquet Staff)

“We clean up the dust and stain in the back and the bottom of the drying machine every time we dry the clothes as those dust will block the machine competency of working and it will make the machine work harder and take longer to dry the cloth so we need to remove in order to release the heat of the machine” (Laundry Staff)

“We also study of the efficiency of the washing machine and the dryer machine about the quantity of the water and the number of cloth per one round of use in order to save the energy and efficiency of the machine” (Laundry Staff)

“Green Card program for the room division, we persuade guest to participate in green program to help the environment by putting the green card on the bed for not changing the bed sheet and towel for the short stay guest to help to save energy and less use of chemical” (House Keeping Staff)

“We control temperature of the air condition in the back of the house and also the public area and the function room” (Engineer Staff)

“We boil the food instead of bake to decrease the energy of baking which take longer time” (Kitchen Staff)

“We tried to arrange the use of Chiller and Cooling machine and turn off and unplug of Chiller and Cooling machines” (Kitchen Staff)

“We less import food from oversea for 80% using the local product so that we do not have to use the transport which contain lots of energy and also create air pollution.

“Our department has changed from printing hotel signage for every event to use the digital signage instead so; we do not need to throw away lots of paper after the function finish.” (Graphic and Sale & Marketing Staff)

This finding showed the activities that have been done within the organization matched with the same direction with the previous studies founded in chapter II. The result showed in the figures of reducing the electricity consumption comparing to 2012, one year after participating the program 2013, the hotel can reduce 14.4% (YTD) less than 2012.

- Water Saving:

Water saving is another policy that respondents gave significantly concern for the activity within the back of the house and front of the house using by associates and guests as following:

“During our renovation project, we have order all the equipment that can help to reduce the amount of water from the shower in the guest room and faucet in all toilet in the hotel to control the level of water release each time” (Engineer Staff)

“I believe that every hotel or event company has a wastewater treatment tank but what concern is that where will the water go? For the hotel, we recycle the water to reuse in the toilet tank and to water the plants in the garden” (Engineer Staff)

“The kitchen use lot of water to wash the kitchen every day because there is lots of oiliness and stain from the cooking process. Now we started to use the hot water to clean the oiliness stain and also change the faucet set to make the water spay in the larger area which save a lot of water than before.” (Kitchen and Food & Beverage Staff)

Following the sustainability campaign 30/20 by 20, the hotel target to reduce the water by 20% for the previous consumption by set up the green council and the Energy and Water Audit to give the advice and check about the use of Energy and water in the hotel by follow the action plan. The amount of water using has been decreased by 3.91% in year 2013 less than year 2012. However, it amount of water use is also depend on the hotel occupancy and the functions in the hotel which is not the same number every year. Therefore the hotel continually control and monitor all the use to reach the goal by the year 2020.

- Waste Management:

Respondents gave example of activities that they are helping to manage waste in their department as following:

“In every department we do the waste segregation which mostly paper, recycle waste, bottle, and food and separated in the hotel waste management area to make use of those waste. For example, the food scraps from the kitchen good one will give to be the food for the pig and those bad one will be used to do the organic fertilizer.” (Food & Beverage Staff)

"Reducing paper consumption, Sales & Marketing department changed from paper proposal to E-proposal so that we do not need to print out those proposals that we send out for almost 100 proposals per day." (Sales & Marketing Staff)

"We do ask guests to be a part of our program by asking them to receive the e-folio instead of hard copy folio. So we can reduce the number of paper that we need to print for every guest after check-out." (Front Office Staff)

"We asked guests to participate in Green Meeting program, for the meeting and event, we have Make a green choice check list to be an option that emphasize saving the world's environment For example, no linin use for set up, stationary station (instead of each table setup), Eco-friendly air condition temperature, etc." (Banquet Staff)

"We have changed all water bottles in the hotel to be glass bottle instead of plastic bottle" (House Keeping Staff)

"We use the both side of paper to get as much as use of it." (Sales & Marketing Staff)

As the result showed in the YTD report, the hotel can reduce Carbon Footprint from Printer ink by 19.19% less than 2012 and Plastic bottle by 31.76% less than 2012. For not throwing away all the wastes, to help separate all of them into types is easier for the hotel to manage, reduce the wastes, and make efficient use of them.

4.2.2.2 Social: Become More Socially Responsible

Hotel push more concern about the Social responsibility, create the awareness for the associate to care more society as per the respondents information below:

Food Donation: "We donated all the extra food for the function to the disadvantaged child underprivileged children for the nearby school or community to help them eat a better food and reduce the food waste that we need to throw away every day." (Sales & Marketing + Food & beverage Staff)

- Care for Community:

"Starwood Chain have the internal program call Starwood Care which one of the Cares in the program is Care for Community, we have recognition award for those associates who contribute themselves to help the community such as

help to build the school in other provinces and visiting and donating appliances to the Orphan House.” (Receiving + Accounting Staff)

- CSR activities:

“We do the charity activities every year with our clients together do activities and all the money will go to the UNECEF for children. For example UNECEF Bowling charity and Run for children.” (Sales & Marketing Staff)

These social activities aim to hold responsibility for organization actions and to encourage a positive impact on the environment and stakeholders including consumers, employees, communities, investors, and others.

4.2.2.3 Economic Stewardship:

From the interviews, it found that apart from the environmentally concern the hotel also looks at the big picture of the country’s economic which can also link to the sustainability of the organization as below:

“We increase procurement of supplies from the local community to help the local supplier so they will have job to do and the money will flow within the country and to work with the local suppliers, we need to increase transparency and reporting around our procurement practices to choose the approval of suppliers and product with the green label.”

“We order less import food for example seafood which we are now order 20% import goods and 80% use of local products . This can also reduce the cost of transportation and the air pollution from the transport vehicles.”

“We also have the training for the interested parties who wanted to enhance inclusivity and integrity to be a part of our green hotel project.” (Purchasing Staff)

Stewardship means thinking about how we factor all of our resources and gifts, not just our money through expression in the responsible planning and management of resources. (Steward) The hotel thinks about to support the local suppliers so that they can generate and create the job to their home town working with organic food and green label product to sustain the environment.

4.2.2.4 Hotel Performance toward Sustainability Practice

Respondents result showed that the organization tried to create the awareness for the associates in the organization as they are very concern about the environmental issue, the goal of this program is about how an organization can continues running activities in a successful business way. At the same time to subsidize its impact on the environment. Apart from the main concern to perform a better performance toward the environment, what we get and extra is the business performance. From the interview with Ms. Rattanawan Meekamol, Director of Sales mentioned that “Many companies started to push more concern about the environment. In order to do the business of these companies we should at least participate in CSR program. We have biding system which call RFP (Requested for Proposal) which all hotel need to offer the bidding rate in order to become the prefer hotel of all companies. Some big companies are stated in the selecting condition that the hotel needs to participate in the sustainable practice. Sustainability is one of the most important criteria of choosing the prefer hotel to do the business with.” So as the result, the hotel can generate more business from participating in the sustainability program. Apart from the environment and business performance the result can also showed in the financial performance for the cost which can see from the decreasing of electricity and water usage also the cost for the supplier for example meeting equipment, pen, paper, bottle of water, flower, and etc. Therefore, sustainable can impact a lot for the hotel performance toward environment, business and financial.

CHAPTER V
RECOMMENDATIONS

5.1 Practical Implications

Sustainable business is growing within many businesses in the world and starting to grow within our country. Sustainability is emerging megatrend of business that most executives know that how they respond to the encounter of sustainability will extremely affect the competitiveness of their organizations. Comparing to those companies that emphasis on short-term profits, sustainable companies think far ahead in long-term with the strong relationships with employees and community. They find ways to reduce the amount of natural resources they consume and the amount of waste and pollution they produced. As a result, sustainable companies thrive, surviving shocks like global recessions, worker strikes, executive scandals and boycotts by environmental activists.

The study's finding can benefit directly to the hotel business entrepreneurs both the existing business and new start up business such as existing worldwide chain hotel HIG, Starwood, Marriott, Etc. or local boutique hotel and resort in Thailand. In order to improve the business performance and continue to sustain the growth of the business it requires principal vision, plan, strategies, and road map to prepare themselves to become long term sustainable business. And to become successfully long term operate in business, operational efficiencies is also importance. Organization need to communicate effectively to connect the opportunities to ensure that the organization activities are aligned with the needs of the business and customer to create the sustain growth. Entrepreneur should see the right opportunities the other do not see to make the business stand out from others. Opportunities that sustainable hotel can make the better business performance and make the business sustain in the long run can be done by the internal practices. Reducing the environmental footprint can help adjusting the use of energy, water, and waste which these practices can help saving the world environment and making the better business performance. Not only the management in term of

environmental, but community is also another concern of the sustainable business practice. Organization is not giving an importance to the profit in term of money, but its profit in term of making the community to be better place for the living. Moreover, it can also be benefit to the Business Suppliers who interested to become sustainable business to be the prefer supplier in the hotel business. Customer is also a part of this program for those who want to participate together with the organization to be a part of green meeting or charity event. Hotel has set up many policies and created the related activities in order to increase the awareness of both employees and customer. Focusing on environmental, social and economic which dedicated to participating these practices as well as sustainability values into the company core business strategy. To apply the strategy to the real business practice, we need to educate the people who deal directly with activities so that they will have information and knowledge to make the better use of the program and be able to educate others to make the practices more effective.

5.2 Limitations of the Study & Recommendations for Future Research

There are possible limitations in the present study which come from the small sample size of the respondents of in-depth interview. This can be better if we can use more samples which can be quantitative approach to gain more information or even more case study for other organizations so that we can compare the result generated if there is any similarity or difference from the different organizations. The data can also collect from the new business to see how they plan themselves before applying the strategy, they may have an innovation idea to apply and go along with the sustainability concept.

Another recommendation for the data analysis is about the measurement of some information received from the interview. For example, the hotel performance due to the business section cannot measure by the number. If the number of guest of the hotel is more than the previous year, It can be from many reasons not only from the sustainability practices but it could affect from the better economic, the hotel facilities, the rate, the service, and etc. So it is not clear that the sustainability is a main concern that makes the better business performance. This result can show some better result in term of the better business management but cannot specific the better number of guest increase due to the implementation of the sustainable hotel program.

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APPENDICE

Appendix A: The Interview Guide

Session 1: Management Level.

Management Level, the people who are agreed to implement activities and practices of the hotel so the questions will get to know more about the business point of view:

1. How did the hotel to become or participate in the sustainable hotel?
2. What are our key sustainability metrics?
3. Why do you think this program is needed for the organization?
4. How does the hotel innovate and offer greener products and services?
5. Does it make change after the hotel participated in the green program?

Session 2: Officer Level.

Hotel Officer Level, the operation team who directly participate in these activities and practices for their daily work. So the questions are about the feeling and feedback from the program.

1. Describe a typical work and activity for sustainability program of your department.
2. How did you educated and engaged for the sustainable information?
3. How did you feel about working with this change?
4. Do you think this program is benefit for the organization and society?