

**THE IMPACT OF GREEN HOTEL PRACTICES ON PERCEIVED
BRAND LEADERSHIP: MILLENNIALS' PERCEPTION IN A
POST-COVID 19 WORLD**

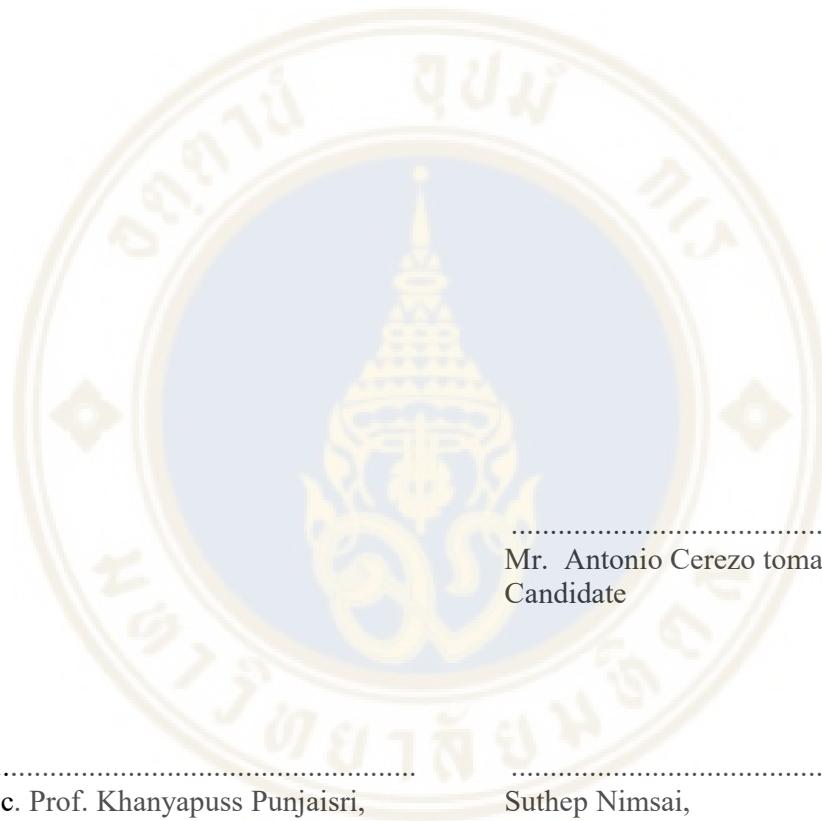


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**THE IMPACT OF GREEN HOTEL PRACTICES ON PERCEIVED
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POST-COVID-19 WORLD**

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on
November 24, 2020



.....
Mr. Antonio Cerezo tomas
Candidate

.....
Assoc. Prof. Khanyapuss Punjaisri,
Ph.D.
Advisor

.....
Suthep Nimsai,
Ph.D.
Chairperson

.....
Asst. Prof. Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

.....
Poomporn Thamsatitdej,
D.B.A.
Committee member

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Antonio Cerezo Tomàs

THE IMPACT OF GREEN HOTEL PRACTICES ON PERCEIVED BRAND LEADERSHIP: MILLENNIALS' PERCEPTION IN A POST-COVID-19 WORLD

ANTONIO CEREZO TOMÀS 6249062

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC PROF. KHANYAPUSS PUNJASRI, Ph.D., SUTHEP NIMSAI, Ph.D., POOMPORN THAMSATITDEJ, D.B.A.

ABSTRACT

In today's oversaturated market environment, many hotel companies try to differentiate themselves by establishing their own competitive advantages. Prior to the Covid-19 pandemic, hotels were little by little committing to green practices and recognizing sustainability as a key differentiator factor. However, the current crisis might slow down the further adoption of green policies and the progress on climate change. This might go against what millennials expect from businesses. Hence, if anything, the pandemic has reinforced their desire to push for a world in which corporations put people and the environment ahead of profits. This is a moment for branded hotels to adapt to consumers' changing patterns and behaviours, and strive for achieving a leadership position.

Consequently, the objective of this research is to investigate the relationship between the implementation of green hotel practices and millennials' perceived brand leadership, including perceived quality, value, innovativeness and popularity in a post-Covid-19 world. The theoretical framework clearly identifies six constructs for quantitative measurement. The online self-completion questionnaire, which is developed from the literature review, is conducted by 196 French millennials. Measurement instruments employed include Cronbach's Alpha Coefficient, Exploratory Factor Analysis, and Partial Least Squares (PLS).

The results indicate that the implementation of green practices, assessed through millennials' attitude toward sustainability, has a significant association with perceived quality, value, innovativeness and popularity. However, only perceived value shows to have a significant association with perceived brand leadership when green hotel practices are implemented. Perceived quality, innovativeness and popularity have no significant association with perceived brand leadership when green hotel practices are implemented.

KEY WORDS: SUSTAINABILITY, GREEN PRACTICES, MILLENNIALS, QUALITY, VALUE, INNOVATIVENESS, POPULARITY, BRAND LEADERSHIP

87 pages

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CHAPTER I

INTRODUCTION

1.1 Introduction

In the past few decades, the relevance of sustainability and green practices within the hospitality industry has gradually increased (Jonas *et al.*, 2014). Even though the concept of sustainability can find its roots back to ancient times (Du Pisani, 2006), the concerns around this topic have recently risen along with the undesirable consequences of tourism growth on the environment (Gössling, 2002). Guests are more and more aware of the importance of green practices within the lodging industry (Han *et al.*, 2010; Chen and Tung, 2014; Han, 2015). This is why, as suggested by recent research, the implementation of such practices is becoming crucial to guarantee hotel competitiveness (Manaktola and Jauhari, 2007; Ogbeide, 2012; Tierney *et al.*, 2011).

In the field of brand management, a firm's competitive advantage over other brands is reflected in the concept of brand leadership (Aaker, 1996). In today's oversaturated market environment (Jennings *et al.*, 2016), hotels need to find ways to differentiate themselves from their rivals and stand out among competitors to ensure their growth and survival in the long-run (Kam Fung So and King, 2010). This is one of the reasons why companies must constantly engage in innovative activities aimed at improving customers' brand perception (Porter & Van, 1995; Hurley & Hult, 1998). Considering that sustainable practices are regarded as one of the key global trends within the lodging industry, commitment to the adoption of green innovations can be perceived as an innovative differentiator by customers. Thus, sustainable practices can help develop a brand in a way that consumers perceive it as successful, visionary and up-to-date with the latest trends, or in other words, as a brand leader (Miller & Mills, 2011). Based on this understanding, becoming a brand leader through the implementation of sustainable

practices would reflect a firm's competitive advantage over other brands, help cultivating guests' loyalty (Aaker and Joachimsthaler, 2000) and improve guests' satisfaction levels and return intentions (Berezan *et al.*, 2013).

While the idea of brand leadership was first introduced by Aaker in 1996, little research has explored the basic concept and dimensionality of it (Chang and Ko, 2014). Chang and Ko (2014) developed a comprehensive definition of this concept as well as a measurement scale aimed to systematically evaluate the leadership of a brand from consumers' perspective. Nevertheless, little effort has been made to determine how sustainable practices affect brand leadership in market dynamics. It is for this reason that the application of the Brand Leadership Scale (BLS) defined by Chang and Ko (2014) could be particularly meaningful when evaluating sustainable hotel services' brand leadership.

Extending the BLS with sustainable variables is essential for obtaining a greater comprehension of millennials guests' perception about the leadership of a brand. In the current marketplace, millennials are recognized as the most consumption-oriented and powerful consumer group of all generations (Schawbel, 2015). Besides that, evidence from several studies illustrates that Generation Y has a higher tendency to behave consistently with sustainability principles (Schoolman *et al.*, 2014; Yoka, 2014; Hopkins, 2017). For instance, recent research based on American (Miller *et al.*, 2017), Italian (Bonadonna *et al.*, 2017; Pomarici *et al.*, 2014) and French (Capitello *et al.*, 2019) millennial samples clearly show their high level of preparation and awareness about the meaning of sustainability. According to Howe & Strauss (2000), the implementation of green practices would be highly appreciated by millennials because, as a generation, they believe that one of their main goals is to improve the environment. This is why there is a great potential in studying this group from the standpoint of sustainability, especially as it relates to hospitality and branding.

As a result of these observations, this study will focus on French graduate millennials to assess their attitude towards the implementation of sustainable practices within the hotel industry and whether those practices can positively influence their perception about hotel brand leadership.

1.2 Problem statement and research question

During the first half of 2020, the COVID-19 pandemic has led to the cessation of all non-essential activities (Vaccaro *et al.*, 2020; Sarac *et al.*, 2020; Prideaux *et al.*, 2020) as well as to the implementation of mobility restrictions such as self-isolation and social-distancing (Wilder-Smith and Freedman, 2020). These restrictions have helped reducing the spread of the virus (Hou *et al.*, 2020; Koo *et al.*, 2020), but have also portrayed an imminent reconfiguration of the global market in general, and the hospitality industry in particular. Prior to the crisis, hotels were little by little committing to green practices and recognizing the need of running sustainable businesses (Rahman *et al.*, 2012). However, as suggested by Hepburn *et al.* (2020), the COVID-19 pandemic might slow down the further adoption of green policies and the progress on climate change.

Due to the immediate danger caused by the COVID-19 outbreak, hoteliers have had to quickly implement new hygiene measures to guarantee guests' health and safety. The use of plastic and disposable products has been a key element to protect the general public (Klemeš *et al.*, 2020), but not without raising concerns about its impact on terrestrial and marine ecosystems (Rajmohan *et al.*, 2019). Hoteliers are overlooking the efforts to deal with the evolving climate crisis during this recovery phase (Hepburn *et al.*, 2020) without noticing that this crisis might be an opportunity for them to lead the way towards a sustainable future (Prideaux *et al.*, 2020). If anything, the pandemic has reinforced Millennials' desire to push for a world in which businesses put people and the environment ahead of profits (Deloitte Global Millennial Survey Report, 2020). Taking this into consideration, the question arising now is as follows: *How does the implementation of sustainable practices influence millennials' perception of brand leadership within the hotel industry in a post-Covid-19 world?*

1.3 Research objectives

Based on the research needs outlined above, the purpose of this study is to examine the extent to which millennials in France perceive and value the implementation

of sustainable practices within the hotel sector after the Covid-19 pandemic. We are specifically interested in:

- 1) Evaluating the attitude of millennials towards green hotel practices in a post-Covid-19 world.
- 2) Assessing how the implementation of sustainable practices influences millennials' perception of each of the dimensions of brand leadership.
- 3) Determining the relative effect of perceived quality, value, innovativeness and popularity on brand leadership.

1.4 Research methodology

This research uses a quantitative approach in order to examine the relationship between sustainable hotel practices and brand leadership. The first step was to formulate the hypotheses and define the variables analyzed in the study. Then, the focus was to validate the hypotheses by exploring, discovering and producing explanations allowing us to draw connections between the variables (Behfar and Okhuysen, 2018). As suggested by Onwuegbuzie and Leech (2005), the use of quantitative data helps explore, describe and explain the relationship in a mathematical and statistical manner.

According to Saunders *et al.* (2009), a researcher can follow five different strategies: experiment, survey, archival analysis, history and case study. Among these five possibilities, surveys are inclusive in the types and number of variables that can be studied, require minimal investment to develop and administer, and are relatively easy for making generalizations (Bell, 1996). Besides that, thanks to the Internet, online surveys allow us to easily reach groups and individuals (Wellman, 1997) in a short amount of time, despite possibly being separated by geographic distances (Taylor, 2000). This is why, in an attempt to answer our research question, we launched an online self-completion survey on LinkedIn, targeting postgraduate students and young workers from France.

As suggested by Howe & Strauss (2000) - and twenty years later still validated by the Deloitte Global Millennial Survey Report (2020) - there is a great potential in

studying millennials from the standpoint of sustainability, especially as it relates to hospitality and branding. However, it is not feasible to collect data from all those who were born between 1989 and 1998, which locates them in the generation known as Generation Y, or the millennials (Rivera et al., 2015; Sziva & Zoltay, 2016; Bonadonna et al., 2017; Hamed, 2017). This is why, a representative sample from the population had to be selected.

According to Salant and Dillman (1994), defining the target population as narrowly as possible is a prerequisite to sample selection. For this study, French millennials were targeted. The reasons why are as follows. On the one hand, millennials from France were easily accessible by the researchers thanks to their personal social network. On the other hand, French millennials showed a high level of preparation and awareness about the meaning of sustainability in previous studies (Capitello *et al.*, 2019). This made them a relevant target when analyzing their attitude toward the implementation of sustainable practices within the hotel sector after the Covid-19 pandemic.

As it is not possible to include every French millennial in the study, we applied the convenience sampling method by launching the survey on LinkedIn. This allowed the researchers to target Millennials with a certain level of education and who were more likely to know about hospitality and sustainability. Convenience sampling is affordable, easy and the subjects are readily available (Etikan *et al.*, 2016). Regarding the sample size, the researchers set a sample size level of about 196 to reach a confidence interval of 95% with a margin of error of 7% (The Research Advisors, 2006). As the sample size increases, the statistical power of the convenience sample also increases (Etikan *et al.*, 2016).

On the basis of this sampling frame, the data was collected by using online self-completion surveys. A first version of the survey was drafted in English and French following the rules of question writing for online surveys as formulated by, among others, Vicente and Reis (2010). The goal was to guarantee the understanding of the questions and the terms used. The revised version was then launched on social media and data was automatically collected thanks to the use of Qualtrics Software. The online survey was available for twenty days and the mean completion time was of 4 minutes.

1.5 Expected Contributions

In this report, we will explore whether sustainable practices improve the perceived brand leadership of hotels from French millennials perspective. The justification of this research expands both academic and practitioners' fields. This paper explores new relationships between brand leadership and sustainability within the hospitality industry and intends to promote a better understanding about how sustainability can help developing and maintaining a brand leadership position in the long-term.

Concretely, we are particularly interested in contributing to bring new knowledge to this specific field by:

- 1) Recognizing the relationship between sustainable practices and brand leadership in the hotel industry from a French millennial perspective after the Covid-19 pandemic.
- 2) Conducting a literature review on the concept of brand leadership in order to explore the emerging different perspectives.
- 3) Expanding the BLS through the incorporation of sustainable hotel practices into its framework.

1.6 Report Outline

The next chapter (Chapter 2) will cover the literature review on Sustainability, Green Hotel Practices and Brand Leadership before presenting the research hypotheses and the conceptual model developed for this study. Subsequently, we will follow with a review of our research methodology (Chapter 3). Later, we will display the survey results (Chapter 4) before discussing the broader implications, for academics and practitioners, of the confluence of sustainability and brand leadership (Chapter 5).

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

For a clear comprehension of the linkage between sustainability and brand leadership, it is essential to first understand both concepts. This is why a literature review is presented in the upcoming paragraphs. The chapter starts off by describing the origin of sustainability and exploring the evolution of the concern for this topic within the hospitality industry. It describes the different green practices adopted by hotels, the benefits of their implementation as well as their importance from a millennial perspective within the hospitality sector. Besides that, it emphasizes the impact of COVID-19 pandemic in the market as well as on the way millennials perceive sustainability since the outbreak.

Then, different perspectives on brand leadership are discussed and several traditional leadership theories are described to provide a comprehensive conceptual background for understanding the notion of brand leadership. The Brand Leadership Scale (BLS) – comprising perceived quality, value, innovativeness and popularity - is introduced and developed by adding “sustainable practices” as a new construct. After the theoretical relationships between brand leadership and sustainability are established, research hypotheses are developed in order to answer the research question and research objectives of this study.

2.2 Literature review

Before addressing the research hypotheses, we will discuss about several theoretical concepts and assumptions associated with sustainability and brand leadership.

2.2.1 Sustainability

Sustainability is a topic that has maintained its popularity in political and economic discussions as well as in the research arena since few decades ago (Clark, 1985). It has rapidly become one of those transcendent terms which are cornerstones of environmental policy, but difficult to define explicitly. Even though much of the current literature describes the necessary conditions for defining and achieving sustainability, there has not been a commonly agreed conceptual framework which provides a comprehensive understanding of the concept (Brown *et al.*, 1987; Glavic and Lukman, 2007). Therefore, it is essential to find an appropriate definition for this research before jumping into the junction of sustainability and brand leadership.

1) The origin of sustainability

The concept of sustainability has certainly a long history. Du Pisani (2006) provides an exhaustive summary of the historical roots of this notion and demonstrates how it has increasingly gained worldwide attention during the last decades. In the late 1970s, when people started fearing the depletion of critical resources as a consequence of continued and rapid industrial growth, awareness of the need to use resources in a sustainable way started boosting (Filho, 2000). A new mode of thinking started emerging which led the way for the birth and global adoption of sustainable development (Du Pisani, 2006).

In recent times, the terms of sustainability and sustainable development began to receive much more widespread attention after the publication of *Our Common Future*, also known as the *Brundtland Report* (World Commission on the Environment and Development, 1987). This document - aimed at offering systematic solutions to achieve international environmental conservation – gave impetus to the debate on sustainability (Filho, 2000). However, it was not until 1992 at the United Nations-sponsored Earth Summit in Rio de Janeiro when the terms of “sustainability” and “sustainable development” gained global notoriety (Mebratu, 1998; Filho, 2000; Marshall and Toffel, 2005; Ihlen and Roper, 2011).

Since its momentum three decades ago, the concepts of sustainability and sustainable development have suffered from a proliferation of definitions and have often

been treated interchangeably (Ihlen and Roper, 2011). The definition of sustainable development was brought into common usage by the *Brundtland Report* which defined it as “*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” (WCED, 1987, p. 41). According to Ihlen and Roper (2011), this concept sought to bridge the traditional dualism between economic growth and protection of the environment and defended the idea that the pursuit of both can be achieved simultaneously. Indeed, sustainability is not inevitably achieved at the expense of business performance, rather research suggests that adopting sustainable practices can enhance a firm’s performance (Avery, 2005).

From a corporate point of view, sustainability has become an important concern in the business world. However, the hospitality sector has somewhat been slower to react compared to other industries (Cavagnaro and Gehrels, 2009). Hence, Williams and Ponsford (2012) stated that the hospitality industry is becoming more and more aware of the importance of sustainability, but the progress in transitioning is being slow. Major players within the industry have been reluctant to publicly commit themselves to a specific and measurable definition of sustainability, and instead, have just followed more general business goals and strategies (Jones *et al.*, 2014).

2) Development of sustainability within the hospitality industry

The concept of sustainability within the hospitality industry has received an increasing attention from academics and practitioners during the last decades, leading to a great diversity of published research and practical examples (Jones *et al.*, 2014). However, this variety of work lacks a coherent overall structure, a clear research framework and a consistent methodological approach (Jones *et al.*, 2014). Indeed, definitions of sustainability within the industry are broad general statements difficult to quantify (Goldstein and Primlani, 2012). For example, Legrand and Sloan (2009, webpage) adapted the definition given by the World Commission on Environment and Development to “sustainable hospitality” as follows:

“[...] *hospitality industry development and management that meets the needs of today’s guests, hoteliers and stakeholders without compromising the ability of*

future guests, hoteliers and stakeholders to enjoy the benefits from the same services, products and experiences.”

Even though industry definitions are vaguely defined, Jonas *et al.* (2014) state that major players generally tend to privilege the environmental dimensions of sustainability. They tackle issues such as climate change and greenhouse emissions (Jonas *et al.*, 2014), water and energy efficiency and conservation (Millar and Baloglu, 2011; Berezan *et al.*, 2013), waste management and recycling (Millar and Baloglu, 2011; Berezan *et al.*, 2013), environmentally responsible sourcing (Berezan *et al.*, 2013), bio-diversity and the protection and preservation of natural resources (Jonas *et al.*, 2014), the reduction of environmental impacts (Millar and Baloglu, 2011; Berezan *et al.*, 2013), and the creation of green construction standards for new hotel construction (Jonas *et al.*, 2014).

Despite the fact that social and economic dimensions are not as privileged as environmental ones, major players within the hospitality industry also clearly include them within their approaches to sustainability (Jonas *et al.*, 2014). Social issues embrace human rights (Jonas *et al.*, 2014), supporting local communities (Berezan *et al.*, 2013), and embracing diversity and equal opportunities within the workplace (Jonas *et al.*, 2014), while economic issues include employment creation, providing value to customers and building shareholder value (Millar and Baloglu, 2011; Berezan *et al.*, 2013; Jonas *et al.*, 2014).

This view implies that hotel companies are required to maintain and grow their environmental, but also their social and economic capital bases in a long-term perspective. According to Jonas *et al.* (2014), the definitions are rooted in environmental concerns which privilege the conservation of natural resources and the protection of ecosystems, with some emphasis in some socio-economic aspects. This said, it seems relevant to take the definition of “sustainability” given by Fischer *et al.* (2007, p. 621) for this study:

“Sustainability must be conceptualized as a hierarchy of considerations, with the biophysical limits of the Earth setting the ultimate boundaries within which social and economic goals must be achieved”

3) Adoption of green practices by hotels

The environmental movement that followed the publication of the *Brundtland Report* (1987) increased public awareness of how consumption habits affect the environment. As a result, guests have since become more and more aware of the importance of green practices within the lodging industry (Han et al., 2010; Chen and Tung, 2014; Han, 2015). This is why, as suggested by recent research, the implementation of such practices has turned to be crucial to guarantee hotel competitiveness (Manaktola and Jauhari, 2007; Ogbeide, 2012; Tierney et al., 2011).

As previously mentioned, within the hospitality industry, major players have been developing models of competitiveness mainly focused on environmental sustainability factors. This has led to the conception of “green hotels”, which the Green Hotels Association (2008, webpage) defined as: “*environmentally friendly properties whose managers are eager to institute programs that save water, save energy and reduce solid waste—while saving money—to help protect our one and only Earth!*”. This definition, based on key green management practices such as waste reduction, energy conservation and generally environmental health promotion, reflects as well the role that going green can play in improving profitability, thus competitiveness.

On the one hand, going green can improve long-term profitability by lowering expenses (Butler, 2008). According to a study by Butler (2000), financial benefits can be achieved by lowering energy, waste and water costs, decreasing environmental and emission costs, reducing operational and maintenance costs, while increasing productivity and health. Besides that, the study adds that a 30-50% energy savings in a LEED (Leadership in Energy and Environmental Design) building, would result in an economic saving equivalent to an increase in the ADR (Average Daily Rate) of \$1.80–3.00 for a limited-service hotel and \$4.00–6.75 for a full service hotel.

On the other hand, customers expect hotels to be green (Han et al., 2010; Chen and Tung, 2014; Han, 2015). Therefore, if a property fails to implement sustainable practices or communicates such implementations ineffectively, it may lose potential customers to the greener competition (Butler, 2008). In today’s market environment, going green adds value to the brand image of companies, helps differentiating itself from its

competitors, enhances its brand and corporate reputation, and helps establishing and maintaining loyal relationships with customers, shareholders and the public (Berezan *et al.*, 2013; Chen, 2008; Nguyen and Leblanc, 2001).

All in all, there are several benefits to implementing green practices, many of which increase hotels' bottom line as well as brand value. However, from a long-term perspective, the main objective of such activities is to benefit the Earth. As Fischer *et al.* (2007) defended, the biophysical limits to sustaining life on Earth are absolute. Societies cannot exist without a functioning life-support system, and economies cannot flourish without functioning societies (Fischer *et al.*, 2007). Adopting green practices by hotels is of great importance, even more when we take into consideration that travel and tourism depend as well on the attractiveness of local environments (Bohdanowicz and Martinac, 2003).

4) Millennials' attitude toward sustainability

Attitudes – defined as evaluative summaries toward entities such as people, objects, and behaviors (Fazio, 1989) – are considered one of the most fundamental drivers of human behavior because they determine which stimuli individuals approach or avoid (Allport, 1935). Literature review of existing millennials research suggests that there are several explanations for their greater attitude toward and adoption of green consumption.

First of all, as stated by Rossiter (2014), awareness is a necessary precursor to attitude. Some research have found that millennials are the most environmentally conscious of all generations (Miller *et al.*, 2017; Bonadonna *et al.*, 2017; Pomarici *et al.*, 2014; Capitello *et al.*, 2019). Their high level of education increases both their knowledge of the benefits of going green as well as their awareness of the environmental issues that the Earth is currently facing (Spehar, 2006). As stated by Spehar (2006), educated consumers are increasingly worried about the long-term effects of products in their health, community and environment.

At the same time, according to Allport (1935), an attitude is based and organized through experiences. Millennials were born between 1989 and 1998 (Rivera *et al.*, 2015; Sziva & Zoltay, 2016; Bonadonna *et al.*, 2017; Hamed, 2017), period of time as

of which environmental movements started experiencing spectacular growth in Western societies in general, and in France in particular (McCauley, 2007). Among the different arguments justifying millennials' greater adoption of green consumption, there is one related to the sociopolitical events that occurred when they were born (Lu et al., 2013). These external events have influenced consumers' values, attitudes and beliefs (Reisenwitz and Iyer, 2007). Hence, this has contributed to millennials' desire to portray their own personality, image and values through their green consumption (Gurau, 2012).

Besides, behavioral intention is thought to be determined not only by an individual's attitude, but also by the perceived social pressure to perform the behavior (Ajzen & Fishbein, 1980). Millennials can be seen as important influencers to their friends and families. As Lee (2011) pointed out in her research, peer relationships create a social environmental pressure to conform to group norms, such as brand preferences. In Western societies, social pressures are found to be a greater influence on the green purchase behavior of adults. In the hospitality industry, for instance, research indicates that the green image of green hotels strongly influences millennials' satisfaction and trust, and this relationship positively relates to millennials' intention to recommend green hotels to individuals around them (Wang *et al.*, 2018). As a result of going green, a hotel's image may be enhanced, leading to increased profits and customer loyalty (Montague and Mukherjee, 2010).

Thus, literature reveals that the intention of consuming green products and services depends on the level of environmental awareness, the different experiences lived by an individual and the perceived social pressures. This shows that all we assess in attitude and intention measurement are evaluative judgments that respondents construct at the time they are asked, based on these three changing factors. Taking into consideration the current Covid-19 context, millennials' attitude toward sustainability seems to have been reinforced (Deloitte Global Millennial Survey Report, 2020). Therefore, this makes millennials a large and interesting consumer group to study and a potential opportunity for environment-friendly hotels that already implement green practices when delivering hotel services.

5) Sustainability in the post-Covid-19 world

The COVID-19 pandemic has forced governments and business corporations to confront critical questions and decisions concerning the future and the role of recovery programs in it. The world has moved from the cessation of all non-essential activities (Vaccaro et al., 2020; Sarac et al., 2020; Prideaux et al., 2020) and the implementation of mobility restrictions such as self-isolation and social distancing (Wilder-Smith and Freedman, 2020), to a lockdown easing where the extensive use of plastic and disposable products is a key element to ensure the protection of the general public (Klemeš et al., 2020). These measures, together with some political responses to COVID-19 - such as the United States rolling back certain environmental regulations to stimulate the fossil fuel industry - have raised concerns about their impact on terrestrial and marine ecosystems (Rajmohan et al., 2019).

Although it is human nature to worry only about meeting our most immediate needs (Maslow, 1943), several academics, leaders and policy-makers point out the importance to remember that we face another major crisis that threatens human prosperity: climate change (Prideaux *et al.*, 2020; Gates, 2020). Leveraging COVID-19 recovery programs to simultaneously advance the climate agenda might be an opportunity to lead the way towards a sustainable future (Prideaux *et al.*, 2020). Some governments and private investors are committing the funding and the policies to get to zero emissions, but as stated by Bill Gates (2020, webpage), it is important “ [...] *to act with the same sense of urgency that we have for COVID-19.*”

The current situation have portrayed an imminent reconfiguration of the global market in general, and the hospitality industry in particular. Prior to the crisis, hotels were little by little committing to green practices and recognizing the need of running sustainable businesses (Rahman et al., 2012). However, as suggested by Hepburn et al. (2020), the COVID-19 pandemic might slow down the further adoption of green policies and the progress on climate change. This might go against what millennials expect from businesses. Hence, if anything, the pandemic has reinforced millennials' desire to push for a world in which corporations put people and the environment ahead of profits (Deloitte Global Millennial Survey Report, 2020).

The Deloitte Global Millennial Survey 2020 compared the views of thousands of millennials from all around the world, before and after the start of the COVID-19 pandemic. The results showed that Generation Y is more optimistic than they were prior to the outbreak. Besides that, it seems that the pandemic has brought about an even stronger sense of individual responsibility among millennials. This supports the arguments of Howe & Strauss (2000) related to their special efforts to support – or penalize – companies whose stated and practiced values go hand in hand – or conflict – with their own. According to the results of the survey, climate change and the protection of the Earth were ranked as top concerns both before and during the global health and economic crisis. The pandemic seems to have reinforced millennials desire to drive positive change, and they expect businesses and governments to mirror the same commitment to society and the environment (Deloitte Global Millennial Survey Report, 2020).

2.2.2 Brand leadership

In today's oversaturated market environment (Jennings *et al.*, 2016), hotels need to find ways to differentiate themselves from their rivals and stand out among competitors to ensure their growth and survival in the long-run (Kam Fung So and King, 2010). Brand building is an imperative to compete against market complexities, global forces, and business environments with multiple brands. Hotels need to revitalize their brands and their brand management system to keep pace with this competitive scene (Thompson, 2013). This is why, brand leadership is studied in this dissertation and suggested as a new component to the traditional brand management constructs.

1) The origin of brand leadership

Although branding has a long history and brand management practices have existed for decades, brand leadership was originally coined by Aaker (1996) and has only really emerged in the past 20 years. According to Aaker and Joachimsthaler (2000), brand leadership refers to supportive brand processes and the ability of a brand to continually achieve excellence. This concept reflects a firm's competitive advantage over other brands (Aaker, 1996) and represents consumer perception that a brand is successful, visionary and

up-to-date with the latest trends (Miller and Mills, 2011). More recently, in an attempt to combine previous ideas, Chang and Ko (2014, p. 65) defined the concept as:

“ [...] consumers’ perception about the relatively distinctive ability of a brand to continually achieve excellence through sufficient combinations of trendsetting and brand positioning within an industry segment.”

In that sense, the concept of brand leadership operates as a series of traits that make consumers see a brand as a leader and desire to associate themselves with it. Similarly to the traditional trait leadership theory (Yukl, 2006), a brand leadership position requires a brand to have the right combination of traits – in this case brand positioning and communication effectiveness – to be perceived as a leader (Chang and Ko, 2014). When a brand effectively communicates through a variety of mediums, the rich information obtained by consumers helps increase its credibility and its perceived leadership (Baek and King, 2011). This occurs because obtained information about the brand – for example, product quality or brand popularity – can reduce the perceived risk of the brand, motivate consumers to purchase the product and thus, drive brand loyalty (Erdem and Swait, 1998).

From a business perspective, and according to the charismatic leadership theory defined by Conger and Kanungo (1987), brand leaders serve as role models for followers because they possess charismatic attributes - such as expertise and credibility - that are worthy of imitation (Chang and Ko, 2014). These attributes are represented by a firm’s attractiveness characteristics such as profitability, market share or bargaining power (Grant, 1991) and rely on internal factors such as quality, technological innovativeness and product/service value for the price (Barney *et al.*, 2001; Gordon and Sohal, 2001). Based on these leadership literature – and further developed by Chang and Ko (2014) - the concept of brand leadership can be defined by several unique attributes of a product/service brand.

2) Development of the Brand Leadership Scale (BLS)

Prior to Chang and Ko’s (2014) empirical research, there was no consensus about the dimensionality of brand leadership. For example, Aaker (1996) first suggested three dimensions of brand leadership which were market size, popularity and innovation. Later, in the specific case of Virgin – the airline brand – Aaker and Joachimsthaler (2000)

suggested four core attributes of brand leadership including product quality, innovation, fun and entertainment, and value for money. One decade later, Thompson (2013) showed that consumers associate brand leadership with attributes such as fair value, excellence, fair and ethical treatment and innovation.

It was not until 2014 when Chang and Ko (2014), based on an extensive literature review, developed a conceptual framework of brand leadership that is defined by four main dimensions: perceived quality, perceived value, perceived innovativeness and perceived popularity. By following established guidelines for measure development, the authors took several steps as item generation and purification, reliability and validity tests to develop the Brand Leadership Scale (BLS). In this study, the BLS – and its four constructs - will be applied in the case of hospitality services.

Perceived Quality:

Even though the conceptualization and measurement of service quality perceptions have been the most debated and controversial topics in the services marketing literature to date (Brady and Cronin, 2001), the fundamental base for its conceptualization was developed by Zeithaml (1988). She defined perceived quality as consumer's judgment about a product's overall excellence or superiority (Zeithaml, 1988).

Considered a primary construct across customer-based brand equity frameworks (Aaker, 1996; Keller, 1993), perceived quality evolved to a more service-oriented conceptualization during the 90s. Indeed, in some earlier studies, perceived quality was defined as the extent to which the service fulfils the needs or expectations of the customers (Lewis & Mitchell, 1990; Dotchin & Oakland, 1994). Indeed, it is the perceived difference between the expected and the actual service performance (Bloemer et al., 1998; Kara et al., 2005).

From a competitive standpoint, Harvey (1998) argued that superior service quality is recognized as an important competitive advantage because the high quality of the service can maximize customer satisfaction. Perceived service quality can be used to compare service levels with competitors' offerings and helps evaluating to which extent one company is a leader and derives a competitive edge from a specific attribute. This is

why perceived service quality can be considered as one of the key dimensions of perceived brand leadership.

Perceived Value:

Perceived value has been given many definitions in the marketing literature, but traditionally, perceived value has been defined as consumers' evaluation of a product's value according to their perceptions about what they give and, in return, receive (Zeithaml, 1988). In other words, value has been seen as the trade-off between benefit and sacrifice in an offering.

As well as for perceived quality, the fundamental base for the conceptualization of perceived value of a service was developed by Zeithaml (1988). Results of her study showed that perceived quality leads to perceived value, which leads to purchase intentions. Overall, Zeithaml reported four dimensions related to perceived value which are quality, price (monetary and non-monetary), reputation of the product/service and how the product/service makes one feel (emotional response).

Similarly, another common definition of perceived value is the ratio between quality and price (Grewal *et al.*, 1998). According to Bojanic (1996, p. 10): *"the notion of relative perceived value results in three possible value positions: (1) offering comparable quality at a comparable price, (2) offering superior quality at a premium price, or (3) offering inferior quality at a discounted price."* Based on these understandings, the current study adopts the perceived value as an outcome of monetary exchange.

Consumers' value perception is also related to the comparative size of market shares among all brands within the same or similar category (Kamins *et al.*, 2003). A greater number of larger market shares is a key indicator of consumers' increased value perception and a greater leadership position. Based on this notion, we can assume perceived value as one of the dimensions of perceived brand leadership.

Perceived Innovativeness:

During the last decade, the importance of the value of innovation and innovativeness in the service industry has been rising (Tajeddini *et al.*, 2017). This is due to the nature of service offerings being experiential, which makes service organizations

need to constantly innovate in order to enhance consumers' service experiences (Zolfagharian and Paswan, 2008). According to Watchravesringkan *et al.* (2010), the attributes of innovation are newness and uniqueness. Hence, the innovativeness of a firm can be seen as an openness to new ideas, which is indicated by the ability to develop new products (services/processes), knowledge and technology.

According to Thompson (2013), brands need to constantly innovate to survive. Perceived innovativeness plays an important role in distinguishing a company from other companies, which helps to build competitive advantages (Ahlstrom, 2010; Seebode *et al.*, 2012). In addition, when consumers perceive high levels of innovativeness from a certain company, they have more confidence in the brand (Aaker, 2007; Keller, 1993).

For example, in the hospitality industry, Hilton Hotels is considered a pioneer for its 100-year history of innovation. Indeed, Hilton launched the first airport hotel, the first central reservations systems, the first hotels to provide air-conditioned comfort and televisions in every room, and even the invention of the piña colada (Shepard, 2005). Operating within a culture of creativity, Hilton has been able to position itself as a leader in the market, remaining the world's most valuable individual hotel brand (Brand Finance Report, 2020). Based on this belief, the current research defined innovativeness as consumers' perception about the relative capability of a brand to be open to innovative ideas and work on new solutions.

Perceived Popularity:

Brand popularity can be defined as the extent to which a brand is widely purchased by the general public (Kim & Chung, 1997). Customers follow well-known brands or products to boost their self-esteem and assure their purchase decision by enhanced confidence generated from popularity, especially when they evaluate products or services among alternatives (Chang and Ko, 2014). Many firms put effort on increasing market share and enhancing the positive image of the brand in order to create and maintain brand popularity of the products or services within the market (Aaker, 1991). Indeed, when a brand becomes popular in a market, it helps the brand maintaining its leadership position for a longer period of time (Kim and Chung, 1997).

At the same time, brand popularity may put consumers under “social pressure” to conform to a market trend (Dean, 1999). As pointed out by Lee (2011), peer relationships create a social environmental pressure to conform to group norms. In Western societies – especially in France where uncertainty avoidance scores high (Hoffstede, 1980) – consumers follow others’ behavior in order to respect group conformity, but also as a way to reduce uncertainty. Indeed, as Asch (1963) points out, when individuals are uncertain about a situation, they observe what other people do and imitate their behavior. This is why brand popularity could play a key role when helping customers deal with uncertainty during the purchasing process.

Based on this background, brand popularity can be viewed as a dimension of brand leadership.

3) Interest of brand leadership within the hospitality industry

Nowadays, people are overloaded by the bombardment of ever-increasing exposure to brands both on and offline (Jennings et al., 2016). This makes consumers grow increasingly selective about the number of brands they engage with (Thompson, 2013). Within the hospitality industry, this makes it more challenging for any hotel brand to drive brand loyalty among existing users. This is why hotels need to find ways to differentiate themselves from their rivals and stand out among competitors to ensure their growth and survival in the long-run (Kam Fung So and King, 2010). It is for this reason that Kam Fung So and King (2010) suggest that an effective brand building, measurement and management of hotels’ brand equity is key to ensure differentiation.

Within the field of brand management, brand equity has become one of the most important constructs from both academics and practitioners (Kim and Lee, 2018). However, its conceptualization and measurement are diverse and inconclusive (Dedeoğlu et al., 2018). Brand equity is regarded as the added value that consumers associate with the brand name or other brand elements, which highlights customers’ or firms’ perception of the ownership value (Aaker, 1991). As indicated by Aaker (1996), the brand equity concept is comprised of more such intangible as brand loyalty, satisfaction, brand personality/awareness and

complex dimensions as market share. This puts brand equity at a high level of abstraction (Chang and Ko, 2014) and makes its measurement more difficult to carry out.

Contrarily, as a new concept, brand leadership challenges traditional brand management theories. Indeed, it highlights perceived competitive relationships among leading and following brands, which reflects a firm's tangible competitive advantage over other brands. Brand leadership relies much upon specific actions. As such, the construct of brand leadership may be a lower level of abstraction than brand equity (Aaker, 1996).

The difference in the level of abstraction can be explained by the fact that brand leadership is actually a key dimension of brand equity (Hanaysha and Hilman, 2015). Even though only few studies contributed to this variable in measuring brand equity, it is believed that the development of brand leadership positively influences brand equity and ultimate consumption behavior (Chang and Ko, 2014). Therefore, from a brand management perspective, the freshly concept of brand leadership seems to be an interesting construct to study amidst the current changing market environment where sustainability is becoming a core trend.

4) Brand leadership in the post-Covid-19 world

Due to the immediate danger caused by the COVID-19 outbreak, most hotel brands have been confronted with difficulties to restore guests' trust (Krishnan *et al.*, 2020). In this changing context, hotels need to rethink their strategies and reinvent themselves in order to respond to new consumer demands. Hotel brands need fresh solutions to adapt to new guests' perceptions of quality, value, and innovativeness if they want to gain popularity and be placed as leaders within the industry.

This is a moment for branded hotels to adapt to consumers' changing patterns and behaviors (Krishnan *et al.*, 2020). As proved by the Deloitte Global Millennial Survey Report (2020), the pandemic has reinforced Millennials' desire to reshape the business world and move towards a new normal where companies commit to values such as environmental sustainability and diversity. Millennials' needs are different and their perception of service quality and value will depend on hotels' ability to fulfill their expectations.

At the same time, some research confirms that those hotels that focus on innovation and sustainability will be most likely to bounce back and thrive in the future (Quantis International, 2020). By following the evolving market trends, hotels can be proven best in terms of innovation while gaining credibility and expertise. This would help decrease perceived risk, increase perceived leadership of a brand, and thus, drive brand loyalty (Baek and King, 2011). This occurs because obtained information about the brand – related to sustainability – can signal the brand’s position in the marketplace. When the information is positive and strong enough, then the signal can decrease perceived risk, which ultimately motivates consumers to buy the same subset of brands repeatedly (Erdem and Swait, 1998).

Based on this understanding, by using the four attributes of brand leadership, a hotel brand can develop and maintain its leadership position and distinguish its services from competitors. In the post-covid-19 context, the application of this brand building tool seems to be critical for reconciling long-term visions with momentary short-term gains.

2.3 Conceptual model and Hypotheses development

The literature review allowed the recognition of a slow but ever-growing interest for sustainability within the hospitality industry prior to the COVID-19 outbreak. The implementation of green practices became an essential tool to guarantee hotel competitiveness in a world where guests were becoming more and more aware of the importance of sustainability. Nevertheless, the COVID-19 crisis has made hotels worry only about meeting their most immediate needs and slow down the further adoption of green policies and the progress on climate change.

Contrarily, the pandemic has reinforced millennials’ desire to push for a world where climate change and the protection of the Earth are put ahead of profits. Millennials’ attitude toward sustainability seems to be positive and leaves an opportunity for hotels to attract this generation by aligning their values with millennials’ ones. The substantial changes in society during the crisis have resulted in new chances for hotels to reboot the

business with new perspectives and lead the way to a sustainable future. Hotel brands should be encouraged by the interest put in sustainability by younger generations and take it as a foundation upon which a leadership position within the industry can be built.

This research will include a model that integrates millennials' attitude toward sustainable hotel practices into the extended BLS to evaluate (i) the impact that these practices have on each of the dimensions of brand leadership and (ii) the relative effect of those dimensions on brand leadership (*See Figure 1*).

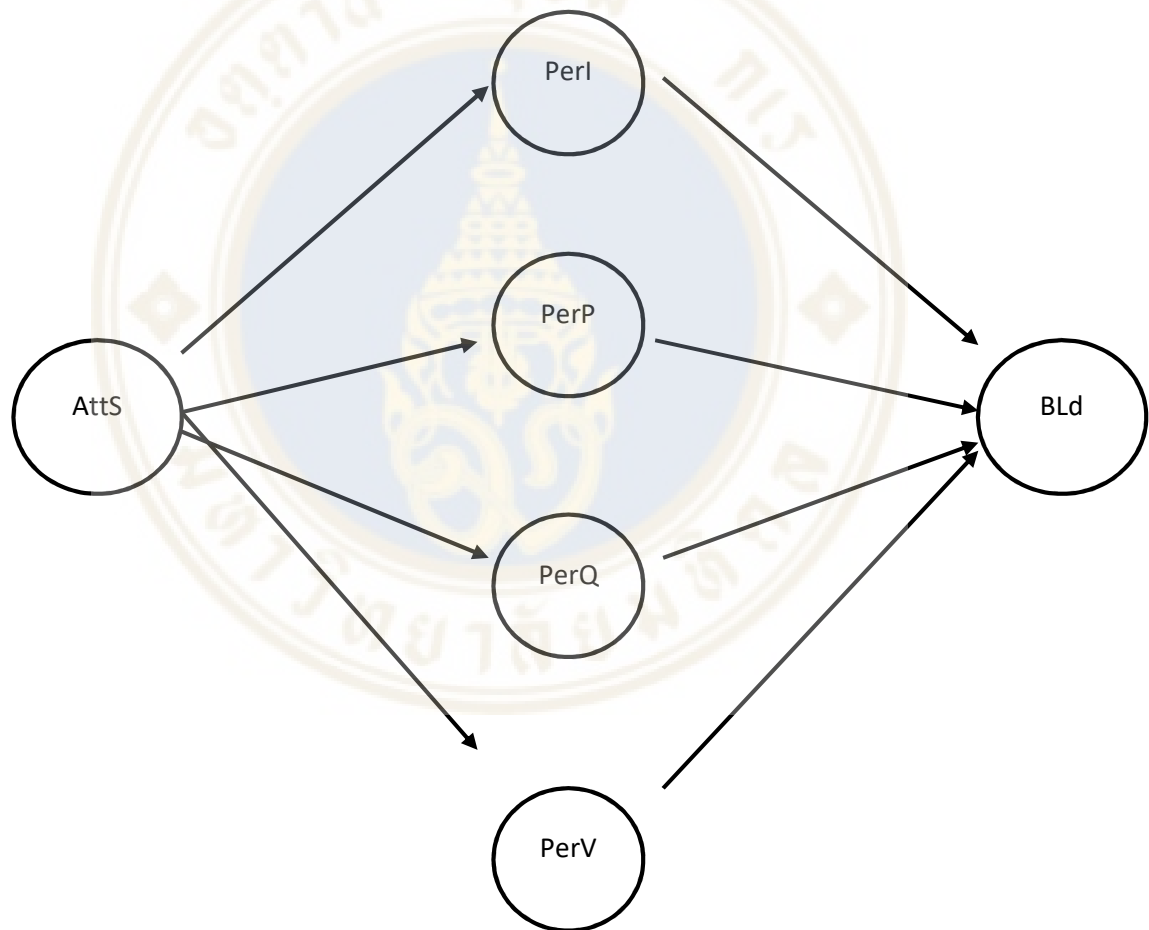


Figure 2.1 Research Model

Source: Own Illustration

2.3.1 Brand Leadership and its four dimensions

In general, as it has been shown by prior studies, brand leadership can be defined by the relative size of the market share among brands in the same or similar industry (Kamins *et al.*, 2003). Concretely, a higher market share is interpreted as an extrinsic signal of superior product quality (Hellofs and Jacobson, 1999), innovativeness (Gehlhar *et al.*, 2009), consumers' higher value perception (Kamins *et al.*, 2003) and increased popularity (Kim and Chung, 1997; Dean, 1999). However, little research has explored the relative effect of each of the dimensions on brand leadership.

Among all these constructs, perceived value has been identified as one of the most important measures for gaining competitive edge (Parasuraman, 1997). As previously mentioned in the literature review, Kamins *et al.* (2003) stated that perceived brand leadership depends on the comparative size of the market shares among all brands within the same or similar category. According to Chang and Ko (2014), the greater the number of market shares, the strongest the extrinsic signal of consumers' increased value perception. Based on this understanding, greater perceived value serves as a key indicator of higher market shares, which enables firms to enhance their leadership position (Chang and Ko, 2014). In some market sectors, companies which have implemented green practices have then increased market share as a result. For example, Dorn (1996) identified an increase in market share amongst companies that implemented environmentally-friendly packaging schemes. Later on, Rao and Holt (2005), found that greening companies' supply chains enhances market share. Therefore, we can hypothesize that perceived value has a positive effect on perceived brand leadership when green practices are implemented.

H₁: Perceived value has a positive effect on perceived brand leadership when green hotel practices are implemented.

A large amount of literature has examined product quality as an extrinsic signal of credibility and competitiveness (Chang and Ko, 2014; Kranton, 2003; Kroll *et al.*, 1999). In other words, producing high-quality goods and offering superior-quality services help increase credibility and thus, perceived leadership of a brand (Baek and King, 2011). Based on this understanding, greater perceived quality serves as a key indicator of stronger brand

credibility, which enables firms to enhance their leadership position (Chang and Ko, 2014). A study from Ng *et al.* (2013) in the electronic sector demonstrates that delivering green functional quality enhances brand credibility, and successively helps to achieve a significant leadership position within green markets. Consequently, we can extrapolate this idea to the hospitality industry and hypothesize that perceived quality has a positive effect on perceived brand leadership when green hotel practices are implemented.

H₂: Perceived quality has a positive effect on perceived brand leadership when green hotel practices are implemented.

Among all dimensions, innovativeness is more conceptually congruent with brand leadership in terms of sustainable success (Chang and Ko, 2014). Innovative products and services are associated with sustaining firm competitiveness (Roberts, 1999) and higher firm performance (Langerak and Hultink, 2006). Based on this understanding, perceived innovativeness is a key indicator of a firm's proactivity in developing new ideas and work on new solutions, which help to build competitive advantages (Ahlstrom, 2010; Seebode *et al.*, 2012) and thus, enhance the firm's leadership position. Besides, taking into consideration that sustainability is spreading throughout numerous industries (Esty and Winston, 2009), green practices are becoming a critical attribute in modern hotel management for developing a leadership position. Therefore, we can hypothesize that perceived innovativeness has a positive effect on perceived brand leadership when green hotel practices are implemented.

H₃: Perceived innovativeness has a positive effect on perceived brand leadership when green hotel practices are implemented.

As suggested by Hellofs and Jacobson (1999), and reconfirmed by Zhu and Zhang (2010), brand leadership can also be originated through the popular effect of using – or being seen using – a popular brand. As stated previously, customers follow well-known brands or products to boost their self-esteem and assure their purchase decision by enhanced confidence generated from popularity, especially when they evaluate products or services among alternatives (Chang and Ko, 2014). Being popular may influence a naive consumer

to evaluate the popular option as superior to others (Dean, 1999; Steinhart *et al.*, 2014). For example, Gao and Mattila (2014), demonstrate that popularity of a green hotel option contributes to consumers' willingness to choose a green hotel as a way to enhance their desired social self-images (Sirgy, 1982; Pickett-Baker and Ozaki, 2008). Therefore, based on prior research, we can hypothesize that perceived popularity has a positive effect on perceived brand leadership when green hotel practices are implemented.

H4: Perceived popularity has a positive effect on perceived brand leadership when green hotel practices are implemented.

2.3.2 Millennials' attitude toward sustainability and the four dimensions of brand leadership

According to the previous literature review, the COVID-19 pandemic has reinforced millennials' attitude toward sustainability (Deloitte Global Millennial Survey Report, 2020). This supports the arguments of Howe & Strauss (2000) related to millennials' special efforts to support companies that are having a positive impact on them and the world around them. This is one of the reasons why many companies are increasingly seeking to emphasize their public commitment to sustainability.

As Brodie *et al.* (2011) argued, consumers who perceive that a service is important and relevant to them have a higher value perception of the service received. From a conceptual standpoint, the linkage between positive attitude toward sustainability and perceived value has been empirically tested in Anuwichanont *et al.* (2011) study. Hence, their results showed that attitude toward hotel's environmental concern significantly influences value perception in Thai eco-friendly groups (Anuwichanont *et al.*, 2011). Accordingly, we believe that there is a positive relationship between millennials' attitude toward sustainability and perceived value, if green hotel practices are implemented.

H5: Millennials' attitude toward sustainability is positively related to perceived value if green hotel practices are implemented.

Even though the relationship between green practices and hotel guests' perceived quality has received little empirical attention (Lee *et al.*, 2018), recent research has demonstrated that there is a relationship between green initiatives and perceived quality (Assaker *et al.*, 2020). Green hotel practices, in this case, are perceived as an additional positive attribute by guests and thus enhance guests' positive perception of hotel products and services, which leads to higher perceived quality and successively, to greater loyalty (Manaktola and Jauhari, 2007; Robinot & Giannelloni, 2010). Based on this understanding, we can assume that there is a positive relationship between millennials' attitude toward sustainability and perceived quality, if green hotel practices are implemented.

H₆: Millennials' attitude toward sustainability is positively related to perceived quality if green hotel practices are implemented.

As stated by Lao (2014), green products often benefit from new functions and are perceived as innovative due to the advanced technology they apply. Rogers (2003) suggests that people form their perceptions of an innovation by evaluating the attributes of the innovation and their compatibility with their self-image and values. Ozaki (2009) examined the reasons encouraging consumers to sign up to green electricity and found out that perceived innovativeness depends on what the innovation means to consumers, for example, the way it reflects their identity, image, values and norms. For millennials, sustainability has become an important need to consider and their attitude toward green practices seems to have been reinforced after the COVID-19 pandemic (Deloitte Global Millennial Survey Report, 2020). As adopting green practices can be perceived as innovative and millennials regard sustainability as a representation of their personal beliefs and values, their attitude toward sustainability is expected to be positively associated with perceived innovativeness.

H₇: Millennials' attitude toward sustainability is positively related to perceived innovativeness if green hotel practices are implemented.

Increasing number of studies focus on millennials as green products are getting popular among this target group (Saravananaraj and Pillai, 2017; Smith, 2010). Besides,

considering that this generation grew up with the development of technology, their willingness to post on social media platforms and share experiences while travelling contributes to the expansion of companies' brand popularity (Lee, 2008; Garikapati *et al.*, 2016 and Harti & Munandar, 2017). From a conceptual standpoint, the positive association between being an environmentally-friendly hotel and guests' intention to spread word-of-mouth has been empirically tested in Han *et al.* (2011) study. Hence, their findings indicate that guests' green attitudes are significantly associated with their expressed intention to spread word-of-mouth about a green hotel (Han *et al.*, 2011), making the hotel brand be talked about, popular among consumers. Based on this literature, we believe that there is a positive relationship between millennials' attitude toward sustainability and perceived popularity, if green hotel practices are implemented.

H₃: Millennials' attitude toward sustainability is positively related to perceived popularity if green hotel practices are implemented.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

After the literature review and the hypotheses development carried out in the previous chapter, it is now necessary to explain the research approach and data collection method followed in this dissertation. Before analyzing how the implementation of sustainable practices impacts millennials' perception of hotel brand leadership, the researchers have followed different practical steps for developing the questionnaire and gathering the data.

3.2 Research Approach

As Bryman and Bell (2007) stated, the two types of approaches followed by researchers are inductive or deductive. The inductive reasoning aims at developing a theory after the research process (Bryman and Bell, 2007). Contrarily, the deductive approach is concerned with hypotheses based on existing theory, and then designing a research strategy to test the hypotheses (Bryman and Bell, 2007).

This dissertation follows a deductive approach. The reason why is because it allows exploring known theory about sustainability and brand leadership and test if that theory is valid when combining it together. It uses previous papers and literature that help crystallizing the theory into concrete variables, their indicated dimensions as well as their relationships (Reyes, 2004). Compared to the inductive approach, the deductive reasoning fits better the context of this study in terms of wealth of literature, time availability and risk:

Table 3.1 Choice between deductive and inductive approaches

	Deductive Approach preferred	Inductive Approach preferred
Wealth of literature	Abundance of sources	Scarcity of sources
Time availability	Short time available to complete	There is no shortage of time to complete the study
Risk	To avoid risk	Risk is accepted, no theory may emerge at all

Source: Dudovski, 2016

Based on the literature review and its evaluation, a conceptual framework has been developed. In this study, the framework presents a structure where variables such as millennials' attitude toward sustainable hotel practices and the different brand leadership dimensions are considered. The pattern of relationships depicted in the conceptual framework is expected to lead to the predicted set of results conceptualized in the different hypotheses. Hence, as a consequence of the investigation, the research question will be answered and new relations will be formulated at the conclusion of the study.

The focus of this study is to determine what relationships exist between the variables depicted in the hypotheses. In order to do so, it is necessary to choose whether quantitative or qualitative data has to be collected. Quantitative research emphasizes quantification in the collection and analysis of data, while qualitative research emphasizes words rather than quantification (Bryman and Bell, 2007). Bryman and Bell (2007, p. 13) also defined that: *“In much the same way that deductive strategy is associated with a quantitative research approach, an inductive strategy of linking data and theory is typically associated with a qualitative research approach.”*

This research uses a quantitative approach in order to examine the relationship between millennials' attitude toward sustainable hotel practices and brand leadership. For the variables used in this study, quantification will entail coding the information. This will help the researchers to process the information by computer (Bryman and Bell, 2007); to

explore, describe and explain the relationship in a mathematical and statistical manner (Onwuegbuzie and Leech, 2005); while anonymizing records and reporting findings in a way that does not allow individuals to be identified (Bryman and Bell, 2007).

3.3 Data Collection Method:

According to Saunders et al. (2009), a researcher can follow five different strategies: experiment, survey, archival analysis, history and case study. Among these five possibilities, surveys are inclusive in the types and number of variables that can be studied, require minimal investment to develop and administer, and are relatively easy for making generalizations (Bell, 1996). Besides that, thanks to the Internet, online surveys allow us to easily reach groups and individuals (Wellman, 1997) in a short amount of time, despite possibly being separated by geographic distances (Taylor, 2000). Thus, in an attempt to answer the research question, an online self-completion survey was launched on LinkedIn, targeting postgraduate students and young workers from France.

To construct our survey, we adopted and utilized different items validated in previously published studies (Millar and Baloglu, 2011; Berezan *et al.*, 2013; Chang and Ko, 2014). The questionnaire contained several sections. First, respondents were asked to give some demographic details such as nationality and birth date in order to ensure that they were French and millennials. Second, the study applied a seven-point Likert scale with options ranging from *extremely agree (1)* to *extremely disagree (7)* to measure the importance of eight suggested sustainable hotel practices. Finally, respondents were asked to rate the perceived popularity, innovativeness, value, quality and brand leadership of a sustainable hotel compared to a non-sustainable one on a seven-point Likert scale (1 = extremely agree; 7 = extremely disagree). Before implementing the survey, it was reviewed by academics with knowledge of survey design. Then, a pilot test was executed with 10 respondents to see whether the subjects understood correctly the questions. From the test, it was found that respondents did not necessarily know millennials' age range, so

researchers added the years between which millennials were born to make it clearer for everyone. Once the questionnaire was corrected, researchers translated it into French.

The survey was open for 20 days and reached 1.298 views on researchers' personal LinkedIn. From the 388 collected questionnaires, it was found that some of them had missing values. This led to an overall response rate of 25,2% after removing empty responses and responses in progress. From the 327 completed questionnaires, only 196 were used for the data analysis. It was found that 10% of respondents did not fit within millennials age range, 27% were not French and 3% neither fit within millennials age range nor were French.

3.4 Sampling Method

As the literature review has shown, there is a great potential in studying millennials from the standpoint of sustainability (Howe and Strauss, 2000; Deloitte Global Millennial Survey Report, 2020), especially as it relates to hospitality and branding. However, it is not feasible to collect data from the entire Generation Y, born between 1989 and 1998 (Rivera et al., 2015; Sziva & Zoltay, 2016; Bonadonna et al., 2017; Hamed, 2017). This is why, a representative sample from the population have been selected.

As stated by Salant and Dillman (1994), defining the target population as narrowly as possible is a prerequisite to sample selection. For this study, French millennials were targeted. The reasons why are as follows. On the one hand, millennials from France were easily accessible by the researchers thanks to their personal social network. On the other hand, French millennials showed a high level of preparation and awareness about the meaning of sustainability in previous studies (Capitello *et al.*, 2019). This made them a relevant target when analyzing their attitude toward the implementation of sustainable practices within the hotel sector after the Covid-19 pandemic.

As it is not possible to include every French millennial in the study, we applied the convenience sampling method by launching the survey on LinkedIn. Convenience sampling was affordable, easy and the subjects were readily available (Etikan *et al.*, 2016).

Launching the online self-completion survey on LinkedIn allowed the researchers to target those millennials with graduate and post graduate studies. They were asked to evaluate the implementation of sustainable hotel practices and how this implementation would affect their perception of brand leadership and its dimensions. Due to their level of education and/or their field of studies, they were more likely to know about sustainability (Spehar, 2006). From the 196 valid responses, 100% of subjects have finished their high school and 51% of them hold a master degree. Besides, the average age range is 22-26, and 49% are male.

Regarding the sample size, the researchers have gotten a sample size level of 196 which makes them reach a confidence interval (CI) of 95% with a 7% margin of error (ME=7) (The Research Advisors, 2006). The following formula - retrieved from Krejcie and Morga's (1970) article "*Determining Sample Size for Research Activities*" - has been used by The Research Advisors (2006) in order to calculate the needed sample size:

$$n = \frac{X^2 \cdot N \cdot P \cdot (1 - P)}{(ME^2 \cdot (N - 1)) + (X^2 \cdot P \cdot (1 - P))}$$

n = sample size

X^2 = Chi – square for the specified confidence level at 1 degree of freedom

N = Population size

P = Population proportion

ME = Desired Margin of Error (expressed as a proportion)

3.5 Measurement Scale

As previously mentioned, to construct our survey, we adopted and utilized different items validated in previously published studies (Millar and Baloglu, 2011; Berezan *et al.*, 2013; Chang and Ko, 2014). The description of each variable and their items for measurement will be indicated in Table 3.2

Table 3.2 Enumeration of Items for each Construct and their Measurement Scale

Construct	Code	Items and Measurement Scales	Authors
Brand Leadership	BLd	<p><i>Extremely agree (1)/Extremely disagree (7)</i></p> <p>I believe this brand is successful.</p> <p>I believe this brand is trendy.</p> <p>I believe this brand is up-to-date.</p> <p>I believe this brand is visionary.</p> <p>I believe this brand is a role-model.</p>	Miller and Mills (2011)
Perceived Value	PerV	<p><i>Extremely agree (1)/Extremely disagree (7)</i></p> <p><i>When compared to non-sustainable competing hotels, this hotel...</i></p> <p>Is reasonably priced.</p> <p>Has better services for the price.</p> <p>Has better features for the price.</p> <p>Offers more benefits for the price.</p>	Chang and Ko (2014)
Perceived Quality	PerQ	<p><i>Extremely agree (1)/Extremely disagree (7)</i></p> <p><i>When compared to non-sustainable competing hotels, this hotel...</i></p> <p>Is higher in quality standards.</p> <p>Is superior in quality standards.</p> <p>Offers higher-quality hotel services.</p> <p>Offers higher-quality hotel features.</p>	Chang and Ko (2014)
Perceived Innovativeness	PerI	<p><i>Extremely agree (1)/Extremely disagree (7)</i></p> <p><i>When compared to non-sustainable competing hotels, this hotel...</i></p> <p>Is more dynamic in improvements.</p> <p>Is more creative in products and services.</p> <p>Is more of a trendsetter.</p>	Chang and Ko (2014)

Table 3.2 Enumeration of Items for each Construct and their Measurement Scale (cont.)

Construct	Code	Items and Measurement Scales	Authors
Perceived Popularity	PerP	<p><i>Extremely agree (1)/Extremely disagree (7)</i></p> <p><i>When compared to non-sustainable competing hotels, this hotel...</i></p> <p>Is more preferred by millennial guests.</p> <p>Is more recognized by millennial guests.</p> <p>Is better known among millennial guests.</p>	Chang and Ko (2014)
Attitude towards Sustainable Hotel Practices	AttS	<p><i>Extremely agree (1)/Extremely disagree (7)</i></p> <p>I believe the use of energy-saving light bulbs is good.</p> <p>I think the towel and bed-linen re-use programs are good.</p> <p>I believe the use of water-saving devices in public spaces is good.</p> <p>I think the hotel's effort to purchase from local suppliers is valuable.</p> <p>I think the use of amenity dispensers is good.</p> <p>I believe the use of water-saving devices in guest rooms is valuable.</p> <p>I think the recycling policy is valuable.</p> <p>I believe the hotel's effort to purchase environmentally friendly products and supplies is valuable.</p>	<p>Zinkhan et al. (1986)</p> <p>Millar and Baloglu (2011)</p> <p>Berezan et al. (2013)</p>

Source: Own illustration

3.6 Research Ethics

According to Oliver (2010), there are a number of basic principles of research ethics that need to be respected. In this study, the following main ethical principles have been followed.

3.6.1 Obtaining informed consent and providing the right to withdraw

As stated by Oliver (2010), participants in a research study should be fully informed about the research project before they assent to taking part. Therefore, in our online self-completion survey launched on LinkedIn, all information required in a consent form – e.g., voluntary nature of participation, risks, benefits, procedures to maintain confidentiality - was presented to the participants before they begin the survey. A simple consent paragraph was used and participants just had to accept it before proceeding to the survey. Furthermore, participants could decide not to participate without any negative consequences, and in case they decided to participate, they could stop at any time.

3.6.2 Protecting anonymity and confidentiality

In online survey, even though participants are not being asked for their name, other pieces of information – e.g., IP address, email address, etc. – and demographic questions – e.g., gender, birth dates, etc. – could potentially be used to find the identity of the individual. This is why, as stated by Oliver (2010), anonymity and confidentiality are important to consider.

Confidentiality is obtained when all elements that might reveal the identity of the subject are removed from the research. Anonymity, contrarily, simply involves the removal of the subject's name (Oliver, 2010). In order to guarantee both ethical principles, the IP addresses automatically collected by the survey tool Qualtrics have been deleted from the download file. Moreover, the data file is stored on a password protected computer.

CHAPTER IV

RESEARCH RESULTS

4.1 Introduction

This chapter focuses on the presentation and description of the results obtained after running the SmartPLS program. The content covers the data validation and data analysis. The research model was tested using partial least squares regression (PLS), a covariance-based statistical method designed to deal with multiple regression when data have small samples (Pirouz, 2006). Results and tables are discussed in the following paragraphs.

4.2 Data Screening and Preliminary Analysis

The quality of an acceptable analysis is subject to the quality of initial data screening and treatment. This why an inspection of the data gathered from the questionnaire was carried out before testing their validity and reliability.

4.2.1 Data Editing

After collecting 388 questionnaires from the online LinkedIn post, we found out that only 327 were fully completed. A total of 8% of subjects decided to withdraw before finishing the questionnaire and 7% finalized it, but left some questions unanswered. Besides, from the 327 completed questionnaires, only 196 could be used for the data analysis. Indeed, it was found that 10% of respondents did not fit within millennials age range, 27% were not French and 3% neither fit within millennials age range nor were French.

4.2.2 Data Reliability and Validity

The next step was to encode the data into the SmartPLS program. The items – or indicator variables – were set up according to the codes of their respective constructs – or latent variables. Afterwards, it was necessary to draw the path model. For our study, the path model was reflective as the indicators are a representative set of items which all reflect the latent variable they are measuring. In other words, the indicators used for this study are caused by the construct (Garson, 2016).

Cronbach's Alpha was then applied to measure the internal reliability of the latent variables. Cortina (1993) and Netemeyer *et al.* (2003) suggest that Coefficient Alpha estimates the degree of interrelatedness among a set of items as well as the variance among them. A widely advocated level of adequacy for Coefficient Alpha is of at least 0.70 (Nunnally 1978; Hair *et al.*, 2006) with a recommended maximum level of 0.95 (Hulin, Netemeyer, and Cudeck, 2001). The results indicate that the reliability of almost all constructs is between the adequate levels of 0.7 – 0.95, except for one latent variable that shows a coefficient alpha above 0.95 (*See Table 4.1*).

Table 4.1 Cronbach's Alpha Analysis

Construct	Coefficient Alpha	Redundancy
AttS	0,9662	0,0000
BLd	0,8988	0,0199
PerI	0,7162	0,0561
PerP	0,7629	0,0361
PerQ	0,8690	0,0214
PerV	0,9270	0,2888

Source: Extract from SmartPLS 2, dataset from the survey answers

It should be noted there is a controversy in the literature with regard to the proper maximum level of coefficient alpha. Cortina (1993) states that a coefficient alpha above 0.70 is acceptable, but 0.80 or greater is preferred. Tavakol and Dennick (2011) state

that, even though there are different reports defining an acceptable range for coefficient alpha from 0.70 to 0.95 (e.g, Hulin, Netemeyer, and Cudeck, 2001), the maximum value recommended should be 0.90. A high value of alpha may suggest redundancies and show that the test length should be shortened. Therefore, as there is no consensus in regards to the coefficient maximum value itself, we looked at the redundancy level of the constructs. For the latent variable with a coefficient alpha above 0.95, the redundancy is of 0.00. This is why we can conclude that the reliability of all constructs is valid.

Concerning indicators' reliability analysis for reflective constructs, outer model loadings are studied. As data are standardized automatically in SmartPLS, the loading vary from 0 to 1. In general, the larger the loadings, the stronger and more reliable the measurement model (Garson, 2016). By convention, path loadings in a well-fitting reflective model should be above 0.70 (Henseler, Ringle & Sarstedt, 2012, p. 269). A loading above 0.70 represents the level at which about half the variance in the indicator is explained by its latent variable and is also the level at which explained variance must be greater than error variance (Ringle, 2006). As it can be seen in table 4, all loading are above 0.70. Consequently, internal indicators' reliability is validated.

Table 4.2 Outer Loadings Table

	AttS	BLd	PerI	PerP	PerQ	PerV
AttS_I	0,8772					
AttS_II	0,8708					
AttS_III	0,9482					
AttS_IV	0,8588					
AttS_V	0,8438					
AttS_VI	0,8941					
AttS_VII	0,9480					
AttS_VIII	0,9529					
BLd_I		0,8009				
BLd_II		0,8398				
BLd_III		0,8981				
BLd_IV		0,7755				
BLd_V		0,9035				
PerI_I			0,7587			
PerI_II			0,8695			
PerI_III			0,7662			
PerP_I				0,8423		
PerP_II				0,7693		
PerP_III				0,8422		
PerQ_I					0,8481	
PerQ_II					0,8571	
PerQ_III					0,8908	
PerQ_IV					0,7928	
PerV_I						0,8477
PerV_II						0,9242
PerV_III						0,9382
PerV_IV						0,9115

Source: Extract from SmartPLS 2, dataset from the survey answers

As stated by Chin (1998), to make sure that the satisfactory discriminant validity is adequate, the AVE from the construct should be greater than the variance shared between the construct and the other constructs in the model. For this reason, a correlation matrix is run in Table 5. As it can be seen, the AVE for each construct is larger than the correlation of that construct with all other constructs in the model. Besides that, convergent validity is assessed by the cross-loading table shown in table 6. First, AVE value should exceed 0.50, so that it is adequate for convergent validity (Fornell and Larcker, 1981). Second, factors should be related more strongly to their own factor than to another factor. Third, if "cross-loadings" exist, the cross-loadings should differ by more than 0.2 (Child, 2006, p. 47). Therefore, as individual items load above 0.50 on their associated factors and loadings within construct are higher than those across constructs with a difference of more than 0.2, all items loaded are validated (*See Table 6*).

Table 4.3 Correlation of Latent Variables

	AttS	BLd	PerI	PerP	PerQ	PerV
AttS	1,0000					
BLd	0,7091	1,0000				
PerI	0,2971	0,2560	1,0000			
PerP	0,2399	0,2404	0,3555	1,0000		
PerQ	0,1726	0,1803	0,4357	0,3667	1,0000	
PerV	0,6025	0,7039	0,2362	0,1932	0,1614	1,0000

Source: Extract from SmartPLS 2, dataset from the survey answers

Table 4.4 Cross loading Table

	AttS	BLd	PerI	PerP	PerQ	PerV
AttS_I	0,8772	0,6051	0,3502	0,2386	0,2119	0,4914
AttS_II	0,8708	0,6035	0,2408	0,1785	0,1620	0,5223
AttS_III	0,9482	0,6628	0,2776	0,2050	0,1506	0,5652
AttS_IV	0,8588	0,6300	0,2044	0,1796	0,1444	0,5396
AttS_V	0,8438	0,6151	0,2804	0,1555	0,0918	0,5672
AttS_VI	0,8941	0,6479	0,2352	0,2487	0,1593	0,5451
AttS_VII	0,9480	0,6735	0,2700	0,2256	0,1279	0,5520
AttS_VIII	0,9529	0,6651	0,2738	0,2861	0,1913	0,5556
BLd_I	0,4411	0,8009	0,1751	0,2199	0,1302	0,6352
BLd_II	0,5791	0,8398	0,1939	0,2108	0,1626	0,6066
BLd_III	0,7073	0,8981	0,2840	0,2568	0,2202	0,5837
BLd_IV	0,5591	0,7755	0,2116	0,1612	0,1161	0,5349
BLd_V	0,7121	0,9035	0,2184	0,1608	0,1296	0,6034
PerI_I	0,2198	0,1807	0,7587	0,2680	0,3740	0,1759
PerI_II	0,2475	0,2075	0,8695	0,2260	0,2985	0,1955
PerI_III	0,2430	0,2227	0,7662	0,3553	0,3753	0,1935
PerP_I	0,2426	0,2457	0,3364	0,8423	0,3040	0,1646
PerP_II	0,1468	0,1508	0,2682	0,7693	0,2968	0,1358
PerP_III	0,1774	0,1711	0,2521	0,8422	0,3032	0,1709
PerQ_I	0,1714	0,1405	0,3432	0,2256	0,8481	0,1283
PerQ_II	0,1429	0,1466	0,3407	0,2777	0,8571	0,1356
PerQ_III	0,1474	0,1633	0,4175	0,3918	0,8908	0,1617
PerQ_IV	0,1218	0,1619	0,3756	0,3502	0,7928	0,1207
PerV_I	0,6359	0,6912	0,2472	0,2800	0,1589	0,8477
PerV_II	0,5176	0,6180	0,1847	0,1364	0,1193	0,9242
PerV_III	0,5103	0,6345	0,2015	0,1478	0,1475	0,9382
PerV_IV	0,4955	0,5880	0,2144	0,1138	0,1557	0,9115

Source: Extract from SmartPLS 2, dataset from the survey answers

4.3 Data Analysis

In chapter 2, the theoretical framework based on the relationship between millennials' attitude toward sustainability and perceived brand leadership has been presented. After examining the reliability and validity of the data gathered from the online surveys, we can now proceed with a deeper analysis.

4.3.1 Sample profile

Before carrying out the hypothesis testing, descriptive statistics have been used to exhibit the sample profile. The survey was answered by 196 French nationals born between 1989 and 1998. The demographic profile of the sample is shown in the summarized table here below (*see Table 7*). The average age is of 25 years old and more than 50% of participants hold a master degree.

Table 4.5 Demographic Profile of Respondents

Year of birth	Number	Percentage
1989-1990	26	13%
1991-1992	16	8%
1993-1994	29	15%
1995-1996	62	32%
1997-1998	63	32%
Education Level	Number	Percentage
Bac (High School Graduate)	9	5%
Bac +1 (1 st Year of College)	4	2%
Bac +2 (2 nd Year of College)	12	6%
Bac +3 (Bachelor Graduate)	46	23%
Bac +4 (1 st Year of Master)	20	10%
Bac +5 (Master Graduate)	100	51%
PhD	5	3%

Source: Own illustration

4.3.2 Hypothesis Testing

The research model was tested using partial least squares (PLS), a structural modeling technique well-suited for highly complex predictive models (Chin 1998, Lohmoller 1989). Along with robustness, handling small samples is another reason why PLS is sometimes preferred over structural equation modeling (Garson, 2016). In this research, as complex predictive variables such as attitude and perceptions are studied for a sample of 196 subjects, PLS have been run with the program SmartPLS.

The path coefficient is estimated to test the structural model by running the loadings and significance of together the R-square (R^2) and the path weights. It indicates the strengths of the relationship between dependent and independent variables and the R^2 values. On the one hand, the R^2 values are shown inside the blue ellipses for endogenous latent variables. In our research, perceived Brand Leadership (BLd) and perceived Innovativeness (PerI), Popularity (PerP), Quality (PerQ) and Value (PerV) are the only endogenous variable (factors with incoming arrows). For the endogenous variables, the R^2 values are shown in Table 8.

Table 4.6 R-square (R^2)

Construct	R^2
AttS	
BLd	0,510755
PerI	0,088241
PerP	0,057534
PerQ	0,029807
PerV	0,362957

Source: Extract from SmartPLS 2, dataset from the survey answers

The R^2 always lies between 0 and 1, where a higher R^2 indicates a better model fit. In other words, R^2 indicates how well the data support the hypothesized model. According to Chin (1998, pp. 323) the results above the cutoffs 0.67, 0.33 and 0.19 are

“substantial”, “moderate” and “weak” respectively. However, in longitudinal studies R^2 s of 0.90 and higher are common (Sarstedt and Mooi, 2014, pp. 211). It is difficult to provide rules of thumb regarding what R^2 is appropriate, as this varies from research area to research area. Taking into consideration that in this study we are analyzing human attitudes and perceptions, we will stick to Cohen’s (1988) conventional description of effect sizes for R^2 . He defines a small effect as being R^2 equal to 0.12 or below, a medium effect as $R^2 > 0.12$, and a large effect as being $R^2 > 0.25$. Therefore, the R^2 s of BLd and PerV would be considered to be of substantial effect, while the R^2 of the rest of latent variables would be considered to be of weak effect. This means that AttS can explain a 36% in the variation of PerV, while PerI, PerP, PerQ and PerV all together can explain a 51% of the variation of BLd. However, the variance of PerI, PerP and PerQ cannot be significantly explained by this model.

On the other hand, path coefficients are always standardized path coefficients (β). Given standardization, path weights therefore vary from -1 to +1. Weights closest to absolute 1 reflect the strongest paths. Weights closest to 0 reflect the weakest paths (Garson, 2016). In Figure 2, standardized path coefficients are the ones placed on the corresponding paths in the graphical model, shown below.

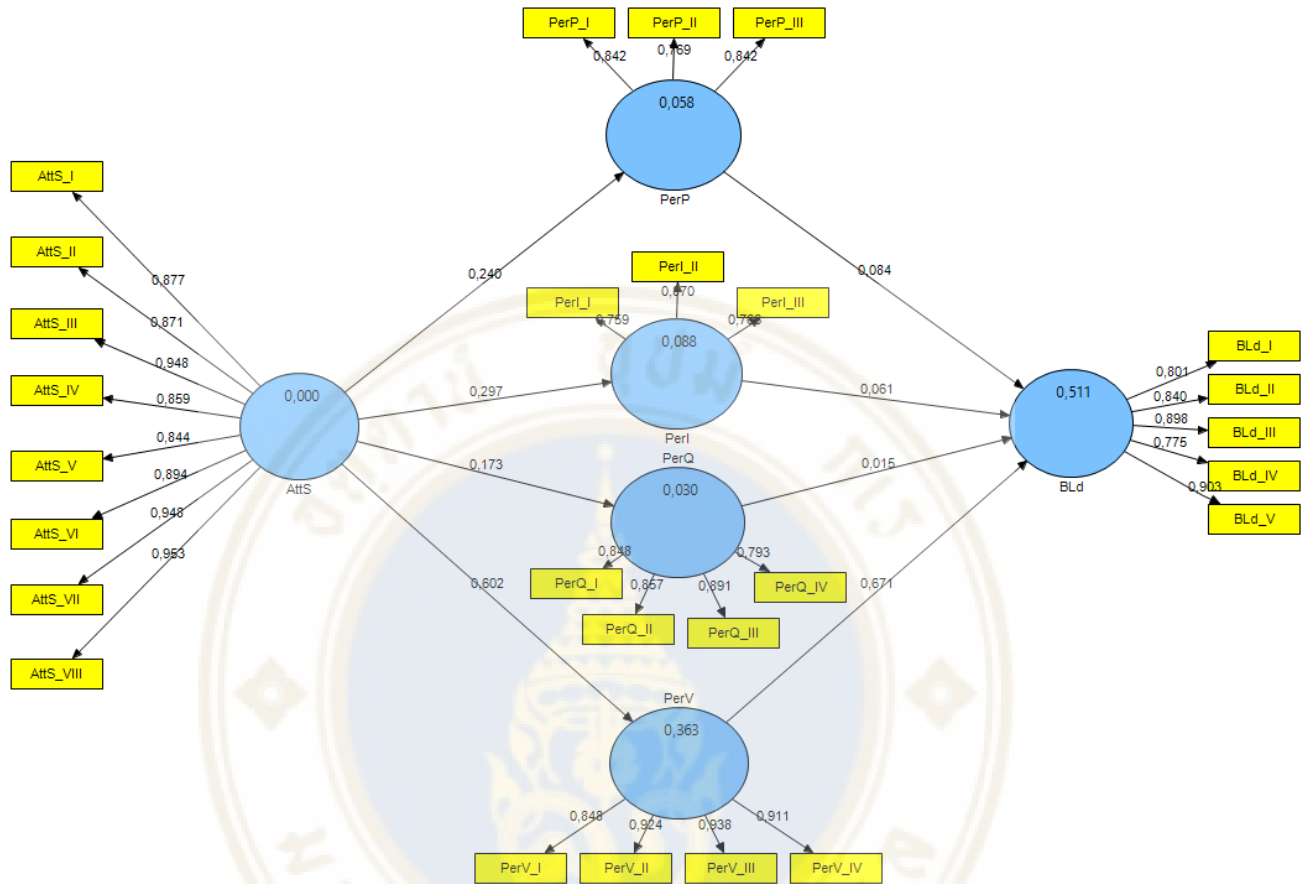


Figure 4.1 PLS Algorithm Research Model

Source: Extract from SmartPLS 2, dataset from the survey answers

From a mathematical perspective, the connection strength (path coefficient) represents the response of the dependent variable to a unit change in an independent variable when other variables in the model are held constant (Bollen, 1989). In this study, path coefficients represent “Total effects” as there are no “Indirect Effects”. Besides, all coefficients are positive. This means that a unit increase in the independent variable leads to a direct increase in the dependent variable proportional to the size of the coefficient (McIntosh and Gonzalez-Lima, 1994).

The relationships hypothesized in H₁ to H₄ predicted the relative effect of each of the dimensions (independent variable) on brand leadership (dependent variable) when green hotel practices are implemented. Hypothesis H₁ anticipated that perceived value has a positive effect on perceived brand leadership. The PLS results revealed that perceived value, as hypothesized, had the greatest significant influence on brand leadership ($\beta = 0.698$, $p < 0.01$). Therefore, H₁ is validated.

Hypothesis H₂ stated that perceived quality has a positive effect on perceived brand leadership when green hotel practices are implemented. However, results show that the beta coefficient was statistically insignificant ($\beta = 0.015$, $p > 0.05$). It should be noted that counter to the author's predictions, the relative effect of perceived quality on brand leadership was statistically insignificant. Hence, no support was found for the hypothesis H₂.

Hypothesis H₃ predicted that perceived innovativeness has a positive effect on perceived brand leadership. Nevertheless, the beta coefficient was statistically insignificant ($\beta = 0.061$, $p > 0.05$). The findings revealed that the effect of perceived innovativeness on brand leadership was statistically insignificant when green hotel practices are implemented. Therefore, H₃ was not supported due to the statistically insignificant coefficient.

Hypothesis H₄ proposed that perceived popularity has a positive effect on perceived brand leadership. The findings revealed that the beta coefficient was statistically insignificant ($\beta = 0.084$, $p > 0.05$). The relative effect of perceived popularity on brand leadership was not statistically significant. Hence, H₄ is rejected.

Hypothesis H₅ predicted a positive relationship between millennials' attitude toward sustainability and perceived value. The PLS results revealed that millennials' attitude toward sustainability, as hypothesized, was found to significantly influence perceived value ($\beta = 0.602$, $p < 0.01$). Consequently, H₅ is validated.

Hypothesis H₆ stated that millennials' attitude toward sustainability will be positively associated with perceived quality. The results show that the beta coefficient was statistically significant ($\beta = 0.173$, $p < 0.01$), providing support for H₆.

Hypothesis H₇ proposed a positive relationship between millennials' attitude toward sustainability and perceived innovativeness. The results were consistent with this

proposition as evidenced by positive and significant path coefficients towards perceived innovativeness ($\beta = 0.297$, $p < 0.01$). Hence, H_7 is validated.

Hypothesis H_8 predicted a positive relationship between millennials' attitude toward sustainability and perceived popularity. The finding revealed that millennials' attitude toward sustainability was found to significantly affect perceived popularity ($\beta = 0.240$, $p < 0.01$). Therefore, H_8 is validated.

Results of the hypotheses testing are demonstrated in Table 9.

In summary, the most powerful dimension of brand leadership and the only one statistically significant was perceived value ($\beta = 0.698$, $p < 0.01$). Contrary to the author's expectations, perceived popularity ($\beta = 0.084$, $p > 0.05$), perceived innovativeness ($\beta = 0.061$, $p > 0.05$) and perceived quality ($\beta = 0.015$, $p > 0.05$) were not statistically significant and their relative positive effect on brand leadership was not supported. In regards to millennials' attitude toward sustainability, perceived value ($\beta = 0.602$, $p < 0.01$) was the most influenced, followed by perceived innovativeness ($\beta = 0.297$, $p < 0.01$), perceived popularity ($\beta = 0.240$, $p < 0.01$) and perceived quality ($\beta = 0.173$, $p < 0.01$).

Table 4.7 Summary of Hypotheses Testing

Hypotheses	Standardized Coefficients (Beta)	t-value	p-value	Results
H ₁ : Perceived value → Perceived Brand Leadership	.671	10.29	< 0.01	Supported
H ₂ : Perceived quality → Perceived Brand Leadership	.015	0.21	> 0.05	Not supported
H ₃ : Perceived innovativeness → Perceived Brand Leadership	.061	0.85	> 0.05	Not supported
H ₄ : Perceived popularity → Perceived Brand Leadership	.084	1.04	> 0.05	Not supported
H ₅ : Millennials' attitude toward sustainability → Perceived value	.602	6.64	< 0.01	Supported
H ₆ : Millennials' attitude toward sustainability → Perceived quality	.173	2.10	< 0.01	Supported
H ₇ : Millennials' attitude toward sustainability → Perceived innovativeness	.297	3.83	< 0.01	Supported
H ₈ : Millennials' attitude toward sustainability → Perceived popularity	.240	3.16	< 0.01	Supported

Source: Own illustration

CHAPTER V

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter presents the conclusions drawn from the analysis. First, the interpretation of the results is displayed and links to previous literature are shown. After this, the theoretical and managerial implications of this research are presented. At the end, the limitations of the study are identified and the future research direction is exhibited.

5.2 Discussion

As hypothesized, the empirical results indicate that perceived brand leadership is enhanced by the extent of millennials' positive attitude toward sustainability, but mainly through an increase of perceived value. This finding is consistent with the preceding literature review supporting the notion that sustainability is regarded as an essential value among millennials (Howe & Strauss, 2000; Deloitte Global Millennial Survey Report, 2020) and a key element to guarantee hotels' competitive advantage in the long-term (Jonas *et al.*, 2014; Manaktola and Jauhari, 2007; Ogbeide, 2012; Tierney *et al.*, 2011). Moreover, this finding is consistent with the results of Anuwichanont *et al.* (2011) where they showed that attitude toward hotel's environmental concern significantly influences value perception in Thai eco-friendly groups.

Moreover, the results are consistent with the findings of Assaker *et al.* (2020) who stated that green hotel practices are perceived as additional positive attributes by guests and thus, lead to higher perceived quality. However, and contrary to expectations, perceived quality exerted no effect on perceived brand leadership. This finding might be due to the mediating effect of brand credibility that has not been considered in this study (Abu Zayyad

et al., 2020; Chang and Ko, 2014). As demonstrated by Akturan (2018), brand credibility can be easily weakened by perceived greenwashing, which would eventually lead to a decrease on perceived brand leadership.

In addition, some scholars have suggested that green practices are considered innovative (Ozaki, 2009) when people perceive them as compatible with their self-image and values (Rogers, 2003). Therefore, the results contribute to the research field by extending the literature through the demonstration that there is a significant relationship between millennials' positive attitude toward sustainability and perceived innovativeness. The findings show that millennials perceive green practices as innovative and this is linked to the compatibility these attributes have with their self-image and own values. Nevertheless, perceived innovativeness showed no effect on perceived brand leadership.

This might be due to the fact that introducing new things alone does not make a hotel brand be perceived as a leader. As suggested by Martin and Siehl (1983), innovativeness is a key element of leadership because it evokes surprise and admiration. Consumers are more likely to perceive a brand as a leader if its novel and creative efforts have market impacts (Kunz *et al.*, 2011) and challenge the status quo of the industry structure (Usero and Fernandez, 2009). In this study, green hotel practices prove to be perceived as innovative by millennials, but might lack the disruptive and progressive characteristics needed to be perceived as a leader. This could be explained by the influence that COVID-19 pandemic had on this generation. Their sustainability beliefs have been reinforced and for them, environmental sustainability programs are not disruptive, progressive choices that organizations can make to enhance their competitiveness, but a duty they must fulfill (Deloitte Global Millennial Survey Report, 2020).

Lastly, the significant and positive relationship between millennials' attitude toward sustainability and perceived popularity is well supported. Consistent with previous studies (Han *et al.*, 2011), findings indicate that millennials' green attitudes are significantly associated with their expressed intention to spread word-of-mouth about the green hotel, making the hotel brand be talked about, popular among consumers. However, and contrary to expectations, perceived popularity exerted no effect on perceived brand leadership. This finding might be due to fact that sustainability is hold by millennials as a core value, and

not as a temporary trend or a way to boost their self-esteem. Contrarily to fashion products, the results of this study show that millennials might choose a green hotel as a way to have a positive impact on the planet and not as a way to enhance their desired social self-images.

5.3 Theoretical contribution

Due to the lack of research related to the influence of sustainable practices on perceived brand leadership, this research provides several meaningful implications that benefit scholars in the brand management and tourism fields. First of all, the research extends the concepts of green practices and perceived brand leadership into the hospitality industry. The results reconcile with the stream of literature supporting the theory that positive attitude toward sustainability increases green perceived value, quality, innovativeness and popularity, shedding new light on the hospitality literature as the contributing factors of assessment of green hotel practices. They provide a better understanding of the nature of the association among the aforementioned variables and their role in influencing millennials' brand perceptions.

Secondly, this is the first study that bridges brand leadership and green practices within the hospitality industry by using the Brand Leadership Scale (BLS). Hence, the results of this study contribute to empirically prove the effectiveness of the tool to investigate influential factors of brand leadership such as positive attitude toward sustainability. More precisely, this study demonstrates that perceived value is the only dimension affecting perceived brand leadership when green hotel practices are implemented. This helps to provide an improved understanding of millennials' assessment of brand leadership when hotels follow sustainable environmental policies. The study contributes to the tourism and brand management field by identifying perceived value as the only key determinant of brand leadership from millennials' perspective in the hotel industry.

Thirdly, the study contributes to the ongoing discourse on the effects of implementing green practices in a hostile business environment precipitated by Covid-19.

As proved by the results, sustainability has maintained its relevance for millennials as well as its momentum after the pandemic's impact. This research highlights the strong perceived value of sustainability and aims to inspire scholars to view and use the Covid-19 as an opportunity to study the current real needs and meaningful values of social generations.

5.4 Managerial implications

The findings of the current research have numerous implications for managers in the hotel industry. Firstly, in the short term, hotel managers should make a commitment to environmental sustainability by implementing green hotel practices. The results of this study demonstrate to practitioners that hotel brands can be enhanced by the implementation of green practices such as towel and bed-linen reuse programs, water-saving devices in public and private areas and the use of local and eco-friendly supplies. The practices used in our survey have shown to enhance millennials' perceived value, quality, popularity and innovativeness. Therefore, amid the Covid-19 lockdowns and hotels closed around the globe, hotel managers should see this pandemic as a short-term opportunity to develop critical environmental strategies and leverage hotels brand through the implementation of the green hotel practices used in this research.

Secondly, in the mid-run, the results of this study can help hotel managers to efficiently allocate resources in order to improve perceived brand leadership. Hence, even though green practices enhance perceived value, quality, popularity and innovativeness, hotel managers might need to highlight unique aspects of green brands in terms of value to increase perceived brand leadership. For instance, as a mid-term strategy, they could allocate time and money to the marketing department, so they can focus on developing marketing strategies and sustainable environmental programs aimed at enhancing millennials' perceived value. As stated in the literature review, sustainability is a meaningful value for millennials. This generation wishes to have a positive impact on the planet, and this is linked to the emotional dimension of perceived value. Therefore, an effective strategy for the mid-run could be an environmental advertising campaign centered

on the creation of emotional benefits that are sustained by environmental claims and imagery. This could enhance millennials' perceived brand value and thus, perceived brand leadership.

Thirdly, this study provides hotel managers with insights to help them distinguish their brands in the long-term from other competing brands and stay competitive within the current saturated market environment. For instance, this research paper uses standard green practices that have been empirically-tested in the past in other reports and practically-applied by other hotels. According to the results, these green practices are not perceived as innovative enough to French millennials. This leads to a long-term opportunity. Hence, hotel managers should focus on developing new and innovative sustainable practices in the long-term, so they could achieve a competitive advantage and differentiate themselves from competitors by strengthening the association with perceived brand leadership.

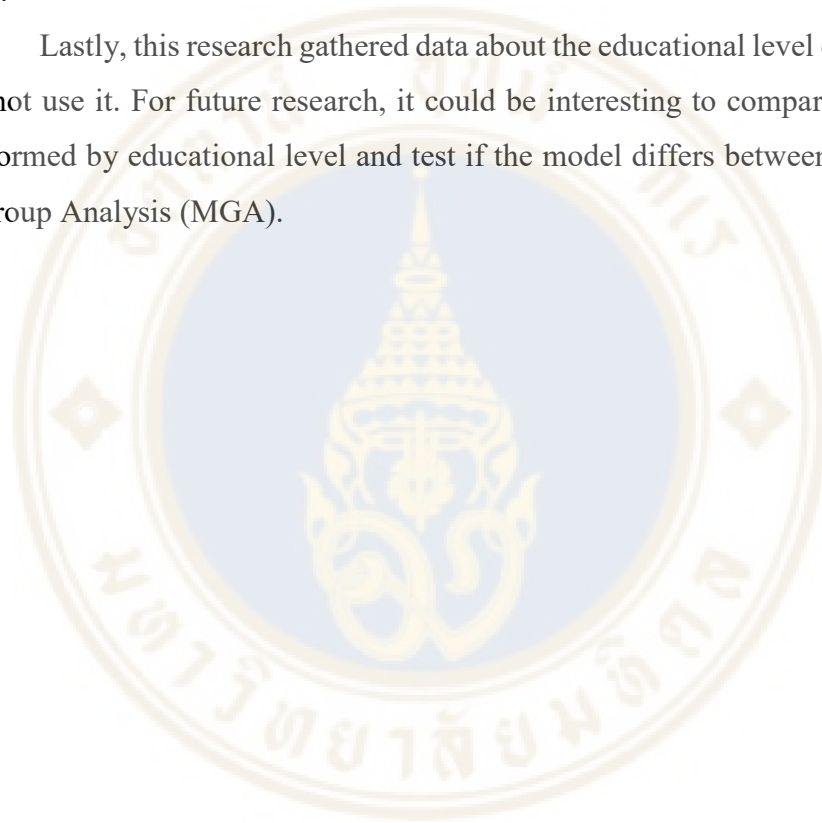
5.5 Limitations and future research direction

There are several limitations of this study that must be addressed for future research. First of all, one of the limitations may result from the sample selection which is a convenience sample. The subjects were all French millennials. Therefore, the results could be unique to the nation and culture, which limits the researchers' ability to generalize the findings. For more accurate results, it is suggested that future research should be conducted from other countries, given the potential differences in values and cultures from one nation to another.

Secondly, this study focuses mainly on environmental practices and leaves out socio-economic ones. However, sustainability includes social and economic aspects as well. Therefore, future studies may investigate how the implementation of socio-economic practices influence perceived value, quality, innovativeness and popularity and thus, perceived brand leadership. This might help further improve the quality of items with slightly lower factor loadings.

Thirdly, this study follows a reductionist approach. It uses the BLS developed by Chang and Ko (2014) and reduces the study of perceived brand leadership to the four dimensions described on their research. However, in order to completely understand the relationships and associations between constructs, a holistic approach should be followed. A future study could also examine other factors such as brand credibility, perceived greenwashing, and other cognitive and affective variables to the brand such as emotional response.

Lastly, this research gathered data about the educational level of the participants but did not use it. For future research, it could be interesting to compare results between groups formed by educational level and test if the model differs between them by using a Multi-Group Analysis (MGA).



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Appendix A: English Survey

Thank you for agreeing to take part in this survey for my master thesis.

In the following, you will be asked to react to statements regarding the implementation of sustainable practices within the hospitality industry in a post-Covid-19 world.

The following questionnaire will take 4 minutes to be completed.

Please read the questions carefully and answer as precisely as possible.
Your responses remain anonymous and will solely be used for research purposes.
Let me assure you that your participation in this research study is completely voluntary.
You may withdraw at any time without consequences.

If you have any questions regarding the study, you can send me an email via:
antonio.cerezo-tomas@tsm-education.fr

Thank you for your help!

Nationality

Date of birth

Highest level of education completed

Imagine this.

The unprecedented health crisis caused by the COVID-19 pandemic is over, lockdowns are eased, borders have reopened and you are going for a trip to your favorite destination.

You are staying at a “green hotel” that cares about the environment and puts in place the following sustainable practices.

What do you think about the implementation of such practices?

I believe the use of energy-saving light bulbs is good.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

I think the towel and bed-linen re-use programs are good.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

I believe the use of water-saving devices in public spaces is good.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

I think the hotel’s effort to purchase from local suppliers is valuable.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

ATTITUDE TOWARDS SUSTAINABLE HOTEL PRACTICES

I think the use of amenity dispensers is good.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

I believe the use of water-saving devices in guest rooms is valuable.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

I think the recycling policy is valuable.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

I believe the hotel's effort to purchase environmentally friendly products and supplies is valuable.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

PERCEIVED POPULARITY

If you compare the “green hotel” with a conventional, non-sustainable hotel that does not apply any of the aforementioned sustainable practices, you think the “green hotel” you are staying at is...

More preferred by millennial guests.

Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	---------------------------	-------------------	----------	-------------------

PERCEIVED POPULARITY	More recognized by millennial guests.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
PERCEIVED POPULARITY	Better known among millennial guests.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
PERCEIVED INNOVATIVENESS	More dynamic in improvements.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	More creative in products and services.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
PERCEIVED INNOVATIVENESS	More of a trendsetter.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree

PERCEIVED QUALITY	Higher in quality standards.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	Superior in quality standards.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
PERCEIVED QUALITY	Offers higher-quality hotel services.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	Offers higher-quality hotel features.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	If the “green hotel” has the same prices (or slightly higher rates) than the conventional, non-sustainable hotel, you think the “green hotel” you are staying at ...							
PERCEIVED VALUE	Is reasonably priced.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	Has better services for the price.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree

PERCEIVED VALUE	Has better features for the price.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	Offers more benefits for the price.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
BRAND LEADERSHIP	When you think about “green hotel”, you believe...							
	The brand is successful.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	The brand is trendy.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	The brand is up-to-date.	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree

BRAND LEADERSHIP	The brand is visionary.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree
	The brand is a role-model.						
	Strongly agree	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree	Strongly disagree



Appendix B: French Survey

Merci d'avoir accepté de participer à cette enquête réalisée dans le cadre de mon mémoire de master.

À travers ce questionnaire, il vous sera demandé de réagir à plusieurs affirmations concernant la mise en oeuvre de pratiques durables au sein de l'industrie hôtelière dans un monde post-Covid-19.

4 minutes suffiront pour répondre à toutes les questions.

Je vous invite à lire attentivement les descriptions et à y répondre aussi sincèrement que possible.

Permettez-moi de vous assurer que votre participation à cette étude de recherche reste entièrement volontaire. Vos réponses restent ainsi anonymes et ne seront utilisées qu'à des fins de recherche. Vous gardez la possibilité de vous abstenir de répondre.

Si vous avez la moindre question concernant l'étude, je vous invite à me contacter par mail à l'adresse suivante: antonio.cerezo-tomas@tsm-education.fr

Nationalité

Date de naissance

Plus haut niveau d'études atteint

Imaginez.

La crise sanitaire sans précédent causée par la pandémie de la COVID-19 est terminée, les confinements sont finis, les frontières sont ouvertes à nouveau. Vous décidez alors de partir en voyage vers votre destination préférée.

Vous séjournez dans un « hôtel écologique » soucieux de l'environnement et qui met en place certaines pratiques durables.

Que pensez-vous de la mise en œuvre des pratiques durables suivantes?

Je pense que l'utilisation d'ampoules de basse consommation est bénéfique.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
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Je suis convaincu(e) que les programmes de réutilisation des serviettes et des draps est utile (tout au long du séjour).

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Je pense que l'utilisation de dispositifs d'économie d'eau dans les espaces publics est utile.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Je suis convaincu(e) que les efforts de l'hôtel pour acheter auprès de fournisseurs locaux est bénéfique.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Je suis convaincu(e) que l'utilisation des distributeurs de savon est bénéfique.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Je pense que l'utilisation de dispositifs d'économie d'eau dans les chambres est utile.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Je pense que la politique de recyclage est utile.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
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Je suis convaincu(e) que les efforts de l'hôtel pour acheter des produits et des fournitures respectueuses pour l'environnement est utile.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Si vous comparez « l'hôtel écologique » avec un hôtel conventionnel, non-écologique qui n'applique aucune des pratiques durables mentionnées précédemment, vous pensez que « l'hôtel écologique » dans lequel vous séjournez est...

Plus préféré par la Génération Y.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
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PERCEIVED POPULARITY	Plus reconnu par la Génération Y.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
PERCEIVED POPULARITY	Mieux connu parmi la Génération Y.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
PERCEIVED INNOVATIVENESS	Plus dynamique dans les améliorations.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
	Plus créatif dans les produits et services.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
PERCEIVED INNOVATIVENESS	Plus un pionnier.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord

PERCEIVED QUALITY

Plus avancé dans les normes de qualité.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
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Supérieur dans les normes de qualité.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Offre des services hôteliers de qualité supérieure.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

Offre des caractéristiques hôtelières de qualité supérieure.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
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PERCEIVED VALUE

Si « l'hôtel écologique » a les mêmes prix (ou des tarifs légèrement plus élevés) que l'hôtel conventionnel, non-écologique, vous pensez que « l'hôtel écologique » dans lequel vous séjournez...

Est à un prix raisonnable.

Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
----------------------	----------	-----------------	-------------	---------------------	--------------	----------------------

PERCEIVED VALUE	A de meilleurs services pour le prix.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
PERCEIVED VALUE	A de meilleures fonctionnalités pour le prix.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
PERCEIVED VALUE	Offre plus d'avantages pour le prix.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
BRAND LEADERSHIP	Quand vous pensez à « l'hôtel écologique » dans lequel vous séjournez, vous voyez la marque comme...						
	Une marque qui a du succès.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord
BRAND LEADERSHIP	Une marque qui est tendance.						
	Tout à fait d'accord	D'accord	Plutôt d'accord	Indifférent	Plutôt pas d'accord	Pas d'accord	Pas du tout d'accord

Une marque qui est à jour.

Tout à
fait
d'accord

D'accord

Plutôt
d'accord

Indifférent

Plutôt pas
d'accord

Pas
d'accord

Pas du
tout
d'accord

Une marque qui est visionnaire.

Tout à
fait
d'accord

D'accord

Plutôt
d'accord

Indifférent

Plutôt pas
d'accord

Pas
d'accord

Pas du
tout
d'accord

Une marque qui est un modèle à suivre

Tout à
fait
d'accord

D'accord

Plutôt
d'accord

Indifférent

Plutôt pas
d'accord

Pas
d'accord

Pas du
tout
d'accord

