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Sustainable Promotion in Hospitality

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Spring, 2015

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ABSTRACT

With the ever-increasing need to reduce our carbon foot print, the necessity to innovate for a more sustainable future has become the responsibility of both individuals and corporations. Sustainable development, which is development that “meets our needs today, without compromising the ability meet the needs of future generations” was first brought to light at the Earth Summit in 1987 (Bärlund, n.d.). With the growing numbers of travelers world wide, the hospitality industry was aware that environmental changes and pollution could potentially paralyze their industry and they became among the first to adopt more sustainable practices in their hotels and restaurants. However, only some hospitality companies have decided to focus on promoting their active efforts to be more sustainable.

Therefore, by analyzing industry leaders’ and travelers’ attitudes toward sustainability development and sustainable promotion, this study identified the relationship between the hospitality businesses’ various stakeholders’ perception of sustainability and the significance of sustainable promotion. By incorporating sustainable practices in a corporation, stakeholders such as investors, owners, and employees will value the company higher. Similarly, the study shows how sustainable practices allow for the local community to be more accepting of the company operating in their community and guests view these efforts as a positive attribute, which will attract repeat business if the hospitality corporation is able to remain at a competitive price in the market.

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Introduction

With the ever increasing concern for sustainability both among travelers on the demand side, as well as corporations on the supply side, the focus on sustainable development and innovation within the hospitality industry will only continue to grow. Sustainability development was acknowledged in 1987 at the UN Conference on Environment and Development, also known as the “Earth Summit,” Gro Harlem Brundtland, former Chairwoman of the World Commission on Environment and Development, defined the term as “Development which meets the needs of current generations without compromising the ability of future generations to meet their own needs” as a part of her speech “Our Common Future,” often referred to as the “Brundtland Report” (Bärlund, n.d.). This definition supported the idea of sustainability reaching much broader than simply implementing eco-friendly practices, and focused on the “three E’s” known as the modern pillars of sustainability, namely – Economy, Equity and Environment (Bärlund, para. 2). The Brundtland Report spiked a genuine interest for the topic of sustainability among world leaders, and by the time the second Earth Summit in 1992 reached its last day, “Agenda 21” was created (Dodds, Schneeberger & Ullah, 2012). The declaration focuses on sustainable development in all areas of society, touching upon all three E’s, and is composed by 27 principles of sustainable development agreed upon by world leaders from the 178 member states (Dodds et al. 2012).

While the 1997, 2002, and 2007 Earth Summits primarily covered overall sustainable progress, the focus shifted to corporate responsibility and sustainable development adopted by businesses after the 2012 Rio + 20 Summit. Prior to this, the International Organization for Standardization (ISO) had been creating voluntary International standards for sustainable business practices between 2005 and 2010, but decided to unite with the UN Division for

Sustainable Development and introduce *ISO Focus+*, a magazine that would be available for business leaders worldwide, promoting industry leaders who served as their industries' frontrunners in sustainable development (*ISO Focus+*, 2012). By demonstrating prominent sustainable management and launching Internationally recognized sustainable certifications, businesses and corporations around the world have voluntarily begun incorporating sustainable standards into their business models, and new businesses are created with more sustainable foundations in mind. An example of this growing trend is how the London Organising Committee of the Olympic and Paralympic Games (LOCOG) immediately adopted the Sustainable Management System, ISO 20121:2012, for the 2012 Olympic Games (Lambert, 2013).

This increased awareness of environmental threats, challenges, and consequences has also reinforced the growing personal and corporate concern for the well being of the environment in the hospitality industry. In recent years, sustainable development and innovation has become one of the most discussed topics in the hospitality industry worldwide, as the combination of increasing wealth and modern technology allows for millions of people to travel across the world each year. While this trend creates a profitable market for hospitality businesses, this rush of tourists is a heavy burden on the tourism destinations worldwide, creating excessive waste, increasing emission levels and exhausting local resources. However, leaders of the hospitality industry realized this trend early on, and begun applying efforts to reduce the strain on the environment by establishing sustainable practices, systems and designs as cornerstones of business' corporate responsibilities (Bricker, n.d.). An example of this was the boost in promotion of sustainable initiatives prior to the Olympic Games in 2012. In addition to the LOCOG adopting the ISO Sustainable Management System certification for the entirety of the

Olympic Games, Coca-Cola Great Britain also gained the certification and introduced a sustainable program for the London Eye, created in cooperation with the attractions management and Coca-Cola Great Britain as their main sponsor (Société Générale de Surveillance [SGS], 2012).

In the same period of time, many commercial buildings underwent sustainable energy efficiency retrofits in New York City. The Empire State Building completing their three-year retrofit in 2013 (Empire State Building [EBS], n.d.). New York City, one of the most visited destinations in the world, hosting 54.3 *million* tourists in 2013. This continuing increase in tourists is presenting challenges to achieve a more sustainable tourism industry.

New additions to the New York City hospitality scene have started this support by bringing sustainable innovations to the market. One of these additions is Hornblower Cruises that launched their hydrogen-powered luxury yacht in April 2013, after a massive success with a similar vessel at their home base in San Francisco (Capstone Turbine Corporation [CTC], 2014). The sustainable trend is continuing in the future with innovative companies such as The Wheel LLC, that is committed to fulfilling all three E's of sustainability, and began construction of what will become the world's tallest Ferris wheel, located on Staten Island and expected to open early 2017 (The Wheel LLC, n.d.).

While many companies worldwide are increasing their efforts to be more sustainable, many of these companies are reluctant to promote their efforts. This trend is especially seen with U.S. Companies. Tensie Whelan, President of the Rainforest Alliance states that the main five reasons for the timid promotion of sustainable practices are 1) Customers aren't asking for it"; 2) "When we give it to them, they don't want it"; 3) "Sustainability is boring, too complicated and too expensive"; 5) "It's risky," and "We need to communicate our core attributes" (Whelan,

2013). However, sustainable businesses, especially in sectors such as travel and tourism, have the potential to become a feel good brand, when they are able to add human value to their organizations through sustainable practices (Warner, 2013). *Environmental Leader*, a leading trade publication focusing on corporate sustainability and environmental news, shows how many similar analytical studies performed by scholars, marketing and advertising firms correspond to both Whelan and Warner's theories, showing that there is both a high risk and a high reward in communicating sustainable efforts to stakeholders (Oliviera & Sullivan, 2008). In his article, *Green Marketing: Think Before You Act*, Davidner Aulakh (2012) said that while there is a wide array of "green marketing tools" from which to chose, successful promotion of sustainable efforts rely heavily on educated marketing strategies to avoid the potential risks and less obvious challenges caused by "green marketing."

By analyzing industry leaders' attitudes toward sustainability through interviews and finding the demand side's standpoint on the topic by surveying randomly selected participants; this research aims to identify and understand the relationship between various stakeholders' perception of and attitude toward sustainability, brand loyalty and value perception. These demand and supply side attitudes will then be tested toward various green marketing theories posed by advertising and marketing professionals found in trade publications, scholarly articles and industry analyses. The goal of this research is therefore to establish a connection between the demand-side reputation a company builds through promotion of sustainable approaches, and the company's internal attitudes and forces driving sustainable innovation and development. By researching traveler's attitudes toward sustainability at home versus when traveling, this research aims to prove how the ever-increasing concern for sustainability on the demand side can drive

corporations to focus on meeting these demands through promotion of sustainable development and innovation, in addition to fulfilling their corporate responsibility.

Literature Review

With the growing concern for sustainability on the demand side, the attention on what sustainable contributions corporations are willing to implement in their business plans and strategies has also grown. Despite the large number of corporations having adopted more sustainable practices and designs, how come there still minimal promotion of these companies' sustainable efforts?

Jerusha Greenwood, Assistant Professor at California Polytechnic State University points to the importance of the 3E's during an interview prior to Greenwood's participation as a panelist for "*Mainstream Goes Green: Many Shades of Green*" at the Ecotourism and Sustainable Tourism Conference in 2011 (Figart, 2013). In the interview, Greenwood explains how larger mass tourism companies would be able to help make sustainable practices and sustainable promotion "mainstream," as the large tourism-based corporations such as hotels, "play a key role in the landscape of a destination" and reaches a substantial part of the consumer market (Figart, 2013). This makes it crucial for hospitality and tourism companies to become industry influencers by incorporating the best practices possible. However, Greenwood asserts that

"Green trends among large corporations have to mean more than simply replacing traditional light bulbs with CFLs or LEDs. In order to enact a culture of change throughout the "mass tourism industry," green trends must embrace the soul of

sustainability, and environmental health must go hand in hand with fair/living wages and reinvestment in communities” (Figart, 2013).

Therefore, by being frontrunners for sustainability, not only would the tourism-based companies be serving as role models for companies across industries, but also consumers would become used to sustainability being integrated in the product or service they are paying for. This way, companies would be able to utilize “social marketing to open up for an interaction between consumer and the sustainable business,” showing that they are an honest sustainable corporation, which Greenwood believes will become something consumers will ultimately demand from all businesses they use – despite the size of the business (Figart, 2013).

While incorporating these practices to fulfill corporate responsibility can be incredibly valuable to a business’ stakeholders, it can often be difficult to differentiate between sustainable businesses and those who commit the crime of green washing. This is why Paul Gilding, former CEO of Greenpeace, the internationally acknowledged non-profit, shared his insight on how to distinguish between the two. In the interview “How to tell a Sustainable Business From a Green Washing One” for *Eco-Business Online*, Gilding first defines a responsible business as “those that recognize that society’s success is their success... [And] truly sustainable companies do good things in order to make money, while “a green washer merely does good things after they’ve made money” (Reyes, 2013). As a result of this, a company may have seemed sustainable, while they may only be making half the effort, in order to come across as an honest business. Therefore Gilding realized that leaders across the world had accepted a toxic “we won’t do it until you do it” mentality which hurts the global economy, as it slows everyone down by allowing leaders to ignore the importance of sustainable transformation (Reyes, 2013). Despite this, Gilding believes that:

“The business community is the biggest obstacle and the biggest opportunity. Unless we can engage business, then I think we will fail, because business is such a powerful force in society and so influential on government. But with business support, we can easily achieve what we need to achieve. The challenges we face are not insurmountable at all. They’re actually – not to make it sound too easy – achievable and businesses are a good mechanism to do that with” (Reyes, 2013).

Thus, as we are moving from an era where being sustainable was viewed “optional” to an era where sustainable action is viewed as “necessary” in order to be a successful business, Gilding points out how sustainability will lead a major economic transformation, where multiple businesses will suffer if they lack sustainable procedures in their business models. Building further on his theory, the importance of engaging business leaders to become more involved in sustainable development, rather than leaders being content with simply being engaged in conversations about corporate social responsibility is brought up. Hence Gilding asserts that this economic transformation will force businesses to “cease to exist for us to become sustainable,” while other corporations will have to come up with creative solutions in order to stay alive, as businesses’ engagement with sustainability will become a question of competitiveness, success or failure (Reyes, 2013).

In order to incorporate sustainability efforts in a company’s business plan, a lot of money and time will be invested in either building a sustainable business, or transforming a current business into a more sustainable corporation. However, while incorporating sustainable practices to a business plan could be beneficial both economically and on a competitive level, there are certainly risks attached to sustainability and green marketing. Davidner Aulakh, a marketing strategist for Strategic Sustainable Consulting, accepts that some businesses use

sustainability to fulfill their corporate responsibility, while others may be more driven by the possibility of increasing profits. In his case study, *Green Marketing: Think Before You Act*, Aulakh explains that there is a fine line between giving the right and truthful information, and giving easily misleading information to consumers. Misleading information about a company's sustainable efforts could end in green washing allegations. While an increasing number of companies have decided to become more sustainable, green marketing is the "process of communicating these efforts [and plays] a pivotal role in helping a business achieve public recognition," which requires a solid strategy in order to be successful in its positioning of the company at hand (Aulakh, 2012). Therefore, the main difference between successful and unsuccessful green marketing is the strategies and marketing tools used and the attention to detail in advertising, promotion and labeling, which should be focused on in order to minimize the risk of both intentional and unintentional green washing. Aulakh explained why green marketing is difficult to establish and often ignored by marketers, by saying

"Greenwashing claims are largely due to misleading or deceptive green marketing and can have several negative impacts that could include damaging reputation, relationships and, organizational behavior while also violating laws and regulations" (Aulakh, 2012).

As a result of this, Aulakh asserts that many companies decide to solve this by choosing to comply with certifications and standards set by various institutions and commissions worldwide. These standards and certifications provide the various stakeholder groups with evidence of the company's honest sustainable efforts, in an objective and predictable way. For the internal stakeholders, the company itself, this approach creates guidelines the company needs to follow; provides guidelines the future; and serves as proof of credibility for marketing purposes. By achieving various sustainable goals through these certifications and standards, companies will be

able to evaluate their efforts and find the optimal strategy for green marketing for the time being, as the sustainable efforts of the industry is under rapid growth and constant change. Aulakh then concludes by saying that “Companies that prudently plan, intelligently position themselves, and carefully select green marketing tools will be able to implement more effective green marketing, with less risk of green washing” (2012).

Agreeing with the fact there are certain risks of promoting sustainable efforts is President of the Rainforest Alliance, Tensie Whelan, claims that the real risk of promoting such efforts may be the loss of customers if the company fails to promote sustainability in a simple, “cool and interesting way” (Whelan, 2013). In the article “*The Five Excuses Marketers Use for Failing to Promote Sustainability*,” she explains how the increasing amount of businesses choosing to incorporate sustainable efforts into their business core, has not necessarily spiked as much sustainable promotion as one would expect. The reason for this, according to Whelan, is five excuses marketers are currently making to explain the lack of sustainable promotion: 1) “Customers aren’t asking for it”; 2) “When we give it to them, they don’t want it”; 3) “Sustainability is boring, too complicated and too expensive”; 4) “It’s risky,” and 5) “We need to communicate our core attributes” (Whelan, 2013). It is appealing to marketers to find a creative way to implementing promotion of the positive contribution people could be making by choosing a more sustainable product or service. Of course, in the end of the day, “sustainability isn’t core,” as all businesses need to generate revenues in order to be successful (Whelan, 2013). However, there are positive attributes to successful promotion of sustainability that can contribute to grow revenues and customer bases, Whelan asserts.

The first excuse marketers have used is the fact that customers do not necessarily ask for sustainable products and services. Of course, if customers do not feel like there is a real

“need” for a certain attribute or product, they will not ask for it. Even though the concern for sustainability is growing, Whelan points out that only 10-15% of consumers would actively be seeking out sustainable alternatives. She explained this by saying that consumers “Also don’t generally demand a new kind of chip, soda or smartphone,” but marketers are able to sell these products to consumers by creating a need for them by using emotion-based marketing tools including psychology in order to shift a product from being something a customer wants to what they believe they need (Whelan, 2013). Connected to this excuse, there is the existing concern that if a sustainable product is given and promoted to customers, they will not necessarily choose or desire it, which is why many companies and marketers prefer not to promote sustainability. However, Whelan identified a common mistakes that marketers make and that turn customers away: “Either the product was inferior, it cost more, it got buried among the regular offerings or its marketing was boring, confusing or inadequate” (Whelan, 2013). Therefore, Whelan believed that the solution to unsuccessful sustainable promotion would be to find a balance between remaining within a competitive price range and simplifying the company’s sustainable efforts by simple promotion where the company creates a need for their product’s competitive attributes in the market.

Therefore, how would companies implement practical strategies and add creative thinking to the promotion of sustainable practices, and could this increase product value? A firm believer in the statement that sustainability can create brand value – if implemented correctly, is Jacquelyn A. Ottoman, author of the book *The New Rules of Green Marketing*. In the book, Ottoman played with the idea that there are many various ‘shades of green,’ where ‘lighter shades of green’ represent companies who had made small sustainable changes, and ‘dark shades of green’ portraying companies whose focus on sustainability is vital to their business model and

concept. She also pointed out how green marketing used to be focused on how the planet was “injured and hurting” due to the way people had treated the planet, which shifted as marketers realized that the society is today mainly worried that the planet is running out of resources as a result of our current habits (Ottoman, 2011). With this fear of the planet running out of resources and being incapable of sustaining human life in the future, ultimately jeopardizing our children and grand children’s lives on earth, Ottoman’s book focuses on how the constant change in the definition of sustainability and marketers’ approach on promoting it, are correlated.

Thus, if done successfully, green marketing could result in profitability, as people may be “willing to pay a premium for green” – especially if it means you will save money in the end, which creates an increased value of the product, ultimately matching the premium cost of purchase (Ottoman, 2011). An example Ottoman uses for this is hybrid cars; if you were willing to pay more when purchasing a hybrid car, you will eventually save money on fuel and toll-costs, which would save you more money in the long run. Similarly, companies have recognized the various incentives of choosing more efficient, green alternatives. While the cost of implementation may be high, the efficiency of more sustainable alternatives will cut down the cost of running a building, attraction or vehicle in the long run. Another result of green promotion have been an increase in customers’ brand value perception connected to the enhanced company image created through sustainability and promotion of a company’s social responsibility. Ottoman highlights that – if done right, these efforts have the opportunity to “[Bolster] the morale of employees newly engaged in a higher purpose,” allowing green marketing to also increase employee’s brand value perception and ultimately, their loyalty (Ottoman, 2011). So, as a result of implementing sustainable practices and strategically market these efforts in a bold and creative way, Ottoman concludes that companies can “Expect the

genuine value-added benefits of superior performance, convenience, cost savings, and increased health and safety to continue to propel the mass market for eco-inspired products in the years and decades ahead” (2011).

One company that inspired other organizations to join their sustainable venture through sustainable projects and implementations was the Empire State Building. While the increasing number of people traveling to major destinations such as New York City is beneficial for businesses within hospitality, the leaders of the Empire State Building realized how they would be able to ease the strain on the destination’s resources by shifting their focus to the real estate aspect of the hospitality industry. Therefore, in 2008, the corporation decided that a large investment in an energy efficiency retrofit would be cost-effective, and began the eight month long retrofit in co-operation with several organizations such as the Clinton Climate Initiative (ESB, n.d., pg. 2). The mission was begun based on the Empire State Building’s owner, Anthony E. Malkin’s idea that “Buildings in New York City create 65 to 70 percent of the city’s entire carbon footprint... Creating new green buildings won’t move the needle in mitigating this problem. It is far more important to address the existing building stock” (ESB, n.d., pg. 12). The building’s retrofit brought the corporation to rise above multiple industry benchmarks within the sustainability scene, creating competitive advantages through certifications. One of these was the Leadership in Energy and Environmental Design (LEED) certification, which they were the first to achieve in New York City (Skanska Group, 2015).

The motivation behind the retrofit was initially that of a long-term financial incentive. As prime real estate, the transformation into a more sustainable building did not only become an asset for the Empire State Building’s shareholders. As a result of the implementation of sustainability programs, the retrofit and certifications work as an umbrella for the office spaces

within the building and created a ripple effect attracting other corporations who wished to inhabit their office spaces to support their own corporate responsibilities. The building's sustainability program's case study states that, today, there is not yet a large percentage of potential customers, companies or investors willing to pay a premium for green spaces or services, which is why the building's leaders decided to highlight the financial benefits of the retrofit, which averages at \$4.4 *Million* per year, alongside the long-term value of the Empire State Building itself (ESB, n.d., Pg. 1). "Furthermore, eventually buildings could be affected directly or indirectly by sustainability-inspired regulatory changes at various levels of government" (pg. 3). One of the highlighted results of the 17 implemented projects have been a 38% reduction in energy use, which was on accord with the program's goal of lowering CO2 emissions and thus bringing down the overall energy cost of the entire building by 20% (pg. 1). While this is a big step for the individual building, the corporation's leaders assert that "The Empire State Building is just one drop in an ocean of commercial buildings that must undergo some form of rational energy and sustainability retrofit in the next several years if we as a society are committed to reducing the impact of buildings on the environment," which was the reason they aimed to inspire others through the thorough case study proving the long-term benefits of energy efficiency retrofits (pg. 12).

Similarly, the Olympic Games is becoming an event increasingly focused on the importance of sustainable innovation and designs. Much like the certifications of the Empire State Building, the certifications held by an Olympic Games Committee serve as an umbrella for the entirety of the Games, "[Covering] all its London 2012 operations, including Olympic Torch Relay, Venue Operations, Showcasing, Hospitality and Licensed Merchandising activities" (SGS, 2012). In the limelight of the focus on ISO certifications brought to light at the 2012 Rio

+20 Summit, Coca-Cola GB gained an ISO 14001 Environmental Management System certification in addition to the ISO 20121 (also held by LOCOG). As a notorious supporter of the Olympic Games, Coca-Cola worked closely with the LOCOG to meet their shared sustainable goals in order to create what SGS (2012) describes as the “most sustainable Games of modern times,” which made the 2012 Olympics a “catalyst for ISO 20121” and a hallmark for the growth of sustainable importance and development in the hospitality industry (Lambert, 2013). “As a worldwide partner of the Olympic Movement, Coca-Cola wanted its London 2012 activities to set a new global benchmark for major event sustainability,” and as a result of this, the collaborative sponsorship between the Merlin Entertainments owned London Eye and Coca-Cola GB was formed (SGS, 2012). The sponsorship was backed up by the partnership with EDF Energy, as an initiative to minimize the London Eye’s carbon footprint through EDF Energy’s guarantee that all energy used to run the gigantic Ferris wheel would be “generated from low carbon sources,” much like the innovative solutions EDF Energy provided the Games with (London Eye, 2011). By doing this, companies such as Merlin Entertainment and Coca-Cola GB were able to assist in stretching London’s resources to manage hosting the millions of tourists and extreme demand created by a mega event such as the Olympic Games.

Looking at these sustainable changes companies make, it is visible that there is some relationship between the various sustainable efforts companies make and the value perceived by both stakeholders and shareholders. Not only will organizations who implement sustainable practices to their business plans and models see a change in their budgets when saving money on running their businesses, but Havas Media Group’s industry analysis shows that these “meaningful brands” also show superior performance in the stock market. The analysis proved a relationship between the sustainable efforts and corporate responsibility certain companies pride

themselves on, and the perceived value of these companies in the stock market. In the press release “*Meaningful Brands Beat Stock Market by 120%*,” Warner sums up the overall analysis in the headline. For the purpose of the analysis, Havas Media Group defined the term “meaningful brands” as “How we connect brands to people and create shared value for brands and communities” (Warner, 2013). While there is a growing concern for sustainability within our society, Warner stresses that only 20% of the world’s brands are indeed making more sustainable choices in order to impact people’s lives in a meaningful way, and more shockingly, “the majority of people worldwide wouldn’t care if 73% of brands disappeared tomorrow” (2013). The analysis therefore revealed how people were “disconnected from brands,” unless there was a true value and respect in place for them to be loyal to specific brands.

Therefore, building onto Ottoman’s previously discussed view on green marketing affecting customers’ attitudes toward sustainable brands; companies would also be able to strengthen investors’ brand value perception by adding a component of social responsibility, such as sustainable designs and practices, and the promotion of these efforts. This increase in brand value perceived by investors further showed to translate to the level of trust they would have in a company’s future. Warner points out that the results of the 2013 analysis show that these meaningful brands were able to outperform the stock market by 120%. Havas Media Group’s *Meaningful Brands Index* focuses on the connection between brands and the benefits brands bring to people’s lives, by “[Measuring] the impact of the brand’s benefits alongside its impact on 12 different areas of well-being (such as health, happiness, financial, relationships and community among others) for a full view of its effect on our quality of life” (2013). The analysis therefore shows, in financial terms, how there has been a clear increase in the importance of

wellbeing and companies' impact on their direct communities and the environment, both from consumer and corporate viewpoints between 2011 and 2013.

In some countries, the concern has been in the limelight closer to a decade, with Europe being an early frontrunner with Norway's former Prime Minister and former Chairwoman of the World Commission on Environment and Development, Gro Harlem Brundtland. Therefore, it is reasonable that Havas Media Group's analysis showed that there was only a 2% increase in the importance of meaningful brands in Europe between 2011 and 2013, while the United States saw a 5% jump. Warner then shifts the view to the various sector trends, explaining how the 2013 results showed the top 10 sectors ranked to be sectors consumers touch base with on a daily basis, with retail, food and beverage, IT and consumer electronics, and travel and tourism being the four most influential sectors. Warner then concludes by pointing out that a majority of these 'meaningful brands' strive to "[Balance contributing] to both our personal well-being as individuals and to the collective well-being of our societies" (2013).

Based on the review of literature on promotion of sustainability in the tourism industry, the purpose of this research is to gather the opinions regarding attitudes toward and understanding of sustainability of two sets of stakeholders: the business owners and the customers.

Methodology

For the purposes of this study, personal interviews and customer surveys were found to be the most effective for data collection. Questions focused on attitudes, understanding, and decision making as it related to sustainability. The questions posed in both interviews and online surveys were based on attitudes toward sustainability, decision-making, and the participants'

overall understanding of sustainable development. The purpose of this research is to identify trends in the attitudes of consumers and companies toward sustainability and to determine how the promotion of sustainable efforts can change customers' loyalty to a company.

Data Collection and Sampling Method

Online Surveys

The data collection for this report was done through QuestionPro's secure server and kept completely anonymous throughout the entire process. The responses were turned into analytical results by the survey program, and these results were kept on the secure server for maximal protection of the research's integrity. In order to get the most accurate representation of the attitudes held by the entirety of the population, the research is based on 94 respondents' survey answers, and conducted online in an attempt to include a variety of respondents. All participants were provided with a survey consent form explaining the research's purpose, their rights as surveyors answering a non-incentivized survey, what they can expect of the survey, and in the end asked them to agree to consent by clicking "*I Agree.*" The final number of survey respondents was 94, out of a pool of 198 potential respondents the researcher reached out to.

Interviews with Companies

The interviews were done with representatives from Hornblower Cruises and The Wheel LLC, and conducted via E-mail, and kept on an external hard drive for the entirety of the process. The interviewees were contacted to obtain verbal consent in person prior to conducting the interviews, in order to orient them on what they could expect of the interview and to inform them of their companies' relevance to the topic of the research. By providing the participants with the 13 interview questions via E-mail one month prior to the due date, this allowed for the professionals to use time and care to give the most accurate information, and thus, provide the

researcher with data that would represent their companies in the most accurate, fair and honest way possible.

Respondents

Online Survey

The survey used to collect data in this research was targeted at respondents who had traveled in the last two years, between the ages of 20 and 60, as this age group is the main target market for the two companies interviewed for this research. The target respondents were approached through personal connections, such as LinkedIn, E-mail, and various social media, which led to personal connections sharing the survey with their own network. The specific target group used for surveying was chosen as the optimal fit for the study as this group's spread in age, combined with a wide array of educational- and personal backgrounds would reveal the most accurate overall attitudes posed by the entirety of the population. Surveying this target group is therefore relevant to the study, as the respondents' survey answers would represent the general public's perspective, and the online survey allowing for the study to include respondents across borders, as well as working professionals and travelers. In addition to this, online surveying requires few resources, which fits the framework and resources of the research.

Interviews with Companies

The interviews used for this report's research were conducted both in person and via email with Kathleen Vinson, Hornblower Cruises' Director of Sales, and The Wheel LLC's Chief Marketing Officer, Travis Noyes. These companies were chosen after extensive research on companies in the New York City area incorporating sustainable initiatives. Both of the companies selected to participate in this study have introduced renewable energy as a primary source: Hornblower Cruise's luxury yacht and The Wheel's Ferris wheel. Hornblower Cruises

was chosen due to the company's promotion of sustainable initiatives through advertising and visibility in the media, while the introduction to The Wheel LLC was made after an industry presentation on sustainable development and innovation. The connections to these hospitality professionals were fostered through networking as a part of Pace University's Hospitality Program and a regional Hospitality Association, SKÅL New York. By conducting interviews both in person as a preliminary report with Noyes in November, 2014, and via E-mail with both companies' interviewees in March and early April, 2015, it allowed for the respondents to provide the most accurate information on their own time, while the format supplied the researcher with quality results that fit the resources of the research.

Online Survey

Using an online survey of 14 questions, respondents anonymously answered questions about their attitudes, behavior and demographics/geographics. Respondents were asked whether they were from rural versus urban settings; where they grew up; and their attitudes toward sustainability. Through their answers, respondents shared their tendency to behave sustainability at home versus during travel as well as their attitudes about the promotion of sustainable practices by businesses. By choosing questions that are both open ended and multiple-choice questions, the survey is able to provide the study with both qualitative and quantitative data. Taking part in the study by participating in the voluntary survey is not incentivized, however, it aims to increase the awareness of sustainability among participants both at home and when traveling.

Interviews

The interviews aim to establish the companies' perception of sustainability and the importance of sustainable development and innovation in the companies' core values. Questions

used to conduct the professional interviews focused on what efforts the companies made in order to be environmentally friendly and fulfill their corporate responsibilities, and how this affects how they wish to position themselves in the industry. Further, the interview asks if the companies' management actively seek new ways of innovating their sustainable approaches, and whether they find promoting their sustainable efforts beneficial. Finally, the interview digs into the company representatives' belief in the power of green marketing toward customers, and how important they envision sustainability to be in the hospitality industry over the next five to ten years. The overall interviews focus on how sustainability is becoming an important aspect of businesses' competitiveness in the hospitality industry, and aspires to build a relationship between a company's active sustainable innovation, brand value, and the company's long-term strategies. The purpose of these interviews is to get an understanding of the two different companies' core attitudes toward sustainability and the promotion of their sustainable efforts. Thus, the goal of these interviews will be to prove a direct relationship between guest attitudes toward hospitality businesses and the business' sustainable responsibility and promotion of these efforts.

Results

While sustainable innovation and development within the hospitality industry continues to grow, it is, as pointed out by multiple green marketing professionals in the previous sections, important to truly understand the potential guests' attitude toward sustainability in order to market these efforts effectively. In order to learn what the demand side's idea of sustainability was, the researcher posed a survey to 198 potential survey takers from various countries within the main target group, where 94 participants successfully completed the survey. The ever-increasing concern for sustainability was visible in the results in the survey of a well-traveled,

diverse group of surveyors, which translated to an overall public opinion rather than a concentrated mindset held by a certain culture or age group. Surveyors indicated their age and chose which attractions they had visited around the world, which showed the group had people in all ages traveling the world, with the largest concentration in age groups being 33% 18-24 year olds and 31.9% 50+ years old surveyors. The partakers of the study were also a diverse group of travelers, mostly from Northern America and Europe, and their most visited attractions were Times Square, the Eiffel Tower, the London Eye, and 360 Chicago at 64, 51, 33 and 10 visitors respectively.

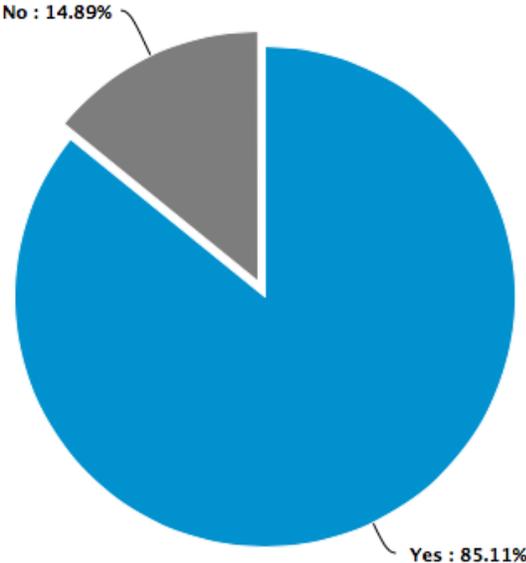
Although many surveyors were unsure what the exact definition of sustainability was, the overall answers for the open-ended question of “What came to mind when you hear the word sustainability?” was largely associated with positive phrases such as “protection,” “green efforts,” “correct values,” “reinvestment,” and “respect.” Furthermore, the surveyors indicated that sustainability, to them, ultimately means “saving the planet,” “conserving resources,” and “taking care of the environment” as “I don’t want the world to be destroyed.” Similarly, this showed that Brundtland’s definition of sustainability as “Development which meets the needs of current generations without compromising the ability of future generations to meet their own needs,” from 1987, still is a definition the general public values and believes in, as the most repeated survey answers mentioned “future generations,” “the environment’s future,” “long-term,” and “sustaining resources” (Bärlund, n.d.). The survey further focused on the surveyors’ personal background and interest in the subject matter. In Figure 1-A, the chart shows that 55.3%, or 52 of the total 94 surveyors, had been taught about sustainability as a part of an educational course or job training, and more importantly, Figure 1-B shows that a surprising 85.1% of the surveyors indicated that they have a general interest in sustainability and

sustainable development. However, while not all corners of the world teach sustainability at the same level, it is important to mention the survey's demographics to be 65% European and 33% North American.

Figure 1-A
“Have you been taught about sustainability as a part of a educational course or a job training?”



Figure 2-B
“Do you have a general interest in sustainability and/or sustainable development?”



This increasing concern for the environment, combined with the constantly growing interest in using sustainable efforts to fulfill companies' corporate responsibility, has resulted in

many companies making changes in their business structures to implement sustainable practices and strategies. Similarly, the survey results showed that customers and guests had the same concerns about the implementation of sustainable practices as corporations did, as 77.7% of surveyors would choose to replace their current habits with more sustainable daily routines if only these efforts would be easier to implement. However, today only 10.6% of surveyors “*always*” choose sustainable alternatives when at home, versus that of 22.3% who only choose to do so “*sometimes*.” Further, when asked about their habits when they travel, these numbers stayed virtually the same, yet only 4.5% of surveyors knew if the attractions they had visited were sustainable, even though a combined 38.3% claimed they “*always*” or “*often*” look for sustainable options when traveling. However, with a base of surveyors where the majority showed general interest in sustainable development, it is peculiar that only four of the surveyors were aware that the tourist attraction they had visited was making sustainable efforts as a company. While the survey featured 45 individuals who visited the Empire State Building and 33 who visited the London Eye, yet only four surveyors indicated that they had been aware that their destination’s tourist attraction had incorporated any sustainable practices as a business. The survey also showed a striking 93.3% of surveyors generally interested in sustainability who claimed they were not aware whether or not the attractions they had visited were making conscious sustainable changes, despite the 36 participants having stated that they “*always*” (4.3%) or “*often*” (34.0%) pay attention to environmentally friendly options when traveling. Then, if guests indicate that they would choose sustainable alternatives when at home or traveling, if only these alternatives were simpler to implement; how do sustainably conscious companies view customer demand, and could corporate and personal concern for the well being of the environment be viewed as a competitive advantage?

The two sustainably conscious companies interviewed for this research, who show great care for sustainable practices by continuously being on the cutting edge of sustainable development and fulfilling their corporate responsibility, are The Wheel LLC and Hornblower Cruises. Showing that Brundtland's definition of sustainability from 1987 is also relevant today for companies striving to be sustainably conscious, Travis Noyes explains that "[The Wheel LLC's] view of sustainability is to ensure that our project leaves as minimal negative impact as possible on the surrounding community," and Kathleen Vinson indicates that Hornblower Cruises' main sustainable goal is to "[Reduce] carbon emissions on our ships and [gain] a competitive advantage over other companies in winning government contracts" (T. Noyes, personal communication, April 8, 2015; K. Vinson, personal communication, March 23, 2015). The interviewees further stressed the importance of fulfilling all 3E's of sustainability, where corporate responsibility encompasses many various responsibilities that fall under Equity, Environment and Economy, and reaches much broader than simply implementing eco-friendly practices. Noyes explained how his company focuses on equity and community by supporting the local economy by hiring locals, and making sure the company's employees will be earning sufficient wages in order to boost the economy of Staten Island. In addition to this, they will also transform a currently unusable parking lot into a communal space, by building a seven acre green roof and park for the local community to use. The company further aims to earn a LEED Gold certification through their company's sustainable efforts and foundation; as this particular attraction will be entirely run on renewable energy generated from wind-, solar- and hybrid sources, and built with construction and design practices consistent with their LEED certification. Noyes further pointed out that these are practices that are simply expected when creating new businesses or attractions today, and are attributes that are important to the

company's core values rather than something generating a potential financial return (April 8, 2015).

Similarly, Hornblower Cruises have achieved a solid 15-20% reduction in emissions due to the use of renewable energy, which in return saves money for the company. Furthermore, Vinson explained how their "sustainability initiatives have sparked the curiosity of passengers, with guests indicating their intention to buy solar panels for their homes after seeing the value of solar power of Hornblower's ships," which has been a great way to gain awareness for sustainability by getting both locals and guests interested (March 23, 2015). In addition to this, the company attends sustainable event planning events in order to educate students and other corporations about green energy and the many benefits of hybrid power, local and eco-friendly products. Hornblower Cruises' focus on the environment encompasses a sustainable corporate focus where their main offices and products used throughout the company are environmentally friendly, and the company's fleet includes multiple vessels fueled with a combination of solar-, wind- and diesel power, which has brought down their emissions by 15-20% on average and has proved to be incredibly energy efficient, thus bringing down the cost of operation (March 23, 2015). However, as an existing company, Hornblower Cruises has not only brought new, more sustainable vessels into business, but in 2015, Vinson said they "have decided to overhaul [two] older boats and outfit them with recycled materials, and LED lighting to be more energy efficient" (March 23, 2015). This way, the company can continue to bring more sustainable attributes into their business through sustainable development, and make sure that the company continues evolving sustainably.

Therefore, by fulfilling the 3E's of sustainability, The Wheel LLC and Hornblower Cruises will be able to touch upon the various segments of society, providing both stakeholders

and shareholders with benefits as a result of their focus on sustainability. However, neither company viewed sustainability a direct way to attract guests, as they would not necessarily choose an attraction simply for being sustainable, but the interviewees believed it was a strong competitive advantage in other aspects of business. Speaking about the importance of competitiveness facing guests, Noyes explained how being sustainable may not be the “selling point” as tourists today are not necessarily seeking out sustainable activities, but that tourists “will actively not choose activities that are clearly non-sustainable” (April 8, 2015). Vinson further claimed that “[Sustainable promotion] impacts some tourists’ decisions, but not on the large scale it should,” and Noyes predicted the impact of sustainable promotion for The Wheel LLC to only affect the number of guests “by a percentage point or two,” once the attraction opens in 2017. While both companies agreed that it was important to promote sustainable practices to a certain point, it is also important to note that the importance of sustainability differs from country to country. With that said, while sustainable promotion may not be a selling point in one country, Noyes pointed out that it is important to remember: “over half our visitors will be from foreign countries... [And] in some countries, like Germany, marketing these practices could provide a competitive advantage...[So] it important for us to be viewed as citizens of the world” (April 8, 2015).

Not only is it important to focus on guests when it comes to sustainability, but also the local community, as these will be the people who are affected by a company’s business. The increased awareness of a company’s sustainable efforts may result in a more accepting local community, and “It seems locals are really drawn to the Hybrid and Infinity [vessels] because of [their] green technology,” Vinson explained when speaking about the importance of corporate sustainability (March 23, 2015). That way, living next door to a major attraction or while

enjoying their unique experience, the people may be positively surprised that the company is making sustainable efforts a priority. In addition to sustainable efforts fulfilling a corporate responsibility, it can also be “a way to create a more pleasurable consumer experience, which creates brand loyalty and repeat business” Noyes asserted (April 8, 2015). Furthermore, “[a] sustainable ethos creates pride within our organization and creates an environment that is positive for visitors and employees alike...[And] in creating that environment we improve brand loyalty” Noyes explained, showing how sustainable practices result in a higher value perception by stakeholders as well as shareholders (April 8, 2015). Vinson similarly saw this reflect on brand loyalty by being a competitively priced cruise line promoting a sustainable corporate ethos, in addition to that value created through their relationship with other vendors such as ConEdison, The Harbor School and many of the city’s finest wedding planners, who all view this as a positive asset (March 23, 2015).

Discussion

Brundtland defined sustainability as something that was all encompassing, touching upon several levels of society through economy, equity, and environment. While the general public is gaining more knowledge of sustainability and the consequences of their current habits, it is important to note that as many as 77.7% of surveyors agreed that they would change their current habits with more sustainable practices, if only they were easier to implement. While sustainable practices are becoming something every household is practicing, hence making it a “mainstream” habit, this will force companies to aim at achieving at least some “shade of green” to match the changes with guests’ wants (Figart, 2013). Therefore, as environmentally friendly options tend to be more expensive, marketers cannot point at customers for not “wanting it,” when their company fails to match their price and promotion with the perceived value of the

public (Whelan, 2013). With only 10-15% of customers actively seeking out sustainable options, it is key that companies use strategically chosen “green marketing tools” to angle their promotion in a truthful way that their target market will appreciate and see value in (Whelan, 2013; Aulakh, 2012). This exemplifies that the idea how “Sustainability isn’t core” for corporations, is also true for customers and guests (Whelan, 2013). Although corporations mainly focus on running a successful and profitable business, it is also important to realize that customers’ main concern will be price, practicality, and benefit of owning a product or using a service. Therefore, when viewing the matter from a hospitality standpoint, this focus becomes even more important, as the main goal for leisurely travel is to experience something unique, and may be a once in a lifetime opportunity for the guest. This is why many people, despite being sustainability conscious at home, shift their focus on other attributes when traveling, as they do not wish to compromise their experience for sustainability.

Therefore, as most people are generally interested in sustainability, and find some level of value in a product or service labeled sustainable, the company’s marketing efforts must reflect the target market’s view on sustainability, and complement their sustainable actions with the company’s other attributes such as a unique experience or luxury service (Ottoman, 2011). While people have recycling systems and sustainable labels implemented by the government in their home countries, travelers will not take the time or care to research these before arriving at their various destinations, as this is not a main focus when away from home. Of course, at home people also have the freedom to implement sustainable changes as they please in order to follow these practices on a daily basis – which becomes an obstacle when traveling, as these sustainable options may not be available or hard to find for visitors. Therefore, it is important to promote sustainable options toward visitors, as they do show that they often look for these options, but

they have usually been too hard, too costly, or not attractive enough to implement. Thus, promotion of sustainable efforts in a simple way alongside an attraction, service, or product's other key attributes, can increase perceived value and attract customers willing to pay a premium for these services. Not only do companies boost the public value perception when promoting an exceptional experience alongside sustainable efforts, but a "sustainable ethos creates pride within [an] organization and creates an environment that is positive for visitors and employees alike," while it has the ability to "[Bolster] the morale of employees newly engaged in a higher purpose" (T. Noyes, personal communication, April 8, 2015; Ottoman, 2011). This way, promotion of the ethical core values held by a company can add to both employee and customer loyalty, through a shared concern of sustainability.

Ultimately, these combinations of both supply and demand side finding value in organizations' socially responsible actions, builds on the idea of "meaningful brands" (Warner, 2013). For example, as The Wheel LLC supports and helps transform the local community on Staten Island, they are able to reach further than just the physical environment by focusing on equity and creating opportunities for both visitors and residents alike. Not only does corporate social responsibility create more meaning behind a brand name and an experience, but Havas Media Group also proves how sustainable companies perform up to 120% better on the stock market, by adding a component of corporate social responsibility and promoting these efforts (Warner, 2013). The reason for this was that sustainable promotion also affected investors, whose perception of the brand was boosted through the promotion of sustainable efforts and further influences the investors' trust in the company's future. The company's study also showed how there had been an increase in importance of corporate social responsibility and how companies impacted their local communities in the past few years (Warner, 2013).

As the Empire State Building's leaders explained how their attraction "Is just one drop in an ocean of commercial buildings that must undergo some form of rational energy and sustainable retrofit in the next several years if we as a society are committed to reducing the impact of buildings on the environment," this is also true for other parts of the hospitality industry, as all contributions ultimately help ease the strain on a destination's resources (ESB, n.d., pg. 12). In a time where sustainability will be leading a major economic change, where unsustainable companies will suffer and cease to exist unless they begin making changes focused on long-term results (Reyes, 2013). This shift in companies' views on sustainable business models being "optional" to "necessary," has also become a question of "competitiveness, success or failure" (Reyes, 2013). Vinson agreed to this, by explaining that Hornblower Cruises has successfully won government contracts over competing businesses due to their implementation of thorough, certified, and awarded sustainable practices (March 23, 2015). Noyes rounded off the interview by saying that he "[Believes] that sustainability is turning into something that is just to be expected, and that your business will suffer if you don't align yourself with those principles" (April 8, 2015).

Conclusion

It is clear that sustainable practices can be viewed as an obstacle as well as an opportunity for business practices. While traveling may not be quite ethical today, it is important to continue innovating sustainable solutions and implementing sustainable practices into the hospitality industry, as it can support creating a more ethical future for travel. Already today, sustainably conscious companies are "gaining a competitive advantage over other companies in winning government contracts," and avoid being faced with restrictions set by the government (K. Vinson, personal communication, March 23, 2015). Then, just imagine if the environmental

impacts of today's habits end up putting an unbearable strain on destinations worldwide, to the point where governments would start restricting travel? Such constraints would have an extreme economic impact on destinations worldwide dependent on revenues from the tourism industry. This is why it is so critical to raise awareness of the importance of sustainability, especially within the hospitality industry – as this industry reaches a huge segment of people compared to any other industry sector. Therefore, it is vital to find ways to continue pushing companies to take the initiative to stray away from the “we won't do it until you do it” mentality, to simply start realizing the long-term value of sustainable changes (Reyes, 2013).

Today, sustainability is not a competitive advantage as a “selling point” when competing to win visitors. However, it is something that will contribute to create a better guest experience if done properly, which ultimately boosts customer loyalty to that brand, and adds to the value of a product or service. In addition to sustainability adding to a guest experience, it can also serve as a way to inspire both guests and locals, and a channel of which to raise awareness of sustainability through. Hornblower Cruises set a good example of using their company as a tool to inspire and educate others, by hosting events where locals, visitors, and businesses can attend to learn more about the sustainable practices used by the company and how these efforts are making a change economically, as well as environmentally. Like the leaders of the Empire State Building said, their attraction is merely “a drop in an ocean” of companies who need to undergo a sustainable transformation, which is exactly why it is important to realize the strain on a destination's resources, and how companies can support their local communities through sustainability (ESB, n.d., pg. 12). This wish to inspire others is crucial for the future of sustainable innovation, implementation, and development, as both existing and new businesses

are able to become industry leaders who set an example for companies worldwide, pushing others to follow their footsteps through inspiration and education.

By using sustainability to fulfill a corporate social responsibility in the hospitality industry, a company's sustainable ethos can be able to show how their visitors from all around the world, truly does matter to them, as the company views it self as citizens of the world (T. Noyes, April 8, 2015). While customers may not be actively seeking sustainable options today, the interest is clearly there, as the topic of sustainability is increasingly being incorporated into educational programs and job trainings. This growing knowledge also leads guests to ask more questions when they are faced with choices that seem sustainable, where they may ask how or why a specific product or company is marked "sustainable." Due to this, many companies find sustainable promotion to be an unnecessary risk, as green washing can be an image-wrecking result of misleading information, or even unintended misinformation. Therefore, it is vital that the focus on the company's core values and sustainable ethos translates throughout all levels of management, in order to support employees' brand value perception in order to preserve the company's authenticity and remain trustworthy to guests. By striving to gain various certifications, a company can record their sustainable progress, set future goals, and track their actions as a corporations in order to remain compliant with the standards they need to meet in order to remain truthful to themselves and guests.

Sustainable promotion thus boils down to finding a way to promote sustainable efforts in an interesting way, while remaining within a competitive price range in order to be able to cater to the preferred target market. This balance, combined with a brand's authenticity and trustworthiness, is essentially the key to successful sustainable promotion. By incorporating sustainable efforts that touch upon economy, environment, and equity, a company will be able to

boost both stakeholders' and shareholders' value perception and create brand loyalty, as they will be perceived as a "meaningful brand" (Warner, 2013). Thus, in a time where millions of people are traveling across the world and the overall society is becoming more focused on sustainability, it is important to engage business leaders across the world to incorporate sustainable practices into their business models. In conclusion, if companies dare to promote their truthful sustainable efforts, it could inspire businesses leaders worldwide to get involved with sustainability, and is a great way to continue educating shareholders and stakeholders, while aiming to create a more ethical future for travel. Therefore, by focusing on sustainable changes in economy, equity, and environment, hospitality-based companies are able to reach out to a broad spectrum of world citizens, raising awareness for sustainability in order to contribute to stretch resources and make sure there will be resources left for future generations to meet their needs.

Recommendations and Questions for Future Research

For further study, it would be interesting to see why the demand side seems to only view sustainability as something related to the environment, but not something that is all encompassing, affecting multiple layers of the society with the importance of sustainable support and change in economy and equity. In a more specific thesis, it would be intriguing to understand the true differences in people's views on sustainability and the importance of sustainable promotion from one country or continent to the other, where the focus could be to find how sustainable promotion in these various social areas vary in style and importance.

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Appendix

Online Survey Consent Form

You are being invited to participate in a research study titled “Sustainable Travel.” This study is being done by Dr. Claudia Green and Anette Isabella Nilsen from Pace University. You were selected to participate in this study because you are between the ages of 20 – 60 years old and have travel experience from the past 1-2 years.

The purpose of this research study is to learn about travelers’ attitudes toward sustainability while at home versus their attitude toward sustainability when traveling.

If you agree to take part in this study, you will be asked to complete an online survey. This survey will ask about your attitudes toward sustainable practices when traveling, and it will take you approximately (5) minutes to complete.

You may not directly benefit from this research; however, we hope that your participation in the study may increase your awareness of sustainability when you travel.

We believe there are no known risks associated with this research study; however, as with any online related activity the risk of a breach of confidentiality is always possible. To the best of our ability your answers in this study will remain confidential. We will minimize the any risks by utilizing a secure website.

Your participation in this study is completely voluntary and you can withdraw at any time.

If you have questions about this project or if you have a research-related problem, you may contact the researchers, Dr. Claudia Green or Anette Isabella Nilsen at cgreen@pace.edu or an61285n@pace.edu, respectively. If you have any questions concerning your rights as a research subject, you may contact the Office of Sponsored Research at 212.346.1267.

By clicking “I Agree” below you are indicating that you are at least 18 years old, and have read and understood this consent form and agree to participate in this research study. Please print a copy of this page for your records.

I Agree

Survey

1. What comes to mind when you hear the word sustainability? (*Short Answer Just a Few Words*)

Most Answered: Eco-Friendly, reuse, save the planet, renewable energy, future, long-term, future generations, taking care of the planet

2. Do you have a general interest in sustainability and/or sustainable development?

- Yes (Count: 80, 85.11%)

- No (Count: 14, 14.89%)

3. Have you ever been taught about sustainability as a part of an educational course or job training?

- Yes (Count: 52, 55.32%)

- No (Count: 42, 44.68%)

4. Do you think you would incorporate more sustainable practices to your daily routines if they were easier to replace your current habits with?

- Yes (Count: 73, 77.66%)

- Maybe (Count: 21, 21.28%)

- No (1, 1.06%)

5. How important is sustainability to you?

	Not at all important	Somewhat Important	Neutral	Important	Very Important
At Home	0, 0%	17, 18.09%	15, 15.96%	41, 43.62%	21, 22.34%
While Traveling	7, 7.45%	18, 19.15%	24, 25.53%	32, 34.04%	13, 13.83%

6. How often do you make more environmentally friendly choices when at home? (*i.e. recycling, choosing a sustainable product over another, and consciously seeking greener choices*)

- Never (Count: 1, 1.06%)
- Sometimes (Count: 21, 22.34%)
- Neutral (Count: 6, 6.38%)
- Often (Count: 56, 59.57%)
- Always (Count: 10, 10.64%)

7. Do you pay attention to environmentally friendly options when traveling?

- Never (Count: 12, 12.77%)
- Sometimes (Count: 31, 32.98%)
- Neutral (Count: 15, 15.96%)
- Often (Count: 32, 34.04%)
- Always (Count: 4, 4.26%)

8. Have you ever visited any of the below attractions?

- The Empire State Building (Count:45, 13.93%)
- Times Square (Count: 64, 19.81%)
- Central Park (Count: 62, 19.20%)
- The London Eye (Count: 33, 10.22%)
- The Statue of Liberty (Count: 43, 13.31%)
- The Eiffel Tower (Count: 51, 15.79%)
- 360 Chicago (formerly John Hancock Observatory) (Count: 10, 3.10%)
- Corcovado - Cristo Redentor (Rio de Janeiro) (Count: 7, 2.17%)

9. If you visited any of the above attractions, were you aware whether it was a part of a sustainable program or not?

- Yes (Count: 4, 4.49%)
- Did not care (Count: 2, 2.25%)
- No (Count: 83, 93.26%)

10. Do you know what green washing is?

- Yes (Count: 18, 19.15%)
- No (Count: 76, 80.85%)

11. Are you familiar with what an LEED certification entails?

- Yes (Count: 19, 20.21%)
- No (Count: 75, 79.79%)

12. How old are you?

- 18-24 (Count: 31, 32.98%)
- 25-34 (Count: 13, 13.83%)
- 35-50 (Count: 20, 21.38%)
- 50+ (Count: 30, 31.91%)

13. What are did you grow up in?

- Europe (Count: 61, 64.89%)
- North America (Count: 31, 32.98%)
- South America (Count: 0, 0%)
- Asia (Count: 2, 2.13%)
- Africa (Count: 0, 0%)
- Oceania (Count: 0, 0%)

14.

You...	A city	A suburban area	A rural area
You grew up in	26, 27.66%	53, 56.38%	15, 15.96%
You currently reside in	58, 61.70%	29, 30.85%	7, 7.45%

Interviews

1. How does your company define sustainability?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
<p>“Reducing carbon emissions on our ships and gaining a competitive advantage over other companies in willing government contracts”</p>	<p>“Our view of sustainability is to ensure that our project leaves as minimal negative impact as possible on the surrounding community.”</p>

2. What efforts does your company do in order to be more environmentally friendly?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
<p>“Hornblower Hybrid combines solar, wind and diesel power to achieve significant energy efficiencies and meet strict environmental standards... On average, Hornblower’s vessels have achieved a 15-20% reduction in emissions due to the use of renewable energy and more fuel-efficient diesel energy”</p>	<p>“Our project is aiming for a LEED Gold certification. Notable aspects of our project include a 7 acre green roof, renewable energy and construction/design practices consistent with LEED certification. The 7 acres of green space in our project is being built over what is currently a paved surface parking lot.”</p>

3. How do you position your sustainable efforts in your corporate value proposition?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“Hornblower Cruises & Events has made a concerted efforts to engage its passengers in a dialogue about sustainable energy practices onboard, specifically highlighting its use of wind turbines aboard its hybrid vessels.”	“The green roof, trees, grass and playgrounds that we have incorporated into our project are, in part, intended to create a destination location for visitors and community members alike to spend a portion of their day”

4. Does your company actively seek and explore sustainable innovation and development?

If yes, please provide a recent example.

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“Yes, instead of building new boats this year, we decided to overhaul 2 older boats and outfit them with recycled materials, and LED lighting to be more energy efficient.”	“We are currently in design phase, but our architects and engineers currently keep pace with all the newest innovation in design.”

5. How important are ISO Environmental Systems, sustainable certifications and sustainable design implementation to your company?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“Extremely important, we were just awarded a sustainable award from Emerald Brands, they are a distributor of sustainable cleaning and office products. We buy all our toilet paper, trash bags, coffee cups and cleaning supplies from them.”	“They are more important to us in what our value priorities are as a company, than with financial return.”

6. In what way does your company market its sustainable practices and/or designs?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“Hornblower’s sustainability initiatives have sparked the curiosity of passengers, with guests indicating their intention to buy solar panels for their homes after seeing the value of solar power of Hornblower’s ships.”	“We are not yet fully marketing the project to the public - but we will certainly incorporate the green aspects of the company into our marketing programs.”

7. In marketing sustainable designs and practices, do you believe there are risks of creating false advertisement and being accused of green washing? If so, what risks do you perceive in promoting sustainability in your industry?

(Green washing per Dictionary.com: The practice of promoting environmentally friendly programs to deflect attention from an organization’s less environmentally unfriendly or

less savory activities.)

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
No Comment	“We don't think so. We don't see sustainability as a primary driver of customers or traffic in itself. What we see it as is a way to create a more pleasurable consumer experience, which creates brand loyalty and repeat business.”

8. In what way could sustainability increase brand value and enhance your position in the industry?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
No Comment	“Over half of our visitors will be from foreign countries. It is important for us to be viewed as citizens of the world.”

9. Do you believe sustainable practices within the tourism industry are competitive advantages? If yes, how so?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“Yes, and will become more and more important in the future. I don't think there are as many eco-conscious people as there should be, but in the coming years, we will have the competitive advantage.”	“In some countries, like Germany, marketing these practices could provide a competitive advantage.”

10. In your opinion, does marketing sustainable practices and/or design of a tourist attraction have any effect on the number of visitors it could attract?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“There could definitely be more- however, our ferries in San Francisco attract a large number of tourists looking to get on the Hybrid ferries because they are more eco-friendly and were the prototype.”	“Possibly, but only by a percentage point or two”

11. In what degree, if any, do you believe tourists pay attention to, or actively seek out sustainable attractions and options when traveling?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“I think it impacts some tourists decisions, but not on the large scale it should. It seems locals are really drawn to the Hybrid and Infinity because of its green technology”	“I don't believe the majority of tourists do yet, but I do believe that many will actively not choose activities that are clearly non-sustainable.”

12. Do you believe sustainability creates brand value and boosts brand loyalty in customers?
If so, in what way?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
“Yes, we have many customers- like Con Ed, The Harbor School, and many wedding planners who pitch the Hybrid because of it's green energy.”	“I believe that our sustainable ethos creates pride within our organization and creates and environment that is positive for visitors and employees alike. In creating that environment we improve brand loyalty.”

13. How important do you envision sustainability will be in your industry over the next 5 to 10 years?

Kathleen Vinson, Hornblower Cruises	Travis Noyes, The Wheel LLC
No Comment	“I believe that sustainability is turning into something that is just to be expected, and that your business will suffer if you don't align yourself with those principles.”