



ESCOLA SUPERIOR
DE TURISMO E
TECNOLOGIA DO MAR

Achieving Sustainability in Hotel Industry by introducing more environmentally friendly Eco-tourism practices and promoting green tourism.

Internship Report based on Steyler Fatima Hotel, Congress and Spa
Leiria, Portugal.

Rakesh Reddy Chennana

2020



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Internship Report

Achieving Sustainability in Hotel Industry by introducing more environmentally friendly
Eco-tourism practices and promoting green consumers and tourism.

**An Internship Report submitted to the School of Tourism and Maritime
Technology of Polytechnic Institute of Leiria in partial fulfilment of the
requirements for the master's degree in Sustainable Tourism Management.**

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An Internship Report conducted under the supervision of Professor João Paulo
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Abstract

The increased awareness and concern regarding the environmental sustainability do not only have influence on consumers' perspectives and choice but also on the businesses and their profits. Due to an increase understanding regarding environmentally friendly products and services there have been an increased demand for green tourism. Leading to an increase demand for businesses especially hotel industry to achieve sustainability and show level of environmental responsiveness.

Resulting in great measures taken by hotels and tourism industry to implement environmentally friendly measures and social responsiveness to achieve customer satisfaction by providing competitive edge and gain destination competitiveness in terms of green tourism. Therefore, the focus of my internship report is to analyse how the use of successful sustainable tourism indicators and other management strategies will lead to greater and better environmentally friendly tourism and change the mass tourism perspective of the hotel into eco-tourism perspective as well as gaining more customers trust, loyalty and satisfaction as well as greater profits.

Further-more, this study attempts to understand the customer behaviour towards hotel industry in-terms of sustainability, their perceived value and how it effects the destination competitiveness. Whether customers preference increases regarding environmentally friendly hobbies and structure.

And lastly adopting effective management strategies to introduce more sustainability measures and practices, provide more knowledge to the working staff, community and tourists to improve the current working conditions, improve the quality, make the current business more profitable and create uniqueness in-terms of sustainable services to promote more trend and focus towards green tourism and sustainability in hotel industry.

Keywords: Sustainable hotel industry, Eco-tourism, Mass tourism, Destination competitiveness, Sustainable tourism indicators, Strategic development.

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Introduction

Tourism Industry is a constantly developing field and is one of the most important sectors for economic GDP worldwide. However, tourism and sustainability go hand in hand together, as there is an increased trend in consumers demanding for sustainable tourism products and expect tourism industry to respect specific environmental measures.

The report paper focuses on research based on sustainability measures in hotel industry, the management issues and proper methods to be adopted for more environmentally sustainable tourism, by examining the attitude of hotel towards environmental concerns, a detailed comparative study between high and low environmental concern groups, and various strategies adopted by the successful hotels is included as a benchmark to determine the current performance of the hotel, and also to evaluate the perceived value and impact on destination competitiveness of consumers future intentions.

By designing and adopting more effective survival strategies and proactive environmental strategies using appropriate business models would result in better management controls and products for sustainability. As nowadays due to increased customer awareness and demand regarding the environmentally sustainable products and tourism has led to more competitiveness among the organizations, while maintaining the commercial success.

One of the main reason for writing this report is to gain more experience and practical exposure after completing my first years of Master's program in Sustainable tourism management, and as mandatory part for second year I chose to do internship, to analyse the sustainable management practically and gain a deeper understanding regarding sustainable practices and management techniques in hospitality industry. The report focuses on providing description regarding the organization I chose to do my internship with, the mission, vision and organizational structure, the next chapter focuses on providing job description and details regarding my choice, my main motivation and role as an internee, followed by it is some literature review and study being conducted for gaining more detailed knowledge and understanding regarding sustainable tourism, the sustainable practices and products adopted by organization,

the effective business model and strategies for achieving destination competitiveness and determine the future intentions of tourists.

The methodology section focuses on determining the effective business model and strategies for more sustainable tourism, by conducting Swot analysis to determine the internal environment and competitor analysis to determine the external environment worldwide according to specific indicators and conducts interviews and surveys to determine the customer and workforce insights regarding sustainable practices in tourism industry, comparison between high and low environmental concerns groups to determine the current trend and customer preferences regarding the green consumers, and implementing effective strategies and business model to achieve the required results. The findings and discussions chapter focus on the research outcome and analysis to reach a conclusion and determine future limitations and recommendations for future research.

Chapter 1

1.1 The Hotel's Profile and Background History

The hotel I worked as an interne and now full time is called Steyler Fatima Hotel Congress and Spa. To give a little background history regarding the hotel, we will go to year 1875 when there was an awareness of missionary responsibility developed in the European church and led to the formation of Congregation of the Divine World Missionaries on 8th September 1875 by Father Arnold Janssen. The head office is based in small village called Steyl of Dutch and led to the formation of SVD worldwide. The largest hotel unit of Fatima, with multiple spaces and services was formed with a solidarity purpose to be the economic support of the Divine World Congregation's missions (SVD).

1.1.2 Divine World in Portugal (1949) a group of priests and brothers in the village of Tortosendo started a presence of SVD in Portugal. And by 21st September 1954, near Fatima started the academic year of new seminary. In 1960 the P. Popp requested for a change in name from 'Iria Pension' to 'Divine Word House.' In 1981 due to increased trend in tourism there were many new establishments and changes taking places and one of changes granted was from 'Divine World House' to 'Divine World Hotel' with 3 stars and 208 rooms. Eventually by 2009 the name changed to Steyler Fatima Hotel 2009, based on small village of Steyl Netherlands, where an SVD was founded in 1875 by Father Arnold Janssen. The name change was a need to show the international character of the hotel in Fatima, presenting greater services, innovation and excellence for more competitive environment.

For more competitive performance and quality, there has been constant changes and transformations been made to meet the market's needs and requirements, whether in terms providing good services or products, with constant changes in requalification, repositioning and internationalization. And therefore, due to this constant struggle and effort we are now classified as 'Steyler Fatima Hotel, Congress and SPA' with 4 stars rating.

1.2 Hotel Structure and Focus

The hotel has many sections different rooms, suites and apartment categories suitable for family, couples or groups with total of 204 rooms divided into 119 standard, 65 superior, 7 junior suites, 7 premium suites 5 T1 apartments and T2 apartments.

1.2.1 Restaurant and Bar

Focuses on modern and vast restaurant with piano, musical performance on theme nights. The bar consists of quiet terrace facing the main hall, and are equipped with LCD's, ideal to have snack or drink and relax.

1.2.2 Meetings and Events

Steyler hotel promotes a business-friendly environment for hosting official meetings and events, with a space arrangement for 298 people, the congress centre consists of one large auditorium hall, 3 meeting rooms, 1 multi-function room, 5 executive meeting apartments, and one large terrace and bar built exclusively for business and official meetings and events. The rooms are facilitated with latest equipment such as in-built sound systems, for seminars, conferences, colloquia, facilitating all sorts of meetings such as domestic or international, workshops, arts events and exhibitions as well as other events. There are special arrangements for guests including coffee breaks, nice comfortable furniture and interior design for pleasant environment and comfort.

1.2.3 Family Friendly

Steyler Fatima Hotel, Congress and Spa aims on providing very family friendly stay to families and guests with kids by focusing on providing specific needs of families, by creating appropriate spaces and specialized services for the well-being of humans and intergenerational experiences of every individual family. The Kids Club is designed for kids to provide them modern yet learning facilities and educational games as well as multiple game projections providing scenarios related to the story of Fatima. It also provides outdoor play-ground facilities to kids, baby-sitting services and indoor pool facilities to enjoy joined activities with families.

1.2.4 Promotes Religious Tourism

As we all know the Sanctuary of Fatima is a place known for its religious importance and strength, is based 50 km away from the hotel, making it an ideal place for stay for religious tourism and stay. The chapel was built in 1982 and is known as St. Arnold Janssen Chapel is an independent building with large stained-glass windows and space full of light, it consists of 120 seats makes it an ideal place for Eucharistic celebrations for personal prayers or groups. There are surrounding 14 stations known as 'way of cross' in the garden of chapel.

1.2.5 SPA

The spa services are dedicated for the guests and the customers from outside, providing warm suitable indoor pool facilities for more relaxing, physical, mental and spiritual well-being. There are also messaging facilities provided for more relaxed and perfect balance of mind, body and soul experience. There are inbuilt heated pools, sauna, sensation showers and relaxation area. There is also a fitness gym for fitness enthusiasts equipped with latest machineries and facilities for better experience.

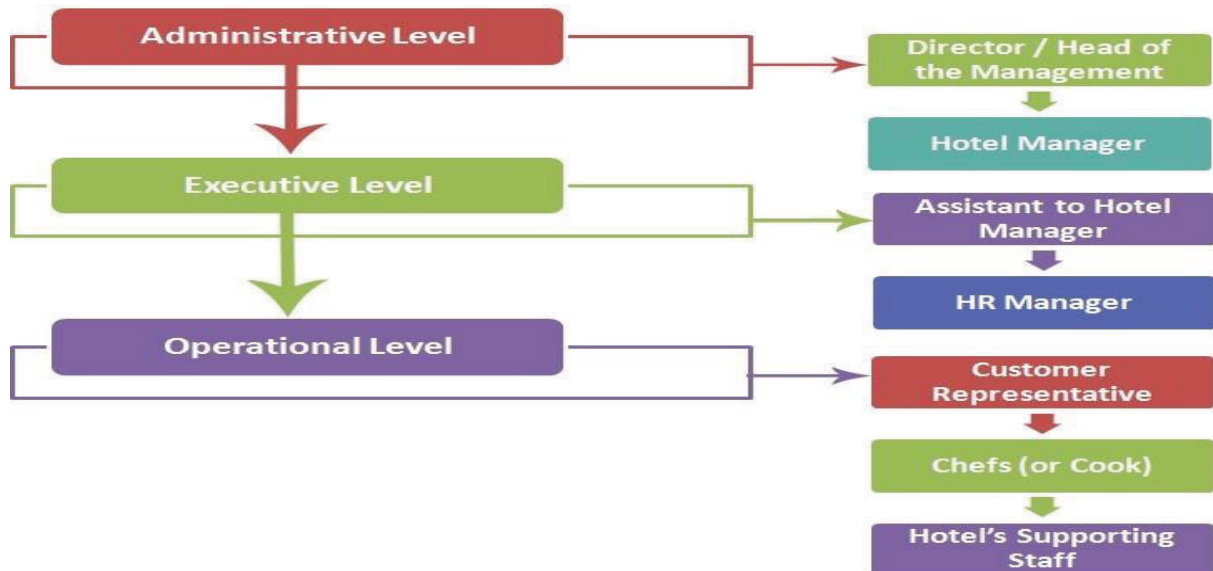
1.3 Steyler Fatima Hotel Congress and Spa Management Hierarchy

Hospitality industry is huge and have become widely popular among tourists, businesses and local community. Therefore in-order to manage it competitively and effectively it is very important to have supportive and efficient hotel management. Hotel management usually involves effective use of management tools for managing all the hotel assets and daily chores.

The management style in Steyler Fatima Hotel Congress and Spa is one-way vertical hierarchy system, which involves the communication flow in one direction which is downwards, from C.E.O to support staff, and do not encourage the participation of workers and management for input or feedback.

1.3.1 STEYLER FATIMA HOTEL CONGRESS AND SPA MANAGEMENT STRUCTURE.

Figure I Management Structure of Steyler Fatima Hotel Congress and Spa.



Source Management structureⁱ

Figure I explain all the management hierarchy of the hotel, starting from highest level at top which is the Director and owner of the hotel and lowest level at down usually the support staff. The direction of communication in the hotel management is in one direction which do not encourage the participation and sharing of ideas from lower level hierarchy members often leading to wrong decisions and less workers motivation.

The top level represents **Administrative level** managed by the **director/owner** of the hotel, and the **hotel manager** who provides the summary of all strategies, progress, issues and daily tasks to the C.E.O.

Then comes the **Executive level** where the **assistant to the hotel manager** manages all the managerial tasks allotted to him for the smooth running of the daily tasks, supervising the staff, providing training, managing the resources and making sure the strategies formed at administrative level are implemented effectively. The **HR manager** is responsible for hiring, managing files and documentation, managing compensation and benefit plans, responsible for organizing the working schedules of the employees, their working times and breaks.

At the **Operational level** comes the work force responsible for conducting the daily chores for the smooth running of the hotel. The **customer representatives** such as front office is responsible for making clients bookings, managing their needs, providing them with best customer service and answering their queries. **Chefs** work in kitchen which is my job, there are 5 chefs in kitchen and we are responsible for following all the rules regarding safety and hygiene, and the cooking timetable for preparing buffets and meals on time, preparing lists for items needed and cleaning and taking care of the kitchen, **Hotel supporting staff** includes all the support staff responsible for room service, cleaning, organizing the hotel, laundry, gardening, driving etc.,.

1.4 Mission of Steyler Fatima Hotel Congress and Spa

Is to provide better quality of service and constant excellence in hospitality industry, by meeting the changing needs of customers by undergoing and adopting a deep process of constant requalification, repositioning and internationalization to be the best-known hotel in its services as well as sustainability not only within Portugal, but at a global level as well.

1.5 Vision Statement

“To be one of the biggest hotel chains in Portugal and worldwide and to be known for its excellence in service and hospitality industry.” To bring a new change in-terms of its services and hospitality to provide a unique customer experience and satisfaction and gain a competitive edge as well as maintaining a level of sustainability.

Chapter 2

2.1 My Job description at the Hotel

My main job role was working as a chef in kitchen which involved preparing lunch and dinner buffet for the guests, mainly Portuguese cuisine such as cutting and preparing different types of soups, lasagne, bacalao, Sword fish, Camaro, tuna and various salads. As well as responsible for cleaning the cooking area once the task is completed, quality control of the food as well as the cooking area and do teamwork effectively whenever required to compensate higher working demand during the busy hours. I work six days a week from 9:30 a.m. to 2:30 p.m. and then I resume my shift again from 6:30 p.m. to 9:30 p.m. with a break of 4 hours in between for rest. I really like my job and working environment as I got an opportunity to learn new tricks and techniques as a chef, as well as the art of cooking Portuguese cuisine. I plan to work here but I would like to bring few managerial issues, lack of environmental sustainability measures and knowledge in focus of the managers for improved working environment and sustainability, and the importance of environmental sustainability for attracting more tourists, achieving greater destination competitiveness and better performance.

2.2 Role as an Internee

As mentioned earlier I worked in Steyler Fatima Hotel Congress and Spa in Leiria as an internee during the second half of my Master's Degree course, from April 2018 till August 2018 for 1620 hours, after completing my internship and training hours I was offered a fulltime job contract with good salary, accommodation and health insurance package, as well as entitled to all public holidays and an annual leave. The reason I chose this work for my internship is because I have previous experience of working in hospitality industry in India mainly in kitchen and I wanted to pursue same for my master's programme as well.

However, working as an internee and from my experience I notice that there are few management issues, lack of environmental sustainability practices and knowledge, lack of effective strategies and research for better decision making and gaining

competitiveness. Therefore I decided to do more research regarding the effective strategies adopted by other competitive and successful businesses to look deeply and compare the difference in energy consumption, destination competitiveness, resource management, tourist attraction, profits and sustainability in hotel industry that can be achieved if we adopt proper management techniques and more effective sustainable measures and strategies and make the changes with Steyler Fatima hotel concept of mass tourism into more Eco mass tourism concept.

2.3 Research Topic Justification

As mentioned earlier I have previously worked in India after the completion of my Bachelor's degree in hotel management course in the kitchen of five star hotel as chef, similarly when I started doing my internship in this hotel I felt there were few areas that lacked management control, strategies and knowledge for developing a more sustainable environment and tourism products as well as adopt more sustainable practices required for sustainability in terms of economic, socio-cultural and economic terms.

Along with the study and knowledge gained from the master's program gave me more understanding regarding the lack of management control and non-sustainable practices being practised in hotel which if amended could result in much better performance, achieve better destination competitiveness, better environmentally friendly products and strategic development.

Global warming has been an issue for decades and its impact worldwide has proven the issue cannot be ignored. Violently unstable weather conditions effecting the climate change has made every single person to think regarding the consequences of global warming, and the reason to acts effectively to find a better solution to overcome the issue actively. To no doubt the recent and modern patterns of consumerism has led to the current state of environmental problems and has led to industries especially those that relies on tourism, leisure and entertainment to determine the core values of their business models and bring positive change to reduce the impact of their activities and global warming overall.

It is believed that consumption of energy usually represents between 3% to 6% of hotel operating costs and is responsible for CO2 emissions. And is expected to rise from 25% to 35% in the next decade to increase demand in customers' and tourists' expectations resulting in the growing need for luxurious product resulting in development of more technical electronic equipment. It is not only limited to the electronic equipment but also depends on various other characteristics such as hotel operations, management strategies, building structure and location, and therefore it is essential to implement various important energy consumption measures, to reduce the overall pollution and global warming and bring more awareness among consumers by providing them knowledge and better choices for more sustainable practices like other businesses for appealing the ever expanding niche.

Although the implementation of sustainability in hospitality is not a required thing or urgency to do, and is ignored by many businesses but considering the loyalty driven revenue based on sustainability is something important to consider as its seen to be only growing in the past five years which if ignored by businesses now will affect their revenues and customer retention in future. Therefore, it is inevitable not to rethink about changing businesses strategies to achieve more sustainability and protect the ecosystem from deteriorating further.

It is also important to consider stakeholders when designing the strategies as they play a crucial role for the efficiency and implementation of eco-friendly policies and measure required for more sustainable environment due to their strength in-terms of setting out new best practices and trends, certifications and awards required for more eco-friendly environment and set up.

My internship report also focuses on the reduction and cut down of usage of certain hotel operations in Steyler Fatima Hotel Congress and Spa, such as (reduction of **waste management**, water, electricity, plastic, food, toiletries), introduction of more **environmental** and **cost friendly** ways for recycling and conducting hotel operations by analysing and comparing data compared to other sustainable hotels in tourism industry to **reduce the energy consumption** and **technical costs** by introducing more environmentally friendly management strategies to not only brand the hotel as **green business** but to adopt the necessary practices as well to earn the title, and **attract more customers** and **tourists** as well as experience **increased**

competitiveness by incorporating more **eco-friendly hotel operations** into practice, and introduce more **effective marketing strategies** to increase **consumer awareness** and **knowledge** regarding **green consumers** and **tourism**.

2.4 Research Analysis

Enables us to determine the importance of research topic in-terms of achieving sustainability in hotel industry. Since hotel industry relies heavily on energy consumption, it is important to design and adopt more energy effective strategies and management techniques constantly and effectively to prevent hospitality industry from causing a negative impact on tourism industry and environment, as well as reduce the overall operational costs and increase the competitiveness and sustainability.

By designing and adopting simple yet effective policies such as less wastage of food, using energy efficient products, causing less environmental damage by implementing more environmental-friendly products can bring a big overall change in creating more sustainability in mass tourism industry.

Generally, it is seen that tourism industry contributes to about 5% of green-house gasses emission worldwide, from which 75% are seen to come from transportation, where-as the rest 40% are due to air traffic (Bonn and Eschborn, 2014). Another factor to consider in tourism causing environmental concern is the accommodation and represents approximately 20% of green-house gas emissions (United Nations World Tourism Organization, UNWTO 2008).

It is seen that if hotel industry uses effective operations and management techniques it can result in the overall emission of carbon dioxide, methane, nitrous oxide and other dangerous emissions leading to global warming and climatic changes, however despite all the controls and measure it is still expected to see a rise in emission from global tourism sector in 2035 by 161% (United Nations World Tourism Organization, UNWTO 2008).

Chapter 3

3.1 Literature review

Is been conducted in-order to consider the elements of scientific research related to the topic of research and get a more detailed understanding regarding this research considering the point of view of other authors and research conducted previously. The main purpose of conducting this study Is to analyse the customer's attitude towards environmental concerns, tourists' perceived value, destination competitiveness considering the (natural resources, management techniques and environmental concerns, technical costs) on future intentions of tourists' and sustainability in hotel industry. And the research is based on comparison between hotels statistics with high environmental concerns and strategies and the overall difference in adopting sustainable elements to convert mass tourism into eco-tourism as well as efficient resource management.

3.2 Hotel Industry and Tourism

The hotel industry plays a very important and integral role in tourism destination, without which a destination fails to be competitive because hotel industry is one of the most important element of service industry and functions as a provider of accommodation and catering services and many other elements to tourists of local and global level.

The hotels especially the high ranking hotels make a tourism destination a place to visit and stay, without which a tourism destination has no upholding value and power as no good hotels reduces the number of night stays of tourists limiting to only day trips, leading to lower profits, fewer employment and low economic stability.

In the different phases of tourism development special emphasis is done during the strategy making for the number of hotels, accommodations, how to control tourist traffic and utilization indexes to form a good destination image of the tourist destination due to the huge investment prospects worldwide, improved living standards and expectations of local population and increased amount of high rated international hotel

chains entering into the market has led to an increase development of better hotel services, a constant need and pressure for development of improved services to meet the global standards and due to lack of knowledge and understanding of customer needs and market trends because of having administrative approach for managing hotel services, quality and strategy making, resulting in loss of customer appeal and tourist attraction.

Prideaux (2000) states that a destination should be easy in-terms of reaching it and moving around. Therefore, most of tourists who are foreigner citizens are accustomed to modern transport and living, infrastructure and country comforts like their original destination, and if failing to provide the comfort would result in them being dissatisfied going to other destinations. According to experts, provided with the necessary conditions according to customer needs it is possible to retain the economic conditions of hotel industry, and managing the tourism traffic to retain the original charm of tourist destination.

The emphasis of hotel industry development should be based on threshold development by considering the capacity of given environment. And the growth and development of tourist industry should be environmentally friendly and to be environmentally friendly the hotel industry should adopt the new emerging style of soft tourism known as green tourism.

3.3 What is Sustainability?

The concept of sustainability was introduced to public by World Conservation Strategy (WCS), in March 1980 (IUCN 1980). The concept behind WCS can be described as 'the management of the use of biosphere and resources by humans in-order to yield the maximum sustainable benefit to present generations meanwhile maintaining its potentials and aspirations of future generations (IUCN, 1980, s.1.6)ⁱⁱ.

The ecological definition of sustainability derived from Brundtland Report (1987), defines sustainability as development that meets the needs of the present without compromising and adversely affecting the needs of the future generations.

Sustainability is the term used to describe how natural systems work, remain diverse as well as produce each and everything necessary for maintaining the balance of

ecology. Looking back over the past years human civilization has caused tremendous damage to the natural environment resulting in reduction and damage to its own survival chances. Sustainability and sustainable development mainly focus on creating a balance or equilibrium between the competing needs for survival and achieving a balanced environment with less damage.

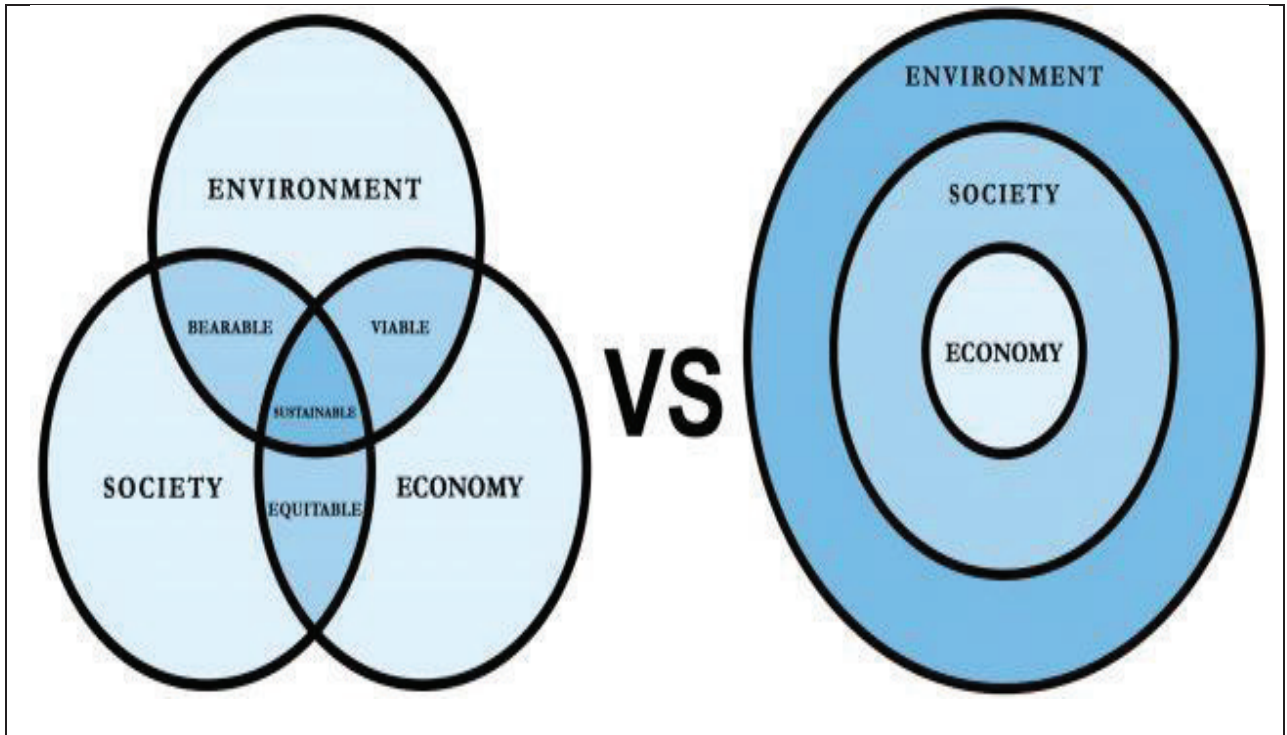
3.3.1 The sustainable development lies on three pillars:

Economic, Social and Environmental factors that are all inter-connected, and are dependent on the acts of public and private sector stake holders should not be one-dimensional concept rather it should be focussed as three different dimensions which are interlinked or connected.

Sustainable development should also not only focus on environmental protection, rather it should also keep in mind the economic needs and social needs of community for stability.

Sustainable development should focus on creating a long-term strategical and structural change to focus on infrastructure and knowledge at economic and social level, to reduce the overall environmental and resource consumption to a better sustainable level while maintaining the economic stability and social cohesion. (Brundtland Report 1987, Federal Office for Spatial Development ARE).ⁱⁱⁱ

Figure II We can see the relation of the three pillars of sustainability in a Venn diagram.



Source Sustainability Venn Diagram^{iv}

In **Figure II** the Venn diagram is used as a common method for measuring sustainability, however concentric circles are used to represent more accurate vision of the sustainability pillars with environment being the top outer circle representing as most important aspect. The Environment being the main aspect of the Venn diagram because a healthy society can only be sustained through a well-balanced eco system and environment, the second aspect representing the Society and Social responsibility are secondary because a healthy society can only be sustained after a healthy environment, and thirdly comes the economy as economy can only be achieved and balanced if the society is well and healthy.

3.4 Sustainable Tourism

Tourism has undoubtedly become one of the most important economic sector in-terms of economic growth. We can see that greater interest for sustainability in tourism industry and tourism academics started in late 1980's, as the earlier developments were critical in setting the stage for this process. By late 1980's Brundtland's popularisation of the concept 'sustainable development' came into more popularisation that a destination with mass tourism can still manage to have positive economic, ecological and socio-cultural outcomes as well WCED (World Commission on Environmental Development 1987).

The main aim of achieving a sustainable tourism is to enhance the local community's quality of life, and tourists' experience as well as to support and balance the consumption of environmental resources which is the basis of tourism system. Hence, achieving a sustainable tourism is a constant process which requires continuous process, such as monitoring the after-effects or impact of tourism and applying the necessary preventive and corrective measures in the effective areas (UNEP, 2009:13).

Sustainable tourism is not very different form of tourism however, all different types of tourism should strive to gain more sustainability (Making Tourism more sustainable). Therefore, sustainability in tourism is not only related to controlling and reducing the negative impacts caused by the tourism industry but also to positively benefit the local communities at social and economic level, as well as improve the awareness and knowledge regarding conservation of the environment. In tourism industry achieving economic development and sustaining environmental protection should not be seen as opposite forces, but should be considered by the policy makers to go hand in hand mutually reinforcing each other in such an effective way to benefit the local community and environment as well as reduce the overall costs too.

Sustainable tourism can also be associated virtually with any type of activity, the term at times can be used cynically to gain additional ethical understanding such as "green wash" (Hall 1998, 13). With massive growth of tourism there is opportunities and prosperity however it also brings challenges and threat to local communities and environment if not managed well, such as climate change to be marked as a global issue causing significant implications for tourism.

Sustainable tourism can be achieved if the sustainable tourism researchers pay more focus on:

- Engaging and working with the industry.
- Understand the problems of governance and regulations.
- Research the market beliefs and new various forms of marketing.
- Understand the role of social media in the formation of image and opinion among tourists and community.
- Analyse and use the ideas formed in social sciences to understand the decision-making process and social trends.

And therefore need more counselling to work closely with media, secondly the academics need to understand the need for change a bit better and thirdly researchers need to express and spread that tourism is a positive approach and if used properly can be beneficial and effective in supporting conservation aims, cultural goals, rural and urban regeneration, and other issues such as public transport systems, recycling and limit carbon emissions.

It is believed that globally eco-tourism generates around \$77 billion a year (EBSCO Sustainability watch) and makes approximately 5-7% of global tourism market. However, it is considered as one of the fastest growing sectors in tourism with a growth rate of (10-30) %, with green tourism as the quickest growing sector.

3.5 Importance of Sustainability in Hotel Industry and Tourism

Sustainability has become a greater concern and has dramatically affected the way consumers behave and the way companies run business (Bergin-Seers & Mair 2009). The tourism industry development has led to both positive and negative impact (Holjevac 2003; Archer and Cooper 1994). Positive Impact in the form of economic growth, employment and better GDP, where-as negative impact is in the form of environmental deterioration and wastage of natural resources.

However, if there is proper management for the usage of resources, quality control and check balance regarding energy consumptions and environmental concerns, the

destination can build its differentiation from other destinations and can achieve more competitiveness and sustainability (Hu and Wall 2005; Mihalic 2000). According to Enrique and colleagues (2007), suggested that in-order to preserve their destination and competitiveness they should adopt effective policies and management techniques for achieving sustainability in tourism industry.

Research has shown that destinations with higher concern and policies regarding environmental sustainability has greater customer trust and commitment compared to other competitive destinations and thus more competitive advantage over them in-terms of tourism, sustainability and profits (Dwyer et al., 1987, 2000). There has been a direct link between increased environmental concerns and improved profits which was empirically supported (Bonifant et al., 1995; Miles & Covin, 2000).

3.6 Sustainability in Hotel Industry of Portugal

According to a recent study and research held by Algarve School for Hospitality and Tourism ESGHT (The Portugal News 19/04/2018). It is been seen that Portugal among other Mediterranean countries has the greatest number of businesses that has implemented measures for sustainable tourism (The Portugal News)^v. According to the study only 17 percent businesses declared they do not practice any sustainable measures in their business.

The three major sustainability practices Portuguese tourism industry follow are:

1. Hiring of people from local community approximately **68%**.
2. Measures taken to preserve cultural and historical places by **63%**.
3. Encouraging the use of energy efficient practices by **59%**.

Similarly, the three areas Portuguese tourism industry still lack are:

1. Limiting the access of tourists and local community to highly sensitive areas of cultural and historical places by **41%**.
2. Lack of fund raising, or services practised for green initiatives by **39%**.
3. Limiting the access of tourists to highly sensitive natural resources by **34%**.

It was seen that one among every 4 businesses operating in Mediterranean region in Portugal faced no barriers for implementing sustainability practices and faced no obstacles, which shows a positive sign and more motivation to other businesses among tourism industry to follow sustainability measures.

In a recent interview of the chairman of Turismo de Portugal **Luís Araújo** in (travel BI by Turismo de Portugal)^{vi} plans the tourism sector of Portugal to be a hub for economic, social and environmental development, and represents Portugal as one of the most competitive and sustainable tourist destination within the world. The official board of turismo de Portugal is responsible for managing the **2027 strategy**, which is been approved by the Portuguese government in 2017 by **Ana Mendes Godinho** (Secretariat of State for Tourism Portugal) which focus on bringing sustainability into the national tourism policy and focuses on three goals of sustainability mentioned above.

The main of strategy is to make and represent Portugal as sustainable and innovative tourist destination as well as make it as multi-purpose tourist destination suitable for (study, leisure, business, work and live). However, to achieve this there is need for implementing effective measure and practices with proper funding, investment in high tech technology, infrastructure management and human resources.

Although effective steps are taken to promote funding lines and mobilization of tourism companies and public entities for more sustainable, accessible and inclusive tourism offers, and last but not least a constant spread of knowledge and monitoring of sustainability will provide more better and effective decision making from sector agents.

Considering the above framework **Turismo de Portugal** has planned and developed indicators for monitoring sustainability known as **SITS** (Sustainable Tourism Indicator System) within the recommended standards based on international organizations (**UNWTO, OMT, Eurostat**). Looking into more detail the recent 2027 Sustainable Tourism strategy will focus on Economic, Social and Environmental framework to bring Portugal as one of the most competitive and sustainable destination in the whole world.

These effective Indicators set for more sustainability such as The Tourism Strategy 2027, has sustainability as the main goal and focuses on three main sectors:

3.6.1 Economic Sustainability

The 2027 Tourism strategy focuses on improving the economic sustainability by increasing and encouraging the total number of overnight stays and revenues collected from tourists as a result of tourism activity.

The focus is on improving the overnight stays in Portugal from **48.9 million in (2015)** to **80 million by 2027**, and the revenue collected as a result of tourism activity seems to increase more than double from **11.5 billion to 26 billion by 2027 (Travel Daily News Sept 2019)^{vii}**. Moreover, encouraging and providing ways for the spending by the tourists in traditional and non-traditional areas to increase the economic progress and overcome the seasonality issues, and balance demand dispersal to accelerate economic progress.

3.6.2 Social Sustainability Considering the social sustainability the government will focus on three factors such as acknowledging and focusing on the qualification of the employees and workforce within tourism industry, decreasing the seasonality factor and provide the local community and resident's with increased satisfaction with tourism development.

Skillset: the 2027 strategy focuses on increasing the number of "secondary level skilled workers from 30% in 2015 to 60% approximately, and highly skilled workers from 12% in 2015 to 28%.

Annual Tourism or Year-round: To achieve a steady number of tourists annually and overcome the seasonality issue positively and reduce it effectively from 37.5% to 33.5% by 2027.

Local perception towards tourism: To educate, improve and achieve the attitude of residents and community towards tourism in a positive way to 90% by 2027.

3.6.3 Environmental Sustainability Effective management of the resources and environment by reducing the wastage of water, energy and waste. The main aim is to build and improve the environmental sustainability in public and private sector operating with tourism and focus in developing energy efficient resource management techniques.

The three main areas of focus are:

Waste Management: To improve and promote waste management techniques and tools by 90% in 2027 of the tourism industries.

Water Management: To improve the water management mechanism and boost water efficiency measures by 90% in 2027.
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Energy Management: To encourage and boost the energy efficient management in tourism industry by 90% in 2027.
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3.7 Impact of Tourism on Global Environment

As mentioned earlier in the above text tourism industry has positive and negative impacts, considering the positive impacts and opportunities economically and negative impact and threats socially and environmentally needs to be balanced to achieve a more sustainable tourism. Below I will mention few statistics of tourism impact worldwide.

Figure III Statistics of Tourism impact worldwide

Tourism Impacts Statistics
1. International tourist arrivals are gradually increasing from 25 million globally in 1950, to 278 million in 1980, and an increase of 527 million in 1995 to 1.32 billion in 2017 which is expected to rise further to 1.8 billion in 2030.
2. It is estimated that western countries accountable of 17% of world's population consumes 52% of total global energy.
3. It is estimated that by 2050 climate change will cause the extinction of 30% of the species, death of 90% of the coral reefs and will be the leading cause of loss of over 50% of amazon rainforest.

4. It is estimated that since 1970 a third of the nature has been damaged and destroyed as a result of human activity.
5. Sea levels are expected to rise by 70cm in the next ten years.
6. It is estimated that one acre of trees absorbs 2.6 tonnes of carbon dioxide produced every year.
7. It is estimated that for everyone degree of temperature rises above 34°C will lead to a drop of 10% in the yield of rice, maize and wheat in tropical regions.
8. Purchasing locally grown organic food will reduce 4-5% emission of GHG produced as a result of using CO2 and non-CO2 products.

Source Travelling Responsibility- Resources for a Global responsible future.^{viii}

Figure III is used to describe few statistics regarding the impacts of tourism on global environment and resources. Such statistics must be taken into consideration by the authorities seriously in-order to plan and carry proper measure and strategies to lower the impact and improve the sustainability.

3.8 Effect of Tourism on Climate Change

Climate change is often regarded as one of the most relevant issue for environmentally sustainable tourism, firstly because tourism is effected by climate change and secondly because the sector regarded as considerable force of climate change (Hall and Higham 2005; Gössling and Hall 2006; Beckenand Hay 2007; UNWTO-UNEP-WMO 2008). And is of big concern as according to the IPCC (Intergovernmental Panel on Climate change report 2018)^{ix}, on global warming of 1.5°C focuses on shedding light on climate change, to get a better knowledge on its causes and consequences and the options for risk management and mitigation. The fundamental reason behind the recognition of consequences of climate change has led to an understanding that it could be potential hazardous and damaging and a series of changes are required to limit and reduce the climate change by bringing changes in our lifestyles.

As such changes could impact the tourism and its growth as well, and it is been seen due to these climatic changes since 1950 for the first time tourism growth rates are being threatened, resulting in media bringing more awareness regarding green issues as more anti tourism and anti-travel pressure groups have developed. Hence climate

change is being looked as new potential concept of sustainable tourism, leading to more awareness and concern from government, regulators, media, travellers and industry regarding the climate change, carbon footprints and global warming concern due to tourism.

3.9 Tourists Attractions

When considering successful tourist destination development, the main component to consider is tourist attraction, because attractions are the main element to reinforce, promote and consolidate the tourism product (Walsh-Heron.J & Stevens, T 1990: 12). Tourists attractions are often described as the 'life blood' (Gunn, 1997) and 'heart' (Swarbrooke, 1998) of tourism.

Attractions play a major role in tourism industry as they are main element of attraction for a tourist to visit a tourist destination, they attract or pull a tourist to a place (Gartner, 1996). And known for constituting the main elements of tourism product (Swarbrooke, 2002). Also, attractions are useful for the image formation of destination to the public (Leiper, 1990). And lastly they are also important for the development of tourism services which rely on existence of destination attraction (Gartner, 1996; Goeldner et al., 2000). It is believed that without tourist attractions there would be no need of other tourism services (Nickerson & Kerr, 1998; Pigram, 1983; Yale, 1997).

Middleton (1988), defines tourist attraction as a place to cater public's enjoyment, amusement and education. Therefore, for the purpose of this study we would use the definition of tourist attraction as a permanent resource man-made or natural, which is developed for attracting visitors.

3.9.1 Destination Competitiveness and Tourism Market

Destination Competitiveness is to strive for better quality, for business it is essential to achieve competitiveness in-order to increase production and better-quality goods and services that are marketed successfully to consumers at home and abroad' (Newall, 1992: 94). Competitiveness is often described as a 'firm's ability to maintain its profitability during in competition with its rivals' (Huybers & Bennett, 2002: 216). A firm

that is having no profits is also uncompetitive. According to the World's Competitiveness Yearbook's describes competitiveness as 'the ability of entrepreneurs to design the specific market goods and services, the cost and non-cost qualities which forms a more attractive package in-terms of profits and benefits than those of competitors' (Ritchie & Crouch, 2003: 12).

Therefore, from the above research we can see that two factors profitability and market growth are identified to be the main indicators of firm competitiveness. McFetridge's (1995), believes profitability represents the current competitiveness, and market growth can also act as an indicator if the company aims to maximize its profits. In-order to have a better understanding Porters (1990) view, of five competitive forces are recommended to use to analyse the existing forces for competition which they compete for attracting certain segments for the purpose of getting market share and growth, profitability and survival.

Considering the **competitiveness in tourism market**, focuses on destination level where they compete and plan for designing effective strategies to gain a better position in tourism market (Faulkner et al., 1999; Hassan, 2000; Huybers & Bennett, 2003; Kozak & Rimmington, 1999; Mihalic, 1999; Ritchie & Crouch, 2003).

A Tourist destination includes attractions, infrastructure, transportation and hospitality services (Mill & Morrison, 1992). Which are further classified into two main elements such as primary and secondary features. Primary features consist of climate, ecology, culture, traditional architecture and landscapes. Secondary features hotels, catering, transport services, and leisure activities (Laws, 1995). In the eyes of management and strategic perspective, competitiveness of destination is determined from its strengths and weaknesses within that destination (Dwyer & Kim, 2003).

It is believed that a tourism enterprise, regardless of its size also contributes to destination development and competitiveness. Therefore, a competitive destination relies on the domestic tourism industry consisting various alternative suppliers which sustain based on services either unique or superior compared to others at provided at affordable cost. Ritchie & Crouch (2003), believes that tourism destination becomes competitive when it can increase its tourism expenditure, to attract more visitors while providing them with satisfactory services and experiences, and make great profits as well as improving the well-being of destination residents by

providing more employment and business and preserving the natural capital of the destination for future generations.

Ritchie & Crouch (2003), further emphasized on the importance that destination competitiveness relies on economic, social, cultural, political, technological and environmental management techniques. My report focuses on the environmental management techniques, how the implementation of effective environmental management techniques and strategies can lead to more tourist attraction and achieving greater competitiveness compared to other destinations and tourism enterprises.

3.9.2 Competitiveness and Environmental Management

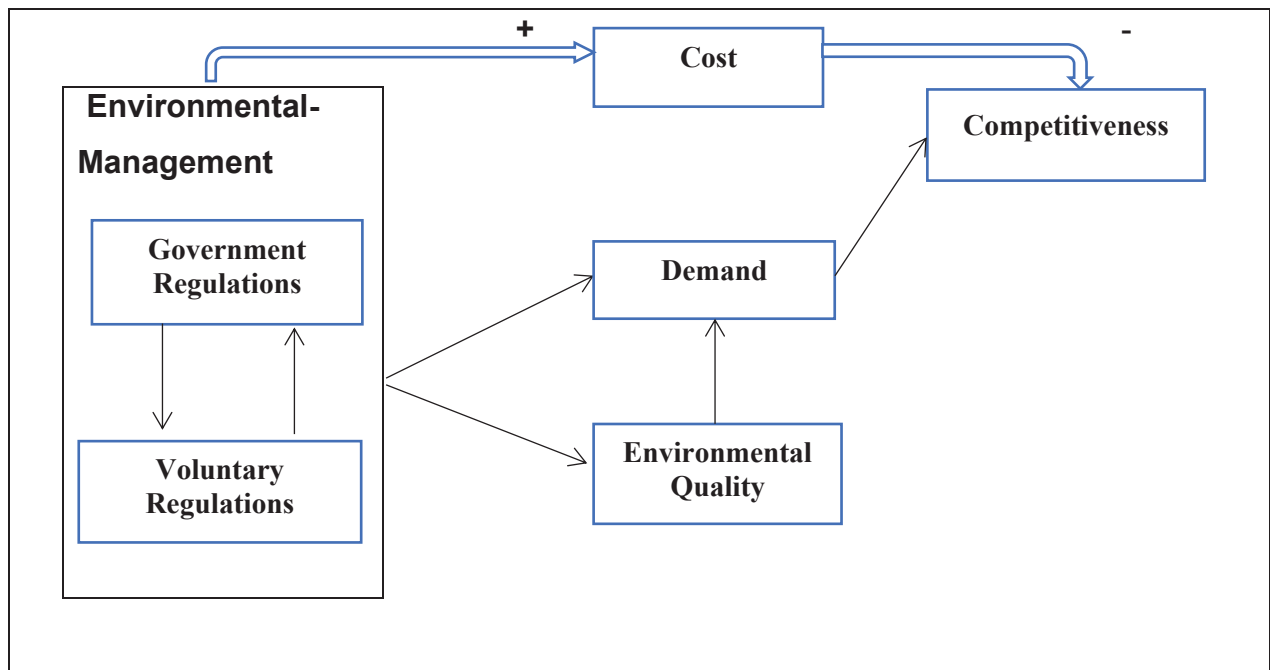
Achieving Environmental Sustainability has become an important factor for achieving tourism competitiveness, due to an increase in environmental awareness has also led to an increase demand of customers for consumerism and production of products that are more 'environmentally-friendly' and 'ethically correct' (Holden, 2000). Therefore, at tourist destinations visitors are demanding for more high-quality environment such as improved cleanliness, less pollution, not so over-crowded places, better natural environment with less noise and beautiful landscapes and proper waste management.

Jurowskiet al. (1993), believes that new generation of tourists prefer more of eco-centric activities also more popularly known as ecotourism (Cetron, 2001). Therefore for improved tourism competitiveness there is an increase trend by tourism industry to attract environmentally oriented tourists worldwide, by analysing their needs and carefully responding to them Hassan (2000: 240), states that many destinations that have succeeded to achieve enviable growth rates, focuses strategically on environmental sustainability in tourism development.

Mihalic (1999), states that destination competitiveness can be increased and achieved by implementing environmental quality management techniques as well as environmental marketing techniques. Hassan (2000), added that destination taking care of environmental factors is one of the major determinants in achieving market competitiveness in a saturated marketplace.

Below is a framework showing a relation between Implementing Environmental practices to enhance nature-based destination competitiveness proposed by Huybers and Bennet (2003).

Figure IV Environment and Competitive Tourist Attraction



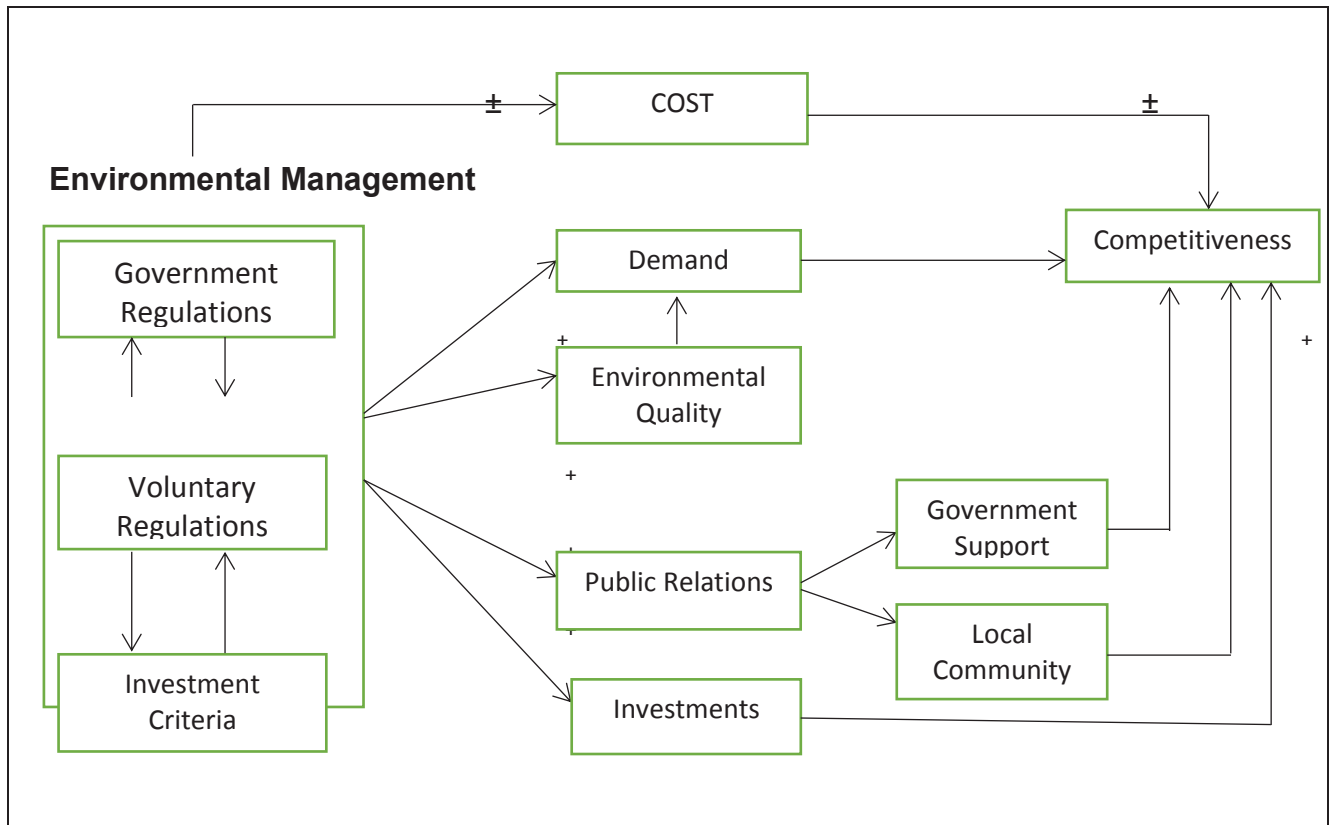
Source Huybers and Bennett, 2003.^x

Figure IV shows that there is a direct link between tourist’s preference and attraction to places with increased environmental protection, showing greater tourist attraction. Similarly, an indirect link is established between positive effect of environmental management on the quality of destination’s environmental assets (Huybers & Bennett,2003: 215). Great demand leads to greater destination competitiveness. The framework represents three main factors to increased tourists’ attraction to be more environmentally responsible and for taking such measures.

The three factors are complying with the law, increasing and encouraging more tourists who are environmentally friendly and meeting the investor’s funding criteria.

The Figure IV of Huybers and Bennett's 2003, has been modified in Figure V to propose a better modified framework to provide an idea of casual relationships at individual tourist attraction.

Figure V represents Environmental Management and Competitiveness of tourist attractions.



Source modified framework of Huybers and Bennett's 2003.

The figure V framework focuses on three main factors that makes a tourist attraction to take more environmentally friendly initiatives and more environmentally responsible such as implementing with the laws of more environmental sustainable actions, increasing and attracting more visitors that are environmentally concerned and aware when making their travel decisions and meeting investors and funding criteria.

It is believed that implementing an environmentally friendly setup in hotel or tourism business is expensive and costly, however it is seen that if implemented strategically

they can lead to cost reductions, due to reusing and recycling all resources effectively can lead to reduction in overall costs and gain in profits in long term (Mihalic, 1999). And do not always results in reduction of competitiveness in fact lead to more strong relationships with local communities and local authorities due to effective implementation of environmental initiatives.

Might result in even foreign investments (Forsyth 1995; Middleton & Hawkins, 1998; UNEP, 1995) and results in greater tourist attraction.

3.9.3 Green Consumer Typology

One of the very first definition regarding green consumers was published by Elkington and Hailes 1988, describing them as consumers who have negative views or avoidance for products with negative impact on environment, natural resources wastage, unnecessary wastage, animal cruelty, material usage from endangered species, or causing negative impact on health of community or other countries.

However, the consistency and unpredictability of green consumers have always been a point of interest for researchers (McDonald et al., 2006), who defines green consumers in all shades from 'very dark green' to 'no green at all' and often define them in three groups Translators, Exceptors and Selectors.

The different shades of green differentiate the consumers based on their knowledge and understanding regarding green issues, their attitude towards environment and their priorities in life such as their personal health, their household practices and family commitments. Considering the 'dark green consumers' choice more in detail we can see their concern regarding the green or ethical choice is also reflected in few choices, for some of the time and not always (McDonald et al., 2006). Therefore, we cannot name any consumer segment as totally green.

Exceptors and Selectors who are considered less green make their choices depending on practicality and other factors as well such as price, availability and brand. Selectors being the most inconsistent in their purchases, with change in behaviour for varied purchasing opportunities.

Exceptors show more responsibility towards sustainability issues, however, there is still an exception to why they don't behave as green consumers and have justified justification for not choosing so green products based on personal factors of choice.

Translators being considered the greenest consumers shows the most responsible behaviour while purchasing products considering the sustainability issues and factors, and make more sacrifices while making choices, and feel guilty if they don't consider sustainable issues.

Figure VI Typologies of Green Consumer

Translators	Exceptors	Selectors
This group of green consumers show awareness through actions.	This group has sustainability as priority and has wide understanding of sustainability issues.	This group focuses on green issue in one aspect only: green peace, recycling, organic or green energy.
They show signs of guilt for not being green before.	They seek change.	Probably the main customer segment.
Their concern is usually for the end products and not the industries.	They seek information very actively, usually at company level very critical.	Represent the main market segment and shows why green marketing usually fails or gives conflicting results.
Mode of seeking information is largely passive.	They are comfortable with non -mainstream products and information sources.	Usually starting point for other groups.
They usually sacrifice for the sake of seeing impact of their actions.	They have one exception to their green lifestyle and is usually a conscious exception.	Information seeking is selective, usually ad hoc and can be active, depending on the issue.
Opinion of leaders and through word of mouth have influence on their thinking.	During this exception they don't usually care about	

	green or ethical background.	
They are uncritical of information sources.	They are happy with their purchase as they their specific justification.	

Source McDonald et al., 2006^{xi}.

Figure VI Represents the typologies of different consumers in-terms of their knowledge and understanding regarding the green issue, their general attitudes towards the environment and their respective behaviour towards community. Considering the very dark consumer also shows only green consumerism for few purchases, and hence there is no market segment of total green consumers, similarly, the Exceptors and Selectors also have their practicalities and personal restrictions for their choice of not so green all the time.

Usually the consumers show different behavioural traits and patterns such as they might start as Selectors but slowly due to various activities might turn into multiple Exceptors. And those consumers who care for not being green might change better than those who do not worry at all. This kind of behaviour is usually described as values-beliefs-norms (Steg, et al, 2005).

3.9.4 The Green Tourist

Although there is an uncertainty regarding the behaviour of green consumer, the researchers are still keen to understand and know the link between green consumer and tourism, and how their concerns correlate to travel or holiday related behaviour. Peattie (2001a) states that all consumers are green consumers at some point in their life however, most green purchases involve a trade-off, such as accepting a lower standard of performance or service due to eco-performance. Some of the issues of green consumers are highlighted more than others such as issue of transport pollution and conserving wildlife seems to be more in focus, compared to other issues such destruction of natural recreational areas due to walking or riding only concern limited segments of green consumers such as eco-tourists ecologically concerned tourists or ethical tourists (Horner and Swarbrooke, 2006).

These differences exist due to 'lack of knowledge and understanding regarding the issues, the attitude of consumers towards environment in general, information gained from external groups such as media and pressure groups, and in accordance to their health, living style and family commitments' (Horner and Swarbrooke, 2006, p. 181).

There have been often a doubt regarding whether the environmental concerns of the tourists have an influence on decision making, and there are few examples which make our beliefs more firm that yes they do, for example considering airlines some customers only prefer to travel with airlines who practice environmental management practices, there are few customers who boycott events involving animal cruelty, or tourism activities that involve the destruction of animal habitats (Horner and Swarbrooke, 2006) and the amount of action varies from 'very dark green consumer to not green at all consumer.'

3.9.5 The difference between mass tourism and eco-tourism

Eco-tourism and mass tourism are often considered as two extremes of tourism. And the main visible difference between them is the number of tourists involved and their impact on the destination area. (Buckley, 1994) defines eco-tourism as "nature-based tourism which strives to be sustainable economically, socio-culturally and ecologically as well as providing the opportunity to learn and gain knowledge regarding the environment or specific elements." (Weaver, 2001). Whereas mass tourism is completely opposite often linked with the traditional "sea, sun and sand" and winter and ski tourism, providing a negative impact upon tourist destinations due to high tourist volume. (Gonzalez Tiradoz, 2011). Although eco-tourism is always perceived as more favourable form of tourism for tourist destinations. Both eco-tourism and mass tourism have gained a lot of attention in the academics. (Weaver, 2001) identified and discussed the most common features of both extremes and believe they are both two sides of a coin. He believes mass tourism has also "sustainable elements", and if converted strategically they can turn into hybrid eco-tourism and believes the only sustainable future lies in sustainable mass tourism (Weaver, 2012, 2013). Other researchers, Aguilo et al. (2005) believe how Balearic Islands restructure their product into achieving sustainability to avoid the final decline stage of destination life cycle.

Chapter 4

4.1 Methodology

As seen above I have mentioned the literature regarding the importance of implementing environmentally friendly methods and practices to improve the sustainability and competitiveness of a tourist destination.

However, in-order to see the practicality of this literature we need to see some efficient **Sustainable Tourism Development Indicators** to efficiently measure and the current performance and focus to reduce **the energy consumption, water and waste management**, by looking closely into the internal data of the hotel from **SWOT analysis** to overcome the **internal weaknesses and threats** and enhance the **strengths and opportunities**, and gain further information from external competitors and markets through **competitor analysis** that have implemented **environmentally friendly practices** to improve the overall performance of the business as well as bring more **tourism competitiveness and sustainability**, and gain more insights regarding the reviews of customers and workers by conducting **surveys and interviews** to gain an insight of **customer needs and working practices, knowledge and qualification** of **employees and community** to understand the current standards and achieve more **social sustainability** by effectively taking the required steps to overcome the problem areas and **lastly analyse the hotel financial data** and records to see the number of **overnight stays and cash inflow** to determine the profits and implement effective strategies and management techniques required for more **customer competitiveness and profits** and achieving better **economic stability**.

The source of collecting data is based on **primary data** collected by **personal communication** face to face with hotel management and support staff, **observation method** that focuses on personally observing the ways and methods effective or not effective and lastly by **conducting questionnaires** to get an insight views of other staff members and tourists.

I also preferred considering the **secondary data** collected from **journals, articles, news and websites** for the information regarding other hotels worldwide, to get a

detailed analysis about measures being practiced for more sustainable environmentally friendly hotel industry.

4.2 Sustainable Tourism Development Indicators

Sustainable tourism indicators refer to applying the concept of sustainability in the field of tourism. therefore, this is a concept ecologically sustainable, socially equitable and economically viable. However, despite of the noticeable nature and inevitable value of sustainability in tourism there is a lack of adequate measuring system for sustainability, therefore indicators are often use as a reliable method for measuring sustainability.

However, the major problem faced by the managers is the use of effective method for measuring sustainability, as there is not any effective and accurate method for measuring sustainability. One of the effective tools proposed for measuring sustainability Is the use of indicators (Mowforth and Munt, 1998, cited in Silignakis, s.a., p.2).

Therefore, to determine the current performance of **Steyley Fatima Hotel Congress and Spa** in-terms of sustainability we will consider the parameters or the **sustainable tourism indicators** for measuring the performance of Steyley Fatima Hotel Congress and Spa compared to other sustainable hotels worldwide in-terms of understanding whether the hotel is sustainable or not, and what measures need to be carried or adopted to make it more sustainable by measuring the status of current level of issues which signals or pinpoint the upcoming situations or problems, potential risks and the need for corrective action to overcome it, and to identity effective ways to measure and determine the results of our actions (Griffin at al., 2011: 204).

It is believed that tourism indicators might exist at **national, regional and destination level** with socio-cultural, economic and environmental dimension (Ceron, 2003; Gebhard et al., 2007). It is believed that each dimension has various themes which result in the formation of further indicator. There are various indicators for measuring sustainable tourism development, I will use few of the indicators mentioned by WTO (World Tourism Organization) for in my internship for measuring the sustainability of Steyley Fatima Hotel Congress and Spa.

Determine and minimise the **energy consumption**, maximise the utilization of energy resources, create **wastewater** and **solid waste** management and introduce efficient and **effective green** methods to reduce the environmental damage and gain **environmental sustainability**.

Overcome **tourism seasonality**, **sustaining tourist satisfaction**, reduce **wastage** of resources, costs and materials used and efficiently improve the overall **profits** and **competitiveness** required for having a more **economic sustainability**.

By providing **knowledge** and **information** to local community, workforce and employees regarding the importance of green tourism, and tourism development control and intensity of arrival to gain more **social sustainability** in Portugal.

4.3 SWOT Analysis

S.W.O.T is an acronym used to represent the Strengths, Weaknesses, Opportunities and Threats of an organization. The strengths and opportunities exist internally within the organization, whereas the weaknesses and threats are external factors such as suppliers, competitors, prices etc.,

SWOT analysis is conducted within an organization often to analyse the internal environment and act proactively, where Strengths represents organization internal positive attitude, its good strategies and power over competitor and opportunities represents the powerful external factors that can make the organization prosper if taken effectively.

Therefore in-order to conduct SWOT analysis within Fatima Steyler hotel congress and spa I considered the insights from management, customer service and the support staff to get a detail insight of reviews. I conducted SWOT analysis with the common four-square SWOT analysis template, to conduct a detailed internal analysis of Steyler Fatima hotel congress and spa to determine its strengths and weaknesses, and also to determine the external environment existing to have a better understanding of the threats and opportunities in-order to overcome them while designing the strategies to build a more sustainable environment.

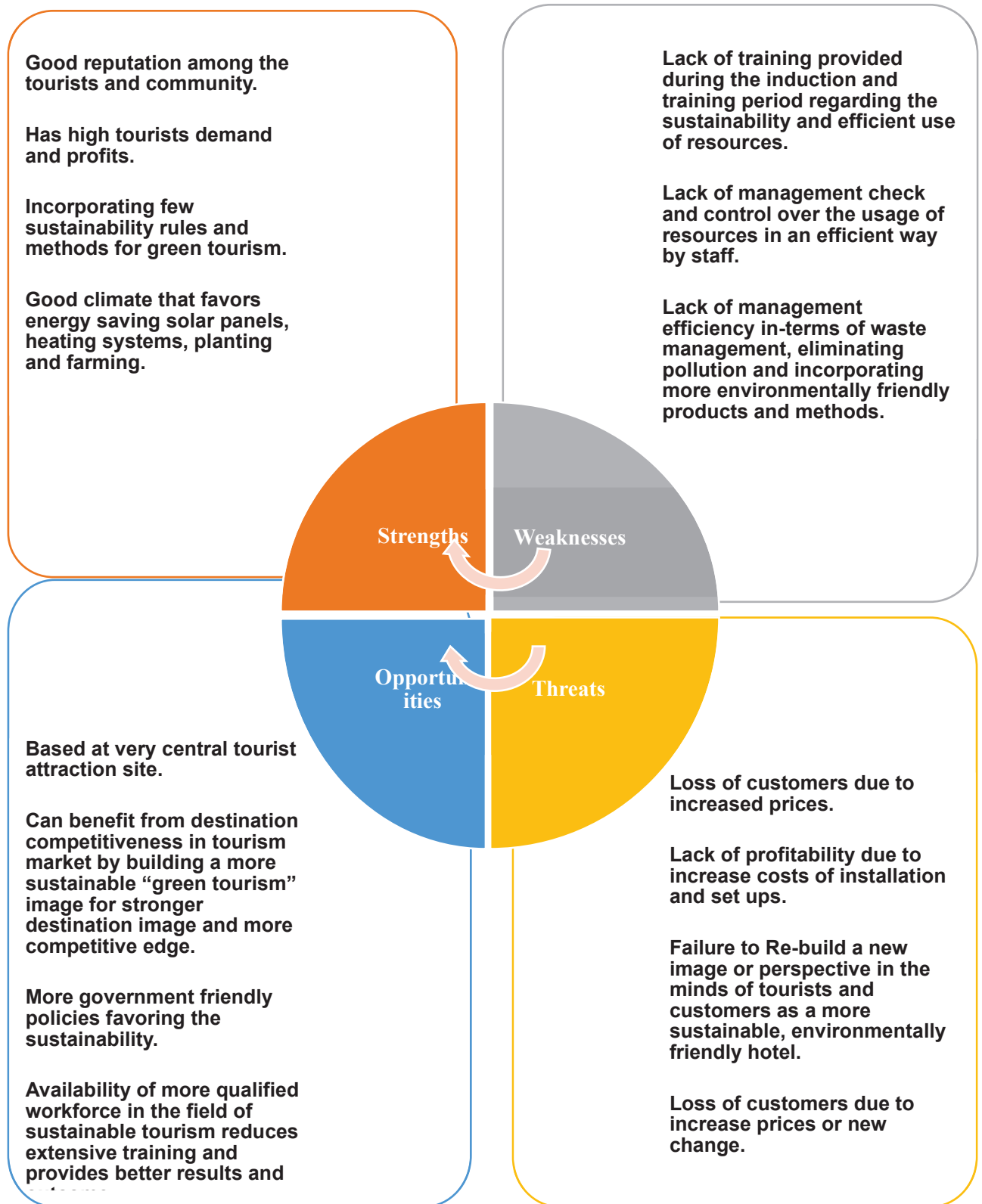
Strengths are often described as the core competencies of the firm that enables the organization to meet and satisfy the needs of its targeted market mainly customer focused and market oriented as meeting the needs of the customers are an essential and most important aspect for an organizations particularly for Steyler Fatima Hotel Congress and Spa success, therefore strengths here are customer focused.

Weaknesses should also be considered preferably customer based as they can think more critically therefore I noticed the weaknesses from the perspective of customer rather than as management.

Opportunities are the existing favourable conditions externally outside the organization from which the hotel can be benefited and produce rewards if availed properly.

Threats are often considered or seen as barriers in the success of the organization if not controlled properly.

4.3.1 Figure VII represents SWOT analysis of Steyler Fatima Hotel Congress and Spa Leiria.



Source Swot Analysis^{xii}

After conducting SWOT analysis, it was very important to have a more detailed information and knowledge regarding the external environment particularly the competitors, therefore I decided to adopt competitor analysis as part of my research to analyse the top 5 competitor hotel chains locally and internationally in terms of green tourism, their products and services offered, their objectives, profits return and marketing strategies used and compare their hotel performance with ours in-order to plan and adopt more effective strategies for sustainability.

4.4 Competitor Analysis

Competitor analysis is a strategy used to analyse the major competitors and their products, services, sales and strategies and re-create more innovative and competitive strategies to promote your organization. It enables the business to understand the important factors to insider and avail the opportunities by looking closely at their success strategies and adopting them in a more innovative style.

Conducting competitive analysis enables the organization to understand the strengths of their competitors which in turn results in determining their personal position in the marketplace and secondly design effective steps to compete with the competitors effectively gain competitive edge.

- Competitive intelligence also enables the organization to determine its personal strengths and weaknesses, opportunities and threats.
- Helps to understand the future direction of the organization.
- Enables easy decision-making process by gathering all the information.
- Analyse the steps required to become market leader.
- Gain the necessary approval for finalizing the plan.

4.4.1 Competitive Analysis involves major 7 steps to take into consideration which are illustrated below in figure VIII.



Source Competitive Intelligence.^{xiii}

Figure VIII represents all the steps from 1 to 7 to represent all the necessary steps and stages required to complete a competitor analysis. Below all the steps are explain in more detail.

THE SEVEN MAIN STEPS ARE:

Step 1 Identify the competitors whether they are direct competitors to our hotel or indirect or both, such as competitors providing similar services in hotel industry for tourism like Steyler Fatima hotel.

Step 2 Determine the Objectives for conducting research of the competitors, their services and products whether to gain more competitive edge or improve the brand value, improving the quality of the services and products etc.,.

Step 3 Narrow the evaluation areas is regarding identifying and using the relevant parameters for measuring the competitors' products and services related to the specific areas of improvement for your organization.

Step 4 Identifying the Stakeholders involved in using and benefiting from the information gathered regarding the specific products and services of the competitors during analysis.

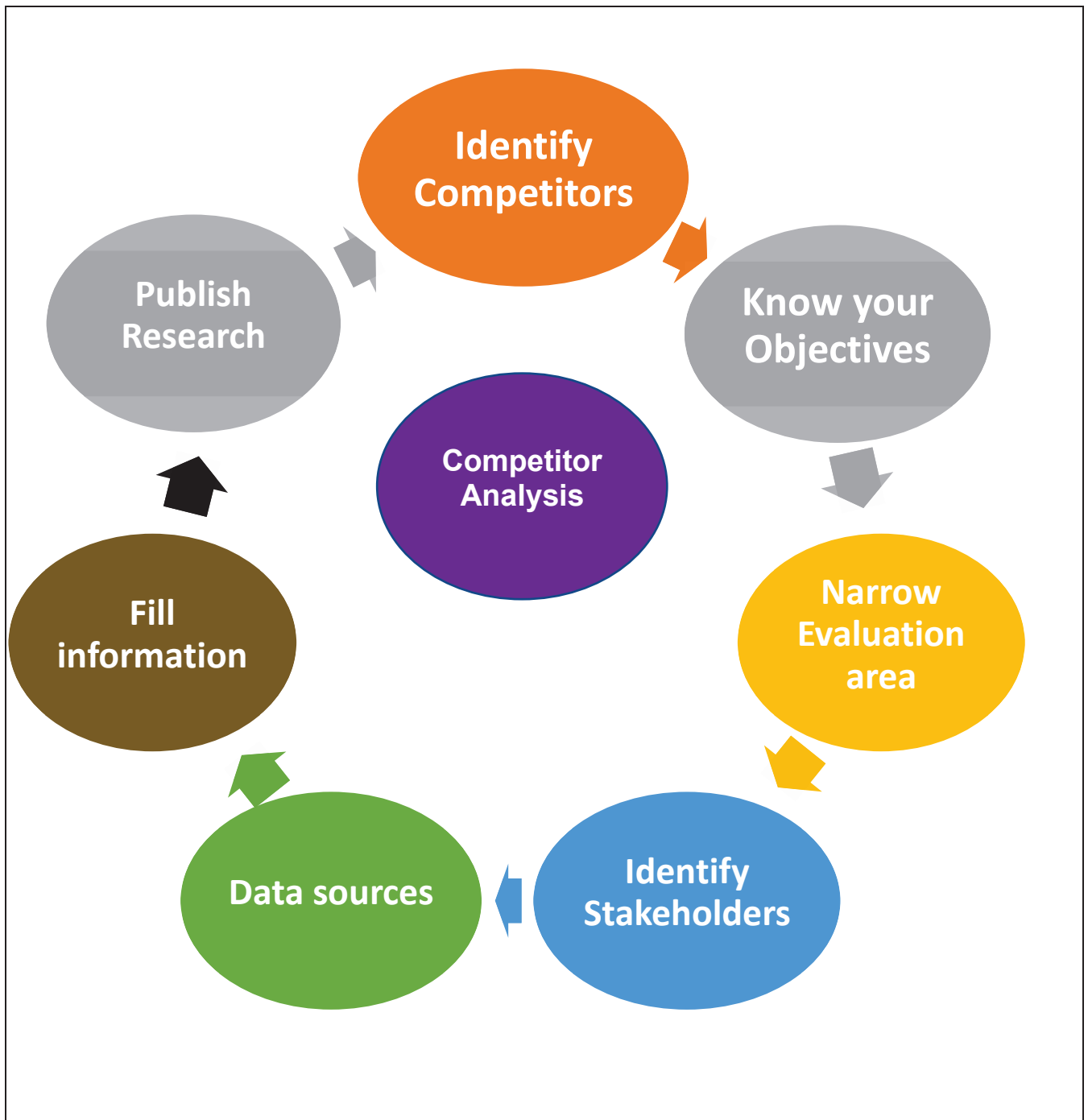
Step 5 Choosing the relevant data sources select the authentic data sources for data collection whether it is through direction communication or via secondary sources related to the field of research.

Step 6 Information templates it is important to enter the collected data in table or template to avoid losing it.

Step 7 publishing the research publishing the relevant research for other stakeholders to understand and analyse the current situation and design specific strategies for development.

Below I am going to design 7 steps diagram for Steyler Fatima Hotel Congress and SPA in figure IX to explain all the steps in a more detailed step by step framework for conducting research.

Figure IX Competitor Analysis



Source competitor analysis^{xiv}

Step 1

Identify Competitors – I am considering **first the top 3 Europe's eco-friendly and sustainable hotels** and then the **top 3 eco-friendly hotels worldwide**.

- 1- **Arima Hotel San Sebastian Spain**- the hotel is located at 15 minutes' drive from San Sebastian in the depths of Miramon Forest. The hotel is known for its sustainability and main core importance for natural environment.

Core sustainable strategies- collection of rainwater and recycled for the purpose of usage, insulated interiors and 77% of energy is derived from aerothermal and geothermal power. Speciality in biodynamic wine and organic food.

- 2- **Hotel Zoo Berlin Germany**- was originally built in 1889 as private residence, later renovated into old glamorous look by decorating the decadently decorated walls with contemporary sustainable design by restoring and renovating by soaring the ceilings to expose and represent the brick work and steel work in an innovative way, as well as introducing environmentally friendly technology for more sustainable environment.

Core sustainable strategies- using environmentally friendly products during restoration and renovation for more sustainable environment, changing the entire strategies for achieving, measuring and monitoring the sustainability achieved.

- 3- **Areias do Seixo Mexilhoeira Portugal**- this hotel is built with environmental sustainability as the core idea, committed to lower the environmental impact caused by using non-sustainable products and strategies, and is built from locally sourced natural materials.

Core sustainable strategies- usage of geothermal energy for heating and air conditioning, food produced in restaurants from organic grown vegetables and fruits. Recycling systems to reduce wastage and encourage environmentally friendly methods.

- 4- **H2 Hotel California U.S.A**- H2 hotel based in Healdsburg, California is known to be one of the best eco-friendly hotels in U.S.A. with sustainability in mind it

was built on land which was a former site of gas station, where all previously contaminated soil was removed before constructing the hotel. Hotels design focus on luxury urban come-eco-friendly interior, fitted with sustainable bamboo flooring and detailing.

Core sustainable Strategies- Bathrooms are fitted with dual flush toilet system and use of low-flow faucets and fixtures reducing the water consumption by 50%. The hotel also focuses on organic grown food, wine and drink for more sustainability.

- 5- **Jumeirah Vittaveli Resort, Maldives-** the hotel focuses on providing eco-friendly as well as a combination of luxury experience for vacations with a five-star rating. The hotel has also been awarded by Green Globe certification (GGC), during a sustainability audit by performing and meeting all the required sustainability measures. The resort is built beautifully with luxurious rooms and sea view, with villas having an open concept layout to enjoy the tropical beach view as well as the natural cool breezes.

Core sustainable Strategies- open concept layout to take advantage of fresh air and limit the use of air conditioning. Moreover, the hotel has incorporated energy saving bulbs such as LED lights, generators for heating pools running on heat recovery systems, water purification tank responsible for filtering the sea water into drinking water cutting down the demand of importing 70,000 plastic water bottles every year. The hotel also has specialised fishing practices and ethical food purchasing for eco-friendly organic food.

- 6- **Hotel Verde, Zanzibar, Tanzania-** The verde hotel in Tanzania is a luxurious five-star hotel with not only one of the best customer services but also known for incorporating eco-friendly features and sustainability as its main vision. The luxurious five-star hotel also has accommodation with rooms containing private balconies for the guest to enjoy the exotic view of mangrove rain forest.

Core sustainable Strategies- having sustainability as its main vision the hotel offers its guest with various rewards also known as verdinos for participating in sustainability activities during the stay. These rewards or verdinos can be used by guests for payment in various forms such as paying for food, drinks or coffee. The sustainable activities include encouraging the use of stairs rather

than lift, re-using the towels and sheets, and using the installed recycling bin for throwing trash separately. The hotel also has inbuilt energy saving mechanism for reduced consumption of energy for heating and cooling purposes.

Once the competitors are identified we will establish the objectives which will help us to determine our goals during the analysis.

Step 2

Identifying the Objectives- objectives are determined to help us achieve our goal, therefore the main goal of this competitor analysis is to analyse the external competitors' strategies hence our objective will also focus on gaining the core information.

- 1- To analyse the core strategies used by competitors for achieving and maintaining sustainability.**
- 2- The methods used for measuring and monitoring success.**
- 3- The overall success rate and return of revenues.**
- 4- The management tools and strategies used for achieving a balance and quality in performance.**
- 5- Adding brand value to the product and service.**

Step 3

Narrow Evaluation area- Once the objectives are carefully designed it is time to consider the parameters required for collecting the necessary information and data to gain the relevant information required for achieving sustainability. The method I am selecting for this report is **Sustainable tourism indicators** as mentioned earlier for measuring the performance and recognise the best method to be adopted for Steyler Fatima Hotel Congress and Spa.

- 1- To achieve environmental sustainability by measuring the energy and resource consumption methods, waste management, and sustainable methods to achieve green tourism.
- 2- To achieve economic sustainability, we need to determine how they sustain the business by overcoming seasonality issue, achieve tourist satisfaction, preventing wastage and achieve competitive edge.
- 3- To achieve socio-cultural sustainability there is a need to determine the resources required for providing knowledge and information to the stake holders regarding sustainability.

Step 4

Identifying the stake holders- the stakeholders considered in the external analysis are the hotel employees, the hotels support staff, local community, tourists and the visitors.

- 1- Employees- are considered a very important stakeholder as they play a very crucial role in achieving sustainability, because if the workforce is hired with qualified trained employees having adequate knowledge and skills regarding achieving sustainability by implementing effective sustainability strategies that can play a major role in achieving sustainability.
- 2- Support Staff- plays a very important role as well because proper training and education can make overall performance much more effective and environmentally friendly.
- 3- Local Community- also plays a major role in determining whether sustainability can be achieved, through the cultural practices, preferences and education. If local community is aware of the consequences of environmental impact of pollutants and using best environmentally friendly practices it is easier to achieve sustainability and design new strategies.
- 4- Tourists and visitors are important stake holders to consider too, as we need to understand the demand of tourist their preference do they prefer green tourism?

Whether they are willing to pay more for more sustainable environmentally friendly hotel? What is their knowledge and practices regarding sustainability.

Step 5

Data Sources- the data sources I am considering for this analysis is both primary and secondary data, I am considering the information for my research through articles, websites, news and journals and will be conducting questionnaire to get more insight regarding the awareness of sustainability practices from employees and tourists to get a detail understanding regarding the current knowledge and demand of tourists and local community.

Figure X Competitor analysis table for all the best competitor hotels mentioned above.

	Recycling	Energy consumption	Organic food production	Sustainability practices
Arima Hotel San Sebastian Spain.	Rainwater recycled for usage.	Usage of geothermal and aerothermal power.	Use organic vegetables and fruits for preparing the food.	77% energy is derived from natural resources.
Hotel Zoo Berlin Germany.	-	Using sustainable practices and technology for energy saving	-	Overall renovating for installing more sustainable energy saving practices.
Areias do Seixo Mexilhoeira Portugal.	Recycling system installed to reduce waste, tissue toilet paper etc.,	Using geothermal energy for heating and air conditioning purposes.	Usage of organic grown vegetable and fruits for food preparation.	Built from naturally sourced material with sustainability as the core objective.

H2 Hotel California U.S.A.	-	Using dual flow system in toilets and faucets for reducing water consumption to up to 50%.	Using organic grown vegetables and fruits for food preparation and wine.	Providing a luxurious eco-friendly experience and stay with sustainability as the main objective.
Jumeirah Vittaveli Resort, Maldives.	Water purification tank to filter and recycle sea water into drinking water.	Usage of generators working on heat recovery system to cut down energy consumption, LED energy saving bulbs.	Using special fishing practices to provide organic food to customers.	Five-star luxurious hotel with open lay concept to improve sustainability and environment.
Hotel Verde, Zanzibar, Tanzania.	Promoting recycling through recycling bins.	Installation of energy saving heating systems, reusing bedsheets and towels.	-	Introducing reward system for encouraging sustainability practices.

Source Top 6 Eco friendly hotels in the world^{xv}

Step 6 and Step 7

Involves framing the research in table format and publish it for the management and other stakeholders to see for formulating effective strategies for the implementation of all the strategies for the betterment of the business. After collecting all the information, we will find effective management tools and strategies for implementation in the next chapter.

Chapter 5

5.1 Findings and Discussions

The above research was conducted to determine how customers perceived value as a critical tool to determine and gain competitive advantage (Parasuraman 1997). Perceived value is often defined as “the entire benefits customers receive from the consumption of the service in comparison to the total value and costs paid by them to obtain those benefits” (Woodruff 1997). Perceived value as seen as a key component for customer repurchase intention (Cronin et al., 2000; Petrick 2004). Similarly, perceived value as seen as an important predictor for the visitors to revisit the destination as well (Petrick, Morais and Norman 2001).

Hence the main objective of the above research was to determine the important factors considered by competitors to gain a good sustainable hotels perceived value by customers and to successfully implement those strategies. As well as gain an insight of tourists and customer regarding sustainable hotel industry from conducting a semi-structured questionnaire focused on one-to-one discussion to get a more detailed customer tourists' perception which can be read on Appendix.2 page.

5.2 Tourism Sustainability Vectors

Below I will represent the sustainability vector diagrams for both types of tourism mass tourism and eco-tourism, representing the three important sustainability pillars such as environmentally sustainable, economically sustainable and socio-culturally sustainable and compare them both to see which tourism is more effective and a final table to represent when we turn mass tourism into eco-tourism.

Figure XI represents the conceptual sustainability vectors for **eco-tourism**.

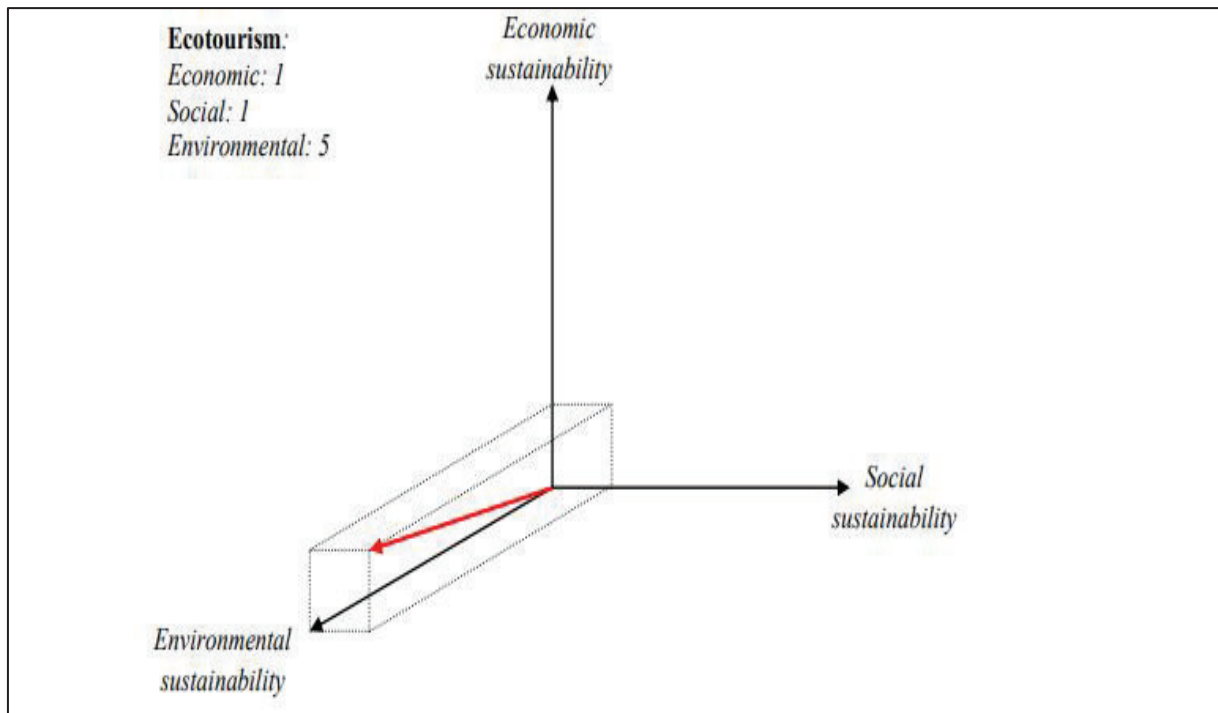


Figure XII represents another vector diagram representing the **mass tourism**.

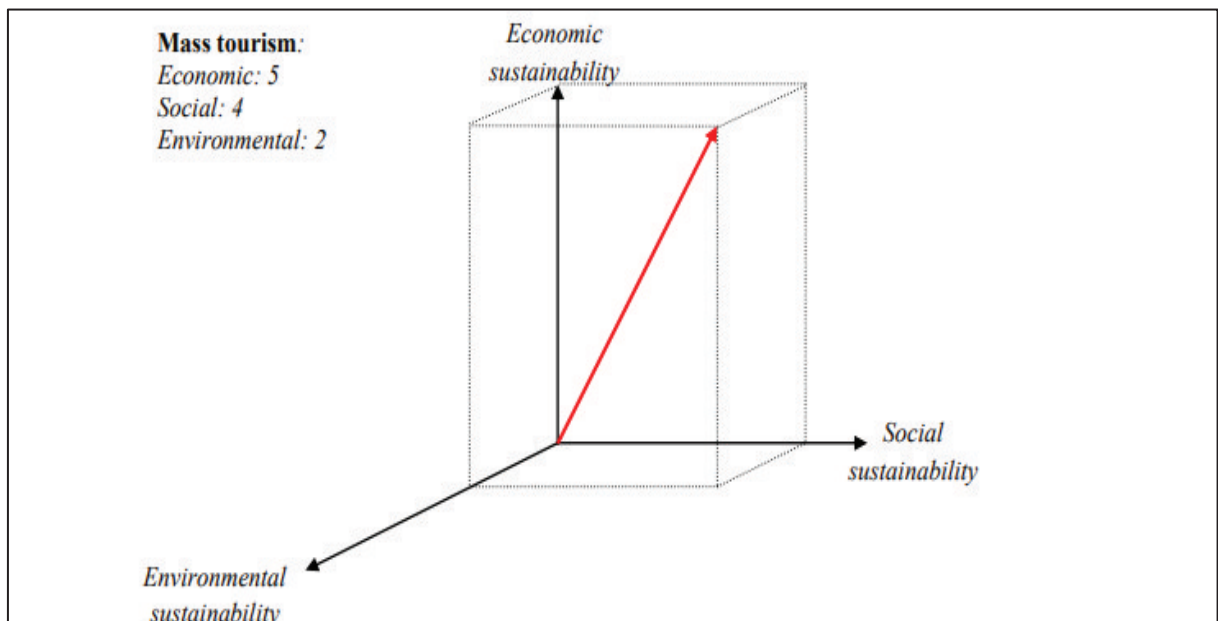


Figure XIII represents the eco mass tourism where mass tourism is converted into eco mass tourism by adopting the sustainability elements and factors as well.

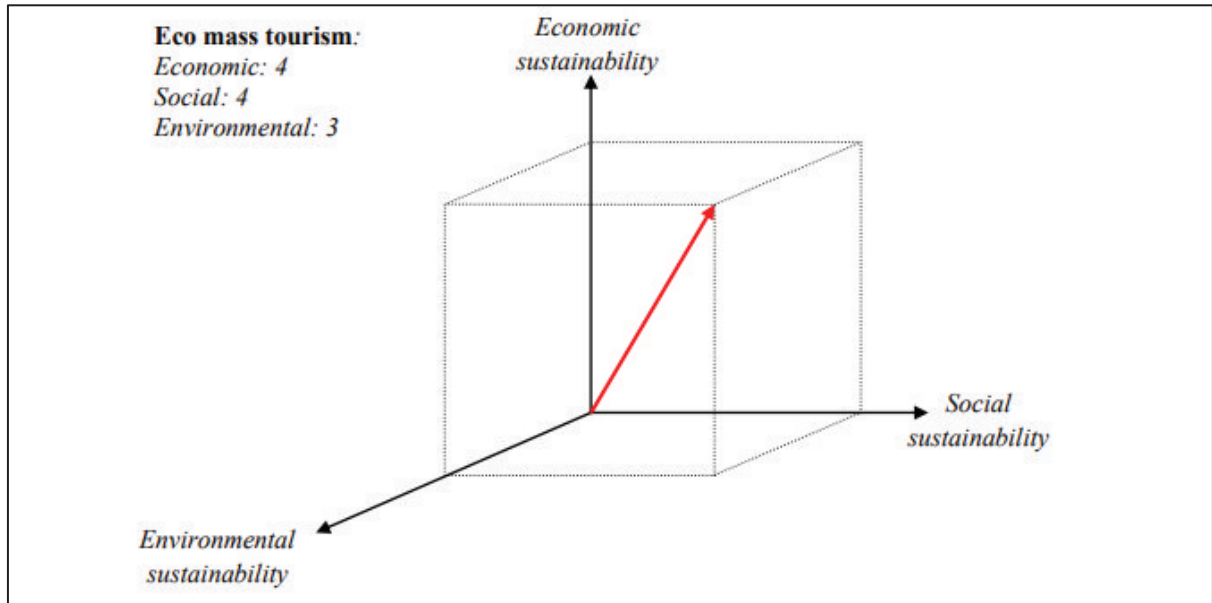
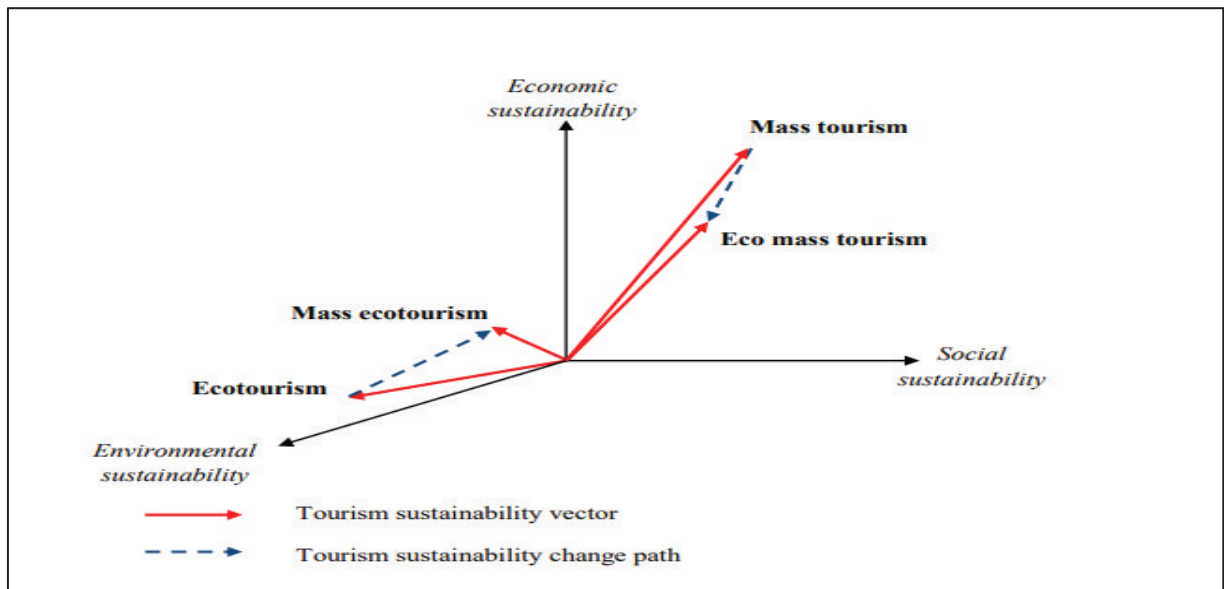


Figure XIV represents the vector diagram considering all the elements of eco-tourism, mass tourism and eco mass tourism as well as eco-mass tourism which is not considered for Steyler Fatima hotel.



Comparing all the vector diagrams we can see that **figure XI** represents eco-tourism that has greatest environmental stability but less economic and socio-cultural stability, whereas **figure XII** represents mass tourism has greater economic stability and socio-

cultural stability but less environmental stability and looking at third vector diagram which is represented by **figure XIII** we can see Eco mass tourism provides the greatest environmental stability and economic stability then individual mass tourism and eco-tourism. Eco mass tourism requires adopting sustainability elements in mass tourism which is currently the style of Steyler Fatima Hotel Congress and Spa by adopting successful strategies and implementing on them such as limiting the number of visitors (Ryan, 2003) and improving environmental consumption of resources such as renewable energies, water recycling, waste management as discussed in detail by Ivanova, Inakova (2012). As discussed in more details in the next section.

Below we are considering some of the successful environmentally friendly sustainable operations, to determine and carry out corrective management techniques and strategies to introduce and improve the sustainable practices in Steyler Fatima hotel congress and spa.

5.2.1 Efficient use of Energy

To minimize and economize the energy usage solar panels are encourage for heating system and electrical usage as Portugal has good climate and long daylight hours to get benefit from solar panels, introduction of ecological toilets which works by micro-bail degradation and minimizing the water consumption.

Promoting the use of wind as natural source of ventilation in the lobbies and limiting the use of paper sheets, plastic cups, tissue papers and energy resources such as electricity, dishwasher, ovens, stove, washing, laundry by staff by providing them proper training.

Installation of automatic timers such as key cards, human sensors for switching of the lights in bathrooms and kitchens when not in use which can help in keeping the bill low, turning off the equipment after usage. Usage of aerothermal and geothermal energy for heating and air conditioning to minimize the consumption of electricity. And usage of LEDS to keep the usage of electricity to minimum.

5.2.2 Waste Management

To minimize solid waste management the hotel management should adopt a sorting system, such as recoverable (Plastic, paper, tin, glass) and non-recoverable waste such as (Plastic, paper, tin, glass etc..) by introducing this sorting system which encourages the staff and tourists and visitors to sort the waste and throw in following bin present in their rooms, lobbies, kitchen and staff rooms and then to be further sorted for the purpose of recycling in the waste sorting station.

Introducing the bin for decomposing vegetables and fruits waste as well as those which are over dated and rotted to be re-used as decomposed waste turned into soil for the farms for planting vegetables and fruits.

5.2.3 Reduction of Air Pollution

Emission of CO₂ and other harmful chemicals are the main cause of air pollution and global warming hence effective measures taken to reduce the emission of them would result in fewer pollution and more sustainability.

Promoting the use for batter operated electric cars for internal transportation to reduce co₂ emission, using non-fluorine air conditioners and refrigerators to reduce the emission of fluorine radicals, minimizing the usage of pesticides for farming and gardening and promoting the organic growth of vegetables and use of organic vegetables for preparing food, using natural heating systems with woods for heating rooms and lobbies.

5.2.4 Resource Management and Recycling

Efficient usage of resources will not only provide more environmental sustainability but also cut down the overall expenditure and running costs as well for running the chores. Cut down the usage of plastic bags for storing food items in fridge and freezer and should use effective techniques to cook food with fresh items, or tin based.

Tissue roll usage in kitchen should be replaced with usage of towels and clothes that can be washed and re-used, similarly the usage of tissue in rooms must be limited and using hand towels must be encouraged, the left-over soaps in bottles should be

recycled rather than thrown away and should be placed in a dispenser for the desired quantity to be used by the visitor and avoid wasting the entire left over bottle. Encouraging the guests to re-use linens and bedcovers to avoid washing and drying and saves bills.

Room should have minimum lights and must encourage day light to be used by replacing any dark colour curtains with light shade curtains to allow more day light inflow.

Cooked meals thrown away should be discouraged and proper measure should be taken to cook appropriate amount of food required for buffet to prevent wastage of food and resources.

5.2.5 Farming of Organic Food

Fatima Steyler hotel congress and spa should re-use the decomposed fruits and vegetables as an organic soil for farming the vegetables and fruits and must encourage the use of home-grown fruits and vegetables then purchasing from vendors. This will promote more sustainability and will reduce the costs of purchase as well as prevent the wastage of food by encouraging demand-based supply mechanism to be used only when required.

5.2.6 Providing Training and Knowledge to Employees

It is very important to hire qualified workforce with enough knowledge required to carry sustainable practices. Therefore, the management should consider hiring more qualified well experienced work force as well as provide the employees with enough training techniques to adopt and practice sustainable practices. To provide better service and performance required for achieving sustainability.

Training the employees to save electricity and prevent wastage of resources by effectively adopting and using energy efficient ways such as turning off the lights or water, open or close blinds when necessary to use daylight, turn off the cooling and heating systems when not in use, prevent and avoid wastage of food and other

ingredients and re-use towels and kitchen clothes to cut down usage of tissues, other plastic bags.

5.2.7 Water Management

Adjusting water flows on taps can save extra wastage of water and introducing dual flush toilets to avoid water wastage. For the management of water waste, it is recommended to build a sewage farm for the recycling of water such as install rain harvester or even more efficient grey water recycling and re-use the recycled water for the purpose of gardening and farming vegetables. This method reduces the cost of sewage and improves the wastage of resources.

5.3 The Strategies Implication and gaining sustainability

From the above formulated strategies, if implemented properly the Steyler Fatima Hotel congress and spa can achieve sustainability in-terms of economic, social and environmental prospect very effectively.

Economic sustainability- can be achieved due to lower cost of expenditure and higher returns leading to more profits and employment, overcoming the issue of seasonality by providing the uniqueness of green tourism with a competitor edge provides more advantage of gaining attention of green tourists, resulting In higher number of average overnight stays and more revenues.

Social sustainability- can be achieved by providing more knowledge to local community regarding sustainable measures such as providing more training and knowledge to workforce and local visitors, providing incentives to attract more people to participate in sustainable activities resulting in better social sustainability.

Environmental sustainability- is achieved by implementing all the necessary measures and practices required for achieving healthier environmentally friendly sustainability by using products and services with maximum usage and fewer impact on environment, reducing waste consumption, pollution, resource use and encouraging recycling, water consumption and solid waste management.

5.4 Critical Analysis

Although eco-tourism is a most liked form of tourism there are many critics believing that just reducing the consumption of water usage by using washing towels only on request can define eco-tourism? Or can the volunteer services offered by the tourists during their stay such as conservation are enough to define eco-tourism?

As many people in tourism industry view ecotourism as large spectrum where mass tourism is at one end and voluntary tourism and eco-tourism on the other end. And it is believed that a growing number of eco-tourism market are volunteer eco-tourists who are a combination of volunteerism and tourists.

- 1- The first drawback of ecotourism is usually seen as carbon footprint caused by airlines due to long distant journeys made by tourists to ecotourists destinations. Another disadvantage seen is the paradox of ecotourism, the more a destination becomes popular for ecotourism the more it gets crowded with tourists and it's hard to avoid the cultural impact caused by tourism.
- 2- The other debatable point is link between tourism and environmentalism, as in many researched it is seen that an increased in tourism causes a negative effect on environment thus tourism whether green or not is believed to cause a negative impact on environment and biodiversity.
- 3- Although mostly tourism is linked with an increase in economic stability, employment and better standard of living. It is not always true, as different factors can have an immense effect on tourism factor such as political issues, or on going Covid-19 scenario where all the tourism sector has been shut due to lock down and strict rules leading to tourism sector to be almost ceased, businesses shut and unemployment.
- 4- There is also seen a problem of economic leakage where the international and non-local businesses fill the gap by providing business opportunities and services the local community fails to provide leading to more currency outflow rather than inflow for more stable economy.
- 5- Increased tourism can also result in greater demand of products and services resulting in higher prices of local goods leading to difficulty in purchasing and consuming the goods by residents themselves.

- 6- Too much tourism often leads to excessive tourism, overcrowding by visitors and over development of hotels, restaurants causing the residents' daily activities to be interrupted and delayed.

Chapter 6

6.1 Conclusion

In conclusion I would like to draw the attention towards how we can successfully overcome the critical points to make the green tourism of Steyler Fatima Hotel Congress and Spa more sustainable as well as efficient and competitive.

In-order, to overcome the critical analysis Steyler Fatima Hotel Congress and Spa, must consider taking few beneficial steps to improve the green tourism as well as maintain the economic, environmental and social sustainability as well.

Fatima Steyler Hotel Congress and Spa must adopt a volunteer certification program to achieve a sustainable ecotourism and tourism, such as the ISO 14,000 program, known as green standard for the hotel industry. Considering the Mohonk agreement adopted by 45 experts from over 20 countries, to provide a better social, cultural, ecological and economic framework required for tourism certification programs.

Together with coalition of several other NGO's such as Rainforest Alliance, UNEP, UNWTO, TIES, and CREST together formed two organizations responsible for forming and implementing a framework for sustainable tourism and convert it successfully into eco mass tourism. The Global Sustainable Tourism Criteria was designed to develop a baseline criterion for sustainable tourism which included:

- 1- Demonstrate effective sustainable management of organization.
- 2- Reduce the negative Impacts to least and maximize the economic and social benefits to maximum.
- 3- Maximize the cultural benefits and reduce the environmental impacts to least.
- 4- Improve the environmental impacts by reducing the negative impacts caused by factors such as pollution, conserving biodiversity, ecosystems and landscapes.

Considering the points mentioned above as well as the results from competitor analysis and Swot analysis the study shows the importance of green tourism and how

effectively we can achieve it and maintain its sustainability and profitability by designing and implementing effective strategies and management techniques.

Furthermore from the above research we can see the summary result of questionnaires represented that mostly the tourist prefers to consider the nature of the trip or tour and prefer to select the eco-tourism compared to normal mass tourism and prefers sustainability and going green. The initial costs for the setup are costly however, in the longer run green tourism seems to be more profitable, culturally and environmentally friendly and positive and maintainable.

If Steyler Fatima Hotel Congress and Spa implements the strategies the management tools and techniques and the training method it can achieve not only sustainability but as well become more competitive and attract more tourists which is the main goal of every tourist destination and organization.

6.2 Limitations during the Internship report writing

During my research work and data collection for my report writing, I faced few limitations and constraints that made my work and research limited resulting in limited methods and techniques used to collecting data and interpreting it.

Covid-19 outbreak and lock down caused the hotel and other tourist destinations to be closed resulting in limiting my data collection samples, questionnaires and surveys required to get a more detailed insight regarding the tourists perspective towards green tourism and comparing my data with other existing secondary data to compare tourists perspective towards mass tourism and green tourism to determine the role it plays in forming destination competitiveness.

Participatory design was limited and restricted as Portugal do not have many green tourism hotels apart from few I considered therefore there was not enough competition and details that I could collect to compare and use as benchmark against our performance.

Language Barrier as an international student with not enough command over Portuguese language I find very difficult to collect enough data from the municipalities and other tourism organizations as well as local community.

6.2.1 Future Recommendations

As the hotel industry and tourism industry is wide, so is the new emerging trend of eco-tourism, therefore there are many other vast areas that need to be explored more in detail to be implemented for better results, more strategies and management techniques to be designed and experimented to see a better competitive and sustainable outcome. And more sustainable tourism indicators to be explored for better results. My research was also limited mostly to Leiria and Portugal, although eco-tourism is being practised all over the world, and if those areas and countries results were included would provide better competitor analysis and more detailed analysis.

The Municipalities- In my report the municipalities were not included, and there was not much feedback provided regarding tourism sector and other operating NGO's for green tourism sustainability, but if the action is taken into plan regarding implementing the above strategies for more sustainability they should be included as well.

The local community- the feedback from local community regarding their knowledge for eco-tourism, the cultural and social impact it has, and the economic difference it makes were all the sectors missing due to very limited contact with the local community due to sudden outbreak of Covid-19 and lockdown rules.

The tourists- the research work was focused on tourists as they are the main customers and their perceived value regarding eco-tourism makes a difference, however due to closure of Steyler Fatima Hotel Congress and Spa, due to outbreak of Covid-19 and the lockdown my research got very limited to mostly online based questionnaire.

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Appendices

Appendix.1

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ⁱ <https://www.hierarchystructure.com//wp-content/uploads/2013/01/Hotel-Management-Hierarchy-.jpg>

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^v <https://www.theportugalnews.com/news/portugal-among-mediterranean-countries-with-most-sustainable-practices-in-tourism/45357>

^{vi} <https://travelbi.turismodeportugal.pt/en-us/Pages/Sustentabilidade.aspx>

^{vii} <https://www.traveldailynews.com/post/portugals-2027-vision-to-become-one-of-the-most-sustainable-tourist-destinations-in-the-world>

^{viii} <https://sustainabletourism.net/>

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^x https://www.researchgate.net/publication/240535723_Environmental_Management_Environmental_Image_and_the_Competitive_Tourist_Attraction

^{xi} https://www.researchgate.net/publication/240535723_Environmental_Management_Environmental_Image_and_the_Competitive_Tourist_Attraction

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^{xiii} <https://www.quora.com/What-is-meant-by-Competitive-analysis>

^{xiv} <https://www.quora.com/What-is-meant-by-Competitive-analysis>

^{xv} <https://www.soegjobs.com/top-eco-friendly-sustainable-hotels-world/>

Appendix.2

Questionnaire- The questionnaire from page 1-3 is designed as part of research work for the internship report 'Sustainability in Hotel Industry' prepared as part of my master's program of 'Sustainable tourism management' program offered by Institute of Polytechnic Leiria Portugal.			
Name- Ralph Anthony			
Age-	below 18 <input type="checkbox"/>	18-30 <input type="checkbox"/>	31-50 <input checked="" type="checkbox"/>
			51 above <input type="checkbox"/>
Gender- Male			
Occupation – Service			
Nationality- UK			
Email- Anthonyralph@outlook.com			
What is the nature of your trip?			
Leisure	<input type="checkbox"/>	Business	<input type="checkbox"/>
		Religious	<input checked="" type="checkbox"/>
			Research <input type="checkbox"/>
How would you rate your stay in Steyler Fatima Hotel Congress and Spa?			
Satisfactory	<input checked="" type="checkbox"/>	Excellent	<input type="checkbox"/>
		Pleasant	<input type="checkbox"/>
			Not satisfactory <input type="checkbox"/>
What is your knowledge and understanding regarding sustainable tourism?			
It is very important and essential element of sustainability			<input checked="" type="checkbox"/>
It is important but not essential for tourism			<input type="checkbox"/>
It does not really matter to me			<input type="checkbox"/>
I do not have enough knowledge regarding sustainability in tourism			<input type="checkbox"/>
What are the areas you consider sustainability should be achieved and focused on?			
Eco-tourism			<input checked="" type="checkbox"/>

Environment/co2 emissions	<input checked="" type="checkbox"/>
Nature preservation	<input checked="" type="checkbox"/>
Culture and Cultural heritage	<input checked="" type="checkbox"/>
Politics	<input type="checkbox"/>
When making reservations for hotel stays/tours/accommodations do you consider booking for sustainable hotel or stay?	
I prefer to always book sustainable hotel/accommodation/tour.	<input checked="" type="checkbox"/>
I prefer to choose a more sustainable hotel if I have a choice to stay between two hotels.	<input type="checkbox"/>
I really do not bother.	<input type="checkbox"/>
Do you participate in donation or NGO funding program for promoting sustainability during your tour or stay?	
Yes, I prefer to participate as much as I can.	<input checked="" type="checkbox"/>
No, I really do not bother myself.	<input type="checkbox"/>
I do it occasionally.	<input type="checkbox"/>
When selecting a sustainable holiday tour what factors do your really consider for sustainability?	
Sustainable Badges/Certificates	<input checked="" type="checkbox"/>
Sustainability websites and blogs	<input checked="" type="checkbox"/>
Information provided on the websites	<input type="checkbox"/>
Suggestions from friends and family	<input type="checkbox"/>
When relying on badges and certificates representing the sustainability do you ever do research regarding them through any source?	
Yes, I normally do research.	<input type="checkbox"/>

No, I just trust them.	<input checked="" type="checkbox"/>
What are the sustainable changes you would prefer to see during your stay? You can select more than one option?	
Less CO ₂ emissions.	<input checked="" type="checkbox"/>
Organic food cooked.	<input checked="" type="checkbox"/>
Energy efficient heating and cooling systems.	<input type="checkbox"/>
Recycling products promoted.	<input checked="" type="checkbox"/>
Promoting less usage of tissues and plastics.	<input checked="" type="checkbox"/>
Proper Sewage and waste management.	<input checked="" type="checkbox"/>
Providing incentives and regards to encourage sustainable activities.	<input type="checkbox"/>
Energy saving LED usage	<input checked="" type="checkbox"/>
Would you prefer to pay more for a stay or tour to improve sustainability or to contribute towards sustainability?	
Yes, I would definitely do pay more to promote sustainability.	<input checked="" type="checkbox"/>
No, I would not mind staying anywhere.	<input type="checkbox"/>
What is your perception regarding green tourism? Do you think it contributes to a better more sustainable tourism?	
Green tourism is contributes to sustainable tourism so we all need to be conscious for the healthy environment.	
Thank you for your valuable information. Is there anything else you would like to mention or provide your opinion?	
Thank you very much	

Questionnaire- The questionnaire from page 1-3 is designed as part of research work for the internship report 'Sustainability in Hotel Industry' prepared as part of my master's program of 'Sustainable tourism management' program offered by Institute of Polytechnic Leiria Portugal.

Name- Benjamin Garcia

Age- below 18 18-30 31-50 51 above

Gender- Male

Occupation – Retired officer

Nationality- Spain

Email- Benjamin222@outlook.com

What is the nature of your trip?

Leisure Business Religious Research

How would you rate your stay in Steyler Fatima Hotel Congress and Spa?

Satisfactory Excellent Pleasant Not satisfactory

What is your knowledge and understanding regarding sustainable tourism?

It is very important and essential element of sustainability

It is important but not essential for tourism

It does not really matter to me

I do not have enough knowledge regarding sustainability in tourism

What are the areas you consider sustainability should be achieved and focused on?

Eco-tourism

Environment/co2 emissions	<input checked="" type="checkbox"/>
Nature preservation	<input type="checkbox"/>
Culture and Cultural heritage	<input checked="" type="checkbox"/>
Politics	<input type="checkbox"/>
When making reservations for hotel stays/tours/accommodations do you consider booking for sustainable hotel or stay?	
I prefer to always book sustainable hotel/accommodation/tour.	<input checked="" type="checkbox"/>
I prefer to choose a more sustainable hotel if I have a choice to stay between two hotels.	<input type="checkbox"/>
I really do not bother.	<input type="checkbox"/>
Do you participate in donation or NGO funding program for promoting sustainability during your tour or stay?	
Yes, I prefer to participate as much as I can.	<input checked="" type="checkbox"/>
No, I really do not bother myself.	<input type="checkbox"/>
I do it occasionally.	<input type="checkbox"/>
When selecting a sustainable holiday tour what factors do your really consider for sustainability?	
Sustainable Badges/Certificates	<input checked="" type="checkbox"/>
Sustainability websites and blogs	<input checked="" type="checkbox"/>
Information provided on the websites	<input type="checkbox"/>
Suggestions from friends and family	<input type="checkbox"/>
When relying on badges and certificates representing the sustainability do you ever do research regarding them through any source?	
Yes, I normally do research.	<input type="checkbox"/>

No, I just trust them.	<input checked="" type="checkbox"/>
What are the sustainable changes you would prefer to see during your stay? You can select more than one option?	
Less CO ₂ emissions.	<input type="checkbox"/>
Organic food cooked.	<input checked="" type="checkbox"/>
Energy efficient heating and cooling systems.	<input type="checkbox"/>
Recycling products promoted.	<input checked="" type="checkbox"/>
Promoting less usage of tissues and plastics.	<input checked="" type="checkbox"/>
Proper Sewage and waste management.	<input checked="" type="checkbox"/>
Providing incentives and regards to encourage sustainable activities.	<input type="checkbox"/>
Energy saving LED usage	<input checked="" type="checkbox"/>
Would you prefer to pay more for a stay or tour to improve sustainability or to contribute towards sustainability?	
Yes, I would definitely pay more to promote sustainability.	<input checked="" type="checkbox"/>
No, I would not mind staying anywhere.	<input type="checkbox"/>
What is your perception regarding green tourism? Do you think it contributes to a better more sustainable tourism?	
Yes, Green tourism is contributing to sustainable tourism. This is important to save the lives of the ocean. In turn saving the human.	
Thank you for your valuable information. Is there anything else you would like to mention or provide your opinion?	
Thank you very much	

Questionnaire- The questionnaire from page 1-3 is designed as part of research work for the internship report 'Sustainability in Hotel Industry' prepared as part of my master's program of 'Sustainable tourism management' program offered by Institute of Polytechnic Leiria Portugal.

Name- Sofia Esposito

Age- below 18 18-30 31-50 51 above

Gender- Female

Occupation – Teacher

Nationality- Italy

Email- esposito26@outlook.com

What is the nature of your trip?

Leisure Business Religious Research

How would you rate your stay in Steyler Fatima Hotel Congress and Spa?

Satisfactory Excellent Pleasant Not satisfactory

What is your knowledge and understanding regarding sustainable tourism?

It is very important and essential element of sustainability

It is important but not essential for tourism

It does not really matter to me

I do not have enough knowledge regarding sustainability in tourism

What are the areas you consider sustainability should be achieved and focused on?

Eco-tourism

Environment/co2 emissions	<input checked="" type="checkbox"/>
Nature preservation	<input type="checkbox"/>
Culture and Cultural heritage	<input checked="" type="checkbox"/>
Politics	<input type="checkbox"/>
When making reservations for hotel stays/tours/accommodations do you consider booking for sustainable hotel or stay?	
I prefer to always book sustainable hotel/accommodation/tour.	<input checked="" type="checkbox"/>
I prefer to choose a more sustainable hotel if I have a choice to stay between two hotels.	<input type="checkbox"/>
I really do not bother.	<input type="checkbox"/>
Do you participate in donation or NGO funding program for promoting sustainability during your tour or stay?	
Yes, I prefer to participate as much as I can.	<input checked="" type="checkbox"/>
No, I really do not bother myself.	<input type="checkbox"/>
I do it occasionally.	<input type="checkbox"/>
When selecting a sustainable holiday tour what factors do your really consider for sustainability?	
Sustainable Badges/Certificates	<input checked="" type="checkbox"/>
Sustainability websites and blogs	<input checked="" type="checkbox"/>
Information provided on the websites	<input type="checkbox"/>
Suggestions from friends and family	<input type="checkbox"/>
When relying on badges and certificates representing the sustainability do you ever do research regarding them through any source?	
Yes, I normally do research.	<input type="checkbox"/>

No, I just trust them.	<input checked="" type="checkbox"/>
What are the sustainable changes you would prefer to see during your stay? You can select more than one option?	
Less CO ₂ emissions.	<input checked="" type="checkbox"/>
Organic food cooked.	<input checked="" type="checkbox"/>
Energy efficient heating and cooling systems.	<input checked="" type="checkbox"/>
Recycling products promoted.	<input checked="" type="checkbox"/>
Promoting less usage of tissues and plastics.	<input checked="" type="checkbox"/>
Proper Sewage and waste management.	<input checked="" type="checkbox"/>
Providing incentives and regards to encourage sustainable activities.	<input type="checkbox"/>
Energy saving LED usage	<input checked="" type="checkbox"/>
Would you prefer to pay more for a stay or tour to improve sustainability or to contribute towards sustainability?	
Yes, I would definitely pay more to promote sustainability.	<input checked="" type="checkbox"/>
No, I would not mind staying anywhere.	<input type="checkbox"/>
What is your perception regarding green tourism? Do you think it contributes to a better more sustainable tourism?	
Green tourism attracts more tourists because in this era people are more sensitive to environment and pay care for the nature.	
Thank you for your valuable information. Is there anything else you would like to mention or provide your opinion?	
Thank you very much.	

Questionnaire- The questionnaire from page 1-3 is designed as part of research work for the internship report 'Sustainability in Hotel Industry' prepared as part of my master's program of 'Sustainable tourism management' program offered by Institute of Polytechnic Leiria Portugal.

Name- Inacia Vieira

Age- below 18 18-30 31-50 51 above

Gender- Female

Occupation – Service

Nationality- Portugal

Email- InaciaVieira51@gmail.com

What is the nature of your trip?

Leisure Business Religious Research

How would you rate your stay in Steyler Fatima Hotel Congress and Spa?

Satisfactory Excellent Pleasant Not satisfactory

What is your knowledge and understanding regarding sustainable tourism?

It is very important and essential element of sustainability

It is important but not essential for tourism

It does not really matter to me

I do not have enough knowledge regarding sustainability in tourism

What are the areas you consider sustainability should be achieved and focused on?

Eco-tourism

Environment/co2 emissions	<input checked="" type="checkbox"/>
Nature preservation	<input checked="" type="checkbox"/>
Culture and Cultural heritage	<input checked="" type="checkbox"/>
Politics	<input type="checkbox"/>
When making reservations for hotel stays/tours/accommodations do you consider booking for sustainable hotel or stay?	
I prefer to always book sustainable hotel/accommodation/tour.	<input checked="" type="checkbox"/>
I prefer to choose a more sustainable hotel if I have a choice to stay between two hotels.	<input type="checkbox"/>
I really do not bother.	<input type="checkbox"/>
Do you participate in donation or NGO funding program for promoting sustainability during your tour or stay?	
Yes, I prefer to participate as much as I can.	<input checked="" type="checkbox"/>
No, I really do not bother myself.	<input type="checkbox"/>
I do it occasionally.	<input type="checkbox"/>
When selecting a sustainable holiday tour what factors do your really consider for sustainability?	
Sustainable Badges/Certificates	<input checked="" type="checkbox"/>
Sustainability websites and blogs	<input checked="" type="checkbox"/>
Information provided on the websites	<input type="checkbox"/>
Suggestions from friends and family	<input type="checkbox"/>
When relying on badges and certificates representing the sustainability do you ever do research regarding them through any source?	
Yes, I normally do research.	<input type="checkbox"/>

No, I just trust them.	<input checked="" type="checkbox"/>
What are the sustainable changes you would prefer to see during your stay? You can select more than one option?	
Less CO ₂ emissions.	<input checked="" type="checkbox"/>
Organic food cooked.	<input checked="" type="checkbox"/>
Energy efficient heating and cooling systems.	<input type="checkbox"/>
Recycling products promoted.	<input checked="" type="checkbox"/>
Promoting less usage of tissues and plastics.	<input type="checkbox"/>
Proper Sewage and waste management.	<input type="checkbox"/>
Providing incentives and regards to encourage sustainable activities.	<input type="checkbox"/>
Energy saving LED usage	<input checked="" type="checkbox"/>
Would you prefer to pay more for a stay or tour to improve sustainability or to contribute towards sustainability?	
Yes, I would definitely do pay more to promote sustainability.	<input checked="" type="checkbox"/>
No, I would not mind staying anywhere.	<input type="checkbox"/>
What is your perception regarding green tourism? Do you think it contributes to a better more sustainable tourism?	
Green tourism is essential to maintain the green economy.	
Thank you for your valuable information. Is there anything else you would like to mention or provide your opinion?	
Thank you very much	

