

Sustainability Discourses or Responsibility Enhancement? A Panorama of the Contemporary Hotel Industry.

Rodrigo Amado dos Santos¹, Mirian Picinini Méxas², Marcelo Jasmim Meiriño²

¹Professor at the Federal Rural University of Rio de Janeiro, Department of Domestic Economy and Hotel Business, Seropédica Campus, 23.897-000, Seropédica – Rio de Janeiro – Brazil. Doctoral candidate in Sustainable Management Systems at the Fluminense Federal University, Engineering School, Praia Vermelha Campus, 24210-240, Niteroi – Rio de Janeiro – Brazil.

²Professor at the Graduate Program in Sustainable Management Systems at the Fluminense Federal University, Engineering School, Praia Vermelha Campus, 24210-240, Niteroi – Rio de Janeiro – Brazil.

Abstract: Contemporary businesses are surrounded by socio-cultural, economic and environmental complexities, which influence their productivity and organizational image. This scenario demands an interdisciplinary management vision able to: cater to the economic necessity that sustains the actual capitalist logic; offer products which are socially responsible, environmentally conscientious and culturally compatible with the socio-organizational reality. Such positions have become fundamental in a society that witnesses innumerable negative impacts that distort or extinguish economic systems, ecosystems, social values and cultural identities. In this sense, this assignment enhances that the sustainable management is constituted by complex actions that illuminate their environmental, cultural, economic, social and political responsibilities. Nevertheless, through a quant-qualitative analysis ruled by the elaboration of three bibliometric studies, it was planned to present the degree of commitment of the tourism and hotel industry in regard to the social, cultural, economic, political and environmental dimensions inherent in the proposals for sustainable development. What is observable, is that the contemporary hotel and/or tourism management has a predisposition to environmental and/or social external actions, and is not capable of establishing a participative planning to balance all the sustainability dimensions. The aforementioned scenario corroborates the necessity of establishing holistic criteria, which also contemplate the intergenerational solidarity.

Keywords: Bibliometric Analyses. Contemporary Hotel Industry. Hotel Management. Sustainable Development.

I. Introduction

Undoubtedly, the contemporary proposals for tourism development result in a series of transformations in contemporary society [1;2;3;4;5;6]. In this way, such impacts go through a spatial and temporal logic [4;7] that needs to be thoroughly understood by its managers, so they can cater to actions that not only prevail economic prosperity but also environmental quality and social justice [8;9].

After all, this cycle of transformations assumes positive and/or negative connotations about the environmental, social, cultural and economic characteristics [10;11] that: corroborate the operation of products, services, investments and tourism destinations [12]; affect the quality of the relation between man, society and nature directly [3].

From a positive perspective, on the whole, tourism should have the capacity of: stimulating the local economy, due to intersectoriality and the multiplier effects that legitimate its productive chain [13]; improving competences, knowledge, attributes and abilities of the local resources, as well as transforming the socio-cultural reality of these autochthons [14]; inserting infrastructures, equipment and technologies that elevate and improve the local quality of life, well-being and security, being it done through the individual, community and/or national perspectives [9].

However, tourism can also incorporate negative inferences such as: emission of CO₂, high consumption of electric energy and water [6]; overpopulation, biodiversity destruction and degradation [13;15]; excessive generation of residues and waste [16]; real estate speculation [17]; creation of seasonal jobs [4]; social exclusion [18]; introduction of foreign ideologies that distort the local identity, assets and memory [19].

¹ Professor at the Federal Rural University of Rio de Janeiro, Department of Domestic Economy and Hotel Business, Seropédica Campus, 23.897-000, Seropédica – Rio de Janeiro – Brazil. Doctoral candidate in Sustainable Management Systems at the Fluminense Federal University, Engineering School, Praia Vermelha Campus, 24210-240, Niteroi – Rio de Janeiro – Brazil. E-mail: profrodrigoamado@gmail.com.

²Professor at the Graduate Program in Sustainable Management Systems at the Fluminense Federal University, Engineering School, Praia Vermelha Campus, 24210-240, Niteroi – Rio de Janeiro – Brazil. E-mails: mirian_mexas@vm.uff.br e marcelo@latec.uff.br.

That being said, what is noticeable is the existence of a prerogative *sine qua non*: the promotion of actions that maximize their own positive effects and minimize the negative consequences of their operations [14;20;21], so that the necessities of the stakeholders are fulfilled in a fair way [22;23], respecting the natural, economic and socio-cultural specificities that support its operationalization [7;17], safeguarding the necessities of the future generations [17;24].

Assuming this prerogative as an essential positioning to this productive chain, its management must lean toward the sustainable criteria [25] that observe the intergenerational solidarity [21] through the following principles: ethics, transparency, accountability, commitment of the stakeholders, respect toward the rule of law, the international standards of behavior and the human rights [8].

Besides, in a society where its demands are eager to consume eco-efficient products and services [24; 26;27], sustainability starts to be seen as a mechanism able to generate competitive advantages and differentials [6;28], that elevate consumption and services rate [23;29;30], improving organizational image and identities [24;31], as well as enhancing management profits and its organizational productivity [20].

Thus, when observing the actions and sustainability projects developed by some lodging facilities, incoherence in their approaches is detected. Prud'homme and Raymond [21] mention the fact that hotel sustainability is limited only by the environmental dimension, promoting this way, an exclusion of the social and economic dimensions. In this context, it is noticeable that the most used practices by these businesses refer to recycling programs, reuse of towels and bed sheets or the insertion of mechanisms to control water use [20;27;32;33].

Some examples, are here cited: "Planet 21 Sustainability Program" developed by Accor – international hotel group present in 92 countries through its facilities [34] – whose objectives are: reduction of water and energy use and CO2 emission; recycling; biodiversity protection; use of biodegradable products among others [35]; "Make a Green Choice", Starwoods Hotels e Resorts Sustainability Program – with more than 1,300 hotels and resorts distributed in 100 countries [36] – which proposes "a 30% reduction in energy and 20% reduction in water consumption per every hotel room built by 2020" [37].

From these reflections on, the authors of this study emphasize a relevant aspect: the subtle difference between corporate responsibilities and organizational sustainability. The prerogative of "sustainability" compulsorily demands that a business develop a complex and inseparable summation of conduct, principles, criteria and values that go through the presuppositions of "responsibility" [24;31]. Yet, "responsibility" becomes real through the actions that are present in only one or some dimensions encompassed by the sustainable development, not incorporating, hence, its conceptual and methodological totality. In this sense, businesses like Accor and Starwoods couldn't be entitled sustainable. At the most, they could be denominated as environmentally responsible organizations.

Exclusively for the complexities embroiled in this discussion, it was planned the elaboration of a bibliometric analysis, which was able to gauge the tourism and/or hotel sustainable actions, observing if the results and discussions of these debates would present: a holistic, systemic and participative vision of their processes [20]; parallels with the discursive matrix from the Brundtland Report through social, cultural, economic, political and environmental perceptions inherent in the sustainable development [38].

II. Materials And Methods

The discourses on sustainable tourism and hotel sustainability are immersed in an intricate web of meanings, values, criteria and indicators that define their decision-making processes [5;11;17;23;24;31]. For these complexities to be deciphered, in a way that the systematic and holistic characteristics that support them can be presented [39], a series of precautions must be taken to insure the consistency, coherence and the legibility of the discourses that are being proposed here [40].

Among these, it is highlighted here the intention to broaden the analytic horizon of the contemporary researchers through a study of exploratory character, which aimed to delimit the competence spheres [16;41;42] vital to contemporary tourism businesses, in regard to the sustainability issue. Thus, this article tried to measure and present – through quant-qualitative appreciation - which made it possible to capture and explore thoroughly [44] results and discussions of 40 scientific articles.

Thus, this bibliometry – built through Scopus – made it possible "to identify and study previously published research, relevant to the subject of interest" [43], allowing the authors to verify if their main proposals effectively established parallels with holistic, integrated and participative perceptions, essential to the elaboration of the organizational results and capable of benefitting the environment, society and businesses [31].

Like that, its quantitative logic made it possible to assess the conceptual extent of those 40 assignments [39], insuring the reliability and legitimacy of the results [40] that will subsequently be presented here. Through this prism, in an attempt to test the conceptual and methodological coherence of these samplings [41], the following hypothesis was structured:

- H1: The contemporary academic debates on sustainable tourism and/or hotel sustainability present discourses and results almost restricted to the external environmental and/or social dimensions.

Yet, from a qualitative perspective, what was proposed was the estimation of singularities, meanings and interrelations of interdisciplinary contents [40;45;46], in a way that was possible to present a debate focused on offering a broad and independent view of all the sustainability dimensions – social, cultural, economic, political and environmental [47] – and also in a way that, from here, on the academic reflections may start to be organized and arranged systematically, guaranteeing integrity of the discourses on hotel sustainability.

III. Theory

Tourism presents itself as one of the economic sectors that has been experiencing an intense and continuous growth over the last few years [15;21;48;49]. In 1950, international tourist arrivals totaled around 25 million of travels; in 2005 this amount reached the 806 million mark [50]; in 2013 and 2014 it was observed, respectively, the impressive 1,087 billion and 1, 113 billion of international travels [49].

Inevitably, this abrupt raise causes negative impacts that affect: the quality of life of the more distinct stakeholders [51]; the natural, cultural and socio-economic specificities around its productive chain [15;27]; among incalculable other particularities that legitimate and differentiate every tourism practice [3;23].

Once noticed, the negative influence will need to be mitigated by all the entrepreneurs and organizations involved with the planning and operationalization of tourism [48]. Exactly because of this fact, the review of principles, values and criteria that conduct it is necessary, insuring the sustainability of the destinations [6;12;17;20;23;31], recognizing that the massification of tourism presents itself as a contemporary reality which will never disappear, but will continue expanding [7;52] at a rate of 3,3% a year, reaching in 2030, 1,8 billion of international travels [49].

Therefore, it is essential to incorporate more sustainable positions, in which the contemporary management prevails “to capture the amplitude of a set of values, questions and processes which the businesses must enhance to minimize any losses originated from their activities [53]. Consequently, on account of the complexity of the internal and external challenges of the mercantilization of these tourism products, the following proposals must also be contemplated:

- Actions that insure long-term productivity and profits [5;31];
- Conducts ruled by the Triple Bottom Line (TBL) precepts: in light of this approach, the sustainable development presents itself as a multinational construction that enhances economic, social and environmental duties equally [51;53];
- Organizational practices grounded in the precepts of a win-win relation between investment, society and environment [5];
- The inseparability among the environmental and socio-cultural protections, economic gain, the welfare of the collaborators and other stakeholders [24].

As to these specificities, what is observed is that sustainability increasingly starts to be an essential attribute to the organizational culture [6;11;26;31;54], as it: (1) promotes the requalification of strategic plans, respecting the present and future necessities of individuals, societies and planet [12;17;30]; (2) enhances the integration between the strategies and economic priorities through a “socially just”, “culturally compatible” and “environmentally friendly” development [51;55;56].

Through this prerogative, there is the possibility to promote changes in the constituent rhythm, signs, representations and values of the life cycle of the products and business plans [24] that will compose contemporary proposals for tourism. Specifically in this productive chain, sustainability must be assimilated and diffused as “a practice that takes into complete consideration its present and future economic status, socio-environmental impacts, the necessity of the visitors, tourism industry, environment and autochthon community” [10] by a decision-making process that must be participative, transparent and guided by instruments and/or indicators that determine the usufruct of the tourism resources [55;57].

That being said, a consensual growth in the sustainable practices linked to the hotel industry is observed [5;58]. In this context, Stylos and Vassiliadis [15] state that the hotel industry growth experienced in the last years caused a series of sustainable measures that focus on improving the image of these organizations, as well as providing them with a better efficacy, productivity and organizational results, not allowing these to interfere negatively in the socio-cultural, environmental and economic attraction coefficients of a specific territoriality [47]. In essence, theoretically, such actions will follow the same positions above highlighted, through a set of marketing strategies that cater to the necessities of its guests, stakeholders and tour operators [59].

In this scenario, it is internationally observed hotel sustainability programs like: *Green Hotels Association*, which aims the reduction of water and energy consumption and the generation of solid residues [51]; *Green Key – an Eco-label for Leisure Organizations*, whose intention is to amplify the level of awareness of the owners, collaborators and other stakeholders about the sustainability issues [57]. Through that context, Galpin, et al. [31] state that sustainability has been presenting itself as a relevant marketing strategy, but at the same time witnesses a gradual flaw in its demands. In a survey with more than 1,500 executives, Galpin, et al. mention that those sustainable practices do not expose significant social impacts and neither are seen as competitive advantages [31].

In this sense, what catches our attention in those sustainable initiatives is the fact that their operational scopes enhances, for the most part, the environmental issue [7;13;26;28;33], not being able to apply a holistic approach that indicates other sustainability dimensions [17;20;27;31;57].

IV. Results And Discussions

In order to validate this assignment hypothesis, three bibliometric analyses were developed through *Scopus*. Table 1 below shows the criteria used for its creation, presenting the methodological descriptions that culminate in the discussion of 40 academic assignments.

Table 01: Criteria for bibliometric analysis – a methodological approach.

Period	Keywords	Preliminary Criteria	Preliminary Results	Criteria for Reduction	Final Results	Analyzed Articles
04.14.2015	Hotel AND Planning AND Sustainability.	(1) Search Field Type: All Fields; (2) Date Range: 2010 to 2015; (3) Document Type: All.	1.551 Documents	(1) Subject Area Limited: "Business, Management and Accounting", "Social Science" e "Environmental Science"; (2) Document Type: Article. Preliminary Results: 1.015 articles (3) Years excluded: 2010, 2011 and 2012; Preliminary Results: 568 articles (4) Subject area excluded: Energy; Economics, Econometrics and Finance; Engineering; Decision Sciences; Earth and Planetary Sciences; Arts and Humanities; Computer Science; Agricultural and Biological Sciences; Medicine; Biochemistry, Genetics and Molecular Biology; Health Professions; Mathematics; Chemical Engineering; Psychology; and Materials Science; (5) Source Type: Journals	219 Articles	12
05.12.2015	Hotel Management AND Sustainable Tourism AND Certification	(1) Search Field Type: All Fields; (2) Date Range: 2011 to 2015; (3) Document Type: Article.	239 Articles	(1) Subject Area Limited: "Business, Management and Accounting", "Social Science" e "Environmental Science"; Preliminary Results: 216 Articles (2) Subject area excluded: Energy; Economics, Econometrics and Finance; Engineering; Decision Sciences; Medicine; Arts and Humanities; Earth and Planetary Sciences; Agricultural and Biological Sciences; Biochemistry, Genetics and Molecular Biology; Computer Science; Health Professions; Psychology; Materials Science; and Nursing.	158 Articles	12
03.21.2016	"Hotel Management" AND "Sustainable Development"	(1) Search Field Type: All Fields; (2) Date Range: 2012 to 2016; (3) Document Type: All.	120 Documents	(1) Subject Area Limited: "Business, Management and Accounting", "Social Science" e "Environmental Science"; (2) Document Type: Article.	76 Articles	16

A pertinent aspect that must be clarified is the relation between the final results presented by each bibliometry and the articles which were really analyzed. What assists this final selection can be explained as follows:

- The final results presented by *Scopus* not necessarily observed issues as frequency, intertwining and conceptual or methodological importance of the chosen terms. After all, this instrument is just designated for a scan of the selected keywords, not considering if the ramification of its conceptual or methodological fields may effectively offer – in this case – the real panorama of the sustainable development proposed to the contemporary hotel industry;

Proof of this manifests itself in the 233 keywords listed – arranged in Table 2 – by those 40 scientific articles. Their distribution occurred according to their affinity with the sustainability dimensions. The terms "Environmental Management", "Corporate Social Responsibility", "Hotel" and "Sustainability", "Sustainable Tourism" stand out as the five major frequencies of the bibliometric studies.

Table 02: Distribution and Frequency of Keywords.

DIMENSION	REFERENCE	REPETITIONS	FREQUENCY \cong (%)
ENVIRONMENTAL	Cleaner Production	1	0,43
	Conservation	1	0,43
	Corporate Environmentalism	2	0,86
	Eco-Certification	1	0,43
	Eco-Efficiency	1	0,43
	Eco-friendly Behavior	1	0,43
	Eco-initiatives	1	0,43
	Ecolabels	1	0,43
	Eco Cities	1	0,43
	Environment	1	0,43
	Environmental and Social Sustainability	1	0,43
	Environmental Behavior	1	0,43
	Environmental Certification	3	1,29
	Environment Concerns	2	0,86
	Environmental Management	5	2,15
	Environmental Management Strategy	1	0,43
	Environmental Management Systems	1	0,43
	Environmental Norms	1	0,43
	Environmental Performance	1	0,43
	Environmental Policy	1	0,43
	Environmental Protection	1	0,43
	Environmentally Friendly Destinations	1	0,43
	Environmentally Responsible Hotel	1	0,43
	Green Consumerism	1	0,43
	Green Globe	1	0,43
	Green Hotel	1	0,43
	Green Issues	1	0,43
	Green Lodging Best Management Practices	1	0,43
	Green Management	1	0,43
	Green Practices	2	0,86
	Greenwash	1	0,43
	ISO 14.001	2	0,86
	Proactive Environmental Strategy	1	0,43
Protected Area	1	0,43	
Water Resources Management	1	0,43	
	45	19,31	
SOCIAL	Community Development	1	0,43
	Community Tourism	1	0,43
	Corporate Responsibility	1	0,43
	Corporate Social Responsibility	10	4,3
	Customer Involvement	1	0,43
	Employees	2	0,86
	HR Practices	1	0,43
	Human Activities	1	0,43
	Organizational Climate	1	0,43
	Community Development	1	0,43
	Community Tourism	1	0,43
	Responsible Consumer Behavior	1	0,43
	Social Entrepreneurship	1	0,43
Social Internet	1	0,43	

Table 02: Distribution and Frequency of Keywords (Continuation).

DIMENSION	REFERENCE	REPETITIONS	FREQUENCY \cong (%)
SOCIAL	Social Media	1	0,43
	Social Responsibility	2	0,86
	Social Value	1	0,43
	Supply Chain Management	1	0,43
	Sustainable Communities	1	0,43
	Tourist Social Responsibility	1	0,43
		31	13,30
CULTURAL	Cross-cultural studies	1	0,43
	Cultural Heritage	1	0,43
	Cultural Preservation	1	0,43
	Sociocultural Change	1	0,43
		04	1,72
ECONOMIC	Competitive Advantage	1	0,43
	Developing Countries	1	0,43
	Economic Development	1	0,43
	Economics of Tourism	1	0,43
	Economic Performance	1	0,43
	Organizational Performance	1	0,43
		06	2,57
POLICY	Corporate Identity	1	0,43
	Local Community	1	0,43
	Organizational Behavior	1	0,43
	Organizational Culture	1	0,43
	Organizational Identity	1	0,43
	Organizational Image	1	0,43
	Stakeholders	3	1,29
	Triple Bottom Line	3	1,29
	Tourism Stakeholders	1	0,43
		13	5,58
OTHERS	AC2ID Test	1	0,43
	Accreditation	1	0,43
	Artic Destinations	1	0,43
	Applications	1	0,43
	Attitudes	1	0,43
	Behavior	1	0,43
	Brand Equity	1	0,43
	Branding Policies	1	0,43
	Case Study	1	0,43
	Catalonia	1	0,43
	China	1	0,43
	Competitive Synergy	1	0,43
	Communication	1	0,43
	Conjoint Analysis	1	0,43
	Consumer Intention	1	0,43
	Costa Rica	1	0,43
	Customer Behavior	1	0,43
	Customer Ratings	1	0,43
	Dynamic Modeling	1	0,43
	Ethical Obligation	1	0,43
	Future Management Systems	1	0,43
	Gamification	1	0,43
	Generation of Sustainable Value	1	0,43
	Geography	1	0,43

Table 02: Distribution and Frequency of Keywords (Continuation)

DIMENSION	REFERENCE	REPETITIONS	FREQUENCY \cong (%)
OTHERS	Gornje Podunavlje	1	0,43
	Holidays	1	0,43
	Hong Kong	1	0,43
	Hospitality	3	1,29
	Hospitality Industry	2	0,86
	Hospitality Management	2	0,86
	Hospitality Sector	1	0,43
	Hotel	5	2,15
	Hotel Customer Satisfaction	1	0,43
	Hotel Industry	1	0,43
	Hotel Management	2	0,86
	Hotel Management Contracts	1	0,43
	Hotel Selection Criteria	1	0,43
	Hotel Rating	1	0,43
	Inle Lake Myanmar	1	0,43
	Innovativeness	1	0,43
	Integrated Management Systems	1	0,43
	Learning Orientation	1	0,43
	London	1	0,43
	Luxury Tourism	1	0,43
	Malaysia	1	0,43
	Management	1	0,43
	Marriott Hotels	1	0,43
	Mass Tourism	1	0,43
	Mixed Method Research	1	0,43
	Model of Goal-directed Behavior (MGB)	1	0,43
	Modernisation	1	0,43
	Networks	1	0,43
	North-eastern Morocco	1	0,43
	OCBs	1	0,43
	Ontologies	1	0,43
	Operations	1	0,43
	Operations Strategies Configuration Model	1	0,43
	Optimal Control	1	0,43
	Owner-operator Split	1	0,43
	Perception	1	0,43
	Pressure	1	0,43
	Propensity Score Matching	1	0,43
	Quality Management Systems	2	0,86
	Responsible Tourism	1	0,43
	Role	1	0,43
Services	1	0,43	
Semantic Web	1	0,43	
Small and Medium Size Enterprises	1	0,43	
Spanish Hotel Industry	2	0,86	
Supply Management	1	0,43	
Strategy	2	0,86	
Strategic Management	1	0,43	
Sustainability	8	3,44	
Sustainable Development	2	0,86	
Sustainable Development Practices	1	0,43	
Sustainable Consumption	1	0,43	

Table 02: Distribution and Frequency of Keywords (Continuation).

DIMENSION	REFERENCE	REPETITIONS	FREQUENCY \cong (%)
OTHERS	Sustainable Hospitality	1	0,43
	Sustainable Hospitality	1	0,43
	Sustainable Management	1	0,43
	Sustainable Practices	1	0,43
	Sustainable Tourism	9	3,87
	Sustainable Tourism Indicator	1	0,43
	SWOT Analysis	1	0,43
	Thailand	1	0,43
	Theory of Planned Behavior (TPB)	1	0,43
	Theory of Trying	1	0,43
	Timor-Leste	1	0,43
	Tour Operator	2	0,86
	Tourism	4	1,72
	Tourism Impacts	1	0,43
	Tourism Certification	2	0,86
	Tourism Demonstration Effect	1	0,43
	Tourism Planning	1	0,43
	Tourism Products' Distribution	1	0,43
	Tourist Attitude	1	0,43
	Tourists' Sustainable Behavior	1	0,43
	Urban Destinations	1	0,43
	Vacation Purchasing	1	0,43
	VBN theory	1	0,43
	Visual Identity	1	0,43
Volunteer Tourism	1	0,43	
	134	57,52	

Nevertheless, there was the necessity of creating a categorization entitled “Dimension Others”, due to the fact that innumerable terms couldn’t fit the conceptual proposal in the other dimensions. Thus, 05 dimensions were established – environmental, social, cultural, economic, political and others – setting the goal of verifying the concentration areas in which the academic debates lie. Being this scenario presented, “Dimension Others” is detected for its expressiveness: 57,52%.

By analyzing its central proposals, many of them are not coherent with the precepts of the sustainable development listed in this assignment. Among the 133 ones arranged in “Dimension Others”, only 11 – *Generation of Sustainable Value; Responsible Tourism; Sustainability; Sustainable Development; Sustainable Development Practices; Sustainable Consumption; Sustainable Hospitality; Sustainable Management; Sustainable Practices; Sustainable Tourism; Sustainable Tourism Indicator* – drew inferences from this issue.

In this sense, the analysis of other dimensions becomes pertinent, observing their conceptual and/or methodological comprehension. This way, the “Dimension Others” and the “Social Dimension” present themselves as the second and third major representativenesses, with 19,31% and 13,30% respectively. Consequently, these three dimensions together have the expressiveness of 90,13%, revealing the following positions:

- From the environmental perspective: practices directly connected with the refinement of organizational results and identities are incorporated.
- From the social perspective: (1) actions, that for their most part, depict concern about the external environment, are presented, enhancing the investment-community relation. (2) key elements, which are definitely not relevant to the proposal for social responsibility, are presented [47], for example: *Social Entrepreneurship; Social Internet; Social Media; Social Responsibility; Social Value*.
- The inexistence of a more substantial social discourse oriented toward the internal organizational environment, as well as the disposition toward debates – as relevant as the socio-environmental dimensions – able to present more solid cultural, economic and political criteria, are presented.

For this reason, it is vital to recognize the methodological procedure of each work arranged in Table 3, presenting through a succinct way their objectives, main conceptual fields, results and ponderments.

Table 03: Description of every source used.

Bibliometric Analysis	Keywords	Years	Authors	Article	Journal
04.14.2015	Hotel AND Planning AND Sustainability	2013	INGELMO, I. A.	Design and development of a Sustainable Tourism Indicator based on human activities analysis in Inle Lake, Myanmar	Procedia - Social and Behavioral Sciences
			MARTINEZ, P.; et al.	Exploring the Role of CSR in the Organizational Identity of Hospitality Companies: A Case from the Spanish Tourism Industry	Journal of Business Ethics
		2014	CHOU, C. J.	Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes	Tourism Management
			PEREZ, A.	Sustainable Development and Stakeholders: A Renew Proposal for the Implementation and Measurement of Sustainability in Hospitality Companies	Knowledge and Process Management
			DEL BOSQUE, I. R.	Customer Involvement in Sustainable Supply Chain Management: A Research Framework and Implications in Tourism	Cornell Hospitality Quarterly
		2015	SIGALA, M.	A survey of social entrepreneurial community-based hospitality and tourism initiatives in developing economies	Worldwide Hospitality and Tourism Themes
			SLOAN, P.; et al.	Tourism stakeholders attitudes toward sustainable development: A case in the Arctic	Journal of Retailing and Consumer Services
			CHEN, J. S.	Environmental strategies and organizational competitiveness in the hotel industry: The role of learning and innovation as determinants of environmental success.	Tourism Management
			FRAJ, E.; et al.	Is your sustainability strategy sustainable? Creating a culture of sustainability	Corporate Governance
			GALPIN, T.; et al.	Hotel customers' environmentally responsible behavioral intention: Impact of key constructs on decision in green consumerism	International Journal of Hospitality Management
05.12.2015	Hotel Management AND Sustainable Tourism AND Certification	2010	JARVIS, N.; et al.	The benefits and challenges of sustainable tourism certification: A case study of the green tourism business scheme in the West of England:	Journal of Hospitality and Tourism Management
			SEGARRA-OÑA, M.; et al.	Does Environmental Certification Help the Economic Performance of Hotels?: Evidence from the Spanish Hotel Industry	Cornell Hospitality Quarterly
		2012	TYRRELL, T.; et al.	A Quantified Triple Bottom Line for Tourism: Experimental Results	Journal of Travel Research
			BOLEY, B. B.	Competitive synergy through practicing triple bottom line sustainability: Evidence from three hospitality case studies	Tourism and Hospitality Research
			UYYSAL, M.	Sustainable development practices in the hospitality industry: An empirical study of their impact on customer satisfaction and intentions	International Journal of Hospitality Management
05.12.2015	Hotel Management AND Sustainable Tourism AND Certification.	2014	BLACKMAN, A.; et al.	Does Tourism Eco-Certification Pay? Costa Rica's Blue Flag Program	World Development
			GEERTS, W.	Environmental certification schemes: Hotel managers' views and perceptions	International Journal of Hospitality Management
			MENSAH, I.	Stakeholder pressure and hotel environmental performance in Accra, Ghana	Management of Environmental Quality: An International Journal
		2015	RODRIGUEZ-ANTON, J. A.; et al.	Use of different sustainability management systems in the hospitality industry. The case of Spanish hotels	Journal of Cleaner Production
			SEVERO, E. A.	Generating sustainable value: Theories and practices:	Espacios
		2012	ARAGON-CORREA, J. A.; et al.	Sustainability issues and hospitality and tourism firms' strategies: Analytical review and future directions	International Journal of Contemporary Hospitality Management
			MOLINA-AZORIN; et al.	The effects of quality and environmental management on competitive advantage: A mixed methods study in the hotel industry	Tourism Management
			KHAIRAT, G.	Integrating sustainability into tour operator business: an innovative approach in sustainable tourism	Tourismos: an International Multidisciplinary Journal of Tourism
			MAHER, A.	Sustainability, daily practices and vacation purchasing: are they related?	Tourism Review
			PEREIRA, E. M.V.; et al.	Hotel employees' perceptions on corporate social responsibility: The case of Hong Kong	International Journal of Hospitality Management
03.21.2016	"Hotel Management" AND "Sustainable Development"	2013	ROMAGOSA, F., et al.	The role of tourism in sustainable development strategies	Tourismos: an International Multidisciplinary Journal of Tourism
			KASIM, A.; et al.	The importance of water management in hotels: a framework for sustainability through innovation	Journal of Sustainable Tourism
		2014	PEIRO-SIGNES, A.; et al.	The Impact of Environmental Certification on Hotel Guest Ratings	Cornell Hospitality Quarterly
			SUSSKIND, A. M.	Guests' Reactions to In-Room Sustainability Initiatives: An Experimental Look at Product Performance and Guest Satisfaction	Cornell Hospitality Quarterly
			STOJANOVIC, V.; et al.	The principles of sustainable development of tourism in the special nature reserve "Gornje Podunavlje" and their impact on the local communities	Acta geographica Slovenj

Table 03: Description of every source used (Continuation).

Bibliometric Analysis	Keywords	Years	Authors	Article	Journal
03.21.2016	"Hotel Management" AND "Sustainable Development"	2015	MARTÍNEZ, P. DEL BOSQUE, I. R.	Analyzing responsible corporate identity in the hospitality sector: a case study	Tourism, Culture & Communication
			MILLER, D.; et al.	Sustainable urban tourism: understanding and developing visitor pro-environmental behaviors	Journal of Sustainable Tourism
			NEGRUSA, A. L.; et al.	Exploring Gamification Techniques and Applications for Sustainable Tourism	Sustainability
			STYLOS, N. VASSILIADIS, C.	Differences in Sustainable Management Between Four- and Five-Star Hotels Regarding the Perceptions of Three-Pillar Sustainability	Journal of Hospitality Marketing & Management
			TEKKEN, V. KROPP, J. P.	Sustainable water management - perspectives for tourism development in north-eastern Morocco	Tourism Management Perspectives
		2016	YASOTHORNSRIKUL, P. BOWEN, D.	Tourism Demonstration and Value Change	International Journal of Tourism Research
			LOZANO, J.; et al.	The Greening Role of Tour Operators	Environmental Management
			MELISSEN, F.; et al.	Sustainability challenges and opportunities arising from the owner-operator split in hotels	International Journal of Hospitality Management

4.1. Discussions – Bibliometric Analysis – 04.14.2015

This first bibliometric analysis – see Table 1 and Table 3 – presents the specificities of 12 scientific articles published between the years of 2013 and 2015. On the whole, the following positions are observed:

1. Ingelmo [3] presents, through a case study, how sustainable tourism can be seen as a preventive measure. Hence, Ingelmo emphasizes the necessity of establishing a cargo capacity rate which seeks to balance the man-nature relationship. Thus, it is highlighted, for example, how the environmental practices are reflected, positively and/or negatively, on the socio-economic facets and vice versa, generating benefits and/or adversity to the autochthones and tourists;
2. Martínez et. al. [11] propose, through a case study, an explanatory research which demonstrates the influence of Corporate Social Responsibility (CSR) over the structure of the organizational mission, vision and values, so that a corporate image is the reflection of its internal identity;
3. Chou [26] assumes that the success of an investment, in relation to the sustainable practices, not only depends on its attitudes in regard to the environmental issues, but also on the actions, beliefs and behavior of its employees. Thus, through a quantitative analysis developed in 65 hotels in Taiwan, Chou demonstrates the relevance of an "organizational green climate" supported by a collective consensus;
4. Pérez and Del Bosque [51] discuss the inseparability between sustainable development (SD) and the stakeholders' relation management (SRM). From that, it is proposed, through a theoretical chart which associates the relation SD vs. SRM, a scale with 17 items distributed among the social, economic and environmental dimensions and that takes to a more detailed picture for the implementation of hotel sustainability;
5. Sigala [60] recognizes, through a literary revision, the environmental and social impacts that may appear during the course of the development of a green supply chain. To that end, Sigala offers a conceptual picture, based on existing studies, that makes it possible to present the role and the influence of the clients and the communities in the sustainability management;
6. Sloan, et al. [59] seek, through an inductive/quantitative research ruled by the precepts of a case study accomplished in developing countries – to enhance the good socio-environmental practices performed by the hotel industry, having as principle the logic of "social entrepreneurship" and "community tourism";
7. Chen [23] applies a quali-quantitative approach to understand the position of the stakeholders on a sustainable tourism development. He emphasizes the cultural preservation and environmental protection as pertinent precepts that draw inferences about the imposition of limits on tourism in the Arctic;
8. Fraj et. al. [28] state that the strategies and environmental innovations favor the organizational development and competitiveness. In this sense, present a summarized discussion of two aspects: (a) disseminating the importance of Proactive Environmental Strategies (PES) which allow the building of competitive advantages; (b) identifying the critical capacities/limitations to the success of the implementation of an EAP;
9. Galpin, et al. [31] present a multidisciplinary model, ruled by the *Triple Bottom Line* precepts, that helps the creation of a sustainable organizational culture from an individual angle, through collective engagement and through the building of a positive image/reputation capable of attracting collaborators, clients and investors;

10. Han and Yoon [27] state that, through the quantitative logic, the “greening” hotel process is seen as an essential precondition for attracting and retaining an even bigger number of eco-clients. For that, we have examined the aspects that influence the decision-making and behavior of these clients;
11. Longoni and Cagliano [24] discuss, through a quantitative analysis, if the contemporary strategic models provide debates on how the environmental and social priorities must be integrated to the organizational culture. They enhance the fact that this procedure improves organizational results, and also insure, in the long run, the success of a company;
12. Tolkach and King [14], based on a case study – supported by quantitative precepts – that was developed in the Democratic Republic of Timor-Leste, explore the way the perception of the stakeholders is essential for the building of community-based tourism. Therefore, they emphasize that the success in this practice will only be reached between the management necessities and the necessities of the stakeholders.

4.2. Discussions – Bibliometric Analyses – 12.05.2015.

This second bibliometric analysis – see Table 1 and Table 3 – also presents the specificities of 12 scientific articles published between the years of 2013 and 2015. Thus,

1. Jarvis, et al. [57] state, through a qualitative case study, benefits and challenges of the process of sustainable tourism certification. The opportunities for the reduction of operating costs - providing a considerable economy of financial resources, the moral and ethical role of sustainable organizations and the protection of environmental areas stand out, to name a few.
2. Segarra-Oña, et al. [32] discuss, through a quantitative analysis, the way ISO 14001 can be used for building a competitive differentiation in the Spanish hotel industry. Yet, they enhance the fact that the economic development of the enterprises that adopted this certification was higher than the development of those enterprises that didn't do it;
3. Tyrrel, et al. [9] present, through a quanti-qualitative analysis, the way tourism provides a unique opportunity for the promotion and development of TBL, generating gains in conservation and in the quality of life of the community and other stakeholders, without forgetting the ideals of the societies where tourism operates;
4. Boley and Uysal [20] state, through 3 case studies, the fact that the contemporary companies need to consolidate their efforts not only on the economic results, but also on their social and environmental development. In this context, they place emphasis on the issue of synergy leading to benefits, in which the reduction of environmental costs would be caused due to the degree of satisfaction of the collaborator;
5. Prud'homme and Raymond [21] state that, through the qualitative method, the responsible behavior of the guest influences the sustainability criteria of a hotel organization. In this sense, it is clear that any sustainable actions on the hotel administrative, management or operational characteristics will only be taken with the consent of their consumers, recognizing that such modifications may be a burden on the quality of the provided service and product;
6. Blackman, et al. [13] analyze the *Blue Flag Certification Program* in Costa Rica. Such authors suggest that the certification result in significant positive impacts to the local hotel industry, for example, the development of a reliable sign of the environmental quality from the beach communities;
7. Geerts [33] investigates, through qualitative precepts, the perception of a hotel group from London on the benefits of environmental certifications. In this sense, he declares: (a) certifications generally provide information and personalized expertise; (b) there is a significant economy of costs behind its acquirement;
8. Mensah [22] provides, through a quantitative analysis, empirical evidence which supports the fact that the stakeholders have significant influence on the performance of environmental companies;
9. Rodríguez-Antón, et al. [48] achieve a qualitative study of exploratory nature, which chiefly focuses on analyzing the management systems of the Spanish hotel industry, observing their inferences about the environmental regulations. They yet mention that some studies, that consider the adoption of these regulations, focus on the direct and indirect results that these processes generate to the company, putting aside strategic questions such as scope, sequence and integration of these normative instruments, in order to maximize their results even more;
10. Severo and Guimarães [18] emphasize the importance of the contemporary organizations incorporating not only their economic roles, but also their responsibility for the environment, the welfare of the stakeholders and their societies. Their discourses demonstrate that the adoption of socio-environmental practices provides the generation of sustainable organizational values, making the prospect for important competitive differentials possible;
11. Aragon-Correa, et al. [6] observe the relation between environment and hotel management through the environmental management systems. Besides, they identify a positive relation between environmental

proactivity and organizational capacities by means of an increasing amount of research addressed to the sustainability issue;

12. Molina-Azorín, et al. [30] observe, through a quali-quantitative analysis, the inseparable relation between environmental management and total quality management, examining its impacts on certain competitive advantages, such as the reduction of operational costs and market differentiations;

4.3. Discussions – Bibliometric Analyses – 03.21.2016

The second bibliometric analysis – see Table 1 and Table 3 – also presents the specificities of 16 scientific articles published between the years of 2012 and 2016. This way

1. Khairat and Maher [7] examined the experience of tour operators related to the adoption of sustainable practices in their businesses. Through a qualitative logic, they concluded that the tour operators would be able to: increase operational efficiency and business opportunities; elaborate competitive advantages; and improve corporate image;
2. Pereira, et al. [12] state, through a quantitative study, the urgent need to create and implement practices which insure the natural and cultural sustainability of the tourist destinations. For that, it is necessary to understand the complexities of the attitudes and behavior of the tourists, observing the way these complexities provoke the development of sustainable experiences;
3. Tsai, et al. [61] present a descriptive/qualitative study that has the intention to demonstrate the collaborators' perception of the CSR practices developed in the hotel industry of Hong Kong. They believe that gauging these perceptions is relevant, since this result will demonstrate the real perception of how the CSR goals are being accomplished;
4. Romagosa, et al. [4] perform approaches to sustainable tourism management with the intention of providing a conceptual picture of the management developed over the last years in Catalonia, Spain. What can be observed is the fact that there is the enhancement of the economic perspective, environmental sustainability, long-term competitiveness and the strategic development of the physical and human environment;
5. Kasim, et al. [5] propose a conceptual picture, innovative to the hotel water management. For that, they use the following approach: Innovative Reducing; Innovative Reusing; Innovative Reaching; and Innovative Recycling;
6. Peiró-Signes, et al. [58] measure, through a quantitative analysis applied to the clients of the hotel productive chain in Spain, the impact ISO 14001 has on these businesses. That way, they emphasize that this certification allows eco-clients fidelity, and also provides 4 star enterprises with competitive advantages;
7. Susskind [29] argues that green initiatives and sustainability present themselves as widely discussed issues in hotel design. In this way, the author discusses the reactions guests may have because of mechanisms, technologies and equipment that reduce the level of electric energy consumption;
8. Stojanovic, et al. [25] analyze, by means of a case study, the main criteria for sustainable tourism in protected areas. This way, they consider the principle of protection one of the necessary conditions for the sustainable tourism development;
9. Martínez and Del Bosque [16] develop explanatory research that analyses the associations between corporate identities, the social responsibility of management and organizational communication, using the case of Meliá Hotels International. The authors determine that this organization expects to develop efficient and effective measures while they increase the credibility of their organizational policies with proposals that go through the environmental, social and economic dimension of sustainability;
10. Miller, et al. [62] adopt a broader approach to the concern about sustainable tourism, and especially about the pro-environmental behavior analyses practiced in urban destinations, promoting the “urban green tourism” discussion. For that, they use mixed methods research for exploring the concept of sustainable cities and measure the pro-environmental behavior of the tourist in an urban context;
11. Negrusa, et al. [54] identified, through an explanatory multiple case study, the gamification techniques used for the tourism organizations in a way that the same ones could be in consonance with the main economic, social and environmental pillars of sustainability;
12. Stylos and Vassiliadis [15] reveal, through a quantitative study, how hotel management relates with the tridimensional concept of sustainability. Their results suggest that the star ratings assume a significant role in the economic and social viability. However, according to what these authors present, this ponderment does not apply to the environmental practices;
13. Tekken and Kropp [56] provide subsidies for water management in tourism. Through a case study, they present strategic measures to sustainable water management as a concrete support for the local policies;
14. Yasothornsrikul and Bowen [19] present, through a descriptive, exploratory and explanatory case study – the opinions of the autochthones on the socio-cultural effects the tourist activity exercises over their

societies. They emphasize the necessity of understanding “how, why and when” and not only “what” changes before their attitude, behavior and values and consumption patterns;

15. Lozano, et al. [63] demonstrate that tour operators can assume the coordinating role during the procedure for adopting environmental management. This way, they propose an environmental model that presents innumerable simplifying hypotheses, which focus on the environmental issues and make it possible to map the possible negative environmental impacts;
16. Melissen, et al. [17] emphasize the fact that the focus on contemporary hotel sustainability goes through the environmental issue. Such aspect doesn't make it possible to apply a systematic and comprehensive approach that relates the social, environmental and economic interactions and establishes “guidance/directive values” for all the relevant stakeholders. For that, they offer a preliminary map of the main issues, considering possible obstacles to the sustainability initiations, as well as possible approaches to overcoming them.

By observing these 40 scientific articles discourses, it is noticeable: the correlation between environmental responsibility practices and sustainability actions; the development of a social discourse that prevails, for its most part, issues related to the autochthon community, leaving aside internal aspects that are crucial to the logic of social responsibility; the fact these debates rarely lean toward the cultural, political and economic inferences, which are as indispensable as the socio-environmental ones to the practice of a sustainable development.

What is noticeable, however, is the fact that there is a need to diffuse an academic discourse which observes the sustainable tourism and/or hotel sustainability as a principle that presents:

- (1) the concern with ethically and morally correct attitudes that affect all the stakeholders involved in it [6;23;31];
- (2) the promotion of conducts that respect the standards for the universal declaration of human rights, for citizenship and civil society participation [64];
- (3) the respect for the environment [26;27;28];
- (4) the preservation and promotion of local culture [10;47;51;65];
- (5) a larger involvement in the communities where it is inserted, contributing toward the economic and human development of their individuals [3;22;31;48].

V. Conclusions

The proposal for this article sought to offer an explanatory study of the contemporary academic productions that mull over sustainable tourism and/or hotel sustainability. At first, it was created a hypothesis about the fact that these studies presented almost restrict results to external environmental and/or social dimensions. Such prerogative was corroborated at the end of this article.

From an environmental perspective, we must pay attention to the fact that such researches present actions that, for their most part, aim only for the increase in organizational productivity and the enhancement of their results and corporate images. This way, there is a need to propose measures that go beyond this scope. It is cited below, for example, the possibility of:

- Building environmental education programs which allow the visitors and autochthones to understand the fragility and specificities of their natural resources and ecosystems, thereby helping their protection and preservation;
- Establishing a cleaner production, which respects the limit of cargo capacity of their ecosystems;
- Forming an environmental management committee – constituted by managers, collaborators, experts and autochthon leaders – which will be responsible for measuring the future organizational impacts, diagnosing their inferences and extension. Such measure may also lean toward the cultural, economic and social dimensions.

From the social angle, what is noticeable is the fact that these organizations are only concerned about the reflection of their operations related to the social reality of their community. There is no intention of disregarding the importance of this positioning. Quite the opposite. However, it is opportune to highlight that the issues connected with social responsibility go far beyond this external perspective, and must, for example:

- Offer a structure of labor policies which allow social equality, independently of beliefs, gender, ethnicities and sexual orientation;
- Instigate the participation of collaborators in volunteer programs;
- Develop professional qualification programs and continuous professional training for their collaborators as well as the other members of their society;

- Insure the rights and dignity of their employees, as well as: life and health insurance; disability insurance, parental benefits, pension plan; stock purchase plan; among others;
- Establish a work policy which insures the vertical and horizontal growth of their professionals;
- Repudiate any type of activities that involve child labor, slave labor or sexual exploitation.

Besides these precepts, the contemporary researchers also need to correlate sustainability with the cultural, economic and political dimensions. Such connotations have not been given appropriate prestige by the contemporary sustainability management. From the cultural point of view, these organizations could: value cultures, identities, memories and material and non-material assets during the elaboration of their buildings, products and/or services; respect local traditions and beliefs, avoiding acculturation processes.

Through the economic dimension, it would be possible to: insure its long-term viability, guaranteeing all the stakeholders' benefits; maximize their contribution to the local economy through actions which avoid capital flight, stimulate intersectoriality through a partnership between suppliers and local distributors; designate a budget for the purchase of local inputs; among others. Lastly, through the politic dimension, these enterprises should insure: participative management that allows the stakeholders to have a relevant role in decision-making processes; the inclusion of sustainability criteria in the mission, vision and organizational values; promote a transparency policy, based on ethical and moral values in every and any instance of their productive chain; among others.

This way, if any tourism and/or hotel company desires to be considered sustainable, their strategic actions must contemplate all these dimensions, conforming to the specificities of their organizational reality.

References

- [1]. J. C. Henderson, J. C., Corporate social responsibility and tourism: Hotel companies in Phuket, Thailand, after the Indian Ocean tsunami, *International Journal of Hospitality Management*, 26(1), 2007, 228–239.
- [2]. P. Heikkurinen, Image differentiation with corporate environmental responsibility. *Corporate Social Responsibility and Environmental Management*, 17, 2010, 142–152.
- [3]. I. A. Ingelmo, Design and development of a Sustainable Tourism Indicator based on human activities analysis in Inle Lake, Myanmar. *Procedia - Social and Behavioral Sciences*, 130 (1), 2013, 262–272.
- [4]. F. Romagosa, G. K. Priestley, J. C. Llurdés, The role of tourism in sustainable development strategies. *Tourismos: an International Multidisciplinary Journal of Tourism*, 8 (2), 2013, 77–95.
- [5]. A. Kasim, D. Gursoy, F. Okumus, A. Wong, F., The importance of water management in hotels: a framework for sustainability through innovation. *Journal of Sustainable Tourism*, 22 (7), 2014, 1090–1107.
- [6]. J. A. Aragon-Correa, I. Martin-Tapia, J. Torre-Ruiz, Sustainability issues and hospitality and tourism firms' strategies: Analytical review and future directions. *International Journal of Contemporary Hospitality Management*, 27 (3), 2015, 498–522.
- [7]. G. Khairat, A. Maher, Integrating sustainability into Tour Operator Business: an innovative approach in Sustainable Tourism. *Tourismos: An International Multidisciplinary Journal of Tourism*, 7 (1), 2012, 213–233.
- [8]. ISO – International Organization for Standardization. (2010) *ISO 26000 - Social Responsibility*. Retrieved 05.14.2016 from: <http://www.iso.org/iso/home/standards/iso26000.htm>.
- [9]. T. Tyrel, C. M. Paris, V. Biaett., A Quantified Triple Bottom Line for Tourism: Experimental Results, *Journal of Travel Research*, 52 (3), 2012, 279–293.
- [10]. UNEP – United Nation for Environmental Programme, UNWTO – World Tourism Organization (2005) *Making tourism more sustainable: a guide for policy makers*. Retrieved 05.14.2016 from: <http://www.unep.fr/shared/publications/pdf/3207-TourismAgenda.pdf>.
- [11]. P. Martínez, A. Pérez, I. R. del Bosque, Exploring the Role of CSR in the Organizational Identity of Hospitality Companies: A Case from the Spanish Tourism Industry. *Journal of Business Ethics – Springer*, 124 (1), 2014, 47–66.
- [12]. E. M. V. Pereira, R. J. Mykletun, C. Hippolyte, Sustainability, daily practices and vacation purchasing: are they related? *Tourism Review*, 67 (4), 2012, 40–54.
- [13]. A. Blackman, M. A. Naranjo, J. Robalino, F. Alpizar, J. Rivera, Does Tourism Eco-Certification Pay? Costa Rica's Blue Flag Program. *World Development*, 58, 2014, 41–52.
- [14]. D. Tolkach, B. King, Strengthening Community-Based Tourism in a new resource-based island nation: Why and how? *Management*, 48 (1), 2015, 386–398.
- [15]. N. Stylos, C. Vassiliadis, D. Differences in Sustainable Management between Four- and Five-Star Hotels Regarding the Perceptions of Three-Pillar Sustainability, *Journal of Hospitality Marketing & Management*, 00, 2015, 01–35.
- [16]. P. Martínez, I. R. del Bosque, Analyzing Responsible Corporate Identity in the Hospitality Sector. *Tourism, Culture & Communication*, 14, 2015, 183–197.
- [17]. F. Melissen, R. V. Ginneken, R. C. Wood, Sustainability challenges and opportunities arising from the owner-operator split in hotels. *International Journal of Hospitality Management*, 54, 2016, 35–42.
- [18]. E. A. Severo, J. C. F. Guimarães, Gestão de Valor Sustentável: Teorias e Práticas, *Espacios*, 35 (8), 2014, 01–15.
- [19]. P. Yasothornsrikul, D. Bowen, Tourism Demonstration and Value Change. *International Journal of Tourism Research*, 17, 2015, 96–104.
- [20]. B. B. Boley, M. Uysal, Competitive synergy through practicing triple bottom line sustainability: Evidence from three hospitality case studies. *Tourism and Hospitality Research*, 13 (4), 2013, 226–238.
- [21]. B. Prud'homme, L. Raymond, Sustainable development practices in the hospitality industry: An empirical study of their impact on customer satisfaction and intentions. *International Journal of Hospitality Management*, 34 (1), 2013, 116–126.
- [22]. I. Mensah, Stakeholder pressure and hotel environmental performance in Accra, Ghana. *Management of Environmental Quality: An International Journal*, 25 (2), 2014, 227–243.
- [23]. J. Chen, Tourism stakeholders attitudes toward sustainable development: a case in the Arctic. *Journal of Retailing and Consumer Services*, 22 (1), 2015, 225–230.

- [24]. A. Longoni, R. Cagliano, Environmental and social sustainability priorities. Their integration in operations strategies, *International Journal of Operations & Production Management*, 35 (2), 2015, 216-245.
- [25]. V. Stojanovic, J. Dordevic, L. Lazic, I. Stamenkovic, V. Dragicevic, The principles of sustainable development of tourism in the special nature reserve "Gornje Podunavlje" and their impact on the local communities, *Acta Geographica Slovenica*, 54 (2), 2014, 391-400.
- [26]. C. J. Chou, Hotel's environmental policies and employee personal environmental beliefs: interactions and outcomes, *Tourism Management*, 40 (1), 2014, 436-446.
- [27]. H. Han, H. J. Yoon, Hotel customers' environmentally responsible behavioral intention: Impact of key constructs on decision in green consumerism, *International Journal of Hospitality Management*, 45 (1), 2015, 22-33.
- [28]. E. Fraj, J. Matute, I. Melero, Environmental strategies and organizational competitiveness in the hotel industry: The role of learning and innovation as determinants of environmental success, *Tourism Management*, 46 (1), 2015, 30-42.
- [29]. A. M. Susskind, Guests' Reactions to In-Room Sustainability Initiatives: An Experimental Look at Product Performance and Guest Satisfaction, *Cornell Hospitality Quarterly*, 55 (3), 2014, 228-238.
- [30]. J. F. Molina-Azorín, J. J. Tarí, J. Pereira-Moliner, M. D. López-Gamero, E. M. Pertusa-Ortega, The effects of quality and environmental management on competitive advantage: A mixed methods study in the hotel industry, *Tourism Management*, 50 (1), 2015, 41-54.
- [31]. T. Galpin, J. L. Whittington, G. Bell, Is your sustainability strategy sustainable? Creating a culture of sustainability, *Corporate Governance*, 15 (1), 2015, 1-17.
- [32]. M. V. Segarra-Oña, A. Peiró-Signes, R. Verma, L. Miret-Pastor, Does environmental certification help the economic performance of hotels? Evidence from the Spanish hotel industry, *Cornell Hospitality Quarterly*, 53 (3), 2012, 242-256.
- [33]. W. Geerts, Environmental certification schemes: Hotel managers' views and perceptions, *International Journal of Hospitality Management*, 39 (1), 2014, 87-96.
- [34]. Accor Hotels (2015) *Accor Hotels WorldWide*. Retrived 05.12.2016 from: <http://www.accorhotels-group.com/en/group/accorhotels-worldwide.html>
- [35]. Accor Hotels (2016) *Sustainable Development – Reinvent Hotels*. Retrived 05.12.2016 from: <http://www.accorhotels-group.com/en/sustainable-development.html>.
- [36]. Starwoods Hotels and Resorts (2016) *Our Company*. Retrived 05.15.2016 from: http://www.starwoodhotels.com/index.html?&language=en_US&localeCode=en_US.
- [37]. Starwoods Hotels and Resorts (2016) *Global Citizenship - Sustainability*. Retrived 05.15.2016 from: http://www.starwoodhotels.com/corporate/about/citizenship/sustainability/index.html?&language=en_US&localeCode=en_US
- [38]. H. Ascerald, *Sentidos da sustentabilidade urbana* (Rio de Janeiro, Brazil: DP&A, 2001).
- [39]. C. Robson, *Real World Research Design: a resource for users of social research methods in applied settings* (West Sussex: John Wiley & Sons, Ltd., 2011).
- [40]. J. W. Creswell, *Research Design: qualitative, quantitative and mixed methods approaches* (Thousand Oaks: Sage Publications, Inc., 2003).
- [41]. R. A. Singleton Jr., B. C. Straits. *Approaches to Social Research* (Oxford: Oxford University, Press, Inc., 2010).
- [42]. A. J. Veal, *Research methods for leisure and tourism* (Prentice Hall: Pearson Education Limited, 2011).
- [43]. A. J. Veal, *Research methods for leisure and tourism* (Prentice Hall: Pearson Education Limited, 2011).
- [44]. J. F. Hair Jr., B. Babim, A. H. Money, P. Samouel, *Fundamentos de Métodos de Pesquisa em Administração* (Porto Alegre, Brazil: Bookman, 2005).
- [45]. A. Phillipi Jr., A. J. S. Neto, *Interdisciplinaridade em ciência, tecnologia e inovação* (São Paulo, Brazil: Manole, 2011).
- [46]. M. B. Miles, A. M. Huberman, J. Saldaña, *Qualitative data analysis: a methods sourcebook* (Thousand Oaks: Sage Publications, Inc., 2014).
- [47]. R. A. Santos, M. P. Méxas, M. J. Meiriño, Sustainability and Hotel Business: criteria for holistic, integrated and participative development, *Journal of Cleaner Production*, 2016, DOI: 10.1016/j.jclepro.2016.04.098.
- [48]. J. M. Rodriguez-Antón, M. M. Alonso-Almeida, M. S. Celemin, L. Rubio, Use of different sustainability management systems in the hospitality industry. The case of Spanish hotels, *Journal of Cleaner Production*, 22 (1), 2012, 76-84.
- [49]. UNWTO – World Tourism Organization (2015) *UNWTO Tourism Highlights 2015 Edition*. Retrived 05.19.2016 from: <http://www.e-unwto.org/doi/pdf/10.18111/9789284416899>
- [50]. UNWTO – World Tourism Organization, *UNWTO Tourism Highlights 2013 Edition* (Madrid, Spain: United Nations World Tourism Travel World Organization, 2013).
- [51]. A. Pérez, I. R. del Bosque, Sustainable Development and Stakeholders: A Renew Proposal for the Implementation and Measurement of Sustainability in Hospitality Companies, *Knowledge and Process Management*, 21 (3), 2014, 198-205.
- [52]. J. Swarbrooke, *Sustainable tourism management* (UK: CABI Publishing, 1999).
- [53]. J. Elkington, *Cannibals with Forks, the Triple Bottom Line of 21st Century Business* (Oxford, UK: Capstone Publishing, 1997)
- [54]. A. L. Negrusa, V. Toader, A. Sofică, M. F. Tutunea, R. V. Rus, Exploring Gamification Techniques and Applications for Sustainable Tourism, *Sustainability*, 7, 2015, 11160-11189.
- [55]. J. K. Roehrich, J. Grosvold, S. U. Hojmosse, Reputational risks and sustainable supply chain management: decision making under bounded rationality, *International Journal of Operations & Production Management*, 34 (5), 2014, 695-719.
- [56]. V. Tekken, J. P. Kropp, Sustainable water management - perspectives for tourism development in north-eastern Morocco, *Tourism Management Perspectives*, 16, 2015, 325-334.
- [57]. N. Jarvis, C. Weeden, N. Simcock, The Benefits and Challenges of Sustainable Tourism Certification: A Case Study of the Green Tourism Business Scheme in the West of England, *Journal of Hospitality and Tourism Management*, 17(1), 2010, 83-93.
- [58]. A. Peiró-Signes, M. V. Segarra-Oña, R. Verma, J. Mondéjar-Jiménez, M. Vargas-Vargas, The Impact of Environmental Certification on Hotel Guest Ratings, *Cornell Hospitality Quarterly*, 55 (1), 2014, 40-51.
- [59]. P. Sloan, W. Legrand, C. Simons-Kaufmann, A survey of social entrepreneurial community-based hospitality and tourism initiatives in developing economies. A new business approach for industry, *Worldwide Hospitality and Tourism Themes*, 6 (1), 2014, 51-61.
- [60]. M. Sigala, Customer Involvement in Sustainable Supply Chain Management: A Research Framework and Implications in Tourism, *Cornell Hospitality Quarterly*, 55, 2014, 76-88.
- [61]. H. Tsai, N. K. F. Tsang, S. K. Y. Cheng, Hotel employees' perceptions on corporate social responsibility: The case of Hong Kong, *International Journal of Hospitality Management*, 31, 2012, 1143-1154.
- [62]. D. Miller, B. Merrilees, A. Coghlan, Sustainable urban tourism: understanding and developing visitor pro-environmental behaviours, *Journal of Sustainable Tourism*, 23 (1), 2015, 26-46.
- [63]. J. Lozano, I. Arbulú, J. Rey-Maqueira, The Greening Role of Tour Operators, *Environmental Management*, 57, 2016, 49-61.

- [64]. United Nations Human Rights (2011) *Guiding principles on business and human rights*. Retrived 05.26.2016 from: http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf
- [65]. E. Cohen, Authenticity and Commoditization in Tourism. *Annals of Tourism Research*, 15 (1), 1988, 371-386.

Rodrigo Amado dos Santos:



Graduated in Tourism at the Methodist University of Piracicaba (2003) and Masters Degree in Social Science at the São Paulo State University (2009). In 2014 began his Doctoral Degree at the Fluminense Federal University at the Graduate Program in Sustainable Management Systems, being approved in first place in its selective process. Nowadays he is a professor at the Federal Rural University of Rio de Janeiro, Department of Domestic Economy and Hotel Business, Seropédica Campus, Rio de Janeiro – Brazil. In this University he currently teaches: hotel business and social service at the graduation level; gives classes at the MBA degree in Hotel Business Management; and is also an invited professor at the Graduate Program in Agricultural Education. He has experience in interdisciplinary and applied social science areas – especially in tourism and hotel businesses – focusing in: organizational management, sustainable development, corporate social responsibility and total quality management systems.

Mirian Picinini Méxas:



PHD in Civil Engineering at the Fluminense Federal University in the following area: Management, Production, Quality and Sustainable Development Systems. Masters Degree in Systems Engineering and Computers at the COPPE_UFRJ. MBA Degree in Business Administration at the Fluminense Federal University. Post-graduated in Planning, Creation and Management of EaD at the Fluminense Federal University. Graduated in Math at the Fluminense Federal University. She has a certification in Projects Management. Her professional experiences includes: projects management; business analyst; management of development and system maintenance teams, working with multi-functional teams and with hired companies since the process of supplier selection, evaluation, purchasing until the service implementation; analyses and systems programming. Nowadays, she is a professor at graduated level in Accounting and Actuarial Science at the Fluminense Federal University. Professor of Doctoral Program in Sustainable Management Systems and Masters Program on Management Systems at the Fluminense Federal University, under research line of Sustainable Organizational Management.

Marcelo Jasmim Meiriño:



PHD in Civil Engineering at the Fluminense Federal University in the following area: Management, Production, Quality and Sustainable Development Systems. Masters Degree in Civil Engineering at the Fluminense Federal University. Post-Graduated in Sustainability and Energy Efficiency in Buildings at the Fluminense Federal University. Graduated in Architecture and Urbanism at the Rio de Janeiro Federal University and also in Safety at Work Engineer at the Fluminense Federal University. Professor at the Engineering School at the Fluminense Federal University; Professor of Doctoral Program in Sustainable Management Systems and Masters Program on Management Systems at the Fluminense Federal University. Coordinator, Researcher and Consultant at the Technology, Innovation and Sustainability Research Centre. Member of the Commission of Social Responsibility from Brazilian Institute of Oil, Gas and Biofuels. Coordinator of National Congress for Excellence in Management. Evaluator of journals and academic events.