

# **CSR Policies in the Viennese Hotel Industry**

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**The performance check between chain-wide CSR policies and  
their implementation in individual properties**

Bachelor Thesis for Obtaining the Degree

Bachelor of Business Administration

Tourism and Hospitality Management

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## **Affidavit**

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

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## Abstract

Corporate Social Responsibility (CSR) has gained increasing importance in the past two decades, making it a central aspect of most business strategies. Within the tourism industry the topic is of particular interest, as tourism by its very nature results in numerous negative impacts on destinations and demands for strategies aiming at the preservation or improvement of the environment, economy, and social standards, where a tourism business is situated. Apart from developing strategies that address these needs, companies' should also focus on transparency when executing responsible business activities, to acknowledge requirements of stakeholders and increase the degree of credibility.

The present research aimed at investigating differences between chain-wide CSR strategies and which aspects of them are implemented at individual hotel properties situated in Vienna. In addition to exploring discrepancies between the strategies, the reasons for these were assessed critically. Moreover, a focus was put on the management processes governing the implementation and controlling of chain-wide strategies at the properties, to provide insight into the operational processes of international hotel chains. The sample was composed of five hotel chains and properties respectively.

The major findings were that hotel properties exceeded chain-wide strategies in the majority of cases, indicating a high degree of commitment to CSR within the up-scale Viennese hotel sector. No specific region of low performance could be identified for either the chain or the hotels. Moreover, it was found that deviations between the strategies were predominantly due to cultural and geographical differences and proved to be a positive aspect in this research sample. Individual hotel properties demonstrated to have some degree of autonomy in their decision making, enabling them to tailor their strategies to the needs of their regions of operation. Nevertheless, chain-wide strategies had to be implemented, and provide the basis for individual strategies, which was an important aspect ensuring coherence between the different hotels belonging to a chain.

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## List of Abbreviations

CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
Hilton WW	Hilton Worldwide
IHG	InterContinental Hotels Group
Marriott Int.	Marriott International
NGO	Non-Governmental Organization
Rezidor HG	Rezidor Hotel Group
WBCSD	World Business Council for Sustainable Development

# 1 Introduction

## 1.1 Background

Tourism is one of the fastest growing industries in the world, making it an important contributor to the world economy. On a global basis, tourism currently generates approximately 9% of the gross domestic product (GDP) (World Travel & Tourism Council, 2013). Additionally to economic success, however, companies are increasingly taking their social and environmental impacts into consideration and create business strategies that account for these. Within the tourism industry this subject seems to be of particular importance as continuous tourism development results in numerous negative impacts on destinations, including energy and water consumption, loss of biodiversity, increased pollution, waste management problems, and sexual or financial exploitation to only name a few (Lund-Durlacher, 2013). These problems induce tourism businesses to operate in a way that mitigates these effects and indicate that there are numerous opportunities of doing so. Including Corporate Social Responsibility (CSR) in daily operations and company philosophy has therefore become a key part of conducting business in the industry.

It can be observed that CSR has gained increasing importance over the past two decades (e.g. El Dief & Font, 2010; Font et al., 2012; de Grosbois, 2012), supporting the belief that business responsibility goes beyond mere legal compliance and producing financial returns. Tourism, in its nature is a field where the implementation of CSR policies is of particular importance, since the success of every tourism business depends on the preservation of the destination it is situated in (Bader, 2005; El Dief & Font, 2010; Lund-Durlacher, 2013). The UNEP and UNWTO (2005), have therefore defined sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". Thereby stressing the importance of tourism businesses to not only focus on present success, but also incorporate the future, as well as the needs of various stakeholders and other parties of importance. Tourism businesses usually have numerous stakeholders which should be taken into consideration when creating a CSR strategy, these include employees, guests, investors, local

communities, government executives, NGOs, and media (Lund-Durlacher, 2013). Incorporating these stakeholders, as well as the different dimensions of importance, when creating an expectantly meaningful strategy is making the topic of sustainable tourism, and CSR in particular, increasingly complex.

This complexity is reflected by substantial research in the field of CSR and sustainable tourism development that has already been conducted (e.g. Andereck, 2009; Bohdanowicz & Zientara, 2008; Font et al., 2012; Giraldo et al., 2006; Suarez-Serrano, 2009; Tepelus, 2010; de Grosbois, 2012). It appears that there are various aspects of CSR that seem to be of particular interest to the industry, such as consumers' behaviour in relation to various policies, furthermore, the application of different certification schemes and their credibility, or the actual effects CSR practices have on community development, employee well-being and the environment. However, another important, but not yet thoroughly researched part of sustainable development in the tourism industry is how chain hotels manage their CSR strategies and govern the implementation of these at their numerous properties. Those are often situated all over the world, requiring different plans of action. This indicates that the implementation of CSR strategies in individually owned properties and chain-managed hotels differs substantially. Not only do hotel chains have higher financial means to realize their goals, but they also have to pay particular attention to the fact that each hotel should represent what the brand communicates. Nevertheless, it is common that chain-wide CSR strategies and what parts of it are actually applied at the hotels vary considerably (Font et al., 2012). This research aims at providing further insight into the management and implementation process of corporate strategies in individual hotels and critically assesses the causes for the *"disclosure-performance gap"* identified by Font et al. (2012) and de Grosbois (2012).

## **1.2 Problem Definition and Research Objectives**

The research presented aims at providing further insight into the CSR policies implemented in the Viennese hotel industry. Its main focus is put on a performance check between chain-wide CSR strategies and the implementation of these at individual premises. There were five hotel chains and hotels included in the research respectively:

- **Accor Hotels:** Sofitel Vienna
- **Hilton Worldwide:** Hilton Vienna Plaza
- **InterContinental Hotels Group:** InterContinental Vienna
- **Marriott International:** Vienna Marriott Hotel
- **Rezidor Hotel Group:** Radisson Blu Style Hotel

Based on this research sample the central questions to be answered are:

- To what extent do corporate and individual CSR strategies and policies differ from each other?
- What are the reasons for these discrepancies?
  - Challenges when implementing policies, or
  - Difficulties in managing a CSR program, or
  - Desired differences.

The research was designed in form of a case study analysis, which was expected to provide most relevant insight into the topic and support the following hypotheses:

- Hypothesis<sub>1</sub>: Chain-wide and individual CSR strategies comprise different policies.
- Hypothesis<sub>2</sub>: Extensive chain-wide CSR strategies imply more extensive strategies in individual properties.
- Hypothesis<sub>3</sub>: Hotels are obliged to implement policies developed by the hotel chain.
- Hypothesis<sub>4</sub>: When implementing chain-wide CSR policies individual properties are facing challenges.
- Hypothesis<sub>5</sub>: The management process of CSR strategies poses difficulties for hotel properties.
- Hypothesis<sub>6</sub>: The discrepancy between chain-wide and individual CSR strategies is deliberate.

### **1.3 Structure of the Thesis**

The first part of the thesis aims at demonstrating the importance of the tourism industry on a global scale and stresses the significance of CSR for tourism businesses. The reader is furthermore provided with an overview of prevailing research topics within the realms of sustainable tourism and CSR in particular, which constitute the background for this particular research. After this introduction to the topic, the goals of the thesis are explained, providing an overview of the research sample chosen as well as the research questions and hypotheses that were ought to be answered and investigated. The following chapter provides insight into the existent literature concerning the topic of CSR. In this section the historical background of the concept and its importance for hospitality businesses and consumers in the tourism industry are discussed thoroughly. Definitions of CSR prevailing today are presented and evaluated. Moreover, the reporting and performance standards existent in the industry are analysed in great detail, as these form an important basis for the research conducted.

The methodology section of the thesis includes the empirical approach that was taken to answer the research problem. First the reasoning for choosing a case study approach to investigate the questions at hand is discussed. This is followed by the systematic selection of the research sample. Additionally, the two types of data collection, quantitative and qualitative, employed in this research are presented to the reader to fully describe the data collection process undertaken. After illustrating how the data was obtained the results are introduced. This part of the thesis contains a presentation of the indicators investigated and the performance of each hotel chain and property. Moreover the perceptions of interview partners are presented. The results of these two investigations are then combined to answer the research questions sufficiently and confirm or reject the hypotheses, as well as assess the causes for discrepancies between chain-wide and individual strategies. The limitations of the research are also discussed. The final chapter provides a conclusion of the findings and recommendations on further research.

## 2 Literature Review

### 2.1 Emergence and Definition of CSR

To provide the reader with a better understanding of the concept of CSR and what is included in it the author decided to present the origins of CSR and what its meaning is as of today. Although CSR has only gained significant importance for governments, non-governmental organizations, customers, the public and other stakeholders during the past 20 years (El Dief & Font, 2010; Font, et al., 2012; de Grosbois, 2012), the concept itself is not entirely new. The first notions of greater responsibility when conducting business have occurred in the beginning of the eighteenth century. *Cadbury* and *Johnson&Johnson* were amongst the first companies to identify the benefits of conducting business socially for increased business success (Katsoulakos et al., 2004). As early as in 1953, H.R. Bowen stated that it should be the responsibility of every businessman to conduct business in a way that is beneficial for society (Tepelus, 2010). Nevertheless, up to the early 1960s it was common that companies operated regardless of any social concerns, limiting their social and environmental efforts to charitable donations (de Grosbois, 2012). Friedman (1970) advocated an even more radical theory in his article "The Social Responsibility of Business is to Increase its Profits". As the title suggests his view on companies' rights and duties were limited to creating shareholder value in terms of profit. Nevertheless, supporting H.R. Bowen's philosophy, in the 1970s and 1980s perceptions of business activities changed especially amongst consumers, leading to the emergence of a "social contract", which proposed that "firms' activities are permitted as long as they are for the wider benefit of society" (Beauchamp & Bowie, 1993; Goodpaster & Matthews, 1982; cited in Mitchell, 2006). However, it was still not clearly defined what society regarded as valuable. Therefore, during the 1990s a growing number of sustainability concepts were initiated, aiming at providing a common understanding of what was, and sometimes still is, considered beneficial for society (Katsoulakos et al., 2004; Tepelus, 2010). Carroll (1991) provided one of the most widely accepted theories, suggesting the division of corporate responsibilities into economic, legal, ethical and philanthropic responsibilities, which can be seen in more detail in Figure 1. When looking at the pyramid Carroll (1991) presented, it can be easily seen that economic responsibilities are considered the

basis for all other responsibilities. Highlighting the fact that being successful is the most important part of conducting business and essential for the introduction of operations that go beyond merely making profit.

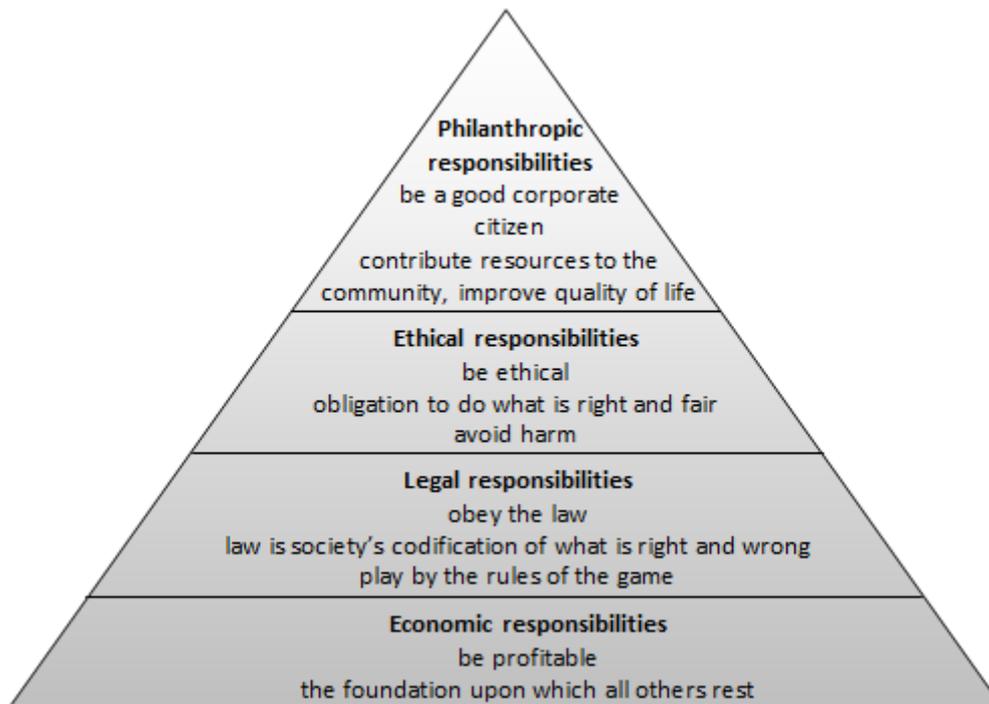


Figure 1 – Carroll's pyramid of CSR (Carroll, 1991)

Today, there are numerous definitions revolving around the topic of CSR. The Cambridge Business English Dictionary (2012) defines it as: “the idea that a company should be interested in and willing to help society and the environment as well as be concerned about the products and profits it makes”. Whereas the Business Dictionary (2012) describes it as: “a company’s sense of responsibility towards the community and environment (both ecological and social) in which it operates. Companies express this citizenship (1) through their waste and pollution reduction processes, (2) by contributing educational and social programs, and (3) by earning adequate returns on the employed resources”. Although these definitions seem to be self-explanatory the European Commission serves as a good example as how complex the idea of CSR is, and how the constantly changing business environment is affecting it. Formerly, in 2006, the European Commission defined CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary

basis." In October 2011, this definition was changed to: "It states that to fully meet their social responsibility, enterprises should have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders". Therefore, also incorporating the idea of increasing positive impacts and decreasing negative ones (European Commission, 2013).

Additionally to deviating definitions there are numerous terms in use to describe CSR, such as corporate citizenship, corporate sustainability, corporate responsibility or responsible business (Bohdanowicz, Zientara, & Novotna, 2011). Although differing definitions and terms are existent, it seems that an agreement has been achieved concerning the comprehensive scope of CSR, i.e. linking economic, social and environmental performance of a company and its voluntary nature (Bohdanowicz & Zientara, 2008; Font et al., 2012; Tepelus, 2010; WBCSD, 1999). Font et al. (2012) argue that this agreement is also reflected in the „most widely adopted CSR reporting standard, the Global Reporting Initiative (GRI)”, which is based on the above mentioned three dimensions of CSR. In this context de Grosbois (2012) refers to the World Business Council for Sustainable Development’s (WBCSD) definition of CSR, specifying that “CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large” (WBCSD, 1999). However, it has to be clearly stated that CSR involves more than incorporating the three pillars into parts of operations, meaning that it is essential to develop a strategy that involves the entire business and all operations associated with it (Coles et al., 2013). For this particular research the term CSR is understood as an ongoing development in businesses incorporating the three dimensions presented.

## **2.2 CSR in the Hospitality Industry**

As previously discussed the term CSR is widely used to describe the combined social, economic and environmental (e.g. Bohdanowicz & Zientara, 2008; Font et al., 2012; Tepelus, 2010; WBCSD, 1999) efforts of a company. These have been increasingly adopted by tourism businesses to guide the overall business strategy. This development seems to have occurred especially due to the fact that tourism’s

importance for economies makes it a significant sector for the initiation of sustainable practices on a global basis (Budeanu, 2005). The World Travel & Tourism Council (2013) reported that the industry's contribution to world GDP in 2012 was 9%, showing a growth of 3.2%. It was furthermore investigated that total employment in the sector increased by four million to 101 million jobs. While this is a very positive development it also means that responsibilities within the industry increase. In this context, de Grosbois (2012) identified that "the tourism industry, while potentially bringing economic and social benefits to destinations can also have huge negative economic, social and environmental impacts". Although the effects of tourism on destinations are not a new concern, the public awareness is growing (El Dief & Font, 2010; Font et al., 2012; George & Frey, 2010; de Grosbois, 2012; Kang et al., 2010), further stressing the need for successful and transparent CSR strategies.

Since this research is focused on the hospitality industry the impacts of hotels on their operating environment are of particular importance. Similarly to tourism in general El Dief & Font (2010), stated that hotel development can lead to a considerable deterioration of the environment in a destination. Thereby indicating the importance of environmental policies for hotels by their very nature. This is supported by Bader (2005), who stated that "hotels are not destinations as such" but that tourists are usually looking for an establishment that is close to what they wish to encounter. Therefore stressing the dependence of hotels on the destination they are situated in. El Dief & Font (2010) furthermore argue that hotels are especially attractive for the implementation of CSR strategies, since they provide valuable opportunities to reduce cost and environmental impacts while simultaneously enhancing the customer experience. More specifically, a hotel's water and energy consumption, as well as their waste production are usually above average, making them the ideal target for sustainable efforts (Bohdanowicz, 2005). Moreover, if done correctly these efforts are likely to be beneficial to guests as well as the hotel itself. As Bader (2005) suggested, "the financial implications of sustainable business practices are very tangible, as costs are reduced, profits rise, asset value increases and long-term success is ensured. In addition, the source of profitability, the environment, is also preserved; these are results that any knowledgeable hotelier would covet." As Kang, Lee, & Huh (2010) found out, CSR activities seem to have a positive impact on the perceived value of hotels. However,

it was also investigated that there was no significant impact on the profitability of the businesses (Kang, Lee, & Huh, 2010). This could be due to the fact that the measurement of CSR and its effects is very difficult, as it is hard to assign in- or decreases in profit to a particular policy or action. For example, selling fair trade products could be the reason for guests to book a hotel, as well as a nice view and perfect location could be, without the guest even thinking about the fair trade products offered. Some authors have therefore focused on consumers' perceptions in relation to CSR practices (e.g. Andereck, 2009; Becker-Olsen, Cudmore, & Hill, 2006; Kim, Kang, & Mattila, 2012)

### **2.3 CSR and Consumers**

Since the success of every hotel is dependent on guest satisfaction, the effects of CSR on consumer behaviour are an important topic. Again, referring to Carroll's (1991) pyramid, ensuring profitability is the basis for running a successful business. Furthermore, customers today are increasingly looking for companies that engage in socially responsible activities. However, as Becker-Olsen, Cudmore and Hill (2006) suggest, this engagement has to be perceived by the customer as something truly positive and not a mere marketing strategy. They found that it is crucial for businesses to find social activities that fit their goals and can be considered an expression of their values. Supporting this view Kim, Kang, & Mattila, (2012) stated that "the company's perceived motivation to engage in CSR activity can affect consumers' willingness to reward the company". Moreover, even if actions are profit oriented, customers are not appalled as long as the company does not disclose these initiatives as something entirely ethical (Becker-Olsen, Cudmore, & Hill, 2006). It can therefore be observed that honesty when conducting business is considered more important than engaging in social activities. Nevertheless, while customers are essentially looking for a product or service that satisfies their underlying need, social initiatives can lead to a competitive advantage (Becker-Olsen, Cudmore, & Hill, 2006); clearly showing the importance of CSR for strategic business plans. Apart from the fact that social activities should "fit" the company, it is also important when these activities are undertaken. Becker-Olsen, Cudmore, & Hill (2006) argue that preventive initiatives find ready acceptance, whereas proactive actions are rather unsuccessful. It makes sense that companies only acting socially responsible

upon public scandals will lose credibility in terms of their honest dedication in the eyes of the customers.

Although the findings presented above reveal that customers are generally positive about CSR activities, it has to be noted that not all customers are the same, especially when it comes to tourism. When investigating different types of tourists, it becomes apparent that those interested in nature-based tourism put special importance to responsible innovations; whereas others do consider such actions “important and valuable” but do not focus on them to the same extent (Andereck, 2009). Moreover, Andereck (2009) found that younger guests put a greater focus on responsible efforts than older people. This is also supported by a survey The Nielsen Company undertook and published in 2012. They investigated that younger consumers show a higher willingness to pay more for products and services from socially responsible companies. It can therefore be seen that responsible actions are indeed important and are likely to increase in value for consumers. The Nielsen Company (2012), also investigated other aspects of how important social responsibility is to consumers. Figure 2 shows the outcome for the European market. It can be seen that roughly half of the population prefers socially responsible companies, not only when making purchase decisions, but also as workplace or investment opportunity. Moreover, The Nielsen Company (2012) found that 32% of European customers are “willing to pay extra for products and services from companies that give back to society”.

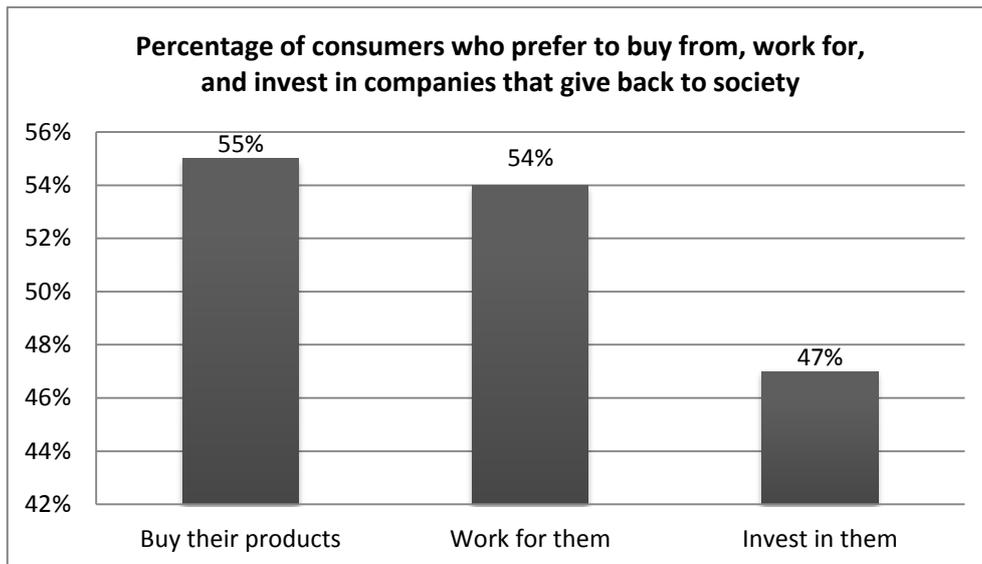


Figure 2 – Percentage of consumers who prefer to buy from, work for, and invest in companies that give back to society (The Nielsen Company, 2012)

The positive attitude towards responsible business practices further stresses the importance of this particular research, especially in a customer oriented industry like tourism. This also emphasizes the need for reliable practices and transparency when conducting business.

## 2.4 CSR Reporting and Performance

Whilst the adoption of CSR practices has been proven to be of particular importance to hotels, there has been growing concern about the transparency in reporting those activities as well as their actual implementation (Font et al., 2012; de Grosbois, 2012). CSR reports are an important source of information for this research, therefore it is essential to investigate the limitations these data might have. For this purpose it seemed reasonable to rely on the most recent studies undertaken in this field, as the extent of CSR reports has dramatically changed throughout the years. Reports have become more detailed and cover a wide range of activities undertaken, however, there is a lack of reporting standards adopted by the industry, which would facilitate comparison of different strategies for stakeholders (Bobbin, 2012; Ricaurte, 2011). Certainly, this is a concern affecting this research, as comparison of strategies presented is a major part of the data collection.

Bobbin (2012) defines reporting as “a mechanism that enables an organisation to manage its impacts on the economy, environment and social conditions by allowing

them to measure, track, and improve their performance”. This indicates that reporting is an essential tool to create meaningful and effective CSR strategies, since it allows companies to constantly refine plans of action and compare results to past achievements as well as other businesses. She (Bobbin, 2012) furthermore argues that publicised reports encourage and even compel organisations to improve their actions, due to the fact that every party interested is able to track their progress. As Ricaurte (2011) suggests, stakeholders are in fact increasingly looking for information on hotels’ operations and their impacts: guests are interested in the carbon footprint of their hotel stay, investors demand information about water and energy usage, as well as waste production of the property, and head offices need to be informed about the progress made in the area of sustainability. Therefore, an increasing number of hotel companies has developed their own programmes to measure their CSR efforts (Ricaurte, 2011). Nevertheless, this also arises the temptation to avoid mentioning or even covering up certain difficulties and complicates comparability of reports. Moreover, as (Font, et al., 2012) identified this is also due to the vague concept of CSR itself. To avoid unethical practices and ease comparison the industry is now increasingly requesting standardised reporting (Bobbin, 2012; Ricaurte, 2011). The previously mentioned Global Reporting Initiative (GRI), provides guidelines on how and what to report and is applicable to “organisations of any size, sector, or location” (GRI, 2011). They advocate the opinion that “a report should provide a balanced and reasonable representation of the sustainability performance of a reporting organization – including both positive and negative contributions” (GRI, 2011). Thereby stressing the importance of transparent, honest and accurate representation of companies’ actions. Currently there are over 3,500 organisations reporting according to the GRI guidelines, however, only 1.6% of them being tourism and leisure companies (GRI Database, 2012; cited in Bobbin, 2012). Four of the five hotel chains included in this research are reporting based on the GRI standards: Accor Hotels, InterContinental Hotels Group, Marriott International and Rezidor Hotel Group.

Apart from difficulties when comparing different reports, there is also growing concern about the actual implementation of policy claims at individual properties, especially with chain affiliated hotels. Certainly this is a major responsibility in the industry, after all, as Bobbin (2012) stated: “These policy claims made by a business

are as much a part of the contract with the consumers as the claims made about the food or the view". de Grosbois (2012) undertook a study investigating 150 hotel companies with regard to their reporting efforts. The focus of the study included five different themes: environment, employment quality, diversity and accessibility, community wellbeing and economic prosperity. 109 of the companies investigated reported some kind of CSR involvement in these areas. Again, showing the importance of CSR for the hospitality industry. However, de Grosbois' (2012) major concern was that it was difficult to determine if a company simply reported to have implemented certain policies or if they actually performed upon it. The difficulty here arises especially due to the fact that hotel chains often report on a company-wide level not specifying which hotels have actually implemented which policies, which is what this research is trying to answer for the Viennese hotels with chain affiliation. It was found that only 20 out of the companies investigated measured performance for all their goals. de Grosbois (2012) furthermore pointed out that an independent verification of the claims of hotels is necessary.

Including this issue, and based on de Grosbois' findings, Font et al.'s (2012) research "Corporate social responsibility: The disclosure–performance gap" analysed the gap between actual CSR performance and reporting of such, including 10 hotel groups important to the European sector. Therefore, offering a valuable basis for this research. The results of the research conveyed that operations do not always mirror corporate policies. Interestingly enough it was mentioned that there were also positive discrepancies, where individual properties were deviating from the corporate policy by exceeding it. Nevertheless, the major findings were that the main driver for the initiation of environmental policies is cost reduction, and labor regulations rarely exceeded mere legal compliance. Moreover, customers are seldomly actively engaged in CSR, and socioeconomic actions were rather focused on internal benefits. Font et al. (2012) furthermore found that smaller hotel groups primarily engage in environmental activities and act upon their promises. Whereas large cooperations cover more aspects of CSR but lack commitment and performance (Font et al., 2012). The purpose of this research is to find the reasons for the discrepancies encountered in large hotel chains and provide insight into how the management of CSR activities is structured, by using a sample of five international hotel chains operating in Vienna.

## 3 Methodology

### 3.1 Research Design

The research presented was conducted in form of a case study analysis primarily due to the nature of the research questions:

- To what extent do corporate and individual CSR strategies and policies differ from each other?
- What are the reasons for these discrepancies?
  - Challenges when implementing policies, or
  - Difficulties in managing a CSR program, or
  - Desired differences.

Rowley (2002) stated that “case studies are one approach that supports deeper and more detailed investigation of the type that is normally necessary to answer how and why questions”. Since the research aims at investigating how chain-wide strategies differ from individual ones, and why these differences occur, it seemed adequate to apply a case study analysis. According to Rowley (2002), case studies are ideal to investigate a limited number of individual cases, and provide the opportunity of gathering and assembling information in a way that other research designs do not allow for. Thus enabling the researcher to offer new and more relevant insight into different topics. Keeping these factors in mind it seemed to be a reasonable approach for conducting the research. The sample size was limited to five hotel chains and hotels respectively, which will be discussed in the consequent chapter. Moreover, the data collected was composed of assembled information from different sources, including documents and official papers as well as interviews, which reinforced the initial idea of applying a case study research to most effectively combine these methods.

This was expected to be the adequate approach to support the following hypotheses, which have been formulated based on previous research (Font, et al., 2012; de Grosbois, 2012), as well as assumptions made by the author:

- Hypothesis<sub>1</sub>: Chain-wide and individual CSR strategies comprise different policies.
- Hypothesis<sub>2</sub>: Extensive chain-wide CSR strategies imply more extensive strategies in individual properties.
- Hypothesis<sub>3</sub>: Hotels are obliged to implement policies developed by the hotel chain.
- Hypothesis<sub>4</sub>: When implementing chain-wide CSR policies individual properties are facing challenges.
- Hypothesis<sub>5</sub>: The management process of CSR strategies poses difficulties for hotel properties.
- Hypothesis<sub>6</sub>: The discrepancy between chain-wide and individual CSR strategies is deliberate.

Since the hypotheses cover a range of premises regarding CSR strategies, the author put a particular focus on establishing a research design that would finally connect the data collected to the propositions. Therefore, the empirical analysis included the following steps, providing a systematic approach to investigating the research problem and collecting data that supports the hypotheses presented:

1. Establishing list of hotel chains considered for the research
2. Investigating websites to determine research sample
3. Selection of research sample of five hotel chains and hotels
4. Analysis of chain-wide CSR strategies
5. Conduction of interviews and collection of data regarding the properties in Vienna
6. Analysis of results

CSR is a multifaceted topic, for that reason, (referring to point 4. and 5.) a quantitative analysis of the presence of certain policies formed an important basis for the research. To ensure a systematic comparison of the different strategies a framework for analysis which will be presented in chapter 3.3 *Data Collection* was created. This helped to identify whether there is a difference between chain-wide and individual CSR strategies and which aspects of the strategies are most affected. To answer the question about the reasons for these differences individual interviews

were conducted with representatives of the respective hotel properties in Vienna. It was expected that the combination of both qualitative and quantitative research methods would provide most relevant insight into the research questions. The following chapters will provide a more detailed explanation on the empirical process undertaken.

### 3.2 Selection of Research Sample

To enable an in-depth analysis of the research questions the author decided to limit the sample size to five hotel brands. As previously discussed this seemed to be an adequate sample size for the application of a case study research. The hotel chains considered were limited to organizations with properties in Vienna, ensuring that the planned interviews would be realizable in a timely manner. It has to be furthermore mentioned that solely upscale hotels were considered for this particular research, ensuring comparability. The first step of selecting the research sample was to identify the luxury hotels with chain affiliation in Vienna, and conduct a content analysis of corporate hotel websites concerning CSR related activities to identify the chains most engaged in this field. The websites of the following eight different hotel chains were assessed thoroughly (Table 1):

<b>Hotel Chain</b>	<b>Website</b>
Accor Hotels	<a href="http://www.accor.com/">http://www.accor.com/</a>
Best Western International	<a href="http://www.bestwestern.com/">http://www.bestwestern.com/</a>
Hilton Hotels & Resorts	<a href="http://www.hiltonworldwide.com/">http://www.hiltonworldwide.com/</a>
InterContinental Hotels Group	<a href="http://www.ihg.com/">http://www.ihg.com/</a>
Marriott Hotels & Resorts	<a href="http://www.marriott.com/">http://www.marriott.com/</a>
NH Hotels	<a href="http://www.nh-hotels.com/">http://www.nh-hotels.com/</a>
Rezidor Hotel Group	<a href="http://www.rezidor.com/">http://www.rezidor.com/</a>
Starwood Hotels & Resorts Worldwide	<a href="http://www.starwoodhotels.com/">http://www.starwoodhotels.com/</a>

Table 1 – Considered Hotel Chains and their Websites

The assessment included various factors, such as the presence of CSR activities and reporting of those in general, as well as a more detailed investigation of the extent of the information publicly available and which aspects of CSR were covered. Since CSR strategies differed noticeably according to brands there was a particular focus

on the incorporation of CSR in the entire business model. Therefore the analysis included not only specific CSR reports but also annual reports as well as career information or any other section of the website that might provide information about socially responsible practices. The five brands with the most comprehensive CSR strategies and useful material for the analysis of the hotel chains' policies were determined. It was expected that the hotel chains with the most extensive strategies would also have more CSR activities on an individual hotel level. Based on this information the properties situated in Vienna were identified, resulting in the following sample to be investigated in this particular paper:

- **Accor Hotels:** Sofitel Vienna
- **Hilton Worldwide:** Hilton Vienna Plaza
- **InterContinental Hotels Group:** InterContinental Vienna
- **Marriott International:** Vienna Marriott Hotel
- **Rezidor Hotel Group:** Radisson Blu Style Hotel

### 3.3 Data Collection

A number of certification schemes and criteria for evaluating CSR strategies in the tourism industry are existent today, with varying importance on different aspects of CSR (Bobbin, 2012), often lacking socioeconomic and cultural factors (Lund-Durlacher, 2013). In this particular research the CSR strategies were assessed by utilizing a framework for analysis created by the author, using the *“TourCert - CSR Kriterienkatalog Unterkünfte”* (2013), an internal paper for the certification of tourism businesses, as a reference to identify the most important criteria. Table 2 is an excerpt of the framework applied, and provides insight into the practices and aspects of CSR investigated. It can be seen that ten themes of CSR, which were composed of different indicators, constitute the framework. In total there were 51 indicators included in the quantitative analysis. Please refer to Appendix A for the full version of the framework for analysis. The numbering in the excerpt presented below remained the same to avoid confusion.

<b>Nr.</b>	<b>CSR Initiatives</b>
<b>1.</b>	<b>Management</b>
1.1.	Company philosophy includes sustainability aspects
1.5.	Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism has been signed
1.7.	Regular audits are being carried out
<b>2.</b>	<b>Energy</b>
2.1.	Energy management system has been established
2.3.	Use of alternative energies
2.5.	Use of sensor lighting
<b>3.</b>	<b>Waste</b>
3.1.	Waste management system has been established
3.3.	Usage of recyclable materials
3.4.	Safe disposal of waste
<b>4.</b>	<b>Water</b>
4.1.	Water management system has been established
4.3.	Reuse of waste water
4.4.	Installations to reduce water consumption
<b>5.</b>	<b>Other Environmental Actions</b>
5.2.	Use of non-toxic cleaning supplies
5.3.	Sustainable buildings
<b>6.</b>	<b>Customers</b>
6.1.	CSR strategies or certificates are displayed or communicated to the guest
6.2.	Opportunities for customers to participate in CSR program
6.5.	Amenities for disabled, allergic or customers with other special needs
<b>7.</b>	<b>Employees</b>
7.1.	Employees are informed about and involved in the CSR program
7.2.	CSR trainings (at least annually)
7.5.	Fair remuneration for all employees
7.7.	Employee empowerment
7.10.	Safe, clean and healthy working conditions
<b>8.</b>	<b>Suppliers</b>
8.1.	Contracts with sustainable local suppliers
8.2.	Ensure that suppliers act in accordance with sustainability practices, laws and regulations
<b>9.</b>	<b>Community</b>
9.1.	Support cultural community projects and activities
9.2.	Support environmental community projects and activities
9.3.	Benefit vulnerable groups
9.5.	Employ locals
9.7.	Working with NGOs
<b>10.</b>	<b>Other</b>
10.1.	Certifications and Awards
10.2.	Published CSR reports

Table 2 – Framework for Analysis (Excerpt)

The framework was applied for the analysis of chain-wide and individual CSR strategies respectively. To ensure a comprehensible comparison it was decided to analyse the indicators for each hotel and hotel chain as a binary variable (existent versus non-existent), which is a method widely applied when assessing CSR strategies (de Grosbois, 2012).

The hotel chains' data was collected by the author and is solely based on information publicly available. An in-depth analysis of the websites, annual reports, sustainability reports and other information accessible was performed and served as a basis for completing the framework. However, it has to be clearly stated that representatives of the hotels in Vienna filled out the framework for analysis concerning the individual properties and administered it to the author. No third-party verification of the information provided was undertaken. Four of the five hotels initially included in the research sample provided the framework: Hilton Vienna Plaza, InterContinental Vienna, Marriott Vienna and Radisson Blu Style Hotel. Unfortunately, no contact could be established with the Sofitel Vienna.

To complement the quantitative analysis of the CSR strategies a qualitative analysis in form of individual interviews was conducted. The interviews were executed with representatives of the hotel properties in Vienna and provided further insight into the implementation and management of chain-wide CSR policies in the individual businesses. A special focus was put on the influence the chain has on the decision making process in the hotels, as well as control processes, and the causes for differences between the chain-wide and individual CSR policies. The detailed interview guide can be found in Appendix B. The interviews provided a better understanding of how international chains govern their CSR strategies and ensured the most effective investigation of the research problem. Personal interviews were conducted with the InterContinental Vienna, Marriott Vienna and Radisson Blu Style Hotel. The Hilton Vienna Plaza provided an interview via telephone. Again, no representative of the Sofitel Vienna was available for an interview.

After collecting all relevant data, the information was assembled by the author to create meaningful evidence in order to answer the research questions thoroughly. The results will be presented in the consecutive chapter.

## 4 Results and Analysis

### 4.1 Quantitative Results

To provide the most sufficient examination of the results gathered by employing the two different research methods, it was decided to separate the presentation of the results and combine them in the analysis of the hypotheses, to answer the research questions adequately. In this section of the thesis, the data collected via the framework for analysis presented in *Chapter 3.3 Data Collection (Table 2)* will be presented. This chapter will provide an overview of the most important results obtained; for the entire framework for analysis and a detailed representation of what each hotel and hotel chain included in their respective CSR strategy, please refer to Appendix C.

It has to be noted that all information regarding the hotels was provided to the author by the following representatives:

- Hilton Vienna Plaza: Human Resources Executive
- InterContinental Vienna: Director of Human Resources
- Radisson Blu Style Hotel: General Manager
- Vienna Marriott Hotel: Director of Human Resources

For the detailed list of hotel representatives, please refer to Appendix D.

The Sofitel being an exception in this case, as no contact could be established; therefore no information was available for this property. All data presented on a chain-wide level was collected via publicly disclosed information, as previously discussed.

#### 4.1.1 Management Initiatives

The first section of the framework refers to broader management initiatives within the field of CSR; including the existence of CSR management systems, codes of conduct, and human rights policies, as well as the compliance with legal requirements, or the execution of audits. In total, seven indicators were assessed in this category.

As can be seen in Figure 3, all chains and hotels are performing sufficiently in this area. However, Accor was the only chain reporting on all initiatives in this section. On an individual property level, the Vienna Marriott Hotel indicated to have implemented all management policies included in the framework. It can furthermore be observed that the Hilton Vienna Plaza and Vienna Marriott exceed performance reported by the hotel chains.

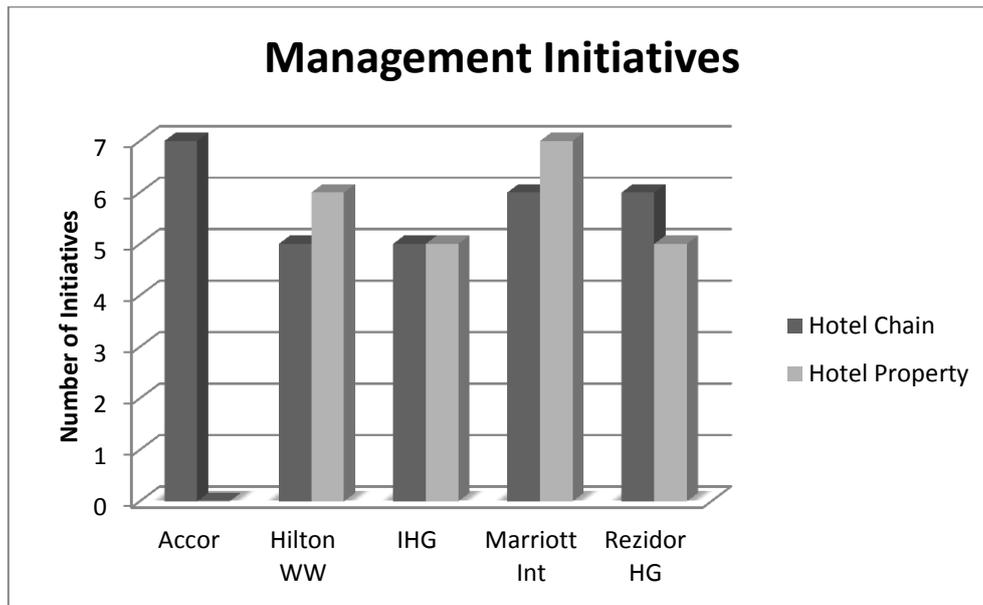


Figure 3 – Management Initiatives in Hotel Chains and Properties

The most unexpected observation was that IHG (InterContinental Hotels Group) and the InterContinental Vienna did not explicitly indicate to have signed the *Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism*. However, in the *Human Trafficking Position Statement (2012)*, available online, IHG clearly stated that, “it is important to note that cases of child exploitation or „sex trafficking“ in hotels are rare and that perceived suspicious activity can have an innocent explanation. We strongly support efforts designed to deter abuse and exploitation of children at our properties.” Nevertheless, there was no specific denotation of the Viennese property acting in the same manner.

Another interesting finding was that, except for the Marriott Vienna, no hotel property implied to have established a code of conduct for their suppliers, although all chains, apart from Hilton WW (Hilton Worldwide), disclosed to have issued such documents. Regular audits, on the other hand, were said to be carried out by all

hotels except the Radisson Blu Style Hotel, but were not mentioned in the CSR reports by Hilton WW, IHG, and Marriott Int. (Marriott International).

#### 4.1.2 Environmental Initiatives

The next four themes related to environmental initiatives, specifically energy, waste, water, and other environmental actions. Since the number of indicators in these sections was low (energy: 5; waste, water, and other environmental actions: 4), it was decided to group the information collected, resulting in 17 indicators in these areas. The metrics measured comprised the existence of waste, water, and energy measurement systems, numerical accounts of consumption, and specific activities undertaken in the area of environmental preservation. The results can be seen in Figure 4.

It is detectable that the Hilton Vienna Plaza, InterContinental Vienna, and Vienna Marriott performed exceptionally well in these areas and exceeded the policies disclosed by the chain. Accor was again the hotel chain with the highest number of indicators reported on.

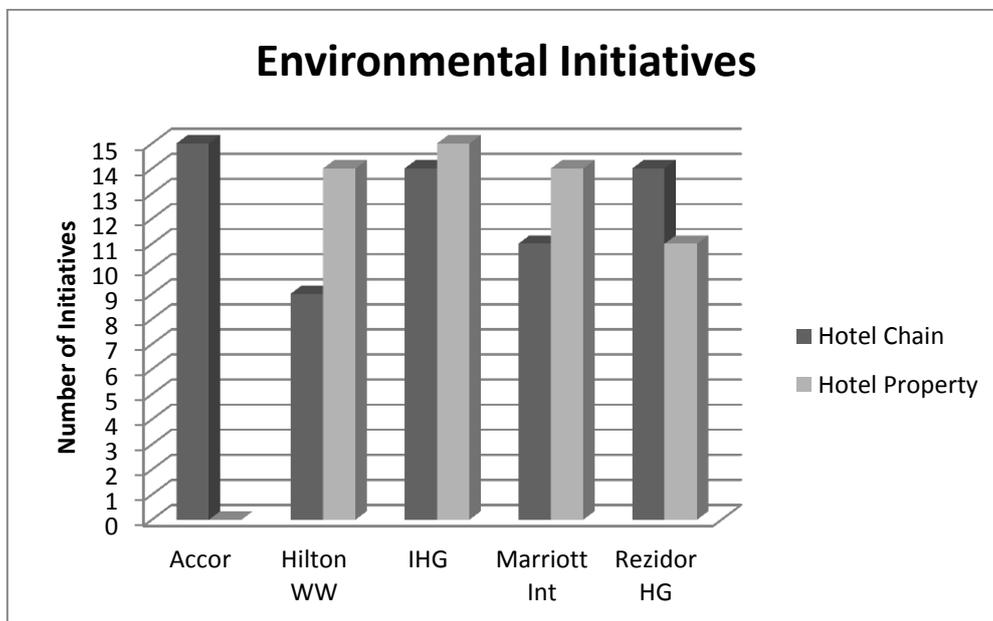


Figure 4 – Environmental Initiatives in Hotel Chains and Properties

Hilton WW's relatively poor performance was mainly caused by a lack of more specific information on how certain goals were planned to be achieved. For example, an energy management system was introduced, but there was no indication of the

use of energy-saving light bulbs, which was explicitly mentioned by all other hotel chains. The LightStay sustainability measurement system, established by Hilton WW helps monitoring 200 metrics covering natural resources, including waste and carbon output, as well as water and energy use (Hilton Worldwide, 2012). It is therefore apparent that Hilton WW is engaging in all of these areas, but more specific data is probably either too difficult to be disclosed, due to the number of hotel properties, or not relevant for the stakeholders expected to read the report. In any case more detailed information of policies introduced would be of interest and lead to increased credibility. Moreover, since the Hilton Vienna Plaza indicated to have implemented 14 out of 17 initiatives, it seems that they are highly engaged in this area, which is not in conformity with the chain-wide report, showing that Hilton WW could improve its reporting.

Accor, serving as best practice example, regarding the number of practices introduced in this section, disclosed accomplishments in great detail, comparing all targets to actual results. Including factors such as that 90% of hotels used low-consumption bulbs for 24/7 lighting, while 65% of hotels used energy-efficient lamps for frontage lighting in 2012. Moreover, rainwater recovery systems were installed in 161 hotels and 88% of hotels implemented flow regulators on showers and faucets (Accor SA, 2013). These are only some examples of how elaborate the reporting by Accor was, and represents large commitment to CSR.

IHG, Marriott Int., and the Rezidor Hotel Group provided information in a similar manner. This stresses the importance of reporting standards (discussed in *Chapter 2.4 CSR Reporting and Performance*), as all of the aforementioned hotel chains report according to the GRI standards. The author perceived those reports as very detailed and easily comparable due to the similarity and extent of information disclosed.

Apart from these general findings, performance in this section was considerably high, all hotel chains and hotels specified to have implemented energy, waste, and water management systems. The Radisson Blu Vienna being the only exception regarding the water management system, but nevertheless claimed to monitor water usage and to have built in installations to reduce water usage wherever possible (due to the building design). Moreover, it should be pointed out that the

reduction of paper usage was solely mentioned by Accor and IHG on a chain-wide level, but suggested to be of importance to all hotel properties. The same applied to the use of non-toxic cleaning supplies, disclosed by Accor and the Rezidor HG, but implemented by all hotels.

#### 4.1.3 Customer Initiatives

The following policies in the framework measured initiatives with regards to customers in the field of CSR. In this section five indicators were evaluated, including the communication of CSR policies and certificates to guests, opportunities for consumers to get involved, the credibility of public advertisements and the existence of a complaint support system. Moreover, it was analysed if hotel chains and hotels offer amenities for disabled, allergic or customers with other special needs. The findings for this section can be seen below in Figure 5.

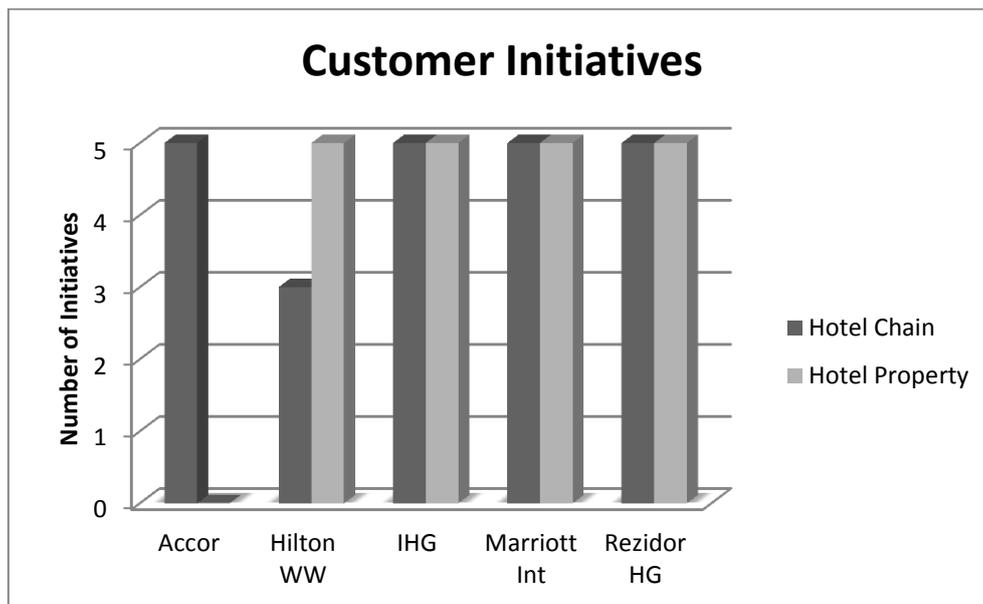


Figure 5 – Customer Initiatives in Hotel Chains and Properties

It can be observed that all hotel properties performed exceptionally well in this part, the same applies for the chains with the exception of Hilton WW. Hilton WW's outcome was again lower than the other hotel chains', due to the fact that disclosure on advertising and public statements, as well as amenities for disabled, allergic or customers with other special needs was missing. It is expected that this is for the same reasons discussed in the previous section. However, the Hilton Vienna

Plaza, again, exceeded the performance of the hotel chain and reported to have implemented all initiatives in the property.

There were no other significant deviations, positive or negative, of the hotel properties' performance from the chain-wide strategies in this category.

#### 4.1.4 Employee Initiatives

The part of the framework related to employees included the largest number of metrics, namely eleven. The first two policies were directed towards employee involvement in the CSR programme and the existence of specific CSR trainings. This was followed by themes regarding the employment quality, including fair terms and conditions, compliance with laws and regulations, fair remuneration, safe work environments, and reward systems. Additionally, empowerment, other training possibilities, health and wellness programs, as well as the possibility for employee feedback were evaluated.

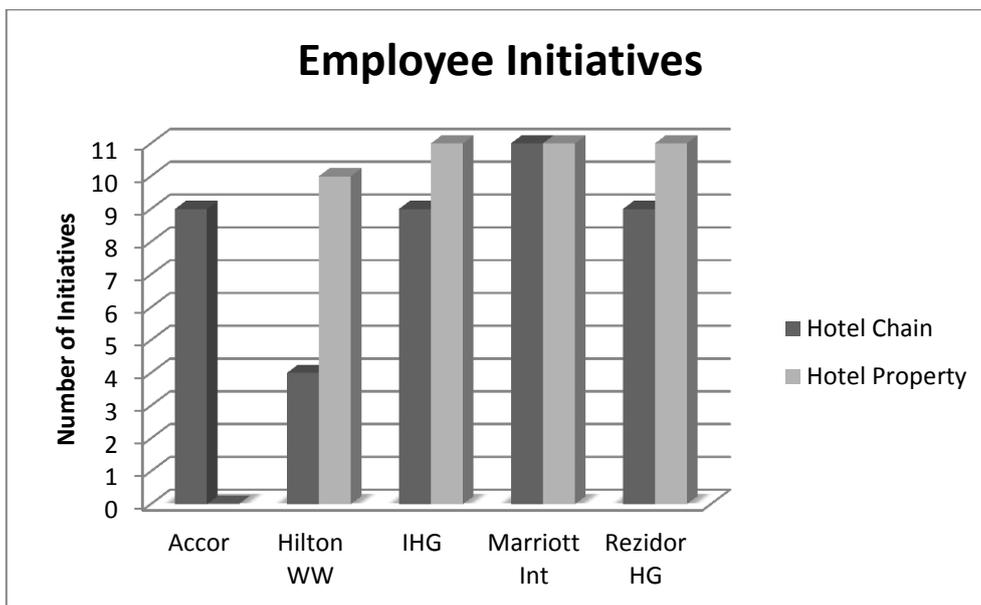


Figure 6 – Employee Initiatives in Hotel Chains and Properties

Figure 6 illustrates that all hotel properties met or mostly even exceeded policies disclosed by the chains. The InterContinental Vienna, Vienna Marriott and Radisson Blu Style Hotel performed exceptionally well, reporting to have implemented all indicators assessed in this section of the framework. Marriott Int. was the only chain providing information on all policies, whereas Accor, IHG and Rezidor HG reported

on nine indicators. Hilton WW was again the chain with the lowest outcome; the reasons for this were previously discussed. Additionally, it can once more be observed that the Hilton Vienna Plaza surpassed chain-wide performance, only missing declaration of specific CSR trainings.

Health and wellness programs and a reward system were not implied by Hilton WW and the Rezidor HG. Hilton WW furthermore lacked explicit statements concerning fair employment conditions, accordance with laws and regulations, remuneration policies and safe and clean working conditions. Accor missed disclosure on information regarding employee empowerment and feedback, whereas IHG did not report on CSR trainings and employee empowerment. It can be seen that the policies not disclosed by the chains were quite mixed, and no particular area of low performance could be identified.

#### **4.1.5 Supplier Initiatives**

With regards to supplier initiatives two indicators were measured, the focus on contracts with sustainable local suppliers and ensuring that the suppliers act in accordance with sustainability practices, laws and regulations. Somewhat contradicting the findings in the first section (*4.1.1 Management Initiatives*) where no hotels apart from the Vienna Marriott mentioned to have issued a supplier code of conduct, all hotels declared to act in accordance with both policies. The same applied for the hotel chains.

#### **4.1.6 Community Initiatives**

The following part of the framework provided insight into initiatives aimed at helping the communities in which either the hotel chains or hotels are situated in. This included the support of cultural or environmental community projects, benefiting vulnerable groups, employee volunteering, employment of local staff, use of regional artwork and working with NGOs. In this section seven indicators were analysed.

As can be seen in Figure 7, the overall outcome was highly fluctuating. Hilton WW, in this area, being the only chain disclosing to have implemented all policies. The Hilton

Vienna Plaza, for the first time, did not meet or exceed the chain-wide policies. Moreover, all other hotel chains' performance was lower, compared to Hilton WW.

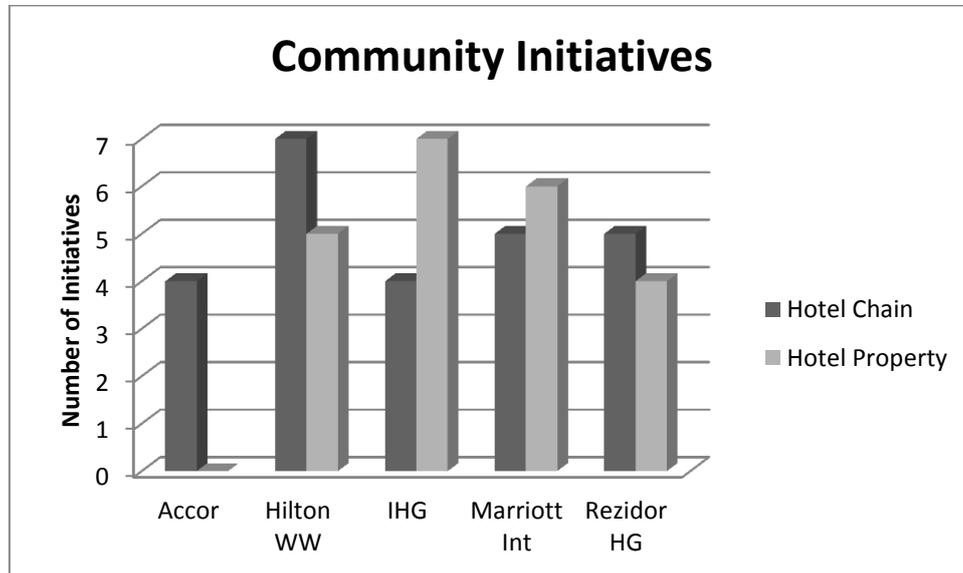


Figure 7 – Community Initiatives in Hotel Chains and Properties

Accor, IHG, Marriott Int. and Rezidor HG did not publicise any information on cultural community projects and activities, as well as the use of regional artwork. This shows that the focus of community related CSR practices is rather on environmental actions and benefiting locals than supporting cultural initiatives. The use of regional artwork was also not indicated by the Vienna Marriott, but unexpectedly by all other Viennese properties. Moreover, Accor and IHG lacked any reporting on employee volunteering, which was considered quite unusual as all other chains put a large focus on rendering aid voluntarily.

Apart from this, it was noted that the Hilton Vienna Plaza and Radisson Blu Style Hotel both did not declare to benefit vulnerable groups or work with NGOs. Mentioning not to benefit vulnerable groups was quite surprising as the Hilton Vienna Plaza is working in close collaboration with the *Sternthalerhof*, an organisation specialising in the care taking of “families with ill, chronically ill, or terminally ill children” (Sternthalerhof, 2013), also supported by the InterContinental Vienna. The Radisson Blu Style Hotel is supporting the *Gruft Vienna*, specialised in aiding homeless people, initiated by the *Caritas* (Caritas Betreuungszentrum Gruft, 2013).

The author would consider aid to both of these organisations as benefiting vulnerable groups.

Since the overall results for this part of the framework were quite indecisive, there is no apparent trend that can be identified in this area, apart from the previously mentioned concentration on environmental efforts, as well as the aiding of deprived locals.

#### **4.1.7 Other**

Other policies measured included the existence of published CSR reports and certifications and awards. All hotel chains and properties are certified in some way and disclosed to have published CSR reports. While the availability of reports could be verified for the hotel chains, it was more difficult for the hotel properties as these are not available online. Generally, this was a problem encountered, as no hotel property included in the research sample, apart from the Sofitel Vienna, provided detailed information regarding their CSR efforts on their websites. The Sofitel Vienna disclosed sustainability efforts in the website section *Sustainable Development*, consisting of information in the categories health, nature, carbon, and local (Sofitel Luxury Hotels, 2013). However, since the inclusion of this information would have resulted in a total of having implemented 9 out of 51 indicators it was decided to exclude it, to not provide a falsified picture of the hotel's strategy. Generally, providing information on CSR activities is seen as an area that could be improved to give stakeholders a more comprehensive picture of the exceptionally high performance of all hotel properties in Vienna.

#### **4.1.8 Overall Performance**

To summarise the findings and provide a comprehensive overview of the complete performance of the hotel chains and properties investigated it was decided to group the information of all themes. Please refer to Figure 8 for the results.

It can be clearly seen that all hotel properties performed exceptionally well, and in three cases (Hilton Vienna Plaza, InterContinental Vienna and Vienna Marriott) even exceeded the chain-wide strategies. This indicates that either hotel chains do not

report on all initiatives undertaken or that hotels are more autonomous in their decision making than expected.

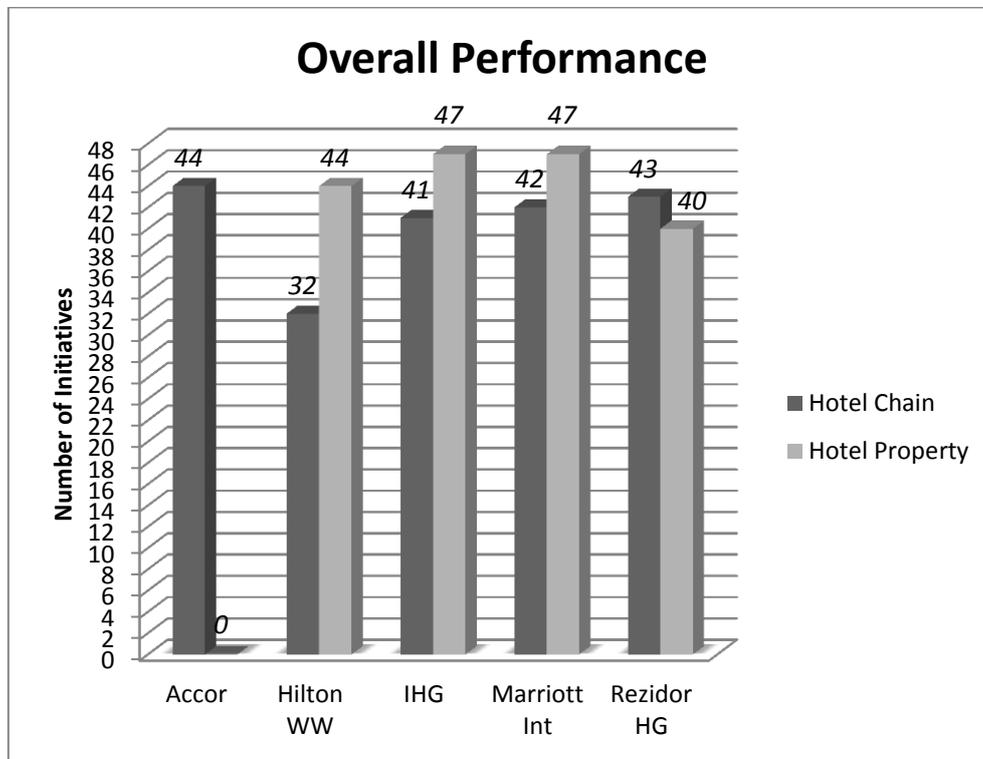


Figure 8 – Overall Performance of Hotel Chains and Properties

Hilton WW was overall the chain with the lowest outcome, for reasons discussed in the previous chapters. Accor reported on the highest number of indicators, 44 out of 51, therefore, it would have been highly interesting to compare the performance of the Sofitel Vienna to the chain's.

Generally, it can be safely assumed that Viennese hotels are highly engaged in the field of CSR and have numerous policies (of those investigated) in place. Moreover, it seems that properties situated in Vienna do meet the chain-wide strategies and deviations were rather positive than negative.

As mentioned at the beginning of this chapter, the detailed results of the framework for analysis can be found in Appendix C.

## 4.2 Qualitative Results

Enhancing the results presented in the previous chapter, the following section aims at providing insight into the qualitative data obtained. As previously mentioned, interviews were conducted with four properties in Vienna, questioning representatives in the following positions:

- Hilton Vienna Plaza: Director of Human Resources
- InterContinental Vienna: Director of Human Resources
- Radisson Blu Style Hotel: General Manager
- Vienna Marriott Hotel: General Manager

For the detailed list of interview partners please refer to Appendix D.

All interviews were personal interviews, apart from the Hilton Vienna Plaza where the interview was administered via telephone. It has to be duly noted that all communication was in German, and all statements in the following analysis were translated into the English language by the author.

The main aim was to gain a deeper understanding of the management and control processes governing the implementation and execution of chain-wide CSR strategies at individual properties. The interviews furthermore included the chain's influence on decision making processes, as well as the causes for differences between the respective strategies.

As suggested by the interviewees, it was observed that in the Viennese hotel properties the main person responsible for the management of CSR activities is either the General Manager or Director of Human Resources. In some cases these two also work in close collaboration to ensure the success of strategies engaged in. However, it was mentioned by all hotel representatives that they are actively seeking to involve all departments in the planning of responsible business activities. "Our departments individually define goals for their area of operation within the hotel, based on the corporate strategy" (Director of Human Resources, InterContinental Vienna). In the majority of cases meetings with department heads take place once per month to prepare goals and action plans. This entails that CSR is

an integral part of the business strategy, involving all departments and not merely a topic delegated to one individual.

Furthermore, it was stated by all respondents that employees are actively involved in the CSR activities conducted by the hotel. Marriott's General Manager emphasised the significance of involving employees in the company's actions: "An important factor that should be kept in mind is that we are working in a five star environment, therefore a lot of things are illusive. Not all that glistens is gold. We portray a luxurious atmosphere, where guests are pampered continuously. However, this is not life's reality. With voluntary involvement of our employees we are trying to encourage them to think outside of the box. This means to show them where real problems are encountered and help is genuinely needed. To me, this is very important. Our employees should not forget that there are people who are not as fortunate as they are. Therefore we are trying to involve them in activities that should be an eye opening experience to them. This is a crucial aspect of our strategy." This is also supported by InterContinental's Director of Human Resources, who clearly defined the following: "We pursue projects in which our employees can engage themselves otherwise the whole strategy would not work as intended". In most cases employee involvement was in the form of volunteering related to initiatives introduced by the hotel chain, but individually executed by the properties. Specifically these are responsible business days, weeks (InterContinental Vienna and Hilton Vienna Plaza), or months (Radisson Blu Style Hotel) in which hotels are obliged to engage in activities with the purpose of helping society and the environment, or raising money for charity. Apart from these dates especially dedicated to employee volunteering, activities are also conducted on an on-going basis throughout the entire year. With regards to this topic it has to be noted that charity partners selected by the chains have to be supported by the properties. Nevertheless, most hotels further engage in individual partnerships, which are pursued additionally to the mandated collaborations. This shows that corporate decisions influence the individual approach taken to CSR, but also entails a certain degree of autonomy, as other organisations could and in most cases even should be supported.

Generally it was declared by all representatives that particular policies have to be implemented by the properties. Predominantly this included codes of ethics and business conduct, human rights policies and environmental standards, referred to as “standard procedures” by the respondents. The policies introduced and results of activities undertaken are furthermore subject to strict control processes and have to be made available to headquarters. It was stated that reporting is done via online tools, usually once or twice per year, and critically assessed by the hotel chain.

The main concern of this research, however, were discrepancies between chain-wide and individual CSR strategies, therefore all interviewees were asked about their opinion on this topic. The answers received were highly homogeneous. It was found that the respondents claimed that differences between the strategies occur due to cultural customs and geographical locations, and are therefore unavoidable. All interviewees mentioned that the necessities of destinations vary, thereby stressing the need for hotels to have a certain degree of independence and self-determination to find the approach working best in their respective region of operation. In most cases CSR activities are therefore governed in regional offices. Since the hotel chains investigated are all working internationally this seems to be a valid reason for discrepancies. Moreover, it was declared by the representatives that goals for CSR performance are commonly defined by the hotel chain, but the execution of activities is highly independent. Radisson Blu Style Hotel’s General Manager provided a concluding statement that summarises the essence of how CSR efforts are governed: “The goal remains the same for all properties, this is very important. If every hotel would have a different view on things the strategy would not be effective. We are all engaging in actions to help the environment, use our resources efficiently and provide social aid. However, it is the property’s individual decision how to approach these goals. At the end of the day, it is the result that counts.”

### 4.3 Analysis of Hypotheses

Following the general presentation of the data collected, the hypotheses will be analysed thoroughly in this part of the research to give meaningful insight into the research topic investigated. Moreover, the reader will be provided with a concise overview of the implications of the results.

***Hypothesis<sub>1</sub>: Chain-wide and individual CSR strategies comprise different policies.***

As could be seen from the quantitative results different policies are indeed pursued by the hotels and the hotel chains, otherwise the number of indicators reached would not have varied. Nevertheless, the underlying procedures and claims remained similar in this particular research sample and, apart from Hilton WW, discrepancies were not extensive.

The reasons for Hilton WW's comparably low performance were previously discussed and mainly stemmed from insufficient reporting rather than non-performance. This supposition seems to hold as the property introduced a remarkably higher number of policies, which were in some cases chain affiliated, as suggested by the interview conducted. It can be assumed that collaboration with the chains is generally working better than expected.

This is additionally reinforced by the interview responses gathered, as hotel representatives were well aware of alterations prevailing, but stated that these occur due to cultural and geographical differences and are not necessarily a sign of unsatisfactory performance. The original formulation of the hypothesis was based upon the assumption that less policies and commitment would be portrayed by the hotels, which cannot be confirmed for this research sample. However, differing policies are in place, even if differences were minimal in the majority of cases. Since the deviations identified were mostly in favour of the hotel properties a positivistic conclusion can be made, as performance excelled reported initiatives.

***Hypothesis<sub>2</sub>: Extensive chain-wide CSR strategies imply more extensive strategies in individual properties.***

In this research, unfortunately, no contact could be established with the chain reporting to have the most extensive CSR strategy (Accor), which would have enabled a more concise evaluation of the hypothesis. However, it could be observed that in 3 out of 4 cases investigated (Hilton, InterContinental and Marriott) the hotel properties exceeded chain-wide performance, and in the case of the Radisson Blu Style Hotel results differed by merely 3 policies in total, which is still considered a high performance. Despite this positive outcome, the question remained if this was due to the extent of chain-wide CSR strategies. Since all chains included in the research sample, again apart from Hilton WW, provided highly extensive CSR reports, and the properties met or even surpassed the policies presented, it can be safely concluded that a considerably broad range of chain activities are also passed on to the properties. This was also confirmed by the hotel representatives interviewed, and results in a considerable engagement of the individual hotels within the field of CSR. However, it has to be clearly stated that this might not be true for all properties of the examined chains, as the Viennese establishments investigated were performing above average. Nevertheless, in this case the hypothesis can be confirmed. Moreover, the individual properties implemented more detailed and comprehensive strategies than originally expected.

***Hypothesis<sub>3</sub>: Hotels are obliged to implement policies developed by the hotel chain.***

The interviews conducted provided valuable insights into management and implementation policies regarding CSR strategies in chain affiliated properties. It was found that all hotels investigated were required to employ specific policies. This included “standard procedures”, referred to as such by the interviewees. Precisely these were codes of conduct, human right statements, or environmental policies. Moreover, respondents stated that charity organisations representing major partnership were mandated by the chain and had to be supported on either a global or regional basis. Notwithstanding other collaborations could be pursued, wherever necessary or desired. Additionally, in the majority of cases, goals, regarding for example environmental actions or social contributions, were defined by the hotel chains but the approach taken to reach those targets could be determined

individually. This was considered to be of high importance to the hotels, as it was claimed, that a global approach to CSR would not suffice.

It can therefore be observed that hotels are obliged to implement policies to a certain degree, but are left with enough autonomy to decide what is essential in their particular regions of operation, will most likely lead to satisfactory results, and meet the goals defined by the chain. This is considered a very positive aspect, as apparently there is no single strategy forced upon all properties but great attention is put on the needs of destinations and individual decision making. Nevertheless, the chain-wide strategy is serving as an important guidance, ensuring that hotels actually get engaged with the topic of CSR and implement fundamental policies.

***Hypothesis<sub>4</sub>: When implementing chain-wide CSR policies individual properties are facing challenges.***

This hypothesis can readily be rejected, as hotel properties generally exceeded or nearly met the number of CSR activities reported by the chains, which would most likely not be possible if problems were encountered. Moreover, the interviews executed did not reveal any challenges experienced. All representatives were highly engaged in the topic of CSR and seemed to have a clear understanding of their strategy, what their specific goals are and how they are planning on achieving those. Therefore, it can be safely assumed that chain-wide CSR policies do not result in any major challenges for the Viennese hotel properties investigated. It was originally supposed that challenges are most likely to occur in grand organisations, such as international hotel chains. In the case of this research sample, however, this presumption does not seem to hold, indicating that the Viennese properties are well organised, work in close collaboration with the chain, and are able to adapt to new policies, which are being introduced.

***Hypothesis<sub>5</sub>: The management process of CSR strategies poses difficulties for hotel properties.***

Similarly to the previous hypothesis, this assumption could not be confirmed for the research sample examined. It seems that the management of CSR strategies is clearly defined and efficiently planned in the hotel properties. It was observed that

usually the General Manager or Director of Human Resources is in charge of managing responsible business efforts on a company-wide level. Nevertheless, a genuine focus is put on the involvement of all departments and front line employees. The engagement of the entire organisation was stated to be one of the most crucial aspects of the CSR strategies and a major factor influencing the success of responsible business efforts. Internal communications and collaboration seem to be highly effective, which proves that the management of CSR strategies does not pose any difficulties for the hotels analysed.

***Hypothesis<sub>6</sub>: The discrepancy between chain-wide and individual CSR strategies is deliberate.***

At first, this hypothesis seems quite arbitrary, as discrepancies would most likely be considered unfavourable. Nevertheless, it was found that for the research sample employed this assumption holds. As previously discussed, hotel chains identified that different areas of operations also arise the need for varying strategies. Therefore, hotels are left with a certain degree of autonomy to ensure the prosperous execution of CSR efforts. This is an important finding, as it was originally supposed that discrepancies would be associated with non-performance of the properties. As investigated in this research, however, it is evident that in the Viennese hotels discrepancies are in place (as discussed in Hypothesis<sub>1</sub>), but these differences seem to be deliberately induced by the hotel chain and are in fact leading to a higher performance within the properties. It can therefore be confirmed that alterations between strategies are indeed intentional and even important for the success of CSR strategies.

## 5 Conclusion and Future Research

### 5.1 Conclusion

The main aim of this research was to provide insight into the management and implementation processes of chain-wide CSR strategies in individual properties. However, the major intention was not to compare different chains and their hotels to explore who performs best, but rather to identify patterns and similarities within the strategies that answer the following research questions:

- To what extent do corporate and individual CSR strategies and policies differ from each other?
- What are the reasons for these discrepancies?
  - Challenges when implementing policies, or
  - Difficulties in managing a CSR program, or
  - Desired differences.

The research was conducted in form of a case study analysis, investigating 5 major hotel chains and affiliated properties in Vienna. The results were obtained by means of a quantitative check list for CSR policies and qualitative interviews to gain additional insight. Unfortunately, no contact could be established with one of the hotels (Sofitel Vienna), which would have enabled an even more thorough analysis of the research problem at hand.

It was found that chain-wide and individual CSR strategies, in the research sample analysed, deviated from each other to some extent. Though, the underlying policies and principles remained similar and coincided in the majority of cases. Hilton WW being the only hotel chain reporting on a significantly lower amount of initiatives than implemented by the property. Nevertheless, it was suggested that this was rather caused by incomplete disclosure than lack of performance, which was justified by the interview conducted. This issue will be discussed in more detail. Generally, it could be observed that differences to chain-wide CSR strategies were positive in the majority of cases, specifically meaning that individual hotel properties' performance exceeded the policies reported by the chain in 3 out of 4 cases. Therefore, the lack of commitment portrayed by large cooperations,

identified by Font et al. (2012) could not be confirmed for the chains investigated in this research, at least with regards to their Viennese properties. This positive finding leads to the assumption that CSR is an important topic in the Viennese hotel industry and standards set by the international chains are very high. It was stated by representatives of the properties that the hotel chains provide guidelines that have to be implemented in all properties, forming an important basis for the CSR strategies in place. Nevertheless, it could certainly also be the case that the properties' own engagement lead to this high performance, as no properties of the same chains but situated in other regions were included for comparison.

With regard to the previously mentioned lack of detail in reporting by Hilton WW, it should be pointed out that the other hotel chains analysed reported according to the GRI standards. It was found that reports written according to these standards revealed more complete and detailed information. Mostly goals were compared to actual performance, ensuring that all parties interested can acquire a concise overview of the CSR strategies and status of execution. Reporting standards are therefore considered highly important for the comparison of strategies and seem to provide important guidance on which information should be disclosed. It is assumed that Hilton WW's performance in this particular research would have been higher if reporting was more detailed, as numerous factors not reported were indicated to be implemented by the hotel property and mentioned have been originally initialised by the chain.

Moreover, regarding public disclosure of CSR strategies, it was found that no hotel property, apart from the Sofitel, which unfortunately did not participate in the research, reported their efforts on their websites. Most properties displayed certificates, but no specific activities in which they were involved. Certainly, this is to a certain extent very positive, as CSR is not used as a marketing strategy. Nevertheless, it might be of interest to guests to get additional information about the activities undertaken by the hotels, and since performance was at a superior level the properties would most likely benefit from publicly available information.

The aspects of CSR investigated included indicators in the areas of management, environment, customers, employees, suppliers, communities, reporting, and certificates. However, there could be no apparent trend identified that would

provide insight into major domains in need of improvement, as the results were quite heterogeneous. Nevertheless, as previously mentioned, overall performance was considerably high.

Since the chain-wide CSR strategies were not, as originally expected, more extensive than the individual ones reasons for discrepancies had to be regarded from a different viewpoint. The assumptions that implementation and management of chain-wide strategies would result in difficulties for the hotel properties could be readily dismissed. No indication of such problems could be detected from either the quantitative analysis or the interviews. The third supposition, suggesting that differences between the strategies are in fact deliberate, seemed to be adequate. The interviews conducted lead to the conclusion that properties were aware of deviations from chain-wide reporting, but stated that these were actually a desired occurrence. The main reason for this was that the needs of different regions could best be met by enabling hotels to tailor their strategies according to desires and requirements of their respective area of operation, which was also recognised by the chains. It seemed that in the properties investigated this was a genuine intention and also lived upon, as all hotels were engaging in collaborations with local charity partners. Moreover, it was a very positive discovery that social obligations were not tried to be met by providing monetary aid, but rather focused on volunteering and providing legitimate help to those in need. Apart from these rather individual approaches taken, a common understanding of CSR within the brand was of high importance to all interviewees. Therefore, the aforementioned regulations introduced by the hotel chains were regarded as being crucial for the success of the respective strategies.

Concluding it can be said, that the CSR performance in the Viennese properties was higher than originally expected and the general organisation of responsible business efforts in international hotel chains seems to be successful, with regards to collaboration with the Viennese hotels. As was observed, the deviations between the respective strategies were rather in favour of the properties, which surpassed chain-wide performance in the majority of cases. The main reason for differences between the strategies was a desired difference due to regional necessities or a

result of a lack of reporting. The “disclosure-performance gap” identified by Font et al. (2012) and de Grosbois (2012) could not be verified for the hotels investigated.

It was of outmost importance to the author to not merely provide the framework for analysis to be filled out by the hotels, but establish personal contact, to get a deeper insight into the actual degree of commitment and perception of CSR in the properties. It is believed that by taking this approach a thorough investigation of the research topic was enabled. The outcome of this research was highly positive and it seems that CSR is a central topic in the Viennese businesses.

## **5.2 Limitations and Recommendations for Future Research**

As most research undertaken, this thesis also presents limitations, which provide opportunities for additional research to be conducted.

The first and most apparent limitation is certainly the research sample itself, which is limited to Viennese properties and up-scale hotels with chain affiliation. It would be of high interest to examine whether the performance in the Viennese sector is maintained, when other hotel categories are included. Moreover, comparing the results to hotels belonging to the same chains, but situated in other regions would provide additional information about the management and implementation processes of chain-wide CSR strategies, and show if the properties investigated are exceptions regarding their performance or if this is valid for all hotels belonging to the chains. Additionally to the nature of the research sample, the sample size could also be considered a limitation. A future study including a higher amount of up-scale chain affiliated properties would provide even more meaningful insight and might enable a generalisable result.

Although the author decided to include two different research methods for the analysis of the properties, the reliance on information disclosed by the hotels with regards to the framework for analysis provided, is persistent. The interviews undertaken aimed at getting a deeper insight into the honesty and commitment to CSR; nevertheless, undertaking a verification of all claims was not possible. It would be therefore advised for future research to check upon performance within the properties to forgo this limitation. This could also include a questionnaire for

employees to get insight into how they perceive certain activities, and if what is claimed is actually implemented in the property and embedded in the employees' minds.

Regarding the hotel chains, relying on publicly available information was a deliberate method as a comparison would not have been possible in any other way, and comparing performance in properties to publicly disclosed claims was the aim of this research. Nevertheless, additionally interviewing corporate representatives could provide a more detailed picture of the CSR strategies within the chain.

Generally, the author believes that the research provides a satisfactory overview of the currently high status of CSR efforts in up-scale, chain affiliated properties in Vienna, and the differences between chain-wide and individual strategies were examined thoroughly. The causes for the discrepancies were assessed and a trend towards autonomous decision making within the properties, for various reasons, could be identified. Nevertheless, by addressing the limitations discussed additional research could be pursued to provide an even more comprehensive answer to the research question.

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## Appendices

### Appendix A – Framework for Analysis

CSR Initiatives	E/N*	Comments
<b>Management</b>		
Company philosophy includes sustainability aspects		
Compliance with all legal requirements (security, health, anti-corruption, environment, working conditions)		
CSR management system has been established		
Supplier code of conduct has been established		
Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism has been signed		
Human rights policies have been established		
Regular audits are being carried out		
<b>Energy</b>		
Energy management system has been established		
Energy consumption (numerical; if existent)		
Use of alternative energies		
Use of energy-saving light bulbs		
Use of sensor lighting		
<b>Waste</b>		
Waste management system has been established		
Waste generation (numerical; if existent)		

\*E=Existent; N=Non-existent

CSR Initiatives	E/N*	Comments
<b>Waste cont.</b>		
Usage of recyclable materials		
Safe disposal of waste		
<b>Water</b>		
Water management system has been established		
Water consumption (numerical; if existent)		
Reuse of waste water		
Installations to reduce water consumption		
<b>Other Environmental Actions</b>		
Reduction of paper usage		
Use of non-toxic cleaning supplies		
Sustainable buildings		
Sustainable room furniture		
<b>Customers</b>		
CSR strategies or certificates are displayed or communicated to the guest		
Opportunities for customers to participate in CSR program		
Advertising and public statements are honest and include all information of interest		
Customer complaint support system has been established		
Amenities for disabled, allergic or customers with other special needs		

\*E=Existent; N=Non-existent

CSR Initiatives	E/N*	Comments
<b>Employees</b>		
Employees are informed about and involved in the CSR program		
CSR trainings (at least annually)		
Other employee training possibilities		
Clear and fair employment terms and conditions		
Compliance with employment laws and regulations		
Fair remuneration for all employees		
Reward system		
Employee empowerment		
Employee training possibilities		
Employee feedback is desired and encouraged		
Safe, clean and healthy working conditions		
Health and wellness program		
<b>Suppliers</b>		
Contracts with sustainable local suppliers		
Ensure that suppliers act in accordance with sustainability practices, laws and regulations		
<b>Community</b>		
Support cultural community projects and activities		
Support environmental community projects and activities		
Benefit vulnerable groups		
Employee volunteering		

\*E=Existent; N=Non-existent

CSR Initiatives	E/N*	Comments
<b>Community cont.</b>		
Employ locals		
Use of regional/local artwork		
Working with NGOs		
<b>Other</b>		
Certifications and Awards		
Published CSR reports		

\*E=Existent; N=Non-existent

## **Appendix B – Interview Guide**

1. What policies does your CSR strategy include?
2. How do you manage the implementation of CSR policies in your property?  
(persons, management practices, challenges faced)
3. To what extent are customers and employees involved in the program?
4. Are there regulations governing the management of chain wide CSR strategies at individual premises in place? If yes, which aspects do these regulations contain?
  - a. To what extent is the hotel obliged to implement chain wide policies?
5. Is the current CSR strategy in your hotel based on the chain wide strategy – in which way?
  - a. Are additional practices supported by the hotel chain?
6. Is there a control process organized by the chain in place? If yes, how is it organized?
7. In your opinion, is there a discrepancy between the chain wide strategy and yours? If yes, what are the differences (positive and negative) and what are the reasons for them?

**Appendix C – Results of the Framework for Analysis**

<b>CSR Strategies Analysis</b>											
Nr.	CSR Initiatives	Accor	SofitelVie	HiltlWW	HiltVie	ICHG	ICHVie	MaInt	MaVie	RezhG	RaBluVie
1.	<i>Management</i>										
1.1.	Company philosophy includes sustainability aspects	X		X	X	X	X	X	X		X
1.2.	Compliance with all legal requirements (security, health, anti-corruption, environment, working conditions)	X		X	X	X	X	X	X	X	X
1.3.	CSR management system has been established	X		X	X	X	X	X	X	X	X
1.4.	Supplier code of conduct has been established	X				X		X	X	X	
1.5.	Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism has been signed	X		X	X			X	X	X	X
1.6.	Human rights policies have been established	X		X	X	X	X	X	X	X	X
1.7.	Regular audits are being carried out	X			X		X		X	X	
	Sum	7	0	5	6	5	5	6	7	6	5
2.	<i>Energy</i>										
2.1.	Energy management system has been established	X		X	X	X	X	X	X	X	X
2.2.	Energy consumption (numerical)	X		X	X	X	X	X	X	X	X
2.3.	Use of alternative energies	X		X	X	X	X	X	X	X	X
2.4.	Use of energy-saving light bulbs	X			X	X	X	X	X	X	X
2.5.	Use of sensor lighting				X	X	X	X	X	X	X
	Sum	4	0	3	5	5	5	4	4	5	3

Nr.	CSR Initiatives	Accor	SofitelVie	HiltWW	HiltVie	ICHG	ICHVie	Maint	MoVie	RezHG	RaBluVie
3.	<i>Waste</i>										
3.1.	Waste management system has been established	X		X	X	X	X	X	X	X	X
3.2.	Waste generation (numerical)	X		X	X	X	X	X	X	X	X
3.3.	Usage of recyclable materials	X		X	X	X	X	X	X	X	X
3.4.	Safe disposal of waste	X		X	X	X	X	X	X	X	X
	Sum	4	0	3	4	3	4	3	4	3	4
4.	<i>Water</i>										
4.1.	Water management system has been established	X		X	X	X	X	X	X	X	X
4.2.	Water consumption (numerical)			X	X	X	X	X	X	X	X
4.3.	Reuse of waste water	X				X	X			X	
4.4.	Installations to reduce water usage	X			X	X	X		X	X	X
	Sum	3	0	2	3	4	3	2	3	4	2
5.	<i>Other Environmental Actions</i>										
5.1.	Reduction of paper usage	X			X	X	X		X		X
5.2.	Use of non-toxic cleaning supplies	X			X		X		X	X	X
5.3.	Sustainable buildings	X		X		X	X	X		X	
5.4.	Sustainable room furniture	X						X	X		
	Sum	4	0	1	2	2	3	2	3	2	2

Nr.	CSR Initiatives	Accor	SofitelVie	HiltWW	HiltVie	ICHG	ICHVie	MaInt	MaVie	RezHG	RoBluVie
6.	Customers										
6.1.	CSR strategies or certificates are displayed or communicated to the guest	X		X	X	X	X	X	X	X	X
6.2.	Opportunities for customers to participate in CSR program	X		X	X	X	X	X	X	X	X
6.3.	Advertising and public statements are honest and include all information of interest	X			X	X	X	X	X	X	X
6.4.	Customer complaint support system has been established	X		X	X	X	X	X	X	X	X
6.5.	Amenities for disabled, allergic or customers with other special needs	X			X	X	X	X	X	X	X
	Sum	5	0	3	5	5	5	5	5	5	5
7.	Employees										
7.1.	Employees are informed about and involved in the CSR program	X		X	X	X	X	X	X	X	X
7.2.	CSR trainings (at least annually)	X					X	X	X	X	X
7.3.	Clear and fair employment terms and conditions	X			X	X	X	X	X	X	X
7.4.	Compliance with employment laws and regulations	X			X	X	X	X	X	X	X
7.5.	Fair remuneration for all employees	X			X	X	X	X	X	X	X
7.6.	Reward system	X			X	X	X	X	X	X	X
7.7.	Employee empowerment			X	X		X	X	X	X	X
7.8.	Employee training possibilities	X		X	X	X	X	X	X	X	X
7.9.	Employee feedback is desired and encouraged			X	X	X	X	X	X	X	X
7.10.	Safe, clean and healthy working conditions	X			X	X	X	X	X	X	X
7.11.	Health and wellness program	X			X	X	X	X	X	X	X
	Sum	9	0	4	10	9	11	11	11	9	11

Nr.	CSR Initiatives	Accor	Softtel/Vie	HilitWW	HilitVie	ICHG	ICHVie	MaInt	MaVie	RezHG	RaBluVie
8.	<i>Suppliers</i>										
8.1.	Contracts with sustainable local suppliers	X		X	X	X	X	X	X	X	X
8.2.	Ensure that suppliers act in accordance with sustainability practices, laws, and regulations	X		X	X	X	X	X	X	X	X
	Sum	2	0	2	2	2	2	2	2	2	2
9.	<i>Community</i>										
9.1.	Support cultural community projects and activities			X	X		X		X		X
9.2.	Support environmental community projects and activities	X		X	X	X	X	X	X	X	X
9.3.	Benefit vulnerable groups	X		X		X	X	X	X	X	
9.4.	Employee volunteering			X	X		X	X	X	X	X
9.5.	Employ locals	X		X	X	X	X	X	X	X	X
9.6.	Use of regional/local art work			X	X		X				
9.7.	Working with NGOs	X		X		X	X	X	X	X	
	Sum	4	0	7	5	4	7	5	6	5	4
10.	<i>Other</i>										
10.1.	Certifications and Awards	X		X	X	X	X	X	X	X	X
10.2.	Published CSR reports	X		X	X	X	X	X	X	X	X
	Sum	2	0	2	2	2	2	2	2	2	2
	<b>Total: 51</b>	<b>44</b>	<b>0</b>	<b>32</b>	<b>44</b>	<b>41</b>	<b>47</b>	<b>42</b>	<b>47</b>	<b>43</b>	<b>40</b>

## **Appendix D – Hotel Representatives**

### **Hilton Vienna Plaza**

Schottenring 11, 1010 Vienna

#### *Framework for Analysis*

Human Resources Executive

Ms. Johanna Jany

#### *Interview*

Director of Human Resources

Ms. Daniela Wakefield

### **InterContinental Vienna**

Johannesgasse 28, 1037 Vienna

#### *Framework for Analysis and Interview*

Director of Human Resources

Ms. Karin Schweinegger

### **Radisson Blu Style Hotel**

Herrengasse 12, 1010 Vienna

#### *Framework for Analysis and Interview*

General Manager

Ms. Verena Forstinger

### **Vienna Marriott Hotel**

Parkring 12a, 1010 Vienna

#### *Framework for Analysis*

Director of Human Resources

Ms. Gabriele Hasenauer

#### *Interview*

General Manager

Mr. Dieter Fenz