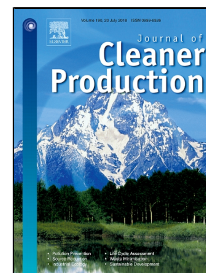


# Accepted Manuscript

Environmental management practices for sustainable business models in small and medium sized hotel enterprises

Federica Buffa, Mariangela Franch, Dina Rizio



PII: S0959-6526(18)31483-5  
DOI: 10.1016/j.jclepro.2018.05.143  
Reference: JCLP 13000  
To appear in: *Journal of Cleaner Production*  
Received Date: 30 November 2016  
Accepted Date: 17 May 2018

Please cite this article as: Federica Buffa, Mariangela Franch, Dina Rizio, Environmental management practices for sustainable business models in small and medium sized hotel enterprises, *Journal of Cleaner Production* (2018), doi: 10.1016/j.jclepro.2018.05.143

This is a PDF file of an unedited manuscript that has been accepted for publication. As a service to our customers we are providing this early version of the manuscript. The manuscript will undergo copyediting, typesetting, and review of the resulting proof before it is published in its final form. Please note that during the production process errors may be discovered which could affect the content, and all legal disclaimers that apply to the journal pertain.

Word count: 8,846

## ENVIRONMENTAL MANAGEMENT PRACTICES FOR SUSTAINABLE BUSINESS MODELS IN SMALL AND MEDIUM SIZED HOTEL ENTERPRISES

### Abstract

The subject of our research is the environmental management practices (EMPs) adopted by small and medium-sized hotel enterprises (SMHEs) to foster the development of sustainable business models. The aim is to analyse operational, communication and organisational practices and to explore whether or not the availability of public incentives encourages SMHEs to adopt EMPs, and, if it does, how. We use a framework based on a multi-dimensional approach according to the classification proposed by González-Benito and González-Benito (2006) and we add a supplementary variable (access to subsidies) to capture the importance of the public actor. The research was carried out in Trentino, a traditional tourist destination in the Italian Alpine Arc. We received 351 completed online questionnaires, of which 247 were considered valid. The data were analysed using Principle Component Analysis (PCA) applied to a polychoric correlation matrix. The PCA evidences three relevant latent dimensions which summarized more than 72% of the sample variance. The results demonstrate that the SMHEs adopted three different sets of EMPs, and that the role of public actor is crucial for financing the most expensive operational activities. The research narrows the knowledge gap with regard to *a*) the types of EMPs adopted by the SMHEs, *b*) the methods used to achieve this implementation. The research validates the inclusion of the supplementary variable within the framework, and thus the original nature of our study.

**Keywords:** sustainable business model; environmental management practices; small hotels, public actor, incentives

### 1. Introduction

In management studies the themes of sustainable development have been pursued with growing urgency since the 1990s (for a review see Gladwin et al., 1995; Starik and Marcus, 2000; Etzion, 2007); the challenge now is to establish how businesses can most effectively modify their traditional models, and become sustainable (Boons et al., 2013). Although there is general acknowledgement that sustainability can be a key - and innovative - factor in increasing competitiveness (Boons and Lüdeke-Freund, 2013), while also creating environmental and social benefits (Stubbs and Cocklin, 2008; Boons et al., 2013), there is still a knowledge gap with regard to the most appropriate areas in which to invest in sustainable innovation and gain advantage from sustainable business models (Schaltegger

Download English Version:

<https://daneshyari.com/en/article/8094366>

Download Persian Version:

<https://daneshyari.com/article/8094366>

[Daneshyari.com](https://daneshyari.com)