

CHAPTER FIVE:

CASE STUDY OF SMALL HOTELS COMMITTED TO GDES IN WALES

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5.1 Introduction

This chapter presents and discusses the findings obtained from a case study of small hotels committed to GDES in Wales. It starts with an overview of the development of GDES. It highlights hoteliers' commitment to environmental responsibility and investigates the environmental performance undertaken. It next explores hoteliers' intention to progress further to achieve higher levels of GDES. The chapter then moves to discuss hoteliers' attitudes towards the implementation of all the options listed in the waste management hierarchy. Furthermore, it investigates hoteliers' attitudes towards encouraging staff and customer participation in the hotel's SWM programme and then explores their attitudes towards the extent of participating in future national PTB systems. The chapter also highlights hoteliers' compliance with the legal requirements for disposing of hotel waste and discusses future motivation for implementing better SWM practices in small hotels. It ends with a modified model for SWM in GDES small hotels and then summarizes the findings.

5.2 Development of GDES

Arena Network's environmental coordinators argued that it was difficult for small businesses in Wales to certify with ISO 14001 and EMAS as those types of EMS were designed for larger businesses. Previous research (e.g., Gerstenfeld and Robert, 2000; Holt *et al.*, 2000; Kuhndt and Von Geibler, 2002; Pimenova and Van der Vorst, 2003; Chavan, 2005) had reported that ISO 14001 and EMAS were not appropriate implementation of EMS to fulfil the needs of small businesses. Consequently, Arena Network started to think

about developing an environmental standard suiting the needs of all types and sizes of organisations. In 2000 they developed GDES where the first two entry levels were more appropriate to meet the needs of small businesses. The standard was originally launched in Wales but it could be implemented for any business all over the UK and Northern Ireland. At the time of conducting this research, there were about 1000 organisations certified with GDES across the UK and Northern Ireland. Hillary (2000) indicated that the adoption of EMS was an effective way to improve small businesses' environmental performance. It provided the business with a structured approach for implementing environmental performance measures into the daily operations (Chavan, 2005).

There are five levels of GDES which small hotels can pass through (see section 2.2.5). The findings showed that most small hotels committed to GDES (7 out of 9) were at Level Two which was about complying with the legislation while only two hotels had achieved Level Three. There are four main documents required to achieve Level Two GDES, including: the initial environmental review (see section 5.3.3); the environmental policy (see section 5.3.1); the environmental improvement plan (see section 5.3.4); the legal register (see section 5.9). One of Arena Network's environmental coordinators indicated that the majority of small businesses' operators did not have the expertise to develop these documents themselves. Thus they paid Arena Network to assist them preparing these documents and implement GDES. Previous studies (Hillary, 1998; Ryan, 2003) revealed that the

implementation of EMS was considered a major challenge facing most SME operators. They lacked the experience to formalize environmental policy and/or undertake a comprehensive environmental audit.

Arena Network's environmental coordinators argued that there were no specific requirements from GDES small hotels in regards to managing their solid waste, e.g. recycling. Instead, Arena Network emphasized hoteliers' legal obligation in relation to SWM to make sure that they disposed of their waste in a proper manner through a licensed waste contractor. This indicated that if a small hotel disposed of its waste into landfill they still would be eligible to get the standard. One of the coordinators interviewed added that EMS was totally different comparing to quality standards. The EMS did not specify what an organisation should do as long as they committed to the principle of continual environmental improvement, whereas with the quality standards businesses must achieve certain practices in the first place to get the award. He said:

EMS is different of course compared to quality standards. With quality standard you have to do certain types of soups, you have to have a dishwasher or that sort of things and you tick the boxes. However, the EMS does not specify what you have to do but you have to do something that is relevant and appropriate to the size of the organisation. So, as long as there is a continual improvement then we do not say exactly, for example you must recycle 50% of your waste or you must do that; whatever EMS is it does not actually specify that sort of thing.

(Coordinator 2/Arena Network)

5.3 Small hotels' commitment to environmental responsibility

5.3.1 Developing an environmental policy

The environmental policy is considered a mandatory part of GDES and thus any business that intends to get certified with the standard must have an environmental policy. It should be based upon the information obtained from the hotel's environmental review. The results revealed that the majority of small hotels committed to GDES (8 out of 9) had an environmental policy aimed to identify the key impacts of their operations on the environment. It also demonstrated hoteliers' commitment to pollution prevention, continual environmental performance improvement and to comply with the relevant legislation.

However, practically, some hoteliers (6 out of 9) adopted various environmental measures to achieve the targets of their environmental policy in terms of reducing consumption of water, energy and reducing waste going to landfill. Hoteliers reviewed, updated and communicated their hotels' environmental policy regularly to all related parties, including: customers, suppliers and staff. Previous literature (Kirk, 1996; Starkey, 1998; Woodside *et al.*, 1998) similarly indicated that the environmental policy must be communicated to all interested stakeholders to attain their support in the hotel's environmental programme. One hotelier said:

Well, we have an environmental policy. We did it for GDES. The targets are constantly helping the environment. We are always reviewing and looking at the way we do things and constantly looking at how to improve processes.

(SH2/GDES, 8 Rooms)

Two hoteliers interviewed made the process of putting the hotel's environmental policy on the website part of their marketing plan believing that it could create a competitive advantage over other hotels. They placed the GDES logo on their hotels' websites and linked it with their environmental policies to make all people aware that they were GDES certified. When people click on the logo it takes them directly to the hotel's environmental policy (see Figure 5.1).

Figure 5.1: Promoting the environmental policy on the hotel's website



On the other hand, some hoteliers interviewed (2 out of 9) were ignorant of the targets of their hotels' environmental policy. One of these hoteliers did not react positively towards environmental issues. This is due to the fact that

some hotels committed to GDES developed and maintained environmental policy mainly to fulfil the paperwork requirements of GDES rather than performing in an environmentally-responsible manner. They developed an environmental policy initially when they first applied for the standard and once they got the award they forgot about it. This is best explained in the following excerpts:

I guess one of the main things of the environmental policy is sort of recycling of what we consume...oh is it? I thought that the policy was on our website. I can fix that; I can put it on.
(SH4/GDES, 29 Rooms)

Ok let me have a look to it.
(SH5/GDES, 27 Rooms)

Surprisingly, the findings also revealed that one of the hoteliers did not have an environmental policy although the hotel was still registered on the GDES website on the list of organisations which achieved GDES Level Two. The owner of this hotel asserted that they were granted GDES Level Two in 2003 and since that time he had never been contacted by Arena Network for reassessment. However, from the perspective of Arena Network which holds the main responsibility over GDES, any business certified with GDES must be reassessed upon the completion of its certificate which normally lasts for 12 or 24 months. Thus, committed businesses would be revisited by one of Arena Network team to make sure that the organisation had maintained the quality of the standard and had continued in improving their environmental performance in order to renew their GDES Certificate. However, this was not the case with this small hotel whose owner said:

I am not sure actually which level we are. My mom applied for the standard and that was actually five years ago and we got the GDES. We have been here for five years and I have not seen anybody from GDES.

(SH6/GDES, 15 Rooms)

5.3.2 Appointing an environmental officer

Hoteliers did not appoint someone with sole responsibility for environmental issues because of the size of the operation. They argued that a small hotel cannot afford to just employ an environmental officer in order to deal with GDES and other environmental issues within the operation. Instead, the environmental responsibility was considered a part of the duties of the hotel owner/manager, for example, to ensure the effective implementation of the environmental performance measures; to keep the environmental policy up to date; to keep staff aware of environmental issues. One of the hoteliers asserted that the environmental responsibility of a small hotel should not be a specific duty of one person but all staff in the hotel should be environmentally aware and take part whatever department they were in. As one of the hoteliers commented:

No, size of the hotel does not warrant that. I do my duty really to keep an eye on that and to monitor as best as I can. Everyone is pretty good actually. Again in a place like this it is too small to just have an environmental officer.

(SH7/GDES, 19 Rooms)

5.3.3 Undertaking an environmental audit

Hoteliers argued that they were part of GDES and they had an initial environmental review undertaken in cooperation with Arena Network when they certified with the standard. Both Maltby (1995) and Kirk (1996) similarly

asserted that small businesses' operators normally sought advice and support from external consultants to carry out the environmental audit. In addition to the initial environmental review, some hoteliers (e.g. SH1/GDES and SH2/GDES) had considered undertaking an internal audit on an annual basis to identify their activities that could have an impact on the environment and evaluate the current environmental competence and performance.

In fact the initial environmental review undertaken by Arena Network was very comprehensive considering a variety of issues, among these: the hotel activities; environmental awareness and training needs; existing environmental management practices; relevant environmental legislation; building, infrastructure and surrounding physical environment; land contamination; pollution risk assessment; use of natural resources and raw materials; energy and water consumption; water discharge; emissions to atmosphere; waste management; environmental performance of contractors and suppliers. The information gathered from the review was documented and updated periodically.

Interestingly, the majority of hoteliers interviewed believed and admitted that their hotel operations would negatively impact the environment. A belief which, in fact, led some of the hoteliers to undertake a step forward and implement numerous control measures to eliminate and/or minimise the impact of their operations. One of the hoteliers considered communicating the major impacts of his operation to staff by placing a statement of the

hotel's environmental impacts on the staff notice board. This would essentially help in encouraging staff to work towards reducing their impacts on the environment.

Hoteliers perceived that waste disposal into landfill was the most common impact which their operations had on the environment. One hotelier said: *"it was only the waste that we put through the big bins which taken away to landfill"* (SH7/GDES). Moreover, some hoteliers (4 out of 9) asserted that their operations extensively consumed large amounts of energy as they either had old buildings which were not energy efficient or incorporated ineffective heating systems. Unexpectedly, two hoteliers used coal for heating which resulted in several adverse environmental impacts, (e.g., emission of greenhouse gases). Furthermore, two hoteliers interviewed indicated that their operations contributed in increasing the impact of carbon footprint as a result of having separate deliveries for their hotels' purchases and also the increased number of customers who came to their hotels by car.

5.3.4 Setting an improvement plan

When Arena Network's assessors reassessed the hotel for renewing its certificate they discussed with the hoteliers the areas that needed to be improved and how. In this respect, the majority of hoteliers (8 out of 9) had a plan in place to improve their hotels' environmental performance; such a plan was considered a major requirement for achieving GDES. The plan was produced mainly from the information gathered through the environmental

review and in line with the commitment made in the environmental policy. It identified the key environmental impacts of the operation and set specific targets for environmental performance improvement with a timescale for achievement. Indeed, the hotels' improvement plans were realistic intending to reduce water and energy consumption and also to reduce waste going to landfill. Furthermore, one of the hoteliers asserted that the hotel's environmental improvement was a step by step development process as long as they renovated the hotel they would look for the most sustainable sources. He said:

It is not just because we are an eco-hotel we are going to break everything down and full with as many eco-things as possible. But when we develop; when we replace our boiler system we are probably going to look at biomass boiler system; that most economical. Also, when we replaced our mattresses we would use eco-mattresses you know and we would use sustainable furniture.

(SH1/GDES, 12 Rooms)

5.4 Environmental performance in small hotels committed to GDES

5.4.1 Environmental measures undertaken for achieving GDES

Most of the hoteliers interviewed had actually implemented a lot of low and/or no cost environmental measures to conserve water, energy and reduce waste. Among these: installing energy-efficient light bulbs; putting heaters on timers; turning off thermostats and closing curtains when customers not in rooms; encouraging staff to turn off lights and other appliances when not used; installing showers in guestrooms rather than baths; checking for dripping taps and water leaks; installing hippo bags in older toilet cisterns; collecting rainwater to use in the garden; installing refillable soap and

shampoo dispensers in bathrooms; minimising and recycling most of the hotel waste streams. From another perspective, one of the hoteliers asserted that small hotels could not afford the cost of incorporating new technologies or systems (e.g. a key card system) to achieve greater energy and water savings. He commented:

It is only 19 bedroom hotel, if I was 30 or 40 bedroom hotel then probably I would go for a system when you put the key in the door all the lights come on and then when you leave everything goes off, but again as a hotel of this size it is difficult to make that sort of saving because it costs you a lot to incorporate the system.

(SH7/GDES, 19 Rooms)

It was found that some hoteliers interviewed (2 out of 9) were focusing more on the implementation of energy and water conservation measures rather than SWM practices. Both of these hoteliers believed that these areas of water and energy management were associated with achieving greater financial savings and easy to target rather than finding out sustainable routes for the different waste streams produced. As one hotelier said: *“our goal at the moment is to concentrate mainly on power; trying to save more. I think really because this is the easiest area to save”* (SH7/GDES). Similarly, Knowles *et al.* (1999) investigated environmental practices undertaken in London’s hotels and found that most of the actions taken aimed to reduce energy and water consumption.

5.4.2 Measuring the effectiveness of the hotel’s environmental performance

Most small hotels committed to GDES set up an environmental file as a central point for all environmental information within their operations. The file

included a variety of environmental records: the hotel's environmental policy, environmental review, improvement plan, GDES assessment reports, WTN, utilities consumption spreadsheets, waste disposal graphs, statement of environmental impacts and other environmental information. In fact maintaining such documented data had helped most hoteliers to measure the effectiveness of their hotels' environmental performance.

Most hoteliers argued that they monitored the consumption of utilities (water, gas and electricity) as meter readings were constantly taken on a monthly basis. They developed spreadsheets to track the usage and compare the consumption figures, linked to the occupancy levels, with that of previous periods to find out if there was any changes happened, why and how best they could improve to reduce the usage. One of the hoteliers considered communicating utilities consumption figures to all staff to make them aware of the outcome of their contributions in the hotel's environmental performance. Moreover, some hoteliers (3 out of 9) considered monitoring waste production and disposal routes. They developed charts to show how much waste had been produced, how many lifts had been taken and what percentage out of the hotel waste had been recycled, composted and landfilled. One of the hoteliers added that they looked at a system to weighing all food items going into the production process and then weighing food waste produced in order to optimize food waste generation. As one hotelier asserted:

We monitor the utilities, the usage, the waste and that sort of thing. Meter readings are taken on a monthly basis and

*spreadsheets have been developed to record this information.
Consumption figures are then communicated back to all staff.
(SH5/GDES, 27 Rooms)*

5.4.3 Support provided by Arena Network

Two hoteliers out of the nine asserted that Arena Network was very supportive to committed GDES hotels. They got a lot of advice and information on the various environmental issues within their operations from Arena Network. One of these hoteliers indicated that most of the eco-practices undertaken were originally suggested by the assessors of Arena Network. They had helped him particularly on SWM issues by putting him in contact with various organisations that would help with the hotel waste (e.g. charity organisations). One hotelier said: *“I suppose Arena Network is our biggest source of information”* (SH1/GDES).

However, the majority of hoteliers interviewed (7 out of 9) argued that they received very little or no support from Arena Network to enhance the hotel’s environmental performance. One of the hoteliers indicated that Arena Network was initially offering GDES businesses free training courses and advice to make them aware of the environmental issues but now they stopped their free service. She said: *“they provided us with some information in 2004 but until now I received nothing”* (SH8/GDES). Another hotelier (SH4/GDES) felt that the standard was losing the momentum as Arena Network had no longer provided any support to committed GDES businesses and also they were going to charge committed organisations for the reassessment.

As a result, some hoteliers (3 out of 9) did not rely anymore on Arena Network as a source of information and had investigated for other sources of information to promote their hotels' environmental practices. They sought advice from other environmental organisations, including: Carbon Trust and Envirowise. They had attended most of the training courses offered by these organisations which aimed to educate businesses' owners/managers on how to tackle environmental issues. They constantly received notes and information from both organisations about the current legislation and other environmental issues. Moreover, these hoteliers asserted that Carbon Trust had provided a site visit to their hotels and advised them on how to become more energy efficient and reduce carbon emissions. They argued that they got more feedback and support from Carbon Trust and Envirowise rather than Arena Network.

On the base of Arena Network, one of the environmental coordinators interviewed argued that Arena Network lacked the financial and personnel resources to cope with such huge number of GDES organisations. Clearly, the free support provided by Arena Network to educate GDES small hotels on how to undertake eco-friendly practices was very modest. They just provide advice on request through a telephone helpline service and also offer very generic workshops for different business sectors with the aim of outlining the benefits and requirements of GDES. By contrast, Arena Network currently provides a range of support services but for fees (e.g. initial environmental review). Similarly, they considered providing a range of

specific training courses in relation to energy, water and waste management. However, such courses were too expensive for small hotel operators to attend, for example, they run three days waste management course for £1200. As one business's coordinator said:

It is not Arena Network's job to make sure that everyone has got support. We do not go around knocking everybody's door. Obviously, we do not just deal with tourism businesses but we deal with every sector; every size within our region. So, we do not have the resources to just go out and knock everybody's door.

(Coordinator 1/Arena Network)

One of Arena Network's environmental coordinators asserted that they currently lacked the funding to work with more businesses and assist them to implement GDES. Accordingly, Arena Network tended to provide their services on a commercial basis rather than the free service they used to offer. As one business's coordinator said:

We have been told that everything goes a little bit commercial from our point of view. So, the client would have to pay for everything rather than the free service that we were offering in the past.

(Coordinator 1/Arena Network)

At the time of conducting this research, if any business wanted to certify with the standard they had to pay a standard fee equal to £75 for the assessment, to make sure that they were complying with GDES requirements. However, the implementation costs of GDES vary according to the type and size of business. For a small hotel with more than 10 employees, the likely charge for the assessment and implementation of Level Two GDES would be £500. This would actually create a problem to Arena Network in relation to

maintaining businesses continue certifying with GDES as most hoteliers interviewed argued that if Arena Network was going to make a charge for the standard they would not think to certify with it. One hotelier said:

It is a privately owned hotel of 21 bedrooms in the middle of the countryside. So, the last thing you want to do is to spend on an investment that may not work out.

(SH8/GDES, 21 Rooms)

Nevertheless, Arena Network still covered some local authorities in Wales and offered them a free implementation service of GDES but only for Levels One and Two. These local authorities include: Cardiff, Newport, Wrexham and Flintshire. This reflected that if any business located within these local authorities and wanted to get Level Three or Four or Five they would have to pay Arena Network to implement the standard for them.

5.5 Hoteliers' intentions to progress further to achieve higher levels of GDES

It was found that three hoteliers out of the nine had an intention to progress further to achieve higher levels of GDES. One of these hoteliers indicated that they had just achieved Level Three GDES and they wanted to improve and go forward to get Level Four. Indeed, they always think of new ideas to become more environmentally-efficient. Moreover, one of the hoteliers asserted that they were certified with Level Two GDES and they intended to progress forward to achieve Level Three. However, they got a lot of confusion about the accreditation process. Thus, they contacted Arena Network asking for advice or training on the requirements of Level Three GDES and how they could carry it out but, unfortunately, they got no

response. Interestingly, the actual motivations of these hoteliers to achieve higher levels of GDES were centred on helping their businesses economically and meeting their commitment in helping the environment. Moreover one of the hoteliers was financially supported to achieve Level Three. She said:

When we started the process we were helped by an organisation that would help small businesses in Monmouthshire. They offered to give us a bit of support...basically we agreed that they were going to pay 70% of all the cost and we would pay 30% of it.

(SH8/GDES, 21 Rooms)

On the other hand, the majority of hoteliers (6 out of 9) were certified with Level Two GDES and they did not have any intention to go to the next step and achieve Level Three arguing that it was difficult for a small hotel operator to manage it. The amount of the paperwork and recordkeeping required for Level Three are quite extensive. Most hoteliers indicated that there was no need for their operations to work towards attaining Level Three believing that it was not going to be of any benefit to them. They felt that Level Two was very achievable for small hotels as it suited their needs. One of the hoteliers added that Level Two was the standard which was expected from a small hotel and Level Three was the further point which a small hotel could go through, whereas Levels Four and Five were more appropriate for larger businesses. One of the hoteliers said:

When we were operating here we were very busy. I think it was very difficult to go any further. We could not do Level Three or Four because of the type of the business we were.

(SH4/GDES, 29 Rooms)

From the perspective of Arena Network, the coordinators interviewed agreed with the hoteliers that Level Two was so applicable and appropriate for a small hotel to stand at. They did not even consider pushing small hotel operators to go any further than Level Two when they reassessed them. They argued that there was no need for small hotels to pass Level Two because it would be more work for them in terms of the amount of procedures and recordkeeping required to achieve Level Three or Four. Moreover, the cost and time would be quite prohibitive for small hotels to go any further from Level Two as it was expensive and time consuming to run a formalised EMS. One of the Arena Network's environmental coordinators indicated that it did not mean that going to higher levels of GDES would increase the benefits to the business. With Level Two, small hotels still got the same benefits of the higher levels as long as they worked in line with a continual improvement plan. One business's coordinator said:

No, they do not need to go any further than Level Two and we won't push them either. Going to higher levels did not necessarily mean an increase of benefits to them. For most small businesses, it would be a waste of their time and money to do so. Our job when we are coming to audit each time is to say "right, you have done those targets where is your new improvement plan for next year and so on and so on". That is the key thing.

(Coordinator 2/Arena Network)

5.6 SWM practices in small hotels committed to GDES

5.6.1 Prevention

Most hoteliers (6 out of 9) held favourable attitudes towards prevention of waste at source. As indicated in TPB, hoteliers' positive attitudes towards

prevention had significantly influenced their behavioural intention and motivated them to develop a green purchasing policy aimed to prevent waste at source and buy from local suppliers. Hoteliers believed that developing a green purchasing policy could support the local and business economies, protect animal welfare and support the environment. One of the hoteliers asserted that they developed their ethical purchasing policy with the assistance of some specialised organisations, including: the Chartered Institute of Purchasing and Supply (CIPS) and the Ethical Training Initiative (ETI). These organisations advised hoteliers on the principles of ethical purchasing and provided them with a list of producers and suppliers who were environmentally-responsible. Moreover, some hoteliers (3 out of 9) considered promoting their ethical purchasing policy to all stakeholders, including: suppliers, clients, employees and local community.

Hoteliers considered buying environmentally-friendly products. They avoided buying disposable items (e.g. paper plates and cups) or items that could have an impact on the environment, e.g. aerosol and harmful cleaning detergents. The results showed that two hoteliers were part of the Welsh Organic Scheme (WOS) where all their products and foods served to customers were organic with less or no impact on the environment. Moreover, hoteliers adopted varied practices to cut down waste at source. They considered buying products with longer lifespan and keeping their purchases down to necessity. They tried effectively to control packaging waste by undertaking numerous ways, including: buying items loose; buying

items with less or no packaging; buying in bulk quantities with the least amount of packaging. This is best explained in the following excerpts:

We do not buy in packaging anyway, we buy food fresh everyday. We do not store in deep freezers, we buy in small quantities and that itself reducing our waste.

(SH2/GDES, 8 Rooms)

In relation to packaging, we are trying not to buy in whole packs, we will buy individuals. If you buy twelve items they will come in a case made from polutine and cardboard but if you buy only one or two items of that particular thing we will not get the packaging for the whole twelve and the supplier will put it in a box with the other items and so we are saving on packaging.

(SH3/GDES, 23 Rooms)

Moreover, some hoteliers interviewed (3 out of 9) were very interested to deal with suppliers who had an environmental policy or at least were environmentally aware of the principles of ethical purchasing. They continuously reviewed and assessed the environmental policy of their suppliers and prioritized those who used recycled products. In terms of TPB, it was clear that hoteliers perceived very little or no social influence (Subjective Norms) from suppliers to undertake green purchasing practices. Instead, some hoteliers delivered their hotel's environmental policy to suppliers and encouraged them to reduce the road miles of purchasing. As one hotelier asserted:

We ask our suppliers when they make an order, i.e. vegetables to source it from as closest as possible. So, we get the minimum road miles to get the product. We get the supplier thinking as well. All of the suppliers that we do use are part of the WOS, so they are all environmentally aware.

(SH1/GDES, 12 Rooms)

Most hoteliers interviewed (6 out of 9) considered buying from local sources as one of the hoteliers claimed that they had a menu called '15 miles', which meant that all products for that menu sourced locally within 15 miles away from the hotel. Moreover, one of the hoteliers was not only interested to buy from local sources but also he played a significant role in the local community persuading other businesses' owners to deal with as most local suppliers as possible to minimise their carbon footprint and thus reducing their impact on the environment. Interestingly, he arranged with other small hotel operators in the locality, particularly those who dealt with the same suppliers, to receive deliveries in the same day.

Furthermore, one of the small hotels committed to GDES was also a member of Considerate Hoteliers Association. Considerate Hoteliers is a green hotel association involves a group of professionals within the hospitality industry who are deeply committed to a policy of waste, water and energy management and also committed to a policy of local purchasing. This hotel was the first member to join Considerate Hoteliers in Wales and also represented the smallest establishment among all the 50 members in the UK. In 2007, the hotel was awarded the UK champion for procuring local food and reducing food miles. The hotel achieved this award through purchasing of food items from local suppliers, reducing food miles and thus helping sustain the local economy. Interestingly, the hotel owner asserted that they used the public transportation to deliver some of their products and such behaviour

saved them time and money. In 2005 they set up the only food transportation system using the railway in Britain. He explained:

I was buying a smoked salmon which was arguably the best smoked salmon in Britain. I had to drive to this market all the time and this was costing me time and money. So, what we did after discovering that the supplier was very close to the railway we approached the Wales Trains to transport the product on the railway. So, we set up in January 2005 the only food transportation system in Great Britain which charged the supplier nothing. The cheapest ticket that could come up for a train was a pet ticket. So, my smoked salmon in a box travelled as a dog, as far as the ticket was concerned. The supplier puts it on the train, pays for the ticket and rings me up. So I know when the train is coming in. I go to the station pick it up from the train. That saved me time and money.

(SH2/GDES, 8 Rooms)

On the other hand, some hoteliers interviewed (3 out of 9) felt negatively about prevention of waste at source and even expressed their negative attitudes towards buying recycled products believing that such products were more expensive and always had quality problems. Linking with TPB, these hoteliers' negative attitudes towards prevention prohibited their action. They built their purchasing decisions mainly upon the cost, the quality and the need of the product, whereas no attention had been paid to the environmental attributes of the products. Moreover, they considered buying in large quantities with excessive packaging and from national suppliers who located a long distance away from their operations. As one hotelier said: *"I did not care where it came from. I did not care how it got to me as long as I could make some money out of it"* (SH6/GDES). They believed that there was no way to reduce packaging waste as all products nowadays were packed in various types of packaging. One hotelier said:

We have no choice to reduce packaging; they come as they are. It is difficult to buy items loose because we are buying in big quantities. For example, we buy 10 bags of potatoes at the same time so you cannot bring them loose.

(SH4/GDES, 29 Rooms)

5.6.2 Minimisation

Minimisation was considered a valuable option to small hotels committed to GDES to cut down their waste on a daily basis. Almost all hoteliers interviewed (9 out of 9) reacted positively towards minimisation believing that it could provide a good financial business sense in terms of reducing disposal costs. As one hotelier commented: *“I believe the less waste we produce the less money we are going to pay”* (SH8/GDES). Linking with TPB, these favourable beliefs and attitudes towards minimisation had led hoteliers to find some ways to perform the behaviour. They adopted various practices to reduce the amount of waste streams produced particularly, food, paper and packaging waste. In this respect, one of the hoteliers arguably indicated that most of the hotel waste produced primarily by customers rather than the hotel itself and it was very difficult to control that source of waste.

Hoteliers had considered cooking to order and this had substantially reduced food waste. One hotelier demonstrated that they normally asked customers to reserve their meals one night in advance in order to make their selected items available. Thus, the hotel could know exactly, for instance, how many customers would have lunch or dinner and cook accordingly. For a small hotel, it was not just a case that the customer could go to the hotel restaurant and order a menu. This reflected the fact that customers could contribute

effectively in reducing the hotel food waste. Moreover, most hoteliers considered changing and improving their food preparation techniques so as to cut down the amount of food waste yielded during the production stage. They employed experienced persons (e.g. chefs) who carried out their responsibilities in a professional way. Lastly, some hoteliers considered planning their menus in a sustainable way. For instance, by removing unnecessary items and not putting garnish on the plate. As one hotelier commented:

We try not to over complicate the menus. We do not have unnecessary products, we do not have garnish on the plates. We do not believe in that because I think at the end of the day it is just waste. So, it is basic food but good, tasty and local.
(SH1/GDES, 12 Rooms)

Furthermore, hoteliers tried effectively to reduce paper waste by undertaking various practices. They set up their printers to print automatically on both sides of the paper and also they avoided printing unnecessary documents. They used the electronic mail for all internal communication between departments and encouraged people to book on-line, so that they did not have to post them a confirmation letter. Similarly, if someone asked for a brochure they would encourage him to look at the hotel's website. As one hotelier said: "*We used the e mail a lot more. We used online booking service and we tried to discourage sending brochures out*" (SH3/GDES). Moreover, most hoteliers interviewed tried enthusiastically to reduce packaging waste either by recycling or taking it back to suppliers. In addition, some hoteliers (6 out of 9) cut down their usage of plastic bags by 80% as they bought their own reusable bags and boxes.

5.6.3 Reuse

All hoteliers interviewed (9 out of 9) demonstrated favourable attitudes towards reuse arguing that it could prevent a wide range of waste materials to enter the waste stream. Practically, seven hoteliers out of the nine had largely relied on reuse as a significant SWM alternative in managing hotel waste. Clearly, the attitude component of TPB reflected that hoteliers felt positively towards the reuse alternative and thus they had the intentions to perform the behaviour. They considered reusing waste materials either in-house or selling them or giving them to charities. In this respect, most hoteliers were very keen to reduce their consumption of paper and plastic bags which extensively used on a daily basis. They encouraged guests to reuse towels during their stay in the hotel. Moreover, most hoteliers installed refillable soap dispensers in bedrooms and increased their usage of recyclable products. They also considered reusing partially used soaps, shower gel, shampoo, toilet rolls and other bedroom toiletries in either general toilets within their hotels or transferring such materials to their homes to get utilised by themselves. As one hotelier said:

Yeah, we constantly use both sides of the paper and then we will put it into the appropriate recycling bag. Another practical example, when the toilet rolls in the bathroom got down to one third they were taken out and we put them into the toilets at the back of the kitchen. Also, the bits of soaps that were not used in the rooms we actually used them ourselves.

(SH2/GDES, 8 Rooms)

When hoteliers considered renovating their hotels or replaced any furniture they donated of durable items which normally produced on a longer-term basis (i.e. beds, chairs, TV etc.) to local charities. One of the hoteliers added

that they considered giving such reusable items to staff as a sort of encouragement. Moreover, two hoteliers considered selling their old furniture arguing that putting items for sale was economically viable option because it enabled them to earn some money on waste disposal. Those hoteliers asserted that they held a sale in front of their hotels to sell off their furniture and old fittings rather than disposing of them into landfill. This is best explained in the following excerpts:

During the summer months, we hold superb car boot sales within the hotel's extensive grounds, which have now become famous throughout the principality. They have become so popular and well supported. People come from far and wide to both buy and sell. Occasionally, we set up a store ourselves and sell our stuff off.

(SH5/GDES, 27 Rooms)

When our furniture became as worn out it was easier to be sold or donated to local charity or community groups. For example, last November we donated 20 chairs to a local theatre rather than sending them to a landfill site.

(SH2/GDES, 8 Rooms)

5.6.4 Recycling

Most hoteliers interviewed were very passionate to recycle the hotel waste whatever the scheme used. They believed that recycling was a good opportunity to cut down the amount of waste disposed into landfill and also to reduce the cost of waste disposal. Although the majority of small hotels participating in the case study were certifying with Level Two GDES which was basically about complying with the legislation the majority of hoteliers interviewed (5 out of 9) were recycling illegally. They utilized the domestic waste recycling system either through recycling banks, HWRC or door-step collection for recycling the majority of the waste streams produced. This

reflected that most local authorities in Wales still had a weak monitoring system unable to control small hotels using the domestic scheme. This is best explained in the following statements:

The glass, tins, magazines, newspaper all goes to the council recycling plant. It is a community recycling centre. We put the bins in the car box but it is actually a driving way. We do not pay anything it is sponsored by the council.

(SH1/GDES, 12 Rooms)

If we got a lot of stuff here like cardboard and stuff like that then we would take that down and drop it into a recycling centre. We separated our plastic, metal, paper and textiles in different bags and then picked up weekly from the door-step by the council for recycling.

(SH2/GDES, 8 Rooms)

All newspaper, magazines, plastic bottles, glass and things like that which we got from the hotel were separated out and the housekeeping staff took them to a disposal unit down Tesco's where they had got various bins for the various products.

(SH3/GDES, 23 Rooms)

We put the bottles in a trolley and we push the trolley up to the local bottle bank facility and put the bottles in; that we do ourselves.

(SH4/GDES, 29 Rooms)

Only one hotelier interviewed who used the domestic recycling system mistakenly thought that HWRC was built also for businesses to dispose of their recyclables. He said *"I did not think any differentiation had been set between households and businesses"* (SH1/GDES). However, the other hoteliers were aware that they were disposing of their recyclable waste illegally. Nevertheless, they continued with their action arguing that there was nowhere else to take it. They felt that it was not sustainable to dispose of recyclable waste into landfill because of such discrimination that had been made between the domestic and commercial businesses' recycling systems.

They reasoned that the local authorities did not provide any help (e.g. tools and facilities) to support commercial businesses recycling their waste. As one hotelier said: *"unfortunately, the support was very limited"* (SH2/GDES).

Relating to TPB, it was clear that hoteliers had very positive attitudes towards recycling but they lacked the opportunity to recycle because of the unavailability of the recycling service from the public sector (PBC). Accordingly, hoteliers intended to recycle illegally. However, this was not considered a valid excuse for using the domestic recycling system illegally as some larger private waste companies provided total SWM solutions (see chapter six) but they had not tried hard to find a private waste carrier who could help them with recycling. In this respect, two hoteliers interviewed argued that small hotels should not be penalised for using the domestic recycling system. They indicated that all domestic schemes (e.g. recycling banks and HWRC) should be made legally available for small businesses as well to recycle their waste arguing that small hotels were not bigger enough to dispose of their waste through a waste contractor. As one hotelier stated:

We have schemes in Wales where people can put their waste. I think businesses and particularly small businesses should not be penalised for that. It is definitely when you have got a 400 bedroom hotel then you are making enough money to be able to control your waste but in a small scenario you are not.
(SH2/GDES, 8 Rooms)

The findings showed also that some hoteliers (2 out of 9) considered recycling part of their waste streams legally through a registered waste carrier. They were using private waste carriers to recycle glass, cardboard or

waste oil. They were very keen to recycle all waste streams produced but they found a difficulty in getting a waste carrier on board. In fact, most hoteliers implemented an effective waste separation system for recycling hotel waste streams. Initially, the segregation process was carried out by streaming the waste in two bins – one for food waste and the other for general waste. Then the porter would stream general waste into different bags because small hotels did not have enough space to put individual waste storage bin for each waste stream produced. Also, hoteliers considered handling some types of waste materials (e.g. bottles and tins) by washing before putting them into the recycling bags. However, some hoteliers imagined that the waste carrier would not recycle their waste and would dispose of it into landfill because the disposer collected the waste mixed in one vehicle.

Interestingly, one of the hoteliers asserted that they recycled cardboard free of charge. They stored cardboard over a period of time and by continuously compressing it down by their crusher until it became a significant amount and then it got collected by a private waste contractor free of charge. It made them great financial savings. He advised other hoteliers to invest in buying crusher to be able to get benefit from the free recycling service which offered by some private waste companies for cardboard recycling. Moreover, some hoteliers interviewed (4 out of 9) disposed of cooking oil which used in deep-frying in a legal and economical way. They did not throw waste oil down the drain but they stored it in a big container then they sold it to various

companies which recycled it to make biofuels. The waste oil had become a commodity for small hotels committed to GDES as a lot of companies were interested to collect it and compensate the hotels.

On the other hand, some hoteliers interviewed (2 out of 9) held negative attitudes towards recycling believing that it was expensive and that they largely relied on landfill to get rid of the hotel waste (see section 5.6.6).

5.6.4.1 Obstacles to recycling

Regarding the PBC factor which involved in TPB, hoteliers were facing some external inhibiting factors to recycle: lack of recycling facilities; lack of awareness; location of the business; cheap landfill. Most hoteliers interviewed (7 out of 9) indicated that finding a waste carrier who could help them with recycling was the biggest obstacle to recycle hotel waste. As one hotelier said: *“mainly getting someone on board to help”* (SH5/GDES). On the base of the local government, some local authorities in Wales did not provide any support for commercial businesses regarding recycling as they still focused only on the domestic sources. Moreover, some hoteliers (4 out of 9) indicated that ‘lack of awareness’ was also one of the major challenges facing them to become more eco-friendly and manage hotel waste in a more sustainable way.

As a result of the unavailability of the doorstep recycling collection service from the public sector, some hoteliers approached a number of the private

waste companies to pick up some of their recyclable waste streams (e.g. glass and cardboard). However, they argued that most of the private waste carriers would not like to come to a small village or a remote area where their hotels located to collect some bags of recyclable waste because it would not be economically viable or profitable to them. This reflects that the location of the business acts as a significant barrier to recycle their hotel waste. In addition, 'cheap landfill' was also one of the main reasons of why some hoteliers (2 out of 9) were highly depending on landfill as a primary waste disposal route.

There were some other internal obstacles facing hoteliers in recycling, including: cost, time and space issues. Firstly, the initial expenses of recycling (i.e. waging staff for segregating waste, buying crusher) were quite prohibitive to some hoteliers to take the first step. Secondly, there was a time constraint to recycle as it took much time to segregate all the waste materials and wash all the tins and bottles before putting them in the recycling bags. Thirdly, space was an obstacle as some hoteliers did not have enough space within their operations to locate different bins to sort out the waste. Moreover, most hoteliers argued that they always had a 'higher rate of staff turn-over' which put additional cost over their businesses to train and make new staff aware with the hotel policies and environmental practices undertaken (recycling). There was also a personal attitude constraint as it was easy for staff to chuck everything in the bin rather than recycling. This is best explained in the following statement:

I suppose we have some other obstacles but we overcome them, like the cost and time factors. There is a financial obstacle for being environmentally-friendly. Also, there is a definite time obstacle because if I throw everything from breakfast it will take me less time but if I recycle that I will have to wash all the tins before we recycle them. Also, a personal challenge as sometimes it is easier to destroy everything away than to recycle.

(SH1/GDES, 12 Rooms)

However, practically, most hoteliers interviewed (7 out of 9) overcame most of the aforementioned constraints and made recycling. One of the hoteliers said once you put the system in place then staff would do things in certain ways and forget about the other alternatives. For example, if you said to staff that recycling was the only option for waste disposal then they would stop think about just throwing everything for landfill.

5.6.5 Composting

Although composting represented a sustainable SWM option for disposing of organic waste it was not widely used by most small hotels committed to GDES. Only three hoteliers out of the nine considered in-house composting and showed favourable attitudes towards it. They argued that composting was economically viable option because it helped them to reduce the waste disposal costs and also save them money on buying fertiliser to their gardens. As one hotelier commented: *“we compost all the food that is not cooked and we use the compost to fertilise the garden”* (SH8/GDES). One of these hoteliers indicated that they did not receive any support from the local authority regarding composting. Instead, they did it personally within their operations by following either a natural process or with the addition of

accelerators to speed up the composting process and as soon as it developed they used the compost product in their gardens as a fertiliser.

However, the majority of small hotels committed to GDES (6 out of 9) did not consider in-house composting and even felt negatively about it. They believed that in-house composting would create problems within their hotel operations arguing that it would attract vermin and entice rats to come down towards their hotels. They also reasoned that they did not have time, space and lacked the awareness to do it. Likewise, two hoteliers explained that they would have a problem with the compost as they did not have gardens to put the output soil. Moreover, one of the hoteliers felt that it would not be practical to do composting in the hotel believing that it would negatively affect customer comfort. The excerpt below best explains their comments:

We have not got grounds for it. I need quite a big sort of garden to shuck it. You need to keep it out of the nose and sight of the people who come here to enjoy themselves. I did not think I would like to go to a hotel and see the waste going into a compost heap. I mean that sounds a bit silly.

(SH7/GDES, 19 Rooms)

Conversely, some hoteliers interviewed (4 out of 9) were very willing to separate and compost food and other organic waste but through a commercial composting service. However, they argued that they still had not got a facility to compost. According to TPB, these hoteliers had positive attitudes towards composting but their behaviours were obstructed as they did not have the opportunity to compost.

5.6.6 Landfill

All hoteliers interviewed implemented landfill. However, the reliance on landfill as a waste disposal method had been differed amongst hoteliers. The findings revealed that two hoteliers out of the nine relied significantly on landfill to get rid of hotel waste although they were GDES certified. Surprisingly, one of these hoteliers was proceeding further to achieve GDES Level Three. They just put all the hotel waste mixed in the bags and then it got collected twice or three times a week by the public or private waste carriers to landfill. As one hotelier said: *“we had three large bins (1100 litres) collected a week and disposed into landfill”* (SH5/GDES). Moreover, it was found that food waste constituted the largest waste stream produced by small hotels committed to GDES. However, the majority of hoteliers interviewed were still disposing of food waste into landfill.

In the UK, it was illegal to give food waste for feeding animals after the Foot and Mouth crises (Sarkis and Dijkshoorn, 2005). Legally, the Animal By-Product Regulations (EC) No. 1774/2002 prohibits food waste which produced from different catering outlets such as hotels and restaurants from being fed to animals to prevent the occurrence of Foot and Mouth Diseases. The regulations came into effect in 2003 and became mandatory to all European counterparts. In a response, the UK enacted its Animal By-Product Regulations (Statutory Instrument 2347/2005) which came into force in 2005 (DEFRA, 2009). However, some hoteliers interviewed (3 out of 9) were daily giving food waste to their friends who would collect it from the hotel door-step

and use it for feeding their animals. They were aware that this option was restricted and become illegal but they intended to follow up this route because of their belief that giving food waste for feeding animals was much better than disposing of it into landfill and also it would help in reducing waste disposal charge.

Moreover, most hoteliers interviewed (5 out of 9) felt that dealing with farmers was a valuable option to pick up food waste and use it as animal feed. However, they forgot about this option and simply disposed of food waste into landfill since the government regulated and prohibited this alternative. One of the hoteliers asserted that they were producing significant amounts of food waste which would be encouraging for farmers to pick it up from the hotel door-step. Currently, most hoteliers had a difficulty to dispose of food waste in a sustainable way as they still had not got a composting facility and also it was banned to give it to farmers to feed the animals (PBC). One of the hoteliers argued that if the government continued with its strategy of increasing the landfill tax hoteliers would not stop disposing of their food waste into landfill as they still did not have the option to handle it sustainably.

He said:

If they charge us £100 a lift I still have to get rid of it you know. I have no choice, I stuck with food waste. I cannot flush it down the loo and I cannot give it to someone to feed the pigs.

(SH4/GDES, 29 Rooms)

The majority of hoteliers interviewed (7 out of 9) were using the local authority's waste carriers to dispose of their hotel waste. They indicated that cost was the most important factor used for selecting a waste carrier. In this

respect, the majority of hoteliers (5 out of 9) did not pay any charge for disposing of recyclable waste as they recycled illegally through the council's door-step collection. One hotelier said: *"the local authority did not charge us for recyclable waste. It was collected as far as the normal business right"* (SH2/GDES). One of the hoteliers interviewed added that they contracted the local authority mainly because they believed that the authority was more professional than private waste contractors in dealing with the legislative obligations regarding waste disposal on behalf of businesses. He said: *"I think if anyone does not want to break the rules he is going to use the council"* (SH7/GDES). On the other hand, some hoteliers (2 out of 9) preferred to deal with private waste contractors believing that they offered more reliable and comprehensive service than the council. As one hotelier stated:

They work bank holidays and other holiday periods. For example, the Christmas time for us is busy as well as bank holidays and weekends. So, they come and collect the waste while the council stops working in holiday periods. We will have a problem if we have much rubbish here, so it has to move. We try very hard to make sure that our waste storage area is always washed and cleaned but if the waste is there for a long time you cannot.

(SH4/GDES, 29 Rooms)

5.7 Main players in the hotel's SWM programme

5.7.1 Staff participation

On average, most of small hotels committed to GDES employed a range of 10 – 15 staff in their operations. It was obvious that the subjective influence which could be created by staff was not strong to influence hoteliers' intentions to manage hotel waste effectively as SWM was a decision of the

hotel owners/managers not staff. Nevertheless, the normative beliefs of the majority of hoteliers interviewed (7 out of 9) indicated that staff held positive attitudes towards SWM practices and were more receptive and cooperative to save the planet. Hoteliers asserted that staff approved the hotel's SWM behaviours and that they took active steps to encourage their participation in the hotel's SWM programme. One of the hoteliers argued that, at the moment, there was so much emphasis on recycling. Therefore, staff were already aware and they just transferred what they did with their waste in homes to the workplace. Hopfenbeck (1993) indicated that many staff have a tendency to work for socially-responsible businesses.

For internal communication of environmental awareness, hoteliers considered providing induction training for any new staff. It was one day training programme aimed to familiarize staff with everything in the operation and how to do their jobs properly. Waste management was considered a significant part of the induction training given to new staff as hoteliers would explain to them why they recycled and/or composted the hotel waste and how. During the induction process, hoteliers would make staff also aware of the hotel's environmental policy which enclosed within staff handbook. Wee and Quazi (2005) similarly asserted that staff should be trained to fulfil their environmental responsibilities. Furthermore, some hoteliers considered putting the hotel's environmental policy on the notice boards in staff area to be visible to their staff all the time. One of the hoteliers added that they obtained switch off signs from Carbon Trust and put them in staff area to

encourage staff to turn off electrical equipments when not in use. As one hotelier asserted:

When staff start with us we give them induction training. We have a person who will sit down with them and go through the staff handbook. Part of that training is to make them aware of our environmental policy which we have got in the staff handbook, the reasons why we recycle and why we compost.

(SH1/GDES, 12 Rooms)

Moreover, one of the hoteliers was very keen to make staff knowledgeable with all processes undertaken in the hotel to be able to answer customers' enquires. They always talked with staff on the hotel achievements such as GDES, for instance how they got the award and what they had to do to maintain and improve the hotel eco-performance. Admittedly, hoteliers agreed that it was not necessary to run a specific training course on waste management. Instead, it should be part of the induction training programme given to new staff to inform them how to deal with the hotel waste when they were employed. As one hotelier said: *"we tell them what to do and how to recycle. I am not going to put more training into that area"* (SH3/GDES).

However, some hoteliers (2 out of 9) asserted that they put the system and procedures in place and staff had to stick with them. One of the hoteliers felt that it was difficult to go through the environmental policy and the other hotel policies, (e.g. health and safety policy and non-smoking policy) with every new staff member. They argued that small hotels always had a high rate of staff turn-over who were mostly part-time students worked mainly during holiday periods. He said:

This should be doing. This is fire and safety policy, this is the health and safety policy and this is the non smoking policy. We have got so much policies and I do not think that he will gonna work for me. But we have a staff handbook and I say to staff the environmental policy is in this handbook you suppose to read the handbook.

(SH7/GDES, 19 Rooms)

Interestingly, some hoteliers (2 out of 9) considered incentivizing their staff to work effectively towards reducing and recycling the hotel waste by giving them partially-used soaps from the guestrooms and offering them the old furniture when refurbishing their hotels. This considered actually a twofold strategy as it was successful in motivating staff who responded positively to that kind of incentives and at the same time helped the hotel to minimise its waste. One of the hoteliers added that they set up a motivation scheme for encouraging staff to get up with new ideas on how to reduce waste generation and save resources and whoever ideas implemented he would get some financial bonus. Indeed, this scheme would be effective in helping the hotel to improve its environmental performance as it would make staff continuously think about the hotel performance and work towards the improvement. She said:

Well, we have a scheme now sorted by the manager and supposed to come up with the ideas on how to reduce the cost and the waste and everything and whoever ideas implemented they will get some bonus. So, they are encouraged to think about things like reducing waste and reducing energy in that way.

(SH8/GDES, 21 Rooms)

On the other hand, the majority of hoteliers interviewed (7 out of 9) felt negatively about providing financial incentives to encourage staff

participation. They believed that it was difficult to provide financial inducement to staff on the level of small hotel businesses as they could not afford it. As one hotelier said: *“I do not feel that under our particular scenario the financial incentive has to be used. It could be in larger businesses where they were in less control in a minute by minute basis”* (SH2/GDES). However, previous studies (Herzberg, 1996; Daily and Huang, 2001) indicated that a well-designed reward system would be effective in encouraging staff commitment and participation in the business’s environmental management programme. One of the hoteliers felt that the real incentive to reward staff should not be financially but socially by helping them to protect the environment. For example, by encouraging staff to walk to work and reducing the impact of carbon footprint they would in turn get the message across and talk with people in their communities whether friends, relatives or neighbours to help them also reducing their impact.

5.7.2 Customer involvement

The Subjective Norm component of TPB demonstrated that the majority of hoteliers interviewed (6 out of 9) perceived a social motivation from customers, to a lesser degree, to adopt eco-friendly practices arguing that people’s eco-interests were going to increase. Hoteliers’ normative beliefs revealed that there was a small percentage of customers who was actually looking for green hotels in the mean time but most people started to realise that they had an impact on the environment and they could play a significant role in improving the overall picture, for instance, by staying in an eco-hotel

and behave in an environmentally-responsible manner. Hoteliers indicated that most of their customers felt positively about their hotels' environmental performance and appreciated the fact that they were trying effectively to conserve resources and protect the environment. Mensah (2004) showed that there was a mounting pressure emerged from customers with 90% of hotel guests preferred to stay in eco-friendly hotels and (Tefft, 1994; Barker, 1996) were willing to pay extra to stay in green accommodation.

Most hoteliers tried to make customers aware of what they were trying to achieve and encouraged customer participation in the hotel's environmental initiatives via different means. They put tips for guests in the rooms asking them to save energy, water and produce as little waste as possible during their stay. Interestingly, one of the hoteliers placed eco-tips for guests on the hotel's website to show them how they could behave in an environmentally-responsible manner during their stay in the hotel (see Figure 5.2). They promoted the varied practices that customers could undertake to conserve water, energy and reduce waste while they were in the hotel. Moreover, hoteliers considered communicating the hotel's environmental policy to customers through putting it either in a prominent position within their hotels, (e.g. hanged on the wall in the front desk) or within the hotel's welcome folder in the rooms.

Figure 5.2: Eco tips for guests on the hotel's website



Interestingly, hoteliers did not ask customers to segregate their waste but not to contaminate it with food. As such they considered putting two clearly-labelled bins in the rooms and asking customers to place plastic bottles, newspaper and other dryable waste materials in a specific bin, which would be segregated later by their staff, and put food waste in the other bin. Horobin and Long (1996) in their survey similarly found that many small hotels undertook different actions to inform guests about the varied practices which they could undertake to help protect the environment. Hoteliers asserted that most customers were very keen to recycle and put the waste materials in the appropriate bin. As one hotelier explained:

A pretty good percentage of people are positive and recycle. I can say 60% of people will do it ... We put tips for guests in the

rooms asking them to save energy, (e.g. switch off the lights and turn the heating off when you do not need it). Also, we put tips for guests in the rooms saying please try to produce as little waste as you can when you are here, buy food with as little packaging as possible, reuse bags etc.

(SH1/GDES, 12 Rooms)

Two hoteliers interviewed set incentives, (i.e. free drink, 10% discount or a surfboard ticket) to encourage guests to use the public transportation in their travelling to the hotel. In this case, they were not only involving customers in the hotel's environmental performance but they were also encouraging guests to become more environmentally-friendly and not burning fuels when coming to the hotel. They tried hard to get the message across and make their guests think why? Hoteliers asserted that they had a lot of customers who reacted positively towards these issues. This is best explained in the following excerpt:

We actually have a financial inducement to people who travel here on the railway. We had Friends Of The Earth Conference here last week (20 people). They came by train from London to our hotel. We encourage that, we say if you come down and use public transportation we give you a drink or we give you a surfboard ticket for a day as an incentive to use public transportation. We like to challenge our guest, I think by telling them if you come in public transportation we will give you a drink; that starts to get them thinking why they want me to come in public transportation.

(SH1/GDES, 12 Rooms)

However, some hoteliers interviewed (3 out of 9) held unfavourable attitudes towards involving customers in the hotel's SWM programme by asking them to reduce and stream their waste. They refused the idea of supplying additional bin in the rooms to enable customers maintain their waste not contaminated. They believed that most customers would not like to deal with

their own waste. Two of them considered disposing of the waste produced by customers directly into landfill as they did not encourage staff to handle it because of the health and safety issues. One hotelier said: *"I would not like my staff to put their hands into rubbish and separate customer waste"* (SH8/GDES).

5.8 GDES small hotels and product take-back (PTB) system

The majority of hoteliers interviewed (7 out of 9) felt positively about participating in PTB system if it incurred no costs to them. As one hotelier indicated: *"we would like to do that if obviously did not imply any costs for us"* (SH8/GDES). Hoteliers argued that the buyers have no control over manufacturers' packaging strategies other than accepting it. Most producers nowadays considered packing their products in fancy boxes which was ultimately unnecessary cost the buyer was paying for. They suggested that the government should develop an effective national PTB system across the country and force manufacturers to cut down their usage of packaging and accept packaging back for recycling.

Interestingly, the findings identified a group (4 out of 9) amongst hoteliers interviewed who set up their own PTB system as a part of their strategy in minimising hotel waste. According to TPB, these hoteliers held very positive attitudes towards PTB and thus they endeavoured to have the opportunity to perform the behaviour with the limitation of the current PTB system. They agreed with their suppliers to take back their packaging, particularly plastic

crates which used for carrying out bread, milk and vegetables. They maintained these containers appropriately for suppliers to collect when delivering their orders. Hoteliers made take-back a conditional factor to continue the process of dealing with their suppliers. Moreover, two hoteliers tried to extend their PTB system to involve other types of packaging (e.g. cardboard boxes and cartons) but suppliers often refused to take them back as they could not reuse them either. As one hotelier commented:

Some products come in boxes and we give boxes back to suppliers. Sometimes they do not want to but we make it a free condition; so that is your rubbish take it back. The salmon that I have got delivered in the train comes in a polystyrene box because it has to be kept at proper temperature. We keep them all and then when I see the supplier about every six months I give him back 20 or 30 of these and then he uses them again.

(SH2/GDES, 8 Rooms)

However, two hoteliers interviewed felt negatively and even had no intention to take part in any potential PTB system. They believed that it would be difficult to take-back packaging waste to stores/retailers to keep for original producers arguing that they did not have enough space to store packaging until taking it back.

5.9 Complying with the legal requirements for disposing the hotel waste

On asking Arena Network's environmental coordinators about why GDES had Level Two specifically to comply with the legislation while committed organisations should adhere to legislation anyway. They argued that the legislation covered the whole levels of GDES and not specifically stand at Level Two. In other words, businesses at any level of GDES must comply with the legislation. However, Level Two GDES required committed

organisations to develop a legal compliance register. Thus, any organisation intends to certify with Level Two GDES must list all the environmental legislation related to the organisation's activities and state how they will adhere to them. One of the Arena Network's environmental coordinators indicated that the idea of having a particular level of GDES on complying with the legislation was to help business operators understand their legal obligations and how to comply with them. One of the assessors' duties when reassessing the organisation was to make sure that they made a register of all new legislation and adhered to them.

Despite most hoteliers interviewed (7 out of 9) made a register of all related legislation and were fully aware of their legal obligations for disposing of hotel waste only four hoteliers interviewed adhered to them. They maintained a WTN and dealt with a registered waste carrier. On the other hand, some hoteliers interviewed (2 out of 9) were ignorant of their waste obligations and even unaware of how the waste legislation could affect their operations. As one hotelier said: *"I do not know what is the waste legislation? What do you mean?"* (SH6/GDES). Unexpectedly, the findings revealed that a group of hoteliers interviewed (5 out of 9) were disposing of their recyclable waste illegally through covertly using the domestic recycling facilities, including: HWRC, recycling banks and the council's door-step collection. Similarly, some hoteliers interviewed (3 out of 9) were illegally recycling food waste for feeding animals.

On reviewing the GDES assessment reports which carried out by Arena Network for recertifying these small hotels which participated in this case study and disposed of their waste illegally, it was found that Arena Network reported that these hotels were legally complying with the waste regulations whereas, in actual fact, they disposed of their waste illegally. This implied that the assessment which carried out by Arena Network for GDES was just a process of filling the paperwork and not based on actual survey of what was going on.

Only one assessment report related to SH2/GDES noted several critical points in regards to the hotel's legal compliance, including: a minor non-conformity with legal compliance; the WTN was out of the date; the hotel used local recycling banks and civic amenity sites. The report also set advice to the hotel owner/manager to ensure a mechanism in place for keeping up to date with the environmental legislation, e.g. visit the Environment Agency website. This reflected that Arena Network's coordinators were fully aware that some GDES small hotels were disposing of their recyclable waste illegally through the community recycling centres and they still granted them the standard.

In this respect, Arena Network's philosophy was if a small business disposed one or two bags of recyclable waste a week into a community recycling centre then they would not fail them in the assessment and thus businesses would still be eligible to get GDES. From the strictly legal point of view, Arena

Network's coordinators argued that businesses should not do that because they broke the law but from the environmental perspective they did the right action. Therefore, Arena Network would not discourage a small hotel or B&B putting one or two bags a week into a community recycling centre because the alternative was putting them into landfill. Conversely, if a business produced a large amount of waste then they would never get the standard if they disposed of their waste illegally. Truly, most of the GDES small hotels participated in this case study produced commercial quantities of recyclable waste which disposed of illegally through using the domestic recycling system. This reflected a deficiency of Arena Network certifying and monitoring procedures. One of the Arena Network's coordinators said:

We always tell people you must check with the local authority because it is very important and if they are taking three bottles of wine down to a local hall village site then the alternative is putting it into landfill we are not gonna stop them have GDES because they are doing the right thing, because environmentally they are doing the best thing. It would be a joke for us to force them to put three bottles of wine to landfill ... but if we find a hotel 8 bedrooms that is producing 10 bags of waste, it is clear that is commercial quantities ... to that sort of hotels no, if you have got a hotel that sort of size then they are not gonna producing domestic quantities.

(Coordinator 2/Arena Network)

5.10 Future motivation for implementing better SWM practices

5.10.1 Hoteliers' motivation for achieving GDES

It was essential for the current study to look at the bigger picture and identify what initially motivated small hotel owners/managers to achieve GDES and whether their motivations had been fulfilled from being a GDES hotel. This would help, in turn, to understand deeply why most GDES small hotels

manage their solid waste sustainably by targeting all the levels of the waste management hierarchy. The findings identified four main factors which led small hotel operators to achieve GDES, including: increasing market share; achieving financial savings; fulfilling the corporate social responsibility; being eligible for grants.

- **Increasing market share**

Most of the hoteliers interviewed (6 out of 9) joined GDES initially to market wide their operations and attract those customers who were environmentally-conscious. They took a step forward and achieved GDES to be seen as leaders in the market and uniquely different from other hotels. Moreover, the standard was an opportunity to some hoteliers to prove to the public that the hotel was an eco-friendly business as it was certified through a third party organisation. So, when people checked the hotel's website and noticed that it was GDES certified they would realise that the hotel was a responsible business and had to undertake environmentally-friendly practices (e.g. recycling). Holt (1998) similarly indicated that the environmental standard was an effective approach to assist companies to demonstrate that they were environmentally-responsible businesses as they were eco-certified via an independent agent. One hotelier asserted:

I suppose at the end of the day you want to give people something that they can identify. So, if I was an eco-hotel but without GDES I could say 'I did recycling' and people would say 'oh you could say you did but how could we know'. But if people knew that we were GDES Level Three then they would know that we were doing these things.

(SH1/GDES, 12 Rooms)

Two hoteliers out of the nine had actually gained a marketing advantage from being a GDES hotel. They advertised the GDES logo, hotel's environmental policy and the environmental practices undertaken on their hotels' websites to show people that they were eco-friendly hotels (see Figure 5.3). Moreover, they considered promoting their hotels in a range of other environmental mediums, including: eco-tourism websites, responsible travel websites, greenbeds website and eco-magazines. They intended to reach the overseas market and encourage customers to prioritize them over other hotels because they were responsible businesses. In this respect, one of the hoteliers demonstrated that a lot of organisations (e.g. council) selected his hotel to hold their conferences because of a variety of reasons and one of these because they were environmentally-friendly. He commented:

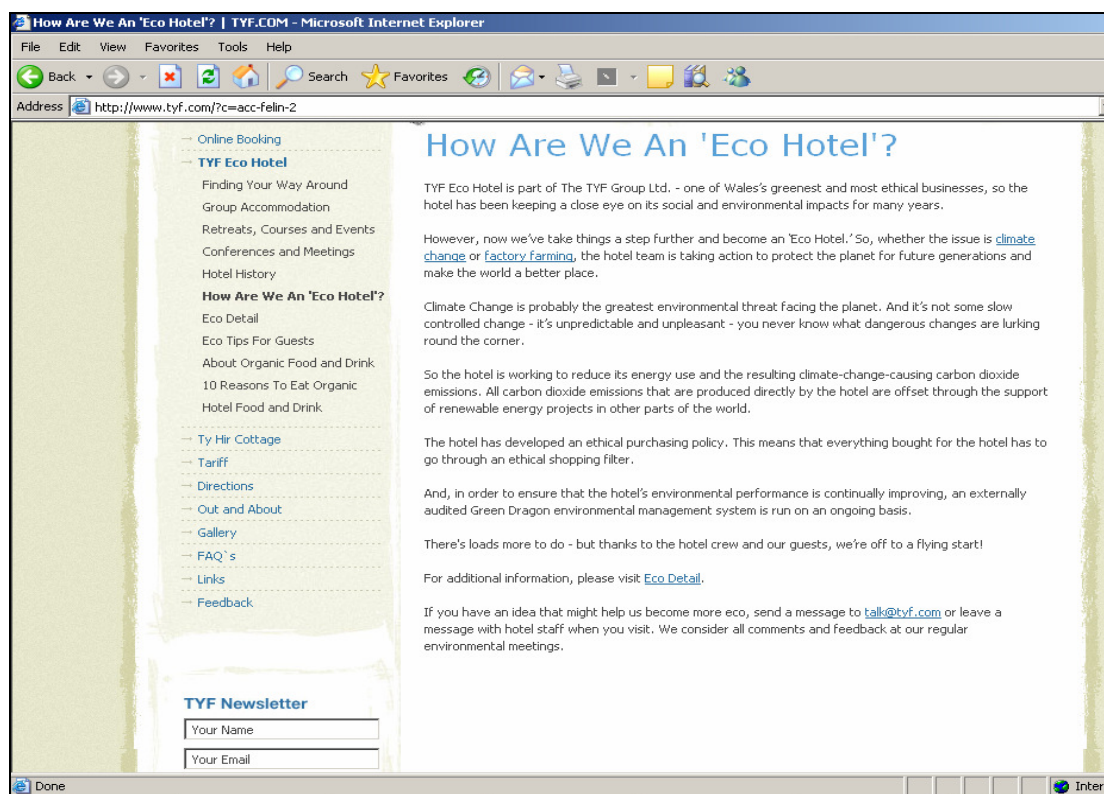
It might be if you ask somebody why you picked up this hotel it might be because of the location, quality of the website and they got an environmental policy as well.

(SH7/GDES, 19 Rooms)

By contrast, some hoteliers interviewed (3 out of 9) perceived that most customers were price driven and thus they looked for the cheapest price for the room whether it was eco-friendly or not. They believed that the environmental attribute was not a considerable factor for most customers when selecting a hotel. One hotelier said: *"we joined greenbeds website. I did not think we ever had a guestroom from it"* (SH4/GDES). Hoteliers argued that when people searched for a hotel, at the moment, they used certain words in the google search engine for example, "small hotel + castle" or "small hotel + city centre" whereas a small proportion of customers actually looked for environmentally-friendly hotel. Nevertheless, some hoteliers

interviewed (4 out of 9) expected that the green issue within the hospitality industry would become far more important in the next few years and customers would prioritise those hotels that undertook eco-friendly practices.

Figure 5.3: Marketing the hotel as an eco-friendly business



Indeed, some hoteliers interviewed (4 out of 9) marked a problem in relation to advertising their hotels as a part of GDES on their websites arguing that the majority of the public would not recognise it. The public ignorance with GDES was considered a real defect of the standard. From the perspective of small hotels, most hoteliers believed that they could not put much detail about the standard on their websites fearing about losing potential customers. They asserted that Arena Network should carry out the

responsibility to promote the standard to a wider audience and make people aware of it. Thus, small hotels could start using GDES certification as a marketing tool. As one hotelier explained:

I do not think the general public knows about GDES. They probably think that I take our bottles to bottle bank or something like that. I do not think there is enough education yet. I have not got more customers because of it. The problem is if you start going into too much depth clients will just get bored and they will click off my site. It needs to be a few of short lines: what is about, why is GDES and why using us will be better than somebody else but if you go into too much details there is a chance of losing the booking.

(SH7/GDES, 19 Rooms)

On asking Arena Network's coordinators about whether the public made aware of GDES they asserted that there were only a small percentage of people who actually knew about GDES, particularly those who interested with eco-tourism. The target of GDES was always businesses. However, there were still a lot of business operators in the UK had never heard of GDES. Arena Network's coordinators argued that the awareness was a constant challenge facing Arena Network to promote the brand of GDES to people. At the time of conducting this research, Arena Network advertised the standard on the GDES website and any organisation certified with the standard would be placed on that website.

How could small hotels use GDES as a marketing tool although it was not recognised by the general public? A question addressed by some hoteliers interviewed. In this respect, one of the Arena Network's coordinators asserted that it was the businesses' responsibility to promote themselves as

eco-friendly businesses. Hoteliers should advertise their environmental policy and the environmental practices undertaken on their websites. They should also show people that they were GDES hotels and put information about the standard on their websites.

However, on the base of Arena Network side, one of the coordinators asserted that they planned to promote the standard to general public to make it a valuable opportunity for GDES hotels to use it as a marketing tool. They would work with different partners, (e.g. Visit Wales) to make GDES as an option within hotel booking systems on the website and help customers searching for GDES accommodations. Thus, when people noticed GDES as an option within the reservation system and read the information page attached to it they would understand what it meant. Once the standard was promoted to general public in this way then a lot of tourism business operators would recognize the importance of certification. At the moment, they doubted that the standard would benefit them on the marketing side as the majority of the public still unaware of it. As one business's coordinator said:

At the moment, the star system is generally understood you know (i.e. one star to five stars, it means better the accommodation). What we have got to do is get those onto the websites and talk with the partners. So, it becomes part of the booking system then more and more that will build up in the public's mind; that is the next challenge for us in the next twelve months ... public understanding is an important thing because once they see an option they gonna say what that means and then if you get an information page it will start people to think ... and also mapping people so they can search. For example, if they want to go to Powys and they want to see all of the ones

that are registered they can pick up on one of those rather than somebody that is not registered.

(Coordinator 2/Arena Network)

- **Achieving financial savings**

The economic motivation was one of the major factors which initially encouraged all hoteliers interviewed (9 out of 9) to certify with GDES and undertook environmentally-friendly practices. They wanted to save costs on the day to day running of the business. In practice, some hoteliers (6 out of 9) asserted that they had actually attained financial savings by undertaking a variety of resource conservation measures aimed to save water, energy and reduce waste. As one hotelier commented: *“definitely, both marketing potential and financial impact were good”* (SH1/GDES). One of the hoteliers indicated that the hotel’s occupancy levels had been increased since they became part of the GDES. This could be explained by the fact that the hotel attracted those customers who were eco-minded and wanted to stay in a green hotel.

On the other hand, three hoteliers interviewed argued that the financial savings achieved from being a GDES hotel was very limited. The initial costs involved to be environmentally-friendly were very expensive (e.g. LED lighting). This result is in agreement with previous research (Bramwell and Alletorp, 2001; Bohdanowicz and Martinac, 2003) which indicated that the high cost involved in the implementation of eco-technologies was one of the greatest barriers facing hotel operators to become more green. However, one of the hoteliers demonstrated that once hoteliers put the system in place the

financial savings would outweigh the initial costs incurred. As one hotelier said:

Yeah, it saves cost. I mean for example the boiler saves us something like £800 a month in fuel bills because it is more efficient system. But I think the biggest problem is the large capital needed to implement all the environmentally-friendly things and this is what scaring people away. I know a lot of hoteliers who would love to change their boilers or the heating system because it was so old and inefficient but they just could not afford it.

(SH7/GDES, 19 Rooms)

- **Fulfilling the corporate social responsibility**

Most hoteliers interviewed (7 out of 9) were environmentally-conscious and achieved GDES to satisfy their social responsibility. They were very passion and caring about the environment. Tzschentke *et al.* (2004) the ethical or the social responsibility appeared to be one of the most important drivers for small hotels' adoption of sustainable measures. Hoteliers felt that GDES was a good opportunity to help them operate correctly and thus having the minimal impact on the environment and at the same time make customers think of their hotels positively. Hoteliers argued that running an eco-hotel was part of their strategy in minimising their impacts on the environment. One hotelier asserted: *"absolutely, the biggest reason was to save the planet and had the least impact"* (SH1/GDES).

In addition to GDES, two hoteliers were also organic-certified through the WOS. They were amongst the first organic-certified hotels in Wales where all the foods and drinks served to guests were organic. They adopted different

initiatives aimed to protect the environment and minimise their impacts. Moreover, one of the hoteliers was not only concerned about lessening the hotel's environmental impact but also he tried hard to assist other businesses in the local community to implement ethical purchasing policy and reduce their impacts on the environment.

However, some hoteliers achieved GDES purely for their own economic and marketing benefits. It was clear that two hoteliers did it only for the title; to be seen that they were GDES certified. They did not practice in an environmentally responsible manner, particularly with SWM as little measures were undertaken on board to protect the environment. Synergy and WWF-UK (2000) similarly indicated that the implementation of environmental standard for some businesses was a process driven rather than performance based as they still performed in an environmentally-destructive way although they were eco-certified.

- **Being eligible for grants**

Initially, WTB set up a grant to incentivize more businesses to achieve GDES. The grants were made specifically to assist organisations to purchase equipment that would directly bring about a reduction or elimination of their environmental impacts and an improvement in environmental management, for example technologies that reduce emissions or cut down the amount of waste generated. The findings showed that some hoteliers interviewed (2 out

of 9) joined GDES primarily to obtain such grants which had been made providing achieving GDES. As one hotelier commented:

Initially, it was the incentive of being eligible for grants because if you had a GDES then you would be eligible for particular grants that was offered by the government. That was our prime motivator because we were looking for grants to help us with something here. So, we got the standard and we got some grants which helped us.

(SH5/GDES, 27 Rooms)

5.10.2 Potential motivation to adopt sustainable SWM practices

In addition to the factors discussed in the previous section which presented hoteliers' initial motivation for achieving GDES, the interviews with small hotel owners/managers showed that the government should pay more attention on four main issues to lead small hotel operators to manage their solid waste effectively, including: providing the tools and facilities; providing awareness and education; providing incentives; enacting legislation for recycling, as explained below:

Firstly, hoteliers argued that they lacked the facilities to actually recycle and compost their waste. At the time of conducting this research, some local authorities in Wales did not have a facility to compost organic waste and even their recycling system was largely focused on domestic properties. Moreover, it was difficult sometimes to get a private waste carrier on board to help with recycling as some hoteliers indicated that they hardly recycled some of the hotel waste streams through private waste contractors. Thus, local authorities should show more commitment and make recycling a workable option for small hotels. They should develop a recycling system for

commercial businesses and provide the tools (i.e. bins, bags) required to help hoteliers segregate their waste. A collection scheme should be set in place to collect recyclable waste from small hotels on a regular basis. As one hotelier said:

I think the government should be far more encouraging and provide the facility for recycling; provide the bins for us to separate and then obviously they should come up with a system to collect our waste on a regular basis. We would participate as much as we could if they would come and help.

(SH5/GDES, 27 Rooms)

Secondly, hoteliers argued that providing environmental awareness was an effective way to help small hotel operators to act in an environmentally-responsible way for a long-term. As one hotelier said: *“we need the input first. We need someone to come along and show us, for example, how we can reduce our waste”* (SH5/GDES). Most hoteliers felt that sending booklets or brochures through the doors would not truly help but the local government should cooperate with other specialised organisations (e.g. Envirowise) and offer series of seminars or training courses and invite all small hotel owners/managers to educate them on the varied environmental issues, e.g. how to deal with their solid waste streams step by step. Dewhurst and Thomas (2003) similarly reported a noticeable failure in the written materials and stressed on the great need to consider different means to engage small businesses in undertaking environmental practices (e.g. personal advice or web-based education).

Thirdly, the government should look at some sort of financial incentives to change hoteliers' behaviours in relation to SWM. The majority of hoteliers

interviewed agreed that reducing the charge of recycling would be a very strong incentive to encourage most hoteliers to reduce and recycle their waste. The bottom line for any business is to make a profit. So, if recycling was not economically viable to small hotel operators they would not pay any attention and threw everything mixed in the bin for landfill. Thus, the government should review its pricing structure and consider providing cheap recycling collection. As one hotelier said:

I suppose you need a bit of sugar to make people do it and have an environmental policy. Ultimately tax breaks as an incentive for recycling or for having a sustainable policy in your business is a good idea and I think it will encourage a lot of businesses.

(SH1/GDES, 12 Rooms)

Finally, legislation was considered an effective way to force hoteliers to manage their solid waste effectively. One of the hoteliers argued that even if the local authorities provided a recycling system for commercial businesses there would be a number of small hotel operators who just not concerned to recycle because they were not going to be fined for not doing it. However, if there was legislation in place then businesses' owners would have no choice; they would have to do recycle otherwise they would be fined. Nevertheless, two hoteliers argued that the government should not enact legislation for recycling unless they provide the support required to enable business owners recycling their waste. Initially, local authorities should have the facility where hoteliers could recycle their waste. Then, if business operators did not respond the government should make recycling compulsory. As one hotelier said:

Yeah, you know carrot and stick, that is normally the way, giving them an incentive and if they do not give them a stick. But it is far better to give them incentives initially to try and get people to do it rather than penalise them.

(SH3/GDES, 23 Rooms)

However, some hoteliers interviewed (2 out of 9) felt negatively about forcing hoteliers to make recycling via legislation. They asserted that the hospitality industry was plunged into too much legislation, (e.g. health and safety regulations and fire regulations) and small hotel operators would not be able to cope with all these legislation. As one hotelier said: *“we were washed with the legislation”* (SH2/GDES).

5.10.3 Networking small hotels

On asking hoteliers about the possibility of developing some sort of communications and networks between small hotels, the majority of hoteliers interviewed (7 out of 9) held favourable attitudes towards the idea believing that these initiatives were essential to save the planet. Hoteliers believed in more communications and partnerships and put the onus over the local government and other specific organisations to lead such initiatives to help small hotel operators to meet together and exchange ideas. The findings revealed that two hoteliers were already communicating with other businesses' owners in the local community to help them become more environmentally-friendly. One of the hoteliers demonstrated that they had a local committee to the city where businesses' owners meet together on a monthly basis to share ideas and experiences. Indeed, there are so many ways of communications and cross links where small hotel operators can

share information and learn from successful cases, e.g. e-mail each other. As one hotelier explained:

Fantastic, we would love to share our information with as many people as possible ... I think to set up a network will be great idea. I know quite a bit but I know that we can learn more from other people. There are so many things that we can help other hotels and they can help us also. The other advantage obviously of networks is that hotels that are agreeably eco-hotels can display to other hotels brochures.

(SH1/GDES, 12 Rooms)

Moreover, hoteliers indicated that it was essential particularly for small hotels located in the same area to work together as a team and not always think about the competition factor. They could discuss and find out different ways to reduce the impact of their operations on the environment. For example, they could find out the best suppliers for their common purchases and arrange with them to get all deliveries one time. One of the hoteliers said: *“although I and my neighbour used the same brewer but we got the delivery in different days”* (SH7/GDES). Also, if a cluster of geographically-close hotels could work together and invest in buying compressor so that they could compact their waste, (e.g. cardboard) and get advantage of the free collection service offered by some private waste companies.

However, some hoteliers interviewed (2 out of 9) felt negatively about developing networks between small hotels. They asserted that it was difficult to work with other small hotels because they were in a competition with them. They argued that they were too busy with their businesses and did not have time to work with other hotels. As implied in TPB, these hoteliers would not

take-part in any potential network initiative because of their unfavourable attitudes towards the idea. As one hotelier said:

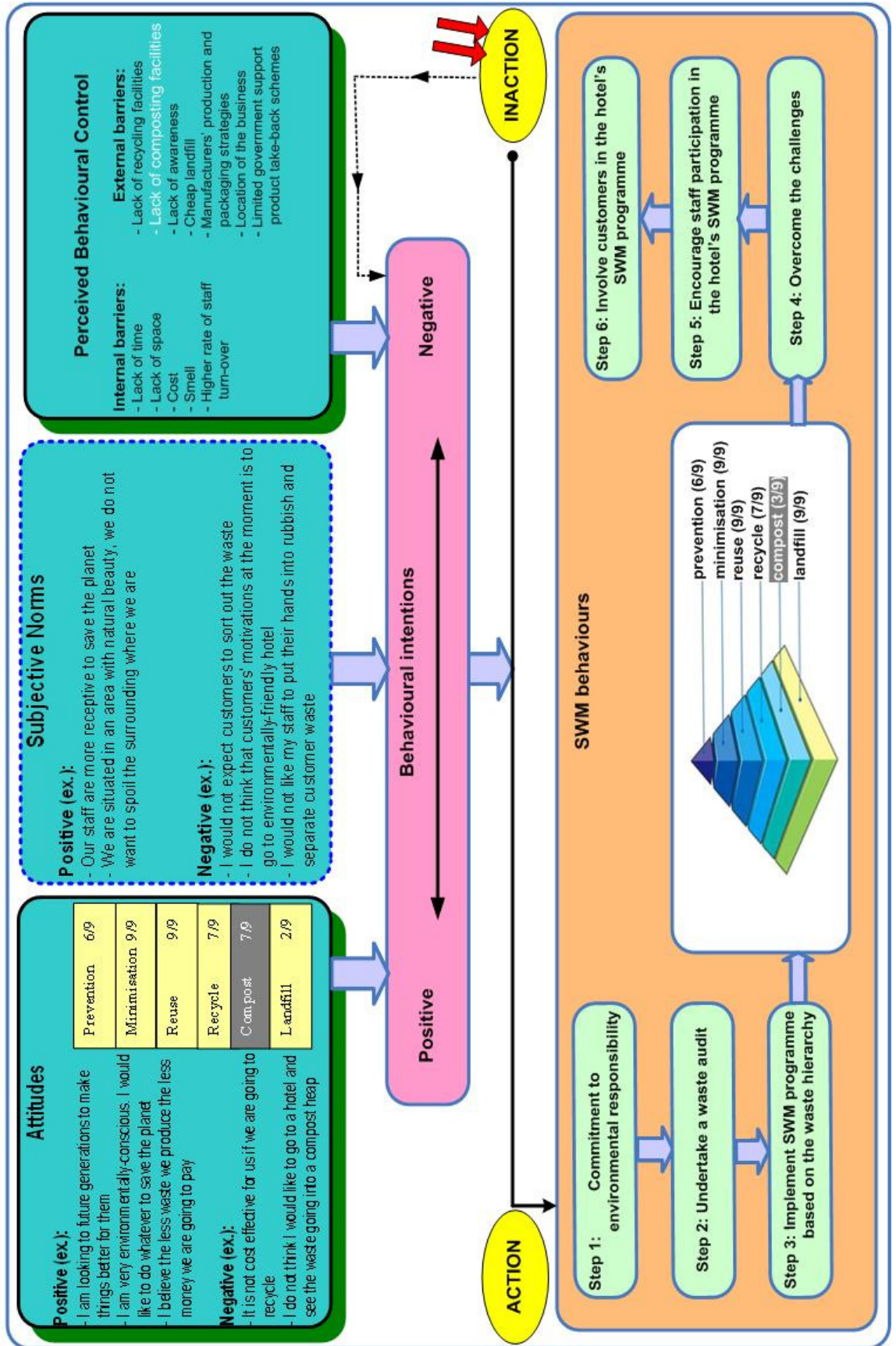
That is fine if we have time. I mean a lot of businesses are very busy and it is quite hard to say I will take a day or something to go through things.

(SH6/GDES, 15 Rooms)

5.11 Modified model for SWM in GDES small hotels

According to the theoretical model developed at the end of chapter two and the results obtained from this case study (small hotels committed to GDES) a modified model for SWM in GDES small hotels was developed. The model demonstrated hoteliers' attitudinal and normative beliefs together with their PBC beliefs which influenced their SWM intentions and led them to either behave or not behave in an environmentally-responsible way (see Figure 5.4).

Figure 5.4: Modified model for SWM in GDES small hotels



Attitudes:

The attitude component was foremost in influencing hoteliers' intentions in relation to SWM. The findings revealed that the majority of hoteliers were very keen to protect the environment for future generations. They exhibited positive attitudes towards prevention (6 out of 9), minimisation (9 out of 9), reuse (9 out of 9), recycle (7 out of 9) and compost (7 out of 9) because of their beliefs that implementing sustainable SWM practices would help the environment in terms of reducing waste disposal into landfill and also would help them achieve financial savings. This is best explained in some of their behavioural and attitudinal beliefs: *'I am looking to future generations to make things better for them'* (SH2/GDES); *'personally, I am very environmentally-conscious. I would like to do whatever to save the planet'* (SH1/GDES); *'I believe the less waste we produce the less money we are going to pay'* (SH8/GDES). However, a number of hoteliers felt negatively about prevention (3 out of 9), recycle (2 out of 9) and compost (2 out of 9) believing that it was difficult to implement. This was clearly demonstrated in some of their beliefs: *'it is not cost effective for us if we are going to recycle'* (SH6/GDES); *'I do not think I would like to go to a hotel and see the waste going into a compost heap'* (SH7/GDES).

Subjective Norms:

It was clear that the Subjective Norm factor did influence the performance of the behaviour but its effect on hoteliers' behavioural intentions to perform or not to perform SWM behaviours was minimal in comparison to the other

factors involved within TPB (Attitude and PBC). The majority of hoteliers interviewed perceived little normative motivations from significant others, particularly staff (7 out of 9) and customers (6 out of 9), which positively influenced their intentions, to some extent, to manage their hotel waste effectively. This was illuminated in some of their normative beliefs: *'our staff are more receptive to save the planet'* (SH2/GDES); *'I think there is greater awareness and a lot of people are more discerning now and they are looking for eco-hotels'* (SH3/GDES). Likewise, most hoteliers (7 out of 9) did not perceive any social pressure from the local community and suppliers to handle their waste appropriately but only two hoteliers took active steps to communicate with other businesses in the local community to help them undertake environmentally-friendly practices and buy from local suppliers: *'we are situated in an area with natural beauty, we do not want to spoil the surrounding where we are'* (SH3/GDES).

Perceived Behavioural Control (PBC):

The PBC variable was largely influencing hoteliers' intentions. In essence, all hoteliers interviewed perceived a range of obstacles to implement sustainable SWM behaviours. Some of these obstacles were associated with the internal environment of small hotels (e.g. lack of time; lack of space; cost; smell; higher rate of staff turn-over), whereas some other obstacles were external to small hotels (e.g. lack of recycling facilities; lack of composting facilities; lack of awareness; cheap landfill; poor manufacturers' production and packaging strategies; location of the business; limited

government support product take-back schemes). However, the majority of hoteliers prevailed over the internal obstacles because they were very positive towards SWM practices but they still lacked the external support, for instance, to prevent, recycle and compost the hotel waste.

Behavioural intentions:

As a result of the previously explained factors (Attitudes, Subjective Norms and PBC) hoteliers' behavioural intentions were determined as positive or negative. Truly, the majority of hoteliers held positive attitudes towards SWM practices and partially perceived social pressures to manage their solid waste effectively. Consequently, they had favourable intentions to perform the behaviours but, unfortunately, they were constrained with the facilities (PBC). So, for example, most hoteliers intended to recycle illegally via using the domestic recycling system because of the unavailability of the recycling service from the public sector. On the other hand, a few hoteliers showed negative intentions towards particular SWM practices (e.g. recycle and compost) and thus an external support/pressure are much required to re-influence their behavioural intentions and lead them to implement all the options of the waste management hierarchy.

SWM behaviours:

As GDES certified, the majority of hoteliers committed to environmental responsibility and undertook a waste audit to identify sources and quantities of waste streams produced. Most hoteliers implemented SWM programme

based on the waste hierarchy. The findings revealed that six hoteliers out of the nine reacted positively towards prevention to prevent the waste at source and buy from local suppliers. Almost all hoteliers valued minimisation and reuse believing that both options were significant to manage hotel waste effectively. They actually adopted varied practices to minimise hotel waste and also considered reusing a wide range of waste materials either in-house, donation to charities or selling. Furthermore, the majority of hoteliers (7 out of 9) were very keen to recycle. However, five hoteliers recycled illegally because of the unavailability of the recycling service from the public sector, whereas two hoteliers were hardly recycling part of the hotel waste through contracting with private waste carriers.

Moreover, the majority of hoteliers (7 out of 9) felt positively about composting. Practically, three hoteliers considered making in-house composting while four hoteliers were very willing to compost through a commercial composting service but they were constrained with the absence of the facility. Indeed, the implementation of landfill differed amongst hoteliers. In this respect, the majority of hoteliers (7 out of 9) implemented landfill to a lesser extent and even used it as the last resort, whereas two hoteliers extensively relied on landfill as a SWM option. As explained earlier, most hoteliers tried hardly to overcome the challenges facing them to manage their hotel waste effectively. They encouraged staff and customer participation in the hotel's SWM programme.

5.12 Summary

Despite having very modest free support from Arena Network, most GDES small hotels committed to environmental responsibility. They implemented a variety of low or no cost environmental measures and maintained records for monitoring purposes. Indeed, most hoteliers held positive attitudes towards the sustainable options set in the waste management hierarchy. They reacted positively towards prevention and minimisation and largely depended on reuse as a significant SWM alternative. They were very keen to recycle and compost through a commercial service, whereas, unexpectedly, some hoteliers still undertook landfill as a primary waste disposal route. Most hoteliers supported staff and customer participation in the hotel's SWM programme. The chapter highlights the key motivations for achieving GDES in addition to a range of potential support to help small hotels manage their solid waste effectively. Finally, it concludes and explains a modified model for SWM in GDES small hotels. The following chapter explores SWM strategies and practices of the public and private waste carriers.