



## Sustainable Marketing Strategy of Green Hotel: A Qualitative Study

Pratim Chatterjee<sup>1</sup>, Namrata Chakraborty<sup>2</sup>, Rimjhim Neogi<sup>3</sup>, and Moumita Bhaumik<sup>4</sup>

<sup>1</sup>Research Scholar, University of Engineering & Management, Kolkata, India

<sup>2</sup>Assistant Professor, Guru Nanak Institute of Technology, Kolkata, India

<sup>3</sup>Assistant Professor, Amity University Kolkata, India

<sup>4</sup>Assistant Professor, Amity University Kolkata, India

*Corresponding Email:* [chatterjeepratim29@gmail.com](mailto:chatterjeepratim29@gmail.com)

Manuscript submitted: 11 July 2023, Accepted for publication: 01 December 2023

### Abstract

The paper explores the sustainability practices and sustainable marketing strategy of green hotel. Following the sensational awareness of green measures in the hospitality and tourism industry, managers of some eco-certified green hotels of India were encouraged to participate in a semi-structured interview to share their viewpoint about the customer acceptance level, employee attitude towards green measure and competitive advantage via sustainability. Profitability-sustainable marketing strategy grid was analyzed to understand the relationship between profitability and marketing strategy related to sustainability of a hotel. A proposed sustainability marketing mix model was developed to understand the sustainable marketing strategy of a green hotel. Our results suggest that green product/service, green price, green place, green promotion, green people, green process, and green physical evidence gives rise to green branding of the hotel resulting customer satisfaction and competitive edge. This study also identifies the research gaps which can provide promising directions for future research to the academicians and industry professionals.

**Keywords:** *Sustainability, Green hotel, Green marketing strategy, Hospitality, Tourism*

### Introduction

Sustainability is defined as satisfying the need of present generation without compromising the resources of the ones ((Morris, 2004). Hotels and resorts, irrespective of its size and location, need to take responsibility safeguarding the planet's natural resources. To gain a competitive edge over their competitors, organizations must now develop their marketing strategy adhering to the social, regulatory, and environmental rules and approve future opportunities targeting to be known as environmental leaders ((Hall et al, 2010; Fraj et al., 2015).

The Green Hotels Association (2014) defined green hotels as “environmentally friendly properties whose managers are eager to institute programs that save water, save energy, and reduce solid waste—while saving money—to help protect our one and only earth” (para. 8). An eco-hotel or environmentally sensitive hotels are those that have altered all its policies, practices, and equipment to minimize the environmental impact (Noor et al, 2014). Green hotels are inclined with positive reputation and more value among customers compared to their non green counterpart. Hotels are advised to engage in green practices for revamping their brand image and decreasing environmental degradation (Lim, 2016; Chandran & Bhattacharya, 2018). To improve the environmental, social, and economic performance level of the hotel developers of a hotel need to consider adopting green building practices (Ahn& Pearce, 2020).

Corporate social responsibility is the antecedent variable of green marketing that enhances the image of the hotel and finally results in customer loyalty. Besides that, green marketing orientation can assure the combination of the society, consumer, companies, and the environment to achieve a green marketing model (Chung, 2019; Ou et al, 2021). To make green hotel strategies beneficial and to get competitive edge tourism organization need to maintain cordial relationship with their stakeholders (Iraldo et al, 2017). To improve the environmental, social, and economic performance level of the hotel developers of a hotel need to consider adopting green building practices (Ahn& Pearce, 2020).

Thus, the main objectives of the study can be considered as follows:

1. To explore the sustainable initiatives of green hotels by implementing a Profitability-Sustainable Marketing Strategy grid
2. To identify the customized marketing mix model of a green hotel that adds new layers of depth to the traditional marketing mix model from the angle of sustainability

The remainder of this article is structured as follows: In the following section, research methodology is explained. Findings of the analysis are explained in section three. After that, conclusion, and suggestions for the scope of future research are provided. This present study synthesizes the focused literature of the past, explores the present through qualitative research and thus develops an important aid for future sustainability marketing research in hospitality and tourism.

## **Methodology**

The methodology adopted is a systematic review literature followed by a qualitative research approach. Keywords searches were performed in the Google Scholar database using “(Sustainability OR Green Initiative OR Green Marketing Strategy) AND (Hospitality OR

Tourism OR Green Hotel”). Initial 500 results are considered provided by Google Scholar search engine sorted by relevance. In the qualitative research approach, the data for the research is collected through a semi-structured interview. The data is collected from senior level managers from some of the environment friendly hotels of the country. The data is collected through a semi-structured telephone interview with a prior appointment. This investigation undertakes purposive sampling to recognize the managers with whom qualitative interviews can be conducted (Denzin & Lincoln, 2000). The respondents were carefully selected to represent heterogenous opinions and were chosen only from a green hotel and minimum experience has also been considered as a selection criterion. The semi-structured questionnaire included only open-ended questions (*Refer Appendix. A.*) and assisted by the interviewer to allow notable responses (Alonso, et al., 2020; Alonso, et al., 2021; Alonso, et al., 2022). Total 22 senior managers from 12 star category hotels were interviewed which was done between March to August 2022. An in-depth investigation was regulated being this approach as most suitable to explore new research areas and practicable when the sample size is small (Tashakkori& Teddlie, 2013; Vaismoradi et al., 2016).

## Findings and Discussion

In this section the findings from the review of literature and results of extensive interview are discussed to enlighten the outcome of the literature. Green practices in the hotel industry mainly include energy conservation measures, water conservation measure and waste recycling or reusing measure (Erdogan & Borris, 2007; Kang et al, 2012; Brezen et al, 2013; Abdou et al, 2020). There is a matter of trust between values and intention to stay at green hotels that gives them a competitive advantage in many cases (D’Souza et al, 2020). Gordon et al, 2011 in their study examined the contribution of three sub disciplines of marketing such as green marketing, social marketing and critical marketing for the achievement of sustainable marketing. Batabyal et al, 2021 in their study explored the importance of supplementary accommodation for the development of sustainability. One step further, Mitchell et al, 2010 interpreted the need of sustainable marketing orientation that includes sustainable development objectives in corporate marketing strategy: economic, social, and ecological sustainability. Customers appreciate the sustainability efforts of a green hotel which will have a positive impact on the perception of the guest about a hotel which finally leads to customer satisfaction and customer loyalty (Merli et al, 2019). Shanti & Joshi, 2020 also in their study indicated a positive impact of green brand image, green brand awareness, and green perceived value on the perception of the customers about the hotel.

In the qualitative study, the data for the research is collected through a semi-structured interview from senior level managers of some of the environment friendly hotels of the country (*Refer Table. 1.*). We mainly considered those hotels which is awarded eco-certification for their continuous sustainability measure and confined our research among 3 or more-star category hotels only. Total 22 senior managers from 12 number of 3, 4 and 5-star category hotels are selected for the interview process.

SL NO	NAME OF GREEN HOTEL	STAR CATAGORY	LOCATION
1	The Orchid	Five	Mumbai, Maharashtra
2	The Fern	Four	Jaipur, Rajasthan
3	ITC Grand Chola	Five	Chennai, Tamil Nādu
4	The Oberoi	Five	Gurgaon, Uttar Pradesh
5	Hyatt Regency	Five	New Delhi
6	The Uppal	Four	New Delhi
7	CGH Earth Spice Village	Four	Thekkady, Kerala

8	Rodas An Ecotel Hotel	Three	Mumbai, Maharashtra
9	Park Hyatt	Five	Hyderabad, Telangana
10	Taj Coromandel	Five	Chennai, Tamil Nādu
11	The Park	Five	New Delhi
12	ITC Sonar	Five	Kolkata, West Bengal

Table. 1. Green Hotels Considered in the Study

From the feedback of the managers from the above listed green hotels, we prepared a *profitability-sustainable marketing strategy grid* which will analyze the relationship between profitability and marketing strategy related to sustainability of a hotel. The profitability-sustainable marketing strategy grid (*Refer Fig. 1.*) has been developed as a tool to support the hotel managers to formulate green strategy for their establishment while maintaining enough profitability for their survival and growth.

The top left corner of the grid represents those green hotels which perform extremely good business but hardly engages in sustainable marketing strategy. So, they are termed as “*Go Branding*” as they need to market and promote the sustainable or green initiatives practiced in the hotel. They already earn good profit from the business and goes green, so it will not affect them financially to take extra milage for green promotion, rather it will increase their brand image. Top right corner of the grid earns a very good profit margin while at the same time promotes the sustainable or green initiatives practiced in the hotel for better reach. They are termed as “*Yardstick Model*” because other green hotels need to take their example and learn from them how to maintain business and build marketing strategy in a green way. Bottom right corner of the grid are those hotels which engage themselves in different kinds of sustainable measure and promotion of those initiatives, but at the cost of profitability. Generally, green hotels which is at par or little above from break-even point comes in this zone. So, they are termed as “*Careful Sustainability*” as these green hotels need to make a balance between profitability and sustainability first to ensure survival and growth. Bottom left corner of the grid are those hotels which do not engage in sustainable marketing strategy at all and lack in profitability. They are termed as “*Managerial Supervision*” as these establishments need serious attention from their owners or manager to survive in this competitive market. As these green hotels are already initiating green measures in their day-to-day operation, so marketing and informing the customer about that through proper channels leads to customer satisfaction that finally will have a positive impact on profitability. A properly maintained “*Managerial Supervision*” always have the potential to become a “*Yardstick Model*”.

HIGH

	<p><b>GREEN BRANDING</b></p> <p>High Profitability</p> <p>Low Sustainable Marketing Strategy</p>	<p><b>YARDSTICK MODEL</b></p> <p>High Profitability</p> <p>High Sustainable Marketing Strategy</p>
<b>PROFITABILITY</b>	<p><b>MANAGERIAL SUPERVISION</b></p> <p>Low Profitability</p>	<p><b>CAREFUL SUSTAINABILITY</b></p> <p>Low Profitability</p>
	<p>Low Sustainable Marketing Strategy</p>	<p>High Sustainable Marketing Strategy</p>

## LOW

Figure. 1. Profitability- Sustainable Marketing Strategy Grid for Green Hotels

Based on our third objective, to identify the customized marketing mix model of a green hotel that adds new layers of depth to the traditional marketing mix model from the angle of sustainability, rigorous analysis of literature and semi-structured interview by open-ended questions with the hotel managers were conducted (*Refer Appendix. A.*). Green marketing orientation also links customer image with customer loyalty which is very essential for the hotel (Chung,2019). Dodds& Homes, 2016 in their study indicated the importance of green certification program as a part of the green marketing strategy which increases the probability of retaining old customers and attracting new ones. (Han & Kim, 2010; Han, 2020) in their studies depicted the importance of sustainable marketing strategies of a green hotel which significantly affect the revisit intention of the customers. As environmental awareness and sustainable marketing strategy of the hotel is positively related, hotel industry must focus on pollution control, waste reduction and reusing, energy conservation and other important green practices to boost up its brand image (Prud'homme& Raymond, 2013; Fatoki, 2021).

A quality marketing strategy supports to establish the hotel's vision, mission, and business objectives, and forms the steps the hotel requires to take to achieve these objectives. The marketing strategy influences the way the hotel runs the entire business, so it needs to be planned and executed in consultation with all stakeholders (Salman et al, 2017). Mentioned below are proposed sustainable marketing mix model of a green hotel from the viewpoint of sustainability.

### **The proposed marketing mix model**

The overall objective of the proposed model is to enlighten the hospitality managers with new sustainable comprehensive tool to help them overcome the present-day challenges and also to survive and grow in the crisis time. The model was designed considering the opinions and views of senior managers of star category eco-friendly hotels (*Refer Appendix. A.*).

Physical products and manufacturing industry have mostly used the 4Ps model; whereas the services sector on the other hand generally uses the 7Ps approach with the objective of fulfilling the needs of the customers: product, price, place, promotion, people, physical evidence and processes. Hospitality industry being the most lucrative and famous among the service sector always implements 7Ps approach. In this model the implementation of marketing mix approach of a green hotel prioritizing sustainability in its marketing activities are mainly focused, so this is called as Sustainable marketing mix model. In this proposed model all the 7P's of marketing are termed as green because these all the related to hotel engaged in sustainability measures in their practices and marketing approaches.

### **Product (Green Product)**

Product is the item that is sold to the customers to generate revenue with an aim of customer satisfaction. Starting from the design of the hotel room to the room and bathroom amenities, bed

quality, food of the restaurant, beverage of the bar and other physical items are termed as product in a hotel. In a green hotel more focus is given on green product to encourage the customer about sustainability. Different green product used in daily operation of a green hotel like branded reusable water bottle in room or restaurant, point of use water filtration system to save the water, using recycled paper valet bags instead of plastic, switching to reusable or bio-degradable cutlery or crockery, replacing plastic disposable key card with smart lock. In the viewpoint of the hotel managers as most of the tourists are environmentally concerned, all these above-mentioned green products results in customer satisfaction that leads to the enhancement of the brand image of the hotel.

### **Price (Green Price)**

Pricing element of marketing mix means the money charged on the customers availing the product or services. In hotel industry in corporate booking, other booking for accommodation and formal & informal function booking mostly customers are charged beforehand. In a green hotel sometimes, customers can be charged more as the initial sustainability set up cost is huge which can be termed as green price. From the viewpoint of the green hotel managers, it was quite evident that proper sustainable marketing strategy will ensure that customers are happily agreed to bear the extra charges for availing the sustainability in a green hotel.

### **Place (Green Place)**

Place is an important element of marketing mix. It aims to stimulate the demand of the goods or services of that location. Advertising campaigns and selling strategy of the hotel should be able to influence the behavior of the buyer to make that location famous from the perspective of hospitality and tourism. In case of green hotel, the location must be in a sub-urban area or away from the main city. Location must provide the green hotel enough space for the cultivation of different organic vegetables, local spices & herbs and grains which is used to cater to the customers.

### **Promotion (Green Promotion)**

Promotion includes all the communication channel for conversation with the target market. Promotion activities in the hotel industry aim to attract the attention of the customer in its product and services by giving them enough information to persuade and motivate the customers to purchase. In case of green hotel, informing the customer about the sustainability measure of the hotel is utmost essential. As per the hotel managers green trends is one of the biggest factors for the customer of choosing a hotel from its competitors. Promotion through digital media specially from the web sites of the green hotel, print media like newspapers, hospitality magazines and journal publication, speeches, advertising, and seminars are proved to be productive channels of promotion. But the most effective among all for green hotels are word of mouth publicity. Through the WOM publicity the sustainability initiatives of the green hotel transform from person to person and finally will be proved to be the most fruitful marketing strategy as it starts from a customer who actually has experienced the green initiatives of the hotel.

### **People (Green People)**

People component of the marketing mix comprises all the staff of the green hotel that interacts with the customers. As people is the most important element of any service or experience so for green hotel also where customer satisfaction and customer experience are the major objective of

the hotel along with sustainability, it is equally applicable. There are two types of green people can be considered; *a.* internal *b.* external. Internal green people are the employees who with proper green practices training can become a good eco brand ambassador of the hotel who can motivate customer going green. Secondly External green people mean celebrities or famous personalities of that city, country or industry for the promotion of the sustainability measure of the green hotel. Based on the feedback of the green hotel managers successful implementation of the green initiatives in a hotel depends a lot on these people specially the Internal green people.

### Process (Green Process)

Process component of the marketing mix are all the routine day to day function in any service industry. In green hotel sustainability process is maintained in all the operational and support areas. Main operational area of a hotels are Food Production/Kitchen, Bakery & confectionary, Food & Beverage Service, Rooms Division and Maintenance department. Each operational areas have their departmental sustainable responsibility like Kitchen takes care of minimization of food waste and maintaining food hygiene to minimize any food borne illness handling and food & beverage service department looks after the serving of food and beverage item in the most hygienic way, rooms division uses the concept of recycling and reusing, and engineering department looks after environment friendly maintenance measures for the entire hotel. Similarly support areas like accounts, human resource, sales, horticulture, spa and wellness also do their part of sustainability. In the viewpoint of the hotel managers, green hotels must market entire sustainability process of the hotel such as energy conservation, water conservation, solid waste management, indoor air quality, environmental commitment, employee environment education and community outreach program whichever applicable to earn green reputation.

### Physical Evidence (Green Physical Evidence)

Physical Evidence is simply the tangible component of the service industry which is the latest edition along with process. Making the intangible product or service tangible is the main purpose of physical evidence. Type and quality of linen used in hotel bed, types of garnishes used in food and drinks, quality of the ingredients, decoration of the lobby etc. creates physical evidence in hotel industry. Based on the feedback of the green hotel managers creating an organic garden in the hotel and growing continental and Indian herbs, vegetables and fruits for using in the kitchen and serving in the guest room as a welcome kit, having a water treatment plant in the hotel, using recycled paper or jute bag with hotel logo, providing reusable room and bathroom amenities in the guest room wherever possible are some green physical evidence measures that will surely have a positive affect in the minds of the in room guests.

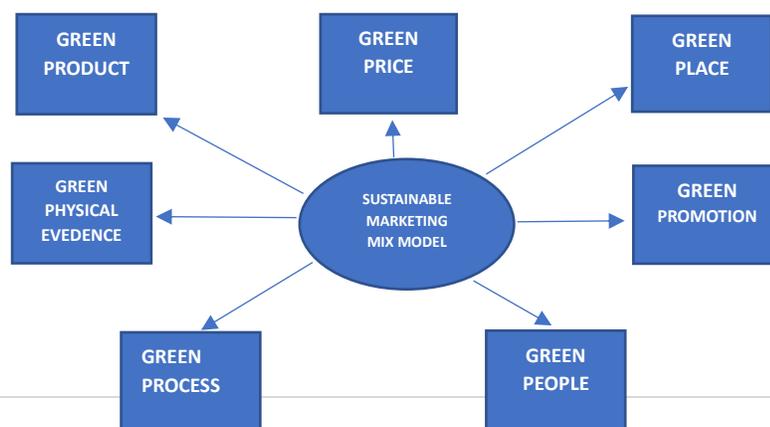


Figure. 2. Proposed Marketing Mix Model

## Conclusion and Scope for Future Research

The aim of this paper was to explore the sustainable initiatives for green hotels by implementing a Profitability- Sustainable Marketing Strategy grid and to identify the customized marketing mix model of a green hotel that adds new layers of depth to the traditional marketing mix model from the angle of sustainability. To begin with, based on the feedback received from the selected green hotel managers, we first analyzed the *profitability-sustainable marketing strategy grid* to understand the relationship between profitability and marketing strategy related to sustainability of a hotel. Finally, a *proposed marketing mix model* was developed to understand the sustainable marketing strategy of a green hotel.

It can be concluded that for a green hotel not only sustainability but also profitability and sustainable marketing strategy is equally essential to gain the confidence of the customers in normal or crisis times. The proposed marketing mix model is tested and confirmed through the research methodology, which is backed by the review of literature and the qualitative study. The model validates the marketing mix from the sustainability focus and deduce the concept of sustainable marketing strategy of a hotel through green product/service, green price, green place, green promotion, green people, green process and green physical evidence to give a green branding to the hotel aiming customer satisfaction and competitive edge.

Although present study provides notable contribution to theory and practice, there is always a scope for future contributions, which are as follows:

- In the present study, literature review and qualitative technique in the form of semi-structured interview was the main methodology that was followed, future research can be conducted with the quantitative research method by considering a large sample size.
- Perceptions of the managers from green hotel are only considered in the study, perceptions of other stakeholders like competitors, suppliers, society, and employees of all levels are an important area of future study which may provide insightful implications.
- In the present study only environment friendly hotels or eco certified green hotels are considered. So, in the future research other category of hotels also need to be considered.
- Sustainability is only possible when there is also profitability, so viewpoint of the customers is an essential area of research as normally a green hotel achieves sustainability at the cost of luxury which may not be preferred by all customers.
- There is extensive scope of future research to explore the contribution of the sustainable marketing strategy of green hotel as a source of foreign exchange earnings from the inbound environmental concerned tourists.

## Reference

- Abdou, A. H., Hassan, T. H., & El Dief, M. M. (2020). A description of green hotel practices and their role in achieving sustainable development. *Sustainability*, 12(22), 9624.
- Ahn, Y. H., & Pearce, A. R. (2013). Green luxury: A case study of two green hotels. *Journal of Green Building*, 8(1), 90-119.<https://doi.org/10.3992/jgb.8.1.90>
- Alonso, A. D., Bressan, A., Kok, S. K., Sakellarios, N., Vu, O. T. K., O'Shea, M., ... & Santoni, L. J. (2022). Overcoming the unprecedented: Micro, small and medium hospitality travel enterprises under COVID-19. *International Journal of Hospitality Management*, 103201.
- Alonso, A. D., Bressan, A., Kok, S. K., Sakellarios, N., Koresis, A., O'Shea, M., ... & Santoni, L. J. (2021). Facing and responding to the COVID-19 threat—an empirical examination of MSMEs. *European Business Review*.
- Alonso, A. D., Kok, S. K., Bressan, A., O'Shea, M., Sakellarios, N., Koresis, A., ... & Santoni, L. J. (2020). COVID-19, aftermath, impacts, and hospitality firms: An international perspective. *International journal of hospitality management*, 91, 102654.
- Batabyal, D., Chatterjee, P., Pandit, A., Goswami, S., & Kumar, D. (2021). Assessing the choice of supplementary accommodation for the new normal urban areas in West Bengal, India. *Journal of Contemporary Issues in Business and Government*, 27 (2), 1413-1420.[DOI: 10.47750/cibg.2021.27.02.153](https://doi.org/10.47750/cibg.2021.27.02.153)
- Berezan, O., Raab, C., Yoo, M., & Love, C. (2013). Sustainable hotel practices and nationality: The impact on guest satisfaction and guest intention to return. *International Journal of Hospitality Management*, 34, 227–233. <https://doi.org/10.1016/j.ijhm.2013.03.010>
- Chandran, C., & Bhattacharya, P. (2019). Hotel's best practices as a strategic driver for environmental sustainability and green marketing. *Journal of Global Scholars of Marketing Science*, 29(2), 218-233.<https://doi.org/10.1080/21639159.2019.1577156>
- Chung, K. C. (2020). Green marketing orientation: Achieving sustainable development in green hotel management. *Journal of Hospitality Marketing & Management*, 29(6), 722-738.<https://doi.org/10.1080/19368623.2020.1693471>
- Dodds, R., & Holmes, M. (2016) Is there a Benefit from being Green? Assessing Benefits from Marketing Sustainability by North American Hotels. *Journal of Hotel & Business Management*, 5(2), 145. [doi: 10.4172/2169-0286.1000145](https://doi.org/10.4172/2169-0286.1000145)
- D'Souza, C., Apaolaza, V., Hartmann, P., & Brouwer, A. R. (2021). Marketing for sustainability: Travellers' intentions to stay in green hotels. *Journal of Vacation Marketing*, 27(2), 187-202.
- Erdogan, N. & Baris, E. (2007). Environmental protection programs and conservation practices of hotels in Ankara, Turkey. *Tourism Management*, 28, 604–614.
- Fatoki, O. (2021). Environmental Orientation and Green Competitive Advantage of Hospitality Firms in South Africa: Mediating Effect of Green Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(4), 223.<https://doi.org/10.3390/joitmc7040223>

- Fraj, E., Matute, J., & Melero, I. (2015). Environmental strategies and organizational competitiveness in the hotel industry: The role of learning and innovation as determinants of environmental success. *Tourism Management*, 46, 30–42.
- Gordon, R., Carrigan, M., & Hastings, G. (2011). A framework for sustainable marketing. *Marketing theory*, 11(2), 143-163.
- Green Hotels Association. (2014). What are green hotels? Retrieved from <http://www.greenhotels.com>
- Hall, J. K., Daneke, G. A., & Lenox, M. J. (2010). Sustainable development and entrepreneurship: Past contributions and future directions. *Journal of Business Venturing*, 25(5), 439–448. <https://doi.org/10.1016/j.jbusvent.2010.01.002>
- Han, H., & Kim, Y. (2010). An investigation of green hotel customers' decision formation: Developing an extended model of the theory of planned behavior. *International journal of hospitality management*, 29(4), 659-668. <https://doi.org/10.1016/j.ijhm.2010.01.001>
- Han, H. (2020). Theory of green purchase behavior (TGPB): A new theory for sustainable consumption of green hotel and green restaurant products. *Business Strategy and the Environment*, 29(6), 2815-2828. <https://doi.org/10.1002/bse.2545>
- Iraldo, F., Testa, F., Lanzini, P., & Battaglia, M. (2017). Greening competitiveness for hotels and restaurants. *Journal of Small Business and Enterprise Development*, 24(3), 607-628. <https://doi.org/10.1108/JSBED-12-2016-0211>
- Jayawardena, C. C., Pollard, A., Chort, V., Choi, C., & Kibicho, W. (2013). Trends and sustainability in the Canadian tourism and hospitality industry. *Worldwide Hospitality and Tourism Themes*, 5(2), 132-150. <http://dx.doi.org/10.1108/17554211311314164>
- Jones, P., Hillier, D., & Comfort, D. (2016). Sustainability in the hospitality industry: Some personal reflections on corporate challenges and research agendas. *International Journal of Contemporary Hospitality Management*, 28(1), 36-67. <https://doi.org/10.1108/IJCHM-11-2014-0572>
- Kang, K. H., Stein, L., Heo, C. Y., & Lee, S. (2012). Consumers' willingness to pay for green initiatives of the hotel industry. *International journal of hospitality management*, 31(2), 564-572. <https://doi.org/10.1016/j.ijhm.2011.08.001>
- Morris, N. (2004). What is Sustainability? *Power Engineer-IEEE-*, 18, 11-11.
- Lim, W. M. (2016). Creativity and sustainability in hospitality and tourism. *Tourism Management Perspectives*, 18, 161-167. <https://doi.org/10.1016/j.tmp.2016.02.001>
- Mitchell, R. W., Wooliscroft, B., & Higham, J. (2010). Sustainable market orientation: A new approach to managing marketing strategy. *Journal of Macromarketing*, 30(2), 160-170.
- Merli, R., Preziosi, M., Acampora, A., & Ali, F. (2019). Why should hotels go green? Insights from guests experience in green hotels. *International Journal of Hospitality Management*, 81, 169-179.

- Njerekai, C. (2019). Hotel characteristics and the adoption of demand-oriented hotel green practices in Zimbabwe: A regression. *African Journal of Hospitality, Tourism and Leisure*, 8(2).
- Noor, M., Nor, A., & Kumar, D. (2014), "Eco Friendly 'Activities' Vs Eco Friendly 'Attitude': Travelers Intention to Choose Green Hotels in Malaysia, *World Applied Science Journal*, 30 (4), 506 – 513.
- Ou, J., Wong, I. A., & Huang, G. I. (2021). The coevolutionary process of restaurant CSR in the time of mega disruption. *International Journal of Hospitality Management*, 92, 102684. <https://doi.org/10.1016/j.ijhm.2020.102684>
- Prud'homme, B., & Raymond, L. (2013). Sustainable development practices in the hospitality industry: An empirical study of their impact on customer satisfaction and intentions. *International Journal of Hospitality Management*, 34, 116-126. <https://doi.org/10.1016/j.ijhm.2013.03.003>
- Salman, D., Tawfik, Y., Samy, M., & Artal-Tur, A. (2017). A new marketing mix model to rescue the hospitality industry: Evidence from Egypt after the Arab Spring. *Future Business Journal*, 3(1), 47-69. <http://dx.doi.org/10.1016/j.fbj.2017.01.004>
- Shanti, J., & Joshi, G. (2022). Examining the impact of environmentally sustainable practices on hotel brand equity: a case of Bangalore hotels. *Environment, Development and Sustainability*, 24(4), 5764-5782.
- Singjai, K., Winata, L., & Kummer, T. F. (2018). Green initiatives and their competitive advantage for the hotel industry in developing countries. *International Journal of Hospitality Management*, 75, 131-143.
- Tashakkori, A., & Teddlie, C. (2013) SAGE handbook of mixed methods in social and behavioral research. *Thousand Oaks, CA, SAGE Publications*, 50(4), 321–325. <https://doi.org/10.1093/jmt/50.4.321>
- Thomas-Francois, K., Von Massow, M., & Joppe, M. (2017). Service-oriented, sustainable, local food value chain—A case study. *Annals of Tourism Research*, 65, 83-96. <http://dx.doi.org/10.1016/j.annals.2017.05.008>
- Vaismoradi, M., Jones, J., Turunen, H. and Snelgrove, S. (2016). Theme development in qualitative content analysis and thematic analysis. *Journal of Nursing Education and Practice*, 6(5), 100–110. <https://doi.org/10.5430/jnep.v6n5p100>