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ADVANCES IN HOSPITALITY AND TOURISM

SUSTAINABILITY, SOCIAL RESPONSIBILITY and INNOVATIONS in Tourism and HOSPITALITY



H. G. Parsa, PhD
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Advances in Hospitality and Tourism

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Edited by
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LIST OF ABBREVIATIONS

AHLA	Hotel and Lodging Association
ATES	Association pour le Tourisme Equitable et Solidaire
ATR	Agir pour un Tourisme Responsable
AWWPS	Advanced Waste Water Purification System
CA	Conjoint Analysis
CFL	Compact Fluorescent Lights
CI	Conservation International
CLIA	Cruise Line Industry Association
CLIA	Cruise Line Industry Association
CMAA	Club Managers Association of America
CO2	Carbon Dioxide
COOs	Chief Operating Officers
CPA	Principal Component Analysis
CSR	Corporate Social Responsibility
CVP	Customer Value Proposition
DMC	Destination Management Companies
EMS	Environmental Management System
FA	Factor Analysis
FCC	Fuel Conservation Committee
FOMIT	Tourism Infrastructures Modernisation Fund
FTC	Federal Trade Commission
GDP	Gross Domestic Product
GEO	Golf Environmental Organization
GMs	General Managers
GSTC	Global Sustainable Tourism Council
HACCP	Hazard Analysis of Critical Control Points
HAL	Holland America Line
HAWT	Horizontal Axis Wind Turbine
HFO	Heavy Fuel Oil
HVAC	Heating, Ventilation and Air Conditioning
IMO	International Maritime Organization
ISEAL	International Social and Environment Accreditation and Labelling
IT	Information Technology
IWC	The International Whaling Convention
LEED	Leadership in Energy and Environmental Design

MARTI	MesoAmerican Reef Tourism Association
MCI	Marine Conservation Institute
MSD	Marine Sanitation Devices
NGO	Nongovernmental Organization
NOX	Nitrous Oxide
PCA	Principal Component Analysis
PM	Particulate Matter
QCS	Quality of Commercial Services
QPS	Quality of Public Service
RMHC	Ronald McDonald House Charities
RSC	Restaurant Support Center
SBP	Sustainable Business Practices
SIDS	Small Island Developing States
SMEs	Small and Medium Businesses
SOX	Sulfur Oxide
TIES	The International Ecotourism Society
TO	Tour Operators
UNCED	United Nations Conference on Environment and Development
UNCLOS	United Nations Convention on the Law of the Sea
UNWTO	United Nations World Tourism Organization
VAWT	Vertical Axis Wind Turbine
VEP	Voluntary Environmental Program
VOC	Low Volatile Organic Compound
WCED	World Commission on Environment and Development
WTO	World Tourism Organization

PREFACE

Sustainability and corporate social responsibility (CSR) have become competitive strategic tools for the business world in the twenty-first century. Sustainability is no longer a desirable trait, but a necessary activity that holds organizations accountable to their actions and makes them socially responsible to their stakeholders. According to many scholars, dwindling natural resources and ever increasing human demands are soon bound to clash. It is not meant to be a doomsday prediction but an informed caution against an impending eventuality. Corporations have the responsibility to sustain and preserve the finite pool of available resources while minimizing the rate of utilization for their own long-term financial and operational survival. The *'tragedy of commons'* doesn't have to be a reality when organizations behave in a socially responsible manner. Thus, the importance of sustainability cannot be overemphasized when social burdens continue to outpace the economic benefits.

With the introduction of the Sustainability Accounting Standards Board (SASB) in July 2011, it is becoming increasingly imperative for corporations and nonprofit institutions to report their sustainability activities. Similar to the Financial Accounting Standards Board (FASB), the role of the SASB is also expected to evolve gradually in the business community from a reporting choice to a business requirement that affects net social and financial value of an organization. To meet the SASB guidelines, it is no longer sufficient to merely report sustainability scores or present a list of green accomplishments; organizations must integrate sustainability practices into the organizational procedures and operational processes. Sustainability cannot be treated just as a tool of public relations, but it must be considered as earnestly as the basic human resource practices of an organization. We do not need another Love Canal and Occidental contamination, Exxon Valdez accident, or BP Oil explosion to become socially responsible to the stakeholders and the greater community.

According to George Scott (2012), "Landfills are unsustainable. There is only so much land in the world, and every year about 175 million tons of refuse enter landfills. While some matter will decompose in landfills, some materials, like plastic and Styrofoam, will last millions of years." The colonial era strategies of transferring waste from the industrialized nations to the developing countries is no longer sustainable as developing nations, including BRICS countries, are also contributing extensively to world pollution and solid waste. Moreover, recent Tsunami in Japan and volcano blow up in Iceland are some of the good examples of air and water pollution issues becoming global challenges as they can no longer be treated as local concerns. It is unfortunate that eventually future generations have to pay the price

for our excessive consumption and lack of urgency for environmental stewardship and CSR.

Tourism and hospitality are truly global in nature. This industry is the second largest employer in the world with one in 11 jobs being related to tourism. According to UNWTO (2014), over 1 billion tourists have contributed over $1.3 trillion in exports. The U.S. Travel Association (2014) estimates that tourism in the U.S. contributes $2.1 trillion in economic impact and about $133.9 billion in taxes. In the U.S. alone, tourists spend about $28,154 every second and $2.4 billion per day. With nearly 1,000,000 restaurants generating about $680 billion in sales annually, the tourism sector is a net exporter worth $180.7 billion per year. One in three Americans have worked in this industry once in their lifetime. With this impressive economic, social, and cultural impact in the global place, the tourism-hospitality has the moral obligation to show leadership in sustainability and CSR.

The current book takes a global view of sustainability and CSR from hospitality and tourism perspective. We are pleased to share with you that this book is conceptualized as a scholarly resource, with cases and research articles from Asia, Europe, Latin America, and North America. The case study co-authored by Darnall and Milstein discusses sustainability strategies in a resort from Asia – Bali Island. The general manager of the resort ponders the issue of return on investment for sustainability initiatives in a resort. He begs the quint essential question of this book 'can *we do well while doing good."*

Then moving on to Europe, Sorenson, Wray, and Parsa address the commonly held myth that Vikings are "….. brutal, destructive, and superhuman warriors who pillaged and raped wherever they went. This case study offers an ethnographic account of how a Viking Village near Copenhagen uses sustainable techniques to combat this misunderstood and misrepresented culture." Here is a good example of using sustainability tools to correct a commonly held myth about the past. This paper shows how ethnographic tools can be used to better understand the role of sustainability.

Traveling to the US, Lowry and Mack demonstrate how a social movement, Slow Tourism, that started in Italy is slowly embracing and affecting human habitat from the sustainability perspective. The second article on this topic comes from Europe. Miret-Pastor, Peiro-Signes, and Segarra-Ona describe how Slow Tourism is consistent with sustainability principles. They stated that "The commitment to protect biodiversity, cultivation and processing methods, and to maintain the traditions, the wisdom of local communities and the ecosystems that surround them have offered sustainable prospects for the future." Later, Singal, Kothari, and Dollinger presented a review of current eco-friendly practices and made constructive suggestions for the future. It is a conceptual paper worthy of reading.

From the hospitality perspective, Kim, Kim, and Kim explored corporate social responsibility in restaurant settings. Going beyond conceptual abstracts, they have provided real world examples from the restaurant industry. This paper discusses

"CSR case exemplars in restaurant settings."Considering the important role played by hotels in sustainability, de-Miguel-Molina, de-Miguel-Molina, Segarra-Oña and Santamarina-Campos explain "how to detect the value proposition of hotels by analysing the value offered by luxury hotels in the Seychelles."

The idea of extending sustainability to the country club industry sounds almost like an oxymoron. But Cichy, Cha, Kim, and Kim present a well-articulated case for sustainability for the country club industry with numerous industry examples and a conceptual map for country club managers. It is a good example of extending sustainability to a new area that is not known for being green.

From the tourism perspective, Chen explains how a simple love story blossomed into a major regional tourist attraction. Ruby Falls of Tennessee, USA, is striving to become not only a regional attractions but a truly sustainable regional attraction. Moving on to the Mediterranean coast line, Cervelló-Royo and Peiró-Signes describe the impact of tourism on the coastline of Spain and present constructive suggestions to achieve a balance between economic incentives for growth and the need for sustainability for future generations. Staying on the theme of protecting our ocean lines, Silverman delves into the topic of cruise lines and their responsibility "for ensuring that the company and fleet complied with safety and environmental regulations and policies." Later in the book, Camillo, Miguzzi, Presenza, and Holt describe a microdestination and its struggle to balance among the need for economic growth, maintaining the purity of the nature, water, and the coastline and the needs of the locals for a good quality of life. As they describe, "Results show that the quality of the environment, its uniqueness and integrity are of greatest satisfaction for all three destinations and are key to maintaining tourist satisfaction." Continuing on this theme, Fernández, Canós-Darós, and Santandreu-Mascarell, describe the case of heritage tourism and the need for controlled growth to preserve the historic monuments for future generations.

Moving into the arena of public policy, Delchet-Cochet, Delecolle, Goudeau, and Dornier investigated the role certifications in promoting sustainable tourism. In France, AFNOR Certification was introduced in 2010, and it "….consists in four major commitments: involving and respecting local people in the development process, minimizing the environmental impact, being customer friendly and applying to oneself what is recommended to others. The aim of this study is to evaluate the impact of this certification on tour-operators."

Putting all together, Auletta and Helena Jaén, scholars from Venezuela, were able to blend hospitality and tourism as a part of a master plan for a Caribbean Island of Dominican Republic. They describe a grand vision for this island with sustainability in the heart of it. As they describe, "The overall Tropicalia's sustainability approach is guided by the ten UN Global Compact principles and the concept of shared value creation."

In summary, this book presents a comprehensive view of sustainability from various aspects of hospitality and tourism. Studies range from restaurants, hotels,

country clubs, resorts, heritage tourism, microtourism, resort development, public policy, responsible coastline development, slow tourism, to a regional destination tourism. The cases and articles selected for this book are truly global in nature with research contexts that covered Asia, Europe, Latin America, and North America. We have considered uniqueness of research methodologies while selecting articles for this book to include ethnographic studies, case studies, research articles, empirical papers, conceptual papers, and review papers.

We sincerely thank the authors for patiently working with us in making the necessary revisions. We are indebted to the invaluable contributions they made to this book. Most importantly, we can't thank Dr. Mahmood Khan enough for encouraging us to pursue this project, and Mr. Ashish Kumar of Apple Academic Press for his incredible patience in working with authors' copyright forms and the revisions. Many a time, we received emails from him Sunday nights after 10.00 PM—thanks Ashish. We truly appreciate the staff of the AAP for their cooperation and assistance in this project.

H. G. Parsa
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CHAPTER 1

CAN ECO-STANDARDS AND CERTIFICATION CREATE COMPETITIVE ADVANTAGE FOR A LUXURY RESORT?

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Earlier versions of this case were awarded The Case Association's Best First Case, in addition to the oikos Sustainability Case Writing Competition's Honorable Mention. The original case (and instructor's manual) were published as Darnall N., Milstein M.B. 2014. Damaí *Lovina Villas: can eco-standards and certification create competitive advantage for a luxury resort? Case Research Journal 34(3), 1-20.*

1.1 INTRODUCTION

Glenn Knape, general manager of Damaí Lovina Villas, wandered the small luxury hotel's grounds looking out over the property's rice paddy fields located on the island of Bali, Indonesia. His gaze was drawn to the property's gardens full of organic produce destined for the resort's restaurant. He turned to see the hotel's outdoor spa, which was surrounded by waterfalls that captured and reclaimed fertile topsoil for use by neighboring farms. In the four years since his arrival in 2002, Knape had strived to make Damaí more sustainable by building on his experience as food service manager at the 2000 Sydney Olympics. The experience had taught him how to promote high quality service delivery and enhance operational efficiency through waste reduction. In applying that knowledge to Damaí, Knape introduced significant changes that had made the resort more efficient than many of its competitors. Additionally, many of his innovative initiatives – from sourcing food to preventing erosion – were benefitting employees and the local community in ways he had not anticipated.

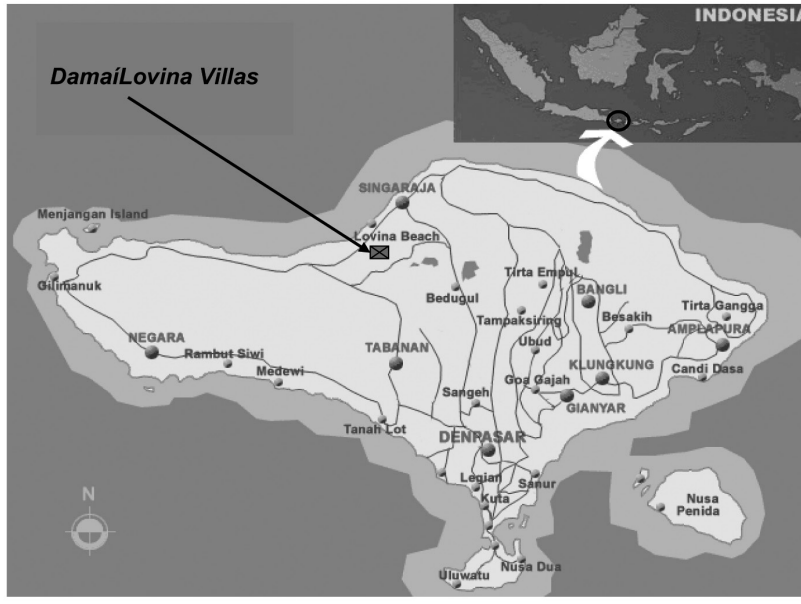
Now, in 2006, Knape wondered whether his efforts to address a host of social and environmental issues could be leveraged to brand Damaí as a "green" hotel to improve its competitiveness. Toward that end, Knape considered whether participating in a voluntary environmental program (VEP) would help Damaí gain external recognition for the hotel's sustainability efforts and improve revenues. These programs used standards and certification to improve business' environmental performance, and had become increasingly popular in Europe, Asia, the United States (US), and his own native Australia. But Knape wondered whether Damaí's existing sustainability practices would need to be expanded significantly to qualify the hotel for membership in those programs. He also questioned whether the programs were worth the investment, and if they would persuade additional guests to stay at the hotel. Moreover, if he chose to participate in a VEP, he had questions about which one (or which combination) might offer Damaí the greatest benefits.

1.2 DAMAÍ LOVINA VILLAS & RESTAURANT

Damaí Lovina Villas & Restaurant was situated 3.2 km from Lovina Beach on the northern part of Bali, Indonesia (see Exhibit 1.1) among spice plantations, tropical

jungles, and terraced mountainsides. Secluded on a hillside, views from the hotel stretched from the former Balinese capital, Singaraja, in the east to the volcanoes on the neighboring island of Java in the west. A panorama of jungle and hills lay to the south, and to the north was the hotel's eternity pool that seemed to spill into the ocean below. The hotel's motto was "hard to find, hard to leave." The property consisted of 8 romantic villas with 57 hotel staff to pamper its guests.

EXHIBIT 1.1 Island of Bali and Damaí Lovina Villas[a]



[a]Source: http://www.retire-asia.com/qvbali.shtml, with permission, and adapted by the authors.

Upon check in, guests were treated to welcome drinks, a 10-min massage, sparkling wine, fresh exotic fruit, and a bouquet of tropical flowers. Villas were furnished with four-post beds, handcrafted furniture, and a sunken lounge with a floor-level dining table (see Exhibit 1.2). Hand woven local textiles hung on guest room walls. Freshly cut flowers from the grounds were placed in the rooms daily. Bathrooms featured private outdoor showers in a garden setting, whirlpools, and massage tables for in-room spa treatments. Guests also had the option of receiving spa treatments at two private outdoor "bales" with views of rice paddies and waterfalls.

EXHIBIT 1.2 Damaí Lovina Villas & Restaurant[a]



DamaíLovina Restaurant and Bar

Pool-side dining



In-room dining

Organic restaurant cuisine



Guest bed, natural linens & mosquito netting Garden bath, organic soaps & natural whirlpool

[a]Source: Hotel documents, with permission, and author photos.

Damaí's open-air dining room and restaurant was one of the hotel's foremost features. Fodor's wrote that the restaurant was "not to be missed under any circumstances" [1]. Similarly, Rough Guide claimed the restaurant was "the most exquisite gourmet dining experience in northern Bali, if not the Entire Island" [2]. Daily menus were created based on available spices and seasonal organic produce from local markets and the hotel's own private gardens. Dinner typically consisted of five set courses. Meals were designed with a creative flair and a strong focus on presentation. That attention to detail kept most hotel guests dining at the hotel rather than venturing into one of Lovina Beach's many cafes and bistros. The hotel offered spa treatments that

were exclusive to hotel guests. It also arranged daily excursions for guests to snorkel, dive, golf, and shop, in addition to programs for guests to learn Balinese cooking, yoga, meditation, and Tai Chi. Damaí's target guest was the urban professional. Guests came from all parts of the world, however, most traveled from Western Europe and the US. Many visitors were honeymooners or couples celebrating other special occasions. With 8 villas, Damaí's maximum occupancy was 16 guests, and about 39 percent were repeat visitors. Most guests booked their stays using either an Internet search engine (e.g., Expedia.com, Hotels.com) or the hotel website.

Room sales accounted for approximately 40 percent of Damaí's total revenues (see Exhibit 1.3, which summarizes Damaí's revenues and costs). The restaurant's food and beverage sales accounted for approximately 43 percent of the hotel's revenues. While guests from other hotels sometimes dined at Damaí's restaurant, restaurant revenues from outside guests were negligible (<2%). Spa treatments accounted for approximately 7 percent of total revenues and excursions and other hotel programs accounted for the remaining 10 percent. Damaí's average annual costs of operations were approximately 40 percent of total revenues.

EXHIBIT 1.3 Damaí's Revenues and Operating Costs[a]

Occupancy	**Revenues**					**Costs**
	Rooms	**Restaurant**	**Spa**	**Excursions**	**TOTAL**	
	40%	**43%**	**7%**	**10%**	**100%**	
65%	$306,053	$329,006	$53,559	$76,513	$765,131	$306,052
70%	$329,595	$354,315	$57,679	$82,399	$823,988	$329,595
75%	$353,138	$379,623	$61,799	$88,284	$882,844	$353,138
80%	$376,680	$404,931	$65,919	$94,170	$941,700	$376,680
85%	$400,223	$430,239	$70,039	$100,056	$1,000,556	$400,222
90%	$423,765	$455,547	$74,159	$105,941	$1,059,413	$423,765
95%	$447,308	$480,856	$78,279	$111,827	$1,118,269	$447,308
100%	$470,850	$506,164	$82,399	$117,713	$1,177,125	$470,850

[a]All figures in USD. Calculations assumed hotel was open all year. Nonroom revenue sources grew proportionally to occupancy. Average occupancy was 65 percent. Cost was 40 percent of total revenue. Nonhotel guests accounted <2 percent of restaurant revenues and were not included in the calculations. Spa services and excursions were only available to hotel guests.

The hotel's strong operating margins were bolstered by Bali's low cost of labor and Damaí's compensation structure. A good paying wage for a waiter was about $350 per month, and this wage could sustain a family of four with no additional income. Gardeners and cleaning staff were paid less. Knape's salary was less than Western standards because of market factors, but also because the hotel provided

him with on-site accommodations, transportation, and meals. Food production costs in Bali were also quite low (again because of low labor costs), and Damaí's on-site gardens reduced the hotel's food costs even further. All these factors, in addition to Damaí's strong emphasis on operational efficiency, contributed to the hotel's overall profitability.

In spite of its strong margins, Damaí's average occupancy rate was only 65 percent. Knape therefore was eager to improve this rate. He hoped that the hotel's sustainability initiatives might be a vehicle to brand Damaí as a sustainable retreat, which might, in turn, improve occupancy and increase revenue. Knape believed that no other hotel in Bali offered Damaí's level of environmentally friendly experience and services. He knew that those that had come close lacked the hotel's luxury offerings and were recognized largely as "backpacker" hotels that were frequented by budget-minded eco-travelers, who were not Damaí's core customer. Hotels that offered amenities rivaling Damaí's—Alila Ubud, Puri Bagus, and Matahari Beach Resort—were significantly larger, and thus lacked the same level of intimacy as Damaí. Damaí's competitors also had higher room prices (see Exhibit 1.4). Only one of these competitors, PuriBagus, was located in Lovina. Other smaller Lovina hotels, while significantly cheaper, could not compare toDamaí for comfort. Damaí therefore occupied a unique niche of being the only boutique luxury hotel in Lovina.

Damaí's website (www.damai.com) was the primary vehicle for marketing the hotel's various sustainability efforts. The website directed environmentally conscious customers to an "organic resort" link to learn about the hotel's sustainability vision. Potential guests were guided to a statement describing the hotel's organic restaurant. There was no additional information about the hotel's sustainability activities on the website.

EXHIBIT 1.4 Competitor Hotels[a]

	HOTEL			
Characteristic	**Damaí Lovina Villas**	**PuriBagus Lovina**	**Alila**	**Matahari Beach Resort**
City	Lovina Beach (2 mi)	Lovina Beach	Ubud	Pemutaran
Region	North Bali	North Bali	Central Bali	Northwest Bali
Number of Rooms	8	40	56	32
Room Rates[b]				
Superior	$150	$183	$200–315	$225–306
Deluxe	$165	$256	$230–333	$355–564
Additional high season cost	–	$25/room	$30/room	10%

EXHIBIT 1.4 *(Continued)*

	HOTEL			
Characteristic	**Damaí Lovina Villas**	**PuriBagus Lovina**	**Alila**	**Matahari Beach Resort**
Breakfast included?	✓	✓	✓	✓
Spa facilities?	✓	✓	✓	✓
Organic focus?	✓	–	–	–
Sustainability focus?	✓	–	–	–
VEP Participation?	–	–	Green Globe Affiliate	–

[a]As of July 6, 2006.
[b]Rates were based on double occupancy, exclusive of 21 percent tax and service fees. All figures in USD.

1.3 POSITIONING DAMAÍ'S AS A GREEN BRAND

As Knape became interested in potentially leveraging Damaí's sustainability investments to build brand awareness and drive revenues, he began to look into how sustainability was being marketed in the hotel industry. By 2006, 16 percent of consumers in Europe, Asia and the US showed a strong preference to purchase goods and services from eco-friendly businesses, and indicated they were willing to pay price premiums for these goods and services [3]. Additionally, 25 percent of consumers were committed to achieving personal health, and while not committed to environmental concerns, sought out products and services that were perceived as health-conscious.

Knape learned that in response, many hotels were putting forward claims that they were environmentally friendly. However, the lack of verifiable information was creating opportunities for businesses to disclose misleading information about their environmental status or display superficial or insincere concern for the environment. This deception prompted the US Federal Trade Commission (FTC) in 2006 to consider fast-tracking review of its 1998 regulations on green marketing. The FTC saw the largely unregulated area of "green advertising" as being riddled with misinformation [4]. Misleading information also caused consumers with a strong preference for purchasing eco-friendly goods and services to distrust hotels' green marketing claims.

For instance, by 2006, 10 percent of all environmentally misleading claims were attributable to the travel/vacation industry [5]. Similarly, a 2005 survey by Ipsos

Mori indicated that 4 out of 5 consumers believed companies pretended to be ethical just to sell more products and services [6]. Because of their distrust, consumers were less likely to act on companies' unsubstantiated sustainability claims, and often avoided purchasing their products and/or services altogether [7].

Nongovernmental organizations had responded to these market conditions by developing a range of voluntary environmental programs (VEPs) to inform potential guests about hotels' sustainability activities. A VEP is any program, code, agreement or commitment that encouraged organizations to voluntarily reduce their environmental impacts *beyond* that required by the environmental regulatory system [8]. VEPs fostered environmental improvements by way of environmental standards and certification. By 2006, more than a dozen VEPs targeted the hotel industry, with a handful of those extending membership to small-scale Indonesia hotels.

Knape determined that the most widely known programs were: Best Green Hotels, Eco Lodge, Green Globe 21, Green Hotel Initiative, and ISO 14001 (see Exhibits 1.5–1.9). While each of these VEPs shared the common goal of using environmental standards to identify and promote environmentally superior hotels, Knape noticed that there was significant variation among their sustainability requirements. VEPs also offered varying levels of credibility for their sustainability approach, in that most VEPs required hotels to self-report their adherence to program guidelines while others required third-party certification of participants, which enhanced the legitimacy of member hotels' environmental claims [8]. For example, participation in the Best Green Hotels program (Exhibit 1.5) required that participating hotels evaluate their environmental performance across 29 "green" attributes, whereas participants in CERES' Green Hotel Initiative completed a longer "Best Practice Survey." Best Green Hotels (Exhibit 1.5), Eco Lodge (Exhibit 1.6), and CERES' Green Hotel Initiative (Exhibit 1.7), all asked member hotels to self-assess their environmental performance. By contrast, Green Globe (Exhibit 1.8) and ISO 14001 (Exhibit 1.9) relied on independent third parties to verify members' environmental practices.

EXHIBIT 1.5 Best Green Hotels[a]

The Best Green Hotels website described itself as providing participating lodging properties with the opportunity to demonstrate commitment to the environment and greening of the hospitality industry. By participating in the program, hotels identified themselves as being sustainable and provided specific information about what environmental action they have taken. Participating hotels were included in an online database that was searchable by location and other identifiers. Registration was free. Hotels used an online submission form to provide information about their environmental activities. Responses were then summed and ranked based on the number of "green" attributes they designate. Between 1 and 6 green triangles were assigned to participating hotels to indicate their level of "greenness." A rating of 6 indicated that a hotel had all the green attributes deemed important by Best Green Hotels.

Participation Survey
No: X Yes: ✓ Unknown: ? Promised but not provided: #

	X ✓ ? #		X ✓ ? #
Towel Program	○○○○	Fresh Air	○○○○
Sheet Program	○○○○	Allergies	○○○○
Cotton Towels/Sheets	○○○○	Nonsmoking Rooms	○○○○
		Environmental Cleaning	○○○○
Alternative energy	○○○○	Water Conservation	○○○○
Maintenance for Conservation	○○○○	Xeric Garden	○○○○
Energy Conservation	○○○	Gray-Water Recycling	○○○
Bulk Soap & Amenities	○○○○	Recyclable Disposables	○○○○
Bonus	○○○○	Compostable Disposables	○○○○
Newspaper Program	○○○○	Durable Service Items	○○○○
Composting	○○○○	Guestroom Recycling Bins	○○○○
Organic Food Served	○○○○	Hotel Recycling Bins	○○○○
Eco-friendly Food Served	○○○○	Donations to Charity	○○○○
Promote "Greenness" in PR	○○○	Conference Center/Rooms[b]	○○○○
Educate Staff to "Green"	○○○○	Transportation[b]	○○○○
Educate Guests to "Green"	○○○○	Fitness Center[b]	○○○○
Participate in "Green" Program(s)	○○○○	Internet[b]	○○○

[b]The nongreen (business related) attributes are not included in the rating system.

Best Green Hotels Rating System

- **1 green triangle—**▲ = 1-4 checks
- **2 green triangles—**▲▲ = 5-9 checks
- **3 green triangles—**▲▲▲ = 10-15 checks
- **4 green triangles—**▲▲▲▲= 16-22 checks
- **5 green triangles—**▲▲▲▲▲ = 23-28 checks
- **6 green triangles—**▲▲▲▲▲▲ = 29 checks

Bali Participants

Risata Bali Resort & Spa, Tuban ▲▲▲▲
Bali Hilton International, Nusa Dua ▲▲
Udayana Eco Lodge, Denpasar ▲▲
Melia Bali Villas & Spa Resort, Nusa Dua ▲
Melia Benoa, Tanjung ▲
Le Meridien Nirwana Golf and Spa Resort, Kedri ▲

[a]Source: http://www.bestgreenhotels.com, July 6, 2006

EXHIBIT 1.6 Eco Lodge[a]

Eco Lodge website described participating properties as being in harmony with their surrounding environment and utilizing local businesses and labor. The program characterized member hotels as being generally in remote locations but still often luxurious and always comfortable. Eco Lodge reported that most participating hotels celebrate and preserve native vegetation in their gardens and are usually good spots for watching wildlife. Staying at one offers guests' easy contact with local people and the opportunity to become familiar with their traditional way of life, and guests can take part in sponsored activities that are low-impact on the environment. The program described itself as being designed to promote environmental protection through education of guests and staff, recycling of water and waste as well as efficient use of electricity, solar heating, rainwater, and composting. A lodge was considered an "eco-hotel" when it fulfilled the six main components of ecotourism, namely that it:

- Depended on the natural environment
- Was ecologically sustainable
- Was proven to contribute to conservation
- Featured an environmental training program
- Incorporated cultural considerations
- Provided a net economic return to the local community.

Participation involved hoteliers self-registering their property. Once the application was approved, the property would appear on the Eco Lodge website. Eco Lodge allowed owners of hotels to reach potential customers through its searchable website featuring over 620 retail travel agencies. Eco Lodge also had an agreement with over 670 travel agencies (employing over 7000 travel agents and independent contractors). Properties listed on the website were networked to all participating travel agencies. The travel agents then promoted these properties to their clients. Travel agents contacted the property owners directly about bookings.

Listing properties on the Eco Lodge website was free. Hotel owners paid 10 percent commission on accommodation charged (exclusive to sales tax) to Eco Lodge for each sale as a result of the lead received from its website. If a travel agent booked a client, the travel agent collected 10 percent commission on accommodation charge (exclusive to sales tax) directly from the property owner. In this case, the hotel did

not pay an Eco Lodge commission (Eco Lodge had a separate arrangement with travel agents in the network).

Bali Participants
As of October 2005, no hotels in Bali were Eco Lodge Hotels.
[a]Source: http://www.infohub.com/Lodgings/eco_lodge/, July 6, 2006

EXHIBIT 1.7 Green Globe 21[a]

The Green Globe 21 (GG21) website characterized this VEP as a global benchmarking, certification, and improvement program that encouraged sustainable travel and tourism. GG21 was developed using Agenda 21 and principles for sustainable development, which were endorsed by 182 Heads of State at the United Nations Rio de Janeiro Earth Summit. Its website indicates that GG21's goals were to provide companies, communities, and consumers with a path to sustainable travel and tourism. Participation in GG21 was open to businesses across the travel and tourism industry, including accommodations.

According to GG21, its International Ecotourism Standard was designed to facilitate environmentally sustainable ecotourism by promoting a core set of principles which included:

- Conservation & management
- Design of environmentally sensitive products
- Energy efficiency
- Environmentally sensitive purchasing policies
- Hazardous substances
- Involving staff, customers, and communities in environmental issues
- Land-use planning and management
- Management of fresh-water resources
- Noise control
- Partnerships for sustainable development
- Protection of air quality
- Reuse and recycling
- Transport
- Waste minimization
- Waste-water management

GG21 provided participants a report indicating where the member hotel performance was positioned relative to environmental and social benchmarks. Each year advice was provided as to whether a participant had improved or maintained its performance based on the original benchmarking assessment.

The GG21 program involved three steps or levels—Affiliation, Benchmarking, and Certifying—which had to be renewed annually to maintain status. Hotels were encouraged to work toward higher levels and track progress in achieving targets over time, thus committing to a process of continual improvement. Operations had

to meet all of the requirements of the relevant level and undergo an independent audit in order to use the GG21 logo. According to GG21, certification to the International Ecotourism Standard helped to provide ecotourism businesses with:

- A benchmark of their ecotourism performance through Ecotourism Benchmarking and encourages continual improvement of their product
- Recognition and reward for best practice performance through the Standard
- A blueprint for ecotourism development
- A means of recognizing genuine ecotourism product for primary consumers—the visitors—and secondary consumers such as local communities, protected area managers, and tour wholesalers
- A means of protecting local and global environmental quality
- Encouragement to contribute to local communities and conservation
- Improved profitability by being less wasteful and more efficient

Participation fees were based on the hotel's entry level into the program and the number of full time equivalent employees or the number of rooms (accommodation properties only) a hotel had. Hotels seeking Awareness (Affiliate) status paid $220 USD per site and 50 percent of the Benchmarking & Certification base costs. Benchmarking and Certification base fees were a function of hotel size. Micro hotels with <5 employees or <10 rooms pay $395 USD, small enterprises (<50 employees or <70 rooms) paid $695 USD. Large sites (>50 employees or >70 rooms) paid $1,610 USD. Benchmarking and Certification fees did not include the cost of onsite independent assessment for GG21 Certification, which typically cost $2000–$3000 (total) for large sized hotels.

BALI PARTICIPANTS

Level	Requirements	Participants
Affiliated	Required gathering information about sustainable tourism practices and principles and preparation of an Environmental and Social Sustainability Policy.	Alila Manggis Alila Ubud Amandari Amankila Bali Dynasty Resort Conrad Bali Resort & Spa Kayumanis Private Villas & Spa Maya Ubud Resort & Spa Nikko Bali Resort & Spa Novotel Coralia Benoa Bali Nusa Dua Beach Hotel & Spa Sanur Paradise Plaza Hotel & Suites Sofitel Seminyak Bali The Bale The Legian The Ritz Carlton Bali Resort & Spa The Westin Resort Nusa Dua Uma Ubud Waka Gangga

Benchmarked	Required an independent assessment of measurements against key indicators, the development of an Environmental and Social Sustainability Policy, and annual collection of measures in key environmental and social performance areas.	Discovery Kartika Plaza Hotel The Oberoi
Certified	Required implementation of an integrated Environmental Management System. The logo was only used once the operation has been successfully benchmarked AND passed an independent on-site assessment/audit.	Bali Hilton International Melia Bali Villas and Spa Resort Meliá Benoa All-Inclusive Resort Meliá Purosani Hotel Udayana Lodge

[a]Source: http://www.greenglobe21.com/, July 6, 2006

EXHIBIT 1.8 CERES' Green Hotel Initiative[a]

Launched in 2001, the Coalition for Environmentally Responsible Economies' (CERES') Green Hotel Initiative (GHI) was designed to catalyze the market demand for, and supply of, environmentally responsible hotel services. CERES was a worldwide coalition of environmental, investor, and advocacy groups working together for a sustainable future. Its network included a community of forward-looking companies and multinational corporations that endorsed CERES' codes of environmental conduct.

The goal of GHI was to raise awareness about environmental and social concerns in the hospitality industry and to encourage meeting planners and travel buyers to demand green services. According to the CERES website, GHI came about by collaborating with consumers and industry members, with the aim of demonstrating the economic savings that resulted from environmentally responsible operations and facility maintenance. The program was designed to address two major obstacles that typically frustrated hotel guests from communicating their preference for environmentally responsible hotel services: (1) a lack of information about environmental options and (2) a lack of time to research the environmental performance of hotels. While many guests were inclined to use green hotel services, they needed improved access to environmental information in order to include such considerations in their purchasing decisions.

GHI's goals were to:

— Educate the purchasers of hotel services, particularly large buyers such as corporate meeting planners and travel buyers, about what they can ask from lodging providers
— Create vehicles for these purchasers to express their demand for these services
— Provide mechanisms for hotels to communicate their environmental performance

To participate in GHI, hotels completed the online Best Practice Survey, which allowed potential guests to assess a hotel's environmental performance. There was no cost to hotels to follow GHI practices. While CERES did not actively promote participants, because no information was collected on hotels which completed the GHI Best Practices Survey, hotels were encouraged to self-promote their adherence to GHI goals.

Bali Participants

Because CERES did not track participating hotels, Knape was uncertain how many Bali hotels (if any) were following GHI practices.
[a]Source: http://www.ceres.org/industryprograms/ghi.php, July 6, 2006

EXHIBIT 1.9 ISO 14001[a]

ISO 14001 was a certified standard for environmental management systems (EMS) that was developed in 1996 by the International Organization for Standardization (ISO). Any type of organization could adopt an ISO 14001 EMS. In addition to hotels, government offices, administrative companies, and manufacturing facilities could certify to ISO 14001. Because of this broad applicability, ISO 14001 had quickly become one of the most widely recognized environmental certification program in the world. According to its website, more than 129,000 companies worldwide had certified to ISO 14001.

A requirement for ISO 14001 certification was the adoption of an externally audited EMS, which involved the adoption of a formal management system that required companies to evaluate and manage the environmental aspects of their operations. Sustainability management systems broadened this objective by also considering the organization's impacts to the community. Both management systems emphasized compliance with environmental regulations, involvement of external stakeholders in environmental activities, and pollution prevention.

To adopt ISO 14001, businesses were required to undertake six steps and commit to continuously lowering the environmental impact of their goods, products, and services:

- Develop an environmental policy
- Assess environmental aspects and impacts
- Establish objectives and targets
- Develop an implementation strategy
- Monitor and correct for problems
- Undergo management review

While many companies had employed EMSs for years, ISO 14001 was the first international standard certified by an independent third-party auditor.[1] According to ISO's website, most companies that certified to ISO 14001 reported that obtaining registration was the main reason for their interest in ISO 14001, because for the first time they could market their environmental management processes as a means to reach environmentally conscious purchasers.

Certification required that businesses hire independent external auditors to review and verify that their EMS conformed to the ISO 14001 standard. Adoption of an ISO 14001 EMS cost between $270 and $1,370 USD per employee, depending on the extent to which the company had already instituted proactive environmental and continual improvement procedures prior to implementing a formalized EMS and seeking external certification [10].

Bali Participants

Because ISO did not have a central list of ISO 14001 certified companies, Knape was uncertain how many Bali hotels (if any) were ISO 14001.

[a]Source: http://www.iso.org/iso/en/iso9000-14000/index.html, July 6, 2006

Knape also observed that there was significant variation in VEP costs. For instance, participating in Best Green Hotels and CERES' Green Hotel Initiative was free. Eco Lodge charged a percentage of bookings through its website. Green Globe 21 had a graduated fee system that began at $220 per year, whereas ISO 14001 certification cost between $270–$1,370 USD per employee, depending on the extent to which the business had instituted pollution prevention and product stewardship procedures prior to implementing the environmental management system (EMS).

The gold standard in the hotel industry was the certified eco-hotels located in Costa Rica, a country which had gained an international reputation for sustainability. Costa Rica had more than 75,000 acres of natural parks, and 87 percent of tourists reported that these parks were the most important place to visit in the country [9]. Many lodges and hotels in Costa Rica had participated in a third-party certified VEP called Certification for Sustainable Tourism. Any hotel within the country could have participated in the VEP, however, hotels that demonstrated highest verifiable levels of superior environmental performance had built reputations as sustainability havens, and eco-minded tourists were paying price premiums of $30 above other hotels to stay in them [9]. However, travelers to Costa Rica might have differed significantly compared to travelers to other countries. For instance, travelers to India indicated that while they preferred to patron more eco-conscious lodging, they were not willing to pay extra to do so [10].

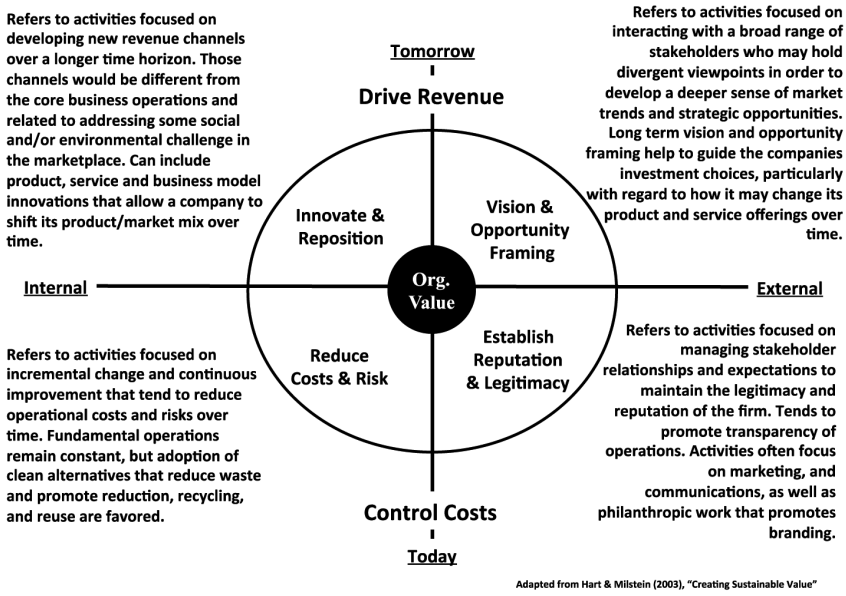
In considering the prospect of Damaí receiving premium prices associated with VEP participation, Knape wondered whether Bali could command a price

premium similar to Costa Rican hotels or whether Damaí's patrons were more like those traveling to India, who was unwilling to pay a price premium. Bali lacked the nature preserves that had drawn so many eco-minded tourists to Costa Rica in the first place. Additionally, Knape perceived that nonluxury eco-hotels appealed to budget-minded travelers in a way that a luxury hotel might not. Perhaps a segment of the market would have been likely to seek out a visit to a luxury eco-hotel, but would the individuals comprising this segment be willing to pay a premium to stay at Damaí? Would VEP membership influence their decision for selecting a hotel?

Knape thought VEPs might be a way to establish Damaí as a green brand to overcome consumer skepticism. But given the variations in VEP requirements, he decided to conduct an internal audit of the hotel's sustainability practices to better understand the procedure. Coincidentally, about that time, a friend and sustainability consultant persuaded Knape to implement his internal audit with the assistance of a broader sustainability framework (see Exhibit 1.10). The consultant explained to Knape that the framework would encourage him to assign each of Damaí's individual activities into one of four sustainability categories —cost/risk reduction, reputation/legitimacy, innovation/repositions, and vision/opportunity framing. In viewing the categories, Knape saw that companies which tended to emphasize cost/risk reduction and/or reputation/legitimacy were in a good position to address present day environmental concerns related to existing services. But they still could be vulnerable to unanticipated shifts in the operating environment, consumer preferences, etc. On the other hand, hotels which placed greater emphasis on innovation/repositioning and vision/opportunity framing tended to have stronger sustainability visions but lacked the foundational capabilities or analytical skills necessary to implement that vision. Knape further observed that hotels focused internally were more inwardly concerned with activities they could control, which could lead to myopia and a lack consideration for critical external constituencies. On the other hand, hotels that fixated externally were more concerned with stakeholder concerns and external opinions, and could fail to nurture their internal capabilities. These hotels, Knape surmised, were especially vulnerable to external claims of "green washing."

Knape saw that the framework would also help him think about the activities the hotel did (or could do). By utilizing the framework, Knape hoped to determine whether Damaí's sustainability activities were balanced both in terms of their focus on short- and long-term goals, and the degree to which these goals engaged internal or external stakeholders. Finally, the framework would encourage Knape to consider the organizational value of the hotel's sustainability activities, and what skills or capabilities would be associated with each category.

EXHIBIT 1.10 Sustainable Value Portfolio and Definitions



Knape was keen to apply the portfolio framework to determine how Damaí's various activities linked to value creation. He also believed that the results of the portfolio analysis would offer a basis upon which to compare Damaí's sustainability program to the activities required by the various VEPs, to determine what additional activities the hotel would need in order to qualify for VEP participation.

1.4 DAMAÍ'S SUSTAINABILITY PROGRAM

Knape began inventorying Damaí's sustainability program and noticed that it focused on three areas: organic and locally sourced services, operational efficiency, and employees/community.

1.4.1 ORGANIC AND LOCALLY SOURCED SERVICES

By 2006, Damaí was growing approximately 80 percent of its organic produce in the gardens surrounding the hotel. What Damaí could not grow onsite was purchased from local farmers who also utilized organic farming principles.

Knape made a concerted effort to purchase the restaurant's supply from local farmers rather than farmers in South Bali or the neighboring Indonesian islands.

Wines and cheeses were examples of two exceptions to the restaurant's "buy local" policy. Bali had only two wineries—Hatten Wines and the organic Bali Fruit Drink. The restaurant stocked wines from both producers, but neither were of premium quality. There also were no cheese makers on Bali. As such, Knape imported wines and cheeses from Australia. The hotel had not established an organic purchasing policy for these imported food items.

Damaí's villas contained furniture made of plantation grown wood from neighboring Java that was handcrafted in Bali. Stains were organically based. Cotton bed linens and towels were woven with natural—but not organically grown—cotton. Guests were provided with organically produced massage oils, perfumes, soaps, lotions, and shampoos developed especially for Damaí. Knape purchased all body products in bulk and placed them in refillable ceramic dispensers in guest rooms. In partnership with a local nonprofit, Damaí had also developed a line of spa products, which consisted of organically produced natural botanicals.

Knape maintained a chemical free policy by using nontoxic organic sanitizers. These products were cheaper than conventional chemical-based detergents and sanitizers. In its gardens, pests were managed using biological controls. Through strategic planting of crops, indigenous insects helped limit the population of unwanted insects. Pests were also controlled by using botanicals made of citronella and lemongrass. Inside guest rooms, mosquito nettings canopied the beds.

All of the hotel's natural wastes were composted, including pre- and postpreparation food scraps, spoilage, excess product, cooking oil, paper, flowers, and natural packaging (e.g., crates and boxes). Animal-based wastes were treated using nontoxic and environmentally safe microorganisms, which reduced bacteria development that created odor. The treated wastes were then composted and used as fertilizer in Damaí's gardens, which had increased crop production by 20 percent.

1.4.2 IMPROVING OPERATIONAL EFFICIENCY

To increase operational efficiency, Knape had focused on energy and water conservation, in addition to reducing solid waste generation. As a first step, Knape had swapped the property's halogen lighting and 40-watt incandescent bulbs with compact fluorescent lights (CFL), which consumed a quarter of the energy and lasted up to 10 times longer. Garden lights were changed from 100 volts to 12 volts by purchasing a new transformer. Knape installed one-way valves and sensors in the hotel's water system so that the hotel's water pumps would operate only when water pressure fell below a specified threshold instead of operating 24 hrs a day. Hotel staff lowered shades in the guest rooms during the hottest times of the day to help keep the rooms cooler. By implementing these measures, Damaí had reduced its electric bill by 65 percent.

The hotel's practice of paying a Denpasar contractor to drive to Lovina, pick up the hotel's solid waste, and transport the waste back to Denpasar (which hosted

Bali's only landfill, 3.5 hrs away by car) had proved very costly. Knape decided to send plastic and bottle containers back to their respective (local) suppliers for reuse or recycling. Guest rooms contained drinking cups made of recycled glass rather than plastic or paper, and the restaurant used linen napkins and bamboo drinking straws that were washed and reused. Rather than using plastic waste bin liners (and since there was no local manufacturer of paper bags), the hotel found a reliable source for large unbleached paper envelopes. The staff cut off the tops of the envelopes and the remainder was used to line the waste bins. These natural fiber "bags" were composted with all other natural waste from guest rooms. Combined, these efforts eliminated the need to send solid waste to the Denpasar landfill.

Damaí did not heat its pool since the tropical temperatures kept it warm year-round. The pool's water was maintained at 1/7th the salinity of sea water to inhibit biological growth. Even so, it still required a 2 percent chlorine solution to further reduce algae development. To eliminate the need to purchase chlorine, Damaí switched to iodized water. The new system converted noniodized salt into pure chlorine. Once the chlorine oxidized dead bacteria and algae, it was recycled back into salt—ready to be converted to chlorine again. While the system was not chemical free, it was a closed loop process and eliminated stabilizers and calcium byproducts that were associated with conventional chlorine systems.

Damaí utilized a water recycling system that directed "gray water" from sinks and showers to on-site tanks. This wastewater was filtered through a series of tanks containing volcanic rock, porous rubber, and sand. Treated water was tested once a month by government officials who communicated to Knape that Damaí's water rating was the best in North Bali. Treated water was used in agricultural production. Even waste from the toilets, or "black water," was collected and treated using natural enzymes to break down the organic waste. Black water was then passed through a series of filters and reused in the hotel's fields. In aggregate, Damaí's water conservation efforts reduced hotel water use by 75 percent.

Permaculture was used to lower water consumption in hotel gardens and to increase healthy crops. It created a closed loop system by which Damaí's farmers collected leaves and other natural garden waste and distributed them among the crops. Like mulch, the natural waste reduced water evaporation. The permaculture also prevented weed growth and eventually become compost that nourished the fields. To further sustain its garden, Damaí's farmers allowed a portion of their crops to go to seed. In other instances, plants were grafted. The result of these efforts was high quality, high yield fruit and vegetable production, which had reduced Damaí's crop production costs by 90 percent.

In early 2006, Knape was in the process of installing a solar energy system with storage capacity. The first step in this conversion had begun in November 2005 when Damaí converted its hot water systems to solar power-based heating. A new solar electric system was anticipated to further reduce the hotel's electric costs. As the hotel moved all its electrical systems toward solar power, Knape anticipated that

surplus electricity would be sold to the state-operated electricity authority, and yield a return on investment within 3 months.

The hotel's eight villas were not constructed with green design principles. The rooms, for example, lacked vents for natural air flow. As a consequence, guests had to rely exclusively on air conditioning for temperature control. Looking ahead, Knape hoped to renovate the villas so that they utilized natural thatching and venting to keep the rooms cool. While, the hotel's owner was reluctant to undertake the renovations, a new investor might change this, and some discussions were underway.

Knape did not promote Damaí's sustainability focus in guest rooms, restaurant, and gardens and did not seek to involve guests in activities such as optional linen reuse programs which had gained popularity in the US and European hotel industry. These efforts seemed to him unbefitting of Damaí's luxury status.

1.4.3 EMPLOYEES/COMMUNITY

Knape provided transportation, telephone service, and two meals per shift to Damaí employees. The hotel employed a doctor to address the health concerns of both the staff and their families. To accommodate the religious needs of its workers and their families, the hotel offered transportation for monthly visits to the region's largest temple. Private temples constructed on the hotel's grounds and communal temples in nearby villages met religious needs at other times.

Additionally, Knape had instituted a preferred purchasing policy with its hotel staff. Staff relatives made employee uniforms and guest room curtains. The hotel gave preference to hiring the staff's family when booking musical performances and traditional dances. Damaí did not have an official incentive program that encouraged continual improvement of the hotel's environmental and community practices; however departments that operated most efficiently were recognized with bonuses.

Related to the broader community, conventional farming practices in nearby villages had involved farmers burning their agricultural waste at the end of the growing season to generate ash that fertilized the land. However, burning impaired air quality and human health—an issue compounded by the hundreds of small farms that operated locally. Poor air quality also had a negative impact on tourism. In response, Damaí partnered with local farmers to teach them about composting their leftover plant material, and utilizing microorganisms to increase the pace of decomposition, thereby eliminating the need for burning.

Knape had also sought to address some of the environmental problems facing the fishing industry. Fish farms were common in North Bali and one of the biggest concerns was limiting the growth of blue/green algae. High algae growth produced harmful toxins, emitted strong sulfurous odors, and depleted dissolved oxygen in water causing fish to die. Conventional fishing methods typically relied on harmful chemicals to control algae development. These methods also limited Damaí's ac-

cess to organically farmed fish. By encouraging fishermen to use microorganisms to temper blue/green algae growth and forego the need for harmful chemicals, fish farms were able protect their revenue streams while at the same time increase their availability of organically farmed fish.

Damaí was also working with local farmers and village leaders to reclaim eroded topsoil. Bali's terraced landscapes, coupled with monsoon rains, caused fertile topsoil to flow from the rice paddies and drain into the ocean. The topsoil loss prompted more farmers to rely on chemical fertilizers to grow their crops. As a means to address the issue, Damaí built a series of large rock wall filters in the river that ran through the hotel's property. The filters created a series of waterfalls, the base of which captured much of the topsoil lost from the seven villages surrounding the hotel. Damaí encouraged the local farms to reclaim their topsoil from the hotel pools to reduce the need for chemical fertilizers. Damaí's guests appreciated the waterfalls as a tranquil place to relax and enjoy nature.

Finally, Damaí had partnered with the area leaders to help them develop a fire preparedness strategy. Damaí was especially concerned about the lack of fire preparedness procedures because fires were commonly used in agricultural practices, and were one of the greatest threats to the community. Knape had collaborated with the fire department to write detailed fire procedures to ensure the safety of local residents and businesses.

1.5 NEXT STEPS

Moving forward, Knape faced three nested decisions to determine whether participating in a VEP could leverage Damaí's sustainability efforts to achieve the company's competitive goals of increasing guest occupancy and its related revenues. First, having undertaken his internal audit of Damaí's existing sustainability practices, he had to decide whether or not they would be enough to qualify for one (or more) of the five VEPs related to the hotel industry. Next, Knape had to decide whether the hotel needed to invest additional resources to qualify for VEP participation, and if so what investments were required. Finally, he needed to decide whether or not VEP participation would achieve Damaí's broader strategic objective to enhance its external profile, increase bookings, and lead to premium prices.

KEYWORDS

- **Ecotourism**
- **Sustainability branding**
- **Sustainability program**
- **Voluntary environmental program**

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APPENDIX 1: INSTRUCTOR'S MANUAL

A1.1 CASE SUMMARY

Located in northern Bali, Damaí Lovina Villas and Restaurant was a boutique hotel with a generous staff to room ratio of 57:8 that ensured a guest's experience would be more personal, luxurious, and secluded than could be offered by the island's typical large-scale beach resorts. Damaí's general manager, Glenn Knape, wanted to strengthen the hotel's competitive position and increase utilization rates beyond the hotel's 65 percent occupancy. Knape wondered whether his prior efforts to address a host of social and environmental issues could be leveraged to brand Damaí as a "green" hotel and attract additional customers. Specifically, Knape was considering whether participating in a voluntary environmental program (VEP), which relied on eco-standards and certification, could leverage Damaí's sustainability efforts by increasing its external profile and guest bookings. Knape had to decide whether or not Damaí's existing sustainability practices would be enough to qualify for one of the VEPs under consideration. He also needed to decide whether the hotel had to

invest additional resources to qualify for participation, and if so what those investments would be. At a more strategic level, he needed to decide whether membership in a VEP would achieve Damaí's competitive goals—to increase guest occupancy and its related revenues—and if so, which VEP (or combination of VEPs) would make the most sense?

A1.2 LEARNING OBJECTIVES & THEORETICAL FOUNDATIONS

The case facilitates classroom discussion in three areas of importance to management in general and sustainability in particular:

1. **Evaluate corporate sustainability options**. Businesses are presented with a host of challenges and opportunities when considering complex issues related to poverty, climate change, and ecosystem degradation. Increasingly, managers are being asked to consider these factors when developing their strategic business goals. The case allows students to consider what sustainability means in the context of a specific company, including the extent to which an organization focuses on issues related to value creation stemming from efficiency and productivity, reputation and legitimacy, innovation and repositioning, and strategic visioning opportunity framing. The case presents an assessment framework with these dimensions, which enables students (1) to learn how to evaluate a firm's environmental and social activities, (2) assess activities of various VEPs, and (3) compare the two to determine whether and how the company's programs align with the choices of VEPs under consideration.
   Going further, students can consider how some sustainability activities impact costs while others impact revenue, and whether investments in one or the other may be more or less likely to lead to greater financial outcomes (see suggested readings Hart & Milstein, 2003 and Kurapatskie & Darnall, 2013).
2. **Understand the strengths and limitations of VEPs and articulate a business case for VEP participation**. VEPs are becoming more prolific and are part of a larger trend toward standardization and certification. Increasingly, managers are faced with deciding whether the returns for participating in such programs are worth the investment. Specifically, many managers struggle to articulate the business case for VEP participation, because it is often unclear whether VEPs should be considered either a cost of doing business, a valuable marketing/branding opportunity, or an opportunity to establish strategic distinction in the marketplace. The case provides students with an opportunity to consider the merits and limitations of these programs from the perspective of a general manager who must consider the idiosyncratic nature of business competition for his business. It enables readers to assess managerial decisions related to standards and certification programs

and consider whether VEPs advance industry standardization, strategic competitive advantage, or both. In doing so, students can consider whether a business with distinct (sustainability) capabilities benefit from participating in programs with varying programmatic and conformance expectations (see suggested reading Darnall & Carmin, 2005).

3. **Evaluate managerial decisions from the perspective of a small firm in an emerging economy**. Much of the past decade of global economic and population growth has occurred in emerging economies. Firms from developing countries have targeted emerging economies for growth while successful firms in emerging economies are extending their global reach into developed countries. The case provides a rare opportunity to evaluate managerial decisions from the point of view of a small firm in an emerging economy where the operating environment can present unfamiliar challenges to the decision-maker steeped in Western business traditions. Particularly relevant for this case is that social and environmental issues are framed much differently in emerging economies where poverty, climate change, and ecosystem degradation directly impact the social, economic, and environmental resilience of people on a daily basis. The case encourages readers to consider the impacts of and different ways in which a company can approach these issues, including balancing the company's internal cost saving activities with activities that make meaningful contributions to community capacity and growth (see suggested reading Porter & Kramer, 2011).

A1.3 CLASSROOM UTILIZATION

The Damaí case may be employed in a core strategic management or marketing course at the MBA level (or a similar upper-level undergraduate class) to explore the issues around strategic differentiation and standardization and strategy-environment fit. It could also be employed in any one of a number of specialized business or tourism courses dealing with topics that include sustainable enterprise, corporate social responsibility, international management, hospitality or hotel management, and ecotourism.

Sample Teaching Plan for a 90 Min Session:

1. Distribution of case and discussion questions 2–7 days before class
2. Discussion of ecotourism and changing consumer preferences 10 min
3. Analysis of Damaí's sustainability strategy 15 min
4. Analysis of voluntary environmental programs 15 min
5. Evaluation of recommendations for Damaí 35 min
6. Summarize key learning objectives 10 min
7. Damaí update & wrap up 5 min

A1.4 SUGGESTED READINGS RELATED TO CASE

The following articles are strongly recommended for their ability to provide background information about the key themes and theories explored in the Damaí case. They may be useful for the instructor preparation and/or can be assigned to students in concert with the case.

— Darnall, N.; and Carmin, J.; Cleaner and greener? The signaling accuracy of U.S. voluntary environmental programs. *Pol. Sci.* **2005**, *38*(2–3), 71–90.

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— Porter, M. E.; and Kramer, M. R.; Creating shared value. *Harvard Bus. Rev.* **2011**, *89*(1–2), 62–-77.

— Rivera, J.; Assessing a voluntary environmental initiative in the developing world: The Costa Rican certification for sustainable tourism. *Pol. Sci.* **2002**, *35*(4), 333–360.

For tourism management courses, the following articles are also recommended:

—Font, X.; and Tribe, J.; Promoting green tourism: the future of environmental awards. *Int. J. Tour. Res.* **2001**, *3*, 9–21.

—Perez-Salom, J. R.; Sustainable tourism: emerging global regional regulation. *Georgetown Int. Environ. Law Rev.* **2001**, *13*(4), 801–836.

A1.5 DISCUSSION QUESTIONS

In the case, general manager Glenn Knape faces a number of nested decisions to determine whether participating in a VEP could leverage Damaí's sustainability efforts to achieve the company's competitive goals—to increase guest occupancy and its related revenues. These decisions and the corresponding discussion questions are as follows:

1. Deciding whether or not Damaí's existing sustainability practices would be enough to qualify for one (or more) of the five VEPs related to the hotel industry.
   a. How balanced was Damaí's approach to generating value from sustainability?
   b. How balanced were the various VEPs under consideration to generating value from sustainability?
   c. What were the similarities and the differences between the hotel's activities and the various VEPs?

   d. If cost were not a consideration, which VEP(s) (if any) would you recommend Knape pursue?
2. Deciding whether the hotel needed to invest additional resources to qualify for VEP participation, and if so what investments were required.
   a. What was the membership costs associated with participation in each VEP?
   b. Calculate Damaí's breakeven occupancy (the level of occupancy that Knape would need to realize in order to cover VEP participation costs). Next, calculate the percent increase above existing occupancy needed to cover VEP participation costs. Note that some VEPs will have a range of costs (e.g., Green Globe 21 affiliate, Green Globe 21 Certification, and ISO 14001).
   c. If participation in any given VEP led to a subsequent 20 percent increase in occupancy, would it cover the cost of Damaí's VEP participation? What if occupancy increased by only 5 percent?
3. Deciding whether or not VEP participation would achieve Damaí's broader strategic objective to leverage its sustainability efforts to enhance its external profile, increase bookings, and lead to premium prices.
   a. Should Knape expect that VEP participation will improve his ability to brand Damaí as a green hotel?
   b. Should Knape expect that VEP participation might increase bookings and potentially lead to premium prices?
   c. Are there other options Knape might consider leveraging Damaí's sustainability efforts?

A1.5.1 DECISION 1:

To understand whether or not Damaí's existing sustainability practices would be enough to qualify for one of the VEPs under consideration, it is important to make sense of the hotel's existing sustainability efforts. Managers often understand the sustainability-related investments and activities they have undertaken over time, but lack clarity on the strategic nature of those activities. The sustainable value framework presented in the case provides a way to organize Damaí's efforts.

A1.5.1.1 ASSIGNMENT (GIVEN PRIOR TO CLASS):

Using case Exhibit 1.10, map Damaí's environmental and social activities to the sustainable value framework by listing each of the hotel's sustainability activities that are relevant to each quadrant. Next, separately map the activities of each VEP (case Exhibits 1.5–1.9) onto the same framework. Finally, compare the two sets of maps for similarities and differences.

A1.5.1.2 ASSIGNMENT/CLASSROOM DISCUSSION QUESTIONS:

1a. How balanced was the hotel's approach to generating value from sustainability?
1b. How balanced were the various VEPs under consideration to generating value from sustainability?
1c. What were the similarities and the differences between the hotel's activities and the various VEPs?
1d. If cost were not a consideration, which VEP(s) (if any) would you recommend Knape pursue?

A1.5.1.3 CLASSROOM DISCUSSION:

1a. Damaí's Sustainability Profile
Figure A1.1 illustrates how the sustainable value framework can be used to evaluate Damaí's sustainability activities based on the definitions provided in Exhibit 1.10 of the case. The portfolio can be used to sort Damaí's environmental and social activities into four categories: cost/risk reduction, reputation/legitimacy, innovation/reposition, and vision/opportunity framing.

1. **Cost/Risk Reduction**—Through incremental improvements, Damaí had reduced costs and risks to become a more efficient hotel. Its focus on waste reduction and the adoption of cleaner alternatives—from energy consumption to water use—saved the business money, improved its environmental footprint, and boosted profits. Organic sanitizers and biological controls were purchased in lieu of more risky toxic chemicals.
2. **Reputation/Legitimacy**—By integrating value chain stakeholders into business processes, Knape was able to develop strong relationships with the extended families of staff and surrounding communities. These relationships, in turn, provided Damaí with unique resources that further enhanced guest experiences. Local materials purchasing, preferred purchasing programs with hotel staff, and supplier take-back were all initiatives that extended Damaí's business practices beyond the hotel's boundaries into the community.
3. **Innovation/Repositioning**—Damaí's organic onsite farming and its development of a new organic spa botanical line were innovations that departed significantly from widely accepted industry routines and knowledge. They repositioned the hotel for future business opportunities, especially those related to increasing consumer preferences for organic and healthful products and services.
4. **Vision/Opportunity Framing**—Knape was guided by his strategic vision in which the hotel was a catalyst for local economic development that ex-

tended beyond the hotel property and typical industry practices. Consistent with that vision, Knape had developed an unusual business model that involved working with community members to improve their quality of life, which, in turn, benefitted the hotel. The hotel's farming partnership increased compost activities among area farmers, while decreasing the use of chemical fertilizers and burning of plant refuse (which had been diminishing guest experiences). The hotel's fishing partnership reduced the growth of blue/green algae and chemical controls along Lovina Beach, while increasing the supply of organically farmed fish. Damaí's soil reclamation program restored topsoil to area farms, and reduced the need for chemical fertilizers, while offering a tranquil retreat for hotel guests. Partnership with area leaders to develop a fire preparedness program increased fire safety for all members of the community, including the hotel.

Summary: Damaí had developed a fairly balanced portfolio of sustainability activity. In the short-run, the hotel had reduced costs and risks and enjoyed strong support from the community. In the long-run, the company was launching innovative ventures built around a vision of stimulating regional economic development.

1b. VEP Profiles

Figures A1.2–1.6 illustrate how the sustainable value framework can be used to evaluate the VEPs described in case Exhibits 1.5–1.9 based on the definitions provided in case Exhibit 1.10. The portfolio can be used to sort VEPs' requirements into four categories: cost/risk reduction, reputation/legitimacy, innovation/reposition, and vision/opportunity framing.

1. **Cost/Risk Reduction:** All five VEPs under consideration included or implied that they value activities that make operations more efficient. Best Green Hotels was the most detailed. Eco Lodge and Green Globe required specific elements—such as rainwater collection, solar heating, water recycling and waste minimization—but contained more general guidelines as well—such as protection of air quality and land use planning. CERES and ISO 14001 were the broadest, articulating general principles, and processes rather than specific activities.
2. **Reputation/Legitimacy:** Four of the five programs under consideration included or implied at least some basic activities oriented toward stakeholders. Most VEPs focused on educating staff and guests, communicating green activities, or some combination of both. Best Green Hotels was one of two VEPs that required external certification. Green Globe required engagement with suppliers via designing more environmentally sensitive products. It also asked participants to develop an environmentally sensitive purchasing policy, and involve staff, customers, and community members in participants' environmental issues but did not provide details on how that should occur or what it should consist of. ISO 14001 certification which

was focused on the establishment of clear environmental policies and procedures—provided no, specific guidelines with respect to external stakeholder relationships. However, as part of ISO 14001 certification, businesses could emphasize external stakeholder relationships if they choose, and many do.[I] So while students may not indicate that this VEP does not include basic activities oriented toward external stakeholders, it is worth noting that in practice, ISO 14001 adopters typically do.

3. **Innovation/Repositioning:** Of the five VEPs presented in the case, none of the specified activities meant to create new sources of revenue through innovative products and services. So, while innovation/repositioning may be an outgrowth of VEP participation, the VEPs under consideration do not require it.
4. **Vision/Opportunity Framing:** Of the five VEPs presented in the case, only Eco Lodge and Green Globe 21 included language addressing the importance of strategic vision for future growth. Eco Lodge expects participants to serve as catalysts for local economic growth while Green Globe 21 recognized the value of working in partnership to achieve sustainability although the number and ambitiousness of those partnerships were left up to participating hotels to decide. Neither of the programs provided specific guidance on which programs or activities would be appropriate toward those ends.

Summary: All of the VEPs touched on cost/risk reduction activities, which were comparatively easier to measure and evaluate over time. Most of the programs explicitly recognized the value of stakeholder connections. However, most were also ambiguous in specifying best practices related to revenue generation, innovation, and strategic visioning, in large part because these factors tend to be firm-specific. Additionally, compared to the other VEPs, Eco Lodge, Green Globe, and ISO 14001 allowed for more idiosyncratic implementation of hotels' sustainability activities.

1c. Comparing Damaí to VEPs

Table A1.1 compares Damaí's sustainability activities to VEP requirements. Students may likely recognize that many of Damaí's activities exceeded the programs' requirements. Damaí had more extensive sustainability initiatives related to cost/risk reduction and reputation/legitimacy activities. Additionally it emphasized more complex initiatives that involved innovation/repositioning and shared vision. Yet in a few instances, in order to qualify for the program, Knape would have to expand the hotel's existing activities. For example, Best Green Hotels specifically emphasized linen programs and educational efforts geared toward guests—activities Knape saw as undesirable given the hotel's emphasis on luxury branding. Figure A1.7 contains some areas students may suggest Knape could have elected to bring the hotel more in line with various VEP requirements.

1d. Which VEP?

Given the comprehensiveness of Damaí's sustainability activities, Knape could have elected to do any of the VEPs in question with little expansion of the hotel's existing programs. Limiting factors would include the managerial time and attention required to enroll or apply to a given program, as well as any associated costs for certification.

Astute students might raise the point that the market did not have much information about VEPs, and the proliferation of VEPs had made it difficult for consumers to distinguish one from another. However, these same students should be able to assess which VEPs (those with external certification) might have greater credence with some potential customers.

In general, some key considerations related to each VEP include:

Best Green Hotels: offered perhaps the lowest barrier to entry—a self-reporting survey—or which the company was already doing most activities and could indicate intentions to do more.

Eco Lodge: a more complicated VEP that required submission of an application that would be vetted by program staff. Criteria for the program are broad in nature, but in most cases, Damaí's activities are aligned with overall program goals. Once accepted into the program, Damaí would benefit from marketing through the program's network of travel agents and independent contractors.

Green Globe: A more general benchmarking and certification program, which charged a fee for participating that, was based on the level of participation. A number of properties in Bali had received certification, most of which lacked the extensiveness of Damaí's program and activities.

CERES' Green Hotel Initiative: was built around a code of conduct determined by a set of multinational operators, this program required completion of a Best Practice Survey which focused on environmental criteria.

ISO 14001: an international environmental management system standard focused on establishment of clear policies and procedures for continuously improving and managing environmental impacts over time. Hotels had significant autonomy in how they implemented the VEP. Because ISO 14001 was a process standard, to obtain certification companies needed only to demonstrate the existence of management processes that could lead to continual environmental improvement. Each business decided for itself how ambitious it wished to be in establishing its environmental goals. In principle, Damaí could have applied such a system to all dimensions of value creation. In practice, businesses typically had focused on cost/risk reduction. ISO 14001 was also typically used as a means to enhance reputation/legitimacy, by implementing supplier purchasing programs [I].

A1.5.2 DECISION 2:

To determine the extent to which the hotel needed to invest additional resources to qualify for VEP participation students can compare activities needed to fulfill

obligations for a specific VEP, determine whether or not Damaí was already doing them, and if not, estimate what it might have cost to implement those new programs. Additionally, students should assess the direct membership costs associated with each VEP.

A1.5.2.1 ASSIGNMENT (GIVEN PRIOR TO OR DURING CLASS):

- 2a. Determine the membership costs associated with participation in each VEP. Then assume Damaí is open all year and that guests have no preference between deluxe and superior rooms. For each occupancy increase of 5 percent, calculate the hotel's profit after subtracting VEP costs.
- 2b. Calculate Damaí's breakeven occupancy (the level of occupancy that Knape would need to realize in order to cover VEP participation costs). Next, calculate the percent increase above existing occupancy needed to cover VEP participation costs. Note that some VEPs will have a range of costs (e.g., Green Globe 21 affiliate, Green Globe 21 Certification, and ISO 14001).
- 2c. If participation in any given VEP led to a subsequent 20 percent increase in occupancy, would it cover the cost of Damaí's VEP participation? What if occupancy increased by only 5 percent?

A1.5.2.2 CLASSROOM DISCUSSION:

2a. Damaí's Profits Net VEP Participation Costs

Column five of Table A1.1 summarizes the various costs associated with each VEP. Because of the comparative strength and robustness of Damaí's existing programs, the cost to adopt any one of the five VEPs largely related to upfront participation costs (for those VEPs that have one).

Students are likely to have noted in the earlier discussion that there are several opportunities for Knape to expand or extend Damaí's existing sustainability activities (see Figure A1.7 for examples). Developing these additional programs might further improve the hotel's operational efficiencies, but would also entail some capital investment and staff time, even if such costs are small.

Table A1.2 contains a breakdown of expected revenue, costs, and profit associated with various increases in occupancy rates. Calculating these values is necessary to determine the extent to which Damaí's occupancy would have needed to increase to justify VEP participation.

In examining Table A1.2, students might note that Damaí was quite profitable for a small hotel (operating with a 60% profit margin). This was largely due to Bali's low cost of labor and Damaí's compensation structure. A good paying wage for a

waiter was about $350 per month, and this wage could sustain a family of four with no additional income. Gardeners and cleaning staff were paid less. Knape's salary was less than Western standards because of market factors, but also because the hotel provided him with on-site accommodations, transportation, and all meals. Food costs in Bali were also quite low (again because of low labor costs), and Damaí's on-site gardens reduced the hotel's food costs even further. All these factors, in addition to Damaí's strong emphasis on operational efficiency, contributed to the hotel's overall profitability.

2b. Breakeven Occupancy

The breakeven analysis in Table A1.3 illustrates the increase in occupancy needed to cover the costs of VEP participation, and offers a basis for determining whether the hotel should participate in a particular VEP.

In assessing the breakeven occupancy rates, since participation in Best Green Hotels and CERES' Green Hotel Initiative was free, the hotel did not need to increase occupancy to cover its VEP participation costs. For participation to justify costs in the highest level of Green Globe 21 (certification), Knape needed Damaí's occupancy to increase between .51–.72 percent (depending on the cost of onsite independent assessment, which was expected to be at the low-end because of weak labor costs in the region). Similarly, in order to justify participation in Eco Lodge, Knape would have needed to see an occupancy increase of .5 percent to cover costs associated with each 5 percent increase in occupancy. Since the costs of participating in this program only accrued as occupancy increased, the decision to join Eco Lodge would have carried little risk. Given the low costs of VEP participation (and assuming that the costs of certifying to ISO 14001 were at the lower bound) Knape could have considered participating in *all* the VEPs.

2c. Occupancy Increases to Cover the Cost of Damaí's VEP Participation

Table A1.3 shows that if participation in any given VEP led to a subsequent 20 percent increase in occupancy, Damaí's revenues would have exceeded its VEP participation costs. Additionally, if participation in one or more VEPs increased occupancy 5 percent or more, annually, the hotel's revenues would have exceeded the cost of participation, except for ISO 14001. ISO 14001 costs typically varied based on whether or not a business had already adopted activities required by an environmental management system. An assessment of the hotel's sustainability activities indicated that Damaí was in good position to adopt ISO 14001 at a lower cost. If Damaí's certification costs were closer to $270 per employee, a 5 percent increase in occupancy would have covered the cost of ISO 14001 certification. The breakeven occupancy associated with Damaí's participating in all VEPs was between 3.85–17.78 percent, and most likely was closer to 3.85 percent given the hotel's prior sustainability investments.

Summary: Table A1.3 illustrates that Damaí's VEP participation costs were quite trivial, and Knape could have elected to participate in any one of these VEPs with only a small investment.

A1.5.3 DECISION 3:

To decide whether or not VEP participation would achieve Damaí's broader strategic objective to enhance its external profile and increase bookings it is important to establish a connection between VEP participation and increased reservations. Managers assume that participation in a standard or certification program will lead to competitive advantage. However, that notion should be evaluated based on evidence.

A1.5.3.1 CLASSROOM DISCUSSION QUESTION:

3a. Should Knape expect that VEP participation will improve his ability to brand Damaí as a green hotel?
3b. Should Knape expect that VEP participation might increase bookings and potentially lead to premium prices? What evidence supports your conclusion?
3c. Are there other options Knape might consider to leverage Damaí's sustainability efforts?

A1.5.3.2 CLASSROOM DISCUSSION:

3a. Green Branding
This discussion draws on material introduced in the beginning of the case, which indicated that 16 percent of consumers in Europe, Asia, and the US showed a strong preference to purchase goods and services from eco-friendly businesses [II]. These individuals were referred to in the marketing literature as LOHAS consumers (an acronym for Lifestyles of Health and Sustainability). Additionally, 25 percent of consumers were committed to promoting personal health. Referred to as Naturalizes, these consumers were not committed to environmental concerns, but sought products and services that were health-conscious.

In general, both LOHAS consumers and Naturalizes were also less trusting of companies' self-promoted sustainability claims. Lack of consumer trust was further fueled by concerns that the travel/vacation industry was developing a reputation for being a source of increasingly misleading environmental claims [III]. As a consequence, eco-conscious consumers generally distrusted firms' unsubstantiated sustainability claims [IV]. For Knape, who was seeking to brand Damaí as a "green" hotel, consumer distrust was particularly problematic because his self-promoted

sustainability efforts would likely have little effect. In order to gain credibility for his environmental claims, Knape needed a source of external legitimacy, and his options were limited. VEP participation—especially in one requiring external certification—might therefore have been a reasonable mechanism for Damaí to develop a green brand, and because the cost of membership was so low, participation was feasible.

However, one point that students should be made aware of is that the market did not have much information about VEPs, and the proliferation of VEPs had made it difficult for consumers to distinguish one from another. Moreover, no single standard had emerged as one recognized widely across a variety of consumer markets. Lack of VEP differentiation made Knape's task of creating a green brand more difficult, and was another reason for Knape to consider participating in all the VEPs. Whether VEP participation would actually help Damaí create a green brand was uncertain. It was also unclear whether VEP participation might detract from the company's brand given that consumers had been expressing growing distrust for hotels' green claims.

3b. Increasing Bookings and Premium Pricing

Developing a green brand may appeal to LOHAS and Naturalize consumers. Branding therefore had the potential to have increased bookings. However, there is no way to know for certain that establishing a green brand would enhance Damaí's hotel reservations.

Some consumers (especially LOHAS) had demonstrated a willingness to pay more for environmentally friendly products and services. These individuals also tended to be less sensitive to price [II], which created a possibility for Knape to charge a price premium. While Naturalizes were more likely to pay more for healthful products and services (such as organic food), none of the VEPs under consideration focused exclusively on organic foods and services. Best Green Hotels included organic/eco-friendly food in its checklist of sustainability activity options. However, it was not required for participation and so Naturalizes likely would not associate this VEP with health/wellness. As a consequence, these consumers would likely forego paying a price premium to hotels participating in this (or any other) VEP.

While the case indicates Costa Rican eco-hotels participating in VEPs were able to charge premium pricing, [III] suggesting that similar dynamics could occur in Bali is debatable. Bali lacked the nature preserves that drew so many eco-minded tourists to Costa Rica in the first place (87% of tourists to Costa Rica reported that national parks were the most important place to visit in the country). There also was no evidence that tourists visiting Bali were driven by the same market dynamics as tourists who visit Costa Rica, or possessed the same economic utility curves with respect to pricing. This issue was especially salient since consumers traveling to India indicated that while they preferred to patron more eco-conscious lodging, they were not willing to pay extra to do so. [IV].

Assuming some LOHAS consumers were already visiting Bali, and willing to pay a price premium, Knape needed to balance this possibility with the other possibility that increasing room price may diminish bookings made by Damaí's non-LOHAS guests (who comprised the majority of the hotel's reservations). The prospect of charging price premiums in the short-run therefore had considerable risk.

In the long-run, if Knape's branding efforts were effective, the proportion of LOHAS guests staying at the hotel may increase and thus comprise a larger share of hotel occupancy. Additionally, non-LOHAS guests might feel that they have had a better experience because they know their luxury stay was contributing to sustainability in Bali in multiple ways. Under these circumstances, Knape would have been in a better position to charge a premium price. However, given that the LOHAS market segment was quite small, and that an individual's willingness to pay more was not always consistent with actual behavior, the likelihood that customers would accept price premiums was uncertain.

Summary: It is unclear whether VEP participation would have improved Knape's ability to brand Damaí as a green hotel and increase bookings. However, given consumers' distrust of hotels' green marketing claims, if Damaí had pursued a green brand, some sort of external legitimacy likely would have been required. Additionally, the low cost of VEP participation somewhat buffered Damaí's risk of pursuing this approach.

In the event that Damaí's was successful at establishing a green brand and increasing bookings, it was still uncertain whether the hotel could have charged price premiums. Bali's tourists differed significantly from other more recognized eco-destinations, and while LOHAS consumers tended to be less price sensitive, the possibility of charging price premiums remained ambiguous.

3c. Additional Considerations

VEPs promoted best practices and raised awareness of sustainability for both hotels and customers. Operationally, many of the activities associated with VEPs reduced costs and risk and also improved reputation and legitimacy which could provide businesses a stronger basis for marketing and communication efforts.

Less clear, however, was whether customers would make preferential decisions favoring hotels with various VEP certification or membership. Moreover, the proliferation of VEPs made it more difficult for consumers to distinguish one VEP from another. This concern was increasingly relevant because of issues related to increasing numbers of misleading claims that were attributable to the travel/vacation industry [V], and intensifying distrust among consumers about firms' unsubstantiated sustainability claims [VI]. As such, there was no guarantee that consumer interest in sustainability and wellness would enhance, diminish, or have no impact on a participating company's sustainability reputation or whether those effects would attract, repel, or have no effect on hotel bookings.

Some students might suggest that Knape should forego VEP participation altogether, since there was no clear evidence linking VEP membership to increased hotel bookings. Damaí's sustainable value portfolio also was more balanced than the portfolios emphasized by most VEPs, suggesting that VEP participation would offer little additional value to the hotel [VII]. However, it is important to note that whereas most VEPs were focused more on sustainability goals rather than the business outcomes, Eco Lodge was the only VEP explicitly focused on linking membership to preference in promotion and bookings through a cultivated network. This more direct link to business outcomes might make it worthy of greater consideration.

Other students might suggest that a complement or substitute for VEP participation is the active pursuit of press coverage (e.g., a story in Conde Nest or similar travel magazine about how luxurious and sustainable the resort is) and/or other recognitions of its sustainability efforts. Whatever approach Knape takes, the sustainability marketing literature is clear—the hotel will need to communicate both the core value of its offering (here luxury) with its sustainability message.

ENDNOTES

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A1.7 RESEARCH METHODS

Data for this case were collected during two site visits to Damaí Lovina Villas. The authors interviewed Glenn Knape, the general manager, and the on-site assistant manager, in addition to Nyoman Sutarya, owner of Institute Pengembangan Sumber Daya Alam, one of Damaí's strategic partners that encouraged the hotel's use of

low-input agriculture technologies. Follow-up correspondence with Knape continued through 2013.

Other data was collected from the hotel's internal documents and financial reports. Data related to the VEPs were sourced from websites developed by VEP sponsors. Other VEP data were collected from scholarly literature, as was information related to green marketing.

A1.8 EPILOGUE

New Investor. According to Knape, in 2006, Niklas Zennström, cofounder of Skype Internet, became an investor in Damaí, creating more opportunities for expanding the hotel's sustainability pursuits. Additional capital allowed Damaí to expand its guest facilities from 8 villas to 14. Each new villa had its own private pool. The capital infusion created an avenue for Damaí to pursue VEPs that otherwise might have been viewed as cost prohibitive.

VEP Participation. In 2006, Damaí joined the Best Green Hotel program where it earned five green triangles—the highest rating of any hotel on Bali. Implementation of guest education programs would qualify Damaí for the highest rating offered by Best Green Hotels. By 2013, however, other hotels were also seeking a green brand. Ten Bali hotels were recognized by Best Green Hotels, and a new eco-hotel, Surinbuana Eco-Lodge, had the highest rating in Bali. Surinbuana was able to surpass Damaí's rating because it had adopted guest education programs and a linen reuse program.

Cost/Risk Reduction. Damaí completed its solar conversion, which began in November 2005 when hot water systems were transitioned to solar power-based heating. By 2007, all electrical systems were solar powered and surplus electricity was being sold to state-operated utilities.

Innovation/Repositioning. Damaí began raising its own animals for use in the hotel's restaurant. Development of the farm came about as a quality measure so that Damaí could control of all parts of its food service, and further advance the hotel's sustainability practices. The hotel raised free-range pigs, rabbits, pigeons, and ducks, as well as more exotic livestock such as frogs and snails, and fresh-water lobsters. All operations were 100 percent organic.

Vision/Opportunity Framing. Knape helped raise funds to refurbish the King's Palace in the historic capital of Singaraga, which was becoming a significant tourist attraction in North Bali. Damaí sponsored a European tour of a traditional Balinese dance and gamelan troupe that was chronicled by Discovery Channel. These efforts increased Damaí's recognition, especially among Europeans.

Loss of a Leader. In January 2008, Knape left his position as Damaí's general manager. With his departure, questions emerged about whether the hotel's sustainability initiatives would continue. However, these concerns dissipated. In 2009, Damaí was chosen by the regional government to be a role model for other hotels

and resorts of North Bali, and to serve as a field laboratory for new concepts related to sustainable resort operation. The government recognized Damaí as the exemplar for other resorts to follow in an effort to encourage other North Bali hotels to operate more sustainably.

Oversight. Concern about the prevalence of deceptive environmental claims was increasing globally. Within the US, in 2007, the US Federal Trade Commission announced that it would accelerate revisions to its green marketing guidelines to discourage businesses' deceptive environmental claims. The guidelines had not been updated since 1998, when environmental marking claims were far less prevalent. On October 1, 2012, the new guidelines were released. They were expected to discourage businesses' deceptive environmental claims.

Accolades. In 2012 Damaí received Trip Advisor's Traveler's Choice Award for being one of Indonesia's Top 25 Spa and Leisure hotels. It was also recognized by Trip Advisor as being one of Indonesia's Top 25 Best Small Hotels, in addition to being one of Indonesia's Top 25 Hotels for Service. Trip Advisor's Travelers' Choice winners are selected based on travelers' reviews and opinions. In 2013 the hotel also received recognition among property experts. A judging panel of over 50 experts covering every aspect of the property business honored Damaí with the Asia Pacific Property Award's 'Best Small Hotel' in Indonesia.

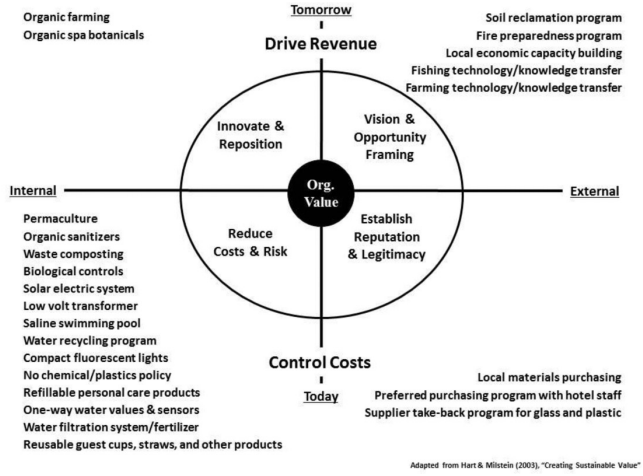


FIGURE A1.1 Damaí's sustainable value portfolio.

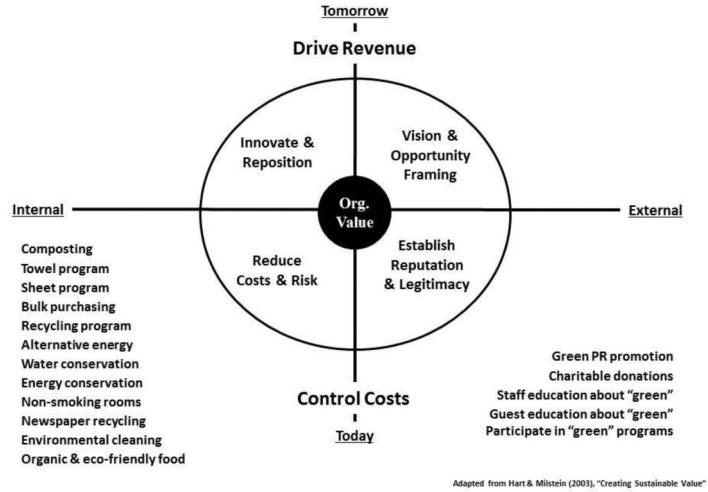


FIGURE A1.2 Best Green Hotels sustainable value portfolio.

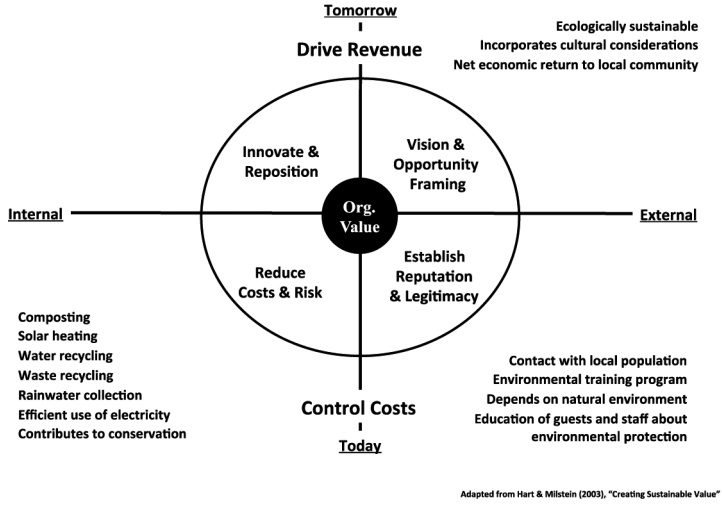


FIGURE A1.3 Eco Lodge sustainable value portfolio.

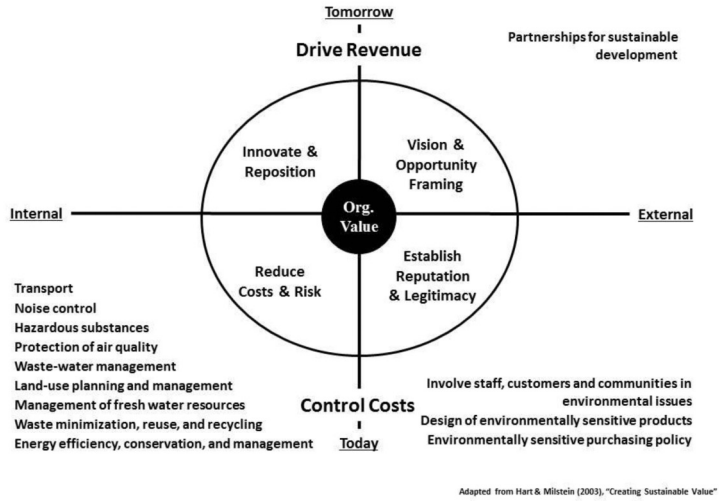


FIGURE A1.4 Green globe 21 sustainable value portfolio.

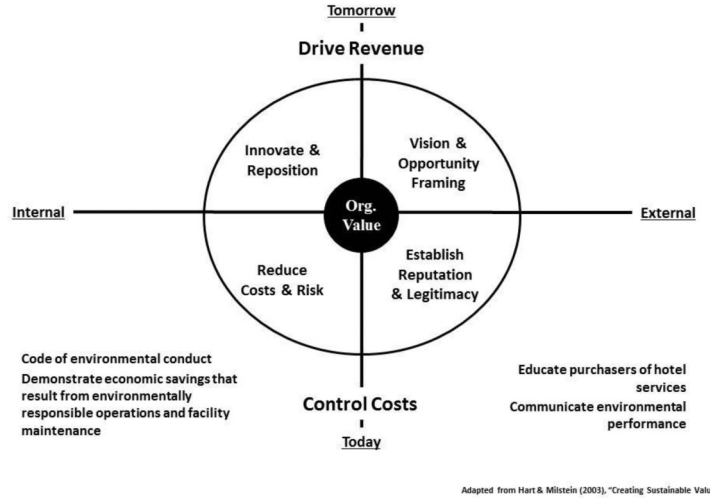


FIGURE A1.5 CERES' green hotel initiative sustainable value portfolio.

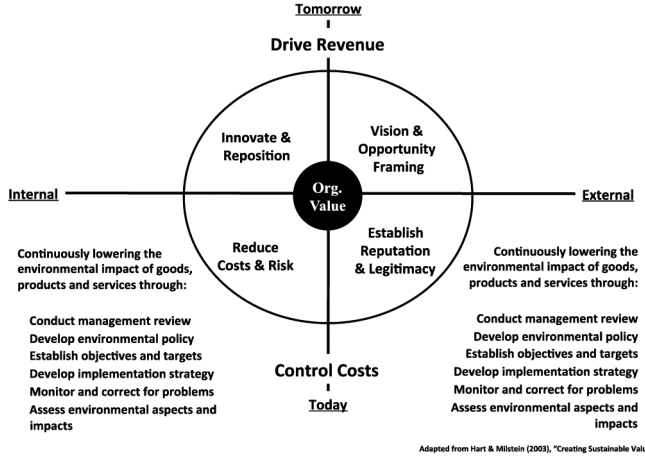


FIGURE A1.6 ISO 14001 sustainable value portfolio.

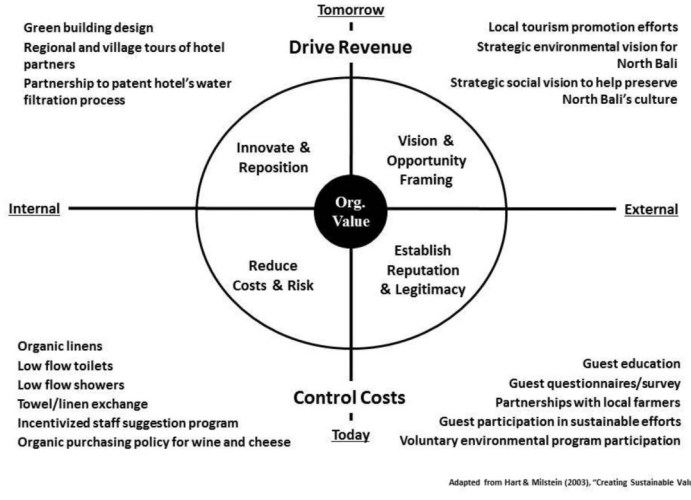


FIGURE A1.7 Potential damaí investments & activities.

TABLE A1.1 Comparison of VEP requirements and costs, and Damaí's existing sustainability program

VEP Name	VEP Key Environmental Element	Existing Element at Damaí?	Monitoring of Participants' Performance	Damaí's Participation Cost	Comments
Best green hotels	Linen program Energy conservation Bulk purchasing Composting Organic Food Education of guests and staff Water conservation Recycling	X ✓ ✓[a] ✓ ✓ X ✓ ✓	Self-report via online submission form	Free	Case information illustrates that Damaí would likely earn 20–25 points, making it the highest rated hotel in Bali
Eco Lodge	Education of guests and staff Recycling of water and waste Efficient use of electricity Solar heating Rainwater collection Composting	X ✓ ✓ ✓ X ✓	Self-report	Free website listing, 10% commission on rooms booked on website	While the program is not free, hotels are only charged for bookings made on the Eco Lodge website
Green globe 21	Waste minimization, reuse & recycling Energy efficiency, conservation & management Management of fresh-water resources Waste-water management Hazardous substances Transport Land-use planning and management Involving staff, customers and communities in environmental issues Design of environmentally sensitive products Partnerships for sustainable development Protection of air quality Noise control Environmentally sensitive purchasing policy	✓ ✓ ✓ ✓ ✓[b] ✓ Some[c] ✓ ✓ ✓ X ✓	Self-report & 3rd party certification	Varied fee structure	Relatively inexpensive—at least for affiliate or benchmarking status; costs are significantly greater for 3rd party certification, although they are not prohibitive; third-party certification reduces free-riding opportunities

CERES' Green Hotel Initiative	Commitment & awareness Energy efficiency Solid waste minimization Air & water quality Water conservation Environmental purchasing	✓ ✓ ✓ ✓ ✓	Self-report via online survey	Free	VEP is decentralized. CERES does not promote participants, since it do not know which hotels participate
ISO 14001[4]	Environmental policy Environmental aspects and impacts Objectives and targets Implementation strategy Monitor and correct for problems Management review	✓ ✓ X X X X	3rd party certification	$270–$1,370/ employee; depends on whether hotel has to start from scratch to develop its EMS	Widely recognized in manufacturing sectors and increasingly in service industries; certification restricts free-riding opportunities

Notes:[a]Relates to purchases of guests' refillable toiletries.

[b]Relates to efforts to minimize solid waste transportation. Hotel fleets are SUVs because of Bali's poor road conditions.

[c]Damaí involved communities in environmental issues but does not have a strong emphasis on staff or customer involvement.

TABLE A1.2 Damaí's estimated profits from occupancy increases[a]

Occupancy	Revenues[b]					Costs –40% of Revenue	Profits	Profit Increase	Percent Profit Increase
	Rooms[c]	Restaurant	Spa	Excursions	TOTAL				
	40%	43%	7%	10%	100%				
65%	$306,053	$329,006	$53,559	$76,513	$765,131	$306,052	$459,079	–	–
70%	$329,595	$354,315	$57,679	$82,399	$823,988	$329,595	$494,393	$35,314	8%
75%	$353,138	$379,623	$61,799	$88,284	$882,844	$353,138	$529,706	$70,628	15%
80%	$376,680	$404,931	$65,919	$94,170	$941,700	$376,680	$565,020	$105,941	23%
85%	$400,223	$430,239	$70,039	$100,056	$1,000,556	$400,222	$600,334	$141,255	31%

TABLE A1.2 *(Continued)*

Occupancy	Revenues[b]					Costs –40% of Revenue	Profits	Profit Increase	Percent Profit Increase
	Rooms[c]	Restaurant	Spa	Excursions	TOTAL				
	40%	43%	7%	10%	100%				
90%	$423,765	$455,547	$74,159	$105,941	$1,059,413	$423,765	$635,648	$176,569	38%
95%	$447,308	$480,856	$78,279	$111,827	$1,118,269	$447,308	$670,961	$211,883	46%
100%	$470,850	$506,164	$82,399	$117,713	$1,177,125	$470,850	$706,275	$247,196	54%

Notes:[a]All figures in USD; calculations assumed hotel was open all year, nonroom revenues grew proportional to occupancy. Existing occupancy was average occupancy was 65 percent.

[b]Since restaurant revenues from outside guests were negligible (<2%), they have been omitted from the calculations. Spa treatments and excursions and other hotel programs were used exclusively by guests.

[c]Since rooms accounted for 40 percent of total revenue, restaurant, spa, and excursion revenue was calculated by (room revenue / 40%) * % revenue from each respective source.

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TABLE 1.3 VEP breakeven analysis[a]

VEP	VEP Cost	Actual	Net Profit by Occupancy After Subtracting VEP Costs							Breakeven	Percent Increase Above Existing
Name	**Explanation**	**VEP Cost**	**70%**	**75%**	**80%**	**85%**	**90%**	**95%**	**100%**	**Occupancy[b]**	**Occupancy**
Best green hotels	Free	$0	$35,314	$70,628	$105,941	$141,255	$176,569	$211,883	$247,196	65.00%	0.00%
Eco Lodge[c]	10% ($16.13) per additional booking	$2,354 per 5% occupancy increase	$32,960	$68,274	$103,587	$138,901	$174,215	$209,529	$244,842	65.50%	0.50% per 5% occupancy increase
Green globe 21 Affiliate[d]	$220 in year 1; $198 per year thereafter + 50% of Benchmarking base fee	$396 >1 yr $418 yr 1	$34,897–$34,919	$70,210–$70,232	$105,524–$105,546	$140,838–$140,860	$176,152–$176,174	$211,465–$211,487	$246,779–$246,801	65.08%–65.09%	0.08%–0.09%
Benchmarking	$395 per year	$395	$34,919	$70,233	$105,546	$140,860	$176,174	$211,488	$246,801	65.09%	0.08%
Certification[e]	Benchmarking base fee + onsite independent assessment	$2,395–$3,395	$31,524–$32,524	$66,838–$67,838	$102,151–$103,151	$137,465–$138,465	$172,779–$173,779	$211,488–$209,093	$246,801–$244,406	65.51%–65.72%	.51%–.72%
CERES' green hotel initiative	Free	$0	$35,314	$70,628	$105,941	$141,255	$176,569	$211,883	$247,196	65.00%	0.00%

TABLE 1.3 *(Continued)*

VEP	VEP Cost	Actual	Net Profit by Occupancy After Subtracting VEP Costs							Breakeven	Percent Increase Above Existing
Name	Explanation	VEP Cost	70%	75%	80%	85%	90%	95%	100%	Occupancy[b]	Occupancy
ISO 14001[f]	$270–$1,370 per employee for third-party ISO 14001 EMS certification	$15,390–$78,090	($42,776)–$19,924	($7,462)–$55,238	$27,851–$90,551	$63,165–$125,865	$98,479–$161,179	$133,793–$196,493	$169,106–$231,806	68.27%–81.58%	3.27%–16.56%

Notes: [a]All figures in USD. Calculations assumed that nonroom revenues grew proportionally to occupancy. Figures were derived by subtracting VEP participation costs from profit increases estimated in Table A1.1.

[b]Breakeven occupancy referred to the increased occupancy that equaled the cost of VEP participation. Calculations were based on [65% occupancy profit + VEP cost]/100 percent occupancy profit (see Table A1.2).

[c]Eco Lodge calculations were based on profit increase—[(room revenue at 5% higher occupancy—room revenue at current occupancy) * .10 to account for the 10 percent travel agent commission on room bookings].

[d]Affiliate calculations were based on $220 in year 1, $198 per year thereafter +50 percent of the $395/year (Benchmarking base fee).

[e]Certification calculations were based on $395/year for Benchmarking base fee +$2,000 to $3,000 for independent assessment expenses for a medium sized hotel.

[f]Calculations were based on $270 to $1,370 per employee to implement and certify an EMS * 57 employees; most likely Damaí's profit increases would have been in the higher range since the hotel had already implemented aspects of an, thereby making the cost of adopting this VEP less.

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6 Chapter 6: FROM A LOVE STORY TO A SUSTAINABLE ATTRACTION: RUBY FALLS, USA

APPENDIX 1: CAVE WATERFALLS

Cave waterfalls are notable due to their most beautiful natural forms, which are bur

ied beneath the earth, and their shimmering streams of water flow among rocks and

stones and hurtling downward to form unique underground torrents. Ruby Falls is

recognized as one of the Top 10 most amazing underground waterfalls on the planet.

TABLE A1.2 Top ten of the most amazing cave waterfalls on the planet Rank: Name of Waterfalls 1. Waiahuakua Sea Cave, Hawaii, USA 2. Ruby Falls, Tennessee, USA 3. Thunderhead Falls, South Dakota, USA 4. La Grotte aux Fees, Valais, Switzerland 5. Złoty Stok, Poland 6. Gaping Gill, UK 7. White Scar Cave, Yorkshire 8. Mine St Michel, Luxembourg 9. Smoo Cave, Scotland 10. Natural Bridge, Springbrook Park, Australia

Source: Worldreview.com

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APPENDIX

(a) BIC—Category: Monument.

BIC—Category: Monument Decree or Order

Polop Castle in La Marina Decree 126/2012, August 3 (DOCV no. 6834, August 6, 2012)

The Farmhouse of the Duke Order 4/2011, October 25 (DOCV no. 6682, December 30, 2011)

The Fortified Farmhouse Tower of the

Fathers Order 2/2011, October 25 (DOCV no. 6643, November 3, 2011)

Maçanes Tower in Torremanzanas Order 11/2011, June 21 (DOCV no. 6552, June 27, 2011)

The remains of the Roman aqueduct in

Altea Decree 41/2011, April 15 (DOCV no. 6504, April 18, 2011)

Arches Aqueduct in Manises Decree 55/2006, April 28 (DOCV no. 6413, December 9, 2010)

Royal Monastery of the Visitation of

Holy Mary in Orihuela Decree 42/2010, March 5 (DOCV no. 6222, March 9, 2010)

Aledua Castle in Llombai Decree 6/2010, February 12 (DOCV no. 6220, March 5, 2010)

Castle and City Walls in Vistabella del

Maestrazgo Order 5/2010, February 11 (DOCV no. 6220, March 5, 2010)

Boi Castle in Vistabella del Maestrazgo Order 4/2010, February 10 (DOCV no. 6220, March 5, 2010)

Alfauir Tower Order 3/2010, February 9 (DOCV no. 6219, March 4, 2010)

Fort or “Grau Vell” Tower in Sagunto Order 2/2010, February 8 (DOCV no. 6219, March 4, 2010)

Walled Iberian and Roman village La

Carencia in Turis Order, October 20, 2009 (DOCV no. 6172, December 24, 2009)

Walled Iberian village La Seña in Vil

lar del Arzobispo Order June 17, 2009 (DOCV no. 6061, July 21, 2009)

St. Nicholas of Bari Church in Re

quena Decree 171/2008, November 14 (DOCV no. 5895, November 18, 2008)

Monastery of San Miguel de los Reyes Decree 142/2008, October 3 (DOCV no. 5865, October 7, 2008)

Palau de la Generalitat Order, July 29, 2008 (DOCV no. 5832, August 21, 2008)

Assumption of Our Lady parish

Church in Utiel Decree 111/2008, July 25 (DOCV no. 5817, July 30, 2008)

Town Hall in Liria Decree 110/2008, July 2, (DOCV no. 5816, July 29, 2008)

Our Lady of the Angels parish Church

in Castielfabib Decree 20/2008, February 29 (DOCV no. 5716, March 4, 2008)

Columbus Market building in Valencia Decree 134/2007, July 27 (DOCV no. 5567, July 31, 2007)

Real Sanctuary of Our Lady of the

Health Fountain in Traiguera Decree 20/2007, February 16 (DOCV no. 5454, February 20, 2007)

Vall de Crist carthusian building in

Altura Decree 1/2007, January 12 (DOCV no. 5429, January 16, 2007)

Morella Aqueduct Decree 190/2006, December 22 (DOCV no. 5419, January 2, 2007)

Portaceli carthusian building in Serra Decree 164/2006, October 27 (DOCV no. 5378, October 31, 2006)

Saint Andrew Church in L'Alcúdia Decree 146/2006, October 6 (DOCV no. 5368, October 17, 2006)

Our Lady of the Angels Archpriest

Church in Chelva Decree 147/2006, October 6 (DOCV no. 5365, October 11, 2006)

Irrigation ditch historic section from

Mislata to Quart de Poblet Decree 133/2006, September 29 (DOCV no. 5359, October 3, 2006)

Town Hall in El Toro (Decree 86/2006, June 16 (DOCV no. 5285, June 21, 2006)

Santa Quiteria bridge between Alm

azora and Villarreal Decree 87/2006, June 16 (DOCV no. 5284, June 20, 2006)

Saint Michael Archangel Church in

Enguera Decree 158/2005, October 28 (DOCV no. 5126, November 2, 2005)

Channel from Bellus to Xativa Decree 95/2005, May 20 (DOCV no. 5014, May 26, 2005)

Bosquet de Moixent dam Decree 54/2005, March 11 (DOCV no. 4968, March 17, 2005)

Arches Aqueduct in Alpuente Decree 53/2005, March 11 (DOCV no. 4968, March 17, 2005)

Assumption of the Virgin of Vallibona

parish Church Decree 263/2004, December 3 (DOCV no. 4901, December 13, 2004)

Peña Cortada aqueduct in Tuéjar,

Chelva, Calles and Domeño Decree 159/2004, September 3 (DOCV no. 4837, September 8, 2004)

Saint James Archpriest Church in Vil

larreal Decree 27/2004, February 20 (DOCV no. 4699, February 25, 2004)

Saint Luke the Evangelist parish

Church and Bell Tower in Cheste Decree 26/2004, February 20 (DOCV no. 4699, February 25, 2004)

the Farmhouse of the Moor in Valencia Decree 25/2004, February 20 (DOCV no. 4699, 25 February, 2004)

Serena or Sirena House in Alfara del

Patriarca Decree 17/2004, February 13 (DOCV no. 4693, February 17, 2004)

Royal Monastery of the Assumption or

Santa Clara in Xativa Decree 136/2003, July 18 (DOCV no. 4552, July 25, 2003)

St. Vincent Martyr Church in Guadas

suar Decree 14/1997, January 28 (DOCV no. 2921, February 3, 1997)

Ara Christi carthusian building in Puig Decree 129/1996, of July 4 (DOCV no. 2801, July 29, 1996)

Monastery of San Jeronimo de Cotalba

in Alfauir Decree 93/1994, May 24 (DOCV no. 2286, June 10, 1994)

Tibi dam Decree 84/1994, April 26 (DOCV no. 2268, May 17, 1994)

(b) BIC—Category: Historical set.

BIC - Category: Historical set Decree or Order

Bastion and Renaissance enclosure in

Altea Decree 69/2013, June 7 (DOCV no. 7044, June 12, 2013)

Chelva and its orchard Decree 168/2012, November 2 (DOCV no. 6895, November 5, 2012)

Ares del Maestrat Decree 64/2012, April 20 (DOCV no. 6759, April 23, 2012)

The area called “Gothic walled Teu

lada” Decree 232/2007, December 7 (DOCV no. 5657, December 11, 2007)

Molinar de Alcoy Decree 105/2005, June 3 (DOCV no. 5025, June 10, 2005)

Vilafamés Decree 80/2005, April 22 (DOCV no. 4993, April 26, 2005)

Palms Desert in Benicassim Decree 38/2005, February 25 (DOCV no. 4956, March 1, 2005)

Jérica Decree 273/2004, December 10 (DOCV no. 4905, December 17, 2004)

Catí Decree 231/2004, October 22 (DOCV no. 4871, October 27, 2004)

Alzira with a historical category and

Santa Catalina Church with the catego

ry of monument Decree 126/2004, July 30 (DOCV no. 4811, August 3, 2004)

Culla Decree 83/2004, May 21 (DOCV no. 4761, May 26, 2004)

Villajoyosa Decree 237/2003, November 28 (DOCV no. 4643, December 3, 2003)

Sant Mateu Decree 166/2002, September 24 (DOCV no. 4347, October 1, 2002)

Segorbe and its Cathedral Basilica Decree 163/2002, September 24 (DOCV no. 4347, October 1, 2002)

Valencia Decree 57/1993, May 3 (DOCV no. 2020, May 10, 1993)

(c) BIC—Category: Historic garden.

BIC - Category: Historic garden Decree or Order

The Botanical Garden of the Univer

sity of Valencia Decree 134/2006, September 29 (DOCV no. 5360, October 4, 2006)

(d) BIC—Category: Ethnological space.

BIC - Category: Ethnological space Decree or Order

Mills Canyon in Ares del Maestre Decree 67/2009, May 15 (DOCV no. 6016, May 19, 2009)

(e) BIC—Category: Archaeological area.

BIC - Category: Archaeological area Decree or Order and Resolution

El Molón archeological deposits in

Camporrobles Decree 93/2013, July 12 (DOCV no. 7067, July 15, 2013)

Solana de las Pilillas in Requena Decree 161/2012, October 19 (DOCV no. 6886, October 22, 2012)

The Saint Michael Hill Iberian settlement

in Liria Decree 130/1994, July 5 (DOCV no. 2322, August 1, 1994)

L’Alcúdia and its monographic museum

in Elx Decree 100/1992, June 22 (DOCV no. 1816, July 1, 1992)

Sagunto Decree 78/1992, May 11 (DOCV no. 1784, May 18, 1992)

The “Solar” in Xàtiva (ancient city) Decree 2371992, February 17 (DOCV no. 1730, February 24, 1992)

Plaça de l’Almoina in Valencia Resolution, February 23, 1988 (DOCV no. 792, March 25, 1988.

(f) BIC—Category: Paleontological area.

BIC - Category: Paleontological area Decree or Order

Footprints in Morella, Bicorp, Bejís,

Alpuente, Dos Aguas and Millares Decree 29/2006, March 3 (DOCV no. 5213, March 7, 2006)

Torrelló de Boverot in the municipality

of Almazora Decree 297/1997, December 2 (DOCV no. 3151, December 29, 1997)

(g) Immaterial BIC.

Inmaterial BIC Decree or Order

Manual touches of bells in Assumption

of Our Lady parish Church in Albaida, in

Castellón de la Plana, in Cathedral Basilica

Assumption of Saint Mary in Segorbe and

in Metropolitan Cathedral of Saint Mary in

Valencia Decree 111/2013, August 1 (DOCV no. 7082, August 5, 2013)

Fallas in Valencia Decree 44/2012, March 9 (DOCV no. 6738, March 12, 2012)

“Tamboradas” (drumbeat) in Alzira and in

L'Alcora Decree 11/2012, January 13 (DOCV no. 6692, January 16, 2012)

Santantonada in Forcall Decree 10/2012, January 5 (DOCV no. 6688, January 10, 2012)

Cavalcade of Three Wise Kings in Alcoy Decree 199/2011, December 23 (DOCV no. 6678, December 26, 2011)

Bulls and horses running in Segorbe Decree 6/2011, February 4 (DOCV no. 6454, February 7, 2011)

Festivity of Our Lady of Health in Al

gemesí Decree 117/2010, August 27 (DOCV no. 6345, September 1, 2010)

Solemnity of Corpus Christi in the city of

Valencia Decree 92/2010, May 28 (DOCV no. 6280, June 2, 2010)

Water Court in Valencia Decree 73/2006, May 26 (DOCV no. 5269, May 30, 2006)

Tirisiti Betlem in Alcoy Decree 192/2002, November 26 (DOCV no. 4389, November 29, 2002)