

# Project management versus Change management:

Exploring the most effective change technique to implement a sustainable strategic change in the hotel industry



Name: Vera Spiridonova

Student number: 4360109

Master thesis

Institution: Radboud University, Nijmegen

Programme: Business Administration, specialization: Innovation & Entrepreneurship

Supervisor: Robert Kok

Second reader: Nanne Migchels

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## **Preface**

Dear reader,

Hereby I present my master thesis written for the master specialization Innovation & Entrepreneurship. It has been a long journey, but I am very proud to finally present my most challenging academic test. This process has thought me a lot, from academic writing to a much deeper understanding on how to do research, but also how to push through a challenge.

I would like to thank my supervisor Robert Kok, He welcomed me in September, after a rough start of the thesis process, even though I was not an initial student of his. We have had our ups and downs, but I realize he took extra time to supervise me and be patient with me, and for that I am grateful. I would also like to thank Nanne Migchels, not only for taking the time to be my second reader, but also for giving me the feeling that I was supported by the university at an emotionally unsafe time.

Lastly, I would like to thank my friends, sister and boyfriend that have patiently supported me during stressful outbursts and emotional moments, I could not have done it without you.

Without further ado, I hope you enjoy reading my master thesis!

Vera Spiridonova

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## **Abstract**

Implementing environmental sustainable strategic changes is increasingly becoming a prominent factor for hotels to succeed in a highly competitive business environment. The purpose of this study was to explore which change technique, project management or change management, is the most effective to implement a sustainable strategic change in the hotel industry. An exploratory multiple case study was conducted, in which a comparison was made between the two change techniques based on five characteristics: goalsetting, tasks, standardization, stage-gate approach and employee involvement. These traits' use and effectiveness were explored in four hotels, two of which used a PM technique and two of which used a CM technique. The results showed that employee involvement was the most important characteristic to effectively implement a sustainable strategic change in a hotel. As this is the strongest feature of change management, this change technique is concluded to be the most effective change technique. However, hard goalsetting (clear, expressed in numbers and with a deadline) and use of standardization, two project management traits, also showed to be noteworthy contributing factors. Nevertheless, in this study it is recommended to use change management when a hotel wants to make sustainable strategic changes.

**Keywords:** project management, change management, environmental sustainability, strategic change, change technique, sustainable strategic change.

<b>Introduction</b>	1
<b>Theoretical framework</b>	4
<b>Environmental sustainability</b>	4
<b>Implementing sustainable strategic changes</b>	10
<b>Project management and change management: a comparison</b>	13
<b>Methods</b>	18
<b>Research design</b>	18
<b>Operationalization</b>	19
<b>Data collection</b>	22
<b>Data analysis</b>	23
<b>Research ethics</b>	23
<b>Results</b>	25
<b>Conclusion</b>	45
<b>Discussion</b>	48
<b>Reference list</b>	51
<b>Appendix A: Operationalization table</b>	63
<b>Appendix B: Data visualization results</b>	66
<b>Appendix C: Interview guides</b>	68
<b>Appendix D: Translated quotes</b>	73

## Introduction

Strategic change has become essential for companies to compete in today's market (McElroy, 1996). In responding to elements such as governmental regulations, consumer demands, and technological innovations, companies must continually re-evaluate their strategies and implement strategic changes. While many studies have explored strategic change (Lorsch, 1986; Boeker, 1989; Van de Ven, 1992; McElroy, 1996), a clear consensus on the best way to implement strategic change does not exist. This study compares two change techniques to implement a strategic change to determine which one is more effective for this objective.

A useful tool to make fundamental improvements in a business is a project (Kotter, 1996). Many companies have shifted from a bureaucratic and hierarchical organization to a more flexible and project-driven one (Partington, 1996; Jarocki, 2011). Projects represent “a temporary endeavor undertaken to reach a certain unique product, service or result” (PMI, 2013). They can be seen as “temporary organizations” (Lundin & Söderholm, 1995; Turner & Müller, 2003) that can help a “non-temporary” (i.e., permanent) organization to implement changes in its strategy (Silvius & Schipper, 2014). The proper assembly of projects can be quite challenging; a useful tool in this regard is project management (PM): “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements” (PMI, 2013). Some argue that the proper use of PM is crucial for a company to implement changes in its strategy (Parker, Charlton, Ribeiro & Pathak, 2012a).

PM is no longer the only possible technique to implement strategic change, as the demand for new techniques has increased (Parker et al., 2012a). A newer technique is change management (CM). Change management is “a planned process of transitioning from one state to another through a sequence of steps with a focus on generating the acceptance and commitment of individuals undergoing the change” (Parker, Verlinden, Nussey, Ford, & Pathak, 2012b, p.408).

PM and CM have a certain overlap, which can cause confusion between these two management techniques. However, they are not the same, and there is even a degree of competition concerning which one is more suitable for implementing a strategic change (Crawford & Nahmias, 2010). The main difference lies in their focus; whereas CM primarily focuses on the people affected by strategic changes (soft elements), PM primarily focuses on the technical side within strategic change (hard elements) (Parker et al., 2012a). Some authors have reported that CM is the best method for implementing a strategic change, as ignoring the

human factor of a company will likely lead to the failure of change (By, 2005; Luo, Hilty, Worley & Yager, 2006; Maguire & Redman, 2007). Others have claimed that PM is the best approach for strategic change, as PM can provide a more efficient approach in terms of time, budget, and resources (Obeng, 1994; Turner & Müller, 2003).

A strategic change that is currently receiving considerable attention is organizations' need to become more environmentally sustainable (Calabrese, Castaldi, Forte & Levialedi, 2018; Metz, Burek, Hultgren, Kogan & Schwartz, 2016). Goodland (1995) has described environmental sustainability as follows: "improving human welfare by protecting the sources of raw materials used for human needs and ensuring that the sinks for human wastes are not exceeded, in order to prevent harm to humans" (p.3). This definition underlines the alarming situation of global warming and the need to react to global changes. Additionally, sustainable changes to the strategy can provide a company with economic profit while ensuring the protection of the environment (Stead & Stead, 2008). Many companies seem to be realizing that these changes are a critical part of their strategy to compete in today's market (Kiron, Kruschwitz, Haanaes & von Streng Velken, 2012).

While PM and CM are rising in popularity as ways to implement sustainable strategic changes (SSCs) (Martens & Carvalho, 2015; Lozano, Ceulemans & Scarff Seatter, 2015), no research exists about this phenomenon in the hotel industry. Researchers estimate that a visit to an average five-star hotel generates about 1 kg of waste and up to 440 liters of water per guest per night (Jones, Hillier & Comfort, 2016). According to some researchers, the tourism sector is the fourth most polluting industry, just after the agriculture, energy, and transport industries (Lenzen, Sun, Faturay, Geschke & Malik, 2018). Certainly, the hotel industry is only part of the broader tourism industry, but Lenzen et al. (2018) have argued that hotels play a significant role in creating this pollution. In that context, an increasing number of hotels have been prioritizing sustainable changes in their strategies (Jones et al., 2016; Jauhari, 2014; Lim, 2016). Examples of these environmental SSCs are actions taken to save energy, save water, or reduce waste.

This study contributes to the literature by investigating which change technique, PM or CM, is more effective for implementing an SSC in a hotel. Since very little research exists on this subject, this study is exploratory. The hotel industry is the context in which the research took place. The research question is as follows:

*To what extent is a project management technique more effective than a change management technique for implementing environmental sustainable strategic changes in the hotel industry?*

This study contributes to the literature by, first, exploring how PM and CM are used in the hotel industry. Jara, Babb, and Flohr (2019) have stated that PM is increasingly important in the hotel industry and that more research is needed. According to Ogbonna and Harris (2002), CM has been suggested as an appropriate change technique for the hospitality industry, but very little research exists on this subject.

Second, this study contributes to the literature by exploring how PM and CM are used in the hotel industry to implement SSCs. Other industries, such as the manufacturing sector (Labuschagne & Brent, 2005) or automotive sector (Martens & Carvalho, 2015), have received attention in this regard, but researchers have underlined the importance of exploring this subject in other industries as well.

Last, this research not only contributes to the literature, but also provides insights for hotel managers. By knowing which change technique is more effective for implementing a SSC, a hotel could adjust its approach to implement its SSCs more effectively.

The next section of this study is the theoretical framework. It consists of a more elaborate discussion of the key concepts, namely, sustainability, PM, CM, and SSCs. A qualitative analysis compares the theoretical model to practice, and the outcomes of this comparison are then examined, followed by a conclusion and discussion.

## Theoretical framework

### Environmental sustainability

One of the most popular perspectives on sustainability is that of the three pillars: social, economic, and environmental sustainability, also known as *people, profit, and planet* (3 P's) (Elkington, 2018). This study focuses on environmental sustainability and therefore describes the deeper academic debate on this concept. "improving human welfare by protecting the sources of raw materials used for human needs and ensuring that the sinks for human wastes are not exceeded, in order to prevent harm to humans" (p.3).

Goodland's (1995) vision on environmental sustainability (protecting the sources of raw materials for human welfare) has been mentioned in the introduction, but there are other perspectives regarding the concept as well. The most well-known definition of environmental sustainability is arguably that of the UN World Commission of Environment and Development. This definition appears in the Brundtland Report and reads as follows: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p.23). It has inspired many other definitions, such as that of Kuhlman and Farrington (2010), who have described an urgent need to conserve natural resources responsibly and to protect global ecosystems, now and in the future. This explanation puts more emphasis on the earth's natural systems, but stresses that environmental sustainability is important for future generations, just as the Brundtland Report (1987) does. A third definition appears in a report by the International Union for Conservation of Nature (IUCN). That organization's vision is that environmental sustainability contains the capacity to improve the quality of human life while staying within the carrying capacity of the earth's supporting system (IUCN, 1991). While this definition might not highlight the importance of the needs of both future and current generations, it does emphasize the balance between the earth's resources and the human population. To conclude, various definitions explain environmental sustainability, but they share certain elements, namely, minimizing the negative and exploitative impact on the earth's natural resources (Townsend, 2008).

Kuhlman and Farrington (2010) have noted that since the release of the Brundtland Report (1987), considerable development has occurred regarding the importance of social, economic, and environmental sustainability and their harmony. It is commonly believed that the 3 P's are equally important to achieve a sustainable society, and all three contain elements that affect each other.



While many believe that these pillars are inextricably connected (Alhaddi, 2015; Willard, 2012; Milne & Gray, 2013), the following section will explain why this paper only focuses on environmental sustainability. The first reason is simply to provide a clearer scope to this study. The second reason is that, although the 3 P's are widely known and used to distinguish between different kinds of sustainability, they have also been heavily criticized. As an example, the creator of the 3 P's, Elkington (2018), has stated that the 3 P's have often been treated as a mere accounting or reporting tool. By "checking all the boxes" of the 3 P's framework, companies can use it for "greenwashing" (a way to appear more sustainably conscious than the company actually is). Elkington (2018) has stated the framework intends to promote systematic change in how businesses organize their affairs, but unfortunately most companies do not envision this yet. Since the creator of the framework believes that the 3 P's do not yet work as envisioned, this research does not use the 3 P's framework. Another criticism of the 3 P's has come from Gibson (2001), who has suggested other frameworks, such as the use of a two-pillar system (environmental and socioeconomic), three-pillar system (environmental, social and economic), or even five-pillar system (environmental, social, economic, cultural, and political). He has argued that only focusing on the 3 P's is narrow-minded and does not fit today's complex society. These examples are only two of many criticisms of the 3 P's and highlight that sustainability does not have to be categorized via the 3 P's.

The third reason for the focus on environmental sustainability is that some believe that the environmental pillar is the backbone of sustainability, as society and the economy would not exist without the environment (Morelli, 2011; Goodland, 1995; Robinson, 2003). In this line of reasoning, the environmental pillar therefore has 'priority' over the other two. These three reasons informed the choice of environmental sustainability as the main focal point in this study. Environmental sustainability is referred to as simply "sustainability" from this point on.

### **Project management and change management explained**

The following section provides a more elaborate explanation of PM and CM. However, before diving deeper into these two management techniques, two issues surrounding the terminology need clarifying. The first is about how PM and CM are referred to throughout the literature. Some researchers refer to them as a technique (Hughes, 2007), others as a method (Martens & Carvalho, 2015) or as a tool (Grundy, 1998), and many even use all three interchangeably (Griffith-Cooper & King, 2007; Hornstein, 2015; Parker et al., 2012b). To avoid confusion, this study refers to both PM and CM as change techniques or approaches.

The second issue that needs clarifying is that researchers have used the terms PM and CM interchangeably. Within the literature on PM and CM, many authors have also mentioned organizational change. Some researchers have called PM a part of CM (Parker et al. 2012b; Kenny, 2003), while others have deemed PM a part of organizational change (McElroy, 1996; Partington, 1996). A third view claims that CM and organizational change are used interchangeably in the context of PM, instead of seeing CM as a stand-alone technique for change (Griffith-Cooper & King, 2007). In this study, PM and CM are both viewed as techniques to support organizational change. This choice was made based on the aim of comparing two techniques in the context of their goal of producing change in an organization. Organizational change itself is an overarching concept that can include elements such as PM and CM, along with, for example, the organizational culture or changes in internal processes without the involvement of techniques such as PM and CM (Weick & Quinn, 1999).

### Project management

PM is an approach that supports the planning and organizing of projects in a company (McElroy, 1996). Originally, the management of projects was first studied in engineering (Crawford & Nahmias, 2010). PM offered engineers a way to oversee extensive and highly complex jobs. Throughout the 20<sup>th</sup> century, PM proved to be a helpful tool for achieving the same objective in a management context. Many tools and methodologies used in PM have their origins in the first half of the 20<sup>th</sup> century, such as the PM triangle (the balance in PM among scope, cost, time, and quality) (Atkinson, 1999), the Gantt chart (Wilson, 2003), and the project lifecycle. Next, a period of technological advancement followed and resulted in PM becoming its own profession. This professionalization was reflected in the establishment of two large PM organizations: the International Project Management Association (IPMA) and the Project Management Institute (PMI) (Kwak, 2005). PM is the disciplined application of certain knowledge, techniques, tools, and skills, and these professional institutions provide a strong basis for these aspects. A famous example is the Project Management Body of Knowledge (PMBOK), a guideline for project managers across all industries that provides the necessary basics and many examples from practice (Wilson, 2003).

The PMBOK guide provides an overview of how complex projects can be divided into smaller aspects to therefore provide more structure to a situation. Projects can be divided based on the five phases of the project lifecycle: (1) initiating, (2) planning, (3) executing, (4) monitoring and controlling, and (5) closing. Another way that the PMBOK provides more structure for a project is via its categorization of projects into nine “knowledge areas”: (1)

integration management, (2) scope management, (3) time management, (4) cost management, (5) quality management, (6) human resource management, (7) communications management, (8) risk management, and (9) procurement management. These phases and knowledge areas are not discussed in further detail in this study, as they are not the main focus. However, this section has briefly addressed this subject because one cannot examine PM without at least mentioning some basics that are extensively used in this approach.

In this study, the nature of PM is much more important. By understanding the underlying theory of a practical technique such as PM, one can obtain a fundamentally better understanding of the processes driving the technique. PM was designed to make processes and systems more efficient, quicker, and easier, and for these reasons, it has a strong focus on the hard elements of change. “Hard elements” are mostly aspects of a project that can objectively be measured (Midgley, 2000), and this focus explains why PM is often referred to as a “technical” management technique. These hard elements ensure that PM is universal and generic and able to cross cultural and linguistic barriers (Wideman, 1995). Additionally, a focus on these hard elements results in processes being as detailed as possible to guarantee standardization, predictability, and repeatability. A well-defined, tangible, and measurable project goal is an example of a hard element. Other examples include key performance indicators (KPIs), quantified success measures, high efficiency, optimization of resources, a tight schedule and budget, and the use of software tools and standard templates (Crawford & Pollack, 2007).

PM’s focus on hard elements helps with situating this change technique within the theoretical literature. Scott (2003) developed an organizational theory in which he explained that organizations can mainly operate within a rational, a natural or an open system. The objective of classifying an organization in one of these typologies is to have a better understanding of the patterns and structure in an organization (Scott, 2003). Within this typology, PM’s approach to organizational interactions aligns with the rational system perspective. This perspective focuses on a well-defined structure as a tool for the efficient achievement of specific organizational goals (Ónday, 2018). The structure makes the behavior of individuals using the tool more predictable and can therefore standardize and regulate certain work processes. This feature leads to stable expectations, and a rational approach thrives due to its predictability. The theory is based on the work of Taylor (1911), who attempted to calculate the variables influencing the product process within organizations to ensure that employees could work as efficiently as possible. This perspective can offer order in chaos and makes all the processes and systems within a company as clear and efficient as possible.

The rational structure that PM offers is appealing, and the technique is still growing in popularity (Mir & Pinnington, 2014). The rational approach of PM can provide managers with a way to avoid complexity or ambiguity, as it provides the necessary tools to make goals as attainable as possible. The focus on the technical elements of change within an organization is often successful. The proper use of PM allows an organization to support all these different aspects simultaneously and is a highly effective way to implement changes (McElroy, 1996; Partington, 1996; Ika, 2009; Mir & Pinnington, 2014).

### Change management

CM helps facilitate change in an organization by focusing on the organizational processes, as well as the individual processes of the employees (By, 2005). CM had its origins in the 1990s, and it sprang from a general interest within the (social) sciences in understanding how humans cope with change. This period was marked by a rapidly changing business environment because of globalization and technological developments. CM began to receive more attention, as companies realized that focusing on the impact of changes on their employees could have a highly positive influence on their success (Kotter, 1996).

CM offers a process in which the need for change is explained to employees. Additionally, it provides support regarding how to deal with changes and adapt to a new environment. A central theme within CM is that there is no one correct way to facilitate change. This idea is reflected in the number of CM models that exist (Cameron & Green, 2019). For example, Kotter's (1996) eight-step model explains the eight most common mistakes that an organization can make when experiencing change and how to avoid these mistakes. Other examples are Lewin's (1947) "unfreeze, change, and refreeze" model; the Ten Commandments proposed by Kanter, Stein, and Jick (1992); Luecke's (2003) Seven Steps; McKinsey's 7S model (Waterman, Peters & Phillips, 1980); and the ADKAR model (Hiatt, 2006).

CM has a strong emphasis on the "soft elements" of a project, or the so-called human side (Crawford & Pollack, 2007). Soft elements are, by nature, more difficult to summarize than hard elements, as they are not designed for objective measurement, but rather for subjective interpretation (Midgley, 2000). Nevertheless, researchers have made efforts to grasp these intangible elements. The human side of a project includes deep understanding and acceptance of the need for a change project throughout the organizational culture. By focusing on soft elements, CM highlights the importance of aspects beyond standardized and efficient project processes (Griffith-Cooper & King, 2007). For example, employees are encouraged to debate and explore various ways to achieve the outcome of a project, which can lead to innovative and

creative ideas. Clear communication, understanding of change, and managing expectations of both management and project team members are all examples of the soft elements that CM uses to implement a strategic change.

A deeper theoretical understanding of CM can be found in Scott's (2003) organizational perspective. CM lends itself more to the natural system perspective compared to PM's rational system perspective. The natural system perspective examines more informal aspects of an organization and explores how it can (or must) support individual employees (Scott, 2003). The informal structure tries to influence the behavior of individuals rather than processes (Scott, 2003). The natural system perspective does not ignore the need for formalized structures, but does question the role of the individual within those structures (Önday, 2018).

This organizational perspective is also present within CM. A change process facilitated by a CM technique tries to embrace the differences between individuals and works with less rigid frameworks able to accommodate unplanned and spontaneous processes. Scott (2003) has explained that a natural system perspective underlines that individuals thrive when they have control over their own tasks, an aspect that is also prominent within CM. One of the most important sources of power comes from the individual who is seen as an individual, not as a pre-determined organizational resource. This focus on the soft elements within change initiatives has increasingly proven to be quite beneficial to the successful completion of a change process (Crawford & Pollack, 2007).

To conclude, presenting PM as a rational technique that only deals with hard elements and CM as a natural technique only considers soft elements is rather short-sighted. For example, PM is receiving more attention in terms of soft elements (Hornstein, 2015; Belout, 1998; Leybourne, 2007). Research has suggested shifting PM's primarily technical focus to a more balanced one by focusing on both the technical aspects and the impact of change on employees (Cooke-Davies, 2002; Leybourne, 2007). This shift in focus is where PM and CM come very close together, and it raises the question whether adding soft elements to PM results in it overlapping with CM as a change technique. The answer is "not necessarily." This increasing awareness of the human aspect within PM has resulted in the corporate world relying on project managers to incorporate human aspects in projects. However, project managers are not trained in guiding employees through the impacts of a project and also are usually extremely busy with responsibilities related to the hard elements of a project (Crawford & Nahmias, 2010). Another consequence has been the use of employees such as change agents or organizational design consultants to give more attention to the soft elements of PM. However, studies have shown

that the success of a project depends more on (deeply) integrated human elements, not on one particular person hired to guide the change (Kaminsky, 2012; Mackay & Chia, 2013). The rational perspective of PM is visible in these attempts to automate the soft elements of change.

In contrast, although hard elements are not the primary focus of CM, they can certainly be found in CM. Crawford and Nahmias (2010) have described that many of the hard skills are required competencies for a change manager to accomplish a desired change. Nikolaou, Gouras, Vakola, and Bourantas (2007) even concluded in their research about the traits and skills of change managers that hard skills are crucial for a successful change project. Furthermore, Leybourne (2007) has stated that PM methods are quite useful in CM to effectively implement a change. These findings are in line with the natural system perspective claiming that formalized frameworks are needed to some extent. These findings arguably suggest that the rational system for projects can lack a human side, but a natural system cannot cope without knowledge of the technical side of change. Based on this literature, the kind of focus that PM puts on a project seems preferable. This study explored whether this is also the case for SSCs.

### **Implementing sustainable strategic changes**

Strategy has been a point of discussion among researchers and practitioners. Porter (1985), for example, strongly focused on the competitive advantage in terms of cost leadership and market differentiation that a well-defined strategy can offer. Quinn (1980) claimed that a strategy, above all, needs to be a well-construed plan for a company to follow. Mintzberg and Lampel (1999) even described a strategy in five ways, as a plan, ploy, pattern, position, and perspective. There is no one right answer when it comes to what a strategy entails.

Ronda-Pupo and Guerras-Martin (2012) attempted to explore the evolution of the term, starting from the 1960s. Their main result was twofold: Strategy is concerned with both “what game we play” and “how we play it” by reflecting on the nature of a firm’s relationship with its environment and the rational use of resources (Köseoglu, Altin, Chan & Aladag, 2020). They also found that human cognition and decision-making are highly influential in the process and that a strategy cannot be viewed in isolation from the perceptions or interpretations of its creators. Equally important is the industrial context in which the strategy is formulated or implemented, as strategy processes differ among various industries.

For this reason, this study analyzes perspectives on hotel strategies. Olsen (2004) has defined a hotel strategy as “the ability of the management of the firm to properly align the firm with the forces driving change in the environment in which the firm competes” (p. 6). Another perspective is as follows: “a pattern that emerges in a sequence of decisions over time, or an

organizational plan of action that is intended to move a company toward achievement of its shorter-term goals and, ultimately, its fundamental purposes” (Enz, 2009, p.17). These definitions imply that a hotel strategy often reacts to the environment, making strategic change generally more gradual than abrupt. This study adopts Köseoglu et al.’s (2020) perspective on strategy. In their research, almost all hotel managers stated that for them strategy is “a plan to achieve goals” (p.5). This result suggests that hotel managers have a different, or non-standard, view on strategy.

Certainly, strategic change and strategy are not the same. A strategic change is a company’s movement from its present state to a desired future state to increase its competitive advantage (Van Reede & Blomme, 2012). Hotels have been reacting to increasing pressure to evaluate their responsibility in the sustainability debate, as well as seeking to stay relevant for the “guest of tomorrow” (Van Reede & Blomme, 2012). When it comes to strategic change specifically for the hotel industry, Bruns-Smith, Choy, Chong, and Verma (2015) have concluded that certain sustainability practices are “nearly universal.” Energy, water, and waste reduction are the three most common themes surrounding environmental strategies in hotels (Bruns-Smith et al., 2015; Van Reene & Blomme, 2012; Hsiao, Chuang, Kuo & Fong Yu, 2015). An example is the goal of the hotel chain Senova; it is striving to reduce water waste by 30% by offering plant-based menus at least half of its venues by 2025 (Landau, 2020). This example shows how earlier unsustainable approaches are giving way to new sustainable menus due to the effective implementation of SSCs in the hotel industry.

The question of how to most effectively implement these SSCs has been the subject of much debate. A one-size-fits-all framework has not emerged due to many types of industries, organizations, and strategies (Lee, 2011). Different attempts to develop such a framework can be found (Gomes de Carvalho, Lengler & António, 2013; Radomska, 2015; Vencato et al., 2014), but this study takes a closer look in the use of PM and CM for this objective (Martens & Carvalho, 2017; Marcelino, González & Pérez, 2015; Labuschagne & Brent, 2005; Aarseth et al., 2017).

The literature on the use of PM to implement SSCs is fairly new, but interesting results nonetheless exist—although not for the hotel industry. Aarseth et al. (2017) conducted a systematic literature review on PM sustainability strategies. They found eight strategies, although they mainly concluded that a key element all eight strategies was the importance of involving sustainability issues starting as early as the project initiation. By doing so, companies

could add responsibilities and performance indicators related to sustainability to the regular project objectives, increasing the integration of sustainability in PM.

Next, Sánchez (2015) generated a sustainability framework taking into account the 3 P's and the company's profits. The methodology comprises several steps, with the first being a stakeholder analysis to map out relevant players' concerns and issues regarding the integration of sustainability into the project. This exercise provides an opportunity to convince all stakeholders that sustainable choices can align with economic considerations. The second step is developing a strategy map that defines priorities for the 3 P's, stakeholders, internal processes, and learning and growth. All four aspects are then linked to KPIs. Sánchez (2015) also stressed close monitoring as equally important when using this framework to implement SSCs.

Furthermore, Martens and Carvalho (2015) linked the 3 P's of sustainability with four aspects of PM (i.e., products, processes, organizations, and managers). They selected these aspects based on their attempt to summarize a literature review on this subject into a few categories. They found that environmental sustainability was most successful in PM products, as eco-designs have become quite popular and can be integrated fairly easily into the strategy. For the other three PM aspects, however, sustainability changes in the strategy proved to be quite complex to implement and required further exploration.

The lack of a clear consensus on the best way to use PM to implement SSCs shows that research on this topic is still in its early stages. The mentioned frameworks also focus on all three forms of sustainability, making them less usable in this study.

Reviewing the literature on how to use CM to implement SSCs revealed only limited attempts. Newman (2012) has stated that current means of integrating sustainability in a company are excessively narrow minded, due to solely focusing on the outcome instead of also focusing on the processes related to the transition. She has proposed a CM sustainability framework which has the purpose to, on the one hand, translate key CM aspects that can be used for sustainability implementation to the organizational strategy, and on the other hand to prepare and guide the organization through the process. She has described three phases of this framework—awakening, pioneering, and transformation—and has argued that change agents are crucial for organizations seeking to become more sustainable.

Lozano et al. (2015) conducted another study about CM and sustainability, in which they emphasized the need for CM due to resistance to change regarding many organizational aspects, including the strategy. They advocated for a more holistic CM approach to SSCs, as a deeper understanding of sustainability issues can overcome barriers to incorporating them. Notably,



both Newman (2012) and Lozano et al. (2015) focused strongly on the educational industry. They argued that the transition to a holistic CM approach must start with the younger generation, as younger people can still be molded to view companies from a sustainability perspective, something incumbents often miss. These frameworks were not developed for use in an organizational context and are therefore not applicable for this study, but were still mentioned in this study due to the limited literature on this topic.

To conclude this literature review on implementing SSCs through either PM or CM, related research is still relatively new. One strong thread throughout all discussed literature is the limited research on this subject, and more work in this area is a necessity. The researchers of the discussed literature often stress that conclusions must be drawn carefully, as the studies are often based on either one industry or a small number of cases (Aarseth et al., 2017; Sánchez, 2015; Martens & Carvalho, 2015; Newman, 2012; Lazono et al., 2015; Daily & Huang, 2001). These careful conclusions underline the importance of the exploratory nature of this research, especially since it was conducted in a field that is not often investigated.

Due to the lack of consensus in the literature on the best way to use PM and CM to implement SSCs, this study collected perspectives on these two techniques to determine which one is more effective. The result was a list of five characteristics that offer a foundation for comparing PM with CM: goalsetting, tasks, standardization, stage-gate approach and employee involvement. The following section outlines and discusses these characteristics. A conceptual model is then presented to conclude the theoretical framework.

## **Project management and change management: a comparison**

### **1. Goalsetting**

First and foremost, PM and CM are both change techniques aimed at helping an organization transition from its current state to its desired future state (Hornstein, 2015). However, how the goal is set up is quite different. Within PM, the goal of a project is well defined, measurable, and tangible (Crawford & Pollack, 2007). Goals with hard elements clarify in concrete terms what actions the organization could take to achieve its aim. Within the context of sustainability and hotels, an example of such a concrete goal is reducing food waste from the breakfast buffet by 10% compared to last year. Such goals can be helpful to determine whether the implementation process of a project was successful.

In CM, the goal setup is typically not clearly defined (Crawford & Pollack, 2007). CM tends to set goals that focus more on ways to achieve support for and commitment to a project

through learning, exploring, and debating about possible solutions. Kirk (1995) has explained that the focus on soft elements reduces the likelihood of disruption in the organization. Therefore, advocates for CM tend to see concrete, hard goals as possibly short-sighted and as producing an excessively rigid implementation framework.

## 2. Tasks

The second characteristic regards the tasks needed for the execution of a project. Within PM, activities often focus on efficient delivery, so-called hard tasks (Crawford & Pollack, 2007). Similar to goals, the tasks of project team members are clearly defined to make complex processes as clear as possible. The activities are mainly intended to be beneficial to the project and organization, instead of designed to foster personal growth. The project manager must establish which tasks need to be completed by the most capable employees, and the project team members have a mainly executive role in the project. In this way, the management of resources, the budget, risk, and the schedule can be closely monitored (Crawford & Nahmias, 2010). The project is therefore likely to be completed as quickly and efficiently as possible.

The tasks in CM are fairly at odds with PM activities. When tasks need to be executed, the whole team should communicate and debate regarding how to distribute the tasks. By doing so can lead to innovative and creative ideas, and individual growth is perceived as equally important as the objective of the project. Employees who might have not been the first choice to execute a certain task have the opportunity to learn, and such chances increase understanding and acceptance of change among employees (Griffith-Cooper & King, 2007). Although quite time-consuming, this means of working can lead to a positive work environment.

## 3. Standardization

Standardization is an important aspect of PM (Milosevic & Patanakul, 2005). Many tools within PM ensure a standardized template that is applicable to any project. Additionally, software programs have processes for the closing phase of a project, and such a program simply “checks the boxes” to ensure that every stakeholder deems the project to have the planned and desired outcome (Parker et al., 2012a). Furthermore, standardization also supports systems in which organizations can easily learn from their mistakes in previous projects. By consistently documenting the development of a project thanks to standardization, organizations can improve the performance of future projects (Parker et al., 2012a). For these reasons, high standardization could be beneficial to the implementation of SSCs.

In contrast, regarding the human aspect of change, standardization in projects becomes increasingly lower. Certainly, standardization occurs in CM to some extent. Tools that help with impact assessment or employee engagement are suitable for CM in many cases (Mento, Jones & Dirndorfer, 2002). However, because of the strong focus on individual employees and the accompanying soft elements, a change process can be fairly unique. This feature makes it difficult to develop tools that fit many projects (Parker et al., 2012b). The lack of standardization could explain why so many CM models have been developed, although this statement has not found any prove in the literature. While standardization might be beneficial on the one hand, studies have also found that employees have positive experiences when they do not always need to follow standard protocols (Crawford & Nahmias, 2010; By, 2005).

#### 4. Stage-gate approach

The fourth characteristic concerns the use of a stage-gate approach within the change techniques. A stage-gate approach offers the opportunity to put a change process into a clear framework and to coordinate resources, employees, and activities in an orderly fashion (Parker et al., 2012a). It ensures the continuous inspection of the process and can justify possible adjustments (Cooper, 2008). Within PM, one of the five phases is dedicated to this process (Monitoring & Controlling). Parker et al. (2012a) have explained that within PM processes, it is very important to “manage a stage boundary” (p. 540). Decision moments within the project process help leaders to review the current stage and decide if the project can continue, must be adjusted, or even must be stopped before entering the following stage. This stage-gate approach is an essential tool within PM and can facilitate the steady development of a project.

Analyzing CM methodologies with respect to the stage-gate approach reveals limited consensus in the literature (By, 2005). For example, the Ten Commandments of Kanter et al. (1992) do not take into account that the process of a project needs to be controlled. There is also no mention of adjusting the project plan if problems might occur in a later stage. In a similar manner, none of the eight steps described by Kotter (1996) explicitly mention the benefits of a stage-gate approach. At least, this is mentioned in Parker et. al. (2012a). However, Parker et al. (2012b) this is contradicted by claiming that Step 6 (generate short-term wins) in Kotter’s eight-step model (1996) also focuses on the evaluation of change. By monitoring (small) successes, stakeholders can gain motivation for the further development of the project, indicating a similar approach as a stage-gate approach. Furthermore, Luecke’s (2003) 7 Steps to Change Management highlight the importance of monitoring the development of a project and making adjustments in the process where needed. Thus, some researchers do seem to have

identified the added value of a stage-gate approach, but it is not a standardized element included in every CM model.

#### 5. Employee involvement

This last characteristic regards the involvement of employees in the SSC. Changes in an organization invoke uncertainty among employees (Bordia, Hunt, Paulsen, Tourish & DiFonzo, 2004) and are therefore an important subject during a project. Evaluating employee involvement within PM yielded mixed results. Although one of the 10 knowledge areas of PM is human resources (7), this does not focus on the soft elements of an organization. It only includes aspects such as the acquisition of team members and team management (PMI, 2013; Hornstein, 2015). Still, the PMBOK states that engaging employees early in the project process is advantageous as it improves the likelihood of shared ownership, responsibility, and satisfaction (PMI, 2013). In contrast, Crawford and Pollack (2007) have stated that PM processes encourage managers to view employees as interchangeable. On the whole, employee involvement does not seem to be a high priority within PM.

In contrast, CM has a strong focus on employee involvement. One cause of failed projects is lack of engagement with the stakeholders affected by the change (Nutt, 2006; Ward & Chapman, 2008; Stummer & Zuchi, 2010). The processes and activities within CM respect and acknowledge that people are the ones affected by a change, not computers and systems. CM offers programs and tools to ensure that employees understand the change, and it pays substantial attention to the smooth transition from the current state to the future state. Employee involvement is increasingly becoming a key factor in the business environment as society enters an era in which employee engagement can produce a strong competitive advantage (Lockwood, 2007; Kaliannan & Adjovu, 2015; Anitha, 2014; Markos & Sridevi, 2010).

This section has compared PM and CM based on five characteristics. Now, the focus shifts to which technique is a more effective approach to implementing SSCs in the hotel industry. To answer this question, one first needs to define the term “effectiveness.” While divergent views exist, the goal approach is one of the most important and useful ways to determine effectiveness (Quinn & Rohrbaugh, 1981; Cameron, 2015; Önday, 2018; Manoharan & Singal; 2019). In the goal approach, the greater the degree to which an organization achieves its goals, the higher is the organizational effectiveness (Price, 1972). To use this approach, organizations must meet two conditions. First, goals must be observable, and second, goals must be known to everyone working to achieve them (Cameron, 2015). This study used the goal approach to

determine which of the two change techniques best supports the achievement of organizational goals and is therefore a more effective way to implement SSCs.

Additionally, Hornstein (2015) compared the two change techniques, and the grounds on which he determined which method is more effective are also relevant. His comparison was not based on SSCs, but can still provide insight into how other studies have determined which change technique is better suited for implementing a change. Hornstein (2015) stated that implemented changes could possibly influence other parts of the organization and that one particular change technique could therefore be more effective to guide a strategic change. This finding raises the question of whether certain changes have possibly influenced other parts of the organization, making the change technique more effective than first meets the eye.

To conclude this theoretical background section, the conceptual model is presented (Figure 1). The rational perspective of PM is used as a basis for a comparison with the natural perspective of CM. This is an expectation based on more previous studies illustrating PM's success in implementing an SSC (Labuschagne & Brent, 2005; Martens & Carvalho, 2015) than studies about CM's success in the same context (Lozano et al. 2015). Therefore, the PM side of the five characteristics is on the left side of the conceptual model.

However, this expectation is made with caution, as this research is exploratory and no prior evidence has demonstratively proven that one technique is better than the other. This possible explanation provides some form of direction for the proposed conceptual model, but this model is tentative. The field research discussed in the following chapters provided more clarity regarding these assumptions.

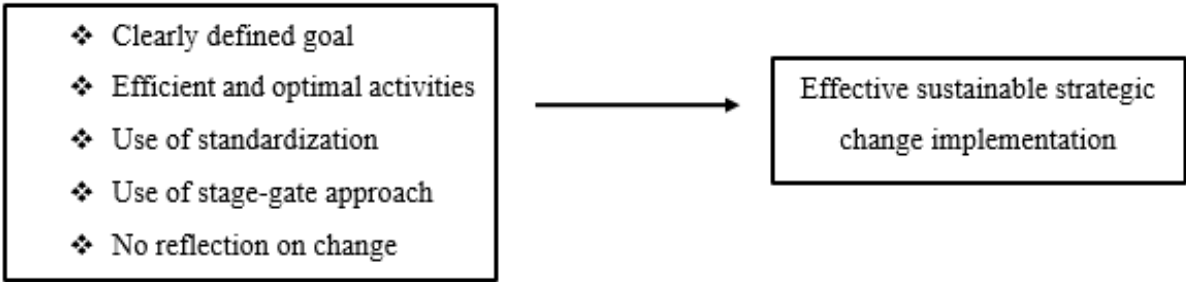


Figure 1: Conceptual model

## Methods

### Research design

To achieve the objective of this study, an exploratory case study was conducted. Studies about the implementation of hotel strategies are still scarce (Köseoglu et al., 2020), and it was therefore necessary to investigate this topic with a research design that allowed for a deeper exploration of the underlying mechanisms. Other methods of qualitative research include focus groups (which use group interaction as the primary data source) and observational research (in which the researcher observes the natural habitat of the researched subject). While both techniques can be helpful to gain information, they were not relevant for this study. Neither group interaction nor the natural habitat could have provided the right information to determine whether the technical, hard nature of PM or the human centered, soft nature of CM is more effective for implementing SSCs. A case study can help a researcher to unravel complexities and interconnections between conditions (Denscombe, 2014). More specifically, a multiple-case study was chosen, because of potential variance between hotels in how SSCs are implemented. Using multiple cases allowed the researcher to compare and analyze the differences and similarities between these processes in hotels.

Since this study took place over a short period, the number of cases was set at four. Identifying the right number of cases can be challenging in qualitative case study research (Perry, 1998). However, this study adhered to the rule of thumb of Eisenhardt (1989): between four and 10 cases. Fewer than four cases jeopardizes the generalizability of the results, but more than 10 cases is a large constraint on the resources for the data collection (Denscombe, 2014). Furthermore, Baker and Edwards (2012) have argued that, depending on the methods and research question, the number of interviews should be based on the time available, which in this study meant that four cases were enough.

Due to the exploratory nature of this research, the topic was mostly approached in an inductive manner. According to Bleijenbergh (2015), the premise of inductive research is that theoretical expectations can unnecessarily limit perceptions found in the field. However, as this research faced time and resource constraints, a purely inductive approach was not possible. The aim of the data collection was to obtain a deep understanding of the mechanisms that play a role in the two change techniques. Based on previous research, some assumptions were possible, but it was essential to keep an open mind regarding the possibility of other concepts arising during the data collection. The discussed characteristics of PM and CM provided the

necessary direction and structure for the data collection. These “sensitizing concepts” (Bowen, 2006) provided starting points to structure the interview guide and data analysis. These concepts were not set in stone, and during the analysis of the results, decisions were made to either make a sensitizing concept definitive or drop it due to irrelevance.

### **Operationalization**

The concepts that needed to be measured had to be operationalized: SSCs, the five characteristics (goalsetting, tasks, standardization, the stage-gate approach, and employee involvement), and effectiveness. The operationalization table is in Appendix A, although the following paragraphs offer some clarification.

First, SSCs within hotels were operationalized. A strategy is a plan or a way to achieve long-term goals. Thus, strategic change is about the changes made to the plan to achieve long-term goals. The sustainable aspect includes the three most common sustainability practices: saving energy, saving water, and reducing waste (Bruns-Smith et al., 2015). Therefore, in this study, SSCs were operationalized as plans to achieve long-term goals in terms of saving energy, saving water, and reducing waste.

Second, goalsetting was split into hard and soft goals. A goal set up is hard when it (1) has been set up before an SSC, (2) when the goal is expressed in numbers or percentages, and (3) when a deadline has been set to achieve the goal (Crawford & Pollack, 2007). Setting up a soft goal is the opposite: It is a goal that often is not clearly defined, with no restrictions such as deadlines and quantifications, and it tends to be ambiguous. For this reason, soft goals are much harder to define (Crawford & Pollack, 2007), and they were not further operationalized in this research. Therefore, when a goal set up did not fit within the operationalization of a hard goal set up, it was considered a soft goal set up.

Third, the tasks linked to an SSC were also split into hard and soft tasks (Crawford & Pollack, 2007). Hard tasks focus on an efficient delivery (1) and the budget (2). These tasks are defined as clearly as possible and therefore focus mainly on executing tasks (3), not developing them. Soft tasks are not the opposite of hard tasks (Crawford & Pollack, 2007). Soft tasks try to engage employees more fully by focusing on learning about sustainability and encouraging debate about possible solutions to a sustainability problem. Therefore, there is no focus on the most efficient solution, but rather the discussion aims at jointly finding the best solution.

Fourth, standardization was operationalized in terms of three aspects (Parker et al. 2012a): (1) There are standard templates used for the tasks surrounding the SSC, (2) the process

is documented, and (3) documentation is used to improve new processes. These aspects can show the extent to which standardization is used in a hotel's SSC and in what way.

Fifth, the stage-gate approach operationalization aimed to identify how structured an SSC is. It has three aspects: (1) The SSC process is divided into phases, (2) the process has regular reflection moments, and (3) the process has stop/go decision points. These aspects can show the extent to which the SSC of a hotel is placed in a clear framework (Parker et al. 2012a; Parker et al. 2012b).

Sixth, employee involvement was operationalized to illustrate the degree to which employees play a role in the company and how they are involved with the work. Crawford and Nahmias (2010) have highlighted (1) the importance of employees' role during a change, (2) whether they have an opportunity to share their opinion about the change, and (3) whether ideas from employees are encouraged. Additionally, Griffith-Cooper and King (2007) highlight the importance of focusing on (4) clear communication about the reasons of the SSC. These four indicators can show the degree of employee involvement in an SSC.

Last, for the operationalization of effectiveness, the goal approach method was used, which means that a method was deemed effective when it contributed to achieving long-term strategic sustainability goals. The number of achieved goals compared to the number of set goals is a suitable indicator to measure effectiveness (Manoharan & Singal, 2019). To capture possible fragmented results of a change technique, two aspects were added, namely (1) how fragmented the results of the change technique are (Parker et al., 2012b) and (2) how much a fragmented result influences other parts of the hotel (Hornstein, 2015). Additionally, for every characteristic, an accompanying question about effectiveness was asked (Appendix C). These questions provided greater insight into what the informants believed are important characteristics to effectively implement an SSC.

### **Case selection**

In this research, eight in-depth semi-structured interviews were conducted in four cases to collect data. Four hotels were selected with the help of personal network, and two informants from each hotel were interviewed. Cases should be comparable to obtain relevant results, and therefore a set of criteria for the case selection were established. The criteria covered the (1) change technique, (2) hotel, (3) first informant, (4) second informant, and (5) SSC.

#### **(1) Change technique**

To compare the two change techniques, hotels were selected based on their change technique. Therefore, the first criterion was the change technique that the hotel used to



implement its SSC. Two hotels that used PM to implement changes were chosen, and two hotels that used CM for this objective were chosen.

(2) Hotel

The second criterion was the number of employees at the hotel, or the size of the hotel. The amount of people working in a hotel and the amount of rooms in the hotel usually go hand in hand, as is explained by the Central Bureau of Statistics (2020). Small hotels (<15 rooms) were excluded from selection, as this study focused on strategic changes. The minimum of the selection was therefore medium-sized hotels, that generally start around 50 rooms and 70 employees (CBS Statline, 2020).

(3) First informant

The first criterion was the position held by the informant. They could not be a project manager or change agent. If a person in one of these functions had been interviewed, the probability of biased results would have substantially increased. Therefore, the research focused on a general manager, someone who both knows what happens in the workplace and is involved in strategic decision-making. Additionally, the informant needed at least three years' experience in the position of general manager. This criterion was set to ensure that the general manager had experienced strategic change in the hotel.

(4) Second informant

The second informant needed to be a full-time employee. The ideal candidate was an employee who was engaged with the company and who had some knowledge of how sustainability was implemented in the hotel. This informant needed a minimum of two years' experience to ensure that they had enough knowledge and information to share.

(5) Sustainable strategic change

During the case selection, it was important to choose hotels that had a long-term plan about saving energy, saving water, and reducing waste. Additionally, the SSC process needed to have started a maximum of 10 years ago.

An overview of the selection criteria can be found in the table below (1). Additionally, more specific information per case is presented to demonstrate how each case fits the selection criteria.

Code	HOTPM1	HOTPM2	HOTCM3	HOTCM4
<b>Occupation first informant</b>	General HR manager	Owner	General director	General director
<b>Occupation second informant</b>	Assistant facility manager	Front office employee	Front office employee	Bar and restaurant manager
<b>Change technique</b>	PM	PM	CM	CM
<b>Employees</b>	±220	±110	± 200	±85
<b>Rooms</b>	164	80	130	90
<b>Sustainable strategic change</b>	2016: Through internal business operations, transparency, and sustainable partners, the hotel set a new course to become sustainable.	2014: A new concept started by the new owner: rest, green, fit, health and conscious.	2015: The hotel started to operate stand-alone and set up an employee centered sustainability initiative to become a more environmental friendly hotel.	2018: The hotel has set a new course for both environmental purposes and to become an example of sustainable tourism for guests, employees, and suppliers.
<b>Examples of changes implemented</b>	<ul style="list-style-type: none"> <li>- Partnerships with sustainability consultants</li> <li>- Water- and energy-saving equipment</li> <li>- Employee engagement</li> <li>- Paperless work</li> <li>- Sustainable remodeling</li> </ul>	<ul style="list-style-type: none"> <li>- All vegan food</li> <li>- All furniture replaced with furniture made from wood from a local supplier</li> <li>- Sustainable partnerships and suppliers</li> <li>- Strong emphasis on teaching staff about sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- No chain obligations any more, focus on quick and visible changes</li> <li>- Establishment of sustainability team</li> <li>- Food on menu is mostly local and fair trade</li> <li>- Training and education for all staff</li> <li>- Achievement of eco-label</li> <li>- Partnership with local municipality to provide energy for other companies</li> </ul>	<ul style="list-style-type: none"> <li>- Electric charging changes</li> <li>- Energy-saving equipment</li> <li>- Sustainable suppliers</li> <li>- Shift to a “best product” mentality instead of a “cheapest product” mentality</li> <li>- Heat pumps instead of central heating</li> <li>- Active engagement of guests in making more sustainable choices</li> </ul>

Table 1: Selection criteria for data collection

## Data collection

For this study, eight in-depth semi-structured interviews were held; they took between 45 and 60 minutes. Semi-structured interviews were chosen because this type of interview allows the researcher to dig deeper into subjects that arise during the conversation. By asking follow-up questions when needed, the researcher can obtain a more elaborate and all-compassing picture of the research subject (Denscombe, 2014). Since the data were collected during the COVID-19 pandemic, the interviews took place online. Unfortunately, this meant that the interviews did not take place in the hotels, which could have resulted in the loss of information that a workplace provides. Additionally, through video-calling, it is difficult to read someone’s body language, and when an interview is conducted through audio only, this issue is compounded. Data can be lost as a result. However, an online interview can offer flexibility. Interviews can be conducted outside of office hours, and the meeting does not need to occur near the home of the researcher. These benefits might be minor compared to the disadvantages, but nonetheless provide other opportunities that deserve to be highlighted.

The interviews took place in Dutch, the native language of the researcher and all the informants. Quotes used in the analysis were translated to English. Verbal permission to record

the interview was obtained before starting each interview. These records were used to transcribe the conversations and prepare for the analysis.

### **Data analysis**

After the interviews were conducted and transcribed, the data analysis took place. For this study, thematic analysis was chosen to systematically identify and organize the patterns found in the data (Clarke, Braun & Hayfield, 2015). This method offers a flexible way to focus on the data and therefore suits many research questions. Thematic analysis is especially appropriate for researchers relatively new to qualitative research, as it can provide an overview of the mechanics of coding and the systematic analysis of qualitative data (Clarke et al., 2015). It also lends itself well to both inductive and deductive analysis, and Clarke et al. (2015) even argue that, in practice, a data analysis often includes a combination of these techniques. However, they also stress that one of the two data analysis techniques should be predominant, and in this study, the main method was inductive analysis with the use of sensitizing concepts to provide at least some structure. Following Clarke et al. (2015), a six-step process was followed to analyze the data.

The first step was to actively and critically review the data to become familiar with the information. The next step was the systematic analysis of the data via coding. This process took place for each interview individually and again when all interviews had been coded. This part of the analysis was done with the analysis software Atlas.ti to help speed the process. The third step entailed shifting from codes to themes. A theme “captures something important about the data in relation to the research question, and presents some level of patterned response or meaning within the dataset” (Clarke et al., 2015, p.82). The coded data needed to be reviewed and merged into overarching themes. Additionally, possible linkages between themes were explored to analyze what they collectively suggested about the data. The fourth step was critically considering the themes that had already been identified. The boundaries of the themes needed to be clarified, particularly whether a theme was too broad or too narrow and whether the overall collection was coherent. Step five focused on defining and naming the themes, and step six involved producing the content that is presented in Chapter 4.

### **Research ethics**

The data needed to be handled carefully, especially since it was collected online. To ensure their confidentiality, the researcher took into account research ethics. First, informants could opt for an in-person interview if they were not comfortable with an online interview. Second,

the researcher always asked permission to record the interview. Third, informants had the option to read the transcript before the researcher included quotations in this study.

## Results

This chapter presents the findings. A short summary of the cases, informants, and SSCs comes first. Second, the SSCs and the specific energy-saving, water-saving, and energy-reducing strategies are presented. Last, the five characteristics are discussed, followed by propositions and a proposed conceptual model. Appendix B contains a visual presentation of the data.

### Summary of the cases and the sustainable strategic changes

At HOTPM1, the general HR manager was interviewed, as was an assistant facility manager. During the first contact with the hotel over the telephone, the general HR manager stated that PM was the hotel's approach to facilitating the SSC. In 2016, the hotel set a new course due to the need for an image rebrand. Compared to other hotels in the same chain, HOTPM1 was not performing well. Therefore, it developed a plan to remodel a large part of the hotel with a specific focus on sustainability. The remodeling took place in partnership with external companies able to offer guidance on the sustainable choices that needed to be made. The remodeled part of the hotel now has state-of-the-art energy- and water-saving technology. Furthermore, more employee engagement for sustainable initiatives was initiated, and a "green team" was set up to achieve the Green Key Gold<sup>1</sup> certificate, which the hotel obtained for the fifth time this year. Its first evaluation of the SSC will be in 2021, indicating that this hotel is in the concluding phase of the SSC.

In the second case, HOTPM2, the owner and his "right hand," a front office employee, were interviewed. The owner stated over the telephone that the hotel had hired him a few years ago to rebrand the hotel and that he had used a PM approach to achieve these goals. The hotel's new approach has five key concepts: rest, green, fit, health, and conscious. External partners were brought in to establish numerous sustainable changes in the hotel. Many linear processes have been replaced by circular processes, and the owner believes that sustainability must be "in the hotel's DNA" to truly penetrate every part of the hotel. Much of the brainpower comes from him, underlying PM as the change technique in this case. The hotel's SSC is a 10-year plan set to finish in 2024, meaning that the hotel is still in the middle of the SSC.

In the third case, HOTCM3, the general director and a front office employee were interviewed. This hotel was part of a major chain for multiple decades, until it became a stand-alone property in 2015. This change was the start of the new sustainable outlook, and sustainability consequently became a prominent pillar of the strategy. HOTCM3 has great pride

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<sup>1</sup> The Green Key is a sustainability quality mark specific for the hospitality sector. It has three categories: bronze, silver and gold (Green Key, n.d.).

in being one of only six companies in any industry in the Netherlands to have the European eco-label<sup>2</sup>. The general director claimed that the goal of obtaining this certificate was a bottom-up initiative and inspired a CM approach to structure the change. The SSC started in 2015, when plans were made to, for example, achieve 100% green energy by 2025. Other ongoing projects are collaborations with the municipality and local initiatives to work on problems such as food waste and plastic pollution.

HOTCM4 is a franchise hotel that started to operate under a large hotel chain. This change obligated many SSCs. The obligatory changes were clearly defined, but how to achieve the goals was not. The first informant, the general director, stated during the first contact that this hotel uses a CM approach for the SSC, as the hotel considers its staff to be its most valuable asset. The second informant was the bar and restaurant manager. In 2018, the hotel expanded, and the old part was renovated in collaboration with sustainability consultants and numerous other partners able to supply the needed sustainability knowledge. New supply chains were set up with more local and environmental friendly suppliers, as were collaborations with food donation programs. Additionally, only sustainably sourced energy has been used since 2020. The hotel is aiming to achieve its SSC goals by 2030; thus, this hotel is still at a relatively early step of the change process.

### **Sustainable strategic changes**

All four hotels were carefully selected based on their recent shift toward sustainable strategies, but the informants seemed to give attention to operational changes rather than to strategic ones. One of the first in-depth questions was, “Could you tell me more about the sustainable strategic change?” The interviewees often answered with examples of a sustainability quality mark. The researcher did not specifically ask about sustainability quality marks, but this factor was a prominent aspect of the informants’ visions of how to implement their SSCs. The general HR manager from HOTPM1 (A1) answered, *“Bike plans for the employees, we have had the highest certificate of the Green Key for years; we wouldn’t get that just by putting some solar panels on the roof or by having electric company cars. We really try to make steps in every department of the hotel, so the list is extensive. And the Green Key shows we have been doing well for years.”*

In HOTCM3, an informant also spoke highly of the sustainable quality mark as a strategic choice: *“Surely, the eco-label was a very large strategic choice that we made*

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<sup>2</sup> The European eco-label is a sustainability quality mark for products and services with high environmental standards throughout their life-cycle (EU ecolabel, n.d.).

*consciously*” (C2, Front desk employee, HOTCM3). This vision was confirmed by the hotel’s general director (C1, HOTCM3): *“Because of that eco-label, we constantly set targets on the operational level, so we continuously keep improving.”* The mention of the operational level suggests that the eco-label is not considered to be an element of the strategic level.

The informants of HOTPM1 and HOTCM3 seemed to be very proud of their work and the changes they had implemented in their hotels due to achieving a sustainable quality mark. They underlined how sustainability had become an apparent aspect of their work and strategy. However, the owner (B2, HOTPM2) was negative about sustainability quality marks, specifically the Green Key: *“We terminated all those labels because they very much tend to be greenwashing, and I absolutely hate that (...) because those are just paid labels you know, just checklists.”* However, he was the only one to express a critical view of such labels.

When addressing the operational versus strategy question, the general HR manager from HOTPM1 (A1) answered, *“Well, you know, I think all those projects in the work field do contribute to the strategic change. Because at the time [of the SSC] we made agreements with suppliers, and all our work processes were scrutinized. (...) it really wasn’t a matter of just doing some things differently.”* Additionally, when the owner (B1, HOTPM2) was asked about whether these changes were more on an organizational or operational level than on a strategic level, he answered, *“I just think that sustainability needs to be included in your concept in as many aspects as possible; that is how you propagate a sustainable strategy (...) you think carefully about the balance between running a hotel, and thus earning money, and also being bit nicer to the planet. You think, ‘Okay, how can we make as many sustainable interchanges with things that have to be done anyway?’”*

To ultimately ensure an equal perspective on SSCs, the interpretation of SSCs in this study was given during the interviews. While most informants agreed with this perspective, they also offered some rebuttals about the role of sustainability and strategy in the hotel industry. The bar and restaurant manager (D2, HOTCM4) said the following: *“I absolutely think we discuss much on the strategic level, but I do think that most chances to become more sustainable are on the operational level.”* The general director of this hotel (D1, HOTCM4) stated that while sustainability had an important position in the hotel’s strategy, keeping the long-term goals in mind is challenging in an industry that is highly focused on short-term processes. As he said, *“In the hotel world, we often live in the delusion of the day: It will work out, it will work out, the guests just need to be pampered, and then we will have achieved our goal for the day”* (D1, HOTCM4).

The informants often mentioned hotels' focus on guest satisfaction as the number one goal. Sustainability practices seem to be important, as all informants stated that they felt pressure to participate in the sustainability movement. However, when follow up questions were asked to dive deeper into the hotels' strategic sustainability practices, the number one goal of guest satisfaction took over. The assistant facility manager (A2, HOTPM1) said, *"In the end, revenue and the guests are always more important than sustainability."* This statement raised the question of the extent to which strategic changes had genuinely taken place.

The importance of this question was underlined, as it became apparent that sustainability often did not seem to have a prominent position in the hotel structures. The general HR manager from HOTPM1 (A1) explained: *"The guest's needs come in the first place, and actually also second, third, fourth, and fifth, and after that comes sustainability. I hate to say it, but that is kind of how it works in the hotel industry. So, sustainability practices are not that clearly defined, but that is naturally how it goes in a big hotel."* The bar and restaurant manager (D2, HOTCM4) also illustrated this by saying, *"Look, many standard processes have been established, absolutely, but in the field of sustainability, there is still a lot wiggle room."* The front office employee from HOTCM3 (C2) likewise made the following statement: *"It's more like, I am taking on this project in addition to my regular work, and yes, it is structured, but it is not completely professional, like our other departments that really work in the offices of the hotel."* These examples show that even though the hotels claimed that sustainability had a prominent position in their strategies, in practice sustainability processes often lacked structure and professionalism. The hotel managers and employees truly believed that these examples demonstrated how their strategies had changed, however. This raises the question of the extent to which the hotel managers and employees saw themselves as supporting an SSC and the extent to which they actually were.

The following sections dive deeper into more specific SSC examples. All four cases had energy-saving, water-saving, and waste-reducing objectives. Whether through the conditions of the sustainability quality mark or the hotels' own goals, these three aspects were confirmed to be important factors within the hotels' SSCs.

### Energy saving

The discussions about strategic changes regarding saving energy revealed that construction played a significant role in the hotels' energy-saving initiatives. Building a new hotel at this day and age requires a careful analysis of how to make a building as energy-neutral as possible, while older hotels need to be renovated or refurbished. All four hotels had



completed some sort of renovation to ensure more energy-efficient buildings, and some even saw such efforts as the first step of implementing their SSC. For instance, the general HR manager from HOTPM1 (A1) claimed that his hotel had seriously started thinking about sustainability because of its major renovation. The general HR manager (A1, HOTPM1) stated, *“So when we started to think about the renovation to spice up the place, we thought, ‘Let’s include extra sustainable initiatives in this rebranding.’”* The informants from HOTCM4 had experience with both constructing a new building and renovating an old building. The general director (D1, HOTCM4) reported, *“The part of the hotel we have completely built ourselves, yes, that part is completely self-sufficient in all possible sustainable aspects.”* The bar and restaurant manager (D2, HOTCM4) added, *“When you want to make a hotel more sustainable, then you should just begin from the start, so you can take sustainable aspects into account in the construction. (...) The difference between our expansion and renovation is huge.”*

The informants also often mentioned investments in energy-saving technology, such as solar panels, heating pumps, and keycard systems (i.e., energy can only be used in a hotel room when the keycard is in place, ensuring no energy waste), and energy-efficient equipment such as vacuum cleaners, washing machines, and kitchen appliances. The general director of HOTCM3 mentioned how all the mini-fridges in the hotel rooms had been replaced by new ones with a Triple A energy label. He explained that there had been some resistance to this change, such as criticism that throwing out refrigerators that still worked would also be unsustainable. On that basis, the hotel started a project to donate the refrigerators so they could be used elsewhere.

### Water saving

Regarding the strategic vision about water saving, many informants answered by mentioning specific equipment that uses less water, such as water-saving showerheads or toilets and sensor taps. Each hotel had its own specific extra feature regarding water saving. HOTPM1 was in the middle of a project with a water purifying company. The management believed that drinking water should not be used in toilets and that toilets could thus use less purified water. However, the project is quite complex and often clashes with guest expectations: *“We then also find that it detracts a bit from the guest experience of luxury”* (A1, HOTPM1). This statement again underlines the importance of the guest compared to sustainability practices.

To reduce the use of water, HOTPM2’s additional practices primarily consisted of offering a completely vegan menu and including the guest in the water-saving process. Stickers with facts about water appear all over the hotel to make the guest more conscious about their

water use. In this way, the hotel consciously seeks to influence the behavior of its guests. The front office employee (B2, HOTPM2) explained, *“We thought of including the guest in this process, so there are stickers everywhere that say stuff like, ‘Save water—showering together is cozier anyway’ (...)* We also explain to our guests why our menu is vegan and how much water you save by not eating meat or cheese.” With these changes, it has reduced its water use by 15%.

HOTCM3 has a substantial spa section integrated into the hotel. This may seem unsustainable, but the hotel uses water from its own sources, located next to the hotel, and is therefore completely self-sufficient regarding water. It has set up multiple partnerships with external companies that use its water as well. Such efforts are part of its vision of setting a good example for local companies and sharing ideas and resources to promote sustainability.

HOTCM4 has a clear goal: 50% less water use in all hotels from the same chain by 2030. For this objective, many changes have been implemented, including not only the use of standard water-efficient appliances, but also staff training about water use and why it is necessary to reduce water use. The bar and restaurant manager (D2, HOTCM4) said, *“Due to corona, the chain has found that water conservation is actually one of the most difficult things to do, because you want to offer guests luxury, and you do that partly with water, however crazy that sounds.”*

### Waste reduction

Waste management and related strategic changes focused mainly on three aspects: reducing, reusing, and recycling. In HOTPM1, the main focus is reducing and recycling waste. It had developed projects with external sustainable food partners to reduce the amount of food waste from the restaurant. Additionally, it installed new recycling systems in the kitchen to ensure waste’s proper distribution into specific containers. For example, biodegradable waste is picked up by an external party to process into raw materials, such as compost and biogas.

However, informants from HOTPM1 and HOTPM2 pointed out that they struggled to manage the waste systems in such large companies, especially regarding waste that guests generate in hotel rooms. The owner (B1, HOTPM2) explained that waste reduction is difficult due to the guest experience. There is no recycling surveillance in the hotel rooms, which makes recycling throughout the whole hotel more difficult. The informants did mention that mono packages (small packets of butter, sweet spreads, etc.), along with amenities in the hotel room, are completely banned. If a guest wants to use shampoo, they can pick it up at the reception in a cup made of banana leaves.

HOTCM3 and HOTCM4 focused more on the entire waste cycle compared to HOTPM1 and HOTPM2. The general director of HOTCM3 (C1) explained: “*We work with as little waste as possible. In cooperation with the kitchen staff, we made up a plan to ensure better recycling, a plan of what to do with the waste and how you can create a better lifecycle. This process goes pretty deep; in collaboration with the eco-label, you’re going to tackle the whole food chain of the hotel. This is not about some extra recycling bins; this is about looking critically at the suppliers, the waste companies, the staff, and to some extent even the guests.*” This example shows the integral approach of HOTCM3. HOTCM4 had a similar approach; it had developed collaborations with partners that donate food to the less fortunate and had exchanged almost all of its suppliers with local suppliers.

Table 2 summarizes the results on energy-saving, water-saving and waste reduction strategies.

<i>Code</i>	<i>HOTPM1</i>	<i>HOTPM2</i>	<i>HOTCM3</i>	<i>HOTCM4</i>
Energy-saving objective	<b>25% less energy use by 2022</b>	<b>Using as little energy as possible</b>	<b>20% less energy use by 2030</b>	<b>50% less energy use by 2030</b>
Energy-saving SSC examples	<ul style="list-style-type: none"> <li>- LED lights</li> <li>- Solar panels</li> <li>- Customized energy-saving systems</li> <li>- Sensor lights</li> <li>- Electric cars for staff</li> </ul>	<ul style="list-style-type: none"> <li>- 100% green power</li> <li>- Sensor lights</li> <li>- Informing guests about energy decisions</li> </ul>	<ul style="list-style-type: none"> <li>- Bottom-up sustainability team set up</li> <li>- Energy-efficient equipment</li> <li>- Collaborations with local green energy suppliers</li> <li>- Light plan for more use of natural light</li> </ul>	<ul style="list-style-type: none"> <li>- Collaborations with eco-consultants</li> <li>- Electric charging stations</li> <li>- Energy-efficient equipment</li> <li>- Partnerships with sustainable suppliers</li> </ul>
Water-saving objective	<b>20% less water use by 2022</b>	<b>Using as little water as possible</b>	<b>20% less water use by 2030</b>	<b>50% less water use by 2030</b>
Water-saving SSC examples	<ul style="list-style-type: none"> <li>- Water-saving showerheads</li> <li>- Water-saving toilets</li> <li>- Fewer meat options</li> <li>- Not using drinking water in the toilets</li> </ul>	<ul style="list-style-type: none"> <li>- Using rainwater to water garden</li> <li>- 100% vegan menu for breakfast, lunch, and dinner</li> <li>- Nudging guests into using less water</li> </ul>	<ul style="list-style-type: none"> <li>- Drinking water from own source</li> <li>- Water-saving showers</li> <li>- Toilet flush plugs</li> <li>- Sensor taps</li> <li>- Close monitoring of water usage to keep improving</li> </ul>	<ul style="list-style-type: none"> <li>- Water-saving equipment</li> <li>- Close monitoring of water usage</li> <li>- Training staff about water usage</li> <li>- Water-neutral HVAC installations</li> </ul>

Waste-reduction objective	10% less waste by 2022	Generating as little waste as possible	20% less waste by 2030	50% less waste by 2030
Waste-reduction SSC examples	<ul style="list-style-type: none"> <li>- Installation of Swill (food processor)</li> <li>- Plan on how to offer the same quality with less food for the breakfast buffet</li> <li>- Recycling</li> <li>- Paperless working</li> </ul>	<ul style="list-style-type: none"> <li>- Zero-waste cooking</li> <li>- Extensive recycling</li> <li>- No mono packages</li> <li>- No amenities in rooms</li> </ul>	<ul style="list-style-type: none"> <li>- Recycling bins in every hotel room</li> <li>- Own compost pile</li> <li>- No mono packages</li> <li>- Minimal waste in kitchen</li> <li>- Kitchen staff are educated</li> </ul>	<ul style="list-style-type: none"> <li>- Local suppliers</li> <li>- “Ugly” fruit and vegetable usage in kitchen</li> <li>- Partnership for foodbank donations</li> <li>- Ban on single-use plastic</li> <li>- No loose amenities, soap dispensers</li> </ul>

Table 2: Overview of SSCs

### The use of the change techniques and their overall effectiveness

To achieve their goals of effective SSC implementation regarding saving energy, saving water, and reducing waste, the hotels used either a PM change technique or a CM change technique. In HOTPM1, the use of PM meant that many departments could simultaneously implement changes. PM offered structure and a system that illustrated the progress of the projects. Thus, at the start of the SSC, an overview was made of how much energy and water the hotel used and how much waste was generated. To make this large quantity of information more manageable and organized, the hotel used PM. The benefits mentioned regarding this approach were that it is fairly easy to use and provides an overview of all costs and the SSC progress. These features made PM an effective change technique for HOTPM1.

HOTPM2 used PM because the owner (B1) had a vision for the SSC and this approach helped him maintain an overview of projects that had been completed or that needed more attention. The approach was an efficient way of implementing the changes he wanted to realize. The front office employee (B2) also underlined that PM made projects more manageable and easier to conduct. Another major advantage mentioned was the close monitoring of the budget, as PM made it more convenient to track which projects were over or under budget.

Additionally, in the PM cases, no difference was found in whether the change technique had been effective, as informants from both cases stated that a PM approach offered a clear overview of how far the SSC had progressed and how many goals had already been achieved. However, the PM cases differed regarding the influence of the implemented initiatives on additional changes. At HOTPM1, the changes were fairly restricted. This was underlined when the general HR manager (A1) stated that *“Change projects are communicated to those needed; why would we bother our kitchen staff about paperless working at the reception.”* This example

shows that this hotel had implemented changes throughout the property, but had not seen any additional value in communicating these changes to the entire staff. HOTPM2 representatives had a different view, as the owner (B1) claimed that his staff needed to know all the sustainable practices of the hotel. The front office employee (B2) stated that due to the structuredness of the PM approach, there was a better overview of areas in the hotel that could be improved (e.g., making the garden more sustainable by building a rainwater irrigation system).

At HOTCM3, the general director (C1) explained that when the hotel started to shift to more sustainable practices, a team of employees who had shown interest in the subject was developed. These teams did not have a project leader or manager telling them what to do, and the informant explained that this was the best way for the change to start. What started as a couple of small activities and courses to educate other employees eventually communicated to the management that the employees were capable of doing much more than they had been given credit for. That is how the hotel started to use CM, a change technique that kept the power of change in the hands of the employees, but that also provided structure to some extent. The general director (C1) stated that this technique ensured the change was structured around the staff, instead of fitting the staff into a structure that might not have worked for the team. Consequently, the environmental team ensured that sustainability became a complete part of the hotel's identity. The use of CM has inspired the whole staff to always keep sustainability in mind when working and has thus influenced other initiatives. As for effective implementation, this hotel sees achievement of the eco-label as the best proof that the change technique has worked.

At HOTCM4, the management saw the additional value of a strong team with clear communication as the most important strength. The management have always made employees the top priority and included them in most management decisions. Thus, when the sustainability goals were set, a CM approach was chosen to ensure that all employees were comfortable with the change. However, HOTCM4 also saw some advantages to an alternative such as a PM approach. Both informants from HOTCM4 stated that they would have preferred a mix of these two change techniques, as hard numbers and structure can be quite helpful to motivate employees. Nonetheless, the effectiveness is evident in the staff's collective open mind about changes in the organization in favor of sustainability and the motivation to achieve their SSC goals. The general director (D1) underlined how this approach had also inspired employees to think about sustainability in addition to focusing on the guest experience or financial aspects.

Regarding exploration of alternative change techniques, HOTPM1 and HOTCM3 were the only two cases that did not consider an alternative change technique. The informants of

HOTPM1 stated that they work best when they are pushed to work hard and have short lines of communication, something that PM offered. At HOTCM3, there was a deliberate decision to put employees in a central role at the start of the SSC, and therefore CM was viewed as the only option.

At HOTPM2, the owner (B1) stated that he is always searching for the most efficient way to work. In this case, PM offered efficiency; however, the role and vision of the employees had not been overlooked. Therefore, this hotel had a similar vision as HOTCM4. Both cases had a primary preference for a particular change technique, but did not forget that they could include certain other aspects to improve their change process.

### **Goalsetting**

Regarding clear goals for the SSC, there were no differences between the PM and CM cases. Every informant unanimously indicated that clearly defining the SSC goals was important. However, regarding the measurability of the goals and working with a deadline, differences were evident. Within the CM cases, all informants indicated that they worked with goals that were expressed in numbers. Interestingly, in the PM cases, although some goals were expressed in numbers, other goals could simply not be expressed in that way. The general HR manager from HOTPM1 (A1) stated, *“How can more employee engagement in sustainability goals be measured, you know?”* At HOTPM2, the informants expressed indifference about the measurability of the goals. The front office employee (B2, HOTPM2) said, *“Most of the goals are expressed in numbers, but some are not. It was a bit of a mix. The measurability of the goals wasn’t really a key component.”*

The CM cases showed agreement in working with deadlines. All four informants mentioned specific deadlines for their goals, and these varied from quarterly to yearly. Once more, within the PM cases, the deadlines were less important than they were in the CM cases. Although some specific deadlines were mentioned, as in the CM cases, the informants also added that if certain projects were delayed, that did not really matter, as the deadlines were not bound to a tight schedule. The same perspective was evident in the PM cases regarding the effectiveness of clear, measurable, and time-framed goalsetting. Notably, one of the most important aspects within a PM approach to change is hard goalsetting. The assistant facility manager (A2, HOTPM1) illustrated: *“Yeah, what are you going to do about it, ask everybody if they are more engaged with sustainability? No, of course not; there is no time or money for*

that, but you do notice that it is becoming a thing, you know. So yeah, I would say goal achieved, but you can't really cross it off the list.”

In contrast, within the CM cases, clear, measurable, and time-framed goals played a key role in achieving the SSC goals. The bar and restaurant manager (D2, HOTCM4) said, “*SMART goals are not the most fun ever, but they do work. So if we set them up for our sustainable strategic change (...) you understand what you are working for.*” Helping employees to understand why certain choices had been made and motivating employees were the main reasons the informants believed in the effectiveness of hard goalsetting. This result shows the interaction of human aspects of change with objective elements.

To conclude this section, Table 3 presents the results. Even though the informants from the PM cases were not completely convinced of the effectiveness of hard goalsetting, they considered some aspects helpful. Based on the observations, the following proposition is formulated:

**Proposition 1:** Hard goalsetting is an effective way to implement an SSC in the hotel industry.

Code	HOTPM1	HOTPM2	HOTCM3	HOTCM4
Concrete goals	Yes	Yes	Yes	Yes
Goals expressed in numbers	Not all, commitment cannot be measured	Not all, did not have priority	Yes	Yes
Goals with deadline	No	No	Yes	Yes
Effectiveness of hard goals	Not necessarily	Not necessarily	Yes	Yes

Table 3: Goalsetting

## Tasks

Regarding tasks for implementing the SSC, some questions were related to the PM approach to change, and some questions were more focused on the CM approach to change. The first question on the PM approach was about the extent to which the SSC tasks focused on efficiency. Seven of the eight informants stated that efficiency was important, but not to a greater extent than for tasks outside of the SSC. The only informant who stated that there was a strong focus on hard and efficient work was the owner (B1, HOTPM2). There were no differences here between the PM and CM cases. A strong focus on efficiency is a key trademark of PM, but

three informants from the PM hotels reported that working efficiently within the SSC was not something to which they truly aspired, and they felt that efficient working should always be a priority. The front office employee from HOTPM2 (B2) underlined this: *“Well...this is a company, so everything should always be as efficient as possible, don't you think? No, there is no specific focus on efficiency within sustainability stuff.”*

The following aspect was whether the focus was on executing tasks versus developing them. Within the PM cases, the answer was clear: Yes, the management developed tasks and then distributed them among employees with the sole purpose of executing them. A statement from the owner (B1, HOTPM2) illustrated this: *“In general, I attach great value to the vision and opinion of my staff, but during such a big change of strategy, things can be quite vague already, and people need stability. I have experienced that it is better to give a clear task package at that moment and make it as dummy-proof as possible.”* This example underlines the benefits of PM.

The informants from the CM cases agreed with this approach to some extent. Some also mentioned that the sustainability quality marks make sure that most of the work is focused on executing tasks. A striking difference within the CM hotels was that, on the one hand, the employees said that their tasks were mainly focused on execution, but, on the other hand, the managers highlighted the importance of the vision and of employees' ideas stemming from their tasks. The general directors (C1, D1) thought that they had involved their employees in the drafting of tasks within the SSC, but the employees (C2, D2) did not experience it that way.

Another clear distinction between the PM and CM cases regarded how closely the budget was monitored. Both HOTPM1 and HOTPM2 had a strong focus on the budget during the SSC tasks. While at HOTCM3 the budget was not tightly controlled during SSC tasks, HOTCM4 informants stated that they also believed that the budget was important. However, HOTCM4 did claim that employees should be included in the budget planning process. The bar and restaurant manager (D2, HOTCM4) illustrated: *“You [the employee] have to plan out everything, the timeline, the budget (...) and, of course, it needs to be approved by the boss, and you may hear that this budget is not feasible, but you do get the opportunity to think about it yourself first, which makes you very involved in the financials of the hotel.”* This example shows that this hotel did value close monitoring of the budget, while including employees in this process.

Furthermore, no differences between the PM cases and CM cases were evident regarding a focus on learning about sustainability within tasks. There was no specific focus on the learning process within the sustainability tasks, but informants mentioned that this process



was either subconscious or automatic. The assistant facility manager (A2, HOTPM1) said, “*I think that happens kind of automatically, not really deliberately. We don’t get sustainability lectures or anything.*” The general director from HOTCM4 (D1) also reported, “*To be honest, I don’t think that that [learning about sustainability] is something that we really do. I think that everybody subconsciously learns about it due to the sustainable choices we make.*” HOTCM3 informants reporting having a similar opinion.

All but one informant from the PM cases stated that one efficient solution to problems was preferred to debating about solutions. Only the assistant facility manager (A2, HOTPM1) said that brainstorming was encouraged, and within HOTPM1’s Green Key team, there was not a focus on only one solution. The general HR manager (A1, HOTPM1) said that there was not much room to debate different solutions and, more particularly, that employees did not have much need for such debates. This answer is more in line with previous statements indicating that at HOTPM1, the focus was more on executing tasks than on drafting them. This informant (A2, HOTPM1) seemed to be contradicting his previous statement. In contrast, representatives from the CM cases stated that alternative solutions and multiple visions regarding problems were encouraged and prompted interesting discussions.

To conclude, the effectiveness of hard tasks was evaluated. The informants from HOTPM2 very much agreed with a hard approach to tasks. Informants from the remaining cases indicated that this approach was not necessary. HOTPM1 informants stated that they were not really convinced that such rigidity could help facilitate change, especially for sustainability projects. Informants from both CM cases stated that these hard aspects of tasks discourage creativity and do not encourage the staff. Thus, three hotels did not believe that hard tasks were more effective than soft tasks for implementing an SSC. To conclude this section, Table 4 presents the results. Based on the observations, the following proposition is formulated:

**Proposition 2:** Hard tasks are not effective for implementing an SSC in the hotel industry.

Code	HOTPM1	HOTPM2	HOTCM3	HOTCM4
Efficiency	Not prominent within SSC tasks	Yes	Not prominent within SSC tasks	Not prominent within SSC tasks
Focus on executing tasks	Yes	Yes	Manager stated that employees also draft them; employee disagreed	Manager stated that employees also draft them; employee disagreed
Budget	Yes	Yes	No	Yes
Focus on learning	No	No	No	No

Debating about solutions	No	No	Yes	Yes
Effectiveness of hard tasks	No	Yes	No	No

Table 4: Tasks

### Standardization

Within the PM cases, standardization was present to some extent. One informant (the owner, HOTPM2, B1) reported that he used a standardized framework when he started thinking about the SSC. The front office employee from HOTPM2 (B2) believed that standard templates were not applicable, as every sustainability idea is different. This informant did agree about the importance of documentation, and they both indicated that this was something they did extensively and thus also when starting a new project.

HOTPM1 did not use standard templates in the SSC. However, both informants added that standardization is present in other departments or aspects of the hotel, just not yet in sustainability practices. A possible reason, according to the general HR manager (A1), was that these projects were still fairly new and therefore did not have a high repeatability. Nonetheless, the importance of documenting the process and using documents to improve later projects was underlined in this case as well. The assistant facility manager (A2, HOTPM1) illustrated this by saying, *“We have to report about our sustainability work weekly to our colleagues, so we have to keep track.”*

The CM cases differed in standardization. In both cases, the importance of the role of the employee within standardization emerged, but the hotels had different views about this process. The general director of HOTCM4 stated that some level of standardization is important for not only the organization, but also the employee. Standard templates or other standardization software tools help to encourage employees’ ideas, as these templates offer some structure. The general director from HOTCM4 (D1) stated, *“A template can help you by showing, ‘Have we thought of everything, is everything taken care of, who is responsible, what is the timeline?’”* The bar and restaurant manager (D2) agreed and stated that basic standardization was present and encouraged employees to offer their own perspectives on certain ideas. Both informants from HOTCM4 also stated that documentation of the process is important in this hotel to give the SSC structure a reference to fall back on.

The general director from HOTCM3 (C1) shared a different opinion about standardization and employees; he stated that standardization can help to a certain degree, but also can limit freedom and creativity. He said, *“Standardization can help tick all the boxes and*

*make you more conscious about the process...but I believe this often goes through a much more natural process than through templates.*” The front office employee from HOTCM3 (C2) did not agree and said that she did use standardization in the SSC process, especially because much of the process had already been standardized through the eco-label requirements. She also reported that documentation of the process was important because HOTCM3 had used that information when the hotel renewed its eco-label status two times. A difference between the employee and manager was visible in this regard; the general director of HOTCM3 (C1) indicated that documentation was not an important aspect.

An additional result that emerged from the data analysis was that four informants mentioned, without prompting, that there was much more time for standardization at the moment due to the Covid-19 lockdown. In both CM cases and PM cases, there was more time for and attention to standard operational procedures. This result underlines that hotel employees can often live in the “delusion of the day” because standardization only received priority when regular work activities stopped.

The results about standardization’s ability to help achieve the SSC goals were mixed. Within the PM cases, informants seemed to feel more indifferent about standardization than actually against it. The front office employee from HOTPM2 (B2) illustrated: *“I do feel that standardization would prevent you from doing double work, but I’m not really convinced that...yeah, I don’t know—I don’t necessarily think a project would go so much smoother because of standardization.”*

In the CM cases, informants both highly praised standardization and questioned its alignment with the hotel culture. Both general directors (C1, D1) from the CM cases stated that standardization can help to some extent but that it also causes a rigidity that does not fit the hotel industry. Both employees from the CM cases (C2, D2), however, stated that they found standardization an important aspect of their work. This indicates a possible difference in the need for standardization between managers and employees. To conclude this section, Table 5 summarizes the results, and the following proposition is formulated:

**Proposition 3:** The use of standardization is effective to implement an SSC in the hotel industry.

Code	HOTPM1	HOTPM2	HOTCM3	HOTCM4
Process is documented	Yes	Yes	Manager said no; employee said yes	Yes

Documentation is used to improve further projects	Yes	Yes	Manager said no; employee said yes	Yes
Standard templates are used	Minimally	Managers said yes; employee said no	Minimally	Minimally
Effectiveness of standardization	Manager said yes; employee claimed in practice it is not necessary for an SSC	Managers said yes; employee said no	Yes, to some extent	Yes, to some extent

Table 5: Standardization

### Stage-gate approach

At HOTPM1, a plan and structure involving different phases during the SSC were in place. However, in practice, this structure was not the leading guideline. The general HR manager (A1, HOTPM1) said, *“The phases drawn up in the beginning were...quite enthusiastic (...) during the process, everything seemed to happen simultaneously, and the whole idea of ‘Phase A is finished; we’re going to phase B’ just wasn’t really how things were going.”* The assistant facility manager (A2, HOTPM1) described the same development. Furthermore, within HOTPM2, a clear distinction in phases was also present. At HOTCM3, such distinctions were not part of the change process, while HOTCM4 did use clearly defined phases. The bar and restaurant manager (D2, HOTCM4) stated that a structure with different phases works better theoretically than in practice.

At HOTPM1, HOTPM2, and HOTCM4, informants had positive opinions about the use of regular reflection moments and stop/go decision points within the stage-gate approach. The informants from these three cases stressed the importance of regular reflection moments and that such pauses are often used as stop/go decision points. The assistant facility manager (A2, HOTPM1) and the bar and restaurant manager (D2, HOTCM4) had similar thoughts about stop/go decisions. They stated that although these moments were certainly part of the SSC process, they were more informal due to the short lines of communication.

In addition to not using different phases to structure their SSC, the manager and employee from HOTCM3 felt differently about regular reflection moments and stop/go decisions. The general director (C1) claimed that the reflection moments within the SSC were regular and important. The front office employee (C2) disagreed, however, as there was no real leader on the environmental team because it was a bottom-up initiative. She stated, *“It’s more like I’m taking on this project and another person on that project, and if necessary, we’ll get together or I’ll give a call, but there is no assigned leader who brings the group together to talk about the progress of the projects.”* Regarding stop/go decisions to possibly adjust the strategy,

the general director and the front office employee again did not agree. The general director (C1) stated that because the hotel used the guidelines of the eco-label, stop/go decision moments were not especially common. In contrast, the front office employee (C2) said that due to the collaborations with external parties, stop/go decisions were necessary to meet everyone’s needs. These differences could possibly stem from divergent opinions about what strategic changes entail.

As for the overall effectiveness of a stage-gate approach, however, none of the informants from the PM cases or CM cases were completely convinced that a stage-gate approach can help achieve SSC goals. Although aspects of the stage-gate approach were present, the informants did not truly believe that applying this structure to their SSCs had made a large difference. The informants from HOTPM2 and HOTCM4 all stated that this approach is a classic example of something that works well on paper, but that always is different in reality, and they were therefore not completely convinced that this structure is needed to effectively implement an SSC.

To conclude this section, Table 6 summarizes the results, and the following proposition is formulated:

**Proposition 4:** The use of a stage-gate approach is not effective to implement an SSC in the hotel industry.

Code	HOTPM1	HOTPM2	HOTCM3	HOTCM4
Change goes through phases	On paper yes; in practice no	Yes	No	On paper yes; in practice no
Regular reflection moments	Yes	Yes	Manager said yes; employee said no	Yes
Stop/go decisions	No	No	Manager said the hotel did not adjust the strategy; employee said it had	Yes
Effectiveness of stage-gate approach	No	No	Manager said no, as stage-gate approach limits the perspective of the staff; employee said yes	No

Table 6: Stage-gate approach

**Employee involvement**

The last characteristic for which the PM and CM cases were compared was the role of the employee within the SSCs and how involved employees were. The importance of employees

in the SSCs was underlined in three cases: HOTPM2, HOTCM3, and HOTCM4. Within the latter two, the importance of employees was apparent in almost all characteristics, and these informants often mentioned a culture based on the idea that *“happy employees make for happy guests”* (C1, general director, HOTCM3). More notable was HOTPM2, a hotel that has thus far leaned more toward the PM approach for its SSC. The owner (B1) stated that it would be foolish not to listen to employees and their insights, as they know best if certain changes are impractical. He considered the employees to be among the most valuable assets, especially in the SSC, as the hotel wants all employees to be able to explain the sustainable concept in full detail to guests. This element is where the largest difference from HOTPM1 is visible. In the service industry, employees are an important resource, but within the SSC, the informants from HOTPM1 did not see a major role for employees. The general HR manager (A1) reported that employees who were interested in the sustainability practices could join the green team, but the rest of the staff were not ‘bothered’ with these changes. The assistant facility manager (A2) also stated that employees did not show particular interest to think along with the SSC, but he felt there was not a substantial need for them to do so.

Surprisingly, both informants from HOTPM1 stated that, especially within the SSC, ideas from employees were encouraged, as the hotel valued giving everyone a voice in making the property more sustainable. However, when the management had decided on changes to implement, employees no longer had an opportunity to offer input.

At HOTPM2, HOTCM3, and HOTCM4, employees had a say in the SSCs, or at least chances to ask about certain choices. The front office employee from HOTPM2 (B2) stated, *“Every once in a while, we get the opportunity to say what we think, what we have noticed, what we think is going well, and what is not going well....If several employees feel the same way, they really do rethink the system.”* HOTCM3 informants also mentioned an open atmosphere, and at HOTCM4, employee input was gathered before changes were implemented.

At HOTPM2 and HOTCM4 ideas coming from employees were encouraged, but were often deemed impractical, too expensive, or generally not well conceived. Additionally, both employees from these hotels (B2, D2) stated that they often saw colleagues develop ideas, but simultaneously showed no proactive attitude to actually execute the ideas. The owner from HOTPM1 (B1) and the general director of HOTCM4 (D1) both supported this statement. The latter stated that his employees were often skilled at seeing problems, but lacked a proactive focus on solutions. However, when employees did have ideas and make action plans, this attitude was strongly encouraged. The same was true at HOTPM2, showing that these three cases did not differ in this regard despite using different change techniques.

The three hotels that gave employees a central role in the SSC strongly believed that this had a significant impact on achieving the SSC goals. The front office employee from HOTPM2 (B2) stated that involving employees ensured that the SSC became much more alive in the workplace. Employees were encouraged to think about sustainability as a prominent aspect of their tasks. Both informants of HOTPM1 stated that it was not necessary to involve its full staff to have a successful project, as most projects concerned only specific staff members. The assistant facility manager (A2, HOTPM1) said that he did not believe that more goals would be achieved if everybody saw eye to eye. This demonstrates a major difference between HOTPM1 and HOTPM2; both cases used the same change technique, but had opposing perspectives on the effectiveness of involving employees in the SSC.

To conclude this section, Table 7 summarizes the results. Based on the observations, the following proposition is formulated:

**Proposition 5:** Employee involvement is effective to implement an SSC in the hotel industry.

Code	HOTPM1	HOTPM2	HOTCM3	HOTCM4
Role of employee is important	No	Yes	Yes	Yes
Employees have a say in change	No	Yes	Manager said yes; employee said no	Yes
Ideas from employees are encouraged	Yes	Not encouraged, but welcome	Yes	Yes
Communication about change is important	Not necessarily	Yes	Yes	Yes
Effectiveness of employee involvement	No	Yes	Yes	Yes

Table 7: Employee involvement

### Conceptual framework

Figure 2 illustrates the propositions in the proposed conceptual model.

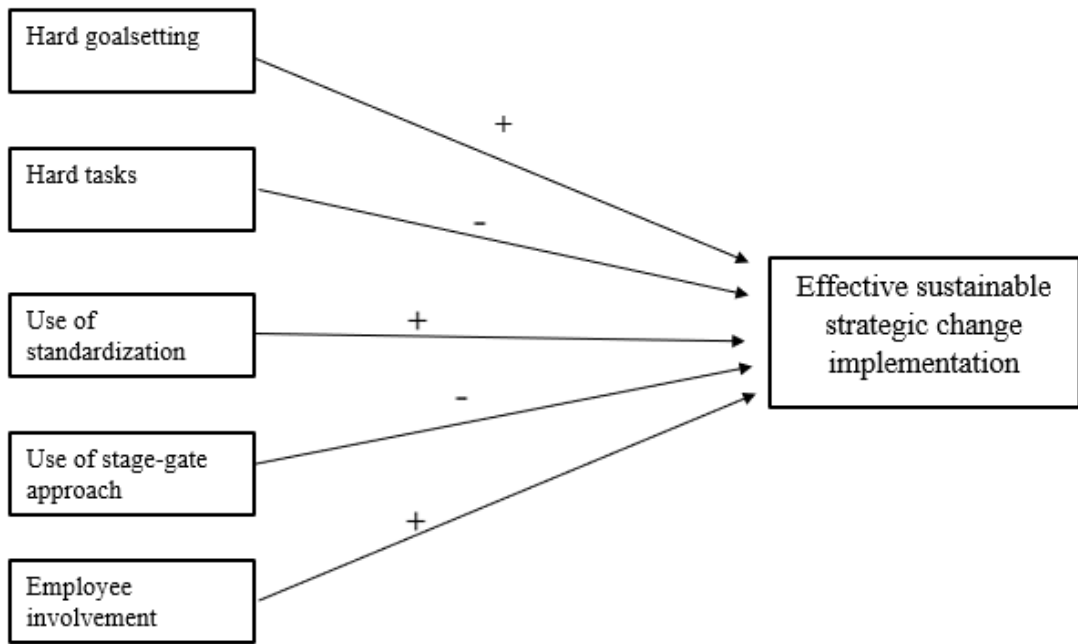


Figure 2: Proposed conceptual model



## Conclusion

The purpose of this research was to determine which change technique, PM or CM, is more effective to implement an SSC in the hotel industry. The research question was therefore as follows: To what extent is a PM technique more effective than a CM technique for implementing environmental SSCs in the hotel industry? To answer this research question, an exploratory multiple case-study was conducted. A comparison of the change techniques was made based on five characteristics. These traits' use and effectiveness were explored in four hotels, two of which used a PM technique and two of which used a CM technique.

In contrast to the expected outcome, goalsetting with hard aspects was more common in the CM cases than in the PM cases. Within CM, usually there is no hard goalsetting, as such goals are considered too defined or short-sighted (Crawford & Pollack, 2007; Kirk, 1985), but this study arrived at different conclusions. In fact, informants of the CM cases believed in the effectiveness of hard goalsetting more than the informants of the PM cases did. This believe in hard goalsetting within CM cases was explained with two main reasons: it helped to motivate employees and it helped to explain the need for the SSC to the employees. These reasons to choose hard goalsetting were not prominently found in the PM cases and not all informants were convinced that hard goalsetting would necessarily help to achieve the SSC goals. Conclusively, the PM informants felt that hard goalsetting could be helpful on the one hand, but could cause too much rigidity on the other. Nevertheless, on the whole, hard goalsetting was considered helpful for implementing SSCs in the hotel industry.

The PM cases used hard tasks more than the CM cases, which is in line with theoretical expectations (Crawford & Nahmias, 2010). When asked about the different aspects involving hard tasks more directly, however, a certain degree of agreement can be seen between the cases. For instance, almost all informants saw a focus on efficiency as part of their regular work, not something that was specifically present for the tasks of the SSC. Additionally, most informants preferred a focus on executing tasks and the budget, but overall, none of these three aspects of hard tasks were considered necessary to effectively implement an SSC. This was mainly explained due to the discouragement of creativity among employees and rigid work environment that can be enabled by focusing on hard tasks. This outcome contradicts the theoretical expectation that these aspects improve the SSC implementation process (Crawford & Nahmias, 2010). Additionally, the soft aspects of tasks were not present within the SSCs to a high degree in either the PM or the CM cases. Debates about solutions took place to some extent in the CM cases but seemed relatively unimportant within the SSCs.

Both the PM and CM cases used standardization to some extent. This finding is in line with expectations regarding PM, but contradicts the tenets of the CM approach (Parker et al., 2012a). Documenting the process and using this documentation to improve later plans were elements of all cases. However, an unexpected result was that use of standard templates, which are considered to be among the greatest strengths of standardization (Parker et al., 2012a), was minimal. An explanation for this was once more a certain degree of rigidness that informants did not find fitting with the hotel culture. However, most informants felt positively about the use of standardization to effectively implement an SSC.

The stage-gate approach was not essentially beneficial for SSC implementation in the PM or CM cases. Although the hotels structured the changes in phases to some extent, most informants felt that such a structure is a typical example of something that “works well on paper, but not in practice.” Regular reflection moments were common, but this aspect seemed to be viewed as separate from the stage-gate approach; very limited results were found for the other aspect of the stage-gate approach, namely, the use of stop/go decisions. However, the CM cases used this approach more than the PM cases, but almost all were not convinced that it added value in terms of effectively implementing the SSCs.

Lastly, this study found that employee involvement was an important characteristic to effectively implement an SSC. This was especially true in the CM cases, but was true to some extent in the PM cases as well. In the CM cases, employees played a major role, as demonstrated by not only the results specifically on this aspect, but also frequent informant remarks in connection with the other characteristics. One PM case hotel strongly believed in the additional value of employee involvement, while the other did not. In general, the hotels encouraged ideas from employees and wanted their input regarding the SSCs. Additionally, involving employees throughout the whole process inspired employees to contribute to achieving the SSC goals. The indicated reasons for the effectiveness of employee involvement were mainly that sustainability completely became a part of day to day work activities and was not seen as a byproduct. This argument was also evident within the overall effectiveness of the change techniques and employee involvement is therefore seen as the characteristic that contributed the most.

To conclude, this study found that CM is a more effective change technique than PM to implement an SSC, mainly due to CM’s strong focus on employee involvement. This aspect did not only come out as most effective in the list of characteristics, employee involvement also had substantial influence in inspiring more sustainability initiatives. However, the additional

value of some PM aspects cannot be overlooked. Hard goalsetting and use of standardization proved to have additional value that also was appreciated in the CM cases.

Regarding the underlying mechanisms of the change techniques, the results partly confirm the rational system theory and partly confirm the natural system theory. The structure that PM offers with hard goalsetting and use of standardization is helpful to avoid complexity and is motivating. Even though there is some need for this structure, the focus of the natural system theory on the individual clearly has additional value, especially in the hotel industry, as the rigidity or objective nature of some aspects was often seen as not fitting the overall culture.

## **Discussion**

The following section will, first, show how the results of this study fit in with the existing literature. Second, the practical recommendations will be given, and last, the limitations and suggestions for future research will be presented.

### **Theoretical implications**

Some authors such as Jara, Babb and Flohr (2019) stated that PM is increasingly becoming a skill in the hospitality industry that cannot be overlooked. This study partly tried to explore this statement in more depth and the results do not completely support this claim. In this study the in-depth understanding of the use of PM in a hotel shows that some characteristics of PM are appreciated, but the argument that PM is often too rigid for the hotel culture also overshadowed the benefits. Sinclair & Sinclair (2009) addressed this issue and explored to what extent the service-oriented hotel industry is integrated with the rigid, but highly efficient PM technique. They conclude that PM in its classic form (as explained in the theoretical background of this study) cannot be found in hotels, but rather in bits and pieces spread out in different departments of the hotel and lacks focus. This research adds to the conclusions of Sinclair & Sinclair (2009). While informants have stated that PM was used to implement the SSC, when closely observing the data, questions arise about the use of PM in its classic form. These observations were similar to that of Sinclair & Sinclair (2009) and show a rather scatteredness of PM characteristics.

Furthermore, the findings also show the importance of the industry-specific context. Ogbanna and Harris (2002) suggested that an employee centered change technique is the most appropriate in the hospitality sector, due to the less corporate nature of the hospitality culture. This study contributes to the literature by confirming that the culture of the hotel industry calls for a change technique that focuses on employee involvement. While this claim is supported in this study by arguing that CM is the more effective change technique of the two, this study also adds that some hard (or PM) elements of change cannot be overlooked. This result confirms the added value of the integration of CM and PM, as suggested by Hornstein (2015) and Parker et al. (2012a).

Finally, the evidence obtained in the context of the SSC. The results showed some fundamental SSCs, but also some superficial changes that were disguised as strategic changes. Some of the results are therefore completely in line with Brown's (1996) vision that hotels claim to be green, but when all is said and done the fundamental sustainable changes on the strategic level are basal. This study shows that twenty five years later, greenwashing is still a relevant subject.

## **Practical implications**

This study suggests that hotel managers should consider using CM as an approach to an SSC, as the results reveal that the most effective contributing factor to the implementation of the SSC was employee involvement. By choosing a change technique that builds around the employees, hotels can experience less resistance to change and increase understanding of managerial decisions. By giving employees opportunities to share their ideas about SSCs, employee motivation and commitment can be boosted. Additionally, the results show that a central role for the employees fits particularly well in the hotel culture, as high quality service increases when employees feel they are an important asset to the hotel.

Furthermore, it is also advised that hotels use hard goalsetting and standardization to contribute to effective SSC implementation. Clearly expressing the goals of the SSC, expressing them in numbers and tying a deadline to the goals helps to motivate employees and get a better understanding for the need of change. Next, the use of standardization is advised, especially documentation of the process. By doing so, double work can be prevented and processes can be improved in later stages.

## **Limitations and future research suggestions**

Firstly, the comparison of PM and CM only consisted of five characteristics. This was done due to time and resource constraints of this study, but future studies could benefit from a more all-compassing impression of the change techniques. This could possibly ensure a stronger comparison. It is therefore recommended to add more variables on which both change techniques can be scored, such as: leadership, stakeholder management or risk management (Crawford & Nahmias, 2010).

Secondly, this research touched upon many unexplored fields within the literature. On the one hand, this broad scope produced many insights about PM, CM, their use for implementing SSCs, and the hotel industry overall. On the other hand, it shows that this study lacked focus to a certain degree. Research on using PM and CM to effectively implement an SSC is scarce, and so is the literature on SSCs in the hotel industry. Therefore, future researchers should gather more information about the use of PM and CM to effectively implement SSCs in other industries for which more literature is available and later explore this topic in an industry that is not studied regularly, such as the hotel industry.

Thirdly, the results showed that the distinction between PM and CM in theory is much clearer than the distinction between PM and CM in practice. This is problematic, because the distribution of the characteristics was already established before going into the field and

therefore influenced the perspective of the researcher greatly. This perspective possibly caused short-sightedness or biased results. For future research it is advised to on the one hand, conduct quantitative research so that a greater number of respondents could give more information about this subject. On the other hand, it is advised to conduct this research with a true inductive approach so that the differences and similarities between the change techniques are based on practice, not theory.

Lastly, the subject of environmental sustainability entails the risk of informants expressing socially desirable attitudes. Informants tended to describe some of the sustainability practices in a favorable way or exaggerated tone. While this tendency illustrates that the informants were proud of even minor progress (e.g., turning down the heat by a few degrees), this phenomenon creates problems regarding the validity of the research. The researcher could have asked more critical questions about this attitude. The researcher did ask some such questions, but sometimes got excited by the enthusiasm of the informant. Future researchers should avoid this tendency as much as possible by, for example, making questionnaires anonymous or mentioning more explicitly that there are no right or wrong answers in research.

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### Appendix A: Operationalization table

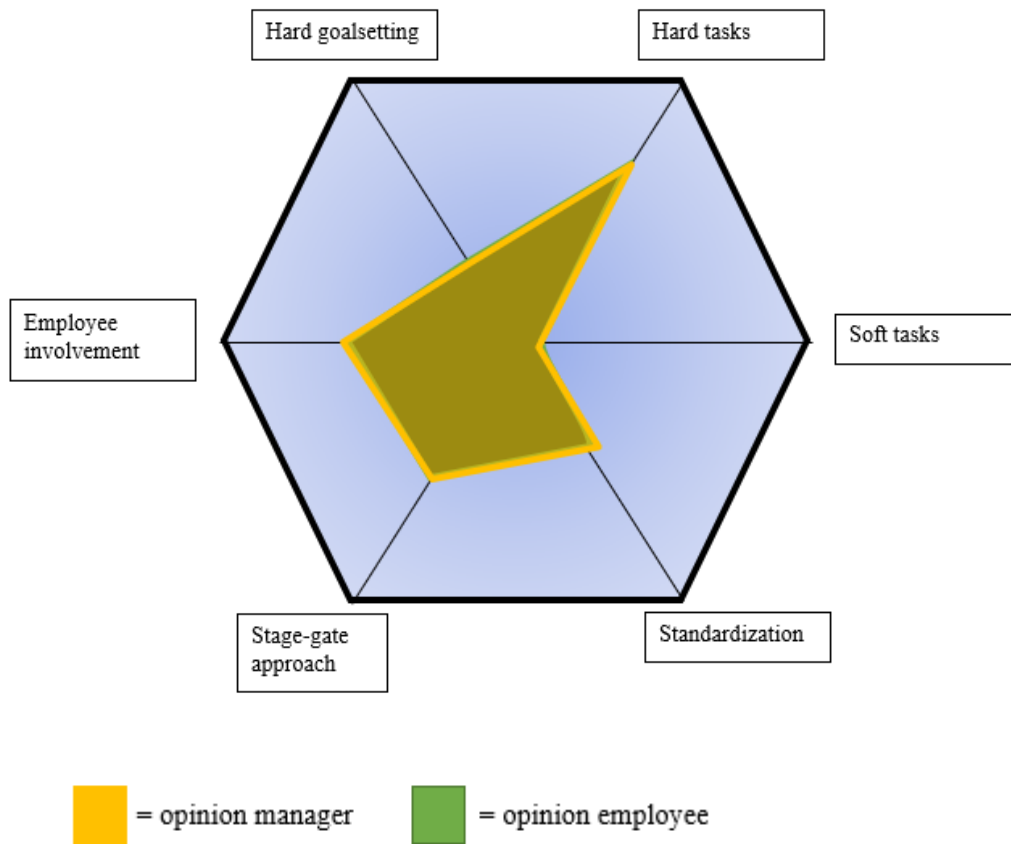
Concepts	Dimensions	Indicators	Source
Sustainable strategic change	<p>- Strategic change</p> <p>- Sustainability</p> <ul style="list-style-type: none"> <li>● Energy</li> <li>● Water</li> <li>● Waste</li> </ul>	<p>A change in the plans to realize long term goals (minimum of 5 years) in favor of energy, water and waste.</p> <p>There is a plan on how to save energy in the hotel operations.</p> <p>There is a plan on how to save water in the hotel operations.</p> <p>There is a plan on how to reduce waste in the hotel operations.</p>	Bruns-Smith, Choy, Chong & Verma (2015)
Goalsetting	Hard goals	<p>The goals for the SSC are set up before the change.</p> <p>The goals for the SSC are expressed in numbers or percentages.</p> <p>The goals for the SSC have a deadline</p>	Crawford & Pollack (2007)
Tasks	Hard tasks	<p>Tasks surrounding SSC are focused on efficiency.</p> <p>Tasks surrounding SSC are focused on execution.</p> <p>Close monitoring of budget.</p>	Crawford & Pollack (2007)

	Soft tasks	<p>Tasks surrounding SSC are focused on teaching the employees about sustainability.</p> <p>Tasks surrounding SSC are focused on finding multiple solutions for a problem, not one, most efficient solution.</p>	Crawford & Pollack (2007)
Standardization		<p>Standard templates are used for the tasks surrounding the SSC.</p> <p>The process of a project is documented.</p> <p>Documentation of previous change processes are used to improve process.</p>	Parker et al. (2012a)
Stage-gate approach		<p>The process of the SSC is divided in (clear) phases.</p> <p>The process of the SSC has regular reflection moments.</p> <p>The SSC has stop/go decision points.</p>	<p>Parker et al. (2012a)</p> <p>Parker et al. (2012b)</p>
Employee involvement		<p>The role of the employee is important within the SSC.</p> <p>Employees get the opportunity to have a say in the SSC.</p> <p>Ideas coming from employees about the SSC are encouraged.</p>	<p>Crawford &amp; Nahmias (2010)</p> <p>Griffith-Cooper &amp; King (2007)</p>

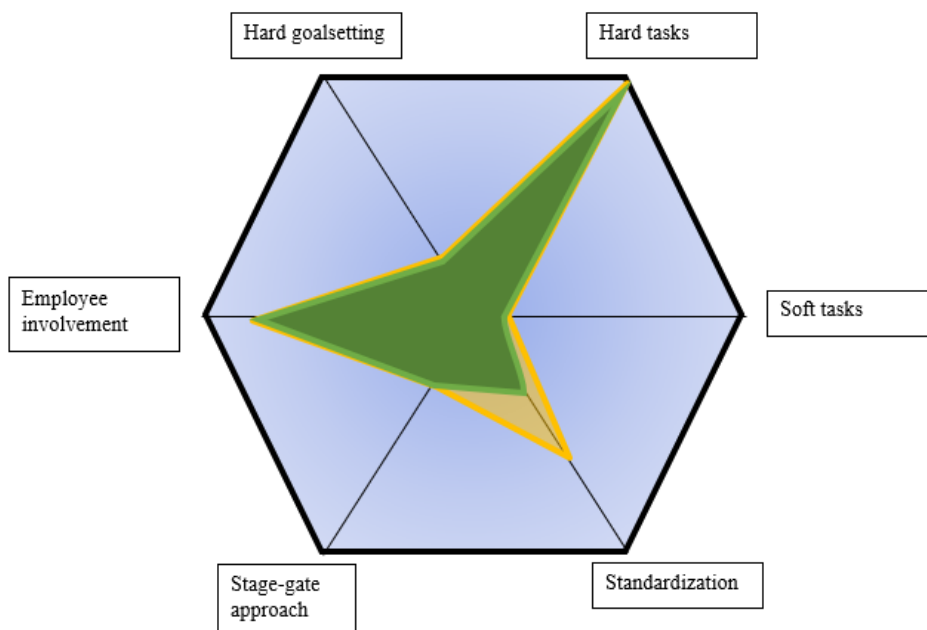
		Attention is paid to communicate the reasons of the SSC to the employee.	
Effectiveness		The amount of achieved goals compared to the amount of goals that have been set  The change technique inspired to make more changes	Manoharan & Singal (2019)  Hornstein (2015)
	Based on characteristics	Did establishing clearly stated and measurable goals contribute to achieving these goals?  Did focus on efficiency and clearly defined tasks help achieve the goals of the sustainable strategic change?  Did standardization help achieve the goals of sustainable strategic change?  Did the use of different project phases help achieve the goals of sustainable strategic change?  Did employee engagement help achieve the goals of the sustainable strategic change?	Own method

## Appendix B: Data visualization results

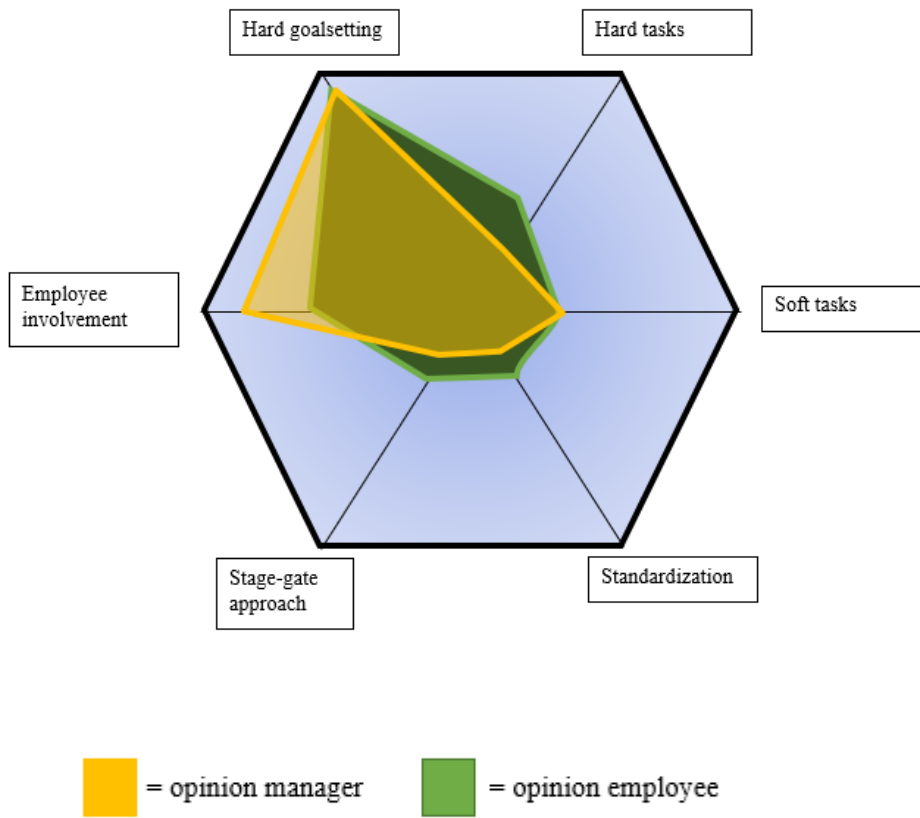
Use of characteristics: HOTPM1



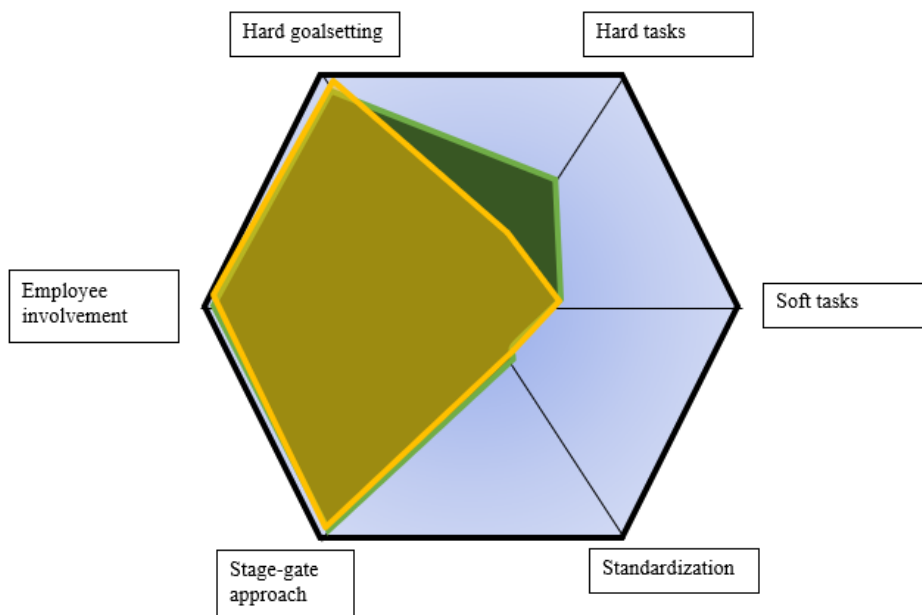
Use of characteristics: HOTPM2



Use of characteristics: HOTCM3



Use of characteristics: HOTCM4



## Appendix C: Interview guides

### English

#### Introduction:

A brief explanation of the study and clarification that sustainability in this study is about the environment, not social or economic aspects.

#### General questions:

1. Could you introduce yourself?
2. What is your position within the organization?
3. How long have you worked in the hotel and what is your current position?
4. How are you involved in the sustainable practices at the hotel?

#### Strategic Change:

1. The hotel implemented a sustainable strategic change an X number of years ago.  
Can you tell me more about this subject?
2. What is the strategic vision about saving energy in the hotel?
3. What is the strategic vision about saving water in the hotel?
4. What is the strategic vision about waste reduction in the hotel?
5. How did you approach this sustainable strategic change?

#### Effectiveness:

During the conversation on the telephone it was indicated that you used change technique X.

1. To what extent did this technique ensure that the established goals were achieved?
2. What made this technique appropriate for you?
3. How did you determine whether the technique has ensured effective implementation?
4. Have you considered other change techniques?
5. Did the use of change technique X inspire you to make more changes?

#### Goalsetting:

The following questions will address the goalsetting of the sustainable strategic change.

1. Were the goals of the change clearly laid out in advance?
2. Were the goals expressed in numbers or percentages?



3. Was there a deadline tied to meeting the goals?
4. Do you think that these aspects contributed to achieving the goals for the sustainable strategic changes?

#### Tasks:

The following questions are about the tasks regarding the sustainable strategic change.

1. Is there as strong focus on efficiency within these tasks?
2. Do employees within the project have primarily executive roles?
3. Is there a strong focus on budget around performing the tasks?
4. Is it encouraged to find more solutions for a problem, or rather one, efficient solution?
5. Do you think these aspects: efficiency, executive tasks and budget-control contribute to achieving the goals of the sustainable strategic changes?

#### Standardization:

The following questions address the use of standardization within the sustainable strategic change?

1. To what extent do you use standardized tools, such as a template?
2. Is the process of the strategic change documented?

(If yes: Do you use this documentation to improve the design for the next project?)

3. Did standardization help achieve the goals of sustainable strategic change?

#### Stage-gate model:

The following questions address the use of different stages in the sustainable strategic change.

1. Did you different stages during the change?
2. To what extent do you use reflection moments for the progress of the sustainable strategic change?
3. Are these moments used to modify or perhaps even stop the progress of the strategy?
4. Did the use of different phases help achieve the goals of sustainable strategic change?

#### Employee involvement:

1. To what extent is the role of the employee important in implementing the sustainable strategic changes?
2. To what extent does an employee have a voice in these changes?

3. Are ideas from employees encouraged?
4. Is attention paid to communicating the reasons for the sustainable strategic change to employees?
5. Did employee engagement help achieve the goals of the sustainable strategic change?

Closing Interview:

1. Are there any questions or uncertainties?
  2. Thank you for the interview.
- 

**Dutch**

Introductie:

Een korte toelichting op het onderzoek en verduidelijking dat duurzaamheid in dit onderzoek gaat over het milieu, niet om sociale of economische aspecten.

Algemene vragen:

1. Zou u zich kunnen voorstellen?
2. Wat is uw positie binnen de organisatie?
3. Hoe lang werkt u in dit hotel en in uw huidige positie?
4. Op welke manier bent u betrokken tot de duurzame praktijken in het hotel?

Strategische verandering:

1. Het hotel heeft een X aantal jaar geleden een duurzame strategische verandering ingevoerd. Zou u me hierover kunnen vertellen?
2. Wat is de strategische visie over het besparen van energie in het hotel?
3. Wat is de strategische visie over het besparen van water in het hotel?
4. Wat is de strategische visie over het verminderen van afval in het hotel?
5. Hoe hebben jullie deze duurzame strategische verandering aangepakt?

Effectiviteit:

1. U gaf aan de telefoon aan dat jullie verandertechniek X gebruiken. In hoeverre heeft deze techniek ervoor gezorgd dat de opgestelde doelen zijn behaald?
2. Wat maakte deze techniek geschikt voor jullie?
3. Hoe bepalen jullie of de techniek heeft gezorgd voor een effectieve implementatie?
4. Hebben jullie andere methoden voor verandering overwogen?
5. Heeft het gebruik van veranderingstechniek X geïnspireerd om meer veranderingen door te voeren?

#### Doel opzet:

De volgende vragen zullen gaan over doelen van de duurzame strategische verandering.

1. Waren de doelen van de verandering duidelijk van te voren opgesteld?
2. Waren de doelen uitgedrukt in cijfers of percentages?
3. Was er een deadline gebonden aan het behalen van de doelen?
4. Denkt u dat deze aspecten bijgedragen bij het behalen van de doelen voor de duurzame strategische veranderingen?

#### Taken:

De volgende vragen zullen gaan over de taken omtrent de duurzame strategische verandering.

1. Is er een sterke focus op efficiëntie binnen deze taken?
2. Hebben de werknemers binnen een project vooral een uitvoerende taak?
3. Is er een sterke focus op het budget omtrent het uitvoeren van de taken?
4. Zijn de taken erop gericht om medewerkers meer te leren over duurzaamheid?
5. Wordt het gestimuleerd om meer oplossingen te vinden, of eerder één, efficiënte oplossing?
6. Denkt u dat deze aspecten: efficiëntie, uitvoerende taken en budget bijdragen aan het behalen van de doelen van de duurzame strategische veranderingen?

#### Standaardisatie:

De volgende vragen gaan over het gebruik van standaardisatie binnen de duurzame strategische verandering

1. In hoeverre maken jullie gebruik van gestandaardiseerde tools, zoals bijvoorbeeld een template?
2. Is het proces van de duurzame strategische verandering gedocumenteerd?

3. (Indien ja: Gebruiken jullie deze documentatie voor het verbeteren van de opzet voor een volgend project?)
4. Denkt u dat standaardisering bijdraagt aan het behalen van de doelen van de duurzame strategische veranderingen?

#### Stage-gate approach:

De volgende vragen gaan over het gebruik van verschillende fasen in de duurzame strategische verandering.

1. Hebben jullie gebruik gemaakt van verschillende fasen?
2. In hoeverre maken jullie gebruik van momenten om te reflecteren op de vooruitgang van de duurzame strategische verandering?
3. Worden deze ingezet om de vooruitgang van de strategie aan te passen of misschien zelfs te stoppen?
4. Denkt u dat het gebruik van verschillende fasen bijdraagt aan het behalen van de doelen van de duurzame strategische verandering?

#### Reflecteren op veranderingen:

1. In hoeverre is de rol van de medewerker belangrijk in het implementeren van de duurzame strategische veranderingen?
2. In hoeverre heeft een medewerker een stem in de veranderingen?
3. Worden ideeën vanuit de medewerkers aangemoedigd?
4. Wordt er aandacht besteed aan het communiceren van de redenen voor de duurzame strategische verandering naar de medewerkers?
5. Heeft het betrekken van medewerkers bijgedragen aan het behalen van de doelen van de duurzame strategische verandering?

#### Afsluiting interview:

1. Zijn er nog vragen of onduidelijkheden?
2. Bedanken voor het interview.

## Appendix D: Translated quotes

<b>Informant:</b>	<b>Original quote:</b>	<b>Translated quote:</b>
<b>A1, HOTPM1</b>	We hebben fietsplannen voor het personeel (...) Ja, er zijn tig dingen die wij dus doen als hotel. Dus ook die greenkey hoogste certificaat halen, die halen we natuurlijk ook niet zomaar met een paar zonnepanelen op het dak en een elektrische auto voor de deur. We proberen echt op iedere afdeling stappen te maken, dus die lijst is gewoon heel uitgebreid. En dat certificaat laat ook zien dat we al jaren goed bezig zijn.	<i>“we have bike plans for the employees (...) Yes, there are a million things we do as a hotel. We have had the highest certificate of the Green Key for years, we wouldn’t get that just by putting some solar panels on the roof or by having electric company cars. We really try to make steps in every department of the hotel, so the list is extensive. And the Green Key shows we have been doing well for years.</i>
<b>C2, HOTCM3</b>	Het eco-label is toch ook wel een heel groot strategisch een heel bewuste keuze	<i>Surely, the eco-label was a very large, strategic choice that we made consciously”</i>
<b>C1, HOTCM3</b>	Door dat eco-label leggen we onszelf operationele doelstellingen op waardoor we steeds, niet een keer oh we hebben het gehaald plaatje aan de muur en door, nee je moet continue sparen, verbeteren, ontwikkelen, zoveel procent, dat weer ontwikkelen.	<i>“Because of that eco-label, we constantly set targets on the operational level, so we continuously keep improving”.</i>
<b>B2, HOTPM2</b>	Op een gegeven moment hebben we alle labels, eco labels, weet ik wat allemaal, allemaal opgezegd, omdat het heel erg neigt naar greenwashing en daar heb ik echt echt een hekel aan (...) Want dat zijn gewoon betaalde labels he, dat zijn afvinklabels, het zijn checklisten.	<i>“We terminated all those labels, because it very much tends to be greenwashing and I absolutely hate that (...) because those are just paid labels you know, just checklists”.</i>
<b>A1, HOTPM1</b>	Nee nou ja weet je, ik denk dat al die projecten op de vloer wel bijdragen aan de strategische verandering. Want we hebben toen afspraken gemaakt met leveranciers en dat is allemaal onder de loep genomen weet je wel, dat is echt niet een kwestie geweest van gewoon wat dingetjes anders doen.	<i>Well, you know, I think all those projects in the work field do contribute to the strategic change. Because at the time [of the SSC] we made agreements with suppliers, and all our work processes were scrutinized. (...) it really wasn’t a matter of just doing some things differently.</i>

<b>B1, HOTPM2</b>	Ik vind gewoon dat duurzaamheid in zoveel mogelijk aspecten moet worden meegenomen in je concept, zo draag je een duurzame strategie dus ook uit. Je informeert je personeel daarover, je neemt daar op een gegeven moment ook op aan, je denkt goed na over hoe de balans werkt tussen een hotel runnen en dus geld verdienen en ook een beetje aardig zijn voor de planeet. Je denkt van oke, hoe kunnen we nou zoveel mogelijk duurzame verwisselingen maken met dingen die toch moeten gebeuren weet je wel.	<i>“I just think that sustainability needs to be included in your concept in as many aspects as possible, that is how you propagate a sustainable strategy (...) you think carefully about the balance between running a hotel and thus earning money, but also being bit nicer to the planet. You think: okay, how can we make as many sustainable interchanges with things that have to be done anyway.”</i>
<b>D2, HOTCM4</b>	Ik denk wel dat er op strategisch niveau absoluut veel over wordt nagedacht. Alhoewel ik wel denk, als je kijkt naar operationalisatie, daar zit natuurlijk wel, de meeste kansen in, in verduurzamen	<i>“I absolutely think we discuss much on the strategic level, but I do think that most chances to become more sustainable are on the operational level</i>
<b>D2, HOTCM4</b>	Kijk, ik haat SMART doelen, echt vreselijk. Maar, ze werken wel. Dus als we dat doen bij onze strategische verandering, dat je een doel opstelt, dan weet je ook waar je naar toe werkt	<i>SMART goals are not the most fun ever, but they do work. So if we set them up for our sustainable strategic change (...) you understand what you are working for’.</i>
<b>D1, HOTCM4</b>	Omdat we leven heel vaak, vooral in de hotellerie, in de waan van de dag. Het komt wel, het komt wel, de gasten moeten verwend worden en dan is ons doel van de dag bereikt.	<i>“In the hotel world, we often live in the delusion of the day, it will work out, it will work out, the guests just need to be pampered and then we will have achieved our goal for the day”</i>
<b>A2, HOTPM1</b>	Onderaan de streep zijn inkomsten en de gast altijd belangrijker dan duurzaamheid weet je wel.	<i>“In the end, revenue and the guests are always more important than sustainability”.</i>
<b>A1, HOTPM1</b>	Hoe je het ook wendt of keert, uiteindelijk staat altijd de gast op nummer 1, altijd. En eigenlijk komen ook op plek 2, 3, 4 en 5 allerlei behoeftes van de gasten, daarna komen dingen voor het hotel en dan komt ergens een keertje duurzaamheid, ja ik vind het vervelend om te zeggen, maar goed het is wel een beetje hoe dat werkt in een groot hotel.	<i>“the guest’s needs come first place, and actually also 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> and after that sustainability comes. I hate to say it, but that is kind of how it works in the hotel industry. So, sustainability practices are not that clearly defined, but that is naturally how it goes in a big hotel”.</i>
<b>D2, HOTCM4</b>	Ja kijk, ten eerste is dat, er zijn al hartstikke veel dingen vastgelegd, absoluut, maar op het gebied van duurzaamheid is het allemaal nog	<i>“Look, many processes have been established, absolutely, but in the field of sustainability there is still a lot wiggle room”.</i>

	niet zo vastgelegd, daar krijgen wij nog redelijk wat vrijheid in.	
<b>C2, HOTCM3</b>	Het is meer van, ik neem dit project aan naast mijn gewone werk, en ja het is gestructureerd, maar het is niet helemaal professioneel, zoals onze andere afdelingen die echt in de kantoren van het hotel werken".	<i>"it's more like, I am taking on this project next to my regular work, and yes it is structured, but it is not completely professional, like our other departments that really work in the offices of the hotel"</i>
<b>A1, HOTPM1</b>	Dus een grote verbouwing slash restauratie om alles even wat beter te krijgen en toen dachten we dus van, nou dan kunnen we beter meteen een aantal duurzame initiatieven meenemen in deze rebranding	<i>"So when we started to think about the renovation to spice up the place, we thought, let's include extra sustainable initiatives in this rebranding"</i>
<b>D1, HOTCM4</b>	Als ik kijk naar dat hotel, wat wij dus helemaal geopend hebben en gebouwd hebben, ja dat hotel is helemaal zelfvoorzienend in alle duurzame aspecten die we kunnen doen.	<i>"The part of the hotel we have completely built ourselves, yes, that part is completely self-sufficient in all possible sustainable aspects"</i>
<b>D2, HOTCM4</b>	Ik denk dat de grote projecten vooral.. (onverstaanbaar) moeten gebeuren, als je een hotel opstart, zou je eigenlijk al vanaf het begin af aan moeten kijken van oke, hoe kan ik dit verduurzamen, dan kun je er rekening mee houden in de bouw. Dus je ziet dat ook wel bij ons, dat het verschil tussen het nieuw gebouwde hotel en het gerenoveerde hotel, ja dat is echt heel groot.	<i>"When you want to make a hotel more sustainable than you should actually just begin from the start, so you can take sustainable aspects into account in the construction. (...) The difference between our expansion and renovation is huge"</i>
<b>A1, HOTPM1</b>	Dat vinden we dan ook een beetje afdoen aan de gast ervaring van luxe.	<i>"we then also find that it detracts a bit from the guest experience of luxury"</i>
<b>B2, HOTPM2</b>	We hebben toen ook bedacht om de gast mee te nemen in dit proces, dus er hangen overall stickers met hoeveel gezelliger het is om met zn tweeën te douchen ook hahaha, super leuk. We zijn gaan kijken naar een vegan menu en ook daar de gast in meenemen weet je wel, dat je aan hun uitlegt wat vlees en kaas nou... ja hoeveel water dat eigenlijk kost.	<i>"We thought of including the guest in this process, so there are stickers everywhere that say stuff like: save water, showering together is cozier anyway. (...) We also explain to our guests why our menu is vegan, and how much water you save by not eating meat or cheese"</i>
<b>D2, HOTCM4</b>	En ze zijn dan nu door corona erachter gekomen dat de water besparing eigenlijk een van de moeilijkste is binnen hotelmanagement, want ja, je wilt je gasten natuurlijk luxe bieden, en dat doe je deels ook met water hoe gek dat ook klinkt.	<i>"Due to corona Hilton has found out that water conservation is actually one of the most difficult things to save, because you want to offer guests luxury, and you do that partly with water, however crazy that sounds"</i>
<b>C1, HOTCM3</b>	We werken met zo min mogelijk waste en dat is dan een.. daar is dan een heel plan voor opgezet, in samenwerking met het keukenpersoneel, kijken van oke; hoe zorgen we ervoor dat er beter gerecycled wordt, wat	<i>"We work with as little waste as possible. In cooperation with the kitchen staff we made up a plan to ensure better recycling, a plan of what to do with the waste and how</i>

	doen we met de waste, hoe zorg je voor betere systemen. Dat gaat best wel diep, want in samenwerking met het label ga je de hele foodchain aanpakken. Dus dat is niet zomaar even wat extra recyclebakken neerzetten, nee dat is kritisch kijken naar de leveranciers, de afvalbedrijven, het personeel, zelfs het gebruik van de gasten.	<i>you can create a better life cycle. This process goes in pretty deep, in collaboration with the eco-label you're going to tackle the whole food chain of the hotel. This is not about some extra recycling bins, this is about looking critically about the suppliers, the waste companies, the staff and to some extent even the guests".</i>
<b>A1, HOTPM1</b>	En ja met dat printen, dat wordt gecommuniceerd naar degene die achter de computer werkt, maar echt niet naar het personeel in de keuken, want die staan op de vloer en ja...	<i>change projects are communicated to those needed, why would we bother our kitchen staff about paperless working at the reception".</i>
<b>A2, HOTPM1</b>	Uh ja, oh ja en er waren dus ook wel dingen die niet echt uit te drukken waren in getallen, zoals bijvoorbeeld, personeel meer betrekken bij het duurzaamheidsbeleid. Haha, ja hoe wil je dat dan gaan uitdrukken weet je wel.	<i>"How can more employee engagement in sustainability goals be measured, you know?"</i>
<b>B2, HOTPM2</b>	Hmm ja, de meeste wel, maar sommige ook helemaal niet Het was een beetje een mix. De meetbaarheid van de doelen was niet echt een belangrijk onderdeel	<i>"Most of the goals are expressed in numbers, but some were not. It was a bit of a mix. The measurability of the goals wasn't really a key component"</i>
<b>A1, HOTPM1</b>	Ja, wat ga je doen, aan iedereen vragen of ze meer met duurzaamheid bezig zijn? Nee, natuurlijk niet, daar is geen tijd of geld voor, maar je merkt wel dat het meer speelt weet je wel, dus ja, ik zou zeggen doel behaald, maar ja, je kunt het natuurlijk niet echt afstrepen.	<i>"Yeah, what are you going to do about it, ask everybody if they are more engaged with sustainability? No, of course not, there is no time or money for that, but you do notice that it is becoming a thing, you know. So yeah, I would say goal achieved, but you can't really cross it of the list".</i>
<b>D2, HOTCM4</b>	Kijk, ik haat SMART doelen, echt vreselijk. Maar, ze werken wel. Dus als we dat doen bij onze strategische verandering, dat je een doel opstelt, dan weet je ook waar je naar toe werkt	<i>'SMART goals are not the most fun ever, but they do work. So if we set them up for our sustainable strategic change (...) you understand what you are working for'.</i>
<b>B2, HOTPM2</b>	Nou ja... dit is een bedrijf. Dus ik denk dat een baas altijd wil dat alles zo efficient mogelijk gaat, denk je niet	<i>"Well... this is a company, so everything should always be as efficient as possible don't you think?"</i>
<b>B1, HOTPM2</b>	Over het algemeen hecht ik veel waarde aan de visie en mening van mijn personeel maar tijdens zo'n verandering is er al ontzettend veel vaag dus ja, mensen hebben dan wel een beetje stabiliteit nodig en ik heb ervaren dat	<i>"In general I attach great value to the vision and opinion of my staff, but during such a big change of strategy things can be quite vague already and people need stability. I</i>



	als je op zo'n moment een duidelijk takenpakket geeft aan iemand als een soort dummyproof iets dan ja...	<i>have experienced that it is a better to give a clear task package at that moment and make it as dummy proof as possible".</i>
<b>D2, HOTCM4</b>	Niet alleen een tijdlijn voor uitzetten, maar ook een budget voor bedenken. En dat moet dan natuurlijk altijd goed gekeurd worden door de leiding enzo, en je kunt ook wel eens dat je.. ja, ze kunnen ook wel gewoon zeggen, dit is helemaal niet haalbaar, dit is je budget, maar je mag er wel in eerste instantie zelf over nadenken en dat zorgt ervoor dat je wel heel erg betrokken wordt bij het financiële plaatje weet je wel.	<i>"You have to plan out everything, the timeline, the budget and of course, it needs to be approved by the boss and you may hear that this budget is not feasible, but you do get the opportunity to think about it yourself first, which makes you very involved in the financials of the hotel".</i>
<b>A2, HOTPM1</b>	Ik denk dat dat onbewust wel een beetje gebeurd ja... maar echt niet bewust. We krijgen echt geen duurzaamheidscolleges.	<i>"I think that happens kind of automatically, not really deliberate. We don't get sustainability lectures or anything".</i>
<b>D1, HOTCM4</b>	Nee, ik kan eerlijkheidshalve niet zeggen dat dat echt is... wat er gebeurd. Ik denk dat iedereen wel onbewust kan leren vanwege bepaalde duurzame keuzes die we maken snap je.	<i>"To be honest, I don't think that that [learning about sustainability] is something that we really do. I think that everybody subconsciously learns about it due to the sustainable choices we make".</i>
<b>A2, HOTPM1</b>	Aangezien we toch gewoon wekelijkse moeten melden wat we doen aan de rest van de collega's, daardoor houden we het wel een beetje bij.	<i>"We have to report about our sustainability work weekly to our colleagues, so we have to keep track".</i>
<b>D1, HOTCM4</b>	Dat wil niet zeggen dat we maar hap snap activiteiten invoeren en het nagaan, nee, het wordt wel een project sheet van gemaakt. Een template om je te helpen van goh, hebben we aan alles gedacht, is alles geregeld worden, wie is er verantwoordelijk? En een tijdsbestek wordt uitgelijnd.	<i>"A template can help you by showing: have we thought of everything, is everything taken care of, who is responsible, what is the timeline?".</i>
<b>C1, HOTCM3</b>	En ik denk dat zo'n template wel kan helpen met 'tick all the boxes' of dat je over alle stappen bewust nadenkt (...) Ja, al die dingen klopt wel, maar dat gaat vaak op een veel natuurlijke manier dan via zo'n template.	<i>Standardization can help tick all the boxes and make you more conscious about the process (...), but I believe this often goes through a much more natural process than through templates".</i>
<b>B2, HOTPM2</b>	Ik heb wel het gevoel dat je daardoor geen dubbel werk zou doen, maar ik ben niet echt overtuigd dat.. Ja, ik weet niet, ik denk niet per se dat een project nou daardoor zoveel soepeler gaat ofzo.	<i>"I do feel that standardization would prevent you from doing double work, but I'm not really convinced that... Yeah, I don't know, I don't necessarily think a project would go so much smoother because of standardization".</i>

<b>A1, HOTPM1</b>	Die grenzen van die fasen wel opgesteld in het begin he.. heel enthousiast.. maar als ik denk aan het proces van de strategische verandering zelf kan ik me.. ja, kan ik niet echt zeggen dat er echt duidelijk afgebakende fasen waren. Zo van, fase A is afgesloten, we gaan naar fase B, nee nee, dat is niet echt wat er gaande was.	<i>“the phases drawn up in the beginning were... quite enthusiastic. (...) During the process everything seemed to go simultaneously and the whole idea of ‘phase A is closed, were going to phase B’ just wasn’t really how things were going”.</i>
<b>C2, HOTCM3</b>	het is meer van oh ja, ik pak dit project op en die persoon werkt daar aan en ja, als het nodig is komen we even bij elkaar of geef ik even een seintje, maar dat is niet op een per se heel gestructuree... ja, wel gestructureerd,	<i>“It’s more like, I’m taking on this project and another person on that project and if necessary, we’ll get together or I’ll give a call, but there is no assigned leader that brings the group together to talk about the progress of the projects”.</i>
<b>C1, HOTCM3</b>	Blijde medewerkers zorgen voor blijde gasten.	<i>“happy employees make for happy guests”</i>
<b>B2, HOTPM2</b>	En dan mogen we wel altijd zeggen van, wat ons is opgevallen, wat vinden we goed gaan, wat vinden we minder goed gaan. (...) En als meer mensen er zo over denken dan wordt dat echt wel even geherevalueerd.	<i>“Every once in a while we get the opportunity to say what we think, what we have noticed, what we think is going well and what is not going well. (...) If several employees feel the same way they really do rethink the system.”</i>