CORPORATE SOCIAL RESPONSIBILITY IN THE HOTEL INDUSTRY

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INDEX

A. <u>INDEX OF TABLES</u>

B. <u>INDEX OF ILUSTRATIONS</u>

C. <u>INDEX OF GRAPHICS</u>

1. **<u>INTRODUCTION</u>**

The importance of tourism in our country is becoming increasingly important, among other reasons because it is one of the main attributes for our economy (UNTWO, 2017). More specifically in the hotel industry, which is the largest generator of employment world wide. As far as Spainis concerned, in 2017, according to data provided by the World Tourism Organization (UNWTO), there is data where Spain is recognized as the second most visited country, placing it in a position behind France and ahead of the United States. Spain currently has approximately 18,000 establishments and two million hotel beds.

The previously mentioned indicators show us the importance of the tourism sector and, due to this reason, in the development of this hotel activity in an increasingly globalized world, which is also characterized by great uncertainty and which is very changing, where trends vary assiduously, make it essential to carry out continuous analysis of the sector, in order to be able to face up to these changes that are taking place and to achieve new challenges in order to adapt to the model of the Spanish tourism system, that means, a sustainable model that is increasingly in demand by tourists.

Ilustration 1. Tourist arrivals in Spain in 2017 (in millions)
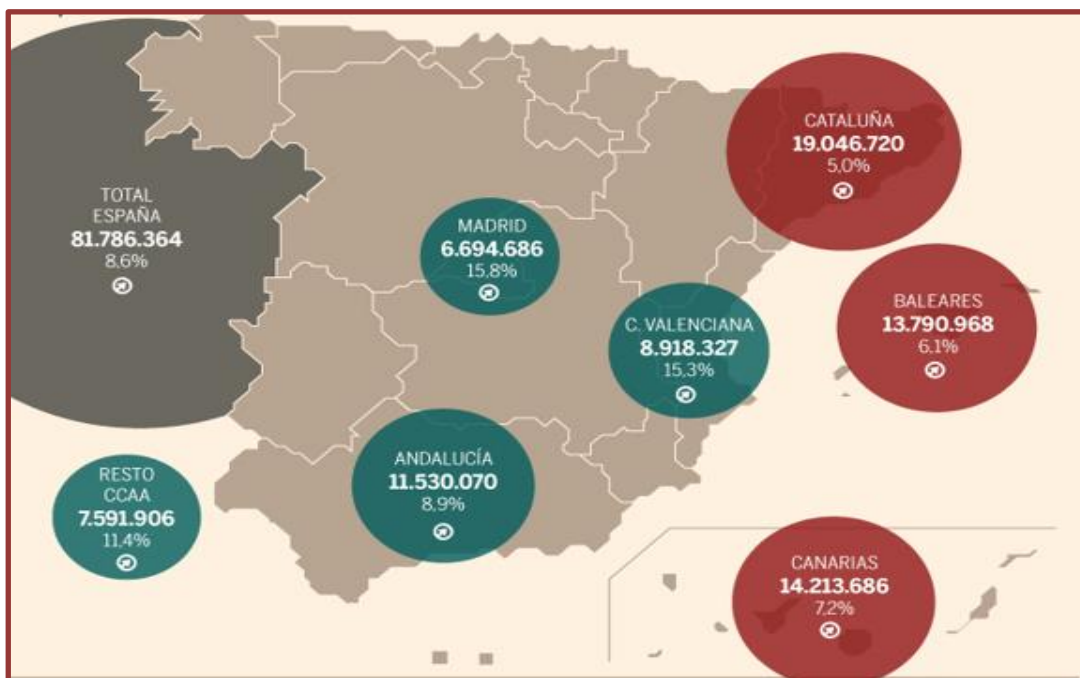
Source: www.expansión.com

Nowadays, the well-known Corporate Social Responsability plays one of the main roles in the reputation of companies. They establish a sign of identifying which the company is characterized with, becoming an intangible and fundamental characteristic in the value of these (Rodriguez, 2017).

For this reason, it is interesting to make an analysis based on Corporate Social Responsibility as the incorporation of responsable activities in the management of these companies related to the tourism and/or hotel sector, due to the importance that these groups of companies have worldwide. This concept arises because of all the events and catastrophes that have taken place in recent decades with the aim of assuming greater responsibility (Navarro, 2012). With all the services included in the tourist activity, such as means of transport, travel agencies, hotels and companies related to accommodation, the latter stands out, with almost 30% of the total according to UNWTO.

The main objective of this study is to understand and analyse how hotel companies implement Corporate Social Responsibility in their activities and how they apply it to their processes at operational levels.

This work will be carried out at around two main concepts, these are the importance of Corporate Social Responsibility and how this term relates to the hotel industry and sustainable tourism. To do this we will focus on an analysis of cases of 4 of the main hotel chains world wide, these are Meliá Hotels, NH Hotel Group, Barceló Hotel Group and Riu Hotels. Due to the extensive information on the part of the companies, in each of the cases we will make an analysis of two specific dimensions: CSR at the environmental level and CSR at the social level.

Firstly, we define the concept of Corporate Social Responsibility, its evolution and importance in companies, as well as the repercussion of these good practices on the different stakeholders. Secondly, we refer to tourism and its evolution. Next, we focus on the hotel industry and social and environmental impacts. Finally, in order to provide greater value to this case analysis, we carried out, as mentioned above, the analysis of the 4 leading hotel companies in Spain in the tourism sector, finishing the study with the conclusion and results obtained.

2. CORPORATE SOCIAL RESPONSABILITY

2.1. Corporate Social Responsability. Concept and Evolution

Corporate Social Responsibility is a way in which companies are run based on the management of the impacts generated by their activity on customers, shareholders, employees, the environment and society in general (Foro de Expertos en Responsabilidad Social Empresarial del Ministerio de Trabajo y asuntos sociales, 2005). In addition, it is characterized by the voluntary integration of social and environmental concerns by the companies themselves (European Commission Green Paper, 2002).

Today, CSR is taking on an increasingly important role, both in all industries in general and in companies focused on the tourism sector, whether large companies or small and médium enterprises. Generally, there has been a process of change over the years, which has been based on a transformation from traditional and self-sufficient companies to companies with high responsibility and sustainability, which are also less reluctant to change and more receptive to their stakeholders. This fact is largely due to the constant change in the mentality of the business sector, we are increasingly facing customers and a more aware society and therefore companies are under more pressure (Fernandez and Melé, 2005).

On the other hand, causes such as the deterioration of the environment or demographic changes have made it necessary to establish management models with enough sophistication to meet the needs of the environment in the most appropriate way possible.

Finally, we also provide an explanation of what relates CSR to stakeholders. We define this concept as those groups which the company would cease to exist with out. They can be workers, clients, shareholders, suppliers or creditors, or even society in general. That means they are all those groups which are affected by the company's activities and its decisions, so, clearly, for these groups there are also many advantages when responsable policies are implemented, which we quote in the following section. In this case we are going to focus on the primary groups, that is, those that are fundamental to the functioning of any company, such as customers, employees, suppliers or shareholders.

Ilustration 2. Primary and Secondary Stakeholders
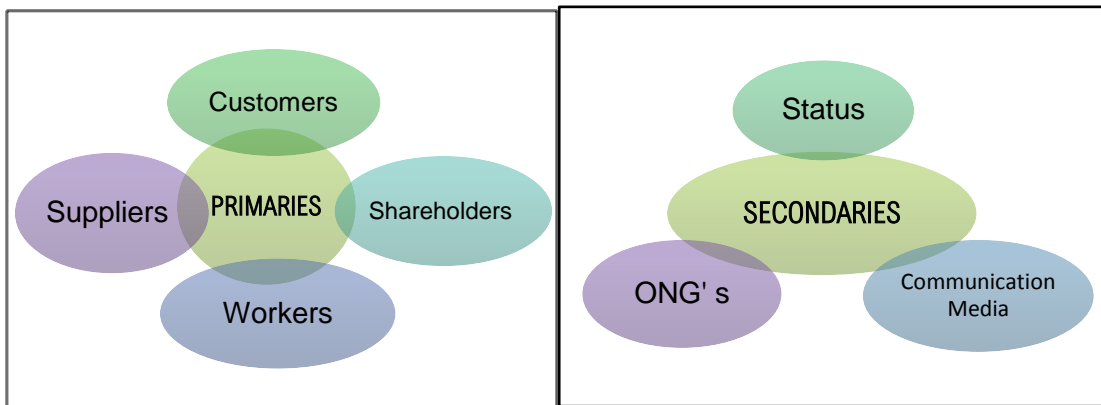
Source: Own elaboration

The implementation of Corporate Social Responsibility should not be considered an expense. Initially, companies may not have incentives to implement these voluntary policies because their profits could be reduced in the short term but, on the contrary, the application of Social Responsibility should be considered as an investment, given that the value of the company is maximized in the long term and there are incentives not only of an economic nature.

Regarding the evolution of Corporate Social Responsibility, we will mention several important points that have occurred throughout history (Herrera, 2012; Moscardo, 2017; Ayala, 2007; The Brundtland Report, 1987-2012; Frederick, 2006; CSR Observatory, 2014):

Ilustration 3. Evolution of Corporate Social Responsability

1950

- First, CSR was born in the United States in the 1950s. It vas in 1945, with the creation of the United Nations, where the first cases of aid to workers were recorded. Likewise, the Universal Declaration of Human Rights was made years later.

1971

- It was in the 1970s that CSR experienced its greatest splendour. In this decade, the concept of "globalisation" emerged.
- Greenpeace emerges, a global movement that acts to stop environmental abuses.
- At this moment society begins tu assume the problems that can be generated in companies.

1987
1988

- The environmental commission was created, and the Brundtland report is publised, which is characterized by addressing for the first time the concept of sustainable development.
- The Intergovernmental Panel on Climate Change was established to enable an assessment of relevant scientific, technical and socio-economic information to understand the man-made risks of climate change.

1992

- The WBCSD (World Business Council for Sustainable Development) is created. It is a global organization made up of approximately 200 companies, which work exlusively with the business sector and sustainable development.

1997
1999

- The Kyoto Protocol is approved, an international agreement whose objective is to reduce the emissions of gases that cause global warming.
- The AA1000 standard is created, a system of responsibility whose purpose is to guarantee the quality of accountability, evaluations and propagation on social and ethical issues of business management.

2007

- The European Parliament Resolution of 13 March 2007 on Corporate Social Responsability: a new partnership proposes the creation of a European Alliance for Corporate Social Responsability, using public procurement to promote CSR. It also considers that the worldwide dimension of CSR should encourage the formation of instructions for the implementation of these policies worldwide.

Source: Own elaboration

2.2. __Advantages and Benefits of Corporate Social Responsability for the Company and Stakeholders.__

As mentioned above, Corporate Social Responsibility entails the need for companies that carry out economic activities to carry out their actions in such a way as to establish guidelines that respect morality and ethics, the environment and legality. Also, the objective of this is that the beneficial sensation that these measures cause in society is transformed into greater sustainability and competitiveness for the company.

For this reason, carrying out these practices entails a series of benefits both for the company and for the interest groups of interest. In the first place, we can say that, the main objective of the company is to profit, that is to say, to be continuously obtaining benefits, to create and to maintain clients, reason why to carry out these practices can contribute to that the company increases its profitability in a future, since any company has like reason of being, giving service to the society, reason why the future of a company is in the form in which this one satisfies the necessities of its clients. With this, the objectives that a company sets it self may not only be of an economic nature, but that its activities are focused on the general welfare of society.

Firstly, the implementation of CSR policies in companies improves their brand image vis-à-vis workers, customers and suppliers, as well as provides a characteristic value with respect to competing companies. Employees are motivated, so they are happy to be part of a company that respects people and invests part of their time in learning. This makes it posible for the company to attract large employees. Secondly, Corporate Social Responsibilityis a key element for the company to have a good reputation and causes the number of customers to increase and the company to develop new ways to become visible in new markets, boosting the generation of local economies by raising the standard of living in the area, benefiting both the quality of life of people and the company. In the same way, with the application of responsable activities, the solidity in the company is promoted to guarantee the activity of this in the long term (Grant, 2014). Another feature that is highly important and contributes to reducing production costs is that the willingness to take responsibility for the environment reduces energy consumption as well as CO_2 emissions. According to Brenda Marrero (2018), the fact that the company clearly shows society the impac tit has on the environment increases its credibility and leads to an increase in more loyal customers due to participation in the environment, as well as the generation of a better working environment, which consequently leads to greater performance and commitment from all workers, so, we

can say that the creation of a conflict-free situation greatly favours sustainable prosperity and economic stability.

The benefits that CSR has for stakeholders are directly related to the advantages that the company obtains.

For shareholders, CSR enables them to make more informed decisions because the application of these policies provides transparency about how results are achieved and gives them confidence and steady. Moreover, by offering confidence in the markets, it reduces the risk premium (Andreu, 2010).

For the workers, they feel more identified with their job since there is an improvement in the work climate that helps the workers to increase their degree of satisfaction and commitment to the company. This fact increases the motivation in the employees and that they improve their skills and self-esteem leading, consequently, to an increase in productivity and competitiveness. Furthermore, the implementation of sustainable policies leads to an improvement inhuman capital, i.e. constant training is developed in the organization itself and the exchange of knowledge between employees is encouraged (García, 2016).

The clients are the fundamental figure through which the companies obtain benefits, these count on a lot of information of the company when having this more transparency, reason why it is easier for them to take decisions increasing the probabilities of election between different brands. There is an openness and affectivity towards the environment and the company tries to carry out an intensive knowledge of the needs and demands of the environment. This results in satisfied customers who are fascinated by companies that carry out social projects and care about the environment (Diaz-Correa and López Navarro, 2018)

With all of this, we obtain the result of the benefits that CSR has for society generally, since on the one hand, we can live in an environment with less pollution, thus improving environmental quality, and on the other hand, the effort and the initial investment made due to the saving of energy and raw materials and the better approval of products is compensated and made profitable.

3. CONCEPT AND EVOLUTION OF TOURISM

Firstly, according to the World Tourism Organization, this concept encompasses many elements, but we can define it as the set of phenomena or activities that occur when people temporarily move or stay outside their place of residence and all the activities that occur in these movements during a temporary period. This definition excludes persons making such journeys for lucrative reasons.

The tourism sector in Spain has become, especially in the last decade, the country's main source of income. From 2008 to the current days we can see a constant growing evolution in this sector except for a single decline in 2009. We can consider Spain to be a world leader in tourism, making it a key country in the world economy, with a high volume of investment and job creation (Vizcaíno,2015).

We are going to make a brief summary of the evolution of tourism in Spain from the 1950s to the current days (WTO 2012, IET, 2012).

- ❖ Since the 1950s, Spain began to be a major tourist destination for the foreign population, having at this time several events relevant to the history of Spain in this sector. In 1951 the Ministry of Information and Tourism was created, a year later the first hotel of the chain Husa Hotels was opened in Barcelona and then RIU Hotels was born with its first hotel in Malloca. In 1956, two of the main hotel chains in Spain, the Iberostar Group and Meliá Hotels International, were founded.
- ❖ In the 60's, with the beginning of the "tourist boom" there was asignificant increase in the economy as various laws were passed, such as: The Competition Law, the Law of Hotel Establishments or the Law of Tourist Apartments. During the1960s the main emitter of tourists to Spain was Europe, with a percentage of approximately 80% annually.
  At this point it is also worth noting that once this decade is over there is the oil crisis, so the 70s were a significant decline for the Spanish economy and for the tourism sector.
- ❖ In the 1980s, specifically in 1986, when Spain joined the European Union, tourist flows became more possible. There is also an increase in transport, a large amount of infrastructure is built such as roads and freedom which starts by an air transport, so there is an increase in travel and tourism.
- ❖ In the 1990s, despite the crisis that caused as low down of the economy, there is a feeling of prosperity in the Spanish tourism sector, as both demand and tourism

continue growing continuously. One of these causes was the devaluation of the currency as this fact attracts more tourists to mean for them a greater purchasing power.

Table 1. Evolution of Tourism Between 1950 and 2007

EVOLUTION OF TOURISM 1950-2007	
1950	1,5%
1960	6,1%
1970	24%
1973	34%
1974	30%
1980	38%
1990	52%
2000	74,4%
2007	95%

Source: EIT and own elaboration

Graph 1. Evolution of tourism 1950 - 2007

Evolution of tourism 1950-2007

	1950	1960	1970	1973	1974	1980	1990	2000	2007
Millones	1,5	6,1	24	34	30	38	52	74,4	95
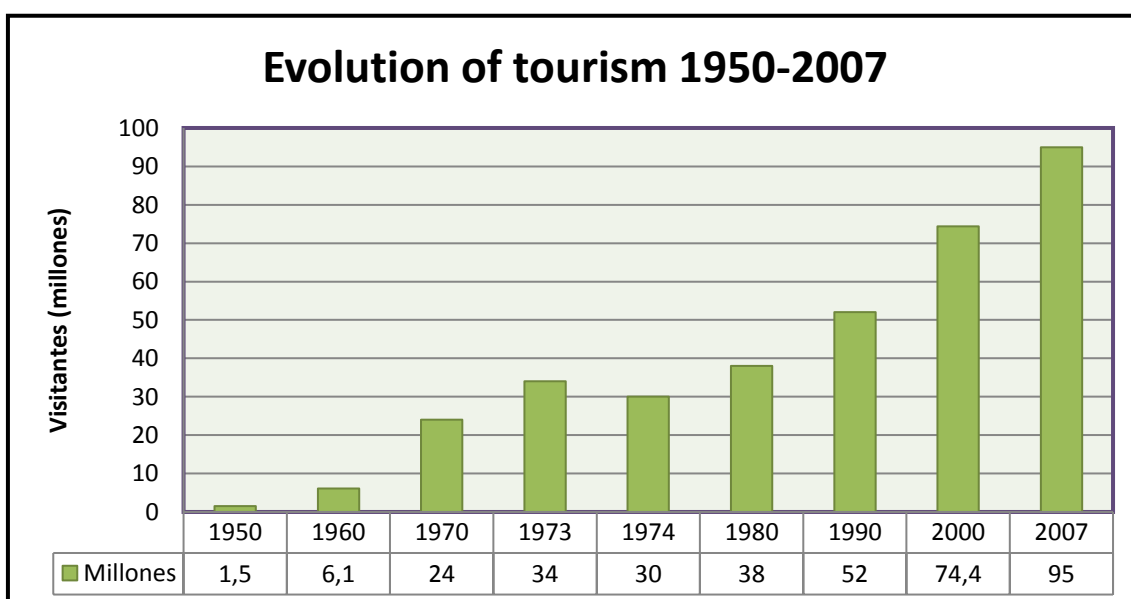
Source: EIT and own elaboration

From the beginning of the 21st century to the present day, various variations have been experienced over the years due to various changes in society. Little by little a more flexible tourism has been made, adapting itself to all types of public. From 2000 to 2007, in general terms, there was a growth and went up from 74 million visitors to 95 million respectively, which kept our country as the second world destination, according to the Institute of Tourism Studies, by the growth momentum of emerging markets and by the development of the economy. On the other hand, 2008 saw a contraction in tourism because of the onset of the economic crisis and is at the lowest levels since the beginning of the decade, a fact that affects businesses and the hospitality sector, which shows a decline of almost 7% between 2008 and 2010. In this case, hotels represent a quarter of turnover in relation to the hospitality sector and approximately 18% of employment, which is clearly reduced. Since 2011 a continuous tourism growth has started of tourism in our country. In the table we can see an increase of 7.4% from 2011 to 2013, 13.3% from 2013 to 2015 and approximately 20% from 2015 to 2017.

Table 2. Evolution of Tourism in the last decade

EVOLUTION OF TOURISM 2008-2017	
2008	57,2%
2009	52,1%
2010	52,6%
2011	56,1%
2012	57,6%
2013	60,6%
2014	64,9%
2015	68,1%
2016	75,3%
2017	82%

Source: EIT and own elaboration

Graph 2. Evolution of international tourism in Spain in the last decade

Evolution of International Tourism in Spain in the Last Decade

Millones (visitantes)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
2008 - 2017	57,2	52,1	52,6	56,1	57,6	60,6	64,9	68,1	75,3	82
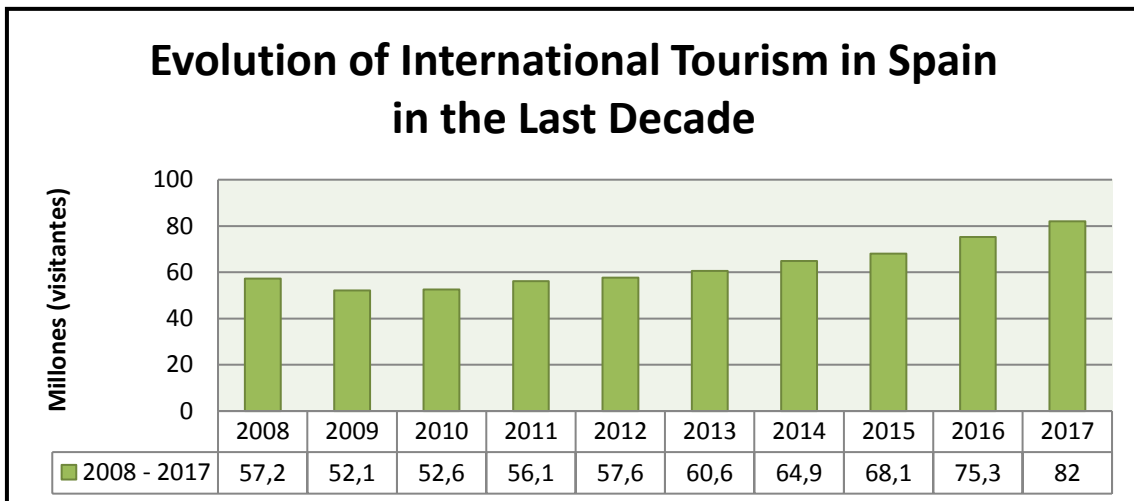
Source: UNWTO 2017 and own elaboration. Retrieved from

www.elrincondelturista.com

Table 3. Percentage Growth of Tourism Between 2011 and 2017

2011 - 2013	0.0714→ 7%
2013 - 2015	0.1333→ 13%
2015 - 2017	0.2059→ 20%

Source: OMT and own elaboration.

Table 4. Tourist arrivals by Autonomous Community in 2017

TOURIST ARRIVALS BY CCAA	
Cataluña	24,3%
Islas Baleares	23,6%
Andalucía	13%
C. Valenciana	11,6%
Canarias	11,3%
Madrid	5,6%
Otras CCAA	10,6%

Source: OMT and own elaboration.

Graph 3. Tourist arrivals by CCAA in 2017

Tourist Arrivals by Autonomous Community in 2017

- Cataluña — 24.3%
- Islas Baleares — 23.6%
- Andalucía — 13
- C. Valenciana — 11.6%
- Canarias — 11.3%
- Madrid — 5.6%
- Otras CCAA — 10.6%
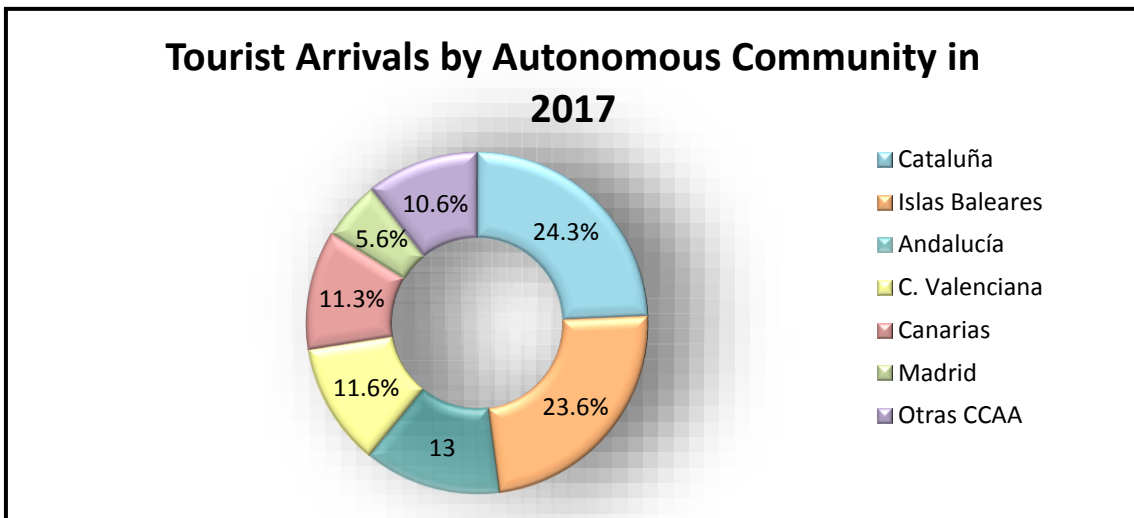
Source: Own elaboration

4. **HOTEL INDUSTRY**

According to a publication by Julián Pérez and Ana Gardey in 2009, we can broadly define industry as the transformation of a series of raw materials into goods that bring benefits to people. The hotel industry is defined as the group of establishments that work to provide accommodation services, restaurants or other additional services, whether for permanent types of accommodation, for tourists, for medical assistance purposes or for student accommodation.

The hotel industry, as we see in this definition is quite broad, and as we will comment throughout the analysis, it is one of the largest generators of employment worldwide. For that reason, the long-term perspectives we have on this industry are of growth and development, since the job opportunities it attributes are very high and, regardless of what happens in the future with the economy, it is expected to continue growing the hotel sector, which will mean that 1 out of 9 jobs around the world will be related to this sector (World Travel & Tourism Council, 2019).

According to a study carried out by Phocuswright, a leading research organization in the travel industry, Spain is placed as the third largest hotel market in Europe with reserves of around 12 million euros. In this sense, we point out that there is an increase in the supply of hotel chains with respect to independent accommodation. The Balearic Islands and the Canary Islands rank second and third respectively in the most popular tourist destinations in Spain. For example, on these areas there is an irremediable population burden due to the great difference in the distribution of tourism. On these areas there is a high consumption of water and energy, at different points where both resources are scarce. In addition, the services also produce a great massification and congestion.

As far as the evolution of the market is concerned, it is the great technological advance and the way in which travel is organized which also helps the evolution of the market, as the online world facilitates direct sales and currently more than 30% of reservations are made by mobile phone in accordance with the Online Travel Agency. The hotel sector is in a process of adaptation since so many options are available to consumers, to know the needs of tourists and experienced travellers as well as about the most traditional. Secondly, tourism is a highly visible activity at present and is expected to continue to be so in the future. According to data from January 2018 captured by the World Tourism Organization, the results of this sector are recorded at approximately 10% (currently estimated at more than 11%) of Gross Domestic Product and employment, that is, in 2016, tourism occupied 10% of the total economy in Spain (Bernardos, 2018). In terms

of exports, it represented 7% in terms of global exports and 30% in terms of services. In addition, tourism surpasses in percentage the chemical industry, which represents approximately 8.8% of world GDP. It also out performs the banking and automotive sectors, with 6% and 7%, respectively. The data recorded for 2017 reveal that, with rough data, international tourists who visited Spain last year spent in our country a figure of 77.700 million euros, figures that represent a quarter of manufacturing exports (UNWTO, 2016).

In this section, we are going to talk about carrying capacity and sustainability in current tourism, and how to deal with the massive influx of tourists, especially in certain periods of the year. As tourist carrying capacity we understand "the measurement of the maximum number of people that can house a specific space without being negatively affected" (Satli, 2018). The tourism we face has not only environmental, but also social and economic effects. These are the three fundamental bases on which sustainability is maintained. Highly visited Spanish destinations such as the Canary Islands, the Balearic Islands or Andalusia, as we have commented two paragraphs ago, are already considering creating a term called "intelligent tourist destinations", where the sustainability element is paramount. This translates into innovative tourism that also guarantees a good quality of life for the residents and allows for sustainable development in the territory, that promotes and drives universal accessibility and that favours the adaptation and integration of the tourist with his tourist environment.

Next, we are currently dealing with a sector, which has made a significant change in recent years, as we have commented in some points of the analysis. It is important to make a brief summary of different periods, in order to understand and be able to resolve questions such as: where we come from, where we were a decade ago, where we are today, how many hotels have opened or closed and the respective motives and what are the challenges and the perspectives and objectives that are present for the not too distant future.

Firstly, if we answer the question "where did we come from", we can say that roughly 10 years ago, when Spain was undergoing a deep crisis from which it has not yet fully recovered, many hotel establishments were closed, most of them due to non-payment or court order. Today, about a decade later, although the crisis has taken its toll on the tourism sector and there are negative aspects, there are also positive aspects that we must consider. On the one hand, we have positive elements such as, for instance: it continues to be the main area that occupies a large percentage of GDP in Spain; this country continues to have an important attraction for the rest of the world and it has been

a sector that has managed to resist and survive the stages of crisis and adjust to the changes in order to remain a priority industry. On the other hand, as negative aspects, we can also mention that there is still a series of places in the hotel establishments that are not covered, therefore, an excess of supply is created; there is a price war that makes it very difficult to compete with different establishments, to such an extent that unless the situation improves or the companies finishes determining in a perfect way what they can offer, they may not reach the point of having to abandon. Another important issue to take into account is that tourism in Spain is purely seasonal, so that in summer the number of people who go to hotels is significantly higher than in the winter season, so there are several hotels that even in these latter dates come to close.

Speaking about dates, according to the National Institute of Statistics, we could say that 2007 was the best year in this last period since the percentage was almost 13% more than 7 years ago. It is also true and should be written down that in two years later this figure began to decline markedly and in 2009 we were positioned with 10.5% fewer tourists. To this day, we have suffered variations, but generally in an ascending way.

To sum up, referring to a current period, we can point out that the supply of hotel establishments has grown at the same time as prices, occupancy and the number of visitors have fallen and many hotels that tend to open only in high seasons, while in times of lower temperatures when the demand for accommodation is lower, are due to remain closed. Competition is complicated by the present oversupply, which in many cases leads to disorientation of tourists because of the large number of brands, hotel companies and posible destinations too.

As a conclusion to this section, it is important to add that if Spain wants to remain competitive in a market that is increasingly innovative and complicated to manage, it is essential to launch itself with new purposes and with new management models in the tourism sector, so that in this way we can respond and face new challenges and new changes in this industry. Another of the key phenomena for several decades is the increasing globalization, the changes in the way of thinking and in the interests and in what attracts the attention of tourists and above all, the change towards information and communication technologies which, more and more, is the term on which our society revolves.

4.1. <u>Impact of the Hotel Industry</u>

4.1.1. Environmental

To begin with, the environmental impact generated by the hotel industry is an impact that it prioritizes for both residents and tourists. Like many economic activities, the hotel activity can generate negative impacts such as the generation of waste, excessive consumption of energy and water or pollution. These events can occur both at the time of construction of the facilities and later at the time of providing the service. On the one side, at the time of construction, many times to carry out the building are disabling natural areas, there by damaging the environment. Waste is also generated both by the fact of the construction work and by the material used. On the other side, among the tasks where the service is provided are those of cleaning, where toxic products are used, just like cooking, laundry, maintenance, catering, etc.

Among other negative effects related to the environment that are generated in the hotel activity are:

- Acoustic and atmospheric pollution, i.e. noise produced in hotel building areas and emissions and incorrect waste disposal. Pollution occurs mainly in coastal waters and in areas vulnerable to human activity, such as islands or rural areas (Villar, 2008). Water pollution also occurs as a result of discharges, over population and congestion.

- Degradation of landscapes where habitat, biodiversity and flora can be degraded and destroyed, so that natural spaces are used where areas cannot regenérate naturally, due to excessive felling of trees and accumulation of garbage.

These pressures cause destruction and overexploitation of the natural environment, so when ecosystem studies are implemented to identify problems and establish alternatives, tourism activity can become a stimulus to conserve the environment and create natural parks and protected areas.

All these negative effects must be the object of consciousness for these companies and they must know how to transform them from initially negative to finally positive. One of the possibilities to make this possible is to use recycling techniques to pre-treat any pollution generated. With this, some of the possible positive effects related to the

environment include the preservation of already constructed and natural areas or the improvement of infrastructure.

Ilustration 4. Elements of Tourism Impact
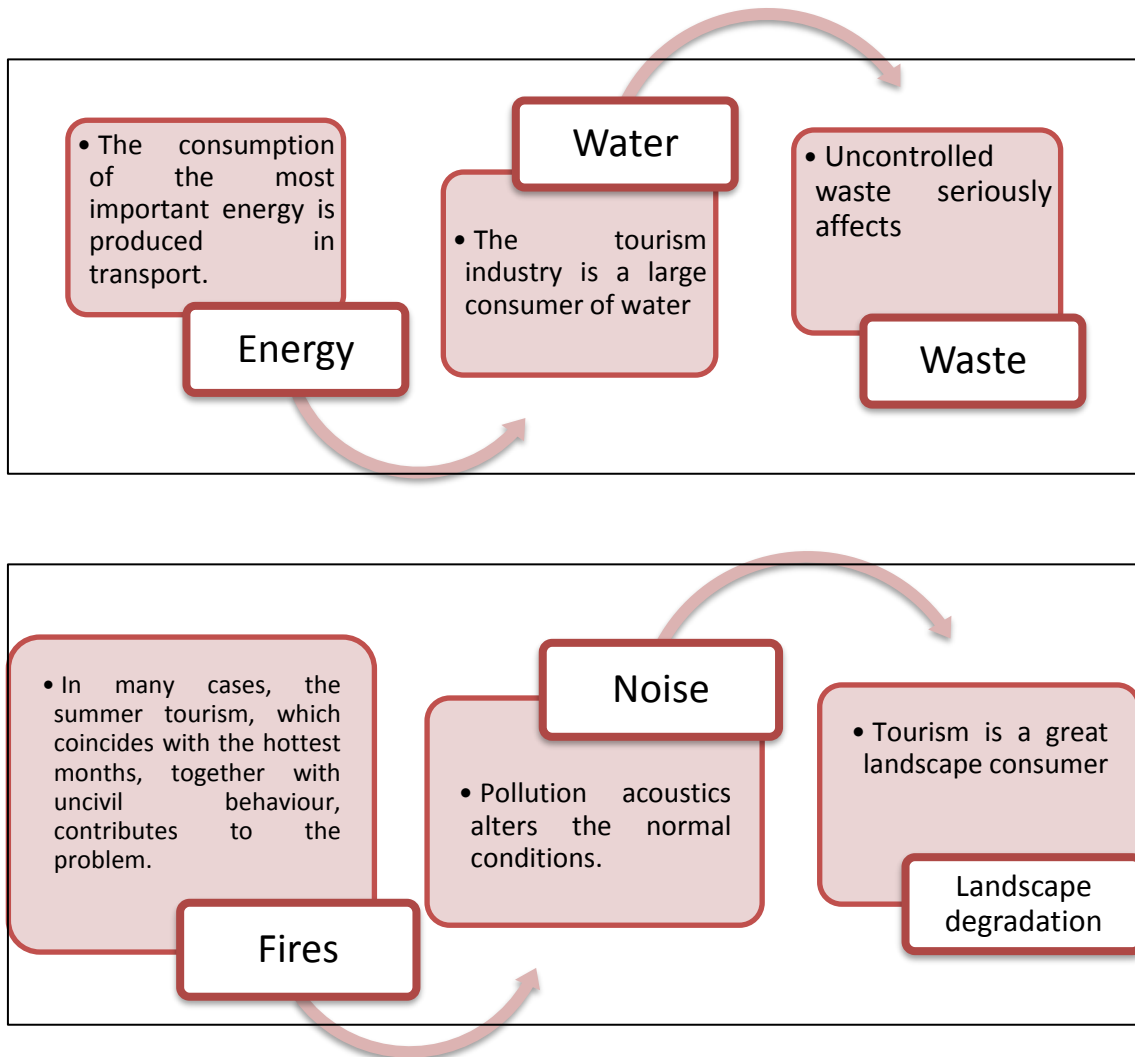
Source: Own elaboration

4.1.2. Sociocultural

We can consider that the socio-cultural impacts that arise from this industry are the result of the relationships that are created in the tourist destination itself. These impacts can affect different variables as they depend on discrepancies between people in the same tourist area and tourists visiting the same area (Mathieson and Wall, 1982). We

understand that, between different areas, and even with a more significant effect, in different countries, there are differences that affect lifestyles, values, cultures, behaviours, security, educationor similar aspects.

In this section, which relates to social aspects because of tourism, we can analyse on the one hand the behaviour of people, both as residents and as tourists. Because when tourism was in full development, it was seen with enthusiasm and had a satisfactory effect on both sides. As it stabilizes, it begins to be a business and not as a simple activity, but the need to take advantage of the advantages that could be obtained economically begins to arise. In a third stage a third point of view begins to be seen and signs of saturation begin to be seen and limitations begin to be established due to excessive growth. Subsequently, in the subsequent phases, a great deal of attractions is lost, a phase of decline is entered, and a large part of the problems caused by this activity are recriminated to the tourist side.

From this evolution, we conclude that if tourism levels remain within a reasonable range, the activity is acceptable. On the other hand, if these levels are surpassed, there are signs of discontent on the part of the residents, which can psychologically affect their quality of life. There are also benefits for destination residents in creating and developing infrastructure such as transport and communications. Tourism contributes to the conservation of monuments, customs or traditions, as well as to the knowledge of the diversity of cultures and to the understanding and relationship between people from different areas and cultures. These facts are often countered with socially negative effects that can be caused, such as racism and xenophobia because of low-wage jobs that are covered with immigrant labour; elimination of the tourist destination culture due to the commercialization of traditions, eliminating their true meaning.

4.1.3. Economical

Firstly, in relation to the economic impact that tourism brings with it, since it depends to a large extent on the human factor, with tourism there is an increase in employment, which has parallel repercussions on an increase and improvement of the economy in a given geographical area. In relation to this fact, firstly, the negative effect is also evident, since tourism is not constant throughout the year, but in certain times or seasons it grows significantly, as is the case of sun and beach tourism. For this reason, it is impossible to obtain high income due to tourism throughout the year, in addition to fixed costs in hotels, which are often difficult to recover in times of declining tourism. For that reason, hires

related to tourism and the hotel sector are temporary, so in most cases the hiring is for unqualified personnel and the distribution of income is not equitable. Therefore, there is an agreement between positive impacts such as employment opportunities and the creation of economic benefits for the population, but there is a high degree of agreement with the impact caused by real estate speculation and the rise in prices at certain times of the year. We can analyse this fact from different perspectives. By checking, when displacement occurs at the international level, the generation of income is for the receiving country, but when tourism is generated within the same country, there are currency movements (Picocell, 1993).

4.2. __Sustainable Tourism__

As mentioned earlier in Chapter 2, the term "sustainable development" first appeared in 1987, when the Brundtland report was produced this year by the World Commission on Environment and Development. This report highlighted the fact that the needs of the present generation could be met without having a negative impact on future generations. Thus, if we apply this definition and the term sustainability to tourism activity, according to the World Tourism Organization, we can define sustainable tourism as "tourism that meets the present needs of tourists and the regions where tourism takes place, while protecting and enhancing opportunities for the future".

In 1997, the World Tourism Organization and the World Travel and Tourism Council established in 1997 fundamental points in Agenda 21 (commitment to improve the environment and the quality of life of the inhabitants of a community, created by 172 countries of the United Nations committed to implementing environmental, economic and social policies) for Travel and Tourism:

Ilustration 5. Elements of globalization

Minimization, reuse and recycling of organic waste	Efficiency, conservation and energy management	Water and wastewater management	Management of dangerous waste

Transport	Land planning and management	Involvement of the local community in environmental management	Sustainable design of the touristy offers
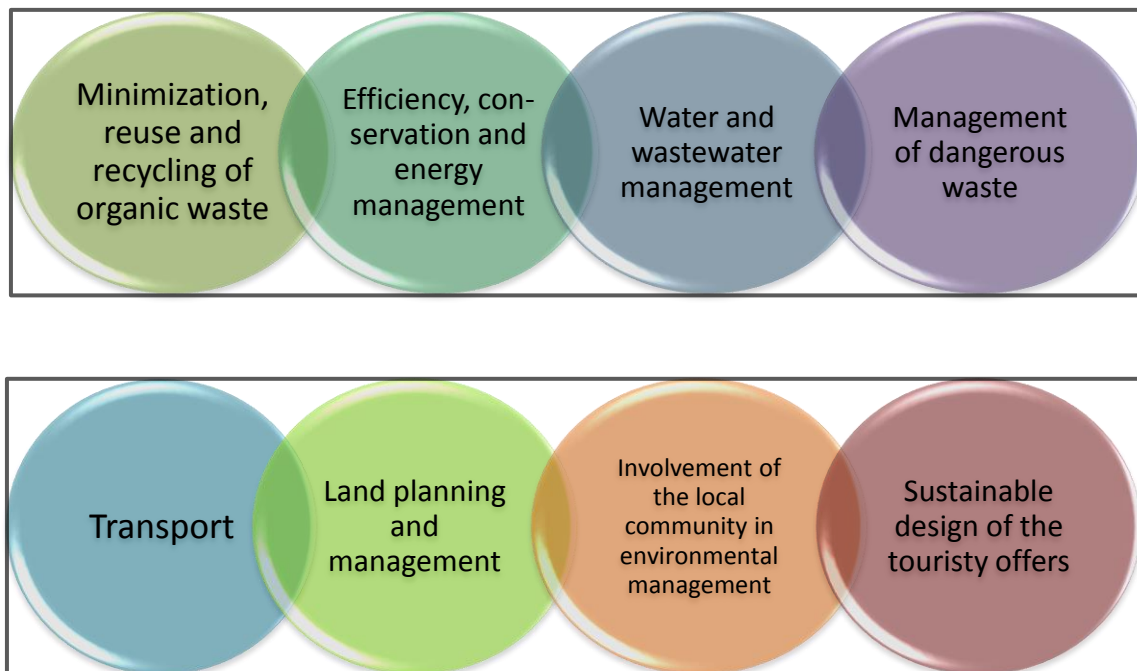
Source: OMT and own elaboration

Tourism is one of the most relevant industries in the world, as mentioned above, and one of those that most affects the environment. In addition to the clearly identified positive effects, such as job creation, there are also several highly significant negative effects, such as the pollution of nature reserves. It is because of these effects that we will cite later, that the concept of sustainable tourism is becoming more and more important. Its main objective is to make the tourism industry compatible with the protection of the environment, a fact that increasingly implies a greater importance for tourists as they show a behaviour that is more and more involved in sustainability. We could mention several examples that demonstrate it since, in 2012 a study was carried out in TripAdvisor which indicated that 71% of the people who were going to carry out some tourist activity, were going to do it making favourable decisions with the environment. Similarly, it was found that most people are willing to pay a higher price and to consume in companies that show positive behaviour towards the environment. Due to the fact that the concern about sustainability is more and more present, starting in the 90's, after the main objective in the 60's and 70's was to increase tourism and increase the supply of accommodation without taking into account the ecological deterioration, a new culture began to be created in companies based on quality in various aspects. Specifically, in 1997 a program was created to make tourism compatible with environmental sustainability. This initiative was called: The Sustainable Tourism Plan. This plan, which

is structured into various programs, aims to protect natural areas and increase tourism supply. These programs aim to improve the water supply for high tourism populations, implement environmental management systems in companies, and place emphasis on training those responsible for tourist areas. Generally, it is tried to conserve the nature maintaining the tourist development. Another of the initiatives carried out was the Sustainable Tourism Municipality Project, whose objective is to establish an environmental management program for tourist destinations, where, by coordinating tourism and the environment, the aim is to make sure that competitiveness in destinations cannot be harmed by the loss of their attractions. To cite an example of the type of activities that are usually carried out in these projects, we can give as an example the village of Vinaròs (Castellón), this was declared Sustainable Tourism Municipality in the third campaign of this project (Hosteltur, 2002). To improve its activity and tourist image, the village was subsidized and invested in refurbishment, improvement of its beaches, recovery of urban areas, signalling actions and image of the village and change and improve the tourist offer.

Finally, in this section, we will briefly explain the benefits that sustainable tourism can bring (Biosphere Tourism, 2017).

Firstly, in relation to environmental impacts, it promotes responsible consumption and respect for the environment and achieves a balanced development with it. It also generates economic advantages derived from flora and fauna resources. It controls negative impacts caused by tourism and work on reliable methods of environmental responsibility counteracting these effects, as well as the incorporation of a plan that ensures a tourism development that adapts to the carrying capacity of the ecosystem.

In terms of cultural benefits, it proposes activities that can be enjoyed by the community itself as well as by tourists and helps to conserve historical and cultural heritage. Sustainable tourism initiatives respect socio-cultural authenticity, promote community self-esteem and collaborate with intercultural tolerance.

According to the social benefits, the quality of life of the local population is improved and infrastructure is improved, as well as supporting human rights and workers' rights. For the tourism section, it is a beneficial experience promoting sustainable practices in the environment, it also improves the self-esteem of the local population and highlights the value of cultural characteristics, offering a great opportunity to improve communication between people from different geographical areas.

To end with this term, we do not confuse sustainable tourism with ecotourism, or with responsible tourism. Since these may have different meanings. Eco-tourism, in general, refers to the type of activity that focuses primarily on nature. Nonetheless, responsible tourism could have a broader description (Cañada, 2016).

This last concept can be defined in several ways, since it can be understood as the way to organize a trip incorporating and looking for options always keeping the ethics in the decisions. In addition, another of the assimilations is related to a set of good practices within the companies with the aim that the negative impacts are the least possible. Finally, another way of understanding this last concept is the need for society moves for hotel chains and tourism companies can move towards high levels of responsibility and sustainability.

4.3. <u>CSR in the Tourism and Hotel Sector</u>

In this section we start from the premise that the hotel sector is the main nucleus of the tourism sector (Statista, 2018) and, as we have previously commented on the concept of economic development and its evolution over the decades, because of a new mentality and increased interest in social and environmental issues, tourism as an economic activity cannot be left aside in this sense.

In many countries, such as Spain, tourism represents a great importance for the economy and the business world. Therefore, in 1987, due to the change of thought, in the Brutland report, the concept of sustainable tourism began to be defined for the first time, since this concept as important as tourism could not be alien to this new idea and conception. With this, creating a related benefit between economic growth and conservation of the environment is fundamental. In this section we are going to define important aspects about the hotel sector and how to carry out corporate social responsibility policies.

So, it converges with the economic action of the hotel sector, along with the main activity, whose function is to provide accommodation to people in a professional manner, adding others that provide complementary services. These additional services that are perceived by clients in such a significant way can be the comfort of the rooms or the attention of the hotel staff. On the other hand, one of the most demanded services in the accommodations is the free WIFI service, the availability of bathroom products, possibility of air conditioning or coffee machines in each room among others (La

Vanguardia, 2016). As we have analysed before, the hotel sector has gone through different phases but providing an important growth through out the years. Therefore, there has also been a general increase in hotel activity. We have observed, according to Hosteltur, that in 2018, more than 70% ofthe hotel beds offered are by hotels, while the lower part belongs to hostels and pensions. Consequently, the number of people dedicated to the hotel industry are also mostly those who work in hotels and, of this part, also the majority, carry out their activity in hotels of 3, 4 or 5 stars.

It is understandable that factors such as the location of the establishment are related to the degree of environmental impact. Noise pollution or the degree of sound that exceeds the normal conditions of the environment in a given area, is different in urban areas, where it will be much higher than in rural areas, away from central nuclei, according to the Report of the Area Government Environment (2009). Another fact that must be considered to protect sustainability is the geographical dispersion of each hotel chain establishment, since respect for local culture, involvement in improving economic development and compliance with legislation in each locality or place where society is established must not be lost.

In this sense, we can question whether the current economic crisis, present in Spain since 2007, affects the development of Corporate Social Responsibility in hotel chains. Although this sector has been affected in recent decades, Spain's standard of living has increased greatly for many years thanks to the foreign exchange provided by the tourism sector (UNWTO, 2001). As we have commented throughout this analysis, the tourism sector has gone through many stages throughout history and approximately three decades ago came to light the first disconformities in relation to the present model of tourism, as new demands were manifested by the current tourist. These criticisms of the traditional model referred to aspects such as: excessive geographical concentration, the damage that the traditional tourism model causes to the environment, or the fact that development in this sector was simply based on short-term and immediate objectives (Figuerola, 2018). This fact was awakened at the end of the 20th century, in the decade of the 80's approximately. It was from that moment when the advantages and disadvantages of those acts brought with themselves the effects of tourism began to be contrasted. For example, we can say that the construction of a hotel causes environmental pollution, noise pollution, high water consumption, a loss of much of the local culture, among others. These effects are contrasted with the possible immediate positive effects of the construction of this accommodation in a given geographical area. For this reason, for tourism to be continue as one of the fundamental engines of the

Spanish economy, it is important to implement a new growth model, which is based on development and innovation, improved productivity and, above all, the sustainability of the economy. These are, therefore, strategic decisions that imply concepts applicable to Corporate Social Responsibility. On this way, in addition to obtaining monetary benefits, hotel chains will also obtain greater economic development and will come to satisfy the expectations of all parties, tourists will be able to see this differentiation and advantages will be applied in organizations such as an increase in market share among tourists who have social and environmental awareness and more opportunities to adopt new investors who are also sensitized to this cause. In terms of internal issues within the organization, the working climate improves, so that workers feel satisfied and their turnover decreases and a growing positioning is achieved, as well as the capacity to face both risks and market opportunities.

In short, what is required of the tourism sector in general is that it acquire policies that have as their activities those of a system of Corporate Social Responsibility. For this, in the organizations there must be an ethical behaviour, there must be a proactive spirit that is based on having initiative to do the ethical work and to preserve the environment. The management of the activity must attend to the needs of both clients and workers and cultural values of the areas where they are located must be promoted. This will result in a palpable differentiation for the customer translated into benefits for all parties.

Ilustration 6. Characteristics of the 21 st Century
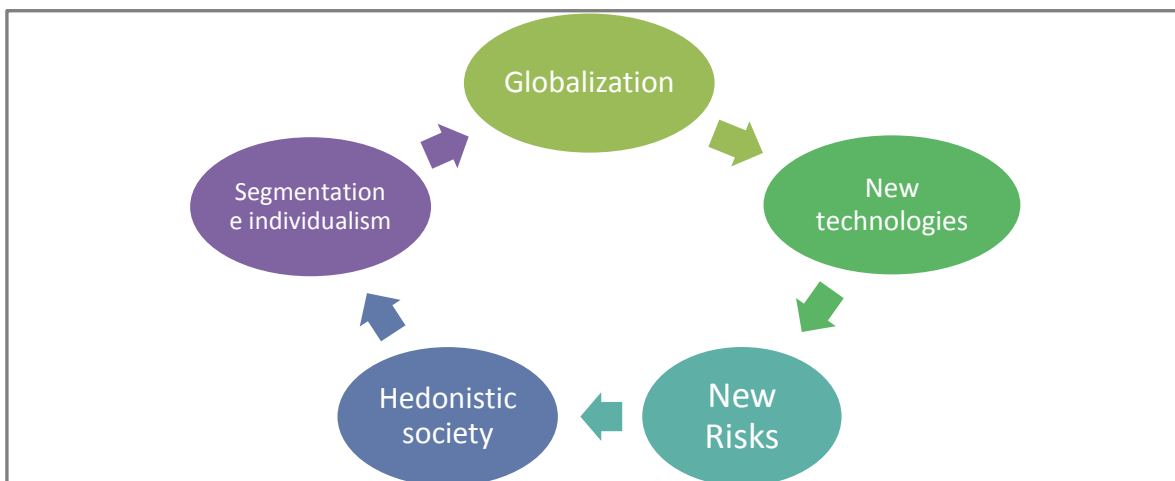
Source: Own elaboration

4.4.   Reasons for Implementing CSR Policies in the Hotels

The initiative to create and impose an environmental policy on the European economic community did not come into being until the mid-1970s, although in previous decades one of them could already be aware that the system lacked measures to protect the deterioration of natural resources and to prevent excessive pollution. In 1972, together with the first conference on the human environment, several principles were established with which the new environmental policy should be based. Here are some of them (Acosta, 2017):

1. It is better to avoid pollution than to have to deal with it, since the action measures once the problem has been created are much more complicated than the prevention actions that can be carried out collectively by society.
2. Environmental policy must be in line with economic and social policies.
3. Damage to the ecological balance must be avoided through the exploitation of natural resources.
4. Research into improving the environment must also be encouraged so that action can be taken and done efficiently and effectively.
5. Activities in one area or state should not adversely affect another.
6. Environmental education must be encouraged, just as the European economic community must promote environmental protection throughout the world.
7. The applicable environmental protection measures must be consistent and adjusted to each geographical area and to the level of pollution in that area.

Already today, there is still a great deal of ignorance about CSR concepts in the tourism and hotel sector. It is therefore essential, in addition to carrying out ethical actions with regard to this concept, to apply training actions for professionals in this sector, so that, with this, they can see and observe more clearly the benefits that can be demonstrated as a result of actions carried out correctly. Likewise, in most cases, these policies are also implemented for reasons such as legality, the improvement of the company's image, to increase positive public relationships and eliminate or diminish negative ones for ethical or moral reasons.

The fact of implementing a tourism policy does not mean that the problems related to this activity are resolved immediately, or that there will be no negative effects as a consequence, but its implementation means that they can be identified in advance and improved to understand the interests of society and carry out a process for better decisión making. One of the purposes for which Corporate Social Responsibility policies

are implemented in hotels is to increase productivity, since if an employee is well identified with his or her job, there is automatically an increase in productivity, because he or she is motivated, wants to do his or her job well, and wants to get involved and feel part of the company. For this it is important to consider the needs of employees and know how to meet them, through communication, to increase welfare. These activities may include continuous training, flexible working hours or incentives by objectives.

Improving corporate reputation is one of the reasons why these policies are also implemented. In previous decades this was not a concept which companies were particularly concerned about, but today, and especially in a particularly competitive sector, it is essential that as well as being guided by responsible behaviour, it demonstrates it. This constancy and effort of these companies can be reflected in some occasions with certificates such as for example the "Premio RSC Hotelera", where it is publicly recognized before society.

A last concept of great importance like getting to have customer loyalty is also one of the most significant reasons. This reason derives from the fact that there are more and more people in our society who are concerned about creating a more sustainable and committed tourism, so if these policies are visible to customers who care about the social and environmental environment, there are extra advantages to be the option chosen by it.

5. <u>METHODOLOGY</u>

5.1. <u>Type of Study (Case Study)</u>

This analysis is based on a case study, qualitative method of research where the main objective is to understand the situation and the relationship between the different parts integrated in the analysis, make a distinction between how the parts work and the relationships that exist. One of the characteristics of this type of study is that it is descriptive, i.e. a qualitative and complete definition of the conditions is collected. Another feature is that its two purposes are to discover new aspects of a theme or is used to confirm or corroborate something we already knew before. Inductivity is also an associated term, since from this research it is possible to elaborate new hypotheses and find different relationships. The phases for the elaboration of a study of cases can be defined in 4, the first of them is the preparatory phase or of literature review, where information is gathered through bibliography related to the chosen topic, the design of the investigation is defined, and a first draft is elaborated; a second phase consists of collecting the information that will really be useful for analysis and generates a series of reflection processes where it seeks to pursue the objective; the third is the so-called analytical stage, where the analysis begins to take on an important meaning as the information is processed through various reflections and checks. Finally, we can move on to the information phase, where the results and final conclusions are presented (Rodríguez, Gil y García, 1996).

This topic has been chosen due to the great importance of both tourism and Corporate Social Responsibility in our country, which is why it is considered necessary to analyse this circumstance on both concepts together, since they require observation and are of interest within the world related to research (Tepelus, 2008). At the same time, we have chosen these four companies because they are the first four that are in the ranking of the 10 hotel chains that lead this sector, according to the analysis carried out every year by Hosteltur. Consequently, we can find more elaborated information, from which we can extract results and make a more conclusive analysis. Within the analysis, as mentioned in the introductory section, we proceed to analyse two specific dimensions in order to compare them at an evolutionary level over a period of approximately 8 years. These comparisons are at an environmental and social level, more specifically, this last one variable is focused exclusively on workers. They have been chosen because we have considered them to be two basic aspects for carrying out an analysis of Corporate Social Responsibility, a subject that concerns us. In the first case, respectively, we refer to the actions that the company carries out at an environmental level, as it tries through its

policies to improve this situation in a global way, that is to say, it analyses, for example, how CO_2 emissions are reduced in its companies, water consumption, or how waste is eliminated in the best possible way. Also, in each of the companies different projects are carried out according to their perspectives, which consist of different activities, always to improve our environment and preserve the environment. We have decided to consider this aspect as it relates people to the environment, seeks a change in attitudes and awareness of how important it is to preserve it so that in the future our quality of life is not damaged. Related to social analysis, this constitutes a very important source of value for the company. In this sense we have analysed aspects that relate to the worker, being this one the engine of itself, because without a motivation and training of workers by the company all the work would become much more complex. In the same way, the company takes care of people's well-being, of paying maximum attention to solve social difficulties that may arise within the organization.

First, we will begin with a brief description of the companies, which will continue with the various relevant facts relating to Corporate Social Responsibility. Secondly, we emphasize facts of special importance on the environment with which each company is characterized. Thirdly, we emphasize aspects relating to the behaviour of these companies towards their employees. With this, we will finally conclude and explain the results that we have obtained through the analysis, so that we can come out with better conclusions and make certain improvements.

Several tools have been considered for its development, mainly secondary sources have been used as a source of information, such as examples of the companies that belong to our analysis. The INE has been used to capture data on the evolution of tourism and how it has changed in recent decades. Information has also been extracted from sources such as Hosteltur or Rankia. In order to make a conclusive analysis of this project, the corporate responsibility reports of the different hotel companies from 2007 to the present have been consulted.

5.2. Introduction of the Companies

Meliá Hotels International is the first company we are going to analyse. It is a hotel company dedicated to holiday accommodation. Founded in 1956 in Palma de Mallorcahas become one of the largest in the world, as it is a leader in the Spanish market. It currently has approximately 370 hotels around the world distributed in 43 countries, with 96370 rooms and almost 29 million stays. This company has different

brands such as Gran Meliá, Paradisus Resorts, ME by Meliá, TRYP by Wyndham, and others. It is fundamentally characterized by its emphasis on three main areas such as expansion, sustainability and job creation.

Ilustration 7. Meliá Hotels Brands

GRAN MELIÁ HOTEL & RESORTS
Selective positioning focused on growth in major cities and tourist destinations and top level locations

PARADISUS BY MELIA
Internationalization of the brand in the main holiday destinations and to promote the entry in the Asian market or in other destinations of the Caribbean

ME BY MELIÁ
Focus on cosmopolitan cities and at the forefront of trends, identifying major luxury vacation destinations and lifestyle

INNSIDE BY MELIÁ
Promote the brand as an urban reference with a leisure component in main and secondary cities

SOL BY MELIÁ
Internationalization of the brand, consolidating destinations in the Mediterranean and Southeast Asia and with a commitment to the Caribbean and emerging markets.

TRYP BY MELIÁ
Maintain brand growth and consolidation in current markets.

Source: www.melia.com and own elaboration

We consider it relevant to point out precisely both the mission and the vision with which the company is defined.

MISSION: *"Offering global accommodation experiences and services with criteria of excellence, responsibility and sustainability, and as a family business, to contribute to a better world".*

VISION: *"Positioning ourselves among the first hotel groups in the world in the medium and high urban and vocational segments, to consolidate our leadership in the latter and to be recognized as a world reference in excellence, responsibility and sustainability".*

Ilustration 8. Location of Meliá Hotels Worldwide
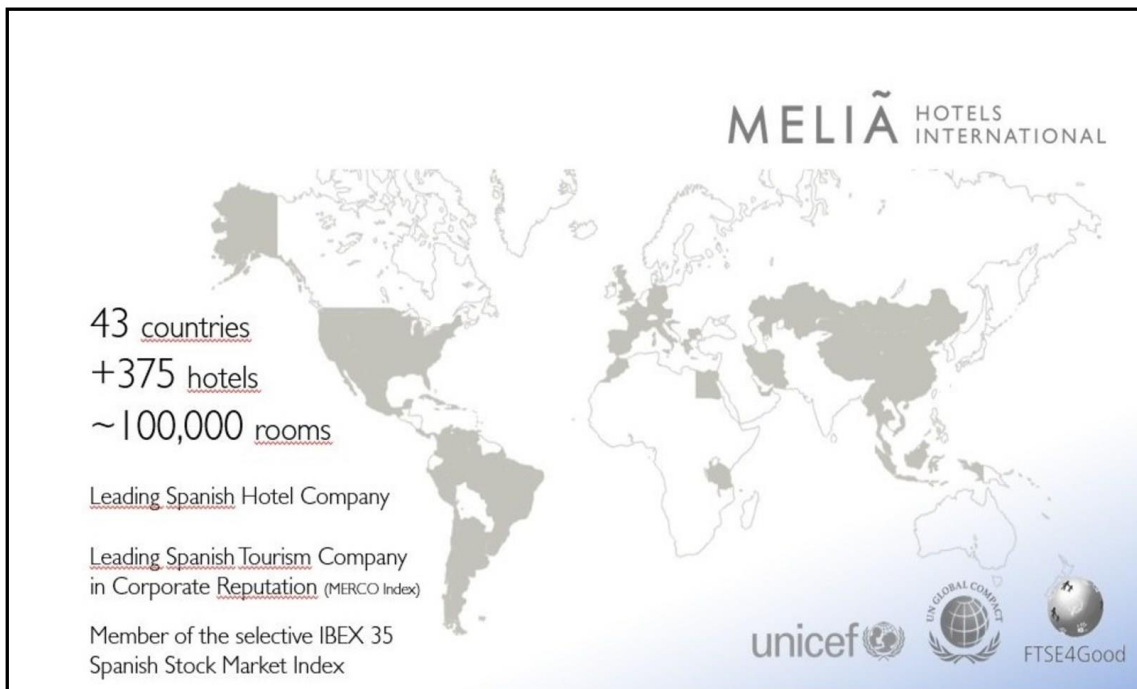
Source: Memory Melia Hotels international press room

Being at first a family business that has been evolving and consolidating, it is now aimed at growth based on formulas that are not very capital intensive. Its business model is the result of innovation, internationalization and the great variety of services offered, always predominating in excellence and getting as close as possible to the needs of customers and interest groups. This business model is fundamentally based on 6 parts, these are the digitization of the commercial model, customer orientation, digitalization of processes, talent, expansion and back office.

Continuing with NH Hotel Group, this is considered worldwide one of the reference hotel companies around the world operating with about 400 hotels spread across Europe, America and Africa. Present in 30 countries such as Germany, United Kingdom, Portugal, Italy, Hungary, China, Austria, Cuba, Ecuador and Spain among others, has evolved since 1996 to the present day in an increasing number of rooms in all hotels. As for the breakdown by room, we consider that almost 30% of hotels can be found in Spain. In the last 5 years, NH Hotel Group has been joined by various brands such as NH Collection, as each one of them are characterized by offering different services and experiences.

Ilustration 9. NH Hotels Brands

NH HOTELS

They are characterized for being urban hotels of 3 or 4 stars for clients that look for a good location with the best relation quality - price

NH COLLECTION HOTELS

They are premium hotels located in the main capitals of Europe and America. It is a category that seeks to go beyond what the client expects

NHOW HOTELS

These are the most surprising of all the brands that comprise the company. This is due to the design that escapes the conventional because they have a unique personality

Source: Memory NH 2017 and own elaboration

Below we also define the mission and vision of this company.

> **MISSION**: *"Offering sustainable and efficient hotel and catering services for its customers, shareholders, partners, employees and society in general".*
>
> **VISION**: *"When someone plans a trip or a meeting in a city, for business or leisure, they will wonder: Is there any NH at my destination?"*

Ilustration 10. Location of NH in the world
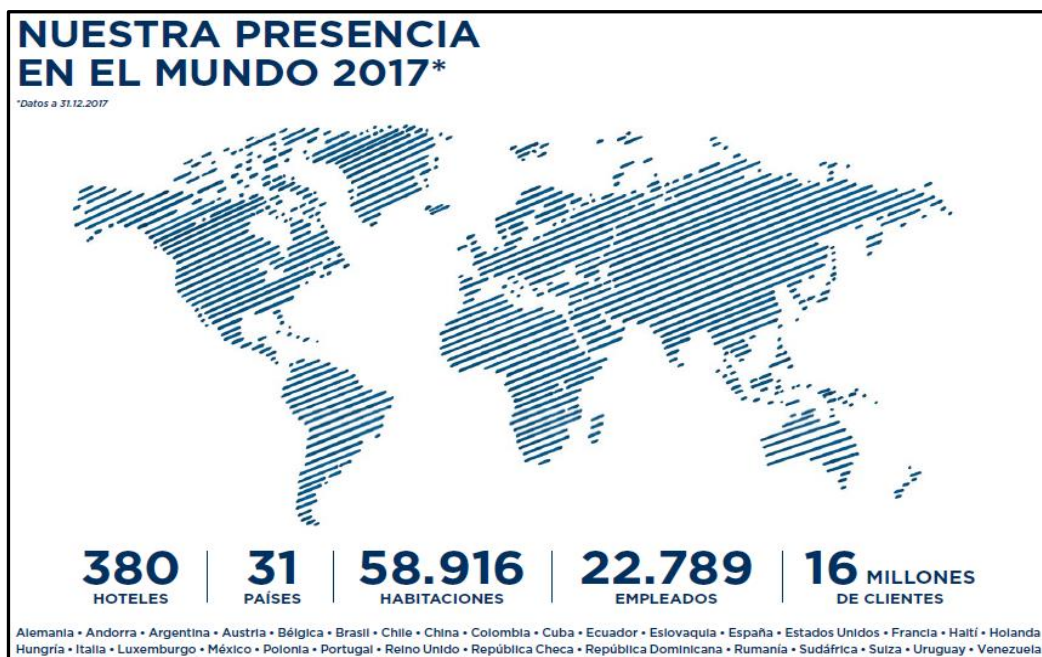
Source: Memory NH 2017

As we mentioned, NH Group has the long-term goal of offering such distinctive features and eye-catching experiences that it is the preferred accommodation destination for most clients. This is done through the company's enjoyment of doing what they are passionate about, meeting the needs of consumers. They therefore work with people who are motivated to do so, able to work with a constant responsibility and pride in serving others, who are open-minded and young, able to offer meaningful experiences.

Thirdly, Barceló Hotel Group is placed as the third largest hotel chain in Spain and the 29th largest in the world. The different brands belonging to the Barceló Hotel Group currently have 245 4- and 5-star holiday establishments and some 55,000 rooms located in 22 different countries. Through the term "Forward Hoteligence", the Barceló group transmits on its website its passion, motivation and vocation to satisfy its customers. Characterized by wanting to anticipate the desires and needs of these, the company remains in a constant development and improvement, thus being a place of reference to stay worldwide. Your team is defined as a group of hardworking people, with the ability to face all challenges with dedication, with confidence to achieve the targets and with the security of achieving success.

Ilustration 11. Barceló Group brands

ROYAL HIDEYWAY (LUXURY HOTELS & RESORTS)
The classic predominates, it pursues to find in the client an experience with atoma to past times where it can disconnect of the present world

BARCELÓ HOTELS & RESORTS
It provides a distinctive experience that, in addition to being original, captures the wishes of customers in advance. Unlike the previous one, it goes beyond the conventional.

OCCIDENTAL HOTELS & RESORTS
It is characterized by offering tranquility and relaxation. It offers the client what he needs, with practical and intelligent concepts

ALLEGRO HOTELS
The essence of Allegro Hotels is energy, freedom and fun. In every Allegro experience, customers will have something to discover and learn

Source: Memory Barceló Group 2017 and own elaboration

We defined the misión and visión of Barceló Group:

> **MISSION**: *"Satisfying the expectations of its customers, taking advantage of business opportunities and being a pioneer in the launch of new and innovative productos and services".*
>
> **VISION**: *"Being a profitable, international, customer-oriented hotel and trips in groups"*

Ilustration 12. Location of Barceló Group in the world

Source: Barceló 2017 Group Annual Report

As for the sustainable growth of the Barceló group, we note that before the year 2012 the company was not precisely characterized by expanding in all senses, as it was not until this year that the introduced financial problems from several former years were resolved, which prevented any kind of growth process. On the other hand, in 2012, when this situation recovered, they began to grow internationally, so that 8 establishments were opened in countries such as the Czech Republic, Germany or Spain, among others. Before carrying out the analysis of this company, we will consider that in reports prior to 2015, there is no emphasis on aspects of Corporate Social Responsibility, or at least,

they are not reflected in the annual reports of previous years. Therefore, we consider it important to emphasize that this fact is considered a disadvantage for the company, as it does not show information about this aspect that can be compared with the competition.

Fourth, we have chosen RIU HOTELS to do the final analysis of the study. Riu Hotels and Resorts is a Spanish company, created in 1950 in Palma de Mallorca that has been present in the hotel industry for 65 years. 30 years after the opening of the first establishment in Mallorca, in 1990 it started internationalized, opened the first hotel in Punta Cana and in the following years grew in countries such as Mexico, Jamaica, Bahamas, Portugal or Costa Rica among others.

**Ilustration 13. Riu Hotels Brand**

FUN4ALL
Distinguish RIU Hotels with more fun and lots of activities.

Source: Memory Riu 2017 and own elaboration

In terms of RIU's mission and visión:

MISSION: *"Becoming the leading company in the sector and the one that best allies with the clientele, offering them new options of quality tourism and committed to the environment".*

VISION: *"Offering solutions that satisfy the wishes of our clients, exceeding their expectations and making their trip an unforgettable experience".*

Ilustration 14. Location of Riu Hotels in the world
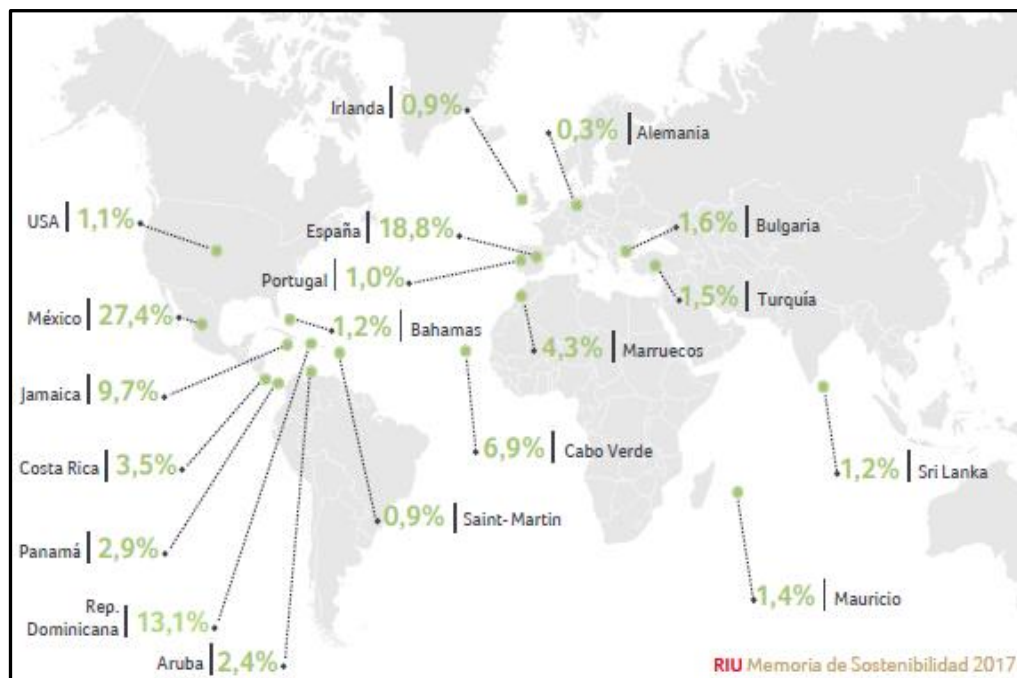
Source: 2017 Riu Sustainability Report

Among the hotels located around the world, these add up to a total of 105 hotels with 45.400 rooms. This chain is one of the 30 largest in the world (Hotels Magazine, 2014). In Spain it ranks second in terms of income and third in terms of the number of rooms (Hosteltur, 2016).

6. MAIN NATIONAL HOTEL CHAINS. LEVEL OF SOCIAL RESPONSIBILITY AND ITS EVOLUTION.

6.1. Meliá Hotels and evolution on key aspects

6.1.1. Corporate Social Responsability at Meliá Hotels

In reference to the sustainability and Corporate Social Responsibility policy of Meliá Hotels International, generally speaking, in the business processes of this group, we are seeking to integrate the values in order to fix them to a sustainable development that encompasses all stakeholders, as they believe that tourism is the key to the future continues to be the major driving force of the economy in much of the world. It is certainly believed that any company is an entity that needs continuous adaptation to the environment and attention is very important in this regard.

Meliá Hotels International's Corporate Social Responsibility has evolved over the years, as have most of its aspects. Since 2008, they have been working to develop their CSR strategy and in just a few years reach a high level of maturity and consistency such as that which they currently have. Although, as defined in Meliá Hotels' 2010 Sustainability Report, CSR has always been present in its values, commitment to the environment and integration into society, they remained definitively as a fundamental characteristic in its positioning from this year onwards.
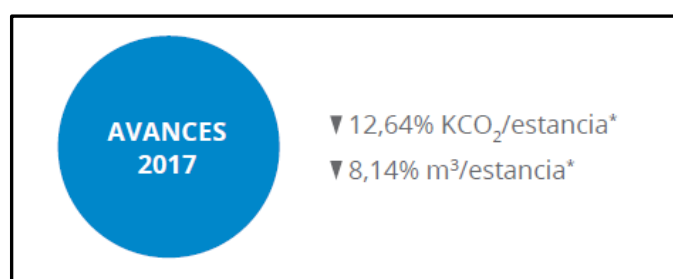
6.1.1.1. Environment

Beginning by the analysis of this section in 2010, in terms of the obtained certifications, Meliá Hotels already had approximately 30 establishments with environmental certificates. CO_2 emissions had been reduced by 4.5% and water consumption per room had been reduced to 8.5%.

One of the strategies of this company is based on the management of the environment, in which various actions are specified that contribute to reducing the impact towards it. The general aim is the conservation of the natural terrain of the tourist destinations in which the company is present and the reduction of global impacts that affect the entire world.

41

At the environmental level, Meliá has several types of environmental certifications, such as ISO 14001, which is characterized by providing the company with assistance to prioritize environmental risks and manage them more effectively. Through the implementation of this standard we can obtain a series of benefits such as, for example, an increase in environmental efficiency or a reduction in the use of energy and raw materials (Blog14001, 2019). On the other hand, another of the certifications is the Hotel de la Biosfera, which not only covers environmental requirements, but also includes socioeconomic and cultural aspects. This company carries out programs to reduce both CO_2 and water consumption. In this case, we see a decrease of 4.5% and 8.5% respectively in 2010, a fact that 7 years later increases this decrease reaching 12.64% CO_2 consumption and 8.14% water consumption.

Ilustration 15. Advances in Melia Hotels 2017

Source: Meliá Hotels Memory 2017

Thirdly, this group's policy is based on preserving the natural environment of the destinations in which it is present and on reducing environmental impacts at a global level. For this reason, in order to develop these policies, actions are carried out such as, for example, in 2010 there was already a waste management program, controls were carried out on dumping into drains or the natural environment, atmospheric emissions began to be controlled and there were green areas in hotels with native flora. A few years later these policies were being reinforced and in 2017 a strategy of best practices and constant innovation was established, contracting certified renewable energy and waste management. In addition, collaborations were started with energy companies for energy saving as well as the change in the switch to the use of less pollution natural gas, the reduction of light packaging and the obligation to recycle 50% of waste. It was in 2017 that medium-term objectives began to be set, a fact that had not been achieved previously, such as the fact that by 2019 all companies should use renewable energy.

Related to Meliá's investment to carry out all these practices, in 2010 it was approximately 6.160.000€ which was allocated to investment in the environment. On the other hand, in terms of energy efficiency, approximately 492.680€ was disbursed.

In 2015, five years later, the Meliá group was already entering into a deeper commitment in the fight against global warming and against the different impacts on the environment. This was done through a strategy that contains aspects such as risks and opportunities, emissions reduction or reporting and communication. In the first of these aspects, the habits of responsible consumption or meteorological phenomena are manifested, considering the level of affectation depending on the climatology. Regarding to reduce emissions, a contract was signed with Endesa with the aim of having all the establishments run on totally renewable energy, as well as switching to natural gas, as mentioned above, in some of its hotels. Taking communication into account, this year the level of transparency scored 91 out of 100.

Today, the company wants to create economic and social value based on a long-term union with other companies with a responsible activity, where both could share the same CSR model. The hotel group encourages the use of sustainable products, such as the fact that their pillows are manufactured saving water, energy and avoiding filtered water facilities through their manufacture with raw materials substituting oil. Similarly, regarding the use of chemical products, they are used responsibly through products for cleaning or machinery, air fresheners or soaps with low environmental impact, as well as sustainable packaging. In relation to water consumption, since 2016 a project has been promoted in hotels in the Dominican Republic together with the water supplier Vero Water, which is dedicated to the distribution of water with and without gas, purified, sustainable and of high quality. This allows the hotels to bottle the water, without it having a bad quality, eliminating the toxic residues that come from the plastic of the bottles, a fact that represents a great advance for the environment, also making possible the reduction of economic costs. To do all this, it also adds sustainable aspects to the infrastructure, both in lighting and in smart conditioning systems for temperature, for efficient cookery and for ensuring energy control. The Meliá Group also works with the main certifying companies accredited by the Global Sustainable Tourism Council.

6.1.1.2. Workers

Analysing issues related to workers as a social level, we have different aspects to highlight. Since 2010, the Meliá Group has been training all its employees with almost 80.000 hours invested on them. As for the workers, there was no longer any reason for discrimination, since employees of more than 100 different nationalities were working in this company. Roughly 8 years ago, for them to be satisfied in the workplace, activities were carried out such as, for example, carrying out surveys to measure the level of satisfaction and to be able to change or modifying aspects that could diminish their well-being. Today, Meliá continues to establish policies at hiring and internal promotion, training staff from the first moment they join the company with professional and human quality as the key to business and continues to encourage growth through the loyalty of current talent using it by the other side, as a potential attraction for potential workers who want to develop their talent in a dynamic environment such as that of Meliá. At least once a month evaluations are carried out among employees in order to make assessments and carry out possible changes and improvements, since 2010 there have been developments such as, for example, the approval of the policy of principles in favour of human and labour rights, the prohibition of child labour or any type of discrimination on grounds of sex or race, paying special attention to groups at risk of exclusion. In this company they are based on variable remuneration policies, depending on the type of employee and their functions and characteristics within the company, and contributions are also made to retirement policies. In 2017 Meliá Hotels began to have more participation and relevance in the world of social networks such as Twitter, LinkedIn and Instagram. Finally, projects have been carried out such as the "Change Makers" program, which is defined as a program aimed to advance digitalization based on employee training. Another example of this type of project is "Meliá Eres Tú", a program aimed to seek out and promoting leaders, in other words, it is based on promoting results orientation and the transmission of values.

6.2. NH Hotel Group and evolution on key aspects

6.2.1. Corporate Social Responsibility at NH Hotel Group

6.2.1.1. Environment

To carry out the analysis of this point, we have considered NH's annual Corporate Social Responsibility report for the last 7 years. Since its inception, a key point for the management of the group has been the encouragement to work effectively with environmental resources and, as indicated in the 2010 Corporate Responsibility Report, the new strategic plan had been in operation for two years with the aim of minimizing the impacts caused to the environment. It is of vital importance to point out that with the company's constant effort to minimize these impacts, in 2008 the objectives proposed for the following two years had already been achieved, such as,31% reduction in the ratio of CO_2 emissions generated per customer per night or 28% reduction in the ratio of water consumption from 2007 to 2010.

Ilustration 16. CO2 and water emissions per customer per night from 2017 to 2012
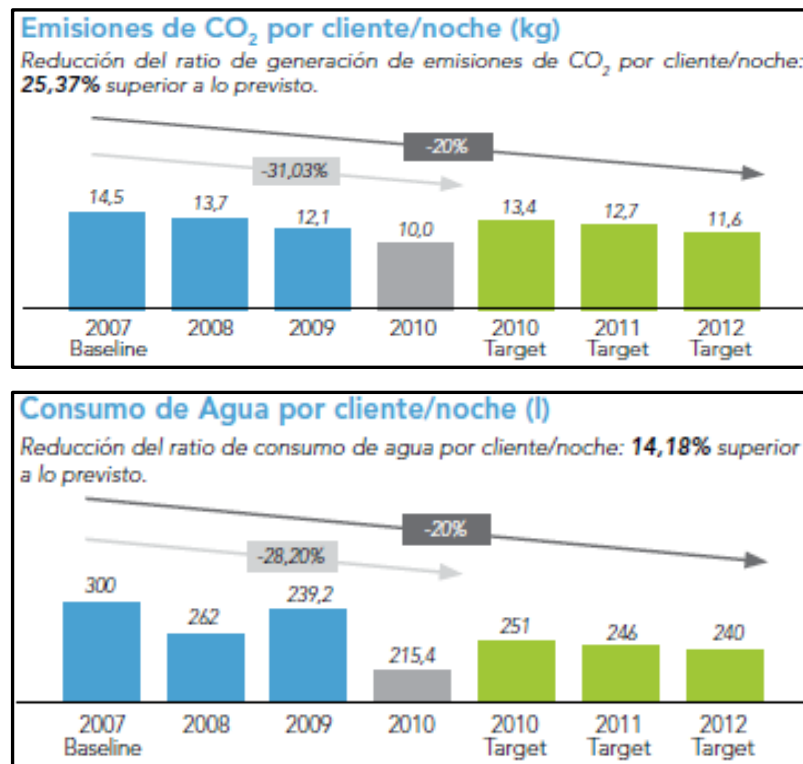
Source: NH Hotels Memory 2015

These emissions have been reduced thanks to changes such as the switch from diesel boilers to natural gas. In the case of water, the change has been thankfully to the installation of devices to reduce consumption in cisterns or the installation of innovative water reuse systems. These achievements are due to the fact that 84% of hotels with efficient lighting already existed in 2009, 51% of employees had received environmental training and energy parameters were rigorously monitored in all hotels, saving some 15million euros from the start of the plan to 2010. We also highlight the reduction in paper issuance (22,000 fewer paper invoices in 2010) through events such as electronic invoicing or the "Paperless Office" project, where there are no dustbins as a way of raising awareness, or the implementation of payment by printing and the fact of recycling 100% of wastepaper.

In 2017, a 31% reduction in water consumption and a 34% reduction in energy consumption has been achieved. Also, this year it began to form part of platforms such as "El Grupo Español de Crecimiento Verde" (The Spanish Green Growth Group), dedicated to the fight against climate change. Sustainable mobility policies such as the rental of bicycles in hotels were some of the reasons for this struggle, and this same year was when the company declared itself a leader in taking measures to reduce emissions and in advance environmental management too. NH Room Planet is a branch through which responsible consumption reduces as much as possible the negative impacts of climate change by using sustainable products. For instance, the Green Savings and Green Hotels projects, the one which through changes in certain equipment that provides more efficiency, invested in facilities and improved lighting in hotels, manageto reduce consumption of both water and energy. Offering customers healthy and certified products and foods also adds to sustainable food policies. All these facts contributed to customers scoring the company above 8.5 out of 10.

6.2.1.2. Workers

Almost a decade ago, NH had already inculcated in its values, that the most important of these were its employees, as they express the culture of responsibility of the company and work with them without any discrimination, providing them with training so that they are able to grow both professionally and personally. In addition to promoting the company's internal staff, the NH Group, starting in 2017 begins a recruitment of external workers to create a future in the company by having faithful professional employees with talent.

With regard to the diversity of workers, in 2010 there were 134 employees of different nationalities, where the workforce is practically divided into 50% men and 50% women, without any type of discrimination either at managerial levels. The same year saw the expansion of the code of conduct related to the creation of quality employment, promoting aspects such as training, diversity and equality of conditions. In relation to this aspect, it should be noted that the hiring of persons with disabilities this year was 5.2%. Achieving to be the first hotel chain in relation to issues related to inequality, NH signed in 2010 an equality plan with the representatives of the unions UGT and Comisiones Obreras with the aim of correcting possible inequalities in the areas of recruitment, promotion, training, remuneration or labor communication.

Among the policies of the evaluation processes of the NH hotel company, there is the Quality Management project, among others, based on the 360º Feedback process, where through an anonymous survey all workers are valued about certain behaviours. In this way, everyone is evaluated and both positive and negative evaluations can be found to compare results of work with previous years and that new individual plans can be developed, as well as the improvement of internal relations by holding meetings where relations between departments can be strengthened. This type of evaluation is the one currently being done in NH. On the other hand, it is characterized by having a policy of Management by Objectives, where the present system of variable remuneration makes possible the growing motivation of these and where objectives grow at a personal and individual level.

During this year, employee training hours amounted to 3500 online hours related to environmental awareness and some 18,000 face-to-face hours, where a total of approximately 176,000€ has been invested by all workers, a fact that is doubled in 2017, that means a total of approximately 1.212.760€ in investment for training, which translates into a total of 52.160 hours.

In 2017, the NH Room People branch seeks to care for the employees of hotel chains under the same conditions and with a Human Resources culture based on equality and diversity. From the NH Talent platform, as performance management systems, in 2017, the New Time For You model is developed, which is based on facilitating conversations and development among employees and on achieving greater agility when it comes to simplifying the steps in action plans, in addition to carrying out initiatives to bring management and employees closer together.

Finally, in this section we highlight the strengthening of the Engagement Plan in 2017. As part of this plan, actions have been implemented to improve the climate in the working environment by carrying out actions such as promoting communication through magazines or boards where access to relevant company information is easier; increasing the frequency of working meetings to foster closer relations between personnel and management and the development of the workforce through internal training divided into departments.

6.3. <u>Barceló Hotel Group and evolution on key aspects</u>

6.3.1. Corporate Social Responsibility

6.3.1.1. <u>Environment</u>

In relation to the Corporate Social Responsibility of the Barceló Group, in its reports it does not refer to aspects related to environmental issues, efforts to reduce negative effects on the environment, the difficulty and value contributed by improving the evolution of climate change or similar aspects related to reductions in CO_2 or water consumption in their rooms or in energy saving and evolution that has been carried out in all these aspects we consider so relevant in this analysis, in contrast to the analysis carried out in previous hotel companies.

In the corporate reports of the Barceló Group, reference is made mainly to the training of personnel and their evolution, to the attraction of talent and to the training projects carried out from workers at lower levels up to the level of management or to arguments related to strategies to strengthen employee skills and thus contribute to the rest of the company, such as development programs for deputy directors and deputies.

On the other hand, reference is made to actions for the management of social commitment. In 2012, almost two million euros were invested to cover and improve situations in vulnerable areas with notorious poverty. Fundamentally, these actions are based on education, health, economic development and environmental projects. A total of 70 projects have been carried out in 23 countries with 140000 beneficiaries. Here are a few examples.

As mentioned above, these projects have been aimed primarily at countries with supply problems. To take the CAPS project as an example, this was carried out in Nicaragua and consisted of implementing adequate control and promoting the good use of water resources, which benefited 36 communities. Secondly, projects for the construction of drinking water wells have also been carried out in Burkina and Cameroon.

Finally, in 2017, work continues to be done for the benefit of the neediest countries. The Barceló Foundation is present, which is not for profit and projects are carried out to improve society as a whole. Likewise, in addition to carrying out projects related to the area of health in order to bring all kinds of medicines to the neediest and to promote education both in aspects related to hygiene and on a personal level, this year the Barceló Group has collaborated in interventions for food projects. Regarding education, 23 projects have been developed in 16 countries, where 1300 scholarships have been awarded, and investments have been made to reform classrooms, dining halls or inhabited spaces in recreational areas.

Regarding food-related projects, the Alisol project has been established, where approximately 160 tons of food have been distributed among needy people. At the same time, there is the Payma project, which was developed in Niger and is based on the cultivation of orchards on a farm, the result of which are products for both therapeutic and restoration purposes for this vulnerable population.

6.3.1.2. Workers

Since 2010, the Barceló Group, as in the Meliá and NH hotel companies mentioned above, has been remarkably concerned about the training of its employees and highlights it as a key point in the competition to achieve excellence in such a changing environment. This is a characteristic highlighted by the hotels analysed, which gives them a higher competitive advantage over other hotel companies present in the market with a lower notoriety.

Specifically, in Grupo Barceló, between 2011 and 2013 several development programs have been carried out where the main actions were motivational workshops or training in new techniques in order to attract customers and achieve the established sales targets. The existence of the Barceló Development Program aims to have people within reach who are prepared and who work with the aim of achieving the best possible position within the company. In this sense, with regard to the recruitment of personnel,

in this company, students who are nearing the end of their studies are located and motivated so that they can carry out their professional internship at Grupo Barceló, so that at the end of the internship an evaluation can be carried out and if this is positive, they are guaranteed a job within the company. It is a way to motivate them and that from the first moment they are committed to it. Despite the location of potential workers with talent, in Grupo Barceló the first option is internal promotion and, in 2011, almost 13% of the middle management staff was promoted.

In 2017, the investment and training hours dedicated to workers increased by one million euros and 12% more than in the previous year, reaching a total of 130580 hours. With respect to the company's social policies, we did not find any significant changes with respect to previous years. It is true that in recent years, Barceló has paid special attention to the professional development of executives and top managers, although the increase in training programs for new employees and to make their adaptation easier and bearable has not been neglected.

During this year, almost 90% of the employees were evaluated through competence evaluation, giving feedback to each team of employees in order to be able to more easily locate areas for improvement in the hotels.

6.4. Riu Hotels and evolution key aspects

6.4.1. Corporate Social Responsibility at Riu Hotels & Resorts

6.4.1.1. Environment

As mentioned above, Riu Hotels & Resorts is also one of the most important Spanish companies in the hotel industry. (Europa Press, 2018).

Despite this fact, we have been able to observe that this company has not presented until last year 2017 any Social Responsibility report, sofor this group, comparative analysis will be made based on a 2017 report and referring to web sites that we will quote below.

As indicated in the 2017 report, commitments have been made to guarantee the company's sustainable development that is, being able to sustain itself by satisfying all its needs without having to harm other companies or other generations. With this, these

commitments that the group has have become a guide for its Corporate Social Responsibility, a topic that is more focused on this analysis.

In this section we will focus on the environmental and social aspect, within which we will emphasize various concepts related to energy saving, CO_2 emissions reduction, commitment to the local community, sustainable awareness or the level of customer satisfaction.

Firstly, focusing on the environmental aspect, in terms of the non-abusive use of water measures are applied such as: double flush pushbuttons in the toilets, faucets of a control in the showers to be able to easily regulate the temperature, replacement of bathtubs by showers in all hotels or humidity detectors. Secondly, we deal with waste management and in this case we apply measures that work largely in reducing the generation of these, such as, for example, buying large-format products to reduce the use of packaging, working with materials made from recycled material, putting recycling containers in all hotels, or making customers aware not to waste food in the buffet, through training or placing advertisements to raise awareness. In terms of energy savings in the hotels of the Riu group, LED lighting is used due to the low consumption, solar luminaires have been placed in the areas of uncovered hotels and there are also automatic systems for switching the lights on and off. With all this, in all the rooms there are also indicators, where it is explained to the guests that they must turn off the air conditioner when it is not necessary to use it, as well as the television or the lights. Regarding the reduction of CO_2 emissions, diesel is replaced by natural gas or more sustainable air-conditioning systems are used.

As far as purchases are concerned, aspects such as using only biodegradable products, the reduction or cancellation of the purchase of species that are in a threatening situation, the use of cardboard and not plastic containers, among others, are considered.

Finally, collaborative projects have been carried out with various NGOs, which carry out activities for the conservation of wildlife and biodiversity. It has also collaborated with the project "Plan for the planet" which is responsible for raising funds for the fight against climate change.

6.4.1.2. Workers

Secondly, in the social field, in 2017 a total of 613 awareness and training courses on sustainability were held. Among the employees of Riu, there are people working up to 25 different nationalities, not being seen in them any type of discrimination by age, race or sex, trying on the other hand, the local hiring, with the objective of eliminating the labor exclusion and the lack of opportunities. Among the courses, English classes subsidized by the company are offered within the same facilities to facilitate all types of communication and increase employee training and learning. Within these actions, approximately 50% are focused on safety and health. On the other hand, in order to increase the well-being of the workers within the company, sessions are also carried out to better control work stress.

Finally, since the pleasant attention to the clients is a fact of vital importance for the company, a personalized service is provided, making them feel at home. In relation to the food we offer several menus, always with healthy options, also adapt the products to the health needs of customers such as the incorporation of products without gluten or lactose.

7. <u>RESULTS</u>

Next, we are going to make a summary table where several dimensions are included both in the environmental aspect and in the social aspect. In each of them we refer to the 4 hotel companies analysed, also distinguishing these dimensions by years. We have analysed environmental aspects such as emissions consumption, the certifications of each company, the programs carried out in terms of waste reduction, whether they have sustainable mobility programs and the projects carried out within the 4 companies or not. We have chosen these dimensions because we consider that among the characteristics described in the previous sections, they are the ones that can provide us with the most conclusive result. Firstly, in reference to the consumption of emissions in this sense, we refer on the one hand to the fact that we are aware that the materials used to carry out a specific activity are as sustainable as possible without taking into account other types of pressures and being generous with the environment, taking into account the ecological and social conditions we encounter, being ethical without basing ourselves on consumerism, being supportive taking into account that our actions do not harm future generations and being socially just in relation to citizen exploitation. Secondly, regarding environmental certifications, they establish facts whose compliance is valued by their clients. In order to achieve this, companies must comply with several specific aspects, such as setting goals or assigning responsibilities. Its objective is to distinguish the company by its qualification and by showing the public awareness of the environment through the supply of products with a lower impact on it. Thirdly, as an explanation of the projects that are carried out, we define them as an idea that we want to do, establishing certain means to execute it, creating a design and the steps for its realization.

At the social level, we have highlighted the training courses, the evaluation of workers, the presence or absence of discrimination and their internal promotion. These four variables can be considered practices related to CSR since, as we can explain, Corporate Social Responsibility has its beginning in employees. In the same way that we have commented previously, this type of responsibility is understood as a commitment acquired by an organization that strives to contribute to sustainable development through its employees, the community and society, with the mere objective of improving the quality of life globally. For this reason, in addition to analysing, as we have done previously, aspects related to facts relating to society, we now move on to the practices that are carried out with the workers of each of the companies. Therefore, we can explain this fact in such a way that a company that applies CSR policies in its relations with its employees manages to improve internal management and have motivated and happy

workers, a fact that translates into a greater commitment to the culture and objectives of the company in general, creating added value for the company. Therefore, these CSR practices derived from human resources should be an investment rather than an expense. Therefore, these are CSR measures for the personnel department.

Table 5. Environmental level summary framework (2010)

ENVIRONMENTAL					
2010					
	EMISIONS	ENVIRONMENTAL CERTIFICATIONS	WASTE REDUCTION PROGRAMMES	SUSTAINABLE MOBILITY PROGRAMMES	PROJECTS
MELIA	X	X	X		X
NH	X	X	X	X	X
BARCELO					
RIU	-	-	-	-	-

Source: Memories and own elaboration

Table 6. Environmental level summary framework (2017)

2017					
	EMISIONS	ENVIRONMENTAL CERTIFICATIONS	WASTE REDUCTION PROGRAMS	SUSTAINABLE MOBILITY PROGRAMMES	PROJECTS
MELIA	X	X	X		X
NH	X	X	X	X	X
BARCELO					X
RIU	X (NO SIGNIFICATIVO)	X	X		

Source: Memories and own elaboration

As for the control of emissions, both Meliá and NH carry out an evolutionary analysis each year in order to be able to compare their achievements in terms of CO2 emissions or water consumption per room, among others. These levels are measured in as much as one hundred, as we can see in the description of the company in the previous section. In this sense, neither Grupo Barceló nor RIU make an exhaustive control of these variables. For this reason, we have not given it importance in the tables. The same applies to certifications and waste reduction programs. The first two companies do focus

on controlling these three aspects of CSR, as well as carrying out projects to establish environmental achievements in the medium and long term. In this case, the Barceló Group begins to highlight its projects further into 2017, as some ten years ago it did not consider actions related to the environment to be relevant either, as there are no outstanding data on which we have made the analysis in its 2010 report. In terms of sustainable mobility programs, NH Hotels is the company that emphasizes the use of bicycles in hotels to reduce car traffic and therefore achieve a reduction in pollution as a result. In the rest of the companies analysed, this aspect is not considered to be of enough importance for an in-depth analysis. Finally, at this level, RIU Hotels does not present, as we have seen, an annual report before 2017, this being the first time that it shows the importance of aspects related to CSR, so we have no possibility of making an evolutionary analysis. The latter analyses the emissions that are launched, although not in an excessively significant way, has environmental certifications and participates in waste reduction programs.

Table 7. Social level summary framework (2010)

SOCIAL				
2010				
	FORMATION COURSE	EVALUATION OF WORKERS	ABSENCE OF DISCRIMINATION	INTERNAL PROMOTION
MELIA	X	X	X	X
NH	X	X	X	X
BARCELO	X		X	
RIU	-	-	-	-

Source: Memories and own making off

Table 8. Social level summary framework (2017)

2017				
	FORMATION COURSE	**EVALUATION OF WORKERS**	**ABSENCE OF DISCRIMINATION**	**INTERNAL PROMOTION**
MELIA	X	X	X	X
NH	X	X + MUCHA PREOCUPACIÓN POR EL BIENESTAR Y RELACION DE LOS TRABAJADORES CON LOS SUPERIORES	X	+ EXTERNA
BARCELO	X	X	X	
RIU	X		X	X

Source: Memories and own elaboration

We now move on to the social level, within which we can say that in none of the companies analysed do we see the presence of significant discrimination of any kind. It is true that RIU Hotels, the last company analysed, specifies the preference of local hiring to contribute to exclusion. Even so, we do not consider this fact as the presence of discrimination since the company's 2017 report adequately explains the reasons for this decision. On the other hand, all companies carry out training courses either intensively or more superficially. In this sense, in the case of the first two companies analysed this stands out to a greater extent, although in the rest it does not go unnoticed, for this reason we emphasize it in the 4. In the first case we find about 80000 hours of training in 2010, which 7 years later continue to increase these training actions and programs such as "Meliá is you" and "Change Makers". Continuing with the second case, that is, NH Hotels, in 2017 there was a total of 113554 hours of training, and in 2010 this figure was 175948. So, we see how training has decreased among employees in these 7 years of difference. In the case of Barceló, in 2012 there was also a notable concern to train internal employees in the company, which is why 12.000 hours of training are based on aspects derived from quality or environmental actions, the rest up to a total of approximately 22.000 hours are invested in aspects related to customer service or related aspects. These facts are multiplied 7 years later by investing more than twice as many hours in training. Finally, at RIU, in 2017 we observed a total of 2260 training actions with more than 600 training actions involving 30.000 participants, facts that we cannot compare accurately with previous years.

As for the evaluation of workers, in the four companies, evaluation systems are currently used for these, although in different ways in some cases, it is a term that does appear in the reports of these companies. In Meliá through satisfaction surveys, in NH through the

360⁰ evaluation process, in Barceló an evaluation by competencies is carried out and finally in RIU no activities related to this aspect are reflected. Finally, according to the last analysis variable, Meliá and NH agree on the internal promotion of their employees, giving them intense training and creating loyalty, although in 2017, NH also creates actions related to the search for future potential workers who may also find in this company a resource to consolidate their future. In Grupo Barceló, this fact does not show any outstanding relevance for to emphasize his analysis. Ultimately, the company RIU, in this last year 2017, focuses in a more significant way, also in the internal promotion of existing customers.

8. __CONCLUSIONS__

Over the years, and as society has progressed, it has become increasingly committed to the environment and the problems that derive from it. In this sense, CSR plays an important role in companies, since it is a sign of transparency, which benefits them, since with the growing evolution and with the services so similar that can be offered in the different companies, many of the clients go on to decide based on other aspects, such as their values. Therefore, CSR offers us commitments with society; it means the implementation of strategies that balance social, environmental and economic aspects; it contributes to the recognition of risks derived from its activities and helps companies to be more efficient and competitive. This case study has allowed us to know the level of implementation of Corporate Social Responsibility policies in hotel companies, in this case the 4 main characteristics of which can serve as a model for other companies in the same sector. At the beginning of this analysis we proposed the objective of studying how hotel companies implement Corporate Social Responsibility in their activities. To this end, we have carried out an analysis of 4 of the main hotel chains in the Hosteltur ranking. In each of them, aspects related to CSR have been developed in order to then process all this information and come to conclusions.

In order to conclude this analysis in a more precise way, we have processed all the information gathered in different tables separated by levels, by years and by criteria. In these, on the one hand, we can see at the environmental level how companies behave in relation to 5 established criteria. The 4 hotel chains analysed currently present a CSR report, so we understand that they have a great implication in this sense. In the four companies analysed above, we have found certain similarities in some of them and, at the same time, certain distinctions. It is true that at the beginning of the analysis we made up our mind to carry it out on the four hotel companies that were in a superior position in the ranking of those related to this sector, due to the fact that, as we have commented in previous sections, we could find enough information to carry out the analysis in a more forceful way. As we have been analysing the situation of these, both at a social and environmental level and taking into account two different time periods, we have been able to perceive a number of similarities especially in those situated in first and second position in the ranking, i.e. in Meliá Hotels and in NH Hotel Group.

With all this we can conclude that Meliá Hotels, is the company that shows more transparency with the client in their memories, followed by NH hotels, Grupo Barceló and finally Riu Hotels for not showing any memory of responsibility until last year 2017. Meliá clearly stands out as a leading company in this sector, carrying out a broader and more

elaborate Corporate Social Responsibility policy than the rest of the companies analysed, with certain strong points mentioned above that characterize it. This can be explained by the fact that Meliá and NH are the companies with the largest market coverage and, as we have seen, they are the first in the ranking in terms of turnover and can therefore allow themselves, to a greater extent, in comparison with other companies, to make a more outstanding investment in socially responsible aspects. This consequently brings with it positive effects in terms of positioning and, therefore it is difficult for these positions to vary in a short period of time as they are factors that are linked and together have allowed them to reach this category which is difficult to overcome.

As far as the limitations are concerned, firstly, the fact that a large percentage of the information has been extracted from the reports of each of the hotels does not show any negative events that could harm the companies, in other words, the only thing shown are positive actions on the part of the companies, since it is a public document. This, in some way, may have caused us limitations when making comparisons between them and showing the negative aspects in order to be able to make a more comparative analysis and with more objectivity. Secondly, as we have commented, the analysis of the leading companies in the sector has been carried out, therefore, as we have commented previously, the characteristics in many aspects are similar. Despite this, we have tried to make comparisons also at the level of actions, that means, how each action is carried out, although both companies have this one. In the case of having carried out a comparative analysis in "low cost" chains against large chains, the existing differences would probably have been more significant, but the information we have is much less.

As a conclusion, we can extract that the hotel chains analysed are evolving along a good path when it comes to incorporating activities related to Corporate Social Responsibility in their business strategies. As we have seen throughout the analysis, most of these had already begun more than a decade ago to carry out tasks of understanding and involvement in the voluntary work involved in CSR and that years ago had already implemented actions to provide these services to stakeholders. These have been subjected to a growing evolution in order to achieve a good base that constitutes fundamental pillars with the target of improving aspects related to the environment. In addition, we propose to locate the most serious and significant impacts of the activity of each company and to try to eliminate them completely, although for these other priorities are established in the long term for improvement at a global level.

With all of this, it is possible to regain the confidence that the current crisis caused us to lose because, in addition to the economic crisis, we are also subject to a crisis of confidence due, to agreat extent, to the speculation around businesses, by demonstrating, processing and complying with Corporate Social Responsibility measures, it is expected in the future to continue increasing the level of use in responsible matters, since, in the situation in which our planet finds itself today, it is of vital importance not to have to face much more serious problems in the future.

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