



Tourism & Management Studies

ISSN: 2182-8458

tms-journal@ualg.pt

Universidade do Algarve  
Portugal

Pozo, Hamilton; do Amaral Moretti, Sergio Luiz; Tachizawa, Takeshy  
Hospitality practices as sustainable development: An empirical study of their impact on  
hotel customer satisfaction  
Tourism & Management Studies, vol. 12, núm. 1, 2016, pp. 153-163  
Universidade do Algarve  
Faro, Portugal

Available in: <http://www.redalyc.org/articulo.oa?id=388745016015>

- How to cite
- Complete issue
- More information about this article
- Journal's homepage in redalyc.org

redalyc.org

Scientific Information System  
Network of Scientific Journals from Latin America, the Caribbean, Spain and Portugal  
Non-profit academic project, developed under the open access initiative



# Hospitality practices as sustainable development: An empirical study of their impact on hotel customer satisfaction

**Práticas de hospitalidade como fator de desenvolvimento sustentável: um estudo empírico do seu impacto na satisfação dos clientes de hotéis**

**Hamilton Pozo**

University of Anhembi Morumbi (UAM), Masters and Doctoral Programme in Hospitality, Rua Casa do Ator, 294, São Paulo, Brazil, hprbrazil@hotmail.com

**Sergio Luiz do Amaral Moretti**

University of Anhembi Morumbi (UAM), Masters and Doctoral Programme in Hospitality, Rua Casa do Ator, 294, São Paulo, Brazil, sergiomoretti@uol.com.br

**Takeshy Tachizawa**

Campo Limpo Paulista Faculty, Campo Limpo Paulista, Rua Guatemala, 167, São Paulo, Brazil, usptakes@uol.com.br

## Abstract

The adoption of hospitality practices as sustainable development seeks to limit the negative impacts of hotels' business activities on natural and social environments and to increase the benefits to tourism as a whole and to the surrounding population. The objective of this research is to identify the antecedents of customer satisfaction for different types of hotels. To meet this goal, the following research questions were addressed. What are the antecedents of customer satisfaction in the hospitality industry for hotel practices as sustainable development? In particular, does customer satisfaction with these practices vary by the kind of hotel? Through a survey of 473 customers staying in seven hotels located in the province of Santos, São Paulo, it was found that customer satisfaction is positively influenced by hotels' adoption of sustainable hospitality practices and that the level of customer satisfaction varies according to hotel size.

**Keywords:** Sustainable development practices, hotel customer satisfaction, hospitality, stakeholders.

## Resumo

A adoção de práticas de hospitalidade como fator de desenvolvimento sustentável destina-se a limitar os impactos negativos das atividades dos negócios de hoteleiros em ambientes naturais e sociais, e aumentar o seu benefício para turismo e da sociedade. O objetivo desta pesquisa é identificar os antecedentes da satisfação dos clientes de diferentes tipos de hotéis. Para atingir esse objetivo foram abordadas as seguintes questões de investigação: Quais são os antecedentes da satisfação dos clientes dos hotéis com relação à hospitalidade em relação às práticas adotadas por hotéis? As satisfações dos clientes em relação a essas práticas variam quanto ao tipo de hotel? Foram entrevistados 473 clientes de sete hotéis localizados na cidade de Santos (BR), verificou-se que a satisfação do cliente é positivamente influenciada pela adoção de práticas de hospitalidade do hotel, e o nível de satisfação do cliente varia de acordo com o tamanho do hotel.

**Palavras-chave:** Práticas de desenvolvimento sustentável, satisfação dos clientes de hotéis, hospitalidade, stakeholders.

## 1. Introduction

Tourism is one of the most important revenue generating sectors for most countries, in addition to being an especially important job generator. Tourism also serves as a catalyst for development. Where development and growth issues are concerned, this sector has achieved great importance primarily because, unlike other sectors, tourism is in a position to create prosperity and economic development opportunities even for places that would not normally be considered and used as economic resources. In other words, what makes the tourism sector special is its highly fragmented and diverse structure, which requires coordinated initiatives in order to ensure success.

Since the 1980s, the tourism industry in Brazil has grown almost constantly. Globally, the World Tourism Organisation (WTO, 2010) has estimated this industry's share of the world's gross domestic product (GDP) at 5% and up to 10% in some countries' GDP.

Satisfying the growing needs of tourists, however, can have many negative impacts such as the degradation of forests and coastal areas and the destruction of

mountain areas by the construction of new villages, hotels and entertainment facilities (Middleton & Hawkins, 2011). Therefore, a sustainable development orientation is an important strategy for tourism organisations – mainly in terms of hospitality practices – to minimise the negative impacts of these organisations' activities on natural and social environments (Barr, Carpentier & Clegg, 2003) and, thus, to counter this industry's self-harming activities.

Many hotel and entertainment managers who are concerned about the environment have undertaken various initiatives in this regard (Hobson & Essex, 2001). These practices have focused, for the most part, on the dimension of sustainable environmental practices, for instance, through international eco-labels such as ISO 14001 and the European Regulation of Eco-Management and Audit Scheme (Bohdanowicz, 2005). However, the level of adoption of these practices remains modest. For example, in 2010, less than 2.3% of hotels in Brazil possessed an environmental certification (Sebrae, 2012), and, in the Brazilian hospitality industry as a whole, only 14% of establishments were Green Key

certified, a programme offered by the Brazilian Association of Hotels (ABH, 2012).

The above mentioned eco-labels and certification programmes emphasise energy and water conservation (i.e. the sustainable environmental dimension) in order to promote the adoption of these practices (Hobson & Essex, 2001). Thus, few enterprises in the tourism sector, including the hospitality industry, have adopted a sustainable development orientation that also integrates economic and social dimensions. In comparison to what has been learned about environmental management systems in the hospitality industry, there is still little information available about the integration of the three dimensions of sustainable attitudes (i.e. economic, environmental and social) into hotels' business strategies and on the impact of such practices on hotel customer satisfaction.

In the hospitality sector, mean schooling years is much lower than in other private service sectors. Notably, cities on the beach, which are mature destinations for sun and beach tourism, present the lowest mean schooling years of all the regions under consideration. Therefore, it appears to be more relevant to evaluate those aspects of hotel customer satisfaction more directly linked to financial performance, for instance, customers' intention to return and to recommend a hotel following a satisfactory experience (Anderson & Gerbing, 1994; Brady, Cronin & Brand, 2002).

The tourism and hospitality industry is made up of a wide range of segments, from restaurants and clubs to attractions and tours, with 80 to 90% of businesses being small business operators, which Sebrae (2012) defines as employing less than 19 staff. These businesses are scattered over a wide range of urban and rural environments. The importance of external training in that hospitality industry, which is traditionally serviced by on-the-job traineeships and apprenticeships, is recognised by many senior industry personnel. Prominence is given to this aspect in numerous industry reports, including regional tourism plans, such as those developed by the Brazilian Association of Hotels, which also recognise the need for continued training and development in the tourism and hospitality industry.

The present study was designed to overcome this lack of knowledge and the fact that no conservation of natural and social resources can be done without the consumers' consent or that this conservation has to be done in such a way that they do not perceive any reduction in service quality (Kirk, 1995). The present study explored hotel customers' satisfaction and behavioural intentions with regard to sustainable development practices in all three dimensions (i.e. economic, environmental and social) in order to answer the following research question:

*In the hospitality industry, what are the antecedents, including those related to sustainable development, of*

*customer satisfaction and customers' intentions to return and recommend?*

## 2. Literature review

Currently, more than 20 years after the adoption of a universal definition of sustainable development, this concept and that of corporate social responsibility are still unclear to a large number of individuals. Although distinct, these two concepts are inseparable. The first refers to macro-societal and macro-economic projects that target the social and individual welfare of the world's population (Tremblay, 2007), that is, projects that challenge business firms to grow sustainably. The second concept corresponds to firms' social strategies.

According to the World Commission on Environment and Development, sustainable development is defined as 'any kind of development that meets the needs of the present population without compromising the ability of future generations to meet their own needs' (WCED, 1999). Sustainable development is based on the principles of intergenerational solidarity, equity, ethics and precaution, promoting responsibility in the actions of each generation to avoid risks for other individuals and communities (Capron & Quairel-Lanoizelée, 2007) and requiring a review of each organisational members' values and beliefs.

In this context, corporate hospitality, in the wake of corporate disasters in many organisations, is gaining importance as a management tool to avoid the risks of environmental damage claims and economic scandals. Until recently, the concept of corporate hospitality was summed up in what companies can offer to communities through campaigns and community grants. Currently, this concept is expanding and becoming more comprehensive, incorporating other important factors such as environmental preservation and appreciation of developers as a part of companies, as well as a concern for creating measures to ensure quality of life within organisations.

From a social perspective, corporate social responsibility is a social contract between organisations and the society in which they operate, with the aim of integrating the interests of all stakeholders. According to Moretti and Toledo (2015, p. 618), 'the commitment of companies to environmental issues, from the 1990s onwards, was a strong incentive for business engagement, mainly because it incorporates new consumers who are ecologically conscious in their purchases.' For this reason, organisations involved in these changes have had to adjust to a new reality (Leonidou & Leonidou, 2011; Lopes & Pacagnan, 2014). In recent years, researchers have found a positive relationship between sustainability approaches and the resilience of companies in times of economic crisis (Claro & Claro, 2014).

Customers in this new business environment expect to interact with organisations that are ethical and that have a good corporate image in the market and act in an environmentally responsible manner. In this environment, hospitality practices have emerged that emphasise a commitment to sustainability



with all stakeholders (i.e. customers, suppliers, customers, internal employees, financial institutions, non-governmental organisations and the general community) as a management tool for the optimisation of economic organisation. Montadon (2003) describes this duty in hospitality as give, receive and reciprocate.

This threefold duty (Mauss, 2003) first appeared within the sociality (i.e. the core of social patterns) of archaic societies as a response to two questions. What is the rule of law and organisations' interests (e.g. backward or archaic values) that make reciprocation a requirement? What importance does the thing given have that requires the gift to be repaid? Mauss's (2003) observations focused on a notion of hospitality that begins as a gift and that is not limited to the dynamics of archaic societies (Montadon, 2003).

In the stakeholder approach to strategic management, stakeholders are defined as an individual or group of individuals who can affect or be affected by the achievement of organisational objectives. The emphasis placed on stakeholders comes from their different and sometimes conflicting interests and the power they can exert on organisations. To prevent any negative impacts of stakeholders on any given organisation and to encourage their cooperation, managers must identify and acknowledge the concerns that drive stakeholders.

In order to render actionable the two concepts of sustainable development and corporate social responsibility in the tourism industry, the principles of sustainable development are conceptualised as underlying the operationalisation of corporate social responsibility. These are grouped under four main principles: 1) demonstrate effective sustainable management, 2) maximise social and economic benefits to local communities and minimise negative impacts, 3) maximise benefits to cultural heritage and minimise negative impacts and 4) maximise benefits to the environment and minimise negative impacts.

Sustainable development is normally thought of in terms of responsible tourism, ecotourism and best practices in the tourism industry, whereas corporate social responsibility is thought of more in terms of sponsorship or philanthropy (Bécheur & Bensebaa, 2004). More specifically, since the hospitality industry is energy-intensive and it consumes natural resources and generates waste in great quantities, certain environmentally friendly initiatives have been adopted under pressure from environmentalists and from the general public (Bohdanowicz, 2005). Recent business studies have led to the development of social enterprises associated with the concept of corporate hospitality, with the basic premise that business and society are interlinked and interdependent.

Moreover, the trend towards saving energy has stimulated the adoption of practices meant to reduce the consumption of fossil fuels and water (Ayuso, 2007). In this way, hotel certification programmes have

appeared, spurred by travellers, environmental organisations and the hospitality industry itself, as well as by developing countries wary of losing tourist-generated revenues (Honey & Rome, 2001). These programmes outline the environmentally responsible practices to be adopted by hotel management and provide ways of diffusing these practices (Bécheur & Bensebaa, 2004).

## 2.1 Customer satisfaction in the hospitality industry

Customer satisfaction is essential to organisations seeking to keep customers' attention and preference. Basically, customers make purchasing decisions based on perceived value and their expectations of quality and value. Therefore, a marketing concept satisfying customers' needs and desires is vital to any firm's success (Han, Kim & Hyun, 2011, p. 620). Earlier researchers, such as Bagozzi (1992), Cronin and Taylor (1992) and Oliver (1993) recognised that, when expectations and experiences match outcomes, customer satisfaction results. According to Dominici and Palumbo (2013, p. 217) 'guests' overall satisfaction levels result in higher probabilities of their return to the same hotel. Thus, meeting consumer expectations not only leads to satisfaction but also to repurchase.'

There is a pyramid of consciousness about corporate hospitality (Carrol, 1999) that must be accepted by people within this area of business. This needs to be made clear so that the entire basis of corporate hospitality is clear. Four types of hospitality can be said to make up corporate hospitality – economic, legal, ethical and philanthropic – and these can be described as a pyramid. As mentioned previously, in the hospitality sector, mean schooling years is much lower than in other private service sectors (García, Pozo, Ollero, Lara & Chicón, 2012; Lashley & Morrisson, 2001). To improve the services offered continuously and, thus, respond to the needs and changing expectations of current and emerging customers, marketing orientation is an approach that has become essential in a service-based economy (Kirca, Jayachandran & Bearden, 2005).

The hospitality industry arises from a paradoxical mix of generosity, sociocultural rules and market demand. The offer of commercial hospitality, according Lashley (2008), 'depends on reciprocity based on monetary exchange and guest satisfaction concession boundaries', which have an impact on guests/customers and service providers' perception of hospitality. Reciprocity appears in minor features in hospitality services since, in this context, the result of such exchanges manifests itself in satisfaction with the services purchased.

In the latter variant of hospitality, financial exchanges exempt guests of mutual obligation. Commercial activity necessarily focuses on the products required by the market, indoctrinating actors to accept the appropriate conditions – but at the risk of non-permanence in the market segment. Although specific commercial objectives are targeted to meet guests and customers' needs, commercial activities do not promote employee assimilation of this concept of hospitality, according to Telfer (2010). This means that this concern with exchanges

may not exist, but marketing assumptions governing customer-product interactions determine certain patterns that tend to obliterate the perception of hospitality as an exchange.

From the marketing perspective, seeking customer satisfaction is a way to improve the quality of service offering so that it contributes to organisations' economic performance (Reichheld, 1996). In this context, a focus is needed on philanthropy and good resource management, integrating the discourses of business ethics, social marketing and relationship marketing while focusing on the market – a new paradigm of business administration.

However, the characteristics of services, such as their intangibility, simultaneity, heterogeneity and perishability, complicate the assessment of satisfaction in this sector and especially in hospitality. This assessment needs to be made on two levels, first, of each service's component and, second, at a global level. These elements then are aggregated to create a satisfaction score (Boss, 1999).

The migration of concepts from the realm of tangible assets to the intangible nature of services is not always an easy process. For example, simply applying a mix of industry-developed marketing can lead to unavoidable failure. Therefore, the present study sought to utilise some analytical variables developed for the production of goods that can be applied to the service sector, to which other variables were added.

According to Zeithaml and Bitner (2003), it is important to take internal marketing into consideration – along with marketing appeals that make promises. This ensures that internal actors are fully aware of the promises made. Interactive marketing, which delivers these promises, must also be considered.

The integration of the characteristics of hospitality's various areas is a challenge to researchers. The inherent conflicts are ontological so that the emerging relationships focus on attitudes and behaviours that are the basis of human survival, that is, it is necessary to form cohesive groups with capable individuals who intend to cooperate for mutual benefit. This cooperation is a source of hospitality, which brings to light the difficulty in connecting a business model with this baseline assumption. Moreover, the present study sought to discover what would be the advantage of making the considerable effort needed to achieve agglutination between the desires to receive and to be with people and the provision of services.

Notably, in the last decade, hospitality principles applied to commercial activities is gradually being considered a genuine process, not in the sense of employees being trained and then acquiring knowledge transferred from procedure manuals, but instead as skills brought in by individuals acting as hosts, which can make organisations providing more competitive services. A passage from Baptista (2008) underlines the issue of 'flesh and bone people', recalling that, even with the adoption of all available technology and endless hours of training, the moment of service provision still depends on 'people dealing with people'.

In both urban or rural environments, it is important to invest inhabited places with anthropological density, making them stages for the lives of 'flesh and bone people', thereby giving these actors genuine identities under these conditions. Places of urban citizenship are places in which the universal human condition is recognisable in the splendid uniqueness of each face – examples of subjectivity and characteristics that transcend the physical limits imposed by history or geography, as mentioned previously (Baptista, 2008, p. 13).

Gotman (2009, p. 3–27) describes, in numerous passages reflecting on the hospitality trade, the 'plus' that is expected in service provision, which seeks to create 'customer loyalty'. Developing the capacity to offer hospitality and not simply to serve – thus assuming the role of host – sheds light on one of two possible paths for organisations to incorporate hospitality strategically as a differentiating factor. First, this means the exchanges that takes place between protagonists have not been forced but instead developed in the form of obligations. The meaning of the latter term is extremely ambiguous in the work of Mauss (2003) because he gives it the status of pre-law, of a contractual predecessor. However, it is an exchange freely agreed upon by actors but still socially determined, within codified norms that are socially sanctioned. The assimilation of the local populations within the hosts' statute, therefore, assumes that they have the capacity to offer hospitality, not merely to provide a service, and that they show initiative and comply with norms. Reciprocally, the assimilation of tourists to the status of guests requires that they show respect to their hosts, particularly in terms of staying in the place allocated to them and only there.

In the tourism sector, several researchers have recently attempted to identify segments of tourists concerned with environmental and social causes. The traditionally segmentation criteria used, such as tourists' demographic and hotel stay characteristics (Dolnicar, 2003) were found not to be useful in identifying segments of tourists concerned about sustainable development. As a result, Lashley (2008) argues that hospitality and ethical behaviour include the quality of relationships that companies establish with all their stakeholders. This behaviour is a continuous process of learning that must be incorporated into businesses' ongoing management.

Hospitality companies also have progressively expanded their management of leisure venues to include hospitality. The range of naturally related activities managed by hospitality companies extends beyond the minimal level of renting rooms and selling meals and drinks, as these companies seek to identify and supply facilities to meet the growing diversity of customer demand. Therefore, hospitality is an integral part of leisure venues, and it devalues them if companies attempt to strip out hospitality services. Within the hospitality industry, all hospitality events occur in specific venues, while the diverse supply profile of the venues creates the conditions for a diversity of hospitality experiences. Several features constrain businesses' dominant understanding of hospitality venues. the first of which is the insistence that hospitality is about





providing accommodation, food and drink. This locks these businesses into a minimalist conception of hospitality based on subsistence and entails that customers are primarily motivated by tiredness, hunger and thirst.

Some authors, such as Fairweather, Maslin and Simmons (2005), have used segmentation criteria based on tourists' values, while Miller (2003) used fluctuations in tourists' levels of environmental awareness and awareness of social responsibility. The cited author defined the role of marketing as a key factor in identifying customers' unmet needs in order to market products or services while meeting the needs of consumers who are still unsatisfied. Social and environmental awareness also can be demonstrated by responsible behaviours, such as reducing energy and water consumption, using public transportation (Cleveland, Kalamas & Laroche, 2005) and buying local products and products made by companies that do not use child labour (Mohr & Webb, 2005).

## 2.2 Stakeholders

The idea that organisations have stakeholders or interested parties has been used by a large number of researchers in different vectors of analysis in the organisational field. The term 'stakeholder' was defined, in 1963, by the Stanford Research Institute to be applied to organisational interest groups that need to be included in corporate strategies (Clarkson, 1995). Since then, academic interest in the influence of business strategies has grown, as have the number of definitions, with little consensus among academics in terms of systematically covering this topic (Friedman, & Miles, 2006).

Donaldson and Preston (1995, p. 66) believe it is possible 'to observe that the concepts of stakeholder, stakeholder model, stakeholder management and stakeholder theory are explained and used by several authors with different meanings'. Subsequently, these authors' taxonomy was used to group numerous studies prior to 1995 into three types of widely accepted theories. These categories are descriptive theories, which focus on extending executive action to cover interested parties; normative theories, which explore the depth and quality of executive decisions in handling various interested parties and instrumental theories, which define the financial benefits obtained through actions covering interested parties (Freeman & McVea, 2001).

To the present day, the tendency to accept that these groups can affect or be affected by business actions persists. Accordingly, interested party theory is generally related to stakeholder theory (Gomes & Moretti, 2007) but adds the differentiating factor of emphasising the importance of relationships (Frooman, 1999). These groups represent support for, and an interest or stake in, organisations, which cannot be fully realised without the proper sharing of common values (Freeman & Philips, 2002), including these groups' influence on organisational image (Moyses Filho, Rodrigues & Moretti, 2011; Puncheva, 2008). The literature indicates that researchers' main objectives have been to identify stakeholders and their influence, categorising them according

to power and legitimacy and mapping them by degrees of influence (Bourne & Walker, 2005) and involvement in management (Freeman, Harrison & Wicks, 2007).

There is a consensus that the stakeholder approach seeks to integrate an economic view of resources with the economic market view, adding a sociological and political perspective to businesses' analytical standards when making strategic decisions. A one-dimensional, market-focused vision has been replaced by a multi-focus vision with numerous requirements, which seeks to resolve inequalities. Its main contribution is to put forward the argument that market actions are interdependent through their interactions with different agents. Market movements are the result of interactions between interested parties and agents and vice versa. Within this perspective, the focus of organisations' attention needs to be readjusted to include environmental parties, which have traditionally been neglected (Ackermann & Eden, 2011).

For the reasons set forth above – due to the important position they hold in the system described – organisations are particularly affected by changes in environments, in terms of the origin, traffic or destination of all kinds of activities. Companies are influenced by these forces in a kind of institutional matrix, which functions as input for creating organisational structures adapted to particular contexts and helps in the creation of more adjusted networks (Souza Leão, Gaião, Souza & Mello, 2013).

With this in mind, Freeman (2003) suggests considering two levels of action for target audiences: first, those directly involved in companies' activities, including stakeholders, employees, suppliers, clients, neighbouring communities and natural environments, and, second, those represented by pressure groups and the media. Each group expects companies' strategic decisions to meet their objectives, but these frequently differ from one group to another, placing administrators in the position of having to choose between different groups. This conceptualisation leads to numerous conflicts with other organisational theories, such as differences in relationship objectives (Friedman & Miles, 2006), the ideological nature of the roles played by interested parties (e.g. small suppliers) with highly asymmetric positions concerning large companies (Blattberg, 2004) and objective-based organisation (Silveira, Yoshinaga & Borba, 2005).

At the peak of interest in the stakeholder field, Donaldson and Preston (1995) counted more than 100 articles and 12 books published between 1984 and 1995. Wolfe and Putler (2002) listed 76 articles in six newspapers during the 1990s, highlighting the great interest within the North American academic community in transposing a model with intuitive features into a functional model.

In Brazil, several studies on the stakeholder approach have emphasised different lines of research. Szabo and Costa (2013) analysed domestic and international publications on stakeholders linked to sustainability from 1998 onwards and found 113 with the following lines of approach: business ethics (5), ecological citizenship (1), governance (3), corporate social responsibility (43) and sustainability (61). Coradini, Sabino and

Costa (2010) surveyed the leading publications on stakeholders in Brazil in QUALIS publications, theses and dissertations and found 95 articles between 1990 and 2009, with 35 of these focusing directly on stakeholder theory.

The comprehensive scope of the publications analysed reveals that the stakeholder approach can serve numerous goals and lines of research in organisational studies. In this sense, hospitality recently attracted the attention of numerous Brazilian researchers. In fact, this approach offers the possibility of understanding a relationship perspective on organisations with an assessment of shared responsibility that indicates new paths of competitive action (Oliveira & Wada, 2012). Consequently, the option arises of considering the co-creation of value in interactions between hosts and clients because the co-creation process 'explores the perceptions, the knowledge, the skills and the creativity of all participants in a mutually beneficial manner' (Ramaswamy & Gouillart, 2010, p. 24).

Recent research involving the convergence between stakeholder theory and hospitality includes noteworthy contributions from Junqueira and Wada (2011) in the hotel sector, Zago and Wada (2013) in museology, Pozo (2015) in sustainable tourism and Vendruscolo, Hoffmann and Freitas (2012) in hospitals.

Organisations have to deal with not only the needs of their shareholders but also various other groups, including employees, suppliers, public interest groups (e.g. environmental organisations), customers, strategic partners, the media, public monitoring bodies, financial institutions, governmental bodies, competitors, intermediaries and labour unions. Tourism is clearly a labour-intensive service sector that

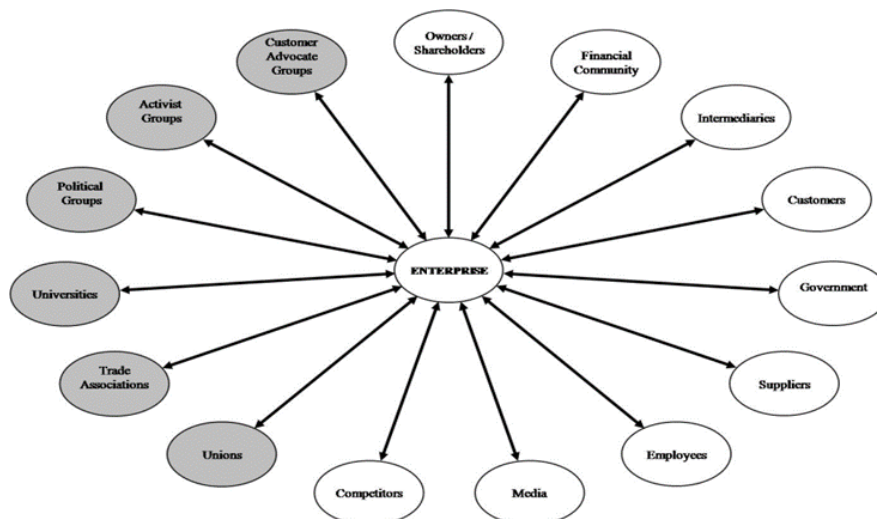
produces and sells mostly intangible products. Tourism enterprises carry out their businesses based mostly on relationships. As in other service industries, stakeholders are of great importance to the tourism sector. Therefore, the first step in strategic stakeholder management is to determine an organisation's most important stakeholders, that is, who can influence and be influenced by the organisation.

Currently, due to the complexity of business environments, most organisations' efforts in this area are directed at establishing the trust of key stakeholders. Stakeholders have a great influence on organisations, and, therefore, significant interactions occur between organisations and their stakeholders.

From the tourism sector's perspective as a leading economic sector in many countries, which contributes to their growth and survival, it is clear that stakeholder management issues are quite important in achieving business success. Tourism enterprises carry out their businesses based mostly on relationships. The priorities of every organisation's stakeholder are determined by the organisation's business conditions, which vary from one organisation to another. In addition, these priorities can change within an organisation from time to time. Therefore, in stakeholder theory, a single, constant stakeholder list for a given organisation cannot be said to exist.

The stakeholder groups of any organisation represent a wide and diverse range of interests, given that each stakeholder group has its own unique set of expectations, needs and values. The most common way of classifying stakeholders is to consider groups of people with a clearly identifiable relationship with the organisation in question. The most common stakeholders to be considered are shown in Figure 1.

Figure 1 - A simplified version of an organisational stakeholder map



Source: Adapted from Freeman (1984).

Several stakeholder initiatives have emerged on various levels, including multi-stakeholder partnerships, multilateral aid agencies, international businesses and conservation philanthropy. Some of these initiatives involve partnerships between local businesses, communities, governments and other actors from developing countries, together with international corporations, aid agencies and financial

institutions. According to Donaldson (1995), one of the central problems in the evolution of stakeholder theory has been confusion about its purposes, which are:

- a) To describe how organisations operate
- b) To help predict organisations' behaviour

From a broader perspective, Donaldson (1995) contends that stakeholder theory differs from other business organisation



theories in fundamental ways. Different theories have different purposes and, therefore, different validity and different implications.

The normative basis for stakeholder theory involves its connection with more fundamental philosophical concepts. In this way, the theory is used to interpret organisational functions, including the identification of moral or philosophical guidelines for organisations and their management.

The complexity of, and interdependency among, stakeholders has resulted in the creation of many local tourism marketing alliances (Palmer & Bejou, 1995). When products involve multiple suppliers and distributors – as is the case for typical tourism destinations – strategic consistency and coordination between these people become critical to products' success. Overall, tourism supply involves the provision of goods or services to facilitate business, pleasure and leisure activities away from the home environment.

From a stakeholder perspective, destinations can be seen as open-social systems of interdependent and multiple stakeholders. Networks, alliances, partnerships, collaborations and clusters have been found to represent more effective strategies than those embedded within more conventional business models.

### 3. Research methodology

Seven hotels were selected from regional tourist guides of the province of Baixada Santista, Brazil, all of which are located in two tourist cities, Santos and Guarujá. Two were rated four stars, and five hotels were rated three stars. Five of them had not obtained an eco-certification. Five hotels could be classified as small business (i.e. less than 25 rooms) and two as large business. As to the type of ownership, six hotels were independent and one belonged to a hotel chain. The sample is composed of customers who stayed at these hotels from 10 September, 2013, to 31 March, 2014.

#### 3.1 Data collection

A total of 980 questionnaires were distributed to the seven hotels' managers. Front desk employees were asked to give the questionnaire to customers as they arrived. An accompanying letter explained the purpose of the research and encouraged customers to participate by offering the chance to win a one-night stay for two at the hotel. Our research team collected the questionnaires after customers completed them. A total of 473 usable questionnaires were received, representing a 52% response rate.

#### 3.2 Measures

The questionnaire includes four questions, plus space for customers' comments at the end. The measurement scales were adapted to use a Likert-type scale. The first section measures the respondent's hotel stay characteristics (Stafford, 1999). The second section focuses on customer satisfaction and combines several scales, as there is a lack of consensus among researchers on the definition of satisfaction, despite the contributions to the advancement of research by scales such as SERVQUAL (Parasuraman, Zeithaml & Berry, 1988).

Composed of 22 items grouped into five dimensions (i.e. tangibility, reliability, responsiveness, confidence and communication), the latter scale constitutes a measure of service quality that has been specifically developed and validated for the hospitality industry. The third section includes two statements meant to measure customers' intention to return to the hotel and to recommend the hotel, using a seven-point Likert-type scale. The fourth section tests the relative importance of customers' hotel criteria (Barsky & Labagh, 1992), including two added sustainable development related criteria (i.e. the hotel's eco-sustainable label and environmental policies), also using a seven-point Likert-type scale.

Given the objective of our study, we added items related to sustainable development practices in hotel services. As the literature reviewed shows certain hotel customers are influenced by such practices, adding these items provides greater content validity to the measure. Customer satisfaction is thus measured with 22 items designed to evaluate the tangible and intangible elements of hotels' three main services (Schall, 2003), that is, the front-desk, food and rooms.

### 4. Analysis and results

The characteristics of respondents are presented in Table 1. A first result of note is that no more than 13% of the sampled customers had ever heard of hotel eco-labelling programmes such as Green Key. Further descriptive analysis revealed that 48% of customers had stayed in the hotels surveyed more than 30 times, thus providing empirical support for Reichheld's (1996) finding that customer satisfaction leads to customer loyalty. More than 35% of the sampled customers were on a business trip. More than 60% considered hotel selection criteria important, while only 45% of customers rated as 'very important' the hotels' adoption of environmental policies and obtainment of eco-certification.

**Table 1 - Characteristics of respondents**

Gender	%
Male	68
Female	32
Education	%
High school	35
Undergraduate	47
Postgraduate	18
Age	%
< 25	12
25 to 35	21
36 to 40	13
41 to 55	41
> 56	13

Source: Authors.

A principal components factor analysis with a varimax rotation identified three components of customers' responsible behaviours in daily life: purchases, energy and recycling. Similarly, three components were identified for customers' hotel selection criteria: charm, sustainability-oriented practices and convenience. As for hotel customer satisfaction, the four components found were food, front desk and rooms, ecological concerns and access.



#### 4.1 Test of the research model

Structural equation modelling was used to validate the research model, that is, to assess simultaneously the theoretical propositions and properties of the underlying measurement model. To this end, a component-based technique, partial least squares (PLS), was chosen for its robustness as it is much less exacting with regard to the distribution of residuals than are covariance structure analysis techniques such as LISREL and EQS factor analyses (Gefen, Straub & Boudreau, 2000). PLS regression also is more suitable for predictive applications than for theory testing (Anderson & Gerbing, 1988).

The PLS method simultaneously assesses theoretical propositions and the underlying measurement model's properties. The internal consistency of the research constructs, that is to say, their unidimensionality and reliability, must first be verified. Observable variables measuring an unobservable or latent variable must be unidimensional to be considered as unique values. This criterion is usually satisfied by retaining only variables whose factor loadings (0.1) calculated using the PLS technique are greater than 0.5 – indicating that the variables share a sufficient proportion of variance with the

construct they purport to measure. The results in the present study show that this is the case for all the selected variables, except for the convenience variable associated with the hotel selection criteria construct (0.1 = 0.47).

Reliability can be verified by examining the value of the Spearman's rho coefficient ( $\rho$ ), defined as the ratio between the squared sum of the loadings and the sum of errors due to the construct's variance (Fornell & Larcker, 1981). A reliability coefficient greater than 0.7 indicates that the variance of a given construct explains at least 70% of the variance of its corresponding measure. This is the case for all the reflective constructs of our research model.

The third property to be verified is discriminant validity, which indicates to what extent each research construct is both unique and different from the others, using as the criterion the correlation between each pair of constructs. The variance shared between constructs (i.e. the squared correlation) needs to be less than the average variance extracted (AVE) from the measures by the construct to which they are associated. The results presented in Table 2 indicate that this is the case for all construct pairs.

**Table 2: Discriminant analysis of research constructs**

Construct	1	2	3	4	5	6	7	8	9
1. Customer intentions	0.03								
2. Customer satisfaction	0.61	0.79							
3. Hotel selection criteria	0.26	0.31	0.72						
4. Responsible behaviours	0.10	0.15	0.43	0.77					
<b>Customer characteristics</b>									
5. Age	(0.05)	0.05	0.19	0.27	1.0				
6. Gender	0	(0.07)	(0.14)	(0.05)	0.16	1.0			
7. Education	(0.03)	(0.09)	(0.24)	0	(0.08)	0.06	1.0		
<b>Stay characteristics</b>									
8. Purpose	0	(0.12)	(0.14)	0	0.01	0.14	0.20	1.0	
9. Time	0.15	(0.03)	(0.11)	(0.09)	0.06	0.18	0.18	0.33	1.0

Note: Diagonal – (AVE)<sup>1/2</sup> 0.12/n; sub-diagonals – correlation = (shared variance)<sup>1/2</sup>; negative value = ( ).

Source: Authors.

#### 4.2 Effects of hotel size and type of ownership

The research model posited that hotel size and type of ownership would have an impact on customer satisfaction and intentions, including satisfaction with sustainable development-related components of hotels' service offering.

This impact was ascertained by comparing sub-group means (i.e. small-and-medium vs. large hotels and independent vs. chain-affiliated hotels), as shown in Table 3. Note that this was done not only for customer satisfaction and intention variables but also for customers' hotel selection criteria and for hotel stay characteristics.

**Table 3 - Differences between customers by hotel size and ownership type**

Hotel size variable	Small/medium $\alpha$ (218) mean	Large (255) mean	T $\beta$	Independent mean	Chain and affiliated mean	T $\beta$
<b>Intentions</b>						
Return	6.6	6.5	(0.2)	6.5	6.5	(0.3)
Recommend	6.7	6.5	(1.8)	6.7	6.5	(1.6)
<b>Customer Satisfaction</b>						
Food services	6.7	6.5	(4.4) ***	6.6	6.6	(3.2) **
3R practices	6.6	6.5	(2.1) *	6.6	6.5	(2.2) *
Front desk room	6.7	6.6	(2.1) *	6.7	6.5	(2.1) *
Ecological concern	5.7	5.8	(1.2)	6.0	5.7	(2.1) *
Access	6.4	6.6	0.06	6.5	6.4	(.6)



Hotel size variable	Small/medium $\alpha$ (218) mean	Large (255) mean	$T\beta$	Independent mean	Chain and affiliated mean	$T\beta$
<b>Hotel selection criteria</b>						
Charm	6.4	6.4	(1.2)	6.4	6.4	(1.0)
Cocooning	5.7	4.8	(10.1) ***	5.7	4.7	(9.6) ***
SD orientation	5.3	5.4	(2.5) *	5.4	5.3	(2.7) **
Convenience 4.3, 4.9, 3.4 ***				4.4	4.9	2.7 **
<b>Stay</b>						
Purpose	0.35	0.77	11.5***	0.38	0.74	8.4 ***
Time	1.77	2.1	1.9*	1.77	2.1	1.4

Notes: 3R = reduce, reuse and recycle; SD = sustainable development;  $\alpha$  = number of rooms < 125;  $\beta$  = two-tailed t-test; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; negative value = ( ).

Source: Authors.

With regard to hotel size, the first notable result is that customers in small and medium hotels are overall more satisfied than are those staying in large hotels. This is the case in particular for hotels' food service, 3R practices (i.e. reduce, reuse and recycle) and front-desk and room services (Ritchie & Lashley, 2012). With respect to hotel selection criteria, customers in small and medium hotels give more importance to cocooning and sustainable development orientation criteria, while customers in large hotels give more importance to convenience criteria. As for the characteristics of the stay, business travellers tend to stay at large hotels, as expected.

In terms of the type of ownership, the first result of note is that customers in independent hotels overall show more satisfaction than do those in chain-affiliated hotels. This is particularly the case for hotels' food service, 3R practices, front-desk and room services and ecological concerns. With regard to hotel selection criteria, customers in independent hotels attribute greater importance to cocooning and sustainable development orientation criteria, while customers in chain-affiliated hotels place more value on convenience criteria. Moreover, business travellers tend to stay at chain-affiliated hotels, again as expected. Finally, no significant differences between sub-groups were observed for customers' intentions, whether in terms of hotel size or type of ownership.

## 5. Conclusions

The objective of this research was identify the antecedents of customer satisfaction of different types of hotels. The results discussed above distinguish our study from previous research and complement their results in a number of ways.

First, this study confirmed that hotel customers' responsible behaviour in daily life influences their hotel selection criteria, including criteria related to sustainable development. If any scenario can be rejected, it is that environmentally friendly practices require immobility. These results support François-Lecompte and Prim Allaz's (2009) argument that tourists who behave responsibly at home will do so when travelling.

Second, the present study identified the components of customers' hotel selection criteria that significantly influence their satisfaction with hotel services. The first component, 'charm', is composed of elements such as the quietness and comfort of rooms and the eagerness of employees. The second component, 'cocooning', collects together hotels' complementary services such as pools or restaurants, which encourage customers to stay at the hotel. Importantly for this study's unique contribution to the literature, the third component of customers' hotel selection criteria, 'the sustainable development orientation' adopted by hotels, is indeed shown to influence customer satisfaction quite significantly, thus suggesting that this orientation be included in hotels' business strategies.

The last factor, 'convenience' includes items such as hotel location, which are extremely important for business travellers and tourists' Internet access (Watkins, 2003). Finally, the present research results confirm the significant influence of customers' satisfaction on their intentions to return to a hotel and recommend it to relatives, friends and work colleagues, as previously advanced by such authors as Anderson, Fornell and Lehmann (1994) and Reichheld (1996).

These results thus provide an argument for the relevance of consumer and tourism research that emphasises sustainable development. This study, however, has two limitations related to the nature of the sample and to the measurement instrument. In addition, the sample consists of hotel customers whose stay occurred during the summer season only. These aspects limit the generalisability of the results to other types of accommodation and to other times of the year. However, future research is already being planned to address these issues.

## References

- ABH. Brazilian Association of Hotels, (2012). Where Green Key in Brazil. São Paulo.
- Ackermann, F., & Eden, C. (2011). Strategic Management of Stakeholders: Theory and Practice. *Long Range Planning*, v.44, p.179-196.

- Anderson, E.W., Fornell, C. & Lehmann, D.R., (1994). Customer satisfaction, market share, and profitability: findings from Sweden. *Journal of Marketing*, 58(3):53–66.
- Anderson, J.C., & Gerbing, D.W., (1988). Structural equation modelling in practice: a review and recommended two-step procedure. *Psychological Bulletin*, 103(3):411–423.
- Ayuso, S., (2007). Comparing voluntary policy instruments for sustainable tourism: the experience of the Spanish hotel sector. *Journal of Sustainable Tourism* 15(2):144–159.
- Bagozzi, R.P., (1992). The self-regulation of attitudes, intentions, and behavior. *Social Psychology Quarterly* 55(2), 178–204.
- Barr, J., Carpentier, C.L., & Clegg, Y., (2003). De la théorie à la pratique: Recueil d'information sur le tourisme durable en Amérique du Nord. Document d'information préparé pour la Commission de coopération environnementale. Retrieved March, 22, 2015. Available at: <http://www.cec.org/files/pdf/ECONOMY/tourism-8f3 FR.pdf>. Accessed on: June 21, 2014.
- Barsky, J., & Labagh, R., (1992). A strategy for customer satisfaction. *Cornell Hotel and Restaurant Administration Quarterly*, 35(3):32–40.
- Baptista, I. (2008). Hospitalidade e eleição intersubjetiva: sobre o espírito que guarda os lugares. *Revista Hospitalidade (Hospitality and intersubjective choice: on the spirit watching over places)*. São Paulo, December 2008. V(2),5-14. Available at: <http://www.rev Hosp.org/ojs/index.php/hospitalidade/article/view/150/175>. Accessed on: April 22, 2014.
- Blattberg, C. (2004). From Pluralist to Patriotic Politics: Putting Practice First. Oxford and New York: Oxford University Press.
- Bécheur, A., & Bensebaa, F. (2004). Responsabilité sociale des entreprises: acceptabilité, crédibilité et légitimité des pratiques. In: Actes de la 13<sup>ème</sup> Conférence de l'Association Internationale de Management Stratégique, Normandie, Vallée de Seine, June 2–4.
- Bohdanowicz, P. (2005). European hoteliers' environmental attitudes: greening the business. *Cornell Hotel and Restaurant Administration Quarterly*, 46(2):188–204.
- Boss, J.F. (1999). La contribution des éléments du service à la satisfaction des clients. *Revue Française du Marketing*, 171(1), 115–128.
- Bourne, L., & Walker, D. H. T. (2005). Visualising and mapping stakeholder influence. *Management Decision*, 43(5):649–660.
- Brady, M.K., Cronin, J.J., & Brand, R.R., (2002). Performance-only measurement of service quality: a replication and extension. *Journal of Business Research* 55(1):17–31.
- Capron, M., & Quairel-Lanoizelée, F. (2007) La responsabilité sociale d'entreprise. Coll. Repères, éd. La Découverte.
- Carroll, A.B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. *Business & Society*, 38(3), 268–295.
- Claro, P. B. O., & Claro, D. P. (2014) Sustentabilidade estratégica: Existe retorno no longo prazo? *Revista de Administração*, 49(2), 291–306. doi: 10.5700/rausp1147.
- Clarkson, M. B. E. (1995). A stakeholders framework for analyzing and evaluating corporations. *Academy Management Review*, 20(1), p.92–117.
- Cleveland, M., Kalamas, M., & Laroche, M., (2005). Shades of green. *Journal of Consumer Marketing*, 22(4/5):198–212.
- Coradini, C., Sabino, M.S., & Costa, B.K.(2010). Teoria dos Stakeholders: Estado da Arte produzido no Brasil, XII Seminários de Administração- Semead, XII Administration Seminars- Semead). São Paulo, September, 2010.
- Cronin Jr., J.J., Taylor, S.A., 1992. Measuring service quality: a reexamination and extension. *Journal of Marketing*. 56(3), 55–68
- Dolnicar, S. & Otter, T. (2003). Which hotel attributes matter? A review of previous and a framework for further research, in Griffin, T. and Harris, R. (Eds.), Asia Pacific Tourism Association 9th Annual Conference, Sydney, 176–188.
- Dominici, G., & Palumbo, F. (2013). The drivers of customer satisfaction in the hospitality industry: applying the Kano model to Sicilian hotels. *International Journal of Leisure and Tourism Marketing*, 3(3), 215–236.
- Donaldson, T., & Preston, L. (1995). The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications. *Academy of Management Review*, 20(1):65–91.
- Fairweather, J.R., Maslin, C., & Simmons, D.G., (2005). Environmental values and response to eco-labels among international visitors to New Zealand. *Journal of Sustainable Tourism*, 13(1), 82–98.
- Fornell, C.R., & Larcker, D.F., 1981. Structural equation models with unobservable variables and measurement error. *Journal of Marketing Research* 18(1):39–50.
- Franc,ois-Lecompte, A., & Prim Allaz, I., (2009). Les Français et le tourisme durable: proposition d'une typologie. *Management & Avenir*, 29(9):308–326.
- Freeman, R. E. (2008), Managing for Stakeholders, in Donaldson & Werhane (eds.), *Ethical Issues in Business: A Philosophical Approach*. Englewood Cliffs, NJ: Prentice Hall, p.39–53.
- Freeman, R. E. & McVea, J. (2001). A stakeholder approach to Strategic Management. Darden Graduate School of Business Administration. Working Paper n. 01-02.
- Freeman, R. E., & Philips, R. A. (2002). Stakeholder theory: a libertarian defense. *Business Ethics Quarterly*, 12(3):331–349.
- Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2007). Managing for stakeholders: Survival, reputation, and success. Yale University Press.
- Friedman, A. L., & MILES, S. (2006). Stakeholders: Theory and Practice. Oxford University Press.
- Frooman, J. (1999). Stakeholder influence strategies. *Academy of Management Review*, 24(193), p.191–205.
- García Pozo, A., Ollero, J.L.S., Lara, M.M., & Chicón, C.G.B. (2012). Touristic specialisation and returns on human capital in the hospitality sector of the Spanish regions. *Revista de Turismo e Patrimonio Cultural*, 10(2):69–76.
- Gefen, D., Straub, D.W., & Boudreau, M.C. (2000). Structural equation modeling and regression: guidelines for research practice. *Communications of the Association for Information Systems*, 4(7), 1–76.
- Gomes, A., & Moretti, S. L. A. (2007). A Responsabilidade e o Social: uma discussão sobre o papel das empresas, São Paulo: Saraiva.
- Gotman, A.(2009). O comércio da hospitalidade é possível? *Revista Hospitalidade*, São Paulo, 6(2),3–27.
- Han, H., Kim, W., & Hyun, S. S. (2011). Switching intention model development: Role of service performances, customer satisfaction, and switching barriers in the hotel industry. *International Journal of Hospitality Management*, 30(3), 619–629.
- Hobson, K., & Essex, S. (2001) Sustainable tourism: A view from accommodation businesses. *Service Industries Journal*, 21, 133–146. Retrieved October 20, 2007, from the ABI/INFORM Global database.
- Honey, M., & Rome, A. (2001). *Protecting Paradise: Certification Programs for Sustainable Tourism and Ecotourism*. Washington, DC: Institute for Policy Studies.
- Junqueira, R.R.; Wada, E.K. (2011). Stakeholders: estratégia organizacional e relacionamento. Estudo de casos múltiplos do setor hoteleiro. *Revista Ibero-Americana de Estratégia*, 10(3):94–125.
- Kirca, A.H., Jayachandran, S. & Bearden, W.O. (2005). A meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, 69(2), 24–41.
- Kirk, D., 1995. Environmental management in hotels. *International Journal of Contemporary Hospitality Management*, 7(6):3–8.
- Lashley, C. (2008) Studying Hospitality: Insights from Social Sciences. *Scandinavian Journal of Hospitality and Tourism*, 8(1):69–84.



- Lashley, C., & Morrisson, A. (2001). Search of hospitality (hospitality, leisure and tourism. New York: Reed Professional and Educational Press.
- Leonidou, C. N., & Leonidou, L. C. (2011). Research into environmental marketing/management: A bibliographic analysis. *European Journal of Marketing*, 45(1/2), 68-103.
- Mauss, M. (2003). Sociologia e antropologia. São Paulo: Cosac & Naify.
- Middleton, V.T.C. & Hawkins, R. & (2011). Sustainable Tourism: a marketing perspective. Routledge. New York.
- Miller, G.A., (2003). Consumerism in sustainable tourism: a survey of UK consumers. *Journal of Sustainable Tourism*, 11(1), 17-39.
- Moysés Filho, J.E.; Rodrigues, A.L., & Moretti, S.L.A. (2011). Gestão social e ambiental em pequenas e médias empresas: influência e poder dos stakeholders. REAd. 68(17):204-236.
- Montandon, A. (2003). Hospitalidade ontem e hoje. In: Dencker & Bueno, (Orgs.) *Hospitalidade: cenários e oportunidades*. São Paulo: Pioneira-Thomson, p.132.
- Morin, E.M., Savoie, A., & Beaudin, G., (1994). *L'efficacité de l'organisation: Théories, représentations et mesures*. Boucherville: Gaëtan Morin Éditeur.
- Moretti, S. L. A., & Toledo, G. L. (2015). Marketing and sustainability academic production in Brazil: An analysis in leading management journals during the period of 1994-2012. *Business Management Review (BMR)*. v.4, p.616 - 630.
- Mohr, L. A. & Webb, D. J. (2005). The effects of Corporate Social responsibility and price on consumer responses. *The Journal of Consumer Affairs*, 39(1):121-147.
- Oliveira, P.F.F., & Wada, E.K. (2012). Stakeholders e apart-hotéis: estudo de casos múltiplos. *Revista Ibero-Americana de Estratégia*, 11(2):145-169.
- Palmer, A., & Bejou, D. (1995). Tourism destination marketing alliances. *Annals of Tourism Research*, 22(3):616-29.
- Parasuraman, A., Zeithaml, V., & Berry, L., (1988). SERVQUAL: a multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1):12-40.
- Pozo, H. (2015). Hospitality industries management: hospitality revenues in Brazil. Lambert Academic Publishing. Saarbrücken RDA.
- Puncheva, P. (2008). The role of corporate reputation in the stakeholder decision-making process. *Business & Society*, Chicago, 47(3):272-290.
- Ramaswamy, V., & Gouillart, F. (2010). A empresa co-criativa. Rio de Janeiro: Elsevier.
- Reichheld, F.F., (1996). The loyalty effect. Boston, MA. Harvard Business School Press.
- Ritchie, J.R.B., Hudson, S., & Timur, S., 2002. Public reactions to policy recommendations from the Banff-Bow Valley study: a longitudinal assessment. *Journal of Sustainable Tourism*, 10(4):295-308.
- Ritchie, C., & Lashley, C. (2012). *Eating or Dining: an exploration of the Hospitable experience*, Oxford: Butterworth-Heinemann.
- Schall, M., (2003). Best practices in the assessment of hotel-guest attitudes. *Cornell Hotel and Restaurant Administration Quarterly*, 44(2):51-65.
- Sebrae. 2012. As empresas de menor porte na economia nacional. Available at: <http://www.sebrae.com.br>. Accessed on 16 June, 2014.
- Silveira, A. M., Yoshinaga, C. E., & Borba, P. R. F. (2005). Crítica à teoria dos stakeholders como função-objetivo corporativa. *REGI Revista de Gestão*, 12(1):33-42.
- Souza Leão, A. L. M., Silva Gaião, B. F., De Souza, I. L., & Mello, S. C. B. (2013). The Habitus of an Expanding Network: the characteristics of the São Francisco Valley viticulture arrangement. *Review of Business Management*, 15(46):39-55.
- Stafford, J., (1999). *La recherche touristique: Introduction à la recherche quantitative par questionnaire*. Québec: Presses de l'Université du Québec.
- Telfer, E. (2010). A filosofia da hospitabilidade: in Lashley, C., & Morrison, A. *Em Busca da Hospitalidade: perspectiva para um mundo globalizado*. São Paulo, Manole
- Tremblay, S., (2007). Du sous-développement au développement durable. In: S. Tremblay (Ed.), *Développement durable et communications*, p.9-19. Québec: Presses de l'Université du Québec.
- Vendruscolo, B., Hoffmann, V.E., & Freitas, C.A. (2012). A influência de ferramentas de gestão estratégica e de stakeholders no desempenho de organizações do ramo particular de saúde do distrito federal. *Revista Ibero-Americana de Estratégia*, 11(1):30-61.
- Watkins, E.B., (2003). How guests choose hotels. *Lodging Hospitality*, 59(20), 36-40.
- WECD, (1999). Corporate Social Responsibility: meeting changing expectations. Available at: <http://www.un-documents.net/our-common-future.pdf>. Accessed on Mai 7, 2014.
- Wolfe, R. A., & Putler, D. S.(2002). How tight are the ties that bind stakeholder groups? *Organization Science*, 13, p.64-80.
- WTO, (2010). *Faits saillants: OMT du Tourisme*, Édition 2010. World Tourism Organisation, Madrid.
- Szabo, V., & Costa, B. K. (2013). Stakeholders e Sustentabilidade: Um Estudo comparativo entre a Produção Científica Internacional e Nacional de 1998 a 2011. In XXXVII Encontro da Anpad. Rio de Janeiro, September 2013.
- Zago, A.P.; Wada, E.K. Dinâmica de stakeholders e cocriação de valor em museus: um olhar inicial. *Revista Ibero-Americana de Estratégia*, 12(2):274-298.

#### Article history:

Submitted: 20.10.2015

Received in revised form: 22.01.2016

Accepted: 23.01.2016