

## SUSTAINABLE MARKETING STRATEGIES IN INTERNATIONAL HOTEL CHAINS

**Muxammadova Rayxonabonu Elmurod qizi**

Master's student of Economics and tourism faculty, Bukhara State university,

[rayhona3006@gmail.com](mailto:rayhona3006@gmail.com)

**Usmonova Mahzuna Husen qizi**

Master's student of Economics and tourism faculty, Bukhara State university,

[mahzunausmonova428@gmail.com](mailto:mahzunausmonova428@gmail.com)

**Abstract.** This article is devoted to the analysis of sustainable marketing strategies implemented by international hotel chains, aimed at assessing their effectiveness in strengthening brand reputation, increasing customer loyalty, and ensuring competitiveness. The study examined their practices using the example of leading hotel brands known for their sustainable development initiatives, such as Hilton, Marriott, Radisson, Accor, and Wyndham. Based on the method of thematic analysis, relevant literature and annual reports of international hotel chains were analyzed, and the main components of sustainable marketing strategies were identified. Also, consumer attitudes towards sustainability initiatives were studied through quality analysis and sampling methods. The research serves to draw practical conclusions about the role of sustainable marketing strategies in the field of hospitality and the development of innovative approaches.

**Keywords:** international hotel chains, green marketing, sustainable marketing, innovative approaches, corporate social responsibility, “green” consumers.

**Аннотация.** В статье представлен анализ стратегий устойчивого маркетинга, реализуемых международными гостиничными сетями, с целью оценки их эффективности в укреплении репутации бренда, повышении лояльности клиентов и обеспечении конкурентоспособности. В исследовании рассмотрены практики ведущих гостиничных брендов, известных своими инициативами в области устойчивого развития, таких как Hilton, Marriott, Radisson, Accor и Wyndham. На основе метода тематического анализа проанализированы соответствующая литература и годовые отчёты международных гостиничных сетей, а также выявлены ключевые компоненты стратегий устойчивого маркетинга. Кроме того, с применением методов качественного анализа и выборочного подхода изучены отношения потребителей к инициативам в сфере

устойчивого развития. Результаты исследования способствуют формированию практических выводов о роли устойчивого маркетинга в индустрии гостеприимства и разработке инновационных подходов.

**Ключевые слова:** международные гостиничные сети, зеленый маркетинг, устойчивый маркетинг, инновационные подходы, корпоративная социальная ответственность, “зеленые” потребители.

**Annotatsiya:** Ushbu maqola xalqaro mehmonxona zanjirlari tomonidan amalga oshirilayotgan barqaror marketing strategiyalarini tahlil qilishga bag‘ishlangan bo‘lib, ularning brend obro‘sinini mustahkamlash, mijozlar sadoqatini oshirish va raqobatbardoshlikni ta‘minlashdagi samaradorligini baholashni maqsad qiladi. Tadqiqotda Hilton, Marriott, Radisson, Accor va Wyndham kabi barqaror rivojlanish tashabbuslari bilan tanilgan yetakchi mehmonxona brendlari misolida ularning amaliyotlari o‘rganilgan. Tematik tahlil usuliga asoslangan holda, tegishli adabiyotlar va xalqaro mehmonxona zanjirlarining yillik hisobotlari tahlil qilinib, barqaror marketing strategiyalarining asosiy komponentlari aniqlangan. Shuningdek, sifat tahlili va namuna olish metodlari orqali iste‘molchilarning barqarorlik tashabbuslariga bo‘lgan munosabati o‘rganilgan. Tadqiqot mehmondo‘stlik sohasida barqaror marketing strategiyalarining roli yuzasidan amaliy xulosalar chiqarishga hamda innovatsion yondashuvlarni ishlab chiqishga xizmat qiladi.

**Kalit so‘zlar:** xalqaro mehmonxona zanjirlari, yashil marketing, barqaror marketing, innovatsion yondashuvlar, korporativ ijtimoiy mas‘uliyat, “yashil” iste‘molchilar.

**Introduction.** The concept of sustainable marketing emerged at the end of the 1980s. This term describes the organization's efforts to design, promote, price, and distribute environmentally friendly products. It is defined as a management process responsible for identifying, forecasting, and satisfying the needs of clients and society in a useful and sustainable way. (Chan E.S.W. 2013). Sustainable marketing means promoting products and services that do not harm the environment. As noted by Peattie (2001), green marketing was formed in three stages. The first stage was called “Environmental” green marketing, during which all marketing activities were aimed at reducing and eliminating environmental problems. The second stage, called “Environmental” green marketing, focused on creating innovative, clean-tech products that solve the problem of pollution and waste. The third stage is “Sustainable” green marketing, which became widespread in the late 1990s and early 2000s. This concept is related not only to goods, but also to services. Particularly, green hotels have become a pressing issue today due to the growing attention of consumers to ecology.

Several studies have shown that the transition to a green (ecological) direction will bring economic benefits to the hotel industry, even if in most cases it does not require large additional funds. Green strategies provide the following advantages: increasing competitiveness through industry leadership, maintaining customer loyalty, retaining employees, earning rewards and recognition, complying with government requirements, risk management, and increasing brand value (R. Dodds, 2008). Since the 1990s, the hotel industry has begun to implement large-scale green practices due to changing economic conditions and a strong focus on customer service and customer satisfaction. In addition to the aforementioned advantages, many hotels also incorporate social initiatives and corporate social responsibility into their operations. They consider these works to be correct (N. Tzschentke, D. Kirk, and A. Lynch, 2008).

International hotel chains are actively working to apply the principles of stability. The first green (environmental) hotel was launched in 2008 by Intercontinental Hotel Group (IHG), which is the world's first 100-percent environmentally friendly hotel. Ularning yashil xususiyatlaridan ba'zilarini sanab o'tadigan bo'lsak: buzilmaydigan oziq-ovqat mahsulotlarini xayriya tashkilotlariga berish, tomida quyosh panellaridan foydalanish, yomg'ir suvidan hojatxonalarga suv ta'minlash tizimi, mehmonxonani elektr energiyasi bilan ta'minlash uchun shamol energiyasidan foydalanish, qayta ishlangan shishadan yasalgan derazalar, butunlay qayta ishlangan materiallardan tayyorlangan mebellar va jihozlar, maishiy chiqindilar orqali issiqlik va issiq suv olish tizimlari kiritilgan.

IHG'ning vakili Devid Jeromga ko'ra, ushbu mehmonxona guruhi 1991-yildayoq yashil tamoyillarga amal qilish bo'yicha birinchi bo'lib mehmonxonalar uchun "yashil qo'llanma" ishlab chiqqan. Shuningdek, IHG tomonidan yaratilgan quyosh energiyasi asosida ishlovchi "innovatsion mehmonxona" — energiya va suvni tejash, chiqindilarni qayta ishlash borasidagi eng so'nggi texnologiyalarni o'zida mujassamlashtirgan (A. Pizman, 2008).

### 1.1 Strategic Approaches to Green Marketing

Jacqueline A. Ottman, in her book *The New Rules of Green Marketing* (2010), identified various rules of green marketing. Here are 20 new rules of green marketing:

1. Greenery is now a mass phenomenon: today 83% of consumers - from the Baby Boomer generation to Millennials and Generation Y - support green values to a certain extent. Subtle segments that identify green consumers have also been formed.
2. Green has become modern and trendy: Green consumers are role models for early-acting individuals and others. Celebrities and public figures are also joining the green movement.

3. Green products work just as well or even better than ordinary products - and often are worth a high price.
4. A product life cycle-based approach is necessary: Properties such as recyclability, organic content, or energy efficiency are important.
5. The reputation of manufacturers and retailers is becoming more important: Consumers pay attention not only to the brand name, but also to who created it.
6. "Save me!" – today's buyers choose green brands to protect their health, save money, or for the goodness of the product.
7. Businesses are evaluated not by what they produce, but by what they represent
8. The greenest products offer new insights and business models with much less environmental impact.
9. Consumers understand that it is not necessary to own a product; services can sometimes satisfy their needs more effectively.
10. Today, brands that consumers buy and trust make them enlightened and engage them in meaningful communication through various media, especially websites and online social networks.
11. Green consumers rely on recommendations from friends, family, and trusted third parties when making decisions.
12. Green consumers trust honest brands, they want to know the whole truth.
13. Green consumers do not expect perfection: they value constant improvement and open reporting about it.
14. Ecologists are no longer enemies: They are perceived as important stakeholders.
15. Now almost everyone is a corporate stakeholder: not only clients, employees, and investors, but also environmentalists, teachers, children, and even the younger generation.
16. Authenticity is important: It's not enough to just stick recycling labels or claim "biologically biodegradable."
17. Practice simplicity: As Plato said: "Simplicity is elegance." Today's consumers strive to reduce unnecessary purchases and give up things that don't really matter in their lives.
18. Consumer purchases are governed by values: If previously price, quality, and convenience played a key role, today consumers are making purchases according to their values.
19. Sustainability has become an important need for consumers and is an integral part of product quality.

20. The most reliable brands will integrate the benefits of sustainability into the product structure.

**Methodology.** In this study, the method of thematic analysis was used to study sustainable marketing strategies in international hotel chains. Based on the data collected through the analysis of relevant literature and official reports annually developed by international hotel chains, the main components of sustainable marketing strategies and work on their implementation were studied and covered in detail. A comprehensive understanding of the research topic was provided through the application of qualitative analysis and sampling methods. Five international hotel chains known for their sustainable development initiatives were selected, including Hilton, Marriot, Radisson, Accor, Wyndham international hotel chains.

**Analysis and Results.** Green marketing not only ensures environmental safety, but also influences all sectors of the economy by creating new markets and jobs. Currently, hotels are trying to attract green consumers, but it is much more difficult to fully satisfy clients at high prices. Therefore, hotel owners must convince their clients that environmental services will be beneficial without compromising their comfort.

Das et al. (2012) identified several factors that led companies to switch to green marketing:

- Search for new opportunities or competitive advantages
- Corporate social responsibility (CSR)
- Government pressure
- Competitive pressure
- Factors related to costs or profits
- Increased customer awareness
- Deterioration of climatic conditions

The above factors have prompted many companies to develop green products and services, which serve not only to attract customers in the long term, but also to reduce costs and increase profits.

**Hilton.** The Hilton hotel chain has been implementing environmental protection policies since 2008. In 2019, the intensity of carbon emissions decreased by 36%, and by 2030, it is planned to improve this indicator by 61%. Waste decreased by 41%, energy intensity by 24%, and water consumption by 20%, which provided savings of 1 billion US dollars. Hilton has developed a LightStay platform for calculating and analyzing the environmental and social impacts of each of its Hilton Worldwide hotels, which has now become Hilton Worldwide's

own platform for measuring corporate responsibility effectiveness. The platform measures energy consumption, water consumption, waste, and carbon emissions worldwide at every Hilton Worldwide hotel. LightStay allowed each Hilton hotel to obtain certification according to the ISO 14001 environmental management standard and the ISO 50001 energy management standard.

At the end of 2019, smart irrigation or drip irrigation systems were installed in more than 1,700 hotels of the brand. Thanks to the LightStay platform created by the network, in 2019, it was possible to reduce food waste by 60% in 6 hotels in the Middle East of Egypt, while 860 hotels implemented waste composting programs. All these activities will, first of all, bring additional income to the company. In 2023, Hilton continued using the Hilton LightStay platform, Hilton's ESG management tool. Hilton LightStay, implemented on all properties under the HGV brand, helps to monitor and assess environmental practices, guaranteeing the achievement of the highest standards of sustainability.

Hilton was the first to establish soap waste recycling. The industry is implementing the largest soap recycling program in the industry, and in 2019 expanded its soap recycling program to 5,300 hotels (88% of the portfolio). Used soaps from hotel rooms are collected by staff and sent for recycling, then recycled soaps are donated for charitable purposes. Many Hilton resort hotels are located in oceanfront and mountain views, attracting members and guests with beautiful beaches and scenic peaks. The effects of climate change are becoming increasingly apparent, threatening not only our planet but also their activities. Drought in Europe has affected the availability of water resources, while floods and wind damage have been observed in the United Kingdom. In the US, the intensification of hurricanes and extreme weather events can disrupt operations in their properties, reduce income from closures, increase repair costs, and increase insurance premiums.

All resorts properly process batteries, toners, paper, electronics, and hazardous waste. In 2023, 17 resorts produced about 6.350 kg of compost, which is about 155% more than the previous year. During repairs, all damaged materials are discarded responsibly, and assets such as furniture, equipment, and fabrics are donated, discarded, or sold to various NGOs. In 2023, these efforts totaled 65 tons of assets, doubling compared to the previous year.

We Are Water Foundation (WAW) helps solve water and sanitation problems around the world. Since 2019, members of the HGV European team have been collaborating with the organization, contributing to global initiatives and activities on water conservation, access, and

education, including supporting specific projects in countries such as India, Guatemala, Indonesia, Morocco, Madagascar, Ukraine, and Tanzania.

**Let's Make a Deal Initiative:** This program encourages guests to avoid changing towels and pillowcases every day, which significantly reduces water consumption and laundry requirements. Since the beginning of 2019, they have saved more than 10 million liters of water.

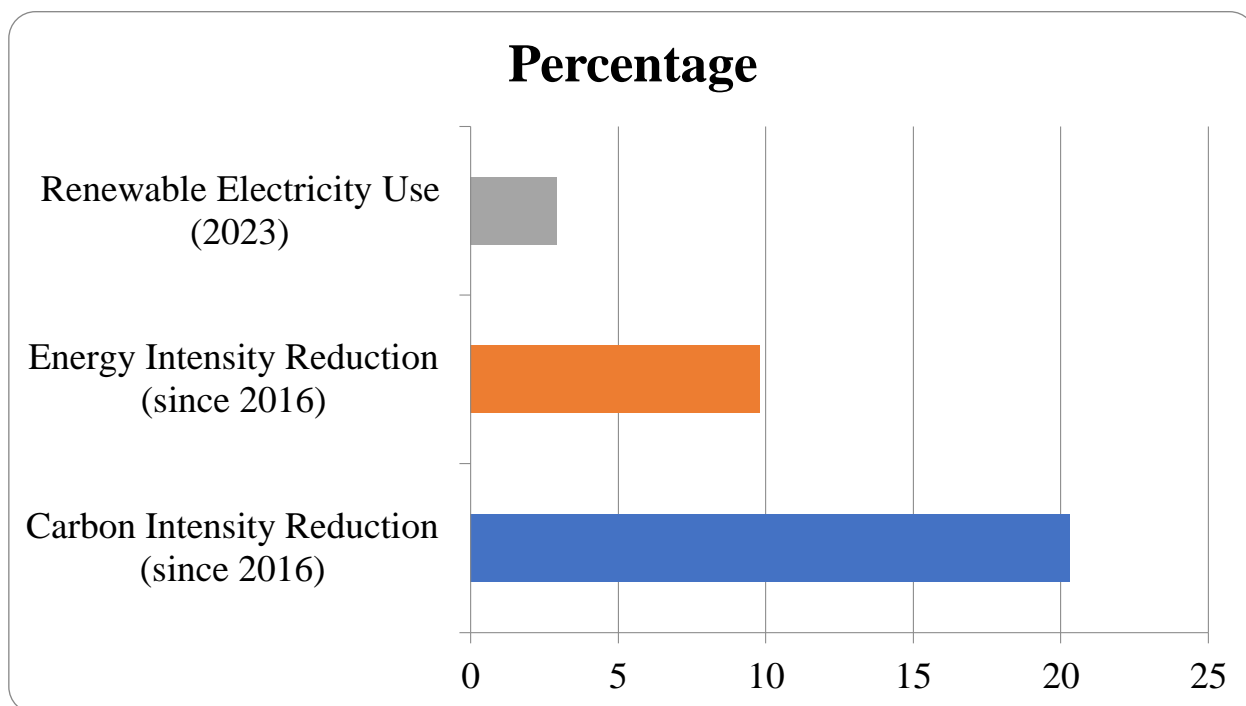
**Marriott.** As an initiative launched by Marriot International Hotel Chain, the company strives to have a positive and sustainable impact on its global operations. Regardless of where Marriott's work takes place, contributing to sustainable development is one of the main goals. Based on this philosophy, Marriott set the goal of achieving zero greenhouse gas (GHG) emissions in the value chain by 2050. Recognizing the importance of a sound and sustainable strategy in moving towards this goal, Marriott launched the Climate Action Program (CAP) for its own and franchised hotels around the world. This program is based on three main components.

Marriott informs stakeholders - owners, franchisees, employees, and suppliers - about the origin of carbon emissions and how to reduce them. Throughout 2023, Marriott launched digital learning programs aimed at improving climate literacy. Starting in 2024, participation in at least one of these climate-related training sessions will be mandatory for all employees.

To achieve its goals, Marriott has developed specific goals and priorities for reducing carbon emissions at the hotel level. Hotels can implement projects to reduce energy consumption, and full-service hotels undergo an energy audit. Through the "Sustainable Practices and Resilient Operations Update Tracker" (SPROUT) system implemented by Marriott, hotels are provided with additional sustainability practices and operational recommendations - which allows them to reduce their carbon footprint.

#### **Sustain Responsible Operations Indicators**





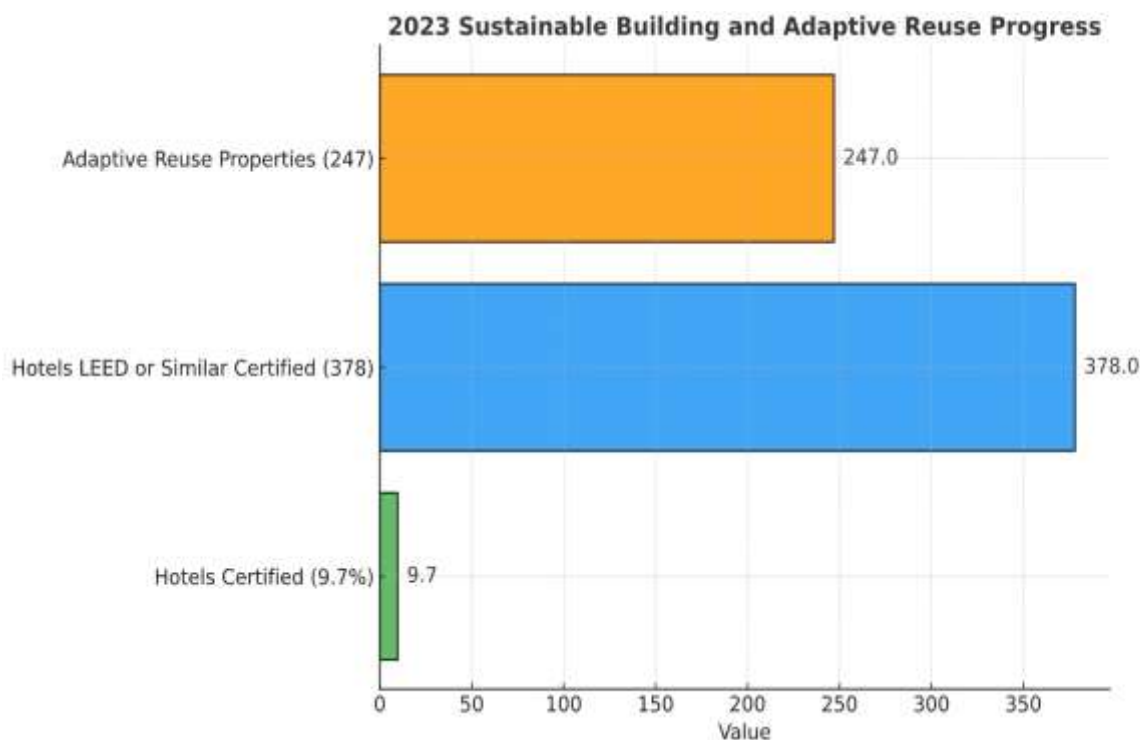
*Source: Created by the author, data from Marriott's annual report (2023).*

For example, as we can see in this chart, Marriott demonstrates their commitment to Sustaining Responsible Operations by showing progress in key environmental metrics since 2016. They've achieved a 20.3% reduction in carbon intensity, meaning less carbon emissions per guest stay or revenue, and a 9.8% reduction in energy intensity, indicating improved energy efficiency across their hotels. In 2023, 2.92% of their electricity came from renewable sources, marking a step towards cleaner energy. These reductions are crucial for environmental responsibility, potential cost savings, meeting stakeholder expectations, and appealing to environmentally conscious travelers in the hospitality industry. Marriott's ongoing efforts in these areas are vital for a more sustainable future in travel.

To assess climate-related risks at the company level, Marriott uses the Marriott Infrastructure Resilience & Adaptation Program (MIRA). This program encourages climate action by analyzing physical climate data and supports efforts to gradually improve infrastructure and operational resilience.

In 2023, the MIRA program focused on creating a control panel based on a space map to display the results of a physical climate risk analysis.





Source: Created by the author, data from Marriott's annual report (2023).

As an another example, Marriott's progress in 2023 shows 9.7% of their hotels are certified to a sustainability standard, with 378 hotels pursuing or achieving LEED or equivalent certification, highlighting their commitment to green building. Additionally, they have 247 adaptive reuse properties open, with 126 more planned, demonstrating a strategy to minimize environmental impact by repurposing existing buildings. This data underscores Marriott's efforts towards more sustainable property development and operation.

Throughout the world, Marriott implements innovative and collaborative solutions to combat food waste and provides hotels with the necessary tools and resources in this regard. In 2023, Marriott hosted the Food Waste Reduction Rally. Various hotels participated in it with their more than 350 experiments. These experiments included the separation and measurement of food waste, the preparation of fresh food and drinks from the waste, the donation of excess food to charitable organizations, as well as the practice of composting. Also, many hotels around the world continue to implement digital food waste monitoring systems such as Wastely, Winnow, and Leanpath.

**Radisson Hotel Group (RHG)** has been steadily improving its sustainability performance since 1989, adhering to the traditions of responsible business practices, and is consistently working towards a positive impact in the hospitality sector. By signing the Glasgow Declaration, RHG continued the call in this regard, further reinforcing its existing sustainability

initiatives and commitments. The group's focus is on sustainably managing the hotel portfolio worldwide. This implies minimizing the volume of carbonate, energy, water, and waste during operation and along a wide value chain.

In 2023, Radisson Hotel Group (RHG) received confirmation and a document confirming its “Net Zero” Science Based Targets (SBS). These goals were developed in accordance with the RHG's commitment to achieving “Net Zero” by 2050.

The RHG's short-term goals were approved in 2022, and the group also joined the "Business Ambition for 1.5°C" campaign and the UN's “Race to Zero” movement. Authentication that meets the “Net Zero” corporate criteria (version 5.0) was carried out by the SBTi (Science Based Targets initiative) in cooperation with organizations such as the CDP (Carbon Disclosure Project), the UN Global Compact, the World Resources Institute (WRI), and the WWF. Today, RHG is among the world's leading companies that have adapted their climate targets to the COP conference goals and set them on a scientific basis. Short-term liabilities include:

- Scope 1 and Scope 2 (direct and energy-related) reduction of GHG emissions by 46.2% from the 2019 level by 2030.
- 27.5% reduction in Scope 3 (fuel and energy related activities and franchising operations).

Long-term liabilities:

- Reduction of GHG emissions by 90% from 2019 levels to 2050 according to Scope 1, 2 and 3.
- “Net Zero” target:

- Achieve complete Net Zero GHG emissions along the value chain by 2050.



*Source: RHG responsible business report 2023*

Within the framework of the RHG hotel chain's efforts in the direction of sustainable hospitality, aimed at a positive outcome, each hotel is encouraged to work on the basis of a specific sustainability plan and confirm its activities in this area with an internationally recognized independent certificate or confirmation.

RHG has maintained strong cooperation with Green Key for many years. Green Key offers hotels a comprehensive system for strengthening environmental governance, addressing sustainability issues, and raising awareness. Strict environmental standards are monitored through documentation and regular on-site inspections. For clients and guests, the Green Key eco-signal symbolizes the hotel's commitment to reducing the environmental impact during each visit. Hotels with this label must comply with almost 100 sustainability criteria, such as energy consumption, waste management, water use, and social responsibility.

The RHG's aspiration to achieve zero waste is also fully aligned with the concept of green mobility. By providing guests with the opportunity to choose environmentally friendly modes of transport, RHG aims to improve their overall experience, expand the availability of the electric vehicle network, and contribute to environmental sustainability. The offer of charging stations for electric transport, bicycle rental, low-waste shuttle and taxi services will attract guests who are not indifferent to the environment and demonstrate RHG's commitment

to environmental responsibility. By integrating green mobility solutions through the Radisson Rewards loyalty program, RHG guests have a positive impact on people, society, and nature through their choice.

**Accor Group.** Founded in 1967 and headquartered in France, Accor Group is today one of the leading global hospitality companies. The company operates in 110 countries and has a portfolio of brands covering various segments of the hospitality industry. Accor's brand portfolio includes more than 30 different brands, which are oriented towards various travel needs and market segments. Among these brands are popular names such as Raffles, Fairmont, Sofitel, Pullman, Novotel, Mercure, Ibis, and ibis Styles, which reach a wide audience, from luxury guests to budget-focused travelers.

Accor established its first Environmental Department in 1994 and has been striving to have a positive impact on the industry for over 50 years. Today, the company strengthens its sustainability strategy through a plan of systemic reforms and a culture of active cooperation.

The company's Planet 21 program is a comprehensive sustainable development initiative aimed at reducing the environmental footprint, supporting local communities, and promoting diversity and inclusion within the organization.

Accor's global operations are characterized by extensive operations in Europe, the Asia-Pacific region, the Americas, the Middle East, and Africa. Thus, the company demonstrates not only its leadership in the hospitality sector, but also its advanced approach to social and environmental responsibility.

Recognizing emerging markets as promising areas for its operations, Accor Group is actively exploring opportunities for expansion and development in these regions. With a rich history, a diverse brand portfolio, a strong commitment to sustainability, and global presence, Accor has become one of the leading forces in the hospitality industry today. The company's constant focus on innovation, customer satisfaction, and strategic partnerships keeps it in a leading position in the changing environment of global travel and hospitality.

Accor Group was included in the "List A", compiled for the first time by the global environmental non-governmental organization CDP (Carbon Disclosure Project), and was recognized for its firm and thorough approach to environmental risk management, openness, and climate within the company's business model. Of the more than 21,000 companies, only 141 European companies received an "A" in climate change, and one of them was Accor. Moreover, Accor stands out as the only company with an "A" level among the leading hospitality companies in this industry.

This high assessment confirms the consistent work carried out within the framework of Accor's sustainability strategy. This strategy is based on the principle of "Man and Nature" and includes three main directions:

- (i) Sustainable transformation of hotels and operations to enhance guest experience;
- (ii) accelerate the transition to a sustainable food model by providing customers with different gastronomic experiences;
- (iii) implementation of new, conscious and sustainable forms of travel at the industry level.

**Wyndham Hotels & Resorts.** As one of the world's largest hotel franchising company, Wyndham Hotels & Resorts aims to support every daily traveler and make access to hotel services accessible to everyone. The company is committed to supporting the reduction of environmental impact throughout its hotel portfolio under the brand. Their desire for stability is an important expression of adaptation to the values of guests and other stakeholders.

The Wyndham Green Initiative focuses on the following five key areas:

- 1) Climate change - risk reduction and increased resilience;
- 2) Energy efficiency and renewable energy - recommending opportunities for energy saving and encouraging investment in renewable sources;
- 3) Water conservation - showing ways to rationally use water resources and helping to identify water-related risks;
- 4) Waste reduction - analysis of the hotel waste profile and increasing the level of waste recycling;
- 5) Biological diversity - identification of important biological territories and protected areas.

In 2023, Wyndham took a serious step towards transitioning to a pure franchising model, completely ending its hotel management activities in the USA. As part of this strategic change, the company has increased its focus on providing broader assistance to franchise partners in managing environmental impact and improving performance indicators.

Wyndham Hotels & Resorts adopts a holistic approach to environmental management, using a robust data tracking and certification system known as the Wyndham Green Program. This program aims to influence people, nature, and benefit (i.e., "trilateral socio-economic stability") by combining best practices and tools in industry.

The Wyndham Green program consists of two main components:

- 1. Wyndham Green Toolbox
- 2. Wyndham Green Certification

Through these components, the Company strives to measure and continuously improve the environmental impact of its entire hotel portfolio. Wyndham Green Toolbox is the company's online environmental management system designed to monitor, measure, and report on global energy and water consumption, waste reduction, and emission efficiency. It allows hotels operating on a franchise basis to graphically represent their environmental footprint and helps to analyze their indicators in real time. Also, through this system, Wyndham identifies existing risks and problems in various markets and serves to strategically manage the actions of franchisees to achieve the indicators set by the company.

Wyndham Green Certification is an internal sustainability criterion developed for Wyndham hotels and consists of five consistent development stages: from Level 1 (Basic) to Level 5 (Expert). Each level covers key components of the sustainability strategy, including measures to reduce negative environmental impacts and improve environmental efficiency. Wyndham Green Certification also plays an important role in the implementation of the company's comprehensive ESG (Environmental, Social and Corporate Governance) strategy. As hotels rise from Level 1 to Level 5, their sustainability practices are expected to become stricter, and their environmental efficiency will increase. In 2023, the Green Certification for Wyndham hotels worldwide increased by 135% compared to 2022. In addition, there is a Wyndham Hotel in about 70 countries around the world, which has at least a Level 1 (Basic) certificate.

**Conclusion.** Informed by research of sustainable marketing habits of leading global hotel chains like Hilton, Marriott, Radisson, Accor, and Wyndham, several key findings can be gleaned. The global brands are increasingly embracing sustainability as part of their core business and marketing strategy, valuing its pivotal function in establishing brand reputation, instilling customer loyalty, and sustaining long-term competitiveness. Adopting holistic environmental protection policies, like Hilton's LightStay program and reducing waste, is more than immense cost benefits but also enhances their eco-leadership brand reputation. Marriott's bold goal of zero greenhouse gas emissions by 2050 through programs like the Climate Action Program (CAP) and MIRA shows long-term strategic commitment to addressing climate change risks and engaging stakeholders through learning activities. Radisson Hotel Group's forward-thinking strategy, as demonstrated by their "Net Zero" Science Based Targets and partnership with Green Key, emphasizes the value of having ambitious, science-based targets and pursuing third-party certifications to verify their sustainability initiatives. Accor Group's decades-long Planet 21 initiative and CDP recognition emphasize the value of systemic

transformation and an active cooperation culture in driving sustainable change in a broad portfolio of brands. Wyndham Hotels & Resorts' focus on franchising partners under its Wyndham Green Initiative and its robust data tracking and certification program reflect the need for holistic environmental management at a large chain of properties. Overall, the analysis reveals an evident trend among the global hospitality sector towards mainstreaming sustainable marketing. These leading brands not only possess "green" practices but are actively informing consumers of these initiatives, embracing the growing importance of sustainability in their purchasing decisions. This shift illustrates that sustainable marketing is no longer an abstract concept but a fundamental aspect of successful and ethical business practices in the global hospitality sector. The innovative practices and social responsibility actions undertaken by these chains are great blueprints for the rest of the industry, marking a greener and socially more responsible future for travel.

### References

1. E. Chan, "Barriers to EMS in the hotel industry", *International Journal of Hospitality Management*, vol. 27, 2008, 187-196 p.
2. Filimonau, V., Bai, L., Romanenko, A., Tarakanova, V., & Ermolaev, V. A. (2023). How employees perceive and (dis)engage with 'green' practices in luxury hotels. *International Journal of Hospitality Management*, <sup>1</sup> 114, 103567, – 2–4 p.
3. Migliaccio, M., Addeo, F., & Rivetti, F. (2010). Market knowledge exploration and Web 2.0: Initial empirical evidence from hotel chains. *Proceedings IFKAD 2010* (5th edition) on the theme: Intellectual Capital in a Complex Business Landscape, 1, 6 p.
4. Mele, P. M., Gomez, J. M., & Garay, L. (2019). To Green or Not to Green: The Influence of Green Marketing on Consumer Behaviour in the Hotel Industry. *Sustainability*, 11(17), 4635, 1-3 p.
5. Fukey, L. N., & Issac, S. S. (2014). Connect among Green, Sustainability and Hotel Industry: A Prospective Simulation Study. *World Academy of Science, Engineering and Technology, International Journal of Social, Behavioral, Educational, Economic and Management Engineering*, 8(1), 1-5 p.
6. Kashliwal, N., & Agarwal, S. (2019). Green Marketing Initiatives and Sustainable Issues in Hotel Industry: Concepts, Methodologies, Tools, and Applications. In



- Sustainable Business Practices in the Tourism and Hospitality Sector (pp. 1-23). IGI Global, 3-5 p.
7. White, K., Cakanlar, A., Sethi, S., & Trudel, R. (2025). The past, present, and future of sustainability marketing: How did we get here and where might we go? *Journal of Business Research*, 187, 115056, 2-4 p.
  8. Okay, here is the APA 7th edition reference for the journal article shown in the image:
  9. Susilo, D., & Santos, M. C. K. (2023). Digital marketing communication sustainable hotel practice of accor group in social media. *IJEBAS (International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration)*, 6-7p.  
<https://radjapublika.com/index.php/IJEBAS>
  10. Santos, V., & Almeida, N. (2022). Ethical Marketing Model for Luxury Hotel Chains: Development and Validation of a Performance Evaluation Tool. *Sustainability*, 14(12), 7382, 4-5 p. <https://doi.org/10.3390/su14127382>
  11. Chen, Y.-C., Wang, W. C., & Chu, Y. C. (2011). A Case Study on the Business Performance Management of Hilton Hotels Corp. *International Business Research*, 4(2), 3-4 p.
  12. N. Tzschentke, D. Kirk, and A. Lynch, "Going green: Decisional factors in small hospitality operators", *International Journal of Hospitality Management*, vol. 27, 2008, 126-133 p.
  13. A. Pizman, "Green Hotels: A fad, ploy or fact of life", *International Journal of Hospitality Management*, vol. 28(1), 2008, 1 p.
  14. <https://corporate.hgv.com/home/default.aspx>
  15. <https://www.marriott.com/marriott/aboutmarriott.mi>
  16. <http://radissonhotels.com/cares>
  17. <https://group.accor.com/en/group>
  18. <https://www.wyndhamhotels.com/>