



INTERNATIONAL JOINT CONFERENCE

10th International Conference on Knowledge, Economy and Management;
11th International Conference of the ABIA Chapter of the Academy of Human Resource Development &
2nd International Conference of the MENA Chapter of the Academy of Human Resource Development

Proceedings

November 8-10, 2012

Istanbul - TURKEY

kongre@beykon.org

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**EDITED BY
İBRAHİM GÜRAN
YUMUŞAK**

Host Institution



Conference Venue



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11th International Conference of the ASIA Chapter of the AHRD &
2nd International Conference of the MENA Chapter of the AHRD
November 7-10, Istanbul / Turkey

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with assistance from **Dogus University**

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GREEN TECHNOLOGIES AND SUSTAINABLE DEVELOPMENT: FACTORS OF COMPETITIVENESS IN TOURISM AND HOSPITALITY INDUSTRY

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Abstract

Numerous factors affect the terms of business of a modern tourist market, wherefore constant changes of desires and needs of a modern, ecologically aware tourist have an especially significant impact, as well as the changes which are happening on the turbulent competitive market of tourist offer and demand. Modern destination and hotel management must act in a socially responsible way, and in accordance with preservation of its environment. Sustainable business will enable achieving competitive advantages of a tourist destination and an individual hospitality enterprise comparing to the competition. Through active influence of management on strengthening ecological awareness of tourists as consumers of tourist services, but also employees in tourism and hospitality industry as manufacturers of a tourist service, significant economic utilities on micro and macro level will be achieved for all market participants. Hospitality enterprises which implement the above-mentioned principles of business will be recognised as leaders in developing a model of sustainable business in a tourist destination which will lead to the compatibility between entrepreneurs in hospitality and local community, and preserving natural resource basis as a base for sustainable tourism development. Synergy of these subjects will implicate economic and socially sustainable development of a tourist destination and its business surroundings, growth of success of a hospitality enterprise, and prosperity of employees and local community.

Keywords: sustainable development, green technologies, renewable energy sources, tourism and hospitality industry, competitiveness

Introduction

Green technologies represent a new developmental paradigm in tourism and the hospitality industry, providing the possibility to use them in tourism for its growth and development, and to minimise harmful effects to environment, which is a basic precondition for modern development of tourism as a competitive branch of economy. World hotel managers have made progress in using green technologies, while, for example, „green“ projects are only in the initial stage.

Therefore, the **objective** of the paper is to point out all the advantages of application of green technologies for a local community and country as a whole, while the **purpose** of the research is to „open“ new space for designing future developmental strategies of the Republic of Croatia as a competitive tourist destination. The above implies the basic **hypothesis** of the paper: use and implementation of green technologies in business processes of tourism and the hospitality industry is a basic precondition for successful business operations and long-term business stability, and a guarantee for successful competitive positioning of the hospitality industry and tourism, destination and the entire situation on the contemporary tourist market.

The paper also presents Porter's diamond of competitive advantages of a tourist destination which uses sustainable development postulates in its development, and green technologies in its business operations.

1. Application of Green Technologies in the Function of Environment Protection in Tourism and Hospitality Industry

Awareness of a modern tourist, but also an entrepreneur, of the necessity to act responsibly towards nature, apply sustainable development principles and implement green, environment-friendly technologies in tourist suppliers' business operations in tourism and hospitality industry, is rising. The above-mentioned is visible in modern tourists' preference to spend their vacation in untouched nature, with the desire to fully integrate with nature during their vacation, thus revitalising their body and spirit. This is why a modern tourist destination, which bases its development on sustainable development principles, use of renewable energy sources and green technologies, becomes a target destination for holiday and recreation of ecologically aware tourists, thus becoming a recognisable and leading tourist destination on the market. Use of green technologies will contribute to growth of competitive advantages of tourist destinations which use green technologies in relation to the competition.

Initiatives and strategies which stimulate reduction of environmental pollution are defined by the term of green technologies. These are the technologies which stimulate the reduction of energy consumption and expendables, including, among other things, hardware, electric energy, fuel, and paper. Except for protection of natural environment, green technologies also save money in the consumption of energy, equipment procurement, support and management. (Adapted according to: Poslovni dnevnik, [online] available at <http://www.poslovni.hr/vijesti/zelene-tehnologije-i-tvrtekama-donose-velike-ustede-170396.aspx> (16/06/2012)).

Green technologies provide the possibility to create new innovative products and services in the hospitality industry and tourism, which will be based on principles of sustainability and ecological responsibility to environment, but also to people. Except for its usefulness to the environment and preservation of natural resources, use of green technologies will have a positive effect on the standard of living, especially of local population and economic success of entrepreneurs in tourism and hospitality industry.

According to International Labour Organization ILO, green technologies will in the next twenty years contribute to opening of the new 15 to 60 million workplaces. Although a certain number of workplaces will be lost by their use, it is expected that use of green technologies will lead to 0,5% to 2% economic growth on global level. ILO anticipates more workplaces in the field of useful energy consumption, especially from renewable sources. This will primarily refer to the construction sector, agriculture, fishery, forestry, energetics, production, recycling and traffic, and indirectly in tourism and the hospitality industry. (Adapted according to: Novodanes sveže današnje novice, [online] available on: <http://kr-og.sta.si/2012/06/ilo-zelene-tehnologije-bi-lahko-v-20-letih-prinesle-do-60-milijonov-delovnih-mest/> (14/06/2012))

More intensive use of green technologies will in the future have a significant impact on the hospitality industry and tourism, and potential investments in building of new and eco-friendly capacities which will apply sustainable development principles and use green technologies in their business operations.

According to the ILO study, use of green technologies will contribute to the goal that more than 10 million people world-wide get out of the enchanted poverty ring, because the current developmental model is not only harmful for environment, but also economy as a whole.

According to the ILO study, a conclusion is derived that changes in the environment, as well as social-demographic changes, should be approached jointly and complementary, through promotion and implementation of sustainable production processes, which primarily includes use of green technologies. (Adapted according to: Novodanes sveže današnje novice, [online] available on: <http://kr-og.sta.si/2012/06/ilo-zelene-tehnologije-bi-lahko-v-20-letih-prinesle-do-60-milijonov-delovnih-mest/> (14/06/2012)).

Continuous following of world trends and innovations in the use of green technologies, along with continuous introduction of technological novelties in business operations of tourist suppliers in the hospitality industry and tourism will surely enable improved and more successful business operations of entrepreneurs in tourism and the hospitality industry, and more satisfaction of visitors and local population in a destination. The above will result in more arrivals of ecologically aware tourists into a destination, and present this tourist destination as an ecologically responsible destination which uses green technologies.

The use of green technologies also enables environmental protection which represents a basis for tourism development in an area. The objective of environmental protection is achieved by the following: (Adapted according to: Wikipedia free encyclopedia, [online], available on http://hr.wikipedia.org/w/index.php?title=Zelena_tehnologija&oldid=3441264 (01/06/2012)):

- Waste management, burning of waste, recycling, arrangement of the waste dump, purification of waste waters
- Using renewable energy sources and green technologies in the hospitality industry and tourism
- Technical measures for protection of waters, sea, soil, forests, protection from noise and radiation conditioned by rapid and uncontrolled tourist development
- Air pollution reduction techniques (for example, dust)
- Techniques for efficient use of renewable energy sources – solar collectors on roofs of hotels, energy-saving by using energy-saving bulbs, etc.
- Measurements, collection and monitoring of harmful substances and ecological damage to the environment (waste waters, leaking detergents, oil used for cooking, etc.)
- Designing concepts for ecologically sustainable production and services, saving of energy and methods for avoiding or reducing pollution and waste in tourism and the hospitality industry.

Using green technologies in tourism and the hospitality industry will have full effect if high international ecological standards are applied in business operations, which are inevitable in total quality management of hospitality and tourist offer, and which enable creation of the offer based on the "value for money" principle.

2. Ecological Standards in the Hospitality Industry and Tourism

The most popular world standards for measuring environmental performance in the hospitality industry and tourism are the Green Globe 21 and ISO 14001, while the EU programme NATURA2000 may serve as an example of stimulative measures and programmes initiated

by the Union's institutions, which are an agent of ecologically responsible and sustainable tourist destinations and preservation of natural resources as a base for development of tourism and specific qualities in the way of life of local community. In the Republic of Croatia, on the level of a single tourist destination, the mostly represented concept is the „Blue Flag“, which guarantees beach service users top service quality, safety and ecological preservation of the area.

The Green Globe 21 Programme represents a global programme which promotes sustainable development and using green technologies in the hospitality industry and tourism.

The Green Globe 21 Programme is applied in 83 world countries. The programme promotes saving energy (by using renewable energy sources), purity of waters, preservation of drinking water sources, it reduces business costs, by which it positively affects awareness of the local community, but the users of services as well. Bearers of this certificate become recognisable as service suppliers of the so-called „green“ leisure and business travellers. Green Globe Members attract green leisure and business travelers via the Green Globe APP. The Green Globe 21 programme enables different training programmes and sustainability trainings through the Green Globe Academy organisation. (Green Globe, [online], available on <http://greenglobe.com/> (16/04/2012)).

International Standard ISO 14000 was designed with the goal to promote various aspects of sustainable and environmentally responsible management in business operations of different business entities, including the hospitality industry and tourism.

It provides practical tools for companies and organisations looking to identify and control their environmental impact and constantly improve their environmental performance. ISO 14001:2004 and ISO 14004:2004 focus on environmental management systems. The other standards in the family focus on specific environmental aspects such as life cycle analysis, communication and auditing. ISO 14001:2004 sets out the criteria for an environmental management system and can be certified to. It does not state requirements for environmental performance, but maps out a framework that a company or organization can follow to set up an effective environmental management system. It can be used by any organization regardless of its activity or sector. Using ISO 14001:2004 can provide assurance to company management and employees as well as external stakeholders that environmental impact is being measured and improved. The benefits of using ISO 14001:2004 can include reduced cost of waste management, savings in consumption of energy and materials, lower distribution costs, and improved corporate image among regulators, customers and the public. (Adapted according to: International Organization for Standardization [online], available at http://www.iso.org/iso/iso_14000_essentials/iso14000 (01/03/2012.)).

The Blue Flag concept is a basis for contemporary offer of each tourist destination. The Blue Flag guarantees service users in the destination, on beaches and in marinas, safety and high quality of services, clean sea and environment, etc.

The founder and international manager of the Blue Flag Programme is the Foundation for Environmental Education - FEE, founded by the Council of Europe in 1981. The programme currently includes about 30 European, and 10 countries outside of Europe in which tourism is one of the strategic objectives. The Blue Flag for beaches and marinas is an international ecological programme of environmental protection of the sea and the coastline also applied for river marinas, whose primary goal is sustainable management of the sea and the coastline. Until now, over 3000 Blue Flags have been raised, from which over 2500 on beaches and over 600 in marinas. The Blue Flag is an annual award. The Blue Flag represents one of the basic competitive advantages of a tourist destination and it is the most esteemed model of ecological education and dissemination of information to the public in the segment of protection of the sea and the coastline (beaches and marinas). For implementation of the Blue

Flag Programme, each country has an ecological association whose structure and operational programme fulfill the criteria for membership in the FEE. (Adapted according to: Lijepa naša, [online], available at <http://www.lijepa-nasa.hr/plava-zastava> (01/07/2012)). In the Republic of Croatia, this association is "Lijepa naša".

NATURA2000 is the largest network of preserved areas in the world. Inclusion of an individual tourist destination/area in the NATURA2000 programme enables clear positioning of the destination as an ecologically aware and responsible area which uses given resources in accordance with sustainable development.

More than 26000 NATURA2000 areas were established over 25 years. Thanks to the two directives, the Birds Directive and the Habitats Directive, EU Member States are able to coordinate their nature preservation activities regardless of political or administrative barriers. The entire process is scientifically based, legally enforceable, and based on the management principle which takes into consideration interests and needs of people. (Adapted according to: Natura 2000 u Hrvatskoj, [online], available at <http://www.natura2000.hr/PageTemplates/PageContent.aspx?pageId=37&langID=1> (21/01/2012)).

The above-mentioned international standards can and must be complemented with national and other standards of an individual tourist destination and individual tourist service suppliers (hotels, restaurants, motels, etc.) with the objective to enrich the offer, create a recognisable destination/facility on the tourist market, and strengthen general competitive advantage in relation to competitive destinations/facilities.

3. Ecological Initiatives in the Hospitality Industry and Tourism

Contemporary hospitality industry and tourism are at the crossroads between the desire for fast profit and making highly profitable investments (whose non-planned development may cause destruction of developmental resource base) and responsibility to natural resources, environment, landscape characteristics and the local community. Sustainable development and use of green technologies in business operations will enable achievement of maximum benefits for investors and local community. Numerous ecological initiatives have appeared in the contemporary international practice; one of them is the so-called „Ecolodge“, wherein hotels take a significant place as prominent users of green technologies in tourism.

The very term «ecolodge» was used for the first time at the First International Forum on ecological accommodation in 1994 on the Virgin Islands. The first book which contains a definition of this kind of accommodation and deals with this topic is the *International Ecolodge Guide* which was a result of the International Conference held in Costa Rica in 1995. (Adapted according to: Ministry of natural resources, mining and spatial planning of the Republic of Serbia. Ecotourism, [online], available on: <http://www.ekoplan.gov.rs/sr/Ekoturizam-308-c52-content.htm> (21/01/2012)). This type of accommodation appeared about 20 years ago and is still in the stage of continuous development.

Management of a modern and an ecologically aware tourist destination needs to include in its developmental plans only those developmental projects in the segment of hospitality industry and tourism which have a noticeable component of sustainability and use of green technologies in all stages of the business process (from the idea to full realisation of the project) in their developmental plans. A hotel which bases its development on ecological sustainability may be characterised as Ecolodge.

Ecolodge represents a kind of a tourist accommodation which satisfies the following criteria: (Adapted according to: Ministry of natural resources, mining and spatial planning of the

Republic of Serbia. Ecotourism, [online], available on:
<http://www.ekoplan.gov.rs/srl/Ekoturizam-308-c52-content.htm> (21/01/2012)).

- protects natural and cultural components of its environment
- has a minimal influence on living environment during building
- has less than 30 rooms
- fits into a specific environment context
- uses alternative, sustainable resources in water consumption
- ensures careful handling of waste and waste waters
- builds excellent co-operation with local population
- applies ecological educational programmes for employees and tourists
- provides a contribution to sustainable development of local community through research programmes.

In the European tourist practice, there are different types of ecolodges presented in the Table 1.

Table 1.: Different Types of Ecolodges in the European Tourist Practice

TYPE OF ECOLOGES	
<i>Model Ecolodges</i>	These are usually designed and built as ecolodges and have well trained staff and professional guides used to dealing with guests from all backgrounds. They are located in pristine natural locations, often of significant ecological importance, and have strong programs of conservation. They have ethical employment practises and contribute to the local economy. They are also using best technologies to reduce energy and handle waste. Model Ecolodges are also distinctive in these ways, as opposed to rural or community based ecolodges which have a slightly different purpose.
<i>Ecoresorts</i>	These are often design built but differ slightly in their purpose and location from model ecolodges. They are often based near the ocean and offer more recreational activities and other personal services (natural health spas, yoga classes, etc.) as opposed to natural history based ecolodges.
<i>Nature Lodges and camps</i>	These small lodges or camps which are located in natural areas, often in beautiful areas, but were designed in earlier times or for other purposes. Many have been adapted and are maintained for accommodation purposes. They are more or less limited, for example they may have no onsite guides, or they may be simple alpine huts or camp sites.
<i>Rural Ecolodges</i>	These are usually simple, privately owned accommodations located in rural areas or in small villages which are near a nature reserve. Down to earth hospitality staff and guides that are local people as opposed to trained career professionals. You can often still see exotic wildlife, but you may not have the feeling you have truly escaped from civilization.
<i>Community Based Ecolodges</i>	Throughout the world there have been several experiments involving communities in tourism projects that have built lodging facilities, developed tours and offer other hospitality services. Some have been funded by NGO's, some with international development funds and other sources of non-conventional financing. Some are rural projects using farm stays, some are village stays using local homes. Some are adapted or purpose built structures. All these projects serve to provide income for small communities seeking a more sustainable means to living.

Source: Adapted according to: <http://www.worldwideecolodges.com/wwe/ecolodge-exp.htm> (21.01.2012)

The so-called Green Hotels are also renowned in the world tourist practice, and are most common in the USA.

They are also referred to as earth-friendly inns, eco-friendly lodging, eco-lodges, eco-hotels, and eco-resorts. These lodging establishments feature innovative and imaginative programs

for conserving natural resources, reducing waste, minimizing pollution, while maximising sustainability. (Adapted according to: Hotel/Motel Green Standards & Certification Programme. [Online], available on: <http://www.p2pays.org/ref/20/19190.ppt> (12/02/2012)).

Management of a hotel company which decides to introduce „green“ business principles in its business operations, despite significant initial growth of costs, can count on long-term profitability of the project, strengthening of the market position and recognisability of its product on the tourist market.

The main characteristics of green hotels are the following: (Cited: Eco-Zone Explores – Worldwide Ecolodges, [Online], available on: <http://www.worldwideecolodges.com/wwe/ecolodge-exp.htm> (21/01/2012)):

- Have installed over 90% compact fluorescent or comparable high-efficiency lighting in the lobby, hallways and other common areas.
- Have implemented a recycling program that includes at least separating and collecting recyclable material from hotel guests and meeting clients if applicable.
- Have installed in all guestrooms and public washrooms at least two of the following three: low-flow/water conserving showerheads, tap aerators and toilets.
- Have purchased at least four eco-labeled products for use by facility staff.
- Have eliminated the use of chemical pesticides throughout facility and grounds.
- Have employee training with an environmental awareness/practices component.
- Have ongoing communication about the hotels environmental commitment and initiatives to guests using means such as room directories, tent cards or personal communication by staff.
- Have sponsored or directly participated in at least one local conservation or environmental stewardship initiative.

Except for the above-mentioned types of hotels, variations related to marketing typology of an individual tourist destination or a service supplier are also possible. The above characteristics present key advantages of this form of accommodation and the necessity to include it in the contemporary practice of tourism and the hospitality industry, with special emphasis on the possibility of profiling a tourist destination as a kind of benchmarking recognisable on the tourist market, by which competitive advantages are achieved on European and world level.

Building of „green“ hotels and using renewable energy resources and other „green“ programmes in hotels is profitable; this is also presented by the examples below.

The Grand Hotel Marriott from California is a member of the American branch of international Green Hotels Association – GHA, and won the award for the highest yearly saving of water, which amounted as much as 7,5 million litres. The above was achieved by optimisation of labour force. The Hyatt Hotel in Chicago reduced expenses of expendables by as much as 80% (napkins, towels, bedlinen, cutlery etc.), in the way that employees got instructions to carefully classify things marked as „written off“. By such procedures, the value of the preserved goods was between USD 3000 and 10,000 a month. (Adapted according to: Green Hotels Association, [Online], available on: <http://greenhotels.com/members.php> (20/01/2012)). For example, the first eco hotel in the neighbouring Serbia, the Hyatt Regency in Belgrade, formed his „green team“, and, by applying ecological sustainability measures, reduced consumption of energy by 20%. The basic purpose of business activities of ecologically responsible hotels is reduction of consumption of energy and water, and CO₂ emissions, with constant care for biodegradation and waste disposal along with increased recycling of the existing waste, while using biodegradable detergents and other cleaning agents with the objective to prevent, or at least reduce pollution of the environment and, where possible, to have a positive effect on sustainability of the local ecosystem. (Adapted according to: Blic Online, [online], available on: <http://www.blic.rs/Vesti/Beograd/219925/Stedljivi-zeleni-hoteli> (20/02/2012))

The concept of Green Hotels is not sufficiently recognised in the Republic of Croatia, and so it is necessary to design developmental programmes and standards on the state level which will enable clear positioning of the Republic of Croatia as a tourist destination of green hotels and a user of green technologies, which bases its development on sustainability, use of renewable energy sources, respect for environment, etc. It is important to note that this form of development should be stimulated through creation of adequate credit lines through the Croatian Bank for Reconstruction and Development, cohesion and pre-accession EU funds, etc.

In the framework of the business commercial complex Green Gold in Zagreb, the Doubletree Hotel by Hilton should be opened and managed by the world-renowned hotel group Hilton Worldwide. (See more on: Green Gold Hotel, [online], available on: <http://www.greengold.com.hr/hr/hotel.html> (23/07/2012)). About 25 million euros were invested in its construction and decoration. The hotel will be luxuriously equipped, it will have 152 rooms, restaurants, a business centre, swimming pool, wellness, and other facilities in accordance with the Hilton's Doubletree brand which has been present on the European market since 2008, and today has 23 hotels in 10 countries, especially in Eastern Europe. Hilton has as much as 250 hotels world-wide under this brand name. The Hilton Hotel in Zagreb, the third from the Hilton Group in Croatia, is the first which will be built according to a new concept of Hilton Hotels base, in accordance with the so-called green technology standards. This will be the 613th hotel in Croatia which will be a member of one of the 11 world hotel brands in Croatia. (Cited: <http://www.profitiraj.hr/izdvojeno/nova-atrakcija-zeleni-hilton-u-zagrebu-otvara-se-u-proljece-2012/> (19/01/2012)).

Hotels in which the new, green concept of business operations is applied successfully, achieve better business results and significantly contribute to environmental protection. In order for the project of ecologically responsible hotels to be successful, visitors must also renounce certain „luxury“ and usual services provided by standard hotel chains. They should support ecological initiatives and business standards of „green“ hotels such as automatic turning off of lights, air-conditioning and television when guests leave their rooms, using liquid soaps and shampoos in bathrooms, regulating and consuming water in the motion-activated and temporally limited way, towels and bedlinen are not changed every day, etc. (see Table 2).

Table 2.: Examples of Successful Ecologically Aware Hotels Which Apply Green Tehnologies in Their Business Operations

THE CROWN PLAZA (COPENHAGEN)	The Crown Plaza is one of the most „green“ world hotels. The hotel introduced into its offer exercise bikes which produce electric energy, and motivated their guests by offering them free dinner if they produce enough energy by using exercise bikes. Energy obtained in this way is stored into a battery which can be used as hair dryer or for television. [1]
PUNTA SKALA (CROATIA)	The Punta Skala Hotel – It is a Croatian eco hotel which has an installed water-processing system which supplies the hotel with water and produces energy for heating and cooling. Also, the hotel has a built-in biological system for purification of waste waters with the goal to protect the environment. [2]
DAINTREE ECO LODGE AND SPA (QUEENSLAND - AUSTRALIA)	Daintree Eco Lodge and SPA is located in the oldest world rainforest. It introduced into its business operations solar energy and LED lighting, and has its own organic farm whose products are used for preparing meals in the hotel's restaurant. This hotel is included in ecotourism for preservation and protection of natural resources, river systems and the rainforest. The hotel has developed a group of management and systems of good practice which include energy management, environmental protection, and waste management. Daintree also runs its business operations in accordance with the Australian Green Office and international standards of sustainable tourism set up by the World Conservation Union, World Tourism Organisation and International Ecotourism Association. [3]

**CHUMBE
ISLAND CORAL
PARK
(ZANZIBAR)**

The Coral Park is located on the Chumbe Island in Zanzibar. It was created with the goal to promote environmental protection and protection of coral reef ecosystem. This park is famous around the world for its intensive ecotourism, and for using only renewable energy sources. They conduct water heating through solar energy, as well as composting and collecting rain-water. The hotel is categorised as a long-term destination, which means that it upholds high sustainability standards through full balance of commercial development of its activities and environmental protection. [4]

Source: Authors' editing according to:

- (1) http://www.biosvijest.hr/index.php?option=com_content&view=article&id=491:zeleni-hotel&catid=33:s1&Itemid=91 (21/01/2011)
- (2) <http://www.falkensteiner.com/hr/hotel/iadera/zeleni-resort-hrvatska> (21/01/2012)
- (3) <http://www.energis.ba/?lang=bh&n1=9&n2=52&n3=0&c=399> (22/01/2012)
- (4) ibidem

Introduction of green technologies in business processes of hotels and creation of the so-called „green hotels“ provides numerous developmental and economic benefits, as for owners of facilities in view of realisation of greater profit and reduction of costs, growth of competitive advantages of hotels in relation to the leading competition, strengthening of ecological awareness of employees, etc., as well as for users of services and local community regarding higher service quality and increasing ecological awareness.

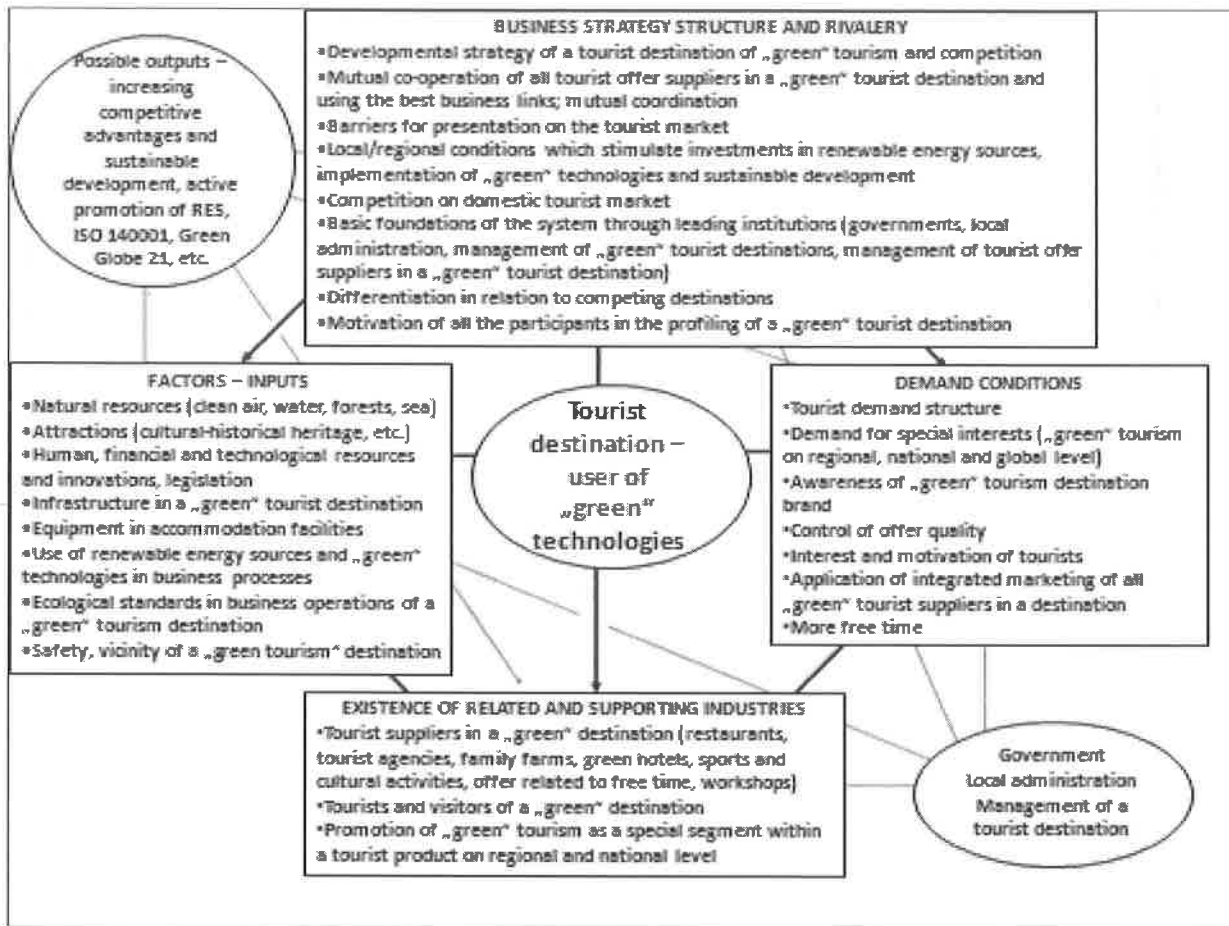
4. Potential Possibilities of Using Green Technologies in Creating Competitive Advantages of a Tourist Destination

The above-mentioned facts indicate a significant need for designing a new developmental strategy of tourism based on the use of the so-called „green technologies“. Such developmental tourist paradigm must be based on the principles of preservation of environment, strengthening of social awareness of population and using renewable energy sources with the objective to ensure sustainable development.

All of the above objectives of contemporary „green“ approach in the hospitality industry and tourism in a destination may be reduced to the 3E concept (ethics, ecology and economics) (Cited: Zadarski list. [online], available on: <http://www.zadarskilist.hr/clanci/27062008/turizam-ne-smije-biti-monokultura> (10/01/2012), i.e. on business operations which will result in a high level of usefulness for all participants (tourist suppliers, local community) in a tourist destination. By introducing ecologically responsible business operations to a tourist destination, as a destination which promotes application of green technologies, renewable energy sources, excellence and innovations, its competitive advantage is increased in relation to other tourist destinations.

Management of a „green“ tourist destination must aim to introduce high ecological standards and certificates into its business operations, from the Blue Flag for beaches, international standards ISO 14001 and GreenGlobe 21, to participation in the projects of environmental protection of the European Union NATURA 2000, which will guarantee the image of the entire tourist destination as an oasis of ecological and responsible behaviour, permanent care for environment and people. By introducing an offer based on sustainability principles and application of international ecological standards and renewable energy sources, stronger link will be created between visitors and the destination, environment and local community. The local community will directly benefit from this approach in view of promoting natural particularities, preservation of traditional lifestyle and originality of the destination. All of the above is visible from the Porter's diamond of competitive advantages of a destination, which uses green technologies presented below.

Scheme 1.: Porter's Diamond of Competitive Advantages Based on Application of RES and Green Technologies in Tourism and the Hospitality Industry



Source: author’s analysis, adapted according to: Porter, M., E. (1998): *The Competitive Advantage of Nations*. New York: Free Press

The objective of the diamond of tourism competitiveness in a destination (Scheme 1) is to promote and stimulate benefits of the use of renewable energy sources, preservation of environment, responsible business operations and sustainable development, and application of principles of the so-called „green technologies“ for a certain destination, but also for the entire tourist offer of a country. It is of crucial importance that the so-called „green technologies“ be applied in future tourist offer development, through stimulation of the so-called „green hotels cluster“, associations of green tourist destinations, etc. These associations will, through application of green technologies and international standards and programmes (ISO 14001, GLOBE 21, Natura 2000) enable reduction of energy consumption, consumables, hardware, electric energy, fuel and paper. Except for protecting natural environment, green technologies also save money in energy consumption, procurement of equipment, support and management. Significant cost-reductions and application of green technologies are possible in each hotel, tourist office, restaurant. Namely, energy efficiency and ecological initiatives in this segment are oriented towards expansion or building of modern data centres, measuring of energy consumption, reduction of printing, data in paper form, using „ordinary“ lighting, automatisisation of hotel rooms (turning off the lights in rooms, water, etc.).

The competitive advantages diamond of a so-called „green destination“ points out all the advantages of a specific country in the segment of natural, technological and human resources, whose synergy enables designing of high quality, unique, various, and recognisable tourist offer, and creation of the „green and environment-friendly“ tourist offer brand. Furthermore, management of a tourist destination and hospitality industry may significantly contribute to saving and protection of environment also within a hotel firm, for example, by

reduction of travelling costs by introducing video conferences, reduction of use of classic promotional (paper) materials, using renewable energy sources for heating of the hotel, hot water production, etc. It is also necessary to devote great attention to recycling. Technological equipment may be recycled, but also, for example, waste waters, which will result in preservation of environment and reduced quantity of the so-called technological waste. This can be stimulated through a combination of ecological awareness (man/company) through workshops, presentation of positive applications and legislation. Green technology and the so-called „green business operations“ do not only have positive effects on preservation of environment and resources, but also on company itself, increasing its goodwill, efficiency and rationality of business processes.

Conclusion

Tourism is an industry which directly depends on preserved environment and rich natural resource base. Current tourist offer development was significantly marked by lack of organisation, desire for fast gaining of profit, disrespect for landscape characteristics of tourist destinations, etc. Today's modern tourist offer suppliers tend to fully adapt their business activities to preservation of environment, local community and potential ecologically aware tourists – users of tourist services.

This is the reason this paper presents the effect of green technologies on tourist development of a destination, and it is pointed out that they represent a base for designing future developmental strategies of tourism, but also economy in general. Continuous research of the market and introduction of innovations in the green technologies segment will surely ensure ecological improvement of business operations, which will result in reduction of costs, preservation of natural resources, and better quality of life of local community. All of the above preconditions are crucial for successful development of a tourist destination as a highly responsible destination of the so-called „green tourism“, and by this, ensurance of realisation of competitive advantages of a destination on European and world level.

Based on the previously mentioned it can be concluded that introducing green technologies in business and organization processes of a hotel/tourist enterprise is necessary for a successful, competitive and long-term sustainable development. Their implementation brings to savings in business, it contributes to strengthening competitive advantages of hospitality enterprises, tourist industry, but also the tourist destination itself in relation to the international competition, giving her a strong sweep and stimulation for sustainable and permanent development as one of the leading and ecologically aware destinations. Such orientation of hotel/tourist enterprise ensures benefits for wider social community as well, giving it a stimulation for strong economic, but also socio-demographic growth in the part of life quality of local community, strengthening awareness of all interested participants in the destination (local community, entrepreneurs, visitors) about the need of preserving natural, as a rule, limited resources, use of renewable energy sources, preserving local particularities (gastronomy, enology, cultural heritage, etc.) and creating recognisibility of offer carriers and tourist destination on the world tourist market.

So, according to previously presented analysis in the paper, the goal of stimulating use of green technologies in hotel and tourism industry is:

- contributing preservation and protection of nature and all resources which are, as rule, limited
- giving special attention to conducting all activities related to tourism development, while stimulating the use of green technologies and international standards for environment, considering it has been conducted in valuable and preserved natural areas

- to ensure education of local community and tourists, considering that eco-tourism possesses an educative component which rises the awareness of tourists and local community about the importance of preserving nature
- to support and promote the life of local communities, and at the same time serve as a motivator and generator of new business possibilities in the region (especially in rural areas).

It can be assumed that introducing green technologies, use of renewable energy sources and sustainable business in foreseeable future of hotel and tourism industry will become obligatory, and it will represent one of the basic criteria while determining the category of a catering building and valorising overall offer of a hotel/tourist enterprise on a tourist market.

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