



### Article Title

## THE ENVIRONMENT AND COMPETITIVE STRATEGIES IN HOTELS IN ANDALUSIA.

### Citation

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### Abstract

The environment is an intrinsic component of most tourism products, and in segments, such as rural and outdoor tourism, it is the reason for their existence. In recent years, tourists have been including respect for the environment as a factor in their purchasing decisions; and many businesses are using this factor as a differential component to increase their market competitiveness. However, few studies have examined the use of the environment by tourism firms as a competitive strategy and what motivates this strategy. Using a hotel database created by the Quality, Productivity and Competitiveness in the Hospitality Industry in Andalusia project this paper has two aims: to classify Andalusian hotels into strategic groups in terms of how they use the variable environment as a factor in competitive positioning; and to assess the economic impact of the strategy adopted on the establishments analyzed. The results identify four strategic groups based on their position toward the environment: proactive, accommodating, defensive and reactive. Also, a positive association between proactive environmental strategies and the economic performance of Andalusian hotels was empirically demonstrated. Therefore, it appears that strategies that make clients aware of the environmental measures implemented by hotels can improve occupancy levels, and that environmentally proactive strategies may increase sales and the added value generated by the establishment.

### Summary

Application of this type of project can be applied in other sales and business courses. For example, a similar project could be used in a sales management course or human resources class in which students recruit students for a new sales or human resources fraternity or group. Their task would be to complete the entire recruiting process and apply sales management duties including developing positions, recruiting, selecting, training, motivating, and evaluating new recruits. By applying the specific concepts, students internalize the material and will be better equipped to

utilize these skills upon graduating. In addition, marketing departments looking to build or revitalize enrollments in their courses could use a similar active learning project in their basic marketing or marketing communication course. Teams could be assigned the task of increasing awareness of the program or specific courses within the program. The project could include all of the steps in the marketing planning or marketing communications planning process as well as implementation and evaluation of the plan by the student teams.