

# Part II:

# What to do about it

## The 5-Step Process

In the first part of this book we covered where we are now in terms of demand, efficiency, and the cost of inaction.

In the second part we will discuss where we want to go and how we get there.

By following my 5 Step Process you will:

- Identify the factors preventing guests from conserving resources
- Design saving experiences
- Master how to involve staff
- Master how to persuade guests
- Understand the value of eco-feedback and how to apply it

At the end of each step I give you a set of recommended next actions.

By the end of this book, you will have developed your own strategy for guest participation that will revolutionise your hospitality business.



# 5

## Step 1: A Green Audit

### Introduction

Knowledge is power. To make transformative changes to your business you first need to understand it back to front. You need to untangle the web of often conflicting decisions that help your hospitality business to operate. A thorough green audit is a first step that makes the steps that follow far easier.

- **Untangle the web.** The consequences of your decisions do not play out in a vacuum. To have the different pieces of a hospitality business working in harmony it is essential to spot when they are working against each other.
- **Embrace individuality.** One-size-fits-all standards will only get businesses so far. Every site is unique and deserves personalised plans. Anything less will lead to waste.
- **Technology is your tool, not your master.** Smart systems can be superb allies, but only if you take the time to learn to use them. The buck always stops with you.

We begin by looking at the complexity within accommodation, using both large and small examples, including the increasing use of technology. Next, I introduce social practice theory – helpful in unravelling this complexity. Finally, I provide you with tools to identify issues that will help you to establish a plan of action.

A step towards revolutionising guest participation in hospitality is to find what prevents conserving behaviour

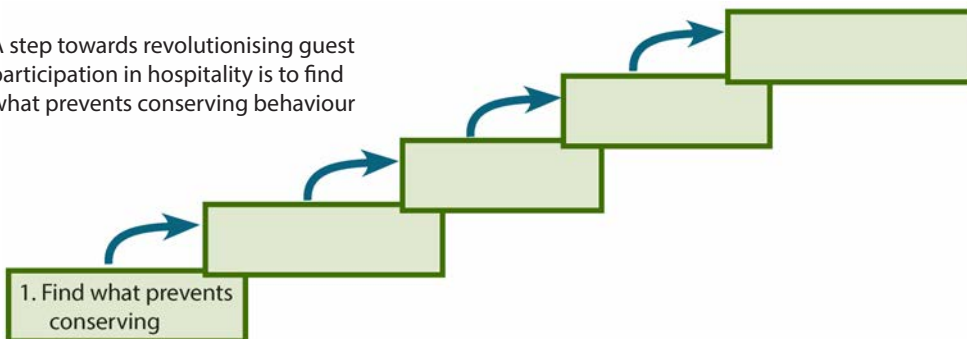


Figure 5.1: The 5 Step Method to create transformative guest participation

## The size of the cup vs. the size of the kettle

How can a hotel chain claim to be a leader in environmental hospitality when their teacups are just 100ml and the minimum water level in the kettle is 600ml? This mismatch means I had to boil water for six cups just to enjoy one during my stay at that Canberra hotel. I can understand why guests do not bother to save, why they complain, and attempts to reduce consumption backfire.

A second example: Recently I stayed in a London Kings Cross hotel which truly went to town with its breakfast buffet. They used a large array of heat lamps in the hope of warming bacon and eggs, had three toasting machines running full-time, two individual coffee makers strategically placed, and all down lights turned on. The windows could not be opened so the air conditioning, on a mild autumn day, was running at top speed to counteract the heat from all these devices.

This scene, for what is described in the hotel's lift posters as a *quick breakfast*, lasts from 6:30 till 10:30, 365 days a year. This means that for 16.7% of the 24 hour day, many energy-hungry devices are running in conflict with each other in order to provide a constant supply of bacon, eggs, and toast under what felt like full stage lighting (even though there were floor-to-ceiling windows). The ebb and flow of guests meant toasters were running empty for most of the time, coffee makers were set for continuous action, and the Himalayan mound of bacon and eggs was held in purgatory as no one wants lukewarm cooked food. As a guest how are you going to convince me to participate and save if you don't yourselves?

## Entangled web

There are many factors that affect resource use at tourist accommodation, including hundreds of individual devices (at large resorts, there might be millions!).

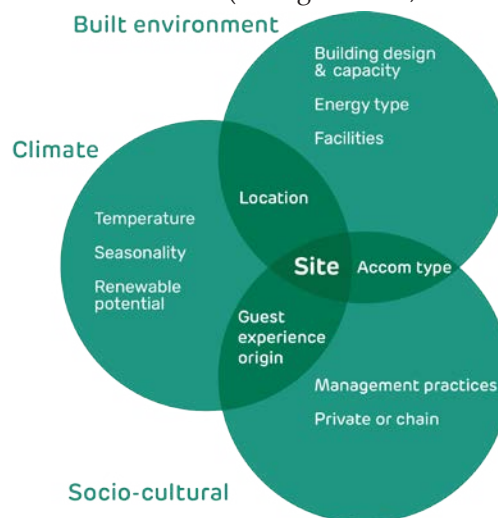


Figure 5.2: Factors affecting resource use at tourist accommodation