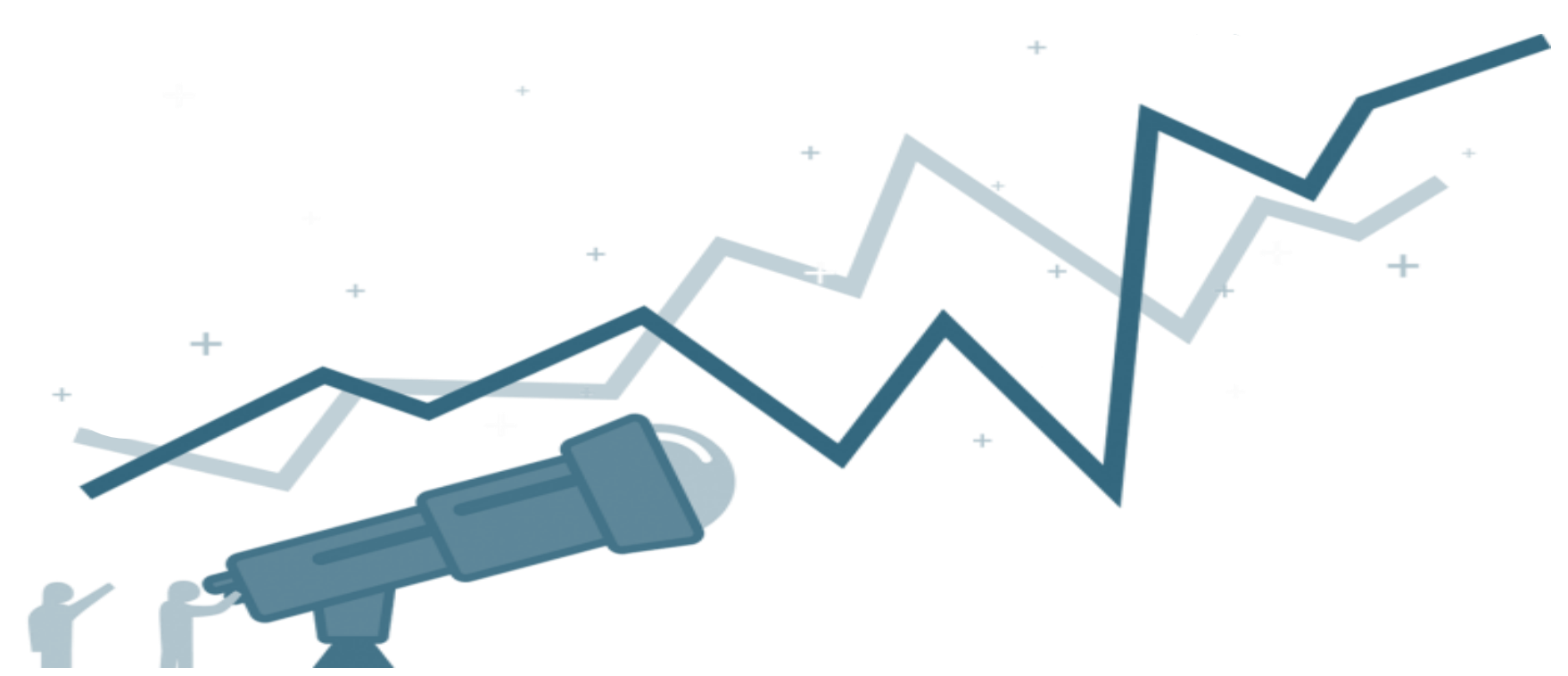


Beyond operational sustainability



An action plan for the tourism industry



MONTREUX INTERNATIONAL TOURISM FORUM

Carlos MARTIN-RIOS

EHL Hospitality Business School

HES-SO University of Applied Sciences
and Arts, Western Switzerland





**A profound debate
on the T&H sector
must take place at
all levels about
how tourism
offering should
change**

All bets are off

**To reach the
target of net-
zero emissions
by 2050**

*“only companies that
overhaul their business
models and change
profoundly will be fit for the
transition”*

Bank Lombard Odier & CO

A prosperous net-zero-emissions economy by mid-century is Mission Possible

High-quality, energy-efficient buildings

Flexible zero-carbon mobility

Zero-emissions circular goods

Abundant clean energy

Sustainable natural ecosystems

Mobility

Buildings

Food

Energy

Circularity

Ecosystem



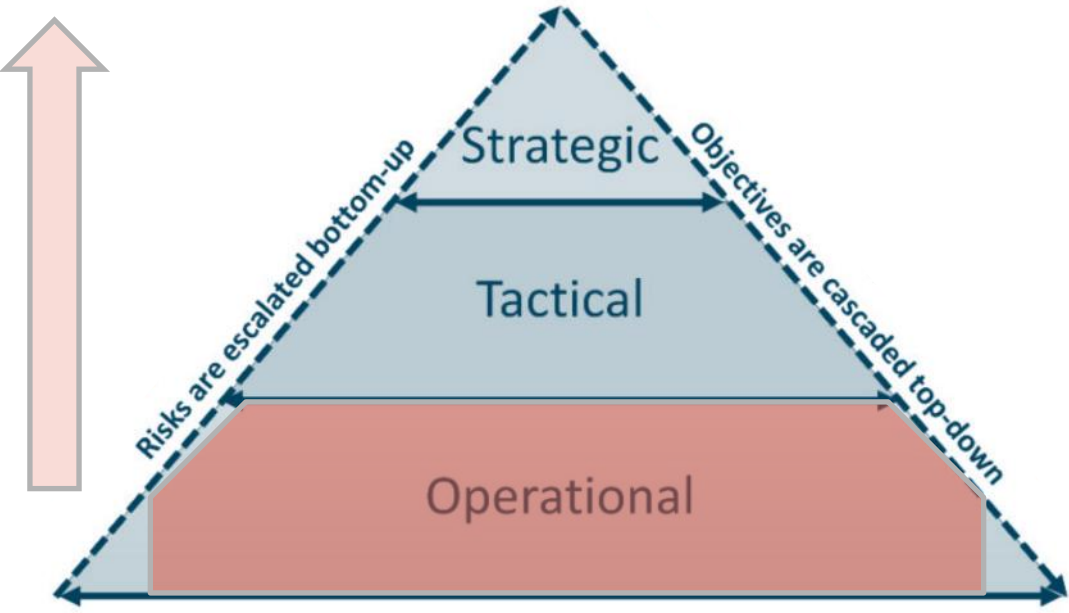
The dilemma of corporate sustainability

Today “bottom-up”

Tomorrow “top-down”

“Doing”

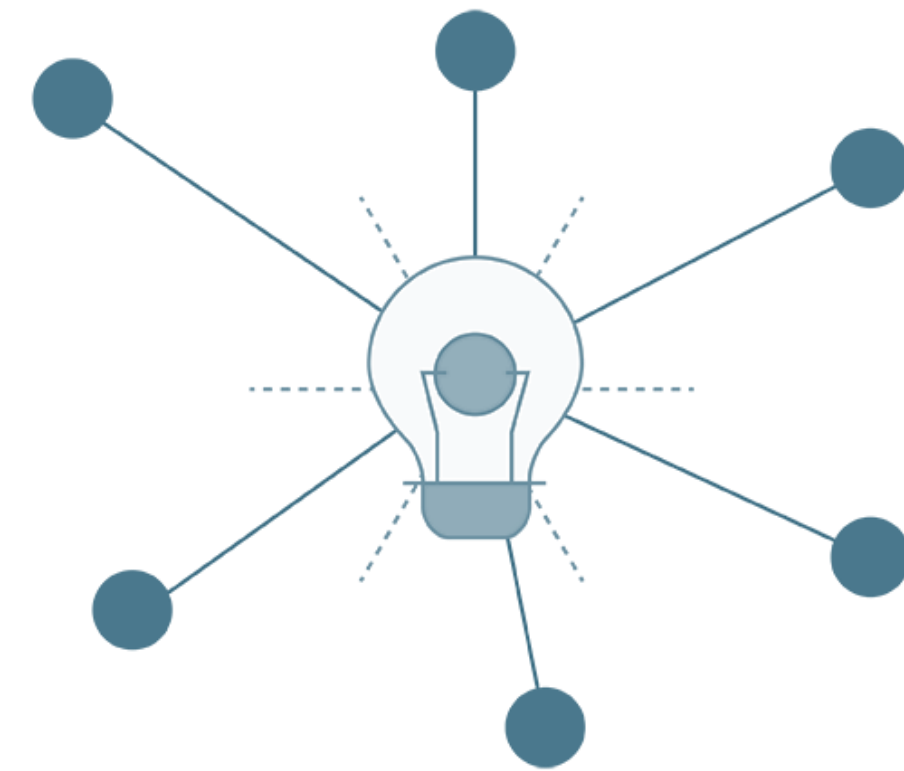
“Being”



Amount of effort

How do T&H face change in making their sustainability strategy transparent; and what outcomes are generated?

There is a **consensus** among academics and experts that the T&H is **big in tactics but light on strategy**.



Over-emphasis on SOPs and micromanaging processes, less on strategic focus, change management and long term, sustainable value

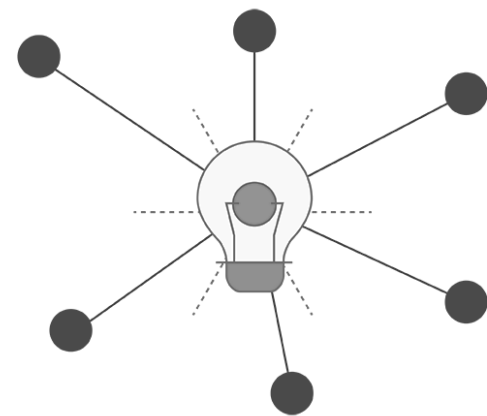
Imprinting sustainability



Key takeaways

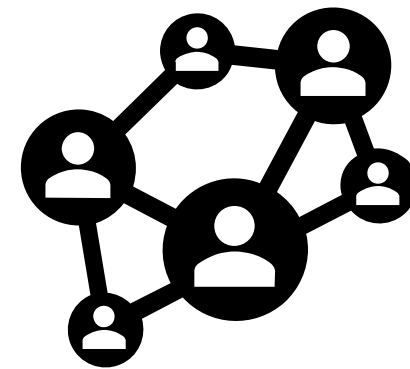
More of a managerial mindset

Which management strategies can sustain transition over the long-term?



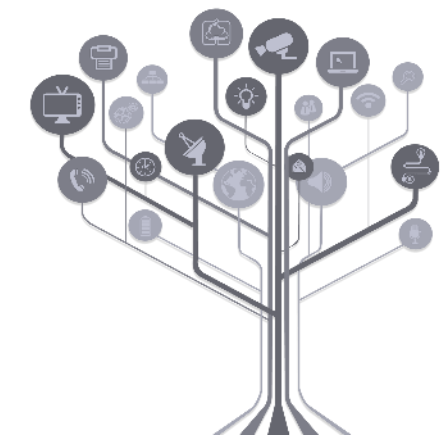
Innovation with limited resources

An innovation strategy can be achieved without large investment



Best practices and sustainability

Clear managerial guidelines by means of sustainable practices emerges as the key innovative management strategy



Sustainability Success Factors driven by Innovation



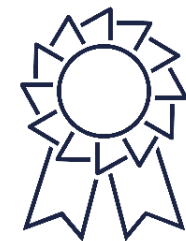
Sustainability ambitions:

Technology to assess emissions, formulate a strategy to reduce footprint and talk about it



Integration for business:

Managerial integration with strategy, systems, functions, delivery to aid sustainability



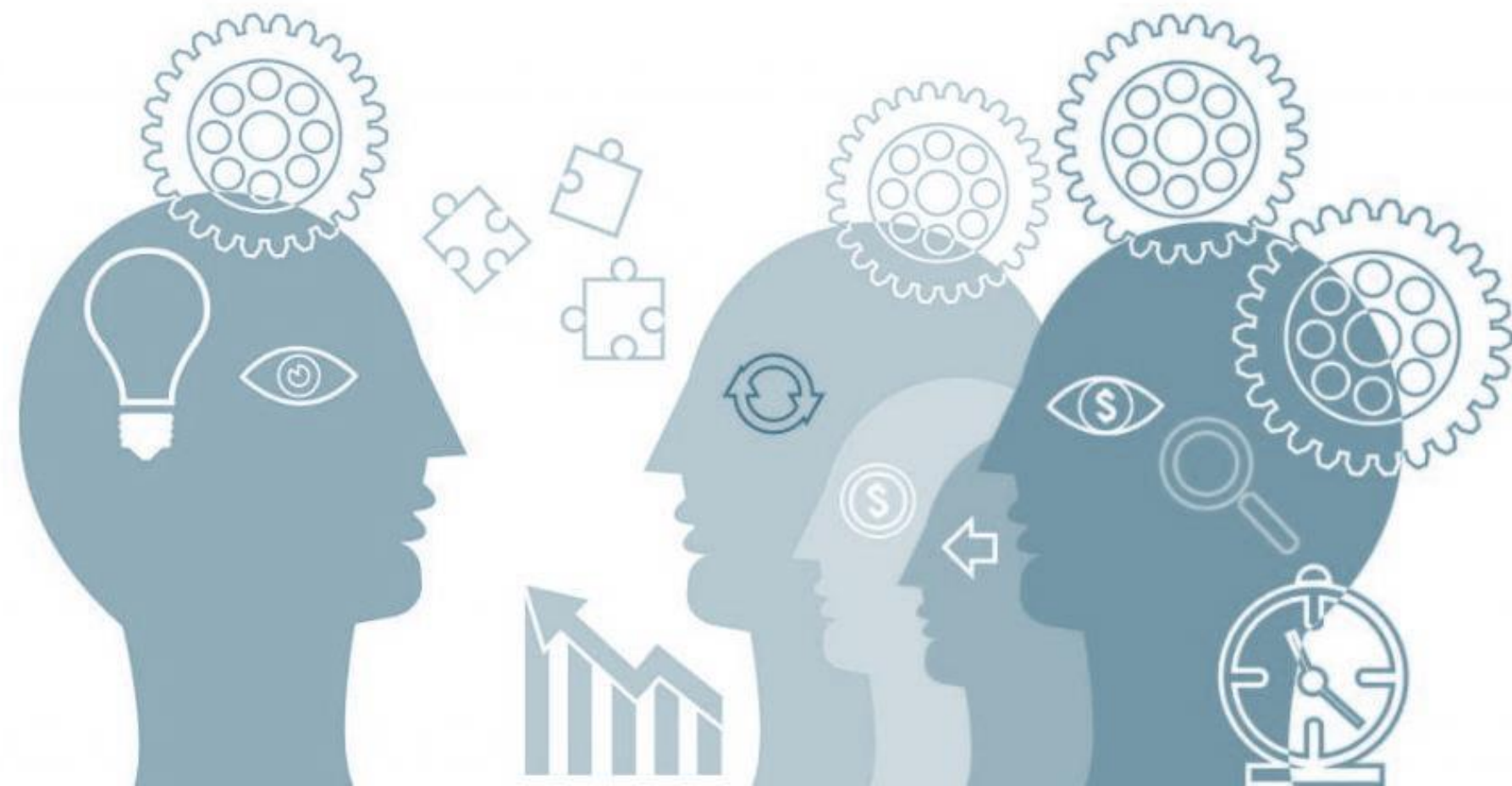
Leadership commitment to sustainability:

Collaborative ties with providers, companies, universities to develop sustainable solutions, abandonment of a one-size-fits-all approach



Analytics to increase sustainability:

think beyond operational, introduce the next generation of metrics and KPIs



**Transition toward
an innovative and
sustainable T&H
depends on the
renewal of the
business model**

THANKS



EHL

EHL is dedicated to supporting and driving the continued growth and innovation in the hospitality industry. Working alongside the industry to develop knowledge and address practical issues faced by today's professionals, EHL is committed to making an active contribution to the regeneration of the industry.

<https://www.ehl.edu/>

AUTHORS' BIOGRAPHY

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With 20 years of research experience in innovation management and sustainability, Dr. Carlos Martin-Rios (PhD Rutgers University) is Associate Professor of Management at EHL (Switzerland). Carlos is involved in international projects with senior executives to develop company individual innovation strategies and sustainable management systems and practices. He has authored over 50 publications in peer-reviewed journals. He sits on the advisory board of three fast-growing sustainability startups and acts as advisor to various companies and research centers in negotiating research, licensing, and collaboration.



