



New Luxury in the Dutch Upscale Hotel Market

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Abstract

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<p>Sustainability has become an increasingly important part of our lives. It has become apparent that the only way to safeguard the planet is by implementing environmental and social sustainability throughout all aspects of society.</p> <p>Focusing on one of those aspects, this thesis looks at the combination of sustainability and luxury, further referred to as new luxury, in the upscale hotel industry. The main aim of the thesis is to comprehend the components of new luxury that would be the most attractive for the upscale hotel industry in The Netherlands.</p> <p>The theoretical framework firstly explored the different views on new luxury before focusing on sustainable luxury. Sustainability and luxury were then elaborated on individually before concentrating on the combination by looking at the concept in general, at solutions, at the components and at existing examples. Furthermore, the implementation of sustainability in The Netherlands was discussed in general and in the hotel industry specifically, after which examples were given.</p> <p>The empirical research was done using semi-structured individual interviews. Five interviews were conducted in total. Three employees working in new luxury hotels were interviewed based on their experience with the concept as well as two lecturers who added an educated view on the topic. The interviews were then transcribed and analyzed using a thematic content analysis.</p> <p>The results of the research showed many similarities between the outcome of the empirical research as well as the theoretical framework. The answers of the interviewees mainly corresponded with one another and concluded that new luxury should entail good communication, beneficial relationships, deeply implemented sustainability, continuous improvements, authentic experiences and a luxury feeling. These components are mostly supported by the theory, although the empirical part added additional insights.</p> <p>For future research there is a lot of room for discovery as new luxury is a new concept. New luxury should be researched more in-depth to increase knowledge and understanding. Examples being the best ways of implementing new luxury or how to encourage companies to adopt the concept. A definition can then be made after which the concept can be understood better and implemented increasingly.</p>	
Keywords New Luxury, Sustainability, Components, The Netherlands	

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1 Introduction

The world is a changing place, which us humans have enhanced. Thanks to us, global warming has become an ever-increasing problem. Therefore, it is up to us to mitigate this threat and save the planet for ourselves as well as for future generations (Zandalinas et al., 2021). To do so, many aspects and industries must be taken into consideration. To narrow down, this research will focus on the luxury industry.

The objective of this research is to comprehend the combination of luxury and sustainability (Kunz et al., 2020). Thereafter the combination, also referred to as 'new luxury' is utilized to determine what kind of components of a sustainable concept would be the most effective in the Dutch upscale hotel industry.

The Dutch market was selected because The Netherlands is a rich, privileged country that is focusing on sustainability, but still has a limited coverage of sustainability in the upscale hotel industry. This market is interesting as new luxury is starting to be implemented in The Netherlands, but still has a lot of developing to do.

Initially, the core components of new luxury are researched individually in the theoretical framework before they are researched as a whole. This highlights how contradictory the components are as well as demonstrate how well they can connect to one another (Jain and Mishra, 2018).

To have an idea of how new luxury can look, multiple examples all over the world are given from the Maldives to central Australia. These examples, however, are from very different environments, countries, and cultures than The Netherlands. Therefore, they can function as examples and elements can be drawn from them, but the exact concepts cannot be copied in The Netherlands.

In order to gain an understanding of which concept would fit best in the Dutch upscale hotel market, hotel managers, hotel employees and industry professionals are interviewed. Hotel managers and employees of new luxury concepts are chosen because they interact with the concept on a daily basis and because they have an impact on the developing market, which can give useful insights. The industry professionals were chosen as they can give a more general and educated view on the topic whereas the hotel managers and employees reason from that specific concept. The interviewees were selected based on the hotels discussed in the theoretical part under examples in The Netherlands and the industry professionals based on authors of sources used. In addition, the theoretical framework is done to support the interviewees' answers.

This research tries to answer the question: 'Which new luxury components would be the most effective in the upscale hotel industry in The Netherlands?'

The sub-research questions supporting the main question are:

- What is new luxury?
- What are the components that should be included in the new luxury concept?
- Which opinions do employees of existing luxury hotels have on new luxury?
- What is the new luxury situation in The Netherlands?
- What value does the new luxury concept add?

This topic is very relevant and has not yet been implemented to a great extent. Research has however started to focus on new luxury, resulting in enough information to create a proper theoretical framework. Still, new luxury has yet to be researched to a great extent resulting in this research offering extra significance to an upcoming topic.

The delimitations of this research are that a precise definition of new luxury is not created. The reason being that new luxury is a relative term and could mean different things within different contexts. Creating a definition for a concept like this would require experience and separate research. Instead, the core components are researched and used throughout the research. In addition, components of other new luxury concepts are drawn on in contrast to creating a new concept. Furthermore, the general new luxury concept is researched after which the implementation of the results will not be elaborated on within this thesis. Finally, this research does not discuss the specifics of sustainable implementations, it will instead focus on the overarching dimensions of sustainability.

To conclude, the key concepts of this research are to understand the relatively new and limitedly researched concept of new luxury (Kunz et al., 2020). This is done by looking into its core components and by reviewing its existing concepts in the theoretical framework and the views of professionals using interviews.

2 Discovering New Luxury

In this chapter different views on the concept of new luxury are discussed and an introduction is made to the one used in this research. In addition, the definitions of sustainability and luxury are discussed separately. Under the subchapter sustainability the most important implementations and concepts are covered. These will be built on and mentioned throughout the research.

Under the subchapter luxury the many different definitions are combined into one summarizing one. Additionally, an assessment of luxury is discussed with which the level of luxury can be determined.

2.1 Different Views on New Luxury

As new luxury does not have an official definition, research has interpreted it in different ways. In the past, new luxury has been described as a more inclusive phenomenon. As Silverstein and Fiske (2003) explain, 'new luxury still offers products and services that have higher levels of quality, taste and aspiration than other goods and services in the same category. They are however less expensive and therefore more reachable for most people', resulting in luxury for the masses. The main change here is the price difference. In 'traditional luxury' the goods and services are extremely expensive and only accessible for the elite, whereas the 'new luxury' still offers its consumers the feeling of comfort and exclusivity but at a more affordable price (Chrisodoulides et al., 2021).

Using a very different approach, Batat (2019) believes the new luxury consumer wants to have experiences and not just to purchase luxury products and services. The change here focusses on experience creation. Where traditional luxury focuses on the provision of expensive and beautiful things, new luxury focuses on everything around the item as well. The customer journey starts before the acquisition and continues after the purchase, continuing to add value (Homqvist et al., 2020).

On both these topics a lot of research has been done (Kauppinen-Räsänen et al., 2019; Yeoman & McMahon-Beattie, 2018; Rodrigues & Pinto-Borges, 2021). As Silverstein and Fiske wrote their first paper in 2003, a lot of researchers have built on their findings (Dykens, 2016).

There is however another topic that has received widespread interest among academics, the combination of sustainability and luxury (Athwall et al., 2019; Amatulli et al., 2017; Iloranta, 2021)

This paper will therefore put its focus on sustainable luxury as the new luxury concept.

Osburg et al. explain that sustainable luxury is so important, because of the ethical and sustainable impact the luxury industry has. Thanks to new luxury, this negative impact can be decreased.

In order to understand the combination of sustainability and luxury, the two components are discussed first individually and then combined.

2.2 Defining Sustainability

Sustainability refers to the impact the current way of life has on the opportunities for a good life in the future. What humans do today impacts not only their personal futures, but the ones of future generations. This is a large responsibility and therefore should be taken seriously (Curren & Metzger, 2017).

To clarify, when referring to sustainability in this paper, the long-term goal of a more sustainable future is meant. In addition, sustainable development refers to the process of achieving the long-term goal (Unesco, 2021).

The official definition of sustainability was made in 1987 in the Brundtland report by the United Nations. It defines sustainability as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (UN, 2022/1). Since then, sustainable development has become an increasingly urgent matter as the man-made impacts on climate change are ever more visible.

In order to decrease the negative impact humankind has on the earth, Sustainable Development Goals (SDG's) were created. The exact goals can be found in appendix one. There are seventeen goals that call for action from all countries to "end poverty, improve health and education, reduce inequality and spur economic growth whilst tackling climate change and working to preserve the oceans and forests" (SDGs.UN, 2022). The core idea is that the environment cannot be saved without improving social aspects such as poverty and many other issues in developing countries.

The objective that human inequality should be reduced and ultimately erased can be found in the dimensions of sustainability. Santos et al. (2022) acknowledge three interrelated dimensions: environmental, economic and socio-cultural. The SDG's cover all these dimensions and are also inter-linked with one another. The ultimate goal of sustainability cannot be reached without achieving all seventeen goals as they are all inter-dependent (UN.org, 2022). These dimensions must be implemented across all governments and all sectors including private and non-profit companies.

2.3 Implementations and Concepts of Sustainability

A tool that can help companies with setting priorities and decision making, is the three P's model. It stands for People, Planet and profit (or Prosperity). People stands for the social wellbeing of all stakeholders, Planet refers to the mitigation of environmental issues, Whilst Profit aims to help a company grow in a responsible manner (Bergmans, 2006).

The three P's were called the triple bottom line by Elkington in 1997. He emphasized that all three should be given equal consideration when making business and policy decisions. No decision should result in one P profiting at the expense of another.

This model can be implemented by for example reducing negative environmental impacts such as waste and emissions; Improving social impacts by donating to charity and organizing local initiatives; Whilst still considering the economic consequences of the business (Kim et al., 2018).

Companies that want to implement social and environmental concerns into their business operations whilst striving for profitability take part in Corporate Social Responsibility (CSR) (Kunz et al., 2020). CSR is a well-known term within sustainability. Osburg et al. (2020) define it as a movement that promotes organisations to organize self-regulatory initiatives to diminish social harms and to increase public good.

Corporate social responsibility can have a large positive sustainable impact if incorporated by many companies. The initiatives can range from within the company to community wide or even world-wide impacts.

Implementing CSR can be attractive for companies as it can create a strong competitive advantage because many customers are consuming more consciously (Shah and Khan, 2020).

In order to be truly sustainable, the whole supply chain must be taken into consideration (Martins and Pato, 2019). Supply chain management (SCM) covers the whole production cycle of a good or service, from the raw materials to the final product. The supply chain consists of suppliers, which form links throughout the chain. These all add value to transform the raw components into the end product that consumers will use.

SCM aims to maximize effectivity and minimize the cost. This can have a large effect on the quality and delivery of the product or service, the profitability of the company as well as the customer experience (IBM, 2022).

Green supply chain management still covers these aspects, but in a 'green' way. Tseng et al. (2019, P.145) refer to 'green' as "doing actions while integrating environmental or ecological concern". This can have a large impact as the operations of the supply chain

largely impact emissions, pollution and also the health and wellbeing of the people involved. Zaid et al. (2018) state that the sustainable practices can come from all the links in the chain, including the design, material selection, manufacturing processes, delivery as well as the after-life of products and services (Bhatia and Gangwani 2021).

To conclude, GSCM can be very attractive to companies as they are not only improving economic efficiency and decreasing their negative impact on the environment, but also improving their social environments and their competitive advantage (Baset et al., 2019).

There are however also challenges that accompany a trend as sustainability. Companies can for instance communicate to their customers that they are more sustainable than they actually are. In cases like this, companies are taking part in greenwashing.

Greenwashing is a process where a false or misleading impression is given that the company is more environmentally focused than it is. (Hameed et al., 2021).

Consequently, this can unfortunately have a negative effect on companies that are sincerely trying their best to be as sustainable as possible as customers might not know who to believe anymore. Therefore, transparency is essential (Netto et al., 2020).

2.4 Defining Luxury

Defining luxury is complicated as the concept is continually changing and is also a relative term; What luxury entails to one might be different for another (Kunz et al., 2020).

As there is no one definition, researchers have created their own definitions (Wirtz et al., 2020). Ko et al. (2019) define luxury as high of quality, authentic, prestigious, expensive and must inspire a connection with the customer. Holmqvist et al. (2020) add exclusivity, aesthetics and authenticity as essential characteristics.

In other words, luxury offers superior quality, uniqueness and exclusivity. When providing luxury, the product, service or experience goes beyond its need to give the customer the best of the best (Athwal et al., 2019; Kapferer and Laurent, 2016)

In addition, the Oxford dictionary emphasizes that luxury is not essential (Oxford, 2022)

So why do people want to buy these non-essential things? As Seferian (2021) explains, consuming is a way of showing a person's identity. Or more specifically, a way of showing the identity one wishes to have. As Dubois et al. (2021) and Kastanakis and Balaban (2014) confirm, the desire for luxury mostly comes from the need for status.

When researching luxury, the focus quickly goes to luxury products. That is however not the only form of luxury. Another common form is in services or experiences. There are

many service industries ranging from healthcare to travel. Holmqvist et al. (2020) describe this luxury experience as an unconventional form of exclusivity that offers a temporary hedonic escape from everyday life to its consumers.

Within the hospitality industry, experience creation has gained a crucial role. At first it was a differentiator, but it is currently essential to provide experiences to guests to remain competitive. The differentiation now lies in creating memorable experiences that exceed guest expectations (Ranjan et al., 2022).

To conclude, there are many different definitions of luxury throughout the literature (Räisänen, 2019). A single definition remains difficult as luxury is a relative term. Based on the previous definitions, the core aspects of luxury would be exclusivity, the non-essential nature and a high price.

In contrast, Holmqvist et al. (2020) argue that although exclusivity is essential within luxury, a high price might not be. They reason that exclusivity can be created by other means than price. These other aspects could be hedonism (getting as much pleasure out of life as possible (Cambridge, 2022)), aesthetics (visual pleasure) and authenticity. In addition, a high price is relative as countries have different levels of wages and living costs.

Offering a bridge between these views, Ko et al. (2019) propose five aspects of luxury; High quality, authentic value, prestigious image, premium price and a connection with the consumer.

In order to combine most of the above-mentioned definitions, this research will use the definition offered by Tynan et al. (2010). Luxury consumption is identified as “high quality, expensive, prestigious, and authentic and offer high levels of symbolic and emotional/hedonic values through customer experiences.”

2.5 Assessing Luxury

In this research a differentiation will be made between luxury levels of hotels. A common way to characterize these is a five-star rating system; One star refers to basic accommodation and five stars offer unique experiences with enormous luxury with the other three stars ranging in between (Bell, 2021). This is however a general overview as different ratings are used in different parts of the world.

When looking at luxury hotels in The Netherlands, the rating system of the hotel stars union is used. This is the rating system that the royal Dutch Hotel Association (in Dutch: de Koninklijke Horeca Nederland) uses to reward hotels with stars (KHN, 2022).

This system is used by many countries all over Europe and is reviewed regularly to ensure updated criteria and guidelines in accordance with guest expectations (Hotelstars, 2022/1).

The stars are awarded using an elaborate point system, taking many aspects into consideration. Certain criteria are mandatory in order to reach a certain star. An example is the reception where the physically staffed hours determine which star can be awarded. In addition to the mandatory criteria, there are many more that are worth points. For example, by offering certain ironing services a hotel can gain up to forty points. After all the mandatory criteria and points are rewarded, it is determined which number of stars the hotel will receive. In appendix two the criteria for the hotel stars union for 2020-2025 is shown.

Even within the upper end luxury, there are many different hotel concepts. These range from classic, such as the Waldorf Astoria in Amsterdam (Hilton, 2022), to sleeping under the Northern lights in an igloo (arcticfoxigloos, 2022). The reason there are so many different concepts, is because hotels no longer only offer a place to sleep. Hotels have to offer experiences to their guests or else they may lose clientele.

As many different types of people with diverse interests stay in hotels, there are endless possibilities for creative concepts.

3 Sustainability as Part of New Luxury

In this chapter the importance of new luxury is discussed. Using contradicting sources, the contradictory nature of new luxury as well as the similarities between sustainability and luxury are discussed and compared. In addition, a few solutions by scholars on how to implement new luxury are proposed.

Furthermore, the main components of new luxury are discussed and four industry examples are given. These examples are all in different parts of the world, showing which types of concepts can be created in differing circumstances. Still, all these concepts have things in common, which are discussed in the comparison sub-chapter.

3.1 New Luxury in General

There has been a growing interest by scholars on sustainable luxury. It is widely acknowledged that sustainability and luxury are contradictory, but nonetheless a crucial combination. The combination has been in literature for the past two decades, but only recently become a hot topic (Kunz et al., 2020).

As has been established, sustainable development is of great importance to our current society as well as for the future. Therefore, sustainable development should be implemented in all aspects of society, maybe even especially in the luxury industry. The greatest reason being that the luxury industry is extremely polluting, examples include private jets flying few people around and luxurious products requiring animal parts (Heil and Langer, 2017).

When comparing the less is more nature of sustainability against the per definition unnecessary nature of luxury consumption, it seems very difficult to combine these two concepts. Still, there are some similarities between the two. As Jain and Mishra (2018) point out, additional concepts of luxury are timelessness, durability and deeper value. These qualities can be associated with sustainability and therefore offer a starting point for common ground. Still, there is a long way to go as not all luxury brands focus on sustainable development. These brands might be stimulated by consumer behaviour once they realize their social and environmental impact influences their position on the market (Amatulli et al., 2018). Furthermore, Arrigo (2018) even argues that ethical and environmental practices may lead to long-term success for businesses.

One of the reasons sustainability in the luxury sector is deemed of great importance, is that luxury is widespread across many other sectors such as the car industry, the fashion industry and the tourism industry (Athwal et al., 2019). This great reach means that a sustainable increase in this industry could have a large positive impact.

Not only could new luxury have a positive impact on individual businesses within these sectors, but on a broader scope. As Kunz et al. (2020) explain, luxury products and services often function as role models to the more accessible equivalents. Once they follow the example set, a larger scale shift to sustainable products and services could be the result.

Nonetheless, not everybody agrees that sustainable luxury can be achieved. Husic and Cicic (2008) do not believe in the combination as the core of luxury is unnecessary consumption and creating social inequality. These are not sustainable practices and indeed do not seem fitting with the core thoughts of sustainability. However, 2008 is a while back and the environmental threat was not as great. More recent research acknowledges the conflict and sees no other option than to unite them. The only other option would be to eliminate unnecessary consumption, but this would be an extreme and very unlikely reaction (Gardetti, 2017).

3.2 Solutions to Increase New Luxury

Alim (2021) offers a solution in the form of a Circular Economy Business Model. This model creates closed circular chains with external partners to keep products, components and materials circulating the economy. Involving the preservation of energy, labor and materials by using the Reduce, Reuse and Recycle principle. As a result, companies are less dependent on new resources.

Athwal et al. (2019) suggest that new luxury should entail the environmentally and/or ethically conscious implementation in the design, production and consumption. In addition, the importance of correcting the wrongs of animal cruelty, environmental damage and human exploitation.

Moscardo (2017) concluded her research with the finding that the growing luxury tourism industry poses a great threat to sustainable development. Even though it is possible for businesses to increase positive impacts, a fundamental change is needed. This requires understanding how to encourage tourists to make more conscious choices, involving cross-cultural aspects, creating better sustainability assessment tools and increasing innovation.

3.3 Components of New luxury

After taking the definition of luxury and sustainability into consideration and having compared existing literature found on sustainable luxury, the main components of new

luxury that have been found are the following. These components have been found in literature and were not created by the author.

To recap, the definition of luxury consumption is identified as high quality, expensive, prestigious, and authentic and offers high levels of symbolic and emotional/hedonic values through customer experiences (Tynan et al, 2010).

The definition of sustainability is described as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (UN, 2022).

Sustainability. Businesses that incorporate new luxury must consider the environmental, social as well as the economic aspects of sustainable development (Santos et al., 2022). Only when all three factors are implemented in business practices, should the business be able to call itself sustainable. In addition, the company itself must be sustainable as well as the surrounding factors such as the supply chain (Bhatia & Gangwani, 2021). It is the responsibility of a business to focus on their own practices, but also to consider the sustainability levels of the companies they collaborate with. Furthermore, improving one's own business is extremely important, however, one company will not make the necessary difference. Therefore, being an example and motivating other companies as well as guests/consumers to become more sustainable themselves will ultimately have a larger impact. Finally, this spreading of sustainable awareness and hopefully development is the only chance for this generation to safeguard the opportunities for a good life for future generations (Olwig, 2021).

Luxury. In new luxury, the traditional viewpoint of luxury is reevaluated. Many elements of traditional luxury remain, including high quality and high cost of the product or service whilst remaining prestigious and authentic. These elements are more straightforward to combine with emerging trends such as sustainability that no industry can ignore anymore. Other elements associated with luxury however are left in the past. Examples are the idea that luxury must involve gold and marble (Iloranta, 2019). Instead, modern luxury focusses on symbolic and emotional (or hedonic) values through customer experiences (Tynan et al., 2010; Holmqvist et al., 2020).

Transparency. Transparency is of great importance throughout the whole business from different perspectives. One example is that transparency makes it possible for customers to differentiate between truly sustainable new luxury concepts and those taking part in greenwashing (Mohr et al., 2021).. This in turn can facilitate responsible consumption. Furthermore, transparency from a company stimulates sustainable practices within that company as consumers can keep track of what they do (Foscht et al., 2018). In addition, a transparent supply chain ensures companies know the origin

of the products they purchase. This subsequently leads to more sustainable practices (Boissieu et al., 2021).

Experience creation. As mentioned in point two, luxury has made a shift from traditional luxury to luxury offering experiences. Modern day consumers expect more than a service, they require an experience (Ranjan et al, 2022). An experience is created by connecting and interacting with consumers. This in turn can tap into the emotions of the consumer and ultimately add value to their experience. In addition to active interaction, a good experience requires a unique and personalized approach (Agheyeva, 2021). The sustainability part of new luxury can be utilized to play a role in the company's experience creation.

To conclude, sustainability and luxury are crucial parts of new luxury, but will not be sufficient without having transparent businesses that offer authentic experiences. A new luxury concept will therefore be extremely luxurious and expensive whilst implementing sustainability throughout every aspect of the business, including all partners. They will then be transparent about what they do in order to stimulate others and set an example as well as make it easier for customers to choose consciously. Combining sustainability and luxury will not be at the cost of any luxury, but will add to the experience customers receive at the hotel.

3.4 Examples of New Luxury

There are multiple examples of new luxury accommodations around the world that focus on sustainable development. This chapter focusses on four new luxury accommodation examples. The individual concepts are discussed after which a comparison is held to discover the differences and similarities between them.

The following examples were chosen due to their large positive sustainable impact and diverse concepts. In addition, the examples are spread out across the globe, showing different ways upscale hotel concepts can be sustainable in diverse environments.

Soneva is a resort hotel brand that has resort hotels in the Maldives and Thailand. The resorts are very luxurious and receive 5-stars on booking sites. The group was created with the belief that sustainability and luxury can be interconnected and created business models with sustainability at its heart. This is shown through multiple initiatives. Including, Soneva Namoon, an anti-plastic project phasing out single-use plastic and preventing the plastic burning on open fires; The Waste-to-Health program where either useful items or art is created from waste; Soneva Water produces its own water for the resorts whilst also funding many clean water projects all over the world; Lastly tree planting initiatives in Thailand are restoring habitats.

Next to these initiatives, the resorts are built using environmentally friendly materials and are run on solar energy. Furthermore, the fine dining is made with sustainable local ingredients and equal chances for women are fought for by recruiting a more balanced representation of female hosts.

The effect of these and many other initiatives are recorded in sustainability reports. Here the impact on social and environmental issues are assessed, including direct and indirect impacts. Because the indirect impacts are included, the supply chain and guest travel are also covered.

Lastly, to make sure that all sustainable aspects are managed according to plan, a sustainability officer is acquired in every resort. That person makes sure the initiatives are being followed properly.

All the above mentioned is possible thanks to the Soneva Foundation, which invest in projects that have a positive environmental, social and economic impact. 2% of each guest stay goes to this foundation to increase funding.

(Soneva, 2022)

As Landau (2020) confirms, Soneva is doing very well achieving almost all their sustainable development targets. Soneva has fully integrated the SDG's into their efforts. However, not all the goals are focused on equally. Although social and economic goals play an important role in decision making, the 13th goal, climate action, has received the most attention.

Trying to implement the goals more equally could be the way forward for Soneva to be even more sustainable.

In a very different environment lies Longitude 131, a collection of environmentally sustainable luxury lodges in the center of Australia.* The lodges are next to a UNESCO site, which is the reason they were designed to have minimal impact on their surroundings and can even be disassembled and removed to restore the original site. Furthermore, the site plan ensured no sacred aboriginal sites were around the property.

To protect the biodiversity, an environmental management plan is in place to conserve the desert eco-system.

The energy in the lodges is fueled by solar panels and is managed thanks to good insulation.

Additionally, the waste management is limited to recycling and using biodegradable chemicals. Moreover, water is managed by using water saving showers and guests are encouraged to request their bedding and towels to be washed every three days.

In the kitchen, seasonal produce from the area is used. The products that need to come from further away, all still come from Australia.

Connection with the local community is important. This results in supplier relationships with food and beverage producers, relationships with indigenous artists and designers as well as supporting local charities, organizing education initiatives, community events and creating work experience programs. In addition, guests are educated on the culture and heritage of the place they are staying in.

In addition, the employees receive a long-term development commitment where their wellbeing is very important.

(Longitude 131, 2022)

Beyer et al. (2005) mention longitude 131 as a best practice model for low-impact nature-based sustainable tourism facilities in remote areas. It has indeed implemented social as well as environmentally sustainable development initiatives. In 2005 these were very advanced. However, no more recent academic articles have been dedicated to this lodge. Their foundation is solid, but increased sustainable practices can be implemented such as reusing waste and water.

On the other side of the planet lies Hotel Punta Islita, a four-star hotel in Costa Rica. Their philosophy is Planet-Friendly, People-Positive. The hotel focusses on wildlife conservation, reforestation and local employment opportunities.

Education is key and therefore employees, guests but also locals are educated on sustainable development. The hotel was also involved in building a new school.

They received the Certification of Sustainable Tourism from the Costa Rican government for their efforts, which involves a periodic evaluation of the company's commitment to social and environmental sustainability.

The hotel website offers information on sustainable initiatives, but does this in a very global way. There is a mention of what is being done, but no details are given on how exactly. Additionally, no sustainability report can be found where is elaborated on the projects.

(Punta Islita, 2022)

Schultis (2018) mentions a few details in his research on the rise of eco-tourism in Costa Rica. According to him, 85% of the staff in Punta Isla is local. In addition, the staff would be trained on the protection of sea turtles.

Kalen (2020) raises the issue of a lack of 'hard' ecotourists. These tourists believe strongly in sustainable development and actively choose their accommodation based on

their sustainable impact. He uses Punta Isla as a prime example where 'soft' ecotourists come for the experience in nature, but do not necessarily require an extremely sustainable accommodation for their holiday. This could be an explanation for their overall sustainable goals, but lack of detail. As the 'soft' ecotourists see it as a bonus, but not essential.

Both researches suggest that whether there is a high demand for the hotel to be sustainable or not, the work they do socially and economically whilst conserving the environment is very valuable.

From a very different perspective, Finland has a form of luxury that is mostly focused on offering a unique and genuine experience. This form of luxury is different, because the service provision is not as advanced as in other countries and the luxury sector is extremely limited (Businessfinland, n.d.). As Finland is a country of modesty and love for nature, Finnish luxury is focused on creating sustainable experiences within nature. Consequently, this unconventional form of luxury is Finland's luxury travel differentiator (Lloranta & Komppula, 2021).

An example of this is the Arctic Treehouse Hotel, located in the Arctic Circle. Here guests can enjoy the Lappish nature and traditions from a luxurious room. The owners are Finnish and grew up respecting nature, resulting in sustainability being a core component of the business. Firstly, the accommodation is built with sustainable, renewable materials such as Finnish wood and a green roof. In addition, the size of the carbon footprint is constantly measured and improved by using sustainable energy, saving water and reducing waste. Furthermore, over half of the ingredients on the menu are produced locally and within the supply chain, companies are chosen that share the hotel's values. Lastly, the guests also receive the green values from the hotel team on a standard basis and the owners personally plant five to ten thousand new tree seeds in the forest each year (Arctictreehousehotel, 2022).

All these contributions resulted in the allocation of the Green Key certificate, more information on this can be found in chapter 4.2.

This hotel concept focusses mainly on the environmental side of sustainability by being as environmentally friendly as possible whilst giving back to nature. They however also do local and international charity work, leaning more towards the social side.

3.5 Comparison

All four locations have in common that they are sustainably focused on the nature surrounding them as well as the community they are located in. Additionally, all locations

are surrounded by nature, although different types. Furthermore, three out of the four are located in sunny destinations, which makes solar panel energy sourcing a lot easier. In contrast, the Arctic Treehouse Hotel creates sustainable energy by using geothermal energy, using the heat from the earth.

Furthermore, the level of sustainability varies throughout the three accommodations. Soneva and The Arctic Treehouse hotel try to not only make a difference regarding the resort and hotel themselves, but also actively give back to the environment and community they are located in.

Longitude 131* and Punta Islita do the same, but on a smaller scale and with less initiatives.

One large differentiator is price. Punta Isla can be booked for 400 euro's a night and The Treehouse Hotel from 300 euro's, although the prices can increase up to 1000 euro's. Whereas, Longitude 131* will cost at least a 1000 euro's per night per person and Soneva can be booked from 1800 euro's per night. This price difference could also be the reason why Soneva for example can afford more sustainability initiatives.

It is clear from all four that a good energy and waste plan is important. As well as helping the community in whatever way possible, foremostly by education them. In addition, sustainably acquired resources are essential as well as compensating for potential guest pollution like air travel.

The reason these examples could not be implemented in The Netherlands like they are in their current locations for instance is that the Finnish culture is very different from the Dutch one. Fins love and grow-up in nature a lot more than people in The Netherlands do. There simply is less nature around, so a concept like The Treehouse Hotel would be less suitable. In addition, The Netherlands has a lot less sun and no tropical islands, which would make it hard to implement a concept like Soneva.

4 The Netherlands

In this chapter the sustainability level in The Netherlands is discussed using multiple measuring tools. Furthermore, the level of sustainability in the hotel industry specifically is researched. Consequently, three hotel examples stand out due to their new luxury concepts. These examples are discussed and employees of the hotels are interviewed in the empirical part.

4.1 Sustainability in The Netherlands in General

When comparing The Netherlands' involvement in sustainability to the rest of the world, the Global Sustainability Competitiveness Index (GSCI) is used. This system has the most extensive list of countries available (Duurzaam-ondernemen, 2021/1).

The results are based on 131 measurable indicators divided into five categories. Natural Capital, including the availability of resources and their exhaustion; Social Capital, comprising the wellbeing of the people in the country; Resource Efficiency & Intensity, regarding the efficiency with which the available resources are used; Intellectual Capital & Innovation, about the capability to create wealth and jobs; And Governance Efficiency, providing the results of core state areas and investments (Solability, 2022).

The Netherlands reached place 20 in the latest measurement of 2021. The Netherlands scored 53.9%, which is almost ten percent higher than the global average of 45%. Their place on the scale is improving increasingly compared to the past years.

Almost all the countries in the top twenty are in Europe, following the Scandinavian countries.

In addition, the New Economic Index (NEx) (translated from Dutch) is a yearly study that provides a number showing how sustainable the Dutch business sector is (MVONederland, 2022). The goal set is that in 2025, 20% of the economy will be transformed into 'new economy'. This refers to a sustainable economy.

This is based on seven themes including the transparency & inclusivity of companies and the magnitude with which they focus on sustainable energy, biodiversity and a circular economy. From each theme that percentage is shared, helping companies to understand which ones need more focus. For instance, the inclusivity of women in high positions is almost 40 percent, whereas the transparency of chains is only 7.4 percent. They are all important, but some need a higher increase than others.

In January 2022 the NEx of The Netherlands is 15,4%, which is an increase with regards to previous years. This is however not a big enough increase to reach the goal of 2025.

Therefore, a bigger difference needs to be made within the business sector (Duurzaam-ondernemen, 2022/2).

Furthermore, the Municipal Sustainability Index (GDI) (translated from Dutch) shows which townships in The Netherlands are the most sustainable (GDIindex, 2021). This is based on the triple bottom line and takes all three components into consideration. Every township gets score on a scale from 1-10. On average The Netherlands has received a 5.9, which coincides with the GSCI, where both are above the fifty percent mark. A few townships are doing badly, but overall they are average or doing reasonably well. Consequently, there is a lot of room for improvement. In appendix three the map can be found.

4.2 The Hotel Industry in The Netherlands

As The Netherlands is doing relatively well regarding sustainability, the question can be raised whether this is also the case in the hotel industry. One way to measure this is to look at the number of hotels that have a green key certificate.

Green key certifications are awarded to businesses within the tourism industry that follow strict criteria set by the Foundation for Environmental Education. With this certification businesses prove to their guests that they are making a difference regarding sustainability (Greenkey, 2022).

In appendix four a map is shown containing all the hotels and hostels with a green key certificate in The Netherlands. It is evident that there are many hotels with this certification throughout the whole country.

Although, so many certificates shows the investment of many companies in sustainable practices, research questions the motives of these companies. Mzembe et al. (2021) explain that some companies might comply to the criteria to gain approval whereas others might genuinely wish to implement sustainable strategies. Consequently, the performance results of the latter will most likely be better as the criteria are integrated deeper than just on the surface of the company. This can be useful to keep in mind when researching new luxury hotels.

4.3 Hotel Examples

Examples of these new luxury hotels in The Netherlands are the Hotel Jakarta Amsterdam (Hoteljakarta, 2022) and the Suitehotel Pincoffs in Rotterdam (Hotelpincoffs, 2022). The former is one of the first energy neutral hotels in The Netherlands thanks to its building and sustainable energy supply. The latter has a tree planting initiative in Panama and uses produce from their own kitchen- and fruit garden.

Also in Amsterdam, the QO Hotel is putting its focus on creating a circular approach. This is done through reusing water, waste and resources. Additionally, by using panels on the outside of the building that react to the climate outside to control the temperature inside (QO-amsterdam, 2022).

5 Research Approach and Methods

In this chapter the research approach and methods used are elaborately explained. The researcher walks the reader through the aim of the research, the objectives and the research questions. Furthermore, the choice for method as well as the interview questions are elaborated on. Thereafter, the research method is reviewed and the manner of data collection and analysis is discussed.

5.1 Target and Objectives

The objective of this research is to comprehend the combination of luxury and sustainability within the hotel industry, specifically which components would be the most effective in The Netherlands. Sustainable luxury can also be referred to as new luxury, as it challenges the traditional form of luxury.

New luxury was chosen as the main topic, because it is a very relevant and important phenomenon that has yet to be researched in-depth. Sustainability and luxury are often seen as contradictory, this research however offers the alternative view that the two can very effectively be combined. In addition, The Netherlands is a wealthy country that is already trying to increasingly implement sustainability, but still has a long way to go. Although there are multiple wealthy countries improving their sustainability, The Netherlands is the birth country of the author. As a result, new luxury in The Netherlands was an area of interest as well as because the country shows a lot of potential.

This resulted in the following main research question: Which new luxury components would be the most effective in the upscale hotel industry in The Netherlands?’

The main research topic was supported by multiple objectives, firstly to discover what new luxury exactly entails. This was done by researching its individual main components before researching them as a whole. Secondly, to explore which additional components should be incorporated in the new luxury theory. Thirdly, to determine the value new luxury adds. Fourthly, to understand the degree to which new luxury is already implemented in The Netherlands, if at all. Lastly, to learn the opinions of managers and experts on new luxury by interviewing them.

To realize the objectives and answer the main research question, the following sub-questions were created:

1. What is New Luxury?
2. What are the components that should be included in the New Luxury concept?
3. Which opinions do employees of existing luxury hotels have on new luxury?
4. What is the New Luxury situation in The Netherlands?
5. What value does the New Luxury concept add?

5.2 Research Methods

Research can be divided into a quantitative or a qualitative approach. Quantitative research makes use of numbers and accuracy, whereas qualitative research focuses on human experiences and perceptions (Rutberg and Bouikidis, 2018). As this research's purpose is to research a relatively new concept, an in-depth understanding of human perception is essential (Tiley, 2017). As a result, the author decided to make use of the qualitative approach.

Hennik et al. (2020) offer multiple qualitative research methods, such as focus group discussions, in-depth interviews and observation. Interviews seemed the most fitting for this research as they are designed to collect more in-depth information from a smaller number of people. Although, focus groups are also aimed at gaining an in-depth understanding, they are more focused on representing social issues (Nyumba et al., 2018). In addition, interviews can be held individually whereas focus groups require more planning and knowledge on how to run them. Furthermore, observation focusses on a target in their natural setting. This method shows behaviour, but not a person's thoughts and feelings, therefore it is not suitable for this research (Scribbr, 2019).

There are also different types of interviews, such as a structured, un-structured or semi-structured interview. Structured entails that a predetermined list of questions are posed and no additional ones are added. An un-structured interview has few prepared questions and is focused on replying to the interviewee's answers. A combination of both is a semi-structured interview. In this form, prepared questions are posed as well as additional questions going more in depth into the interviewee's answers, making the interview more flexible (Eppich et al., 2019).

For this research semi-structured individual interviews were used. As a result, the interview could be steered by the prepared questions without being too rigid. In addition, the interviewees were not influenced by the answers of others and could freely share their thoughts and views.

Five interviews were held and the interviewees were chosen based on their knowledge and function. Three of the interviewees were employees of Dutch sustainable upscale hotels. These hotels brand themselves as sustainable, therefore it is one of their main focusses. One of the interviewees worked in marketing, another worked at the front desk

and the other was general manager. Interviewing employees from different departments was chosen as they have different perspectives and insights. The other part involved two experts on sustainability with knowledge on the Dutch hotel market. These interviewees were chosen as their research papers were used in the theoretical framework and they are lecturers at the researcher's university. These participants were chosen as they all have knowledge or an opinion on sustainability and are active in the Dutch hotel market. These interviewees were approached either through email, by phone, LinkedIn or through personal contacts on the 7th of March.

The interviews took place through Zoom, Teams or in person, depending on availability and access possibilities. They took place between the 15th and the 30th of March and lasted approximately half an hour. Before the interview started, the interviewees were asked for permission to record them. The interviewer then asked about the interviewee's professional journey and current position. During the interview, ten prepared questions were posed, which can be found in appendix five. Additional questions were posed when the researcher required more detail or a more in-depth answer to fully understand the interviewees point of view.

In addition, the lecture given by Zamiatin (2022) on prerequisites of a good interview was taken into consideration during the interview. These prerequisites entailed the following: The interview is clearly structured, clear language is used and the interviewer is well-informed, sensitive, attentive, responsible, interpretative and critical. The researcher realized this by having knowledge on the topic thanks to the theoretical framework. During the interview they smiled a lot, nodded and gave signs of understanding and interest. In addition, they summed up what the interviewee had said to make sure they had understood what was said and asked more in-depth questions when necessary.

Furthermore, it was very important for the interviewer to remain objective and to not impact the interview. They did this by saying as little as possible and by only elaborating on the interview questions when specifically asked by the interviewees. The interviewer also explained to the interviewees that they wanted to hear their opinions and that nothing they said would be wrong.

After the interview, the interviewee was thanked wholeheartedly for their participation and the interview was precisely transcribed by the researcher.

The prepared questions were supported by the theoretical framework and corresponded to the sub-research questions. The questions were made to gain more knowledge on the sub-research questions and to ultimately be able to answer the main research question.

To ensure all topics were covered, an average of two interview questions per sub-research question were created. With the exception of research question two and three, here the researcher decided the opinions of the managers and experts required more interview questions than on the topic of components.

Below the interview questions are summed up per sub-research question:

Questions 1 & 2 aimed to add to the comprehension of new luxury, adding fresh perspectives to previous research.

Question 4 was related to the components of new luxury, to find out if there were differences or similarities in priorities.

Questions 3, 7 & 8 focused on the opinions of the employees and experts, to ultimately discover if the different interviewees agreed or disagreed on these topics.

Questions 5 & 6 pinpointed the concept specifically in The Netherlands. Requiring opinions specifically on the Dutch market.

Lastly, questions 9 & 10 referred to the value new luxury added and could increasingly add, presenting the views on the concept's importance.

5.3 Data Collection and Analysis

Firstly, the interviews were transcribed word by word. The transcriptions can be found in appendix six. Thereafter, the interviews were analyzed using thematic content analysis. This approach suited the objective of the research best, as the goal is to find common patterns and themes after collecting the data. Other methods such as deductive and narrative analysis were reviewed, but ruled out as these were less suitable (Rev, 2019). In this case, deductive analysis would allow the researcher to implement their own thoughts too much (Gaur and Kumar, 2018). Additionally, narrative analysis is more focused on experiences, whereas content analysis targets people's views, opinions and knowledge (Reis and Judd, 2000).

Throughout the analysis, the researcher remained objective as their own thoughts and feelings are irrelevant to a thematic content analysis (Anderson, 2007). Although, sorting and naming themes requires interpretation from the researcher, interpretation was kept to a minimum.

Analyzing data using content analysis can be done following certain steps. The first step is for the researcher to familiarize themselves with the data. This can be done by reading the data until an understanding of the whole is achieved.

Next, the data must be coded. This can be done by highlighting key thoughts throughout the text. As a result, recurring concepts can be labelled as codes.

Afterward, depending on the differences and similarities of the codes, the matching codes can be clustered into themes.

Finally, these themes can be used to draw conclusions from and ultimately answer the research question (Hsieh and Shannon, 2005; Tuomi and Sarajärvi, 2018).

In this thesis the recorded interviews were transcribed by the author who listened closely to the recordings. Once all the recordings were transcribed correctly, the researcher read the text closely, to gain an overall perspective of the answers. The answers were then compared to one another per individual question. Similar and recurring parts were highlighted and clustered into themes. Each of these themes received a label for an easy overview. An overview of the analysis was made using a table. Per interview question the themes were listed including the interview responses that created that theme. This overview was then used to draw conclusions from. The table can be found in appendix seven.

6 Results

This chapter discusses the results of the content analysis done on the interview answers. The matching answers were put into themes, which are further elaborated on throughout this chapter.

To make a structured overview of the answers given, the themes of the interview questions are discussed per sub-research question. Below an overview is given of which interview questions correspond with which research question.

Table 1. Interview questions divided per sub-research question.

Sub-research question	Interview question number
1. What is New Luxury?	Questions 1 & 2
2. What are the components that should be included in the New Luxury concept?	Question 4
3. Which opinions do employees of existing new luxury hotels have on new luxury?	Questions 3, 7 & 8
4. What is the New Luxury situation in The Netherlands?	Questions 5 & 6
5. What value does the New Luxury concept add?	Questions 9 & 10

6.1 Results per Research Question

The first sub-research question regarding what new luxury is, entailed interview question one and two.

The answers of the first interview question, regarding how the interviewees interpreted new luxury, were threefold. They either had not heard of the concept before the interview, had an opinion about it already or had not heard of the concept before, but still had an interpretation of what it meant to them.

The answers of interviewees' that had not heard of the term, were combined in the theme 'new concept'. The remaining answers either fit in the theme 'different & improved' or 'fitting current times'. The answers in the former theme reasoned that new luxury should be an improved version of traditional luxury.

The answers however vary in what should be improved. One interviewee reasoned new luxury should be more towards sustainability, the other that new luxury should move on

from gold and posh things. One of the interviewees goes further than wanting improvement by answering that they would want luxury in a completely different way from the traditional form.

The answers in the 'fitting current times' theme, both agree that traditional luxury should adapt to modern times.

The second interview question asked the interviewees if they had already come across any examples of new luxury, in the sense of sustainable luxury.

The outcome brought the following three themes: Dutch examples, international examples and non-specific concepts. All the Dutch examples were upscale hotels who put a lot of focus on sustainability, although in different ways. Another interviewee gave the international example of luxury lodges in Australia, who put their focus on taking care of the natural environment they are located in. The interviewee could not remember the exact name, but it could be similar or the same as one of the examples given in the theoretical part of this research. The last theme 'non-specific concepts', entails zero waste concepts and concepts that create authentic experiences without the overload in amenities.

The second sub-research question on the components that should be included in the new luxury concept is covered by interview question four.

The fourth interview question required the interviewees to give their opinion on which components they thought would be critical in a new luxury concept. Most of the interviewees gave the same answer, resulting in the first theme 'communication & relationships'.

The overall agreement was that guests need to be aware of what the hotel is doing with regards to sustainability. This could be done by communicating what the hotel is doing, showing the results and explaining the concept story and the hotel values. The core term being communication. The second part of this theme concerned the relationship not only with the guests, but also with the environment, community and business partners. The interviewee who gave this answer, argued that a hotel could not call itself sustainable without creating a sustainable experience, having a beneficial relationship with the direct environment and community and having a longer lasting effect on the sustainable actions of guests.

The second theme, 'sustainability' was already incorporated slightly into the former theme, but two interviewees gave very specific answers regarding this topic. The first one stated that the building must be sustainable, such as the building from hotel Jakarta which is energy neutral. After which the operations could be made as sustainable as possible. The

second one answered that every concept should have their own project, such as Save The Trees, where trees are planted for every day guests skip housekeeping in their room.

Lastly, the third theme represented 'improvements' with interviewees commenting that hotels should always seek to improve their concept by for instance implementing technological innovations.

The third sub-research question concerning the opinions of experts and managers on the concept of new luxury was explored using interview questions three, seven and eight.

The third interview question on the interviewees' view on the combination of sustainability and luxury, resulted in three themes.

The first theme was 'possible' as 3/5 interviewees immediately stated that the combination was definitely possible. These interviewees all worked in sustainable luxury hotels, stating that sustainability does not have to be at the expense of luxury.

The other two interviewees, the field experts, originally stated that the combination was 'contradictory', which is theme two. They explained that the luxurious services in themselves were bad for the environment and society. One of them however was extremely interested in new luxury and was excited for the possibilities it could bring. The other had talked to managers from Sofitel who had explained to him that new luxury was definitely possible, which helped him open his mind.

In the third theme 'new way of thinking', the interviewees stated that new luxury requires more creativity, effort, innovation and a whole new way of thinking. Although they used different terminology, they made it clear that new luxury is only possible through hard work and a different way of thinking.

The seventh interview question allowed the interviewees to express which concepts they thought would be the most effective in a Dutch new luxury concept. Remarkably, the most common answer was on communication and relationships, just like in the second research question. As a result, 'communication & relationships' was the main theme in this question. The interviewees mentioned the importance of communicating with guests and underlined the value of having strong relationships with other organizations, suppliers and guests. Interestingly, communication and relationships are components and not a concept and therefore most interviewees answered this question with components instead of providing a concept.

In addition, 'the climate' was mentioned by another interviewee, which was the second theme. This person argued that the most effective new luxury concept should make use of the resources the climate in that location had to offer. In the case of The Netherlands, they suggested making use of the wind and sea for energy and rainwater as a substitute for tap watering plants.

Interview question number eight made it clear what the interviewees thought should be the main target market for a new luxury concept.

From the first theme 'business & leisure', 4/5 interviewees thought business guests from a company focussed on sustainability or at least interested in sustainability would be the best main target market. They all however mentioned that leisure travellers are also important, but that the business market should be the main focus. The other interviewee saw the business and leisure market as equally important.

Although most of the interviewees agreed on the business market, they also mentioned how important it would be for everyone to participate, provided they were in a position to do so. A recurring aspect in the theme 'everyone' was that the interviewees stressed that no one actively wants to hurt the environment. Still, even though most people would not want to harm the environment, theme three 'upcoming generations' offers the view that younger or upcoming generations are more aware of the necessity for sustainability. One interviewee answered that a dilemma is created as the younger generations are usually more conscious of the environmental and social threat, but that this group generally does not have the means to afford upscale accommodation.

The fourth sub-research question on the new luxury situation in The Netherlands was covered using interview question five and six.

Interview question five required knowledge from the interviewees on the degree to which new luxury had already been implemented in The Netherlands.

All interviewees answered that the new luxury concept was in a 'starting phase', the only theme in this question. They agreed that something is happening and that a few new luxury concepts have come up, but that there is a long way to go still. One interviewee even acknowledged that a lot of the sustainability of hotels is greenwashing. The other interviewees however mentioned that there are certainly hotels doing a good job and that the initiative just needs to be expanded.

Interview question six dove deeper into the Dutch new luxury market and asked the interviewees how to increase the demand for new luxury in The Netherlands.

The first theme that became apparent was 'misconception'. Almost half of the interviewees said that the misconception that guests do not want sustainability in their stay at a hotel had to be overcome. One interviewee had done research on this phenomenon and explained that although most hoteliers and managers thought guests did not want to be bothered with sustainability, guests thought the opposite. Another interviewee mentioned that once this misconception is cleared up, hoteliers and managers might realize that creating a new luxury concept is easier than they originally thought.

In order to clear up the misconception, theme two 'communication' had to be tackled. As became clear from previous research questions, the interviewees find communication extremely important. The interviewees explained that the hotels and the guests must be communicating about sustainability in order for hotels to know what guests want. In addition, communication was deemed of importance by another interviewee when informing guests about the sustainability aspect of hotel concepts. They mentioned that a lot of guests do not actually know about the sustainability in their hotel and therefore communication is key. One of the communication methods mentioned was through marketing and sales.

Thirdly, an important increaser of demand was 'stimulation'. Multiple interviewees mentioned the importance of having more platforms sign up, creating pressure for others to join the movement. Another interviewee explained that for companies to join, a push from top-down needed to take place. They believed that the government needed to put more pressure on being sustainable as a company than they are doing at the moment.

The fifth and last sub-research question regarding the added value of new luxury was discussed by interview question nine and ten.

Interview question 9 was on the added value of new luxury. The outcome of the interview questions resulted in two themes, 'guests & employees' and 'community & environment'. In the former, all but one interviewee mentioned only the guest. They mentioned the high service, the rewarding feeling of contributing to the environment, the product quality that comes with sustainability, the value they are adding to the wider society and the experiences that the guests receive. The interviewee who mentioned the employees, emphasised on the fact that in their hotel, 80% of the employees chose a sustainable concept to work for as that fits their beliefs and values. According to the manager, this was a great added value for the employees.

The second theme 'community & environment' related to the sustainability that the new luxury concept provides. As taking care of the planet is one of the three main aspects, the

positive effect on the environment was mentioned by many interviewees. Additionally, the social side of sustainability was mentioned equally in the form of helping the local community and society around the hotel. In addition, one of the interviewees mentioned that making a difference in one of the most polluting industries was a huge added value of new luxury.

Finally, interview question 10 elaborated on question 9 by asking how the added value could be increased.

The first main theme identified from the answers was 'setting an example & spreading the word'. Most of the interviewees agreed that the existing concepts should function as an example and spread the word so other companies could learn from them and even implement new luxury themselves. In addition to setting an example for other businesses, an interviewee stated that The Netherlands as such a privileged country has the moral obligation to make sure other people can live privileged as well.

The second theme 'increase in participation' connects to spreading the word in theme one. In this theme, interviewees agreed that the more hotels that implement new luxury, the bigger the impact will be. Additionally, the more companies that are involved, the more the concept will spread.

Consequently, the third theme 'new normal' can occur. As an interviewee explained, once many hotels implement new luxury, the concept can go from the starting phase it is in now to the new standard where most companies incorporate it.

6.2 Results Compared to the Theoretical Framework

Reflecting on the theoretical framework, the interviews added a lot of fresh perspectives to existing literature. Regarding the importance of new luxury, the interviews confirmed the framework by concluding that sustainability is of extreme importance to the modern world and therefore also essential in the luxury industry (Heil and Langer, 2017).

In addition, just like Husic and Cicic (2008), some interviewees emphasized the fact that sustainability and luxury are contradictory. Still, all interviewees concluded that if the combination could work it would be really great. Some of the interviewees were already working in luxury hotel concepts implementing sustainability to a high degree. An example is the Jakarta Hotel Amsterdam, they implement a molecular and circular system, which can be linked to Alim's (2021) theory of preserving energy, labour and materials. In addition, Suitehotel Pincoffs in Rotterdam recycle a lot of materials and reuse them in creative ways throughout the hotel. Examples are tables made out of tires and glasses made from wine bottles. They are also a plastic free hotel, supporting Athwal et al. (2019)

who believe in the conscious implementation in the design, production and consumption. The hotel's support of Save the Trees suits Athwal et al.'s (2019) view on correcting environmental damage.

Hotel QO Amsterdam as well as Hotel Jakarta were built from the start with the view of being a sustainable upscale hotel. This matches with Moscardo's (2017) view on needing to create a fundamental change. All the above-mentioned hotels take sustainability into regard with every decision, the whole operation and the materials used.

The theoretical and methodological parts also complimented each other with regards to the components of new luxury. The clearly overarching components were sustainability and luxury. Furthermore, transparency was found in the theoretical framework and came back in the component communication, which was frequently mentioned in the interviews (Netto et al., 2020; Foscht et al., 2018; Mohr et al., 2021; Boissieu et al., 2021). In addition, experience was mentioned in the framework as well as in the interviews, although less than communication (Ranjan et al, 2022; Agheyeva, 2021). The methodological part then added the components relationship, referring to all sustainable relationships the hotel has with stakeholders and improvements, referring to the fact that new luxury concepts should constantly be innovating.

There were also big differences regarding the examples given. The framework presented very diverse new luxury examples all across the world, whereas the interviewees mostly mentioned similar examples close to home (Soneva, 2022; Longitude 131, 2022; Punta Islita, 2022; Arctictreehousehotel, 2022). This made sense as a sunny island in the Maldives would not be too relevant for the Dutch market.

Regarding the Dutch market both parts of the research agree that The Netherlands takes sustainability seriously and is implementing it more and more. Concerning the level of new luxury in The Netherlands, the framework as well as the methodological part show that a lot of hotels are implementing sustainability to some degree, but that a deep rooted implementation is still in the starting phase.

The main finding that came out of the interviews that wasn't discovered in the theoretical framework was the importance of communication. Both parts of the research did however agree that the most added value would be reached once the concept would spread and more companies would implement new luxury (Athwal et al., 2019; Kunz et al., 2020).

The new insights the interviews provided as well as the confirmation of industry professionals to the existing literature offered significant results.

7 Discussion

In this chapter the main findings of the results will be discussed, summarizing the results. Thereafter, conclusions are drawn from the results and suggestions for further research are offered. In addition, the credibility, ethics and limitations of the research are discussed to justify the reliability of the research, to ensure all participants and data are handled properly and to discuss the restraints of the research and researcher. Lastly, the evaluation of the researcher's own learning is discussed.

7.1 Main Findings of the Results

Throughout the qualitative research it became apparent that in general, the participants had similar views on the topic new luxury. Even though the answers given were mostly directed towards similar themes, the individual answers stood out. An example being one participant stating the moral obligation of The Netherlands to help other become as privileged in question ten regarding how to increase added value. This answer stood out as it perceives value in a wider sense, whereas the other interviewees were discussing added value in a more specific sense regarding guests, employees, the community and surrounding environment.

In addition, the variety of backgrounds the interviewees had in the field provided the researcher with very different points of view. As a result, the view on the combination of sustainability and luxury varied between those who immediately saw it as possible, to those who saw it as contradictory but hoped to see the concept work. Interestingly, although the opinions varied, all interviewees were very intrigued by the concept and all wanted it to work.

Furthermore, there were also many corresponding answers. The biggest recurring theme throughout the interviews was the importance of communication with guests. According to the interviewees, new luxury hotels need to tell guests about their concept, the values they have and their story behind the concept. In addition, the communication should be two-way and hotels must listen to their guests' wishes in order to overcome the misconception that guests do not want sustainability.

Moreover, the interviewees agreed almost unanimously that the best target market to focus on initially would be the business market that already focuses on sustainability.

Completely unanimous answers were also given. When the researcher asked the interviewees to what degree new luxury was already implemented in The Netherlands, all replied that it is still very much in a starting phase and has a lot of expanding to do.

Still, most answers had variety within them. For instance, regarding the added value of new luxury. Most interviewees agreed that the added value is spread out over more than just one aspect. The aspects they mentioned however were not all the same. Still, four main ones could be identified after comparing the answers: guests, employees, community and environment.

Lastly, although the answers did differ, they often could be connected to one another. An example being on how to increase the added value of new luxury. The first interviewee answered that setting an example and spreading the word is very important. The next interviewee reasoned that increasing participation would add more value. The last interviewee claimed that new luxury becoming the new normal would add lots of value. The combination of these answers can be seen as a chain reaction where the example is set after which participation is increased, ultimately leading to new luxury being the norm.

As the answers were mostly similar or at least connected to one another, none of the participants gave very contradicting answers compared to the other interviewees. The main consensus between the interviewees was the importance of sustainability everywhere, therefore also in the luxury segment.

Overall, the interviews corresponded with the theoretical framework and mostly added extra insights and information to the existing literature. The framework did however go more in-depth into sustainability and luxury individually. This was necessary for the basic understanding of the topic and did not need to be repeated by the interviewees as they are professionals within both fields.

7.2 Conclusions and Suggestions for Further Research

After doing the theoretical framework and using the qualitative research method of interviews, the answer to the main research question can be concluded. The research question is: Which new luxury components would be the most effective in the upscale hotel industry in The Netherlands?

The results of the interview analysis indicate that a new luxury concept should communicate well with its guests as well as have a beneficial relationship with the environment, the community and suppliers. In addition, it should make use of the climate it is in, in the case of The Netherlands this would be using the wind, sea and precipitation to the hotel's advantage with regards to sustainability. These sustainable aspects should all be taken into consideration whilst still offering a luxury experience without it being at the expense of guest comfort.

The most important components for a new luxury concept are two-way communication with guests, beneficial relationships with all stakeholders, sustainability at the core of the concept, continuous improvement of the concept, offering authentic experiences whilst still providing the luxury feeling a regular luxury hotel offers.

A concept like this can only be achieved through a new way of thinking, which involves creativity, a lot of effort and innovation.

The outcome of the interviews is supported by the theoretical framework, which found four main components: sustainability, luxury, transparency and experience creation. These correspond with those of the interview outcomes, although the interviewees came up with additional components such as communication, relationships and innovation. In addition, the examples given in the theoretical part of new luxury concepts across the globe all make use of their surroundings, which fits with interview answers of having a beneficial relationship with the environment, community and suppliers as well as making use of the climate. Furthermore, the new luxury situation in The Netherlands was agreed on, just as the importance that the concept grows and hopefully can become a new normal.

For further research, new luxury within the context of sustainability should be researched more in-depth. There could be long- and short-term studies on new luxury in the upscale hotel market to help research, but also hoteliers and managers understand new luxury better. In addition, a definition could be created to help clarify what new luxury means. Furthermore, research could be done on how to encourage companies to implement new luxury and how to spread out the concept across the world. This could be useful in order to make a large difference and ultimately perhaps even make new luxury the new normal.

Moreover, research could be done on the best ways to implement new luxury, from the specific implementations to the overarching values, there are many areas that can be researched in-depth.

As new luxury is a new concept that has still only been implemented by a few companies, there is a lot of room for discovery and research.

The significance of the results for the Dutch upscale hotel market is that new luxury is discussed in general as well as specifically for the Dutch upscale hotel market. Firstly, the concept is explained in general, then it is applied to the upscale hotel market in general and finally specifically in the Dutch upscale hotel market. As a result, new luxury is made more understandable, visible and accessible. Those who did not yet hear of the concept, can learn about it and see examples of hotels that have already implemented new luxury.

In addition, new luxury is a beginning concept and not yet well-known. This research offers an explanation of the concept and gives insights on the opinions of professionals as well as those who work in a new luxury concept daily. Consequently, hotel managers and owners could learn about this new topic thanks to this research.

Ultimately, the research could even stimulate hotel owners or managers to start implementing new luxury in their hotel as the advantages and core components are discussed.

7.3 Credibility, Ethics and Limitations

Credibility is seen as the most important aspect of trustworthiness as it makes the researcher discuss whether the research findings are in fact true. In other words, Korstjens and Moser (2018) describe credibility as whether the research findings represent reasonable information gathered from interviewees' original data and is a correct interpretation of the interviewees' original opinions. The portrayal of true research findings can be enhanced by demonstrating the researcher's thought process during data analysis. In the case of this research, the researcher highlighted all aspects of the interviews that stood out. The reader can see the original thoughts of the researcher through these highlights as they were the initial observation. Thereafter, the researcher clustered matching answers and placed them into themes. The reader can then see where the researcher placed importance. Finally, the researcher wrote out the results, where the reader can read the researcher's interpretations. As a result, a clear decision trail is created and the interpretations of the data are transparent (Noble and Smith, 2015).

Furthermore, the researcher must acknowledge the potential bias they might have, but aim to keep it at a minimum. In this research the researcher actively tried to diminish their bias by being very interested in hearing the opinions of the interviewees. As a result, the interviewer hardly gave any input next to asking questions. They mostly replied with confirming sounds such as yes, indeed, hmhm and interesting. Occasionally they would elaborate on the interview questions a bit if the interviewee required some more explanation. In addition, the researcher created the interview questions based on the theoretical framework to make use of previous research and minimise bias.

Another way of increasing the credibility of research is by making use of triangulation. This is done by using multiple methods or data sources to develop a more accurate understanding. This research did not implement theory triangulation or methodological triangulation as it used one method and one theoretical framework. It did however implement data triangulation by drawing from different people with different backgrounds and functions regarding the topic (Bhandari, 2022).

Research ethics protect the research subjects and the researcher with regards to scientific integrity, human rights and dignity. With regards to the interviewees, their participation was voluntary and they gave informed consent as they knew it was for a bachelor thesis. In addition, they gave their consent to being recorded and confidentiality was respected by removing all identifying information from the report (Bhandari, 2021).

According to Resnik (2020) the following ethical principles are crucial when doing research. It is important to honestly report data, results, methods and procedures and to not falsify, fabricate or misrepresent data. In this research the whole theoretical part is based on academic sources and the interviews were held and transcribed word by word, shown in the appendices. No data was falsified and all participants knew what they were being interviewed for.

Furthermore, transparency is important, showing readers which methods were used, why certain decisions were made and how the analysis was done. In this research all decisions were justified, the research method was elaborately explained and the content analysis can be traced by the reader as the interview transcriptions and theme creation can be found in the appendices. In the table, the interviewees' answers can be found that led the researcher to create the corresponding themes. As a result, the researcher's interpretation can be overseen by all readers.

Moreover, integrity refers to keeping promises and agreements, to act with sincerity and to strive for consistency of thought and action. In this case, the researcher approached all aspects of the research with good intentions and did their best to create a credible research paper. In addition, the researcher promised multiple interviewees to send the end result to them, which they will do once the thesis has been graded.

Lastly, objectivity is crucial when creating research as bias should be minimized and personal opinions and interest should be revealed. The researcher tried to be as objective as possible by keeping an open mind to anything they found in literature as well as to any answers the interviewees gave. During the analysis they clustered answers without adding their own opinion. In addition, new luxury is a current topic that the researcher had not heard of before. This helped keep the bias of the researcher to a minimum.

The limitations of qualitative study in general are that it cannot be measured mathematically. It is based on the opinions of for instance interviewees, which cannot be verified by numbers. In addition, interpretation is required from the researcher to analyse

the data. Although the researcher tried to keep it to a minimum, the content analysis still required interpretation which could influence the research.

Furthermore, the researcher is new to the field of research. They are still discovering the best ways to conduct research in the theoretical framework as well as the methods. With regards to the theoretical framework, not all sources online were fully available, therefore the author may have missed out on some relevant sources. Still, they found many other sources and therefore hope to have compensated for those non-available ones.

Regarding the method, the researcher had not often created interview questions before. Although the questions were checked and approved by the thesis supervisor, it can be difficult to know whether the questions are quality ones (Christiansen, 2021). In addition, the researcher lacked some experience with conducting interviews. Even though they did a lot of research to be well informed on how to properly conduct interviews and how to analyse them, the practical knowledge is still being developed.

Lastly, the researcher had limited time to conduct the research as the thesis was written in four months. Even though the researcher planned the research well and was able to meet all deadlines, the results could have perhaps been more elaborate with more time. In addition, they could have interviewed a larger number of interviewees which in turn could have led to more insights. (Radu, 2019).

7.4 Evaluation of Own Learning

As new luxury is a new subject, one of the author's fears starting this thesis was that it would be very difficult to obtain information. Although this was sometimes the case, the author developed their search skills and always managed to find the necessary information. They did this by expanding the search terms used and searching more in-depth by reading reference lists of other research papers and looking further than the first search page. In addition, finding a place to start was complicated as there are so many aspects to consider when writing a thesis. To solve this issue, the author spent many hours reading sources. As a result, once the time came to start writing, the author had many relevant sources ready and could put a lot on paper. This was however frustrating as having nothing on paper felt like the author had not booked any progress. Still, they persevered and were ultimately rewarded when the writing part came easily.

Furthermore, the researcher developed their interviewing skills considerably. In the past, the researcher had solely interviewed friends and family for much smaller projects. Therefore, it was an exciting, but scary experience to create the interview questions, choose the interviewees, prepare for the interviews and then actually do them. The

interviewer felt worried that the questions would be too difficult or that the outcome would not lead anywhere. Thankfully, this was not the case and the interviewees came up with interesting answers. This experience gave the author a lot more confidence for any future interviews, especially when interviewing people in higher functions.

Throughout the interviews done in this research, the researcher already developed their skills as an interviewer. In the first interview, they explained a little bit too much, which could have influenced the interviewees response. After the first interview the researcher realized this and decided to say as little as possible during the other interviews. They managed to do this successfully, keeping their role as objective as possible.

In addition, the author learnt to keep an open mind regarding the conclusion of the thesis. At the beginning, the author thought they had an idea on what the outcome would be. The supervisor then told them to do the research without any preconceived ideas, which the author then did. After the author analysed the interviews, they realized that the outcome was indeed different than they had expected. The author did adapt throughout this research, but for future research they learnt a really important lesson.

The contact between the author and the thesis supervisor went smoothly from the start. Both parties responded quickly to one another and kept to commitments made, always showing up to meetings prepared. The author and supervisor were mostly on the same page regarding the content of the thesis and the author always tried to implement the supervisor's comments. Furthermore, the author set realistic deadlines that they could stick to. Occasionally, they would need more time, but would inform the supervisor in advance. Even when the author got ill for two weeks close to the deadline, they still managed to finish the thesis on time. Therefore, the project management is viewed very positively from the author's perspective.

Finally, the thesis subject gave a lot of new knowledge and insights to the author, which helped them confirm their interest in sustainability and their choice to do a master in global business and sustainability. Additionally, this thesis helped prepare the author for the master thesis they will still need to do.

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Appendices

Appendix 1. The Sustainable Development Goals



(UN, 2022/2)

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
Safeskeeping	107	Adequate room lighting	1	M	M	M	M	M
	108	Reading light next to the bed	3		M	M	M	M
	109	Dressing mirror	1			M	M	M
	110	Adequate place or rack to put the luggage/ suitcase	5			M	M	M
	111	Widespread basket	1			M	M	M
	112	Safeskeeping facilities (in or in room)	1	M	M			
	113	Central safe	3			M ²¹	M ²¹	M
	114	Safe in the room	5					M
	115	Safe with integrated power socket in the room	7					
	116	Adequate noise protection	7					
	117	Sound-absorbing doors or double doors	10					
	118	Rooms with centrally adjustable air conditioning	7					
Noise control of air conditioning	119	Rooms with individually adjustable air conditioning	10					
	120	Air conditioning in public guest areas (restaurant, lobby, entrance hall, breakfast room)	10					
	121	Acoustic atmosphere in public areas (entrance, lobby, restaurant, bar)	5					
	122	Audio or multimedia entertainment ²⁰	5			M	M	M

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
General Bathroom info	138	Correspondence folder	1					
	140	Trousers press	3					
	141	Iron and ironing board on demand or in room	1					
	142	Iron and ironing board in the room	3					
	143	Shoeshorn in the room	1				M	M
	144	Door viewer	3					
	145	Additional locking mechanism at the room's door	1					
	146	Bathrooms/Sanitary facilities > 5m ² ²²	10					
	147	Bathrooms/Sanitary facilities > 7.5m ² ²³	15					
	148	100% of the rooms with shower/WC in both bathroom	1	M ²⁴	M ²⁴	M	M	M
	149	100% of the rooms with shower/WC in both bathroom and glassed 50% of the rooms with both tub and separate shower facility	10					
	150	50% of the rooms with toilet separately	5					
	151	Shower with curtain or equivalent separation	1	M	M	M	M	M
152	Shower with screen	5						
153	Washbasin	1	M	M	M	M	M	

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
Beverages	171	Shampoo ²⁵	1		M	M	M	M
	172	Additional cosmetic products (e.g. bath foam, shower cap, nail file, Q-tips, cotton wool, body lotion)	1				M	M
	173	Facial tissues	3				M	M
	174	Toilet paper in restrooms	1	M	M	M	M	M
	175	1 hand towel per person	1		M	M	M	M
	176	1 bath towel per person	1	M	M	M	M	M
	177	Bathrobe on demand	3				M	
	178	Bathrobe	5					M
	179	Slippers on demand	1				M	
	180	Slippers	3					M
	181	Hand dryer on demand	1					M
	182	Hair dryer	3			M	M	M
	183	Stool in the bathroom on demand	3					M
	184	Bathroom scales	1					
	185	Waste bin	1	M	M	M	M	M

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
Food	200	Breakfast buffet <u>additionally</u> or equivalent breakfast menu (self)	10				M	M
	201	Breakfast menu card via room service	5					M
	202	Allergen friendly products (gluten free, lactose free etc.)	3					
	203	Regional dishes ²⁶	5					
	204	16 hours food offer via room service	10				M	
	205	24 hours food offer via room service	15					M
	206	Restaurant ²⁷	5 (night, rest. 15)	M	M	M		
	207	Restaurant ²⁸ open 6 days per week	7 (night, rest. 14)				M	
208	Restaurant ²⁹ open 7 days per week	10 (night, rest. 20)					M	
V. Event Facilities (MICE)								
Banquet options	209	Banquet options for at least 50 people ³⁰	1					
	210	Banquet options for at least 100 people ³¹	3					
	211	Banquet options for at least 200 people ³²	5					
Conference rooms	212	Designated co-working spaces / group working rooms	10					
	213	Conference room(s) of at least 100 m ² , ceiling height of at least 2.75 m ³³	10					

20 The hotel has a media centre with a TV and a computer workstation. The majority of used products is from the region.
 21 Cap of the table with a different concept, choice of food and drinks.
 22 The restaurant area is not included.
 23 The hotel has a bar.
 24 The hotel has a bar.
 25 The hotel has a bar.
 26 The hotel has a bar.
 27 The hotel has a bar.
 28 The hotel has a bar.
 29 The hotel has a bar.
 30 The hotel has a bar.
 31 The hotel has a bar.
 32 The hotel has a bar.
 33 The hotel has a bar.

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
Telecommunications	123	Fixed electronic media in the bathroom	3					
	124	TV services with monitor in a size appropriate for the room with a remote function	1	M ³⁴	M ³⁴	M ³⁴	M	M
	125	Additional TV services with monitor in a size appropriate for the room	3					
	126	International TV channels available	5				M	M
	127	International power adapter (plug on demand)	3					M
	128	Charging station (for multiple electronic devices) and/or different adapters (on demand)	1				M	M
	129	Device for internal and external communication on demand with an instruction manual (printed or digital) ³⁵	5			M	M	M
	130	Device for internal and external communication in the room with a bilingual instruction manual (printed or digital)	10					M
	131	WiFi internet access in the public areas and in the rooms	1	M	M	M	M	M
	132	Secure internet connection (i.e. VPN or equivalent)	5					
	133	Private and secure printing option on demand	1				M	M
	134	Internet device in the room on demand	1					M
Miscellaneous	135	Guest directory (printed or digital) ³⁶	1	M	M			
	136	Bilingual guest directory (printed or digital)	5				M	M
	137	Regional information material available (printed or digital)	1	M	M	M	M	M
	138	Writing utensils and note pad	1				M	M

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
General Bathroom info	154	Two wash basins in double rooms and suites	5					
	155	Washable bath mat	1				M	M
	156	Adequate lighting at the washbasin	1	M	M	M	M	M
	157	Permanent or renewable anti-slip appliances in shower and bathtub	1					
	158	Safety handles	3					
	159	Mirror	1	M	M	M	M	M
	160	Accessible power socket near the mirror	1	M	M	M	M	M
	161	Vanity mirror	1					
	162	Flexible vanity mirror	3					M
	163	Lighted vanity mirror	1					
	164	Towel rails or towel hooks	1	M	M	M	M	M
	165	Heating option in the bathroom (e.g. heated towel rail)	5					M
	166	Storage surface	1	M	M	M		
	167	Large storage surface	3					M
	168	Toothbrush holder	1				M	M
	169	Soap or body wash at the wash basin	1	M	M	M	M	M
	170	Body wash or shower gel at the shower/bath tub	1	M	M	M	M	M

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
Beverages	186	Beverage offer in the hotel	1	M	M	M	M	M
	187	Beverage offer in the room	3				M	M
	188	Fridge in the room ³⁷	3					
	189	Microwave (with thermal storage)	5				M ³⁸	M
	190	Microwave	3					
	191	16 hours beverages via room service	10					M ³⁹
	192	24 hours beverages via room service	15					M
	193	Water boiler for tea / coffee together with accessories in the room	3					
	194	Coffee machine with accessories in the room	5					
	195	Service bar or lounge area ⁴⁰ (room of at least 5 m ² per seat)	7				M	
Bar	196	Service bar or lounge area ⁴¹ (room of at least 7 m ² per seat)	10					M
	197	Breakfast area	1	M	M	M	M	M
Breakfast	198	Extended breakfast ⁴²	1	M				
	199	Breakfast buffet or equivalent breakfast menu card ⁴³	5		M	M		

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
Food	214	Conference service ⁴⁴	5					
	215	Lighting in the conference room and possibility to darken the room ⁴⁵	1					
	216	Business options available (after an evening stay)	5					
	217	Individually adjustable air conditioning of the conference room ⁴⁶	3					
	V. Leisure							
Sport	218	Adequate open recreation facilities (indoor or outdoor) ⁴⁷ (e.g. tennis, badminton, table tennis, billiards, pool, etc.)	3 (per facility, max. 9)					
	219	Range of sports equipment in the lobby	3					
	220	Gym ⁴⁸ with at least 4 different exercise machines (e.g. stepper, dumb bell, machine for weight training, treadmill, rowing machine, etc.)	5					
Spa/Wellness ⁴⁹	221	Massage ⁵⁰ (e.g. full body massage, lymph drainage, Shiatsu, foot reflexology)	3 (per facility, max. 6)					
	222	Separate relaxation room ⁵¹	3					
	223	Whirlpool or equivalent	3					

34 A conference room with appropriate lighting (with ambient light 200lx), WiFi, a projector, a projection screen (appropriate to ceiling height and room size), a table and/or other suitable number of power outlets.
 35 An additional option for every conference room.
 36 The size of the table and the number of chairs are not included in the points.
 37 The size of the table and the number of chairs are not included in the points.
 38 The size of the table and the number of chairs are not included in the points.
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 42 The size of the table and the number of chairs are not included in the points.
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 44 A conference room with appropriate lighting (with ambient light 200lx), WiFi, a projector, a projection screen (appropriate to ceiling height and room size), a table and/or other suitable number of power outlets.
 45 An additional option for every conference room.
 46 The size of the table and the number of chairs are not included in the points.
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 51 The size of the table and the number of chairs are not included in the points.

Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
	224	Spa(s) (with a minimum size of 6 seats)	3 per SPA(s) type ⁵⁰ , max. 6					
	225	Beauty salon ⁵¹ with at least 4 different kinds of treatment (e.g. hair, manicure, pedicure, waxing and/or aroma relaxation massage on request)	5					
	226	Sauna ⁵² with at least 4 different kinds of treatment (e.g. hot, Finnish, hydrotherapy, steam, infrared, etc.)	10					
	227	Private spa cabin	5					
	228	Swimming pool (outdoor ⁵³ or swimming pool ⁵⁴)	10					
	229	Swimming pool (indoor ⁵⁵)	10					
Children	230	Indoor child care (for children younger than 3 years) for at least 3 hours on weekdays by skilled staff	10					
	231	Indoor child care (for children older than 3 years) for at least 3 hours on weekdays by skilled staff	10					
	232	Children's area (entertainment programme)	3					
	233	Baby equipment on demand (e.g. high chair, food warming equipment, changing mat, baby stroller)	3					
Others	234	Central sanitary facilities for hotel guests	3					
	235	Library	3					
	236	Host/animation programme	5					

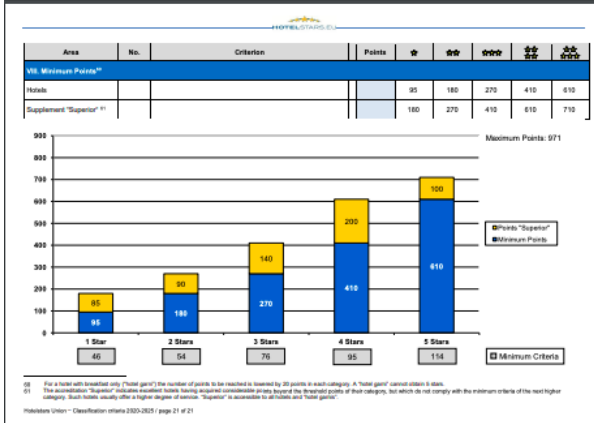
50 Sauna type: "hotdry" (e.g. Finnish saunas, "heatingly heated" (e.g. "Finnish") or "wet/dry heated" (e.g. steam saunas))
 51 The outdoor swimming pool is heated and has a minimum size of 6m².
 52 A swimming pool is a spa cabin, starting a new body for swimming or bathing free of chlorine water preparation.
 53 The outdoor swimming pool is heated and has a minimum size of 40m².

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Area	No.	Criterion	Points	★	★★	★★★	★★★★	★★★★★
VII. Quality and Online Activities								
Quality Systems	237	Systematic complaint management system ⁵⁶	1				M	M
	238	Systematic analysis of guest reviews ⁵⁷	3					M
	239	Quality controls by mystery guests ⁵⁸	5					M
	240	Quality management system according ENQ ⁵⁹ or equivalent	15					
Online Activities	241	Hotel own website ⁶⁰ with updated information and realistic pictures together with the location of the hotel	1	M	M			
	242	Bilingual website ⁶¹ with updated information including the best size and realistic pictures together with the location of the hotel	5				M	M
	243	Website with direct booking option	5					
	244	Website with guest reviews	3					
	245	Mobile responsive website or mobile application	5					
	246	Active invitation of departing/checked-out guests to write a review on a portal or on the website	5					
Others	247	Sustainability label / certificate ⁶²	20					

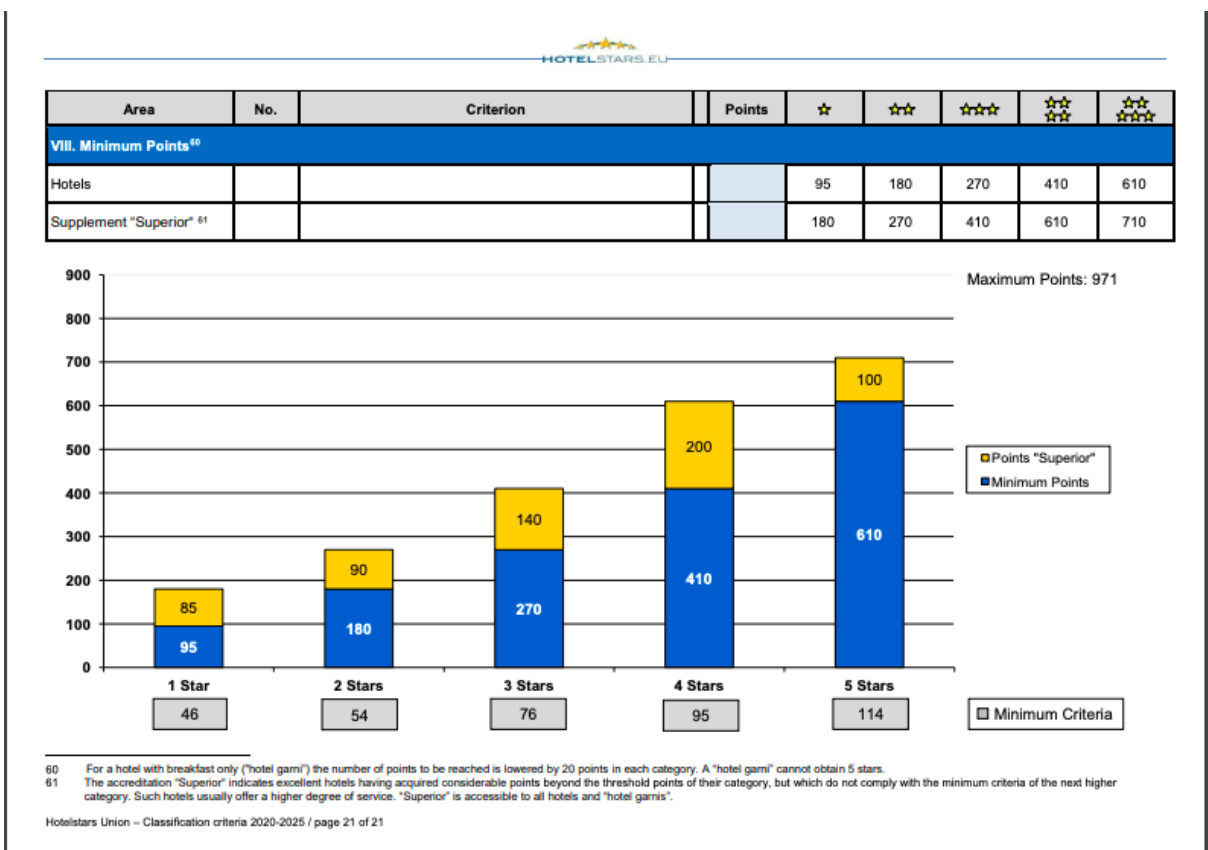
56 A systematic complaint management system includes structured complaint acceptance, evaluation, and response.
 57 Active and systematic gathering and evaluation of guest opinions about the quality of the hotel services, analysis of weaknesses, and the initiation of improvement.
 58 A systematic quality control system involves the quality of the hotel services, analysis of weaknesses, and the initiation of improvement. The evaluation is done by professional mystery guests (not hotel staff) and on the account of the hotel, analysed and documented. Further internal controls (e.g. of the hotel plan or inspection are accepted as equivalent).
 59 For an English quality label according to ENQ, hotels require a score of at least 400 points during a 12-month period by professional mystery guests (not hotel staff) and on the account of the hotel, analysed and documented. Further internal controls (e.g. of the hotel plan or inspection are accepted as equivalent).
 60 European Hospitality Quality (EHQ) is the European Hospitality Quality Index created by HOTELOX. It is a quality evaluation of national trade associations representing hotels, restaurants, cafes, and other establishments in Europe (cf. www.hotelstars.eu). It serves as a reference model for national and regional quality schemes in European level. Policies have to show at least an online offer, the public area and a spa.
 62 National decision on recognised labels and certificates.

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60 For a hotel with breakfast only ("hotel garni") the number of points to be reached is lowered by 20 points in each category. A "hotel garni" cannot obtain 5 stars.
 61 The accreditation "Superior" indicates excellent hotels having acquired considerable points beyond the threshold points of their category, but which do not comply with the minimum criteria of the next higher category. Such hotels usually offer a higher degree of service. "Superior" is accessible to all hotels and "hotel garnis".

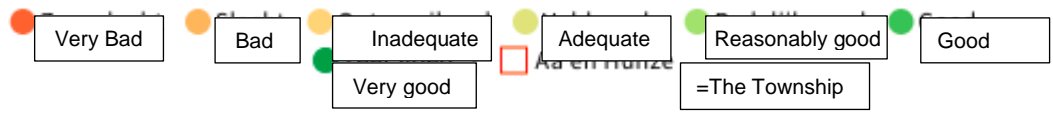
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Appendix 3. Map Showing the Sustainability of Each Township in The Netherlands



Appendix 4. Map of all Hotels and Hostels with a Green Key Certificate in The Netherlands



Appendix 5. Interview Questions

1. What is your interpretation of new luxury?
2. Which examples have you already come across?
3. What is your view on the combination of sustainability and luxury?
4. Which components do you think should be critical parts of new luxury? Why?
5. To which degree is new luxury already implemented in The Netherlands?
6. Do you think there could be a higher demand for new luxury in The Netherlands? How?
7. What kind of concept do you think would be most effective in The Netherlands?
8. What is the target market for upscale new luxury hotels in The Netherlands?
9. What is the added value of new luxury?
10. How can new luxury add more value in The Netherlands?

Appendix 6. Interview Transcripts

Interview A

Interviewer: Alright. Could you tell me a little bit about yourself?

Interviewee A: Uh-huh. Uhm, I'm Andrew a lecturer on the research of sustainability.

Interviewer: Perfect. That's exactly who I'm looking for.

Interviewee A: Yep.

Interviewer: Uh, yeah. So basically the aim of my research is to look into sustainable luxury in hotels specifically and in the Netherlands. And I'm doing these interviews to see the perspectives from what industry professionals and professionals on the field. So This is why I approached you.

Interviewee A: Uh-huh. Yeah.

Interviewer: And I was wondering what is your interpretation of new luxury? Do you know this concept? You have any visions on it?

Interviewee A: At the moment this is the first time. Ah, that ah I have come across this concept.

Interviewer: You have and in what form was it? What did it mean when you came across it?

Interviewee A: Yeah. Yeah, I think it's through you.

Interviewer: Through me.

Interviewee A: Yeah.

Interviewer: Ok.

Interviewee A: Yeah.

Interviewer: OK. Well then I can say that the way I'm looking at it, because there are different views on it in research and there's not really a concrete, yes.

A definition for it yet, but how I'm looking at it is in the form of sustainable luxury, so combining basically sustainability and luxury.

Yeah, which some see as contradictory and some as a perfect fit. So that's why I'm researching it because it's a very new topic. So it makes sense. You haven't heard of it yet.

Interviewee A: Yep. Yep.

Interviewer: I was wondering what your view is on this combination.

Interviewee A: Uhm. My view is that uh. Sustainability and of course luxury are two terms that uh in what I could say in attention.

Interviewer: Oke.

Interviewee A: As you said, I think uh, in real sense these two can be **contradictory**.

Interviewer: So that she is that your view of them, that they maybe don't go together so well or do you think it could work?

Interviewee A: Yeah, because, uh, in the current set-up uhm I think **luxury is considered to be anti, probably sustainability**.

Interviewer: Yeah.

Interviewee A: Yep.

Because if you have to say for example provides some.

Luxurious services, to uhm a customer or a guest in the hotel.

Then it **means spoiling that guest with a lot of things that may be bad for the environment and also bad for the well being of the society in general**.

Yeah. So for example, if you're in a hotel, if you have to provide several examples 5 star, you know kind of treatment our services, then it means customers have all the guests have to use.

Interviewer: Oke.

Interviewee A: Quite a lot of **resources** on sometimes without even thinking as to whether using their resources.

Uh uh to that magnitude can be **detrimental to the environment** or not?

Yeah.

So mostly customers would want. So for example you cannot lower down the **thermostat**. You know hotel when it's cold.

Not always want to be feeling warm and other temperature should be a **ambient** enough for them. As you and me know, I think. That is somehow not good for the environment.

Interviewer: Yes, absolutely. And and this is true. Yeah, this is.

Interviewee A: Yeah. Yeah, so.

Sustainability and luxury. Sometimes these are two different combinations.

Interviewer: True.

Interviewee A: But then recently I had some interviews with some **some managers at one of the five star hotels in Amsterdam**. They said to me that it's possible.

Interviewer: You know which one? Which hotel?

Interviewee A: **Sofitel**

Interviewer: Sofitel, oke.

Interviewee A: Yeah, is it the grand hotel, the Sofitel? **They said it's possible to combine luxury or luxurious services and sustainability**.

Interviewer: Oke, jep.

Interviewee A: But for them, they could **achieve that through two things**.

The first one was **communication**.

Interviewer: Mmhm

Interviewee A: They told me that it is important for the hotels to **communicate with the guests**.

Interviewer: Oke.

Interviewee A: As to what kind of sustainability uh issues, they are more particular focused on.

And for them, it was a surprise that the **guests that they had to talk to or they normally talk to are also in line with that kind of thinking.**

Yeah. So for them, one of the most important thing is the hotel has to achieve a healthy link between sustainability and luxury.

That could be uh an appropriate way to go. One of them, one of the appropriate ways to to go about it.

On the second one. For them was to probably **benefit from the innovations or technologies.**

And probably by doing so, the hotel might be able to provide some of the luxuries, say for example uhm, good temperature in the room. By probably having to have a.

Innovations in the, I mean in the heating and, uh or those kind of things. So for them, they **invested quite a lot in the heating and probably, uhm, there's some technologies uh, that would probably minimize their use.**

Interviewer: Oke. Yeah, that makes a lot of sense.

Interviewee A: Yeah. So **technology and communication**, that's the thing that I got from them that it's possible.

Interviewer: OK. Yeah, because that was actually one of my next questions to ask which component you would think would be a critical part of sustainable luxury. So that would be those two. And would you have any additional ones like from your own perspective that would be really essential.

Interviewee A: No. Uhm.

From my perspective, I think, uh, I do totally agree with whatever.

They find us. Uh. The measures that they can use to combine the two.

Technology and probably communication because I think most of these five star hotels tend to think that or the customers that come into those kind of hotels would like to be spoiled. Would like to be offered top of the range services.

Interviewer: Yep.

Interviewee A: Other services that are not in line with probably the environmental preservation of the limited resources that we have.

But I think most of the customers that we we tend to face I mean or or hotels tend to face.

Are customers that are aware of the impact of whatever we do as human beings on the environment in general.

Interviewer: Yeah.

Interviewee A: So there would be more understanding and I think there have been quite a lot of talk about the impact of the industry on sustainability, climate change and all that. And most of these customers might be identifying with those kind of causes or not and yeah, so it's much easier than probably we think than probably most of the hoteliers think.

Interviewer: Yeah. Yeah.

Interviewee A: Yeah that probably customers or guests may not be interested in sustainability stuff and may not be able to book a stay at their hotels and all that.

Interviewer: Yeah, yeah, that makes sense. Yeah, completely up. And do you have any knowledge on how much sustainable luxury is already implemented in the Netherlands? Within the hotel industry.

Interviewee A: Yeah, I'm not. I don't have much knowledge, to be honest. But I know five star hotels normally they would want to save. Probably if its food and drinks, quite a lot with a customer.

Because by doing so, they would think that, uh, probably their ratings will go up.

And probably those customers or guests to come back.

Uh, another form of a luxuries could be probably, uh, in their in their rooms.

In terms of changing of the bedding and all that. They have to be frequent enough, probably daily.

Just because, uhm, other customers might not be happy if they change probably, uh, After every three days and all that.

Yeah. So.

Interviewer: Yeah.

Interviewee A: Hotels always think that, uh, the guest will always want to have their beddings change or linnen changed probably every day.

And I think that is one of the luxury stuff that hotels consider, uh, that customers or guest to put some more importance on?

Yeah.

Interviewer: Great.

Interviewee A: And probably the other luxury could be in terms of still in the in the rooms. Uhm, in terms of the things they use in the bathroom or or water.

They always want to make sure that they're providing the water, the showers with enough pressure. A good temperature and all those kind of things and that for them is some form of luxury, I think.

Interviewer: Yep. Yeah, absolutely.

Interviewee A: Or luxurious services that they are providing to their guests.

Interviewer: Yep.

Interviewee A: And of course, other hotels could have the swimming pools.

Interviewer: Yeah. Exactly, yeah.

Interviewee A: Uh, in water that is in there, probably frequent. I don't know how they use it, but my thinking is that probably they would want to change it, the water quite often.

Uh, probably hitting it with probably non renewable sources of energy and all those kind of things. So there are plenty I think.

Interviewer: And uhm. Yeah. Yeah. So indeed, yeah, I think there's lots of options. I think from other hotels, I will interview I will hear a lot of things as well.

Yeah, uhm, this is not quite your path expertise. But I still want to ask you if you think there could be a higher demand for sustainable luxury in the Netherlands?

Do you, uh, do you have a view on this.

Interviewee A: In The Netherlands.

Interviewer: Yeah, quite specifically in The Netherlands. So how could there be a higher demand for sustainable luxury. Or could there be?

Interviewee A: I think so. Because uh, when I talked to loads of people I don't know where the have that conviction.

Or probably is just to appear to be a do good doer, I don't know.

Uh, most of the people here in The Netherlands would always want to identify themselves with some sustainability stuff and all that.

Yeah, and I think that could also apply when it comes to, uh, probably when they stay in hotels and all that.

Interviewer: Yep.

Interviewee A: No, they always want something that is sustainable. But of course that has got a limit.

Interviewer: Yeah.

Interviewee A: If that doesn't demand a lot of money from them, I think that's fine.

But then if it demands quite a lot, then I don't think people would identify quite a lot with some sustainable, luxurious experiences and all that there wouldn't.

Interviewer: Yep.

Interviewee A: Yeah. And I think, uh, that is also what I got from the research that I've been doing before. With respect to the green key.

Interviewer: Yeah.

Interviewee A: And many people would always want to have some sustainability stuff, but not if it eats into their budget.

Yeah. So I think that would be something that would be quite hard to align.

Sustainability and of course luxurious stuff and on the other hand the price one has to pay.

Interviewer: Yeah, makes sense.

Interviewee A: For them, sustainability and stuff like that, but a lot of people didn't identify with that.

Interviewer: Yeah. So the demand could be higher, yeah.

Interviewee A: Yeah.

Interviewer: Great. Yeah. So you you basically touch upon this up already, but uhm, the kind of hotel concept that would be the most, uh, yeah, effective in the Netherlands? What would that be using, like what would fit a new luxury concept? Which new luxury concept would fit best with, like the Dutch market?

Interviewee A: OK so. Uh. If I mean the most important thing here is a based on the example that I've provided with Sofitel Grand Hotel. Now using. Alright, innovations, in terms of the kind of heating system that they have. And that could be expensive.

Interviewer: Yes.

Interviewee A: But then it's because probably they don't have some some strong relationships with others probably, with other players.

Yeah. Or with other organizations. And I think one of the ways by which those things can be achieved and I think going back on or or giving an example of another hotel. That I have, I've had the privilege of going in there. I'm looking at things and all that. Is that if they can work with others establish close relationships with suppliers.

Interviewer: Mmhm

Interviewee A: Probably they can't demand, uh, appropriate technologies that they can use in their hotels in order to provide their guests with some luxurious stuff. And their appropriate technology can be somehow cheaper than probably they would have gotten from another supplier that they don't have relationship with.

Interviewer: Yeah. Ok.

Interviewee A: Yeah. So hotels have to work with others

Interviewer: Yep.

Interviewee A: If they have to achieve a, you know this notion of sustainable luxury or something like that. Yeah, they have to work in partnerships.

Interviewer: Correct. Uh-huh.

Interviewee A: Reliable and strong partnerships with suppliers. And of course, with guest as well.

Yeah, if they are to realize those kind of concepts.

Otherwise, if they don't work with suppliers or they don't work with uh, probably **knowledge centers like universities** and all that. Then that is not going to be realized because the other hotel that I'm talking about, they used to work with the Delft University of Technology. I think at some point.

Interviewer: Mmhm.

Interviewee A: **So the university came up with some of the technologies and they experimented with that kind of technology within their hotel.**

Interviewer: Oh, that's amazing.

Interviewee A: Yeah.

Interviewer: Yeah, ok. Wow.

Interviewee A: And normally, universities are always trying to find out technologies or innovations that are not that expensive, cost effective and that can be ready used by probably uh businesses or companies and all that. And in this case, this hotel that I'm talking about, you know.

So having to work with others in reliable partnerships, then hotels can't demand from suppliers. The kind of innovations or technologies that they can use in order to help provide their guests with some luxurious stuff. **But those luxurious stuff may not be at the detriment of the environment in general.**

Interviewer: Yeah.

Interviewee A: Probably that's something that I would, I would say as.

Interviewer: So maybe also an important component to them as well.

Interviewee A: Yeah. Yeah.

Interviewer: Uh, yeah. And with regards to those customers, uhm, what do you think would be the target market for sustainable upscale luxury hotels?
In the Netherlands, still specifically.

Interviewee A: In terms of the target market?

Interviewer: Yes.

Interviewee A: Uh, First ,they could try as much as possible, talk to **business people**, especially those from **big business**, yeah.

Interviewer: Mmhm.

Interviewee A: And ah.

They should as much as possible try to look for those businesses that are into sustainability as well.

Interviewer: Oke.

Interviewee A: Yep.

I know there may be a few, not many of such kind of businesses, but there are.

And also they could also work, I mean there could also target as **a particular a group of non government organizations.**

I'm talking about this based on the information that I got from some somebody else from one of the hotels, which considered itself are secular.

Uh, they mostly get their customers from those kind of, uhm, uh, **businesses and yours and yours, which identify with environmental causes, environmental issues and all that, or sustainability.**

Interviewer: Oke. And they could also be interested.

Interviewee A: **Because those ones would be able to understand as to why a particular hotel has got that kind of concept.**

So for a start they should start with those kind of uhm, the that kind of a market segment.

Interviewer: OK. And you think they would also be interested in the upscale luxury and aspect of the hotel then, not just the sustainability part.

Interviewee A: Yeah. Yeah. So a little by little or they could moving to towards those kind of uh, upscale kind of segment and all that.

Yeah, but start with those big businesses because, uhm, from what I understand, the little knowledge that I have, I don't have much knowledge with respect to how the hotel industry works.

But from the interviews that I have, I've had with a different managers and other with respect to sustainability. They tend to say mostly they get businesses from, uh, the business customers.

Interviewer: Oke, interesting.

Interviewee A: At least for the hotels that I interviewed, they said they mostly get business from those big businesses or or business guests.

Not just from Monday to probably Friday, I think. Then other Saturday and Sunday, they get these leisure customers on order.

Yeah, but even sometimes within the business, they can have those who go for business as well as leisure combined.

Interviewer: Yeah, true.

Interviewee A: Yeah, and mostly those are from, you know, could be from the upscale, upscale segment of the market and all that. You know.

Interviewer: Ok, yeah. That's interesting. Yeah, absolutely.

Interviewee A: Yeah. Yeah, but the key thing should be communication.

It's it's something that I got in from this hotel 5 star hotel. I don't know whether they were telling the truth or not, but I don't know. But that is why they told me that it's possible to combine luxury and sustainability. How? By communicating with the guests. Tell them the story, you know.

Don't just say, ok, you have to do this.

Interviewer: Uh-huh. Yep.

Interviewee A: If you do so, then you're going to lose them out.

But sit with them, talk to them about the whole story, about your values and all that. You never know. Those customers might identify with your values as well when it comes to sustainability rather than just having this preconceived idea that whoever books a five star hotel would want to be spoiled.

Yeah. And then of course, the other thing was the uh, innovation technology and especially in the in the area of heating.

Interviewer: And just to come to your notion of adding value.

And what do you think would be the added value of this concept? The concept of sustainable luxury? Like how? What are they selling to their customers? Would what would be the added value?

Interviewee A: So they added value there is, uh, it's not just one. **Would be many.**

Interviewer: Mmhm.

Interviewee A: So the added value is, OK **for for the business they would always want to be more profits**, more money coming in, people staying at their hotel, OK. **For the customer or the guest, it would be probably value in terms of the experience that they have. Is the experience good value for their money?**

Yeah.

So OK, whether by introducing sustainable sustainability into all these things changes and all that, does it make good value for their money or not?

Interviewer: Yeah. Mmhm.

Interviewee A: You know? But then I think, uh, you can **enhance this value from the customer side by probably telling them that having to have value in that sense**, it's just too limited.

Value should be wider. It should be shared value the customer, the business, the environment and probably society in general.

And probably if you tell your customers on your guest that way. That might have enhanced the value of their or or the experiences that they have had by staying at your hotel. Yeah.

Interviewer: Yeah. Jep.

Interviewee A: Yeah. **They may think that it's not just about them as people, but about the wider society as well. So if you tell them why by doing ABCD, is benefiting the broader society, the wider society?** You might find that other customers might or guests might be very pleased about it, that I'm also adding value to the society.

Interviewer: Ok.

Interviewee A: So for me the added value should be the **value that is shared.**

Interviewer: Ok. No, no, absolutely. Yeah, I like that very much.

Yeah. And then I have my last question is how could sustainable luxury add more value, but in the Netherlands specifically, uhm, yeah, to make it more attractive as well in Holland? So in the Netherlands.

Yeah. So the the sustainable luxury, the concept in hotels. How that can add more value in the Netherlands. Or could it at all

Interviewee A: Ok, so uh.

Yeah, it all depends on how the hotel can, one, work with others.

And two, it all depends on how they communicate with the rest of the society.

Yeah. So if hotels just think that, OK, we are doing good. We're combining sustainability and luxury and we're doing well. And then they just sit without having to bring others into the movement. That is pointless. Yeah. So hotels should be able or those hotels which are seeing the benefit. That are seeing the value in having to combine sustainability and luxury.

Interviewer: Jep.

Interviewee A: They should communicate to others more. So that is probably, UM, like a a bigger number of hotels. That are into that kind of movement and all that, and probably if they communicate a lot and others are now also doing the way they're doing.

Then probably there wouldn't be much difference between those who provide just luxuries without sustainability. They wouldn't be facing that kind of competition in terms of attracting customers or guests.

Interviewer: Yeah.

Interviewee A: The customers would consider having to combine sustainability and luxury to be the norm. The normal thing, so, if they can do that and probably more and more hotels join their movement. Then they are going to have more value than probably when they're just an island.

Interviewer: Yeah.

Interviewee A: On the island, in a sea of hotels, we just goes for luxury and not sustainability. Yeah. So being an island, sometimes they can lose out quite a lot. Yeah, because people would be comparing. So yeah, why should I go to you? You expensive, probably. But I would go for someone there who's providing luxurious services but at a lower price because he's not engaged in sustainability.

Interviewer: Yeah. Ok.

Interviewee A: Yeah. So for me, if many hotels can be that way, then to the guests, the potential guests that would be considered a normal thing.

Interviewer: Yeah. Jep.

Interviewee A: Yeah, just like we have this time around with uh, the green key. The green key these days is considered something normal.

So it's possible that people who go to those hotels wouldn't see it as something special. So likewise it can be applied to hotels when they apply, providing luxury services and some sustainability attributes into it. Yeah, that's my thinking.

Interviewer: Ok, I like it.

Interviewee A: Yeah, the wider society benefits if that is the case, if there is a critical mass of hotels that are doing that. Then the wider society benefits, the environment benefits and all those kind of things.

Interviewer: Yeah. That makes a lot of sense. I think there's really recurring themes here. It's the communication, the working together, the innovations and they all come together and that adds the most value in the end too, yeah.

Interviewee A: Yeah. Yeah.

Interviewer: Amazing. Well, thank you so much. This was really great. This is giving me really good insights that I'm definitely going to use. So this was really amazing. Thank you.

Interviewee A: Yeah.

You're welcome.

Yeah, I wish you all the best and I'm going to send you the transcript once it's available to me,

Interviewer: Yeah. Perfect. All right, well thank you so much. Have a good day.

Interview B

Interviewer: Could you tell me a little bit about yourself and your function?

Interviewee B: Sure. So 50 years old. I work at BUAS for close to 16 years, so long time.

Interviewer: Ah.

Interviewee B: Before that I worked at Groningen University and before that at the University of Technology in Eindhoven. That's also where I studied uh and also where I did my PhD back in the day and basically I've been doing research and teaching on sustainability for 25 years now.

Uh and for the last six years I've been a professor at at Buas for the hotel and facility management academy. The official title is sustainable experience design and I combine that with a second professorship, which is management education for sustainability and obviously the two have one word in common, which is sustainability, which is my main topic.

Interviewer: Yes. Well, that's perfect. That's what I was looking for.

Interviewee B: Good.

Interviewer: Uhm. Do you have an interpretation of what new luxury means, what does that mean to you, that term?

Interviewee B: New luxury?

Interviewer: Yes. Have you ever heard of it? It can also not mean anything. That's also fine.

Interviewee B: Yeah well it, it means something to me. But I have no idea whether it means something to me whether it is linked to something that it is formally defined as. I haven't heard of the term per say.

Interviewer: Yeah.

Interviewee B: I am currently a supervising somebody who's doing a PhD on luxury accommodation. So the word luxury certainly means something to me, especially in a hospitality context.

Uh, I would like to, I would like to think that new luxury would be an improved version of the old luxury, but I'm not sure whether it is what that what that term means. So no, tell me. Tell me what it, what it means.

Interviewer: Yeah. Oke, So there's not one definition of new luxury. That's why I was interested to hear what you think of it.

Uhm the term I'm using is sustainable luxury basically. So it's a combination of sustainability and luxury together. That's how I'm defining new luxury in my research.

Interviewee B: Oke, Oke.

Interviewer: How do you perceive this combination?

Interviewee B: Well, I think it's a very interesting combination to look into, that's for sure.

Because let's say. **The initial connotation with the word luxury is of course very much non sustainable.**

So if we, if we can find a way to create luxury that would be sustainable or or that we would promote sustainably. I think that would be **very, very interesting** to look into.

And especially because in a in a, in an industry like the hospitality industry.

Because many of the sustainability problems linked to that industry are based on the fact that people want a luxurious experience when they are on holiday or on a business trip or whatever.

So if we can find a way to turn that around, that would be very interesting. So I'm intrigued, that's the first reaction.

Interviewer: Right. Oke, good. That's nice. Well, have you come across any examples or is this really the first time you kind of hear about it?

Interviewee B: Well, the term is new to me. I have come across examples of let's say especially hotels.

That tried to create a new type of luxury in the sense that it's not the old fashioned let's throw a dozen different soaps at people in the amenities department and call that luxury.

But trying to create a more **authentic experience**, which are luxurious based on the fact that uh **people feel like they are treated in a luxurious way, but not necessarily based on an overload of let's say traditional old fashioned luxury in the sense of amenities.**

Interviewer: Yeah.

Interviewee B: So that's something that I've come across. Uh, and especially a few of the uhm which are extremely uh let's say top end expensive lodges that, that colleague that I'm supervising is looking into for her PhD.

And so some of those, and let's say extremely luxurious high end lodges are actually located in the middle of nature. **They do a lot of things to try and make sure that they**

protect the natural environment in which they are located, because that's part of the experience that they provide to their guests.

So for them it actually doesn't make sense to, let's say, ruin the environment because that's what they depend on. But the experience that they offer to guests is still an extremely luxurious experience.

Interviewer: Is that by chance Longitude 131*? The one that she is researching, do you know that?

Interviewee B: No, No.

Interviewer: It would be funny, because I actually did a little bit of research on them myself, so.

Interviewee B: Oke. What you could do is, the lady that is doing that research is called Anita Manfreda.

Interviewer: Yeah.

Interviewee B: From Florence University in Australia. And if you want, I could bring you in contact with her to see whether she can tell you a little bit about what she's been looking into and maybe some interesting literature to look into.

Interviewer: That would be really cool actually. Really. Thank you.

Interviewee B: I'll do that. Well, I'll create a little email in which I'll introduce the two of you to each other and then you can take it from there.

Interviewer: That would be amazing. Thank you very much.

Interviewee B: So I'll do that. And what she is looking into is is she's more looking into what makes an experience a luxury experience. But when doing so, she's looking into lodges that are, that cannot do but look into how they relate to the natural environment, because their concept is based on the natural environment, so it's it's really interesting.

Interviewer: Yeah. Oke nice. That's really cool that she's doing that as well.

Interviewee B: Yeah.

Interviewer: Uh my my next question. So when looking at sustainable luxury, which components do you think would be critical in such a concept in a hotel concept?

Interviewee B: Critical from what perspective Miriam? My perspective?

Interviewer: Well, yeah. Like what, what would you think would be really important to implement in a concept like that? Like not the specifics of which soaps to use, but more like the overarching.

Interviewee B: To me, there's **three elements** that would be critical there. First of all, if you're gonna call your type of luxury that you're gonna offer to your guests sustainable luxury, then the first thing you need to look into obviously, **is the way you create the experience for your guests. Is that done in a way that doesn't harm the environment? I mean and doesn't harm people.**

The supply side of the luxury that you provide should be as sustainable as possible, which is **basically minimizing your environmental and social footprint.**

I would say that the second component can only be if you want to label your luxury as sustainable there needs to be some kind of, let's say **beneficial relationship with your direct environment.** Whether it's in the community in which you are located or the natural ecosystem in which you are located.

You could not possibly label your luxury sustainable if you do not have a , let's say mutually beneficial relationship with that environment.

And the third element for me and that I think that's actually the most important one, if I'm really honest.

And people that go for that type of luxury usually are people that have money to spend. Those people are actually the ones usually with the biggest foot print.

So if the experience that you offer to those people can make them think about their own footprint and their own relationship to natural resources, to other people, to ecosystems, to how they live their lives beyond their stay in your accommodation.

That would actually be the biggest impact that you can have.

Interviewer: Yeah.

Interviewee B: So I would say, that if you want to claim that your luxury is sustainable luxury, you would have to address **all three elements.**

Interviewer: Oke. Yeah. That makes sense.

Interviewee B: Happy to hear that.

Interviewer: Yeah, yeah. But it's interesting actually to hear the different ideas that you have.

Interviewee B: Are they different from other people that you've talked to?

Interviewer: Yeah, because it's quite an open question and people come up with quite diverse answers, which is nice to see. But of course there's overlap there as well. But yeah, no, it's really interesting to see actually to do these interviews. Really nice.

Interviewee B: Yeah. Great.

Interviewer: Uhm. Do you have an idea to which degree sustainable luxury is already implemented in The Netherlands with regards to the hotel industry specifically?

Interviewee B: Uhm. I would say that uhm the vast majority of hotels or other types of accommodation or establishments that you could link to the **hospitality industry at least do something**. Uhm and most of that is linked to let's say trying to **reduce their energy use, water use**. Things like that.

A few try to have a mutual beneficial relationship with their environment, even though that's already the minority. Only very, very few and I can't come up with a specific example at the moment actually, uh that uh, purposely address that third element.

Interviewer. Oke.

Interviewee B: And which, and and this is, to be perfectly honest with you, if you took at the hospitality industry, if you look at the foods and drinks sector, so restaurant.

I would say the picture is even worse than that, because there **there's still a long long way to go**.

Interviewer: Yeah, we have something to work towards.

Interviewee B: Because I, I mean unfortunately in, in in a lot of those establishments and also in, in, in , in restaurants, in hotels for instance.

Interviewer: Yeah.

Interviewee B: And there's still a lot of chefs and managers that seem to interpret and just let's say **luxury as flying in a steak from New Zealand and bottled water from South Africa** and calling that a **luxurious experience**.

Interviewer: Yeah.

Interviewee B: Which has nothing to do with the sustainable experience and you could even question whether it's a luxurious experience. It's actually just a stupid experience.

Interviewer: Yeah. Yeah, that's a shame.

Interviewee B: Yeah, well it's a bit more than a shame. I mean it's really appalling if you still do that in this day and age. Then you really don't get it.

Interviewer: Yeah, that's problematic actually.

Interviewee B: Yeah, exactly, exactly,
So I mean **some things happening in the hospitality industry** worldwide and in The Netherlands for sure as well uhm lots of companies and organisations try to address sustainability in their own way and that also happens in the let's say more luxurious segments of hospitality, so it's not that nothing is happening.

Interviewer: Yeah.

Interviewee B: But too much of it is, in my opinion, **partly window dressing, greenwashing** whatever you want to call it. And partly still based on the **misconception that guests don't want to have sustainable experiences**, and that especially high-end guests aren't interested.

Which to me makes no sense, because I have never met anyone yet who purposely wants to ruin the world.

Interviewer: Yeah.

Interviewee B: So as long as that is the case that people do not purposely want to ruin the world, it makes no sense to assume that they would be okay with luxury that would ruin the world.

Interviewer: Okay. So how do you think it could be increased then? Uhm didn't yeah. The sustainable luxury in it more, still specifically in The Netherlands?

Interviewee B: Yeah. And I've actually done a little research project with a colleague from Stenden University, Elena Kargonjarlo a few years ago and our main outcome there is actually exactly what the starting point should be for, for taking this further.

There's quite a few people in charge in the hospitality industry in today's day and age that are convinced of the fact that guests or clients or visitors. Uh that we don't care about sustainability and don't want to be bothered with it.

Uhm. But in that same research, we talk to quite a lot of those guests and visitors and clients and quite the opposite it true. Actually, they are annoyed by the fact that people in the hospitality industry don't ask them what they want, don't involve them in trying to make things more sustainable. Don't get them involved in trying to change things.

So that is the starting point for I mean. With all due respect, but the hospitality industry is an industry that claims to be all about people and relationships between people and and creating optimal host guests relationships, but one of the weird things is is that hosts and guests in this relationship don't seem to be **talking to each other about sustainability**.

Which makes no sense whatsoever.

Interviewer: Yeah that's weird, yeah.

Interviewee B: **So that's the starting point. They need to be talking to each other** also in let's say, especially in situations in which you try to provide luxury. Which are usually let's say guests who pay quite substantially for what they get.

Interviewer: Yeah.

Interviewee B: It makes no sense to not talk to them about what it is that they appreciate and do not appreciate and where they would be willing to change what is offered to them or assist in trying to change the situation and make their own contribution.

Because those guests are typically the guests that hospitality companies claim that they have a personal relationship with.

Now, like how can you have a personal relationship with people if you don't talk about what they really want?

Interviewer: Yep. Yeah, that's a good point.

Interviewee B: So that would be the starting point very clearly for me.

Interviewer: Oke. Oke. I think that's good. That's a good one, yeah.

Uhm, let's see. So I was also wondering what kind of concept what kind of hotel concept do you think would be the most effective in the Netherlands then?

Well, one that communicates.

Interviewee B: One that communicates, Uhm I think. What I personally think is a really nice example and maybe you should have a look at that because that's where quite a few let's say sustainability aspects come together. It is the **Blooming Hotel** in uhm I think it's called North Holland Uhm what's that place called? But if you google it, Blooming hotel, you'll find it.

Interviewer: I'll find it.

Interviewee B: What I really like about that hotel is that it's been set up in a really different way. The building in which the hotel operation is located is owned by a **foundation**. So all the profits of the hotel operation go back into the foundation. And the goals of the foundation is to have **a positive relationship with the local community**.

So they used the hotel as a reason to employ people who are lets say find it difficult to find jobs in the regular labor market. The jobs that they do are all about trying to grow their own produce for food and drinks.

And the menu is completely sustainable, but extremely pleasant. I would call it luxurious. And if you stay at that hotel, you still have the feeling that you're staying in a luxurious hotel.

But the whole operation is based on trying to have a positive relationship on with the direct environment in the local community in which they operate.

Interviewer: Oke.

Interviewee B: And they make a point and that's the key here. They make a point about **communicating about what they're doing and why they're doing it in everything they do**.

So you can't walk around that hotel without noticing that this is what they do, so they go completely in the opposite direction as let's say most high end hotels do.

Which is to be open and honest and clear about everything they do when it comes to the way they provide their luxury to their guests and in that they purposely try to do that in a sustainable way.

And it created an environment in which you also accept that you don't have the choice out of six different types of soap, because it makes no sense in that environment.

So it doesn't feel like they've taken something away from you. It actually feels like you're helping them to accomplish what they are all about.

Interviewer: That's nice. That's a really cool concept actually.

Interviewee B: Yeah, exactly. And that's why I like it a lot. And I think that could be. And I fully understand that not every hospitality establishment can be created into a foundation and stuff like that. But some of the principles that they apply I think are very interesting principles to look into when you start looking into sustainable luxury.

Interviewer: Yeah, and that's also taking all your three points into consideration as well.

Interviewee B: Exactly, Exactly.

Interviewer: Oke, I'll have a look into them. I didn't come across them yet, so that's nice.

Interviewee B: Yeah.

Interviewer: Then I was wondering, uhm what do you think is the target market for sustainable upscale luxury hotels in The Netherlands?

Interviewee B: Uhm.

Interviewer: If you have an idea about that of course.

Interviewee B: Yeah. Well, the target market I think is, is twofold. It's on the one hand it's **business people from across the globe**, including The Netherlands.

And it's people traveling to Europe from outside of Europe that would be the leisure markets. And I think you've got those two target markets.

And you might have to use a slightly different way of communicating for both markets I would say.

Because for the business market, you would have to **communicate with the companies** or the organisations that send people to The Netherlands or that organise meetings in The Netherlands or whatever. Because you can link with their own sustainability policies in trying to do what you do, whereas when it comes to the leisure market, you'll have to have **direct communications with the individual guests.**

Interviewer: Yeah.

Interviewee B: So that requires a different approach, I would say which need to be which needs to be accounted for in the way you go about doing this.

In itself, and I would say **The Netherlands is not let's say the country in the world with the biggest high end super luxurious hospitality.** If you compare it to some other countries in the world, there's more. **There's more in other countries.**

Interviewer: Yeah.

Interviewee B: Which partly has to do with the fact that **we don't have fancy beaches and stuff like that,** so. **But there's still a sizeable market for it** and one of the positive things I think is that, given our location, it offers you the opportunity to actually **set an example** because we are living in a privileged country here in The Netherlands.

So if we can make it work that could set an example. So I think it's important for any hospitality establishment in a country like The Netherlands to realize that the only reason that we can offer the type of luxury that can offer in a place like this is because we are so **privileged** to live in a country where you can actually do that. So maybe it's wise to take that into account.

That's being privileged also comes with let's say some moral obligations in trying to make sure that other people can live privileged lives as well.

But now I'm starting to become a bit of a preacher but that comes with working in this area for 25 years.

Interviewer: Yeah of course, you have to motivate people somehow.

Interviewee B: Yeah, yeah.

Interviewer: Uhm, yeah almost at the end. What is the added value of sustainable luxury do you think?

Interviewee B: Well, I think we come back to where we were, to what we discussed earlier I think.

I mean, you've come across those numbers as well, but in the current situation I think the latest number is that about **50% of lets say the footprints from a sustainability perspective is created by 1% of the population.** And so **if you can influence the behaviour of that 1%, the impact would be enormous.**

And so that in itself already is extremely important. So I mean we could try and make let's say the hospitality experience of people that have not much to spend, only go on holiday once a year, have to save to do that and try to make them more sustainable. Still need to do that, but the impact of that is a lot less than if we can actually influence the people that basically spent their lives going on holiday and have all the means to make a real difference.

Uh, usually also the ones that are more influential in the way we currently operate as a society, the way organizations and businesses operate. And if we can have an impact on those people, that could really have a bigger impact. So that in itself is a reason to look into it.

Interviewer: Yeah. Amazing. Well, those were my questions.

Thank you very much, they were great, great answers. They are really going to help me. Help me in my further research as well.

Interviewee B: I'm happy to hear that.

Interviewer: Yeah. I hope you thought the interview was oke as well.

Interviewee B: Yeah definitely, definitely.

Interviewer: Alright, well thank you very much. I wish you all the best in your busy schedule.

Interviewee B: Well, you too make sure that you create a great thesis and enjoy your time in Finland.

Interview C

Interviewer: Zou je me wat kunnen vertellen over jezelf en jouw functie hier?

Interviewee C: Ja zeker, nou ik ben Charlotte. Ik ben 22 jaar oud en ik werk hier als receptioniste. Full time, dus is werk hier 38 uur in de week en ben hier vijf jaar geleden voor het eerst begonnen als stagiair. Ik liep hier stage en heb toen mijn opleiding afgerond. Toen ben ik in de luchtvaart gaan werken en toen kwam corona en was helaas mijn contract niet verlengd als stewardess. Dus toen ben ik hier gaan werken, omdat ik het hier heel erg naar mijn zin heb gehad. En dat doe ik nu nog met veel plezier, we zijn een heel leuk klein team, heel gezellig. Uhm, we zijn een kleinschalig hotel met 17 kamers en ja ik heb het heel erg naar mijn zin en ik vind de werkzaamheden heel erg leuk. Het past heel erg goed bij wie ik ben. Dus ja.

Interviewer: Oke, Leuk.

Ja heb jij een idee over wat, ja, 'new luxury', oftewel nieuwe luxe wat dat inhoudt. Wat betekent dat voor jou?

Interviewee C: Uhh, ja ik denk dat je dan vooral een beetje bedoelt met de duurzaamheid, of hoe moet ik het precies zien?

Interviewer: Naja, wat is, er is geen fout antwoord. Ik wil vooral weten: wat is jouw interpretatie daarvan.

Interviewee C: Van new luxury?

Interviewer: Ja. Van jou persoonlijk.

Interviewee C: Uhm, naja eigenlijk **luxe wat niet zo afgaat van de standaard**, het traditionele. **Dus, op een totaal andere manier**. Ja dat eigenlijk.

Interviewer: Oke. Ja nee klopt wat jij zei dat ik het dan over duurzaamheid doe dat klopt, want je hebt heel veel definities van new luxury en ja geen officiële, dus vandaar dat ik het leuk vind om te weten hoe mensen dat interpreteren.

Interviewee C: Ja

Interviewer: Maar inderdaad, voor mijn scriptie is het duurzame luxe, daarom ben ik ook hier. Uhm, ja want kan je misschien iets vertellen over het hotel en de connectie met duurzaamheid?

Interviewee C: Zeker, ja. Wij zijn een groen hotel, duurzaamheid staat bij ons heel hoog centraal. Uhm, dat is echt heel belangrijk. Daar zetten we ons dag en nacht voor in. Dat merk je op heel veel verschillende vlakken dat dat terugkomt.

Nou bijvoorbeeld de glazen waar we nu uit drinken dat zijn **herbruikte** wijnflessen, dus dat is zo'n voorbeeld.

Interviewer: Oke, leuk!

Interviewee C: Ja, we hebben, uhm, **herbruikbare onderdelen in de kamers**. We hebben één kamer, die heeft heel veel recyclebare materialen. Bijvoorbeeld een stoel gemaakt van oude postzakken, een bankje gemaakt van oude autobanden, uhm, dus dat hebben we.

Daarnaast hebben we ook een **samenwerking met Save The Trees**. Dat is dat de gasten die meer dan een dag bij ons verblijven, dus twee of meer dagen, kunnen ervoor kiezen om de housekeeping over te slaan en in ruil daarvoor planten wij dan bomen. Dat is een project dat we daarvoor hebben, uhm dus op die manier in plaats van dat we energie

kosten hebben, was kosten, schoonmaakspullen gebruiken, kunnen ze zeggen: Nou dat doen we niet. Dan planten we daar dus voor een boom. Al onze producten zijn ook biologisch, dus dat suiker dat je hier ziet staan is biologisch, de thee dat daar staat, koffie, uhm vleeswaren, melk, kaas, noem het allemaal maar op. Dat is allemaal biologisch. En uhm, wat hebben we nog meer. In het hotel is geen plastic, dus je zal hier nergens plastic tegenkomen. Als je het tegenkomt is het of van een gast of weet ik het eigenlijk. Dus ja, op die manier zetten we ons heel erg in. De kachel staat niet onnodig aan, de lichten staan niet onnodig aan, uhm, keuken apparatuur zoals de frituur, dat als gasten iets willen bestellen zeggen we altijd: nou omdat we een groen hotel zijn moeten we het eerst even aanzetten en ja. Dus op die manier zetten we ons heel erg in en letten we daar ook heel erg op.

Uhm, en ja je merkt dat dat heel veel positieve reacties geeft ook bij de gasten, dat ze dat heel fijn vinden. Tegenwoordig halen we er ook een doelgroep heel graag mee binnen, dat er ook echt mensen specifiek zoeken naar een duurzaam hotel, omdat ze bijvoorbeeld zelf ook een duurzaam bedrijf zijn en dan willen vergaderen of dat persoonlijk gewoon heel belangrijk vinden. Het is heel fijn om dat dan te kunnen betekenen naar die mensen.

Interviewer: Ja, leuk! Fijn dat jullie zo'n initiatief hebben hier.

Want hoe zie jij dat, die combinatie tussen duurzaamheid en luxe?

Interviewee C: Uhm, ja. Ik denk dat het heel goed samen gaat eigenlijk wel, uhm. Want het hoeft helemaal niet zo, het is totaal niet zo dat als je gaat voor duurzaamheid dat het dan ten koste gaat van de luxe, vind ik. Want je kan het ook op een hele andere manier juist brengen. Uhm, het vraagt soms misschien een beetje meer creativiteit, maar ja ik denk dat dat niet iets slecht is. Dat hebben we er wel voor over. Dus dat gaat wel samen.

Interviewer: Ja. En dat lukt hier ook goed? Die combinatie?

Interviewee C: Ja, zeker. Want we willen ook een hoog service level bereiken naar de gasten, uhm goed en ja voor ons is het eigenlijk iets heel normaal om die luxe te geven en ja goed alles wat we doen is eigenlijk duurzaam, dus dat gaat altijd wel goed samen.

Interviewer: Ja leuk. Ik vind het ook heel leuk hoor, moet ik zeggen, om te horen.

Ben je naast die hotel ook andere voorbeelden tegengekomen?

Interviewee C: Uhm, bij andere hotels bedoel je?

Interviewer: Ja, andere hotels of andere concepten.

Interviewee C: Uhm, ja je hebt natuurlijk vaak in andere hotels ook dat ze zeggen handdoeken worden alleen vervangen als ze op de grond liggen. Daar werken wel meerdere hotels aan mee. En, uhm, qua concepten, uhm moet ik heel even nadenken hoor. Uhm, ja natuurlijk wel **zero waste**. Dat als je in een restaurant gaat eten en je bestelt meer dan dat je op hebt, dan kunnen ze dat wel eens in rekening brengen. Dat soort dingen en uh ja ik merk eigenlijk wel **dat hoe wij ermee omgaan, dat dat niet zo heel erg in de omgeving terug te vinden is. Ik denk dat wij daar wel heel erg in uitblinken.**

Interviewer: Ja, dat zie je wel vooroplopen wat dat betreft.

Interviewee C: Ja, Ja. Absoluut.

Interviewer: Ja en welke componenten denk je dat echt wel cruciaal zijn voor een duurzame luxe hotel concept?

Interviewee C: Uhm, ja kijk natuurlijk dingen zoals **biologische producten** zijn goed om mee te beginnen, maar ik vind het zelf ook heel goed om **een eigen project te hebben als hotel**, net zoals dat Save The Trees dan wat wij hebben, dat dat wel echt iets is zeg maar wat wij dan hebben helpen opzetten en daar dan ook echt aan meewerken. We hebben in Panama ook een heel bosgebied dat van ons is, uhm met allemaal bomen. Dat is een stuk land wat wij bezitten, en ik vind dat eigenlijk wel mooi. Dat je kan zeggen van nou wij dragen bij aan iets wat al door iemand anders is opgezet, maar ook dat je zelf wat opzet. Dat is toch wel iets extra's, wat je dan toevoegt.

Interviewer: En gaan jullie dan wel eens daar heen om te kijken hoe dat dan gaat?

Interviewee C: Ik moet heel eerlijk zeggen dat ik dat niet heel goed weet, ik weet dat de eigenaren dat toen een paar jaar geleden hebben opgezet, maar wat er verder dan is, dat weet ik eigenlijk wel zeker dat dat daar voor ons wordt onderhouden. Maar wij zijn wel degene die dat hebben opgestart.

Interviewer: Dus dat is echt jullie initiatief die jullie hebben gestart?

Interviewee C: Ja, ja.

Interviewer: En kunnen andere hotels daar ook aan meedoen?

Interviewee C: Uhm dat is ook een hele goede vraag. Ik denk het niet, want dan hebben we ook weer te maken met concurrentie natuurlijk. Dus ik denk wel dat dat echt iets is wat alleen van ons is.

Interviewer: Oke, ja.

Ja ik weet niet of jij dit weet, maar weet jij tot in hoeverre duurzame luxe al in Nederland te vinden is, eigenlijk?

Interviewee C: Uhm, nee, ik durf dat niet te zeggen eigenlijk hoever dat al is. Ik weet wel dat dat echt van deze tijd al is. Dat mensen zich steeds meer bewust worden van duurzaamheid, voor het milieu en, maar hoever dat durf ik niet te zeggen. Ik denk wel dat er een hele grote stijging in is geweest, als je kijkt van nu tot tien jaar geleden, dan denk ik dat er heel veel voortgang in is.

Interviewer: Oke, ja. En hoe denk je dat die vooruitgaan nog versneld zou kunnen worden?

Interviewee C: Even denken hoor, nou, dat nog meer platformen zich aanmelden. Uhm, heel veel automatisering. Veel minder papier denk ik, zo dat je op die manier, ja, meer bespaart. Want op heel veel kantoren wordt nog veel geprint en dan denk ik af en toe is dat nog echt nodig? Weetje, dat soort dingen. Waarom doen we dat niet digitaal? Ik denk vooral dat dat papier gebruik echt beter kan en plastic uiteraard.

Interviewer: Ja, ja. Precies.

Interviewee C: Ja plastic is denk ik vooral de boosdoener.

Interviewer: Ja dat is wel heel gaaf dat jullie dat hier gewoon niet hebben.

Interviewee C: Ja klopt, daar hameren we ook heel goed op, uhm, we zijn ook een leerbedrijf. Dus we hebben heel veel stagiairs, vanuit hun opleiding komen ze hier stage lopen, dus ja die komen en gaan. Dus we hebben nu een aantal meiden lopen, nou die zijn over een paar maanden weer klaar, dan komen er weer nieuwe. Die moeten natuurlijk iedere keer opnieuw worden ingewerkt en dan hameren we daar ook heel goed op, van, als zij iets van plastic hebben dan leggen we uit van nou wij zijn een plastic vrij hotel. We mogen dan wel de doppers, die zijn dan wel toegestaan want die zijn van speciaal plastic, maar plastic flesjes en noem maar op. Die worden wel echt verbannen zegmaar, ja.

Interviewer: En hebben jullie dat vanaf het begin eigenlijk al geïntegreerd of hoe hebben jullie dat weg kunnen werken, dat plastic?

Interviewee C: Nou toen ik vijf jaar geleden ben begonnen hier met stage, toen was het al niet en hoe het daarvoor is dat weet ik eigenlijk niet. Want toen was ik er nog niet, maar ja ik denk eigenlijk wel dat het eigenlijk altijd al wel is geweest. Het is in ieder geval **vanaf het begin een duurzaam hotel geweest** en zoiets is heel makkelijk in te brengen en we weten natuurlijk ook allemaal hoe slecht plastic is, dus ik vermoed heel sterk dat dat altijd al was, ja.

Interviewer: Oke. Uh, even kijken hoor. Uhm, Ja je hebt het wel al deels beantwoord, maar wat voor concept in Nederland specifiek het beste zou werken?

Interviewee C: Even kijken hoor, in Nederland. Uhm.

Interviewer: Ja, met de Nederlandse cultuur ook een beetje in gedachte.

Interviewee C: Ja. Ik zit even te denken. Nou als je bijvoorbeeld kijkt qua zon energie, dan is **Nederland niet een heel zonnig land**. Uhm, we hebben daarentegen wel **heel veel wind**, dus misschien iets met **wind energie** en ook best wel wat open stukken qua weiland. Dus misschien iets met een windpark of iets in die richting. Ik denk dat we wat dat betreft al heel goed gelegen zijn. Uhm, dan zit ik even na te denken. **We liggen natuurlijk ook aan zee**, het is niet dat Nederland een midden land ligt. Dus ook dat we misschien wat bij de zee kunnen, om plastic te rapen. Of dat we een soort net hebben zodat plastic niet verder de zee in kan komen. Iets in die richting een beetje.

Interviewer: Dat denk ik ook wel ja. Ik heb natuurlijk ook andere concepten onderzocht en ja je hebt bijvoorbeeld in hele zonnige plekken, hebben ze allemaal zonnepanelen.

Interviewee C: Ja dat is hier niet zo. Ja **vooral de wind denk ik en misschien** regen, dat je daar wat mee kan. Bijvoorbeeld regenwater, dat kan je makkelijk gebruiken om planten mee water te geven, hoeft niet altijd kraanwater te zijn. Dus uh, ja misschien zo iets.

Interviewer: Oke, dus **gebruik maken van het klimaat**.

Interviewee C: Ja precies, dus kijken wat voor klimaat is er, blinken we erin uit of hebben we er juist een overschot van en dat dan gebruiken op een positieve manier.

Interviewer: Ja, mooi. Dus je had het al over de mensen op wie jullie focussen, de mensen die gefocust zijn op duurzaamheid. Is dat dan denk je ook echt de beste target market die hier bij past?

Interviewee C: Uhm, ja in wat voor context bedoel je precies?

Interviewer: Alsin, ja, wat denk je dat de beste target market voor duurzame luxe is, even dat concept.

Interviewee C: Ja dus vooral mensen die daar specifiek naar op zoek zijn, dus iets duurzaam. Maar eigenlijk denk ik ook wel iedereen, want iedereen houdt van luxe en als je ze vertelt dat het goed is voor het milieu dan vindt iedereen dat goed. Ik bedoel, niemand gaat zeggen oh wat goed als je zegt dit is hartstikke vervuilend en noem maar op, dus ja natuurlijk, specifiek op de doelgroep die heel erg van duurzaamheid houdt. Maar eigenlijk alle gasten wel die daar inderdaad wel heel positief op reageren. Ja het is denk ik ook goed om je niet op een groep te focussen, maar voor de rest, voor iedereen iets te kunnen leveren.

Interviewer: Ja precies. Ja uiteindelijk is het belangrijk dat iedereen hierop gaat focussen.

Interviewee C: Ja precies, ja, inderdaad. Ja en dan specificeer je je inderdaad op die groep die daar specifiek naar zoekt en dan uiteindelijk kan je iedereen helpen. Of naja, iedereen, de meeste.

Interviewer: Dus focus eerst op een bepaalde en dan kan je je uitbreiden.

Interviewee C: Ja, ja.

Interviewer: Ja en wat is de toegevoegde waarde, vind jij, van zo'n duurzame luxe concept?

Interviewee C: Ja het heeft heel erg een wisselwerking, want je hebt natuurlijk de gasten die je tevreden houdt, die je verwent, die je de service biedt. Uhm, tegelijkertijd draag je natuurlijk ook bij aan een beter klimaat, aan een betere natuur en uhm ja, het is niet alleen dat één bepaald iets daarmee, uhm, helpt of iets. Het is echt wel dat het op meerdere vlakken positief uitpakt.

Interviewer: Ja. En zou dat nog meer kunnen, of hoe denk je dat er eigenlijk nog meer waarde toegevoegd zou kunnen worden?

Interviewee C: Uhm, nog meer waarde? Uhm ja, hoe bedoel je precies?

Interviewer: Naja door zo'n concept, dat voegt nu natuurlijk al wat toe, bijvoorbeeld dit hotel. Maar hoe zou het ja, nog meer toe kunnen voegen in Nederland?

Interviewee C: Los van ons bedoel je zeg maar?

Interviewer: Ja of vanuit hier of dat uitbreiden of iets, want jullie zijn al goed bezig, maar hoe zou dat nog beter kunnen?

Interviewee C: Waar wij dan nog in zouden kunnen groeien denk je?

Ja dat is een hele goede vraag. We zijn wat dat betreft altijd heel creatief en als we iets hebben waarvan we denken ja daar kunnen we inderdaad op inspelen of veranderen dan doen we dat vrijwel direct. Omdat we dat zo belangrijk vinden. Dus ik zit heel even na te denken in wat voor opzicht.

Nou wij hebben bijvoorbeeld nog wel een papieren agenda die wij gebruiken voor het team, omdat het makkelijk is, efficiënt, snel te overzien. Maar het is natuurlijk niet duurzaam en natuurlijk tegenwoordig digitaal ga je heel veel krijgen en ja dus ik denk dat we daar op zich nog wel wat in kunnen doen. Dus inderdaad wat meer digitaliseren enzo.

Interviewer: Ja dat waren eigenlijk al mijn vragen al, maar ik was nog benieuwd naar hoe je de toekomst ziet. Want nu blinken jullie heel erg uit hierin, maar als straks andere hotels hier ook aan gaan toevoegen, hoe zie je het dan?

Interviewee C: Uhm, ja goede vraag. Ik denk sowieso, wij blijven altijd duurzaam natuurlijk. Maar juist om die luxe altijd zo hoog te houden en het service level zo hoog te houden denk ik dat we er altijd in zullen uitblinken. Dat we altijd wel blijven hangen bij de mensen, dus ja ik heb er wel het volste vertrouwen in dat we alles houden zoals het is en het alleen maar sterker te laten worden.

En we zijn een klein, persoonlijk hotel, dus uiteindelijk maak je daar ook onderscheid uit tussen de andere hotels.

Interviewer: Ja want hoe liggen de prioriteiten? Je hebt als eerst denk ik de gast en waar komt die duurzaamheid dan in de volgorde?

Interviewee C: Ja zeker, wel in de top 3. Natuurlijk, wat de gast wil dat staat bovenaan, daar doen we het uiteindelijk voor. Natuurlijk ook onszelf als bedrijf, dat is heel belangrijk, maar duurzaamheid staat zeker daar wel tussen. Dat nemen we altijd wel mee ja.

Interviewer: en vergt het veel meer, qua kosten enzo of merken jullie dat je wel wat verliest omdat je die duurzame kant op gaat?

Interviewee C: Uhm, ja, je merkt natuurlijk dat inkoop duurder is. Biologische producten zijn over het algemeen duurder. Vleeswaren halen we bij een biologische slager, ja wordt ook niet in plastic verpakt etc. Dus ja dat is allemaal wat duurder, omdat plastic nou eenmaal goedkoper is en fabrieksvlees etc. Dat is nou eenmaal goedkoper, maar uiteindelijk is het voor ons gewoon echt een investering en daarom liggen onze kamerprijzen ook iets hoger dan gemiddeld, maar **mensen kiezen uiteindelijk toch voor kwaliteit als ze hier komen**. Dus zelf merken we daar niet zo veel van.

Interviewer: Hartstikke bedankt!

Interview D

Interviewer: Oke uhm, could you tell me a bit about yourself and your function?

Interviewee D: Yes, uhm so I am currently interim general manager for QO Amsterdam and in general responsible for everything in the hotel. Uhm, at the moment, I'm not sure you're aware of it, it's a closed hotel since Corona. We've also dealt with bankruptcy since November, uh let me see, November 2020. So we closed our doors and the plan was to re-open, uhm, again, uhm, but it was postponed every time. So, at the moment we are still closed. That has also the reason now to do with the sale from the hotel as we are also sort of in a transition phase. But in general, yeah, I am yeah I am responsible for the whole hotel. But the team is now very small, so we only have seven or eight people left.

Interviewer: Oh oke wow.

Interviewee D: Yeah. Yeah. Uh so and yeah my responsibilities are, yeah at the moment it is different because its just keeping the hotel alive and being ready for opening again. So we will make sure that we guard the building and do the necessary maintenance and necessary cleaning and that we guard the hotel twenty-four seven a day, seven days a week. And that we are prepared, indeed, for what is coming next.

Interviewer: Yeah, okay, yeah. Well good luck with that, definitely. Uhm, do you have an idea of the concept new luxury, what is your interpretation of this?

Interviewee D: Well uhm, yeah, I had a sort of look at your questions and maybe its good if you explain me what you mean by your question. So what to you is new luxury and I can give you a good answer I think. But I just want to make sure that we are aligned here.

Interviewer: Well it doesn't really matter. I just want to know what your interpretation is, separate from what I am researching, do you have an idea or not at all?

Interviewee D: Uhm yeah, I think new luxury is more to the **time and age where we are** at the moment. What is needed, **what do the guests expect** he for example aspects in a hotel. Uhm and I think its more focused towards something and not anymore from the age that luxury is gold and **from golden things**, golden bathtubs and more the posh things and I think its shifting **towards more sustainable** and that we also take care of the **environment**. I consider that new luxury.

Interviewer: Okay, yeah. My research is more focused on the sustainability side. So combining sustainability and luxury. So I was wondering what your view is on this combination.

Interviewee D: Well, that's an interesting one. I joined this concept, I come from the old fashioned hotel industry. I for example worked in five star properties in Amsterdam and the moment I joined QO is because of the concept of combining luxury and sustainability. At that moment it was new, I joined about four years ago. Uh and because of the concept and then combining luxury. **I didn't think it was possible, but here at QO we made it possible.**

OF course it **required a lot of effort and extra effort** and a **new way of thinking** and being **innovative** and all that but uh we managed to do it here so uh it is **definitely possible** to combine the two and to have the luxury feeling you have in a regular hotel.

Interviewer: Okay yes, and could you tell me a bit more about this combination that you've created in QO?

Interviewee D: Well, yeah. There's several examples and maybe you've read about it, but its more about focusing on, well you know sustainability is the main topic and the concept is **being as sustainable as possible in every way**. **So in the way we think, the way we do and service wise but also for every product we choose and the building**, its built in a sustainable way. It has certain certifications for the building, but also for the way we act. We've got certifications for green globe, for the building for lead platinum and prème. There are also kind of certificates, so the basics were there also to act upon it from day one so the ingredients really made it possible to build on it and because it was fairly new.

We are part of IHG, intercontinental hotel group so we are a managed hotel, but also sort of stand alone because this was the first IHG hotel with such a concept. So we actually had to create everything ourselves, so I mean the customer journey, and also all the SOP's and normally when you join a brand, in this case IGH, they give you package and you have to roll it out. And for QO there was no package, so we had to create everything ourselves which was the interesting part. So yeah from A-Z we're trying to be sustainable in every way, right. So for example, I can mention breakfast. Breakfast, of course it should have a luxury feeling, because that's also the hotel. Uhm but we also wanted to be aware of the environment and also what do we do. Normally at breakfast you know you have a buffet and there is a lot of waste. And that way we wanted to turn it around, so how can we avoid the waste? The food waste, because that's something we didn't really like so yeah then of course we had the topic of yeah how are we going to do this? And then we decided oke we do **a la carte**,

Interviewer: Okay

Interviewee D: because then you have limited waste and of course it's a challenge, because if you want to do an a la carte breakfast, we have 280 rooms at the moment. And uhm when its full house uhm you can imagine that we have over 500 guests in house. So how are you going to serve everyone breakfast between 7-11 in the peak time in the morning, how are you going to do it? So yeah, but we managed to do it. We did a la carte and that was the concept, we stucked by it and no buffet, so that means also no, hardly or **no waste**.

Interviewer: Okay, amazing

Interviewee D: So so the rewards are already there of course. In general, in payroll a bit higher, but on the other hand in waste or in food waste it was very much down. So that's one of the examples that we uh, that we uh, yeah that we stucked by the concept. And yeah in terms of products for example, we only **source local**, uhm **travel distance** for example is a very big thing so that we can source it local. Uh **greenhouse** on top of the roof to make sure that for example we can get from their our herbs and cresses in stead of supermarkets for example so yeah that kind of examples are built in the whole concept. Those are only a few examples, but there are many more.

Interviewer: Yeah.

Interviewee D: But then I need a couple hours to talk.

Interviewer: Yes exactly, no this is perfect. Okay but that's really great. And uhm, which components do you think should be a critical part of new luxury. So of course the things you just mentioned, but anything else?

Interviewee D: Well, uhm. Well critical is uhm it depends. It depends for example whether you are a big hotel or a small, a boutique kind of hotel, but I think of course you have to **make your guests aware of what you're doing**. Uhm and what is the benefit for them, so **be visible, be transparent** in what you're doing and then also **show the results**.

Interviewer: Oke

Interviewee D: And then I think you can, because so we are now in a time and age where I think that people, yeah **it's really a topic everywhere**. Uhm but **it really takes time to let people think and that they make their choices also because of the environment and that they want to stay in a sustainable hotel**.

I think that we are sort of in a transition phase there as well. And corona didn't help I think, because actually I think it threw us back a bit. I think we were actually well on our way and everything takes time, but I think corona threw us back a bit. It's still a topic, it costs, but in general **being sustainable is more expensive** than being traditional.

Interviewer: Yeah.

Interviewee D: And I think that's a bit of a downside and it takes time, so in the end it will give you a lot of return, but **it takes time to get there**. And I think a lot of choices need to be made and of course money needs to be invested actually.

Interviewer: Yes.

Interviewee D: And I think one of the critical things is to **inform your guests**. For example, here what are you doing, what is the hotel, what are the stories behind it, why do you make certain choices and that you **be transparent**. So what, for example, when a guest stays here in the hotel. What is the footprint for example per room per guest. And that is something we can build on and then you can also **be visible** and see that you are doing a good job.

Interviewer: Yeah.

Interviewee D: So I think that is what's critical. And we had, and the reason why I mention it is because you have uhm, there was a challenge here right? To make everybody aware of what are you doing.

Interviewer: Hmhm

Interviewee D: Because a lot of guests still choose the hotel because it looks nice, location and price. And maybe on the fourth or fifth or sixth place, the sustainability factor comes in. And of course we wish that sustainability was on one and that every guest who comes in here chooses the hotel because of the sustainability concept, but in reality that is not the case. So of course you want to get there, but it takes time.

Interviewer: Yeah okay, that makes sense. Yeah because, how, do you know? To which degree new luxury is already implemented in The Netherlands? Because there are concepts of course, other ones.

Interviewee D: Well yeah, of course, to a certain degree. It's becoming more uh, it's becoming more to the front. You have more hotels like the Jakarta hotel in Amsterdam as well who's doing similar things and uh, different way, but also similar things. You know right like the concept.

Interviewer: Yeah.

Interviewee D: Like the concept in mind, I think more hotels will follow. And will have to follow also, because of the rules and regulations from the government. So they have to actually participate and to get the footprint down, right? So everybody needs to participate in a way.

So I think its getting there, but yeah obviously it takes time.

Interviewer: Yeah, yeah.

Interviewee D: Well in my opinion it takes too long, but you know how that goes, it's a difficult thing. It costs money, right and that's why I said also corona didn't help. Uhm because now a lot of money was lost the last two years and especially in the hotel industry. And yeah first there needs to be money, so money needs to be made and then I think they can invest again.

But yeah, that's why I think that well yeah two years have been lost in that perspective.

Interviewer: Yeah. That makes sense, absolutely. And do you think like how that demand can be created. Because in your opinion it's too slow, but do you have an idea on how it could be made faster?

Interviewee D: Well, yeah. That's also a little bit you know also now with what's happening in the world, you know with the war.

Interviewer: Yeah.

Interviewee D: It doesn't help, but you know **you need to push from up**, right. And **I think it works from top down**, especially from the **government**. I think they need to push a little bit more than what's happening, right. And I think the regulations are becoming more and more clear and there are certain deadlines, but uhm. But yeah if it doesn't come from top then yeah, then yeah I think it will even go slower. But uhm yeah also the situation we are in now. We first had corona and now the war again, also in that perspective it doesn't help. Because now the focus is somewhere else, and I think it would be a different ball game if the focus was really on yeah what we did before 2019, right. And that we could move on and build. Uhm and really **bring our footprint down in the long run. And not only the hotel industry, but all industries.**

Interviewer: Yeah.

Interviewee D: But also of course **the whole of Holland needs to participate and the whole of the world needs to participate to make a change here.**

Interviewer: Yes, yes. Yeah that's the whole point of course, this is a really specific part. Who do you think is the best target market for uhm yeah new luxury, the sustainable luxury. In The Netherlands.

Interviewee D: Yeah, what's the target market? You know uhm I think it should be a target for **everyone. I think everybody should be participating**. Uhm yeah that was, uhm I'm actually, it's a difficult one. Hmmm.

Interviewer: Do you have a group that you would aim at first, uhm and then spread out, or.

Interviewee D: Yeah you know, it's also the upscale, you know you need to have the money of course. And you can **afford it**, right to stay at certain hotels. Uhm and the target normally, look normally in general I think the younger people like **between 20-30 are most**

aware of it also what's happening in it and the environment and how can we save our future.

Interviewer: Yeah.

Interviewee D: So in general you would say that's the target, but yeah you also have to afford it right. It's pretty expensive. Staying a night for example in such a hotel 200-300 euro's a night is easy. But yeah, when you are in your twenties and you thirties, yeah most of the people can't afford it right.

Interviewer: Yeah, that's true.

Interviewee D: That's, that's also difficult so normally when you look at money to spend then yeah you look at, normally the average age is getting higher. Uhm and then you have the fact that they are from an older generation, uh and then maybe it takes longer to sink. Like what's happening in the world and how severe is it. I think the, so the next generation or the new generation, maybe you as well are more aware of what's going on and that it really affects your future.

Interviewer: Yes, yeah, absolutely.

Interviewee D: So yeah we can aim for it, but you have to be realistic. So in general I think maybe keeping the prices at a certain level. But at the moment, yeah sustainability is still more expensive. Also now, all our products here in this hotel, it's ridiculous what the costs are, still. It's not a mass product so then the prices are way up there. And now even more with the situation at the moment.

Interviewer: Yeah, yeah.

Interviewee D: Taking longer and being more expensive and everything. Yeah, it's difficult.

Interviewer: Yeah it's really hard, yeah. Uhm yeah and then coming to my last questions. What do you believe is really the added value of this concept?

Interviewee D: Yeah uh I think the added value is, yeah to me its pretty clear, right. Its an added value for the guest coming in. Uh and also for your employees. We got I think 70-80 percent of employees to choose to come and work here because of the concept. And it gives a fulfilling prophecy you know, because it gives you a good feeling at the end. So either, of course your core business is serving guests, that's of course what we do. But at

the end **making a difference** there, that's also. Especially for the employees here, that was actually an extra added value for them. So from that perspective I think its very clear. **We did also a lot for the local**, right. We participated in cleaning up the neighbourhood or being there for the school here in the neighbourhood. You know uhm helping out uh elderly in for example in hospitals or care homes. That's also what's part of our DNA, also being there, also **being socially involved in the community**. So that was for us especially an added value. **And for the guest** yeah I think a little bit the same, but for that they have to know what we're doing. And then they also think its really **an added value that they spend their money here**.

Uhm because also what they do is that it gives them an effect when they stay here and also that **they can contribute to a better environment**.

And although we are only one hotel and there are millions of hotels in the world, what we're actually contributing to a better environment for now and for later.

Interviewer: Yeah, absolutely.

Interviewee D: And I think that's the added value. **So money well spent**. And that is the comment we always hear from guests when we tell the story. Uhm yeah very good what you do and those kinds of comments, yeah. They come in regularly, so its good what we do, yeah.

Interviewer: That's really, that's nice to hear as well!

Uhm yeah, last question, how do you think sustainable luxury could add more value in The Netherlands, more specifically?

Interviewee D: Uh, yeah

Interviewer: You mentioned some already, but could there be more?

Interviewee D: I'm sorry, huh?

Interviewer: I mean you already do so much, of course. But how could this, maybe not specifically your hotel, but how could this concept add more value?

Interviewee D: Uhm yeah I think its our job then as well right, **we're also ambassadors** for this. Uhm I think we did it already where we can right and **telling more people outside the hotel what we're doing** and doing presentations and doing these kinds of things with you. Uhm but also inviting people here. We've had of course companies coming here and **we**

tell our story. We always try to do that, you know, going into the environment, going into the community here and tell what we're doing.

I think also the marketing part is also very important and although its indeed what you say, we're only one hotel. But yeah, I think we contribute where we can and then from there spread the word and showing the good examples so that people or companies can learn from it.

Interviewer: Yeah.

Interviewee D: Uhm and it's a way to go and I think more companies do that and eventually it will spread, right. And of course that takes time as well, but you have to start at a certain point. I have a lot of respect for our owner as well, for at a very difficult time choosing this concept while knowing it costs more and of course bottom line less money. But yeah he chose the concept anyway. So yeah he was really aware of what he was doing and yeah you need such people like our owner to make such kind decisions, because still most of the time choices are made because of money.

In this case the owner chose, I make a little bit less money even though I could choose a more conventional hotel and make more money, but he stuck by his decision and that's to be respected.

And I think that if there were more people around the world doing this, then that would be great, right.

Interviewer: Yes, we need that. I mean, it has to happen.

Interviewee D: Yeah, for sure. So that's what I think.

Interviewer: So thank you, this was really great. Yeah I'm doing these interviews to get opinions from industry professionals, so this was great.

Interviewee D: I hope it made sense!

Interviewer: Yes! Absolutely.

Interview E

Interviewer: Kan je me iets vertellen over jou en wat jouw functie is?

Interviewee E: Nou mijn naam is Pien en ik ben hier nu acht maanden bezig met een sales and marketing stage. Ik doe zelf international hospitality aan Stenden hoge school in

Leeuwarden, dus uh, nu in mijn vierde jaar daar en aan het afstuderen hier. Uh, en dus ook mijn scriptie aan het schrijven en over twee maanden ben ik klaar.

Interviewer: Oke. Heb je al wel een van het concept new luxury gehoord?

Interviewee E: Ja, wel van gehoord, uhm, in de brede zin hoor, dus niet gedetailleerd. Ik heb me er net een klein beetje in verdiept, hoe ik dan denk wat het is.

Interviewer: Oke, ja. En wat is jouw interpretatie?

Interviewee E: Ehm, ja ik denk toch wel een beetje **de moderne kant van luxe deze dagen**. Ik denk dan ook wel dat hotel Jakarta daar een mooi voorbeeld van zou kunnen zijn. Omdat we natuurlijk een heel nieuw gebouw zijn, **een heel nieuw concept**. **Ik denk niet perse dat die nieuw luxury voor een vijf sterren hotel geldt, maar dat het ook op een vier sterren hotel zoals misschien dit hotel zou kunnen gelden.**

Interviewer: Ja oke mooi, maar wel met de duurzame kant dan?

Interviewee E: Ja.

Interviewer: Ja daar ben ik inderdaad naar op zoek. Naar duurzame luxe en in mijn scriptie noem ik het ook meer upscale luxury, dus inderdaad niet alleen vijf sterren, maar ook de upscale. Dus in een iets bredere zin inderdaad, precies zoals jij dat zegt. Ja dus ik vroeg mij af of je iets meer over hotel Jakarta zou kunnen vertellen, hoe dat inderdaad hier een beetje op aan sluit.

Interviewee E: Zeker. Ja hotel Jakarta is gebouwd in 2016 en opengegaan in 2018, dus we zijn nu vier jaar open waarvan er twee ja toch wel corona jaren waren. Waarin we nooit echt helemaal geopend zijn. Dus ja eigenlijk zijn de twee beginjaren vanaf 2018 wel de drukste maanden geweest.

Uhm ja het speciale aan het **gebouw** is dat het **modulair is, circulair**, dus heel veel van wat wij produceren dat halen wij ergens vandaan. Er zijn een aantal duurzame aspecten in dit hotel, zoals hele aantal **zonnepanelen** aan ons dak en aan de zuidgevel van het gebouw, daarnaast dat we onze enorme **binnentuin** water geven met opgevangen regenwater en ook de bouw van het hotel. Ja de eigenschap van onze kamers is dat 176 van onze 200 kamers **modulair zijn gebouwd, dus dat betekent dat ze zijn voorgefabriceerd en hier naar toegebracht en dat ze eigenlijk als een soort lego bouwwerk op elkaar zijn gestapeld**. Vandaar dat eigenlijk het grootste deel van het hotel hier binnen drie weken al stond en

dat toen echt het afbouwen daar omheen is gekomen. Dus dat maakt het toch een hele ja sustainable manier van bouwen, dat het heel snel en met weinig mankracht is gedaan.

Interviewer: Ja.

Interviewee E: Dus dat is een beetje in beknopte zin, ja, ook een beetje de duurzame kant van het hotel.

Interviewer: Oke, super. Leuk om te horen. Ik had al wel een beetje gelezen natuurlijk, maar super. En nu jij daar ook werkt, wat is jouw visie op de combinatie tussen duurzaamheid en luxe, hoe zie jij dat?

Interviewee E: Uhm, ja ik denk dat veel mensen bij duurzaamheid misschien ook denken dat gasten iets moeten laten in hun verblijf, of dat ze misschien ja iets van hun guest comfort moeten inleveren om het hotel maar sustainable te moeten laten zijn. En ik denk dat wij hier wel een hele mooie combinatie in hebben gevonden. We zijn gasten absoluut niet aan het dwingen om minder lang te douchen of dat soort dingen. Ja we geven ze echt wel stille hints door het hele hotel eigenlijk een beetje mee van joh, let hier een beetje op, let daar een beetje op. Een voorbeeld daarvan is dat we kleine bordjes bij de douches hebben hangen, daar staat op dat 87% van de gasten die voor hen heeft verbleven, dat die de handdoeken hebben hergebruikt. Dus ja we vragen ze niet om de handdoeken her te gebruiken, maar we geven ze toch een stille hint dat veel mensen die er daarvoor hebben verbleven dat ook hebben gedaan. Daarnaast geven we ze ook een stukje mee bij het inchecken en we hebben in verschillende plekken in het hotel QR-codes hangen met learn more daarboven waar mensen de QR-code kunnen scannen zodat mensen wat meer informatie kunnen krijgen over de duurzaamheid in het hotel en hoe ze daar zelf aan kunnen bijdragen. Dus ik denk dat dat soort dingen wel kleine hintjes zijn voor gasten. Daarnaast zijn we ook heel druk bezig met een project dat heet Hotels For Trees. Dat is een organisatie waar we een samenwerking mee gaan doen waar mensen kunnen kiezen wanneer ze langer dan een nacht blijven, dat de schoonmaak in hun kamer wordt overgeslagen en daarmee doneren ze 5 euro aan Hotels For Trees waarmee bomen worden geplant. Daar zijn we nu druk mee bezig. Het is nog niet echt geïmplementeerd, maar daar zijn we nu mee bezig om dat ook in onze operatie mee te nemen.

Interviewer: Oh dat is wel een gaaf initiatief ja.

Interviewee E: Zeker. Dus dat is een beetje dat wij niet het guest comfort willen aantasten, maar meer willen triggeren van joh je kan een beetje bijdragen aan de sustainability van dit hotel.

Interviewer: Ja, oh oke. Dus het kan goed samengaan eigenlijk?

Interviewee E: Ja, ja. Wij vinden van wel, zeker.

Interviewer: Oke, leuk. En ben je ook andere voorbeelden tegengekomen van ander hotels? Uhm, die zoiets doen.

Interviewee E: Uhm, ja ik weet bijvoorbeeld dat wij ook veel kijken naar **Conscious hotels** in Amsterdam, die hebben een aantal vestigingen die ook heel erg bezig zijn met duurzaamheid. Ik weet niet precies wat zij allemaal doen, maar ik weet wel dat zij ook met een soortgelijke organisatie als Hotels For Trees, uhm ja, samenwerken. Dus dat zij zoiets hanteren. Vandaar dat dat voor ons ook heel interessant was om dat hier te gaan implementeren.

Interviewer: Oke, dus de Conscious Hotels, oke. Uhm oke ja en welke onderdelen denk je dat echt, ja, heel belangrijk zijn in zo'n concept. In zo'n duurzame luxe concept, wat is echt essentieel in de core daarvan?

Interviewee E: Uhm, ja ik denk dat je al een hele grote stap maakt met **het gebouw** waar je in het hotel dan in dit geval in opereert. Uh, wij zijn wel ja wat ik net vertelde, de bouw van het hotel is duurzaam en ja eigenlijk het gebouw, het hotel produceert **0% CO2 emissie**. Dus dat is eigenlijk waar de duurzaamheid hier start. Dus ik denk dat een hoofdcomponent al wel het gebouw kan zijn, omdat je weet misschien zelf ook, een hotel ja het opereren van een hotel duurzaam maken is gewoon heel lastig. Food waste, naja noem maar op, dus ja ik denk dat het begin component van duurzaamheid dat dat al wel het gebouw zelf is. En ik denk dat wij, omdat wij natuurlijk duurzaam gebouwd zijn, daar al een hele grote stap mee voor zijn. En natuurlijk proberen we ook om het **opereren zo duurzaam mogelijk te maken**, maar dat is altijd wel een punt van verbetering. Dat kan altijd beter, ik bedoel er wordt nog altijd papier geprint bij de receptie, er wordt nog altijd bijvoorbeeld ja het eten bij ons, als het over is van het ontbijt, gaat het eerst naar het personeel toe. Maar ja daarna wordt het alsnog weggegooid als het niet wordt opgegeten. Dus ja er is nog veel mogelijk te minderen, maar het zal nooit helemaal zo zijn.

Interviewer: Ja. Nee dat is logisch, **dus altijd kijken naar verbetering is ook belangrijk**, ja. Oke, ja, uhm. Ik weet niet of jij hier verstand van hebt, maar weet jij al tot in hoeverre duurzame luxe al in Nederland geïmplementeerd is? Want je hebt nu al Jakarta en Conscious hotel genoemd, maar is dit echt een ding of nog heel erg beginnend?

Interviewee E: Ik denk dus eigenlijk dat het nog best wel **beginnend** is. Ik durf inderdaad niet te zeggen in hoeverre het al ja met nummers geïmplementeerd is in Nederland, maar ik denk wel dat bijvoorbeeld Conscious hotels en hotel Jakarta daar wel een heel mooi voorbeeld van zijn. Uhm, **om dat in Nederland nog verder uit te breiden**. Ik denk niet dat het er al in zulke maten, bijvoorbeeld duurzame gebouwen, dat dat er is. Ik bedoel, Hotel Jakarta heeft als eigenschap dat het duurzaam is gebouwd. Dus eigenlijk, constructie is houtbouw. Dat is ook wel iets heel erg bijzonders, wat nog niet eerder in Nederland is gebruikt voor hotels. Dus ik denk dat dat toch wel een hele, ja, toch wel een heel uniek concept is wat nog wel verder in Nederland gebruikt kan worden.

Interview: Ja. Ja en verder nog gebruikt kan worden, denk je dat er een hogere vraag voor kan zijn, voor duurzame luxe in Nederland?

Interviewee E: Uhm, ja ik vind dat wel moeilijk om te zeggen. We merken dat hier bijvoorbeeld ook dat veel mensen, ja **niet iedereen weet af van de duurzaamheid van dit hotel**. Ehm, ja dus in hoeverre dat echt hogere vraag naar is weet ik niet.

Interviewer: En zou dat er wel kunnen zijn denk je?

Interviewee E: Ja, ik denk het wel. Ik denk dan ook dat vooral **onze generatie**, dat we toch wel **steeds meer bewust worden van de duurzaamheid en dat daar toch wat aan gedaan moet worden**. Als in ja toch het allemaal een stukje groener maken. Dus ik denk zeker wel dat het in **opkomende generaties, dat daar meer vraag naar gaat komen**, maar ik weet niet of het op dit moment zo super hoog is.

Interviewer: Oke en is er denk je een manier dat dat wel verhoogd zou kunnen worden? Want jullie zijn daar natuurlijk al wel mee begonnen.

Interviewee E: Ja ik denk simpelweg wel misschien door er **meer aandacht voor te vragen**. Dat wordt nu al wel veel gedaan, maar door echt meer ja aandacht te vragen.

Interviewer: Ja, oke. Dus in de toekomst wat meer dan nu nog.

Interviewee E: Ja, dat er bijvoorbeeld echt wel qua **marketing, sales** meer wordt gericht op joh wat zijn de duurzame dingen in het hotel? Nu wordt er misschien gekeken naar ja de unique selling points van een hotel, **maar dat er in de toekomst dan wat meer wordt gekeken naar joh wat doet een hotel aan duurzaamheid**, dat dat dan misschien meer kan triggeren.

Interviewer: Ja, ja. Oke. Ja en jullie concept is best wel uniek zoals je al had gezegd. Uhm, eigenlijk ben ik aan het kijken naar wat voor concept het beste zou werken, dus vandaar dat ik ook verschillende hotels wilde interviewen. Ehm, en nu ben jij natuurlijk een beetje biased. Maar wat voor concept denk jij dat het meest effectief zou zijn in Nederland?

Interviewee E: Heb je voorbeelden van verschillende concepten die je hebt geïnterviewd?

Interviewer: Nou toevallig ben je de eerste persoon uit een hotel die ik interview, maar ik heb wel iets bredere concepten waar ik in mijn onderzoek wel naar gekeken heb. Even heel wat anders is dat je in Thailand heb je bijvoorbeeld een resort dat super met duurzaamheid bezig is. Maar die zijn veel met water filteren bezig, heel veel met waste omzetten in andere dingen zoals kunst of energie omzetten. Dus eigenlijk alles wat niet duurzaam gebeurt, om dat duurzaam te maken. Maar dat kan lastig zijn in Nederland, omdat het niet op een eilandengroep zit. Dus dat is een hele andere omgeving. Een ander voorbeeld is weer heel ergens anders, in Australië. Midden in Australië hebben ze dan super deluxe lodges, maar die zijn gebouwd zodat ze meteen verplaatst kunnen worden als de grond gerestaureerd moet worden en dat die ook helemaal niks aan tasten in de buurt omdat het een UNESCO terrein is. Finland waar ik nu zit, zij zijn heel erg op de natuur gefocust, dat is ook omdat de cultuur in Finland zo dicht bij de natuur mogelijk wil zijn. Dat is in Nederland natuurlijk ook weer anders. Dus wat zou in Nederland het beste werken, ook met de Nederlandse cultuur in gedachte. Wat zou aantrekken waarmee Nederlanders denken “Ja dit is het concept waar ik echt heen ga.”.

Interviewee E: Uhm, ja lastig. Ik denk dat het voor ons dan wel uniek is dat het wel **houtbouw** is en dat het modulair is gebouwd, wat ik net al zei. Dus dat het echt in blokken, in aparte kamers is binnengekomen en dat dat ons wel uniek maakt, maar of dat een concept voor Nederland is, dat durf ik dan niet per se te zeggen. Ik denk dat Nederlanders wel echt kijken naar een **unieke plek**. Dat wij dan onze binnentuin hebben, ik denk dat dat wel heel uniek is. Dat ze echt ergens heen willen, misschien om dat ook een beetje aan de buitenwereld te laten zien. Ehm, ja dat denk ik een beetje.

Interviewer: Ja dat is wel een goede, **iets unieks**. Ik denk dat je daar wel gelijk in hebt. Het is een lastige vraag hoor, maar ik ben gewoon benieuwd naar de meningen van anderen, dus er is niks goed of fout of zo.

Wie zijn nou echt een goede markt groep of waar focussen jullie je op?

Interviewee E: Ik denk op dit moment zijn we meer aan het focussen op **business**. **Leisure heeft ons eigenlijk best wel staande gehouden tijdens de corona** tijd. Dus omdat het nu

allemaal weer een beetje aantrekt, focussen we ons best wel weer op **business partijen** en misschien juist ook wel die heel erg geïnteresseerd zijn in die duurzaamheid. Wat wij bijvoorbeeld ook heel erg leuk vinden om te doen is om dan die business partijen een **rondleiding te geven** door het hotel en ze alles te vertellen over hoe het is gegaan en hoe we opereren. Dus ik denk dat de target market nu wel is gericht op **business, die dan geïnteresseerd zijn in de sustainability**.

Interviewer: Ja, oke.

Interviewee E: Maar ook wel, om daar dan eventjes op in te haken, dat uhm ja die sustainability luxury wordt natuurlijk ook best wel vergeleken met dat er een prijskaartje aan hangt. En ik denk dat dat dan wel heel belangrijk is dat dat **prijskaartje zo laag mogelijk gehouden wordt**. Om het wel toegankelijk te houden voor iedereen, zodat je niet echt mensen gaat uitsluiten voor het hotel, dus je wel je **target market zo breed mogelijk houdt door dat je er wel een normale prijs aan blijft hangen**.

Interviewer: En is dat een beetje te doen ook?

Interviewee E: Ja, bij ons wel. Wij liggen best wel in lijn met andere hotels in het centrum van Amsterdam. Toch ook omdat we daar mee in dezelfde markt zitten. Dus mochten wij die prijs ineens enorm omhoog gaan gooien, ja we weten niet of het dan nog wel zo aantrekt. Dus ja om de prijs gewoon een normale Amsterdamse hotelprijs te bewaren.

Interviewer: Ja, ja. Oke. Dus de focus ligt wel op de business kant, maar jullie zijn ook **bewust open voor andere segmenten**?

Interviewee E: Ja, zeker.

Interviewer: Oke, dan heb ik nog wat vragen over toegevoegde waarde. Ja, wat denk jij dat echt de toegevoegde waarde is van duurzame luxe?

Interviewee E: Ja de toegevoegde waarde is natuurlijk sowieso de **caring of the planet and the people** eigenlijk. Ik denk dat het daarin wel voorop staat. Ja dat je **die luxury toch een beetje betreft op de mensen die komen** en de sustainability doet voor het toch een stukje beter maken van de aarde. Dus ik denk dat dat wel de main value is.

Interviewer: En hoe kan duurzame luxe denk je meer waarde toevoegen in Nederland, zegmaar de hotels die dat zijn en in duurzame luxe vallen, hoe kunnen die iets toevoegen aan Nederland?

Interviewee E: Ehm, ja dat vind ik wel een lastige vraag. Ik denk dat vooral in Amsterdam, dat er al veel hotels zijn en dat er best wel een **imago** is gecreëerd van er wordt veel eten weggegooid en er wordt echt niet duurzaam geopereerd. Dus ik denk dat **hoe meer hotels die duurzame luxe kant op gaan**, dat dat ja dat mensen toch denken dat dat imago misschien een beetje weg valt.

Interviewer: Oke, ja dat klinkt helemaal logisch ja. Dat waren eigenlijk mijn vragen.

Interviewee E: Oke. Pittige vragen heb je bedacht!

Interviewer: Ik hoop niet te lastig! Hartelijk bedankt voor je bijdrage en een fijne dag!

Interviewee E: Geen probleem! Fijn dag en succes met je onderzoek.

Appendix 7. Interview Data Analysis

Interview Question	Theme	Specific answers
1. Interpretation of New Luxury	New concept	<p>I haven't heard of the term per se.</p> <p>I'm hearing about it for the first time.</p>
	Different & Improved	<p>Towards more sustainable, taking care of the environment.</p> <p>Focus towards something and not anymore on gold and posh things.</p> <p>I would like to think it would be an improved version of the old luxury.</p> <p>Luxury that differs from the standard traditional form, so in a totally different way.</p>
	Fitting current times	<p>New luxury is more the time and age where we are at.</p> <p>The modern side of luxury these days.</p>
2. Examples	Dutch examples	<p>Jakarta Hotel Amsterdam</p> <p>Blooming Hotel Bergen</p> <p>Conscious Hotels Amsterdam</p>
	International examples	Lodges in Australia

3. View on combination sustainability and luxury	Possible	<p>Hotels that create a more authentic experience that feel luxurious, but without the overload in amenities.</p> <p>Zero waste concepts</p> <p>I didn't think it was possible, but here at QO we made it possible.</p> <p>It is definitely possible to combine the two and to have the luxury feeling you have in a regular hotel.</p> <p>It can go together very well and sustainability does not have to be at the expense of luxury/guest comfort.</p> <p>Managers of Sofitel said combining luxury and sustainability is possible.</p> <p>I think it goes well together, offering sustainability does not have to affect the level of luxury.</p>
	New way of thinking	<p>It does require more creativity, which I actually think is a good thing.</p> <p>It requires a lot of effort and extra effort & a new way of thinking.</p>

		<p>In contrary to reducing guest comfort, contributing to the sustainability of the hotel can be triggered/stimulated.</p> <p>It requires innovation and being innovative.</p> <p>The initial connotation with the world luxury is non sustainable, so would be really great to turn that around.</p> <p>It's a very interesting combination to look into, especially in the hospitality industry as many of the sustainability problems are based on the fact that people want a luxurious experience.</p>
	Contradictory	<p>Luxurious services mean spoiling guests with things that may be bad for the environment and society in general.</p> <p>Sustainability and luxury are two contradictory terms.</p>
4. Components of new luxury	Communication & Relationships	<p>Make your guests aware of what you're doing/inform your guests (show them the benefits, be visible and</p>

		<p>transparent in what you're doing and show the results).</p> <p>Communication with guests on which sustainable issues the hotel is particularly focused on. Tell guests your whole story and your values.</p> <p>Communication about what the hotel is doing and why.</p> <p>Three elements:</p> <ul style="list-style-type: none"> -The way you create the experience can't harm the environment or people, the supply side also needs to be as sustainable as possible. -There needs to be a beneficial relationship with your direct environment, community or natural ecosystem in which you are located. -Make people think about their own footprint beyond their stay in your accommodation, is biggest impact you can have.
	Sustainability	The building needs to be sustainable and then the operations can be made as sustainable as possible.

		Having an own project, such as Save The Trees.
	Improvements	Always looking for improvements is also key. Technological innovations.
5. Implementation in The Netherlands	Starting phase	<p>It's still really starting, so there's still a lot of improving to do.</p> <p>The way Suithotel Pincoffs incorporates sustainability, can't be found a lot in the surrounding area, it is quite original.</p> <p>It's not that nothing is happening, but too much of it is greenwashing.</p> <p>The vast majority of hotels at least do something, but few have a mutual beneficial relationship with their environment and very few address the after part of the customer journey.</p> <p>It is implemented to a certain degree, but it's becoming more to the front.</p>
6. How to increase demand in The Netherlands	Misconception	The misconception that guests don't want to have

		<p>sustainable experience needs to be overcome.</p> <p>After research, it became apparent that guests are already in line with sustainability, they are generally aware of the impact human beings have on the environment. Therefore, it's probably easier than most hoteliers think.</p>
	Communication	<p>The starting point is that hosts and guests need to be talking to each other about sustainability.</p> <p>Communicate with guests rather than having a preconceived idea that whoever books upscale luxury hotels would want to be spoiled.</p> <p>Lots of people don't know about the sustainability of Hotel Jakarta, so informing people and asking for their attention on the topic.</p> <p>Informing through marketing and sales.</p>
	Stimulation	<p>It needs to come from top-down, especially from the government. The push</p>

		<p>needs to be bigger than it is now.</p> <p>If more platforms sign up.</p>
7. The most effective concepts	Communication & Relationships	<p>One that communicates.</p> <p>One that has strong relationships with other organizations and that can work closely with suppliers, to keep costs down.</p> <p>One that has strong relationships with guests.</p>
	Climate	<p>One that makes use of wind and sea energy and rainwater as we have a lot of that in The Netherlands/make use of the climate.</p>
8. Target market	Business & Leisure	<p>Business people, especially from big businesses that are into sustainability as well.</p> <p>Business parties who are already interested in sustainability.</p> <p>Business people from across the globe, where you can link in with their own sustainability policies.</p> <p>Leisure in the weekends.</p>

		<p>Leisure markets travelling to Europe from outside Europe.</p>
	<p>Everyone</p>	<p>Everybody should be participating, as long as they can afford it.</p> <p>People specifically looking for a sustainable hotel, either because they are a sustainable business or simply find it very important.</p> <p>Everybody, no one wants to harm the environment, so all guests react positive to the sustainability aspect in the hotel.</p> <p>It is important to keep it accessible for anyone who wants to stay in such a hotel.</p>
	<p>Upcoming generations</p>	<p>The younger generations are more aware of the urgency of sustainability.</p> <p>Upcoming generations are more aware, but this creates a dilemma as more conscious people are often not the ones that can afford upscale luxury.</p>

<p>9. Added value</p>	<p>Guests & Employees</p>	<p>For the guests coming in, who are contributing to a better environment.</p> <p>The quality that is provided to guests that go hand in hand with sustainability, such as better meat.</p> <p>The guests for instance, the ones you offer high service to.</p> <p>By communicating to guests that this experience is not just about them as people, but about the wider society as well. Guests might be pleased that they are adding value.</p> <p>Experiences for the guests.</p> <p>For the employees, as it gives a good feeling of making a difference.</p>
	<p>Community & Environment</p>	<p>For the local community, as the hotels are socially involved in the community.</p> <p>Caring of the planet and the people.</p> <p>The climate you are helping.</p>

		<p>An improved environment and society.</p> <p>Making a difference in one of the most polluting industries.</p>
<p>10. How to increase added value</p>	<p>Setting an example & Spreading the word</p>	<p>By being ambassadors for new luxury:</p> <ul style="list-style-type: none"> -Telling people outside of the hotel what is being done/tell the story. -Doing presentations, interviews, company visits. -Go into the community and tell what the hotel is doing. -Marketing/spread the word -Show the good example so other people/companies can learn from it. <p>An example can be set thanks to the privileged country The Netherlands is. Such privilege comes with moral obligation to make sure other people can live privileged lives as well</p> <p>When more people make bold choices, choosing to sacrifice a bit of income for the environment.</p>

		By always improving and seeking aspects that can be improved.
	Increase in participation	<p>When more companies are involved, eventually it will spread.</p> <p>Once hotels communicate with others, once they help bring others into the movement. A critical mass of hotels doing this will benefit wider society and the environment.</p> <p>The more hotels that implement a sustainable luxury concept, the bigger impact it will have.</p>
	New normal	<p>By making new luxury the new normal.</p> <p>By changing the image of unsustainability in the hospitality industry into a more positive one.</p>