INTRODUCTION

Sustainability has become part of the standard set of business management issues over the past decade. In fact, to have a sustainability policy increasingly has become a ‘license to operate’. Companies that do not adopt this trend will face increasing pressure from governments, investors, NGO's, media and citizens.

And of course this is not a coincidence. The emergence of sustainability as a board room topic is a symptom of a changing world in which resource scarcity, population pressure and technological developments are shaking up the circumstances in which companies operate at an ever increasing pace. Sustainability in that sense literally means: the degree to which the ecological, economical and social system you depend upon can provide the necessary support for the way you do business.

So, whether to have a sustainability policy or not is really not an issue anymore. But how to successfully incorporate sustainability into the business case, that’s a whole different question altogether. Even among the so-called sustainable front-runners it is difficult to find sustainability policies that are relevant for their customers and at the same time contribute to a distinctive competitive positioning.

In recent years sustainability has gained significant strategic relevance within the supply chain: securing access to key natural resources. This is in fact a defensive strategy, which revolves around the absorption of societal costs and changes in the business environment. But the absorption of costs, whether they are societal in nature or not, is only half the story. Creating revenues is the other half. In the end, to create value you have to transform costs into (higher) revenues. This is the challenge that companies, also in the Hospitality Sector, face: how to turn the unavoidable trend of sustainability into an opportunity for creating more value?

AIMS

- Understand key sustainability trends & drivers
- Understand the relevance of sustainability to the hospitality sector
- Learn a framework for analyzing and designing sustainability strategies
- Apply that framework to concrete cases in the hospitality sector
- Understand and apply the emerging dominant organisation model - the platform - and how it can be applied to the hospitality sector in a sustainable fashion

METHODOLOGY

There will be 5 sessions that present theoretical information, illustrated with lots of practical examples and larded with concrete exercises to apply the knowledge to real-life situations.

EVALUATION

This subject will be evaluated on both individual and group learning of subject matter. Individual learning will be evaluated by an exam (40%) and by class participation (30%). Group performance will be evaluated through a group project worth another 30%. Individual exam must be passed in order to pass the subject.
BIBLIOGRAPHY