

Environmental Management for Hotels

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A STUDENT'S HANDBOOK



David Kirk

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BUTTERWORTH
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Preface

I was present at the launch of the International Hotels Environment Initiative (IHEI) on 31 May 1993. I was very impressed with the guide produced by the IHEI and I immediately saw its potential to students and as a teaching aid to lecturers in a wide range of areas of the hospitality curriculum, such as accommodation management, facilities management and hospitality operations management.

However, given the cost and format of the guide, I suggested to staff of Butterworth-Heinemann present at the launch that it might be worth considering a student edition, which would contain more in the way of background theory and explanation and less operational detail. They agreed to put the idea to the IHEI who also thought the idea worth pursuing.

The text of this book is aimed primarily at students on postgraduate, undergraduate and HND courses in hotel, catering and hospitality management. It should also be suitable for students on vocational hospitality courses who are involved in project work on environmental management. Early in the process of writing the text, I took the decision to retain the focus on hotels rather than develop the book into the more general area of hospitality. Whilst it could be argued that it would be more useful if the book covered a broader range of operations which constitute the hospitality industry, I feel that it is better to retain a focus on a single type of operation, allowing a holistic approach which emphasises the interactions which take place. In my view, it should be relatively easy to then apply these principles to other areas of hospitality.

In this book I have attempted to relate environmental management to the general management of hotels since, the concepts are most likely to be accepted if they are integrated into the overall framework of decision making and day-to-day management. Environmental management cannot succeed if it is seen as an 'add-on' to the management decision making process. I have retained the case studies which were developed in the guide as these allow students to see the links between the general principles developed in the text of the book and the way in which industry has chosen to develop these principles.

The book starts with a general introduction to the concept of sustainability and develops the idea that we need to take action locally if we wish to change the global environment. This is followed by a discussion of some of the major threats to the environment and their causes. Specific environmental initiatives within the hospitality and tourism industry are then described. In Chapter 2, the underlying principles of environmental management are developed through agreed policies, an audit of current practice and the targeting of areas which would benefit from change. In doing this, emphasis is placed on the need to develop environmental awareness throughout the company, all the way from board level down to all levels of staffing, and to identify individuals who will take responsibility for action.

The two chapters which follow go on to look at two of the major areas of resource consumption in a hotel, water and energy. Some hotels have already done much to reduce consumption and associated costs in these areas and these projects are

illustrated through the case studies. Because of the high cost of energy and water to hotels, it has been possible to institute changes both at an operational level (through awareness and training) and through capital projects. Chapter 5 goes on to look at the management of the quality of environment within the building, with specific reference to air quality, noise and lighting.

The final chapter looks at the management of materials and waste, taking a holistic view of materials management from purchasing to waste disposal, with a discussion of the relative merits of waste elimination, waste re-use, recycling, incineration and land-fill disposal. This is followed by a summary which considers the relationships between all of the undesirable outputs from the hotel and indicates how they should be viewed as a total management system rather than as separate problems.

David Kirk

Acknowledgements

Thanks must go to the International Hotels Environment Initiative for their agreement to develop a student version of their excellent manual *Environmental Management for Hotels: The Industry Guide to Best Practice* and for allowing the use of text, diagrams and case studies from this manual. In addition to the use of work from this guide, Figures 4.13, 4.14, 4.15 and 4.16 are taken from *Kitchen Planning and Management* by John Fuller and David Kirk, published by Butterworth-Heinemann (1991).

Thanks must go also to my wife Helen for her patience and her willingness to allow the lap-top computer to accompany us everywhere, including on holidays to the beautiful Lake District, which provided a sufficient inspiration to finish the book.