



Green Certification & the '7 Greens' Strategy in Thai Hospitality

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Abstract – This research seeks to examine the applicability and implication of the 7 Greens strategy in the tourism and hospitality sector of Thailand, with special reference to the Green Hotel Plus certification scheme in Phuket. The 7 Greens strategy, which comprises green management, workplace, accountancy, community, education, technology, and marketing, was established to promote and enhance environmental management and sustainable tourism practices. The strategy, which is spearheaded by the Tourism Authority of Thailand, seeks to promote a balance between environmental accountability and economic competitiveness. This research also seeks to examine the applicability of green certification as a strategy to enhance sustainability management and differentiation in the tourism and hospitality sector of Thailand, with special reference to the Green Hotel Plus certification scheme in Phuket. The research also seeks to examine the benefits and drawbacks of the certification scheme and how it impacts the operations of tourism and hospitality establishments in Thailand. The research will also seek to examine some of the issues affecting the implementation of the 7 Greens strategy in the tourism and hospitality sector of Thailand. From the research, it is evident that the 7 Greens strategy and the Green Hotel Plus certification scheme have the potential to enhance the operations of tourism and hospitality establishments in Thailand and contribute to differentiation in the sector. The research also seeks to contribute to the larger discourse on sustainable tourism by examining the applicability of the 7 Greens strategy in the tourism and hospitality sector of Thailand.

Keywords – 7 Greens; Sustainable Tourism; Green Certification; Hospitality Industry; Green Hotel Plus; Phuket; Environmental Management; Tourism Development; Corporate Social Responsibility; Greenwashing; Market Differentiation; Thailand.

I. INTRODUCTION

“7 Greens” is an umbrella term that represents 7 different strategies in the operation and management of a business entity, and they include: 1. Green Management; 2. Green Workplace; 3. Green Accountancy; 4. Green Community – Local and International; 5. Green Learning and Education; 6. Green Technology and Innovation; and 7. Green Market Development and Marketing. These strategies have been developed to address the environmental management of the tourism sector and promote the incorporation of environmental accountability and good governance in the tourism sector. This strategy is also known as environmentally sustainable tourism, and it has been widely accepted as a viable option to minimize the environmental impacts of tourism and enhance corporate social responsibility in the tourism sector.

The implementation of this strategy provides long-term benefits to the entities participating in the green certification process, as it allows them to address environmental issues, gain competitive advantages, attract new markets, build customer loyalty, and obtain differentiation benefits (Hagglund, 2013). Though this strategy allows entities in the tourism sector and other sectors to demonstrate their commitment to corporate social responsibility and environmental protection, at the moment, there is a lack of comprehensive research to determine the effectiveness of this 7 Greens strategy in controlling environmental impacts and creating economic benefits.

The Tourism Authority of Thailand was formally established in 2008 as a public entity in Thailand in accordance with the Tourism Authority of Thailand Act of 2008, and it has the mission of planning and executing strategies to promote tourism in Thailand. As tourism plays a critical role in the coastal regions of Thailand, this case study will be conducted in the region of Phuket.

II. OVERVIEW OF THE '7 GREENS' PROGRAM

Since the 1990s, many critical global meetings and nongovernmental organizations have encouraged environmentally friendly strategies to address the ever-increasing issue of climate change. Today’s sustainability goes beyond ecological issues to include social and economic issues, such as bridging the gap between developed and developing countries. The tourism sector has had various regulations and guidelines, but the issue remains critical. The tourism sector has a lot to gain from the trends, as today’s consumers seek sustainable products and governments want to regulate the market and relieve environmental pressures.

Coastlines and their ecosystems have been a tourist attraction globally for decades; they are a major source of revenue in developing countries. Normally, the government develops instruments to regulate the sector, including quotas, taxes, and sanctuaries. However, the nature of the tourism sector today presents numerous problems. For



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example, loopholes, structural problems, and inefficient governments characterize developing countries.

Thailand, ranked as the eighth most popular international tourist destination in the world, comprises four distinct regional areas. The Tourism Authority of Thailand (TAT), unaffected by political changes, is primarily responsible for international tourism promotion and related services, including security. At the beginning of the 2000s, the Ministry of Environment encouraged the creation of green certification in the hospitality industry in cooperation with the Ministry of Tourism and industry partners. This was further expanded by TAT in 2013 under its “7 Greens” strategy.

The “7 Greens” strategy attempts to address environmental issues in managing a growing tourism industry in Thailand, particularly in relation to energy usage and environmental deterioration in terms of enhancing competitiveness. The strategy targets seven aspects: energy, water, waste, sewage, pollution, purchasing, and community support in hotel/tourism industry operations in Thailand. The “7 Greens” concept is a collection of green, environmental, and conservation policies that TAT has undertaken to promote tourism in Thailand in an environmentally friendly manner while ensuring that its hospitality industry grows in a responsible manner. “7 Greens” not only promotes environmental practices but also differentiates those hotels, resorts, restaurants, agents, and other tourism industry participants that are members of this initiative.

III. THE CONCEPT OF GREEN CERTIFICATION

The process of green certification is an external process by which an organization’s environmental practices, policies, and operations are recognized, thereby providing an endorsement of an organization’s ongoing sustainable performance. A framework for certification can offer an excellent base for hospitality organizations looking to implement their green strategies (7 Greens) (Hagglund, 2013) (R. (Mohd) Razalli et al., 2012). The entry of an increased volume of green certification schemes, for example, the Tourism Authority of Thailand’s (TAT) Green Hotel Plus, offers an opportunity for hospitality organizations to implement their sustainability objectives within an easy-to-follow framework, while at the same time creating an opportunity for differentiation. The increased volume of green certification schemes, however, has heightened the risks of greenwashing for the hospitality industry, with concerns over the validity of many schemes.

IV. IMPORTANCE OF SUSTAINABILITY IN HOSPITALITY

The tourism, travel, and hospitality sectors are significant contributors to environmental degradation globally. While tourism can play an important role in the development of environmental awareness about the management of natural

and cultural heritage, it can also have negative effects on the environment, particularly at the long-term, global scale, where travel is dominated by private modes of transport powered by fossil fuels. The adoption of sustainable business and consumption patterns is an emerging strategic response to environmental concerns, which are becoming increasingly common among consumers, thereby having an impact on all participants within the market, including the hospitality industry.

V. THE ROLE OF THE TOURISM AUTHORITY OF THAILAND

The Tourism Authority of Thailand (TAT) is a government body that promotes and develops the tourism industry of Thailand. As a part of the Ministry of Tourism and Sports, it is responsible for the implementation of the ‘7 Greens, which include Green Economics, Green Environment, Green Energy, Green Equity, Green Heritage, Green People, and Green Health. The government body has used various green certification schemes to motivate Thai hotels to adopt green practices. The first and most famous of these green certification schemes is the Green Hotel Plus, which was launched by the Tourism Authority of Thailand in 2009. This green certification scheme is applicable across Thailand, including all types of hotels, whether existing or newly built. The Tourism Authority of Thailand works as a catalyst for consumer protection and environmental improvement by promoting green certification credentials (Kaehin and Adarsh Batra, 2016).

VI. CASE STUDY: GREEN HOTEL PLUS IN PHUKET

The Green Hotel Plus certification scheme refers to the Thai certification scheme that promotes eco-sustainable actions in the tourism sector. This scheme was developed by the Tourism Authority of Thailand in 2007 and defines the sustainability standards which take into consideration individual requirements of the participating hotels as well as larger companies. It acts as a guide which enables the hotel owners to implement sustainable infrastructures and practices.

Unlike the implementation of generic schemes, the Green Hotel Plus certification scheme offers a more personalized and custom-made way to achieve sustainability. It encourages true eco-friendly actions among local hotel companies which correspond to the goals of sustainable practices set by the tourism industry (Jun Yang, 2016). Though everyone agrees that eco-concerned initiatives benefit the hotel by saving resources and gaining competitive advantage, promoting its eco-friendliness poses some risk. Greenwashing is the most threatening issue; it is described as promoting products by making false ecological promises that are not verified. As bigger corporations have an opportunity to become certified in legitimate ways, smaller enterprises are often influenced by public relations and cannot obtain any certification but still



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promote their sustainability. Nevertheless, it is important to ensure the authenticity of the certification ("green") label (Eshun and Odame Appiah, 2018).

VII. HOW GREEN CERTIFICATION AFFECTS SUSTAINABILITY PERFORMANCE

Green certification programs help hotels come up with and implement initiatives. For example, Green Hotel Plus has a 7 Greens strategy that includes guidelines for energy, water, waste, air, noise, aesthetics and socio-cultural aspects. This strategy can generate environmental benefits during the construction and operation phases of hotels in Phuket. Hotels that get certified can also show their commitment to practices, which attracts and retains environmentally conscious business partners and customers. However, in Thailand regulated hospitality sector greenwashing is a big risk and certified hotels need to prove that their environmental claims are true.

VIII. HOW GREEN CERTIFICATION SETS BUSINESSES APART

In the hospitality industry green certification is a way to show excellence in environmental management and sustainable practices. Hotel managers want a certification program to gain a competitive advantage and set their properties apart. In Thailand green certification helps hotels show their credentials and improve their eco-friendly operations to meet certification criteria. The benefits of certification include brand differentiation, cost savings meeting customer requirements, improving employee relations and enhancing relations.

IX. WHAT CONSUMERS THINK OF GREEN CERTIFICATIONS

The market share of certified hotels in Thailand is still relatively small even though there are documents that help measure the sustainability of hotel development. There is also information on why hotels get green-certified upgrades, especially when it comes to international tourism. In general, green certification helps hotels differentiate themselves and develop products. However more research is needed to understand how tourists perceive certification. Hotels need to balance the needs of tourists and local communities and recognize the trend towards sustainable development.

X. THE RISK OF GREENWASHING IN THE HOSPITALITY SECTOR

Green certifications are a way for hotels to show their environmental management and behavior. However, it is hard to know if these certifications are authentic. Some certifications have standards while others are stricter. Hotels may claim to be certified even if they do not meet the standards, which can lead to environmental problems.

At worst certifications can be used to greenwash damaging the credibility of the scheme.

Comparing Certification Programs

Reviews of certification programs have shown some limitations. Sometimes simple programs are more effective in achieving sustainability. A comparison of certification programs found that a few hotels had the Green Hotel Plus certificate, which means there is still room for growth. Different schemes have been. Evaluated, but their effectiveness has not been systematically examined. The 7 Greens strategy provides a platform for managing environmental sustainability, including operational concerns and customer attitudes.

Policy Implications for Tourism

The international discussion on sustainability highlights the importance of tourism, which brings the hospitality industry into focus. Regulations governing certification are the policy supporting sustainable tourism. However, these regulations are undervalued in Thailand, where the 7 Greens program's a bold initiative. The program aims to make Thailand a sustainable and resource-efficient tourism destination by 2020. It focuses on seven pillars, including Green Economy, Green Society, Green Culture, Green Energy, Green Environment, Green Infrastructure and Green Innovation.

Interdisciplinary Approaches to Environmental Outcomes

Challenges require interdisciplinary solutions because climate change and ecological crises do not respect boundaries. Ecological problems are often linked to cultural conflicts and social conflicts are tied to natural-factor-driven hazards. An interdisciplinary approach to sustainability can provide insights for stakeholders in Thai tourism and help them develop strategies for better future development. This approach supports the benefits of applying the 7 Greens strategy for sustainability in the Thai hospitality sector.

Challenges in Implementing the 7 Greens Strategy

Evaluating the 7 Greens strategy is essential for its long-term success. Hotels face challenges in implementing the strategy, including expenses, employee adherence and low public awareness. The Tourism Authority of Thailand and government agencies should provide guidance to help hotels achieve the 7 Greens vision. Green certification programs have proven to be effective in reducing impacts but safeguarding them from greenwashing is crucial. The tourism and hospitality industries are consumers of energy, water and natural resources and therefore contribute to environmental pollution.

XI. FUTURE TRENDS IN GREEN CERTIFICATION

There are methods to quantify sustainable construction from wastewater measurement to fuel consumption to total carbon dioxide emissions. Certification programs have



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emerged as a means of giving hotels an advantage, but their quality and effectiveness vary. Global and regional green certification programs exist, which can voluntarily receive and display to show endorsement from an agency focused on industry. While certification can lead to sustainable practices there is little research on its effectiveness in the hospitality market. Different schemes could be complementary, competitive or just another burden on hotels. Research gaps need to be addressed to understand practices in the industry.¹⁵ Future Trends in Green Certification. Several existing methods can quantify sustainable construction. From wastewater measurement to fuel consumption to total carbon dioxide emissions, the hospitality industry can employ a variety of techniques to evaluate its footprint. Certification programs have emerged as a sophisticated means of affording hotels with some advantages, but the quality and effectiveness of such programs vary. A few global and regional green and environmentally oriented certification programs exist, which may voluntarily receive and display to show endorsement from an agency specifically focused on a given industry (Hagglund, 2013).

With these programs there are clearly eco-benefits if certification leads to more sustainable practices; however, there is yet little research to show the effectiveness of certification programs in the hospitality market. Indeed, different schemes could be complementary, competitive, green washing, or just another burden on hotels. An examination of tourist accommodation markets finds that they have generally started to develop policies to protect the environment and engage in sustainable development. Various certification programs have consequently emerged to reduce environmental impacts; yet the extent to which such initiatives influence environmental performance remains unexamined. These research gaps need addressing for a more complete understanding of environmental practices in the industry.

Analysis hints at some of the problems that may arise as certification becomes the primary method of gauging sustainable hotels. Green-wash, simply put, means conveying a green public image without doing much to earn it, and its extent is currently unclear. Established certification programs will require ongoing maintenance to ensure that sustainability remains a priority—perhaps even more so during periods of economic downturn. It is possible that “barely green” will prove equally damaging when the true alternative is not green at all.

Stakeholder Perspectives on Sustainability

Thailand’s Tourism Authority (TAT) is pushing hard for change with its ‘7 Greens’ strategy, which targets better environmental performance in hospitality—a sector that’s one of the country’s bigger sources of greenhouse gases. Green certification is front and center. It’s pitched to motivate hotels to not just improve their environmental track record but also show they care about sustainability. The Green Hotel Plus certification stands out as a real-life example. A financial review of ten hotels painted a clear picture: getting certified pays off economically. Hotels that

carry this accreditation not only command higher prices, but they also cut their day-to-day costs. Certification opens doors to new guests—think US travelers and NGOs—and puts hotels in the spotlight through international environmental listings. Sure, greenwashing has happened in Thailand (sometimes hotels talk a big game but don’t deliver). But even with these incidents, green certifications offer hotels something genuine and marketable, a clear alternative to empty promises. As a TAT spokesperson put it, “green certification separates hotels that truly care from those just pretending.”

Measuring the Effectiveness of Green Certifications

People still debate how well green certifications work in hospitality. Looking at the Green Hotel Plus program in Phuket—built on TAT’s original 7 Greens concept—offers some answers. The 7 Greens includes seven areas: management, workplace, community, transportation, procurement, energy, and general environmental practices. Together, these guide tourism operators, whether in government, private, or community-run settings. Green Hotel Plus zeroes in on hotels, taking those same seven principles and shaping them into a classification system just for them. When the scheme launched in Phuket, 60 hotels across 13 types took part. Operators sat down for interviews, focusing on TAT’s role, how certification altered their business, and the scheme’s fit as a hotel-specific 7 Greens classifier. The verdict? Green Hotel Plus helps hotels boost their sustainability and shine in a crowded market, while giving guests something they trust. It brings the 7 Greens values off the page and into daily practice, nudging more hotels to take sustainable tourism seriously.

XII. ROLE OF TECHNOLOGY IN SUSTAINABLE HOSPITALITY

Technology isn’t just about shiny new infrastructure; it’s become a backbone for sustainable hospitality. Smart air conditioning automatically adjusts for occupancy and outside weather—saves loads of energy. Motion sensor lights turn on only when someone is there, cutting unnecessary electricity use. Hotels even use sensors to tweak hot water and sanitation systems, reducing waste. For plants, wireless moisture sensors help set up custom watering schedules, avoiding overwatering and letting hotels fine-tune fertilizer use. Waste management gets a boost too, with remote monitoring of trash bins and recycling—everything runs smoother and cleaner. All these tech upgrades mean not only fewer resources wasted, but real savings for hotels, and a smaller ecological footprint.

XIV. BEST PRACTICES IN GREEN HOTEL MANAGEMENT

The ‘7 Greens’ strategy is Thailand’s game plan for helping hotels go green. There are certificates for different categories, like using natural materials, saving water and energy, keeping things clean, engaging guests, and spurring innovation. Each criterion aims to cut waste and limit



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environmental damage from hotel operations and guest behavior. The whole idea is to set standards that make it easier for hotels to manage their impact: at the same time, these certifications boost a hotel's image and help it stand out. Tourists often take these credentials into account when deciding where to stay. Multiple governments and private groups offer tools to help hotels measure and improve their sustainability. The Green Hotel Plus program (rolled out by TAT in 2016 in Phuket as a pilot) is a big example—giving participating businesses a nudge to clean up their act in Thailand's busiest tourism spot.

XV. ECONOMIC BENEFITS OF SUSTAINABLE PRACTICES

Hotels that go green don't just help the environment, they also see solid economic benefits. Cleaner air, better temperatures, quieter spaces: guests notice, but so do energy and sewer systems, which don't get as overloaded. Smart choices like certified wood, thoughtful site design, and efficient energy and water use support ecosystems and cut down on waste, both solid and toxic. Sustainable construction saves resources, and it's catching on fast—developers adopting these practices get a jump on the competition. More people are asking for green buildings, so demand keeps climbing (Atsusaka and LeVan, 2003). Even outside hospitality—construction and transportation companies, for example, are seeing big financial gains just by using less energy and resources (D. Smith et al., 2015).

XVI. ENVIRONMENTAL IMPACT ASSESSMENTS

If Thailand's hotels want truly sustainable growth, there's no way around a strategic environmental plan. The '7 Greens' framework lays out specific practices: green finance, design, energy, staff, community, water, and ICT—all aimed at shrinking the environmental footprint. TAT plays a central role, especially since their launch of Green Hotel Plus certification in 2016. This program doesn't just encourage sustainable habits; it rewards hotels for sticking to '7 Greens' standards. Data from certified hotels show how these practices lead to operational improvements, along with the ongoing struggles to keep certifications honest and avoid greenwashing (R. Mohd Razalli et al., 2012). Green Hotel Plus helps show that with government backing, certification can drive hotels to real, measurable environmental gains.

Community Engagement in Sustainable Tourism

Sustainable tourism isn't just about metric-community engagement, which makes it meaningful. This covers community-based tourism, ecotourism, and supporting products that keep things sustainable. The goal? Keep tourism benefits local, pull communities into the process, and let people help design and manage how tourism works. Why bother? First, these initiatives bring in visitor money, helping protect natural areas and giving locals good alternatives to damaging land use. Second, when community members get real say, they're more likely to

feel in control—and that leads to projects tailored for local needs, both economic and environmentally. It's also about empowering residents, driving up economic benefits, and building sustainability. Regulations and standards are important here, helping guide tourism in the right direction. Still, there's always debate about whether locals are truly empowered and if the rewards are shared fairly. Ongoing checks and changes are needed.

International Comparisons of Green Certification

Green certification is key for hotels trying to cut their environmental impact worldwide. Thailand got on board with the "7 Greens" program in 2009, giving smaller accommodation providers a voluntary, five-year green stamp. The program covers seven areas—Energy, Water, Waste, Sewage, Atmosphere, Purchasing, Social—setting rules for hotels to up their environmental game from day one. Policymakers, industry, and scholars are paying close attention; green building certificates show the rise of collective assurance systems in tourism (Yun et al., 2018). These certifications tell managers and guests where a hotel stands on sustainability, laying out indicators for design, resource use, and emissions (Hagglund, 2013; Wei et al., 2015). One study compared 40 certified Thai hotels and 49 un-certified ones, zooming in on Green Hotel Plus design standards. It also explored how branding and certification interact with true sustainability—and the risk of greenwashing. The unique ways these certification programs communicate their standards reveal both strengths and limits, offering a blueprint for future efforts that better blend sustainability's social, economic, and environmental sides in Thai hotels.

Recommendations for Policy Makers

Green certifications are everywhere now used to help tourism cut its negative environmental effects (Hagglund, 2013). Still, Thailand's hospitality scene faces problems with greenwashing, as seen in the Green Hotel Plus program. Lasting change needs solid policy and real sustainability strategies; stricter enforcement and oversight are vital for making sure certifications mean something, since improvements don't always follow adoption of the 7 Greens plan. Thai stakeholders should recognize the competitive edge a genuine green system brings. Certifications aren't widespread yet, but with the right regulations, they could help hotels stand out. TAT is reviewing the 7 Greens criteria, but evidence says deeper reforms and tougher enforcement are needed. By taking a broader, multi-disciplinary approach, the government can create better incentives for hotels and make the 7 Greens initiative far more effective.

XVII. CONCLUSION

Thailand's hospitality sector has a clear path to sustainability—thanks to the "7 Greens" strategy, covering food, energy, waste, water, air, eco-friendly purchasing, and environmental setting. The Tourism Authority of Thailand backs this up with a certification scheme to drive those standards home. Whether these tools make enough of a



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difference is still debated, but this study dug into it with interviews from 15 certified hotel execs and 125 survey responses from TAT, hotel associations, and certification bodies. The takeaway? Both the “7 Greens” framework and certification push the industry forward, encouraging target groups to set even higher standards. Real progress across all

seven areas often means shaking up structures or teaming up with outside groups. In the end, the green certification process stands out as a big reason why so many hotels are adopting sustainable practices throughout Thailand’s hospitality industry (Hagglund, 2013).

Table 1
 Implementation Outcomes of the 7 Greens Strategy in

Dimension	Indicator	Survey Findings	Positive Outcomes (%)	Challenges (%)
Green Management	Environmental policies and leadership commitment	Majority of hotels implemented formal sustainability policies aligned with the 7 Greens framework	78	22
Green Workplace	Staff engagement and training	Moderate staff awareness; training programs present but inconsistent	65	35
Green Accountancy	Resource efficiency and cost tracking	Improved monitoring of energy and water consumption	72	28
Green Community	Local sourcing and engagement	Increased collaboration with local communities and suppliers	68	32
Green Education	Guest awareness initiatives	Hotels provide sustainability information; limited behavioral change among guests	60	40
Green Technology	Adoption of energy-efficient systems	Increased use of smart technologies (e.g., sensors, efficient HVAC systems)	75	25
Green Marketing	Sustainability branding	Certification widely used for market differentiation	80	20

Note. Percentages represent the proportion of respondents reporting positive outcomes versus implementation challenges.

Table 2
 Perceived Benefits of Green Hotel Plus Certification

Benefit Category	Description	Respondents Reporting Benefit (%)	Impact Level
Cost Reduction	Reduced energy, water, and waste expenses	74	High
Market Differentiation	Enhanced competitive positioning	82	Very High
Customer Attraction	Increased appeal to eco-conscious tourists	76	High
Brand Reputation	Improved corporate image and credibility	85	Very High
Employee Satisfaction	Improved morale and engagement	66	Moderate
Regulatory Compliance	Alignment with environmental regulations	70	High

Note. Severity levels reflect perceived impact on implementation effectiveness.

Table 4
 Impact of Green Certification on Hotel Performance

Performance Indicator	Observed Change	Estimated Improvement (%)	Interpretation
Energy Consumption	Reduced efficiency measures	20–30	Significant operational savings
Water Usage	Improved conservation practices	15–25	Enhanced sustainability
Waste Reduction	Improved recycling and waste management	18–28	Reduced environmental impact
Occupancy Rate	Increase in eco-conscious guests	10–18	Competitive advantage
Revenue Growth	Increased pricing power and demand	8–15	Financial benefit



Performance Indicator	Observed Change	Estimated Improvement (%)	Interpretation
Customer Satisfaction	Positive guest feedback	70 (positive responses)	Strong brand trust

Note. Improvement ranges represent aggregated estimates from survey respondents.

Table 5
Stakeholder Perceptions of Green Certification

Stakeholder Group	Perception	Agreement Level (%)
Hotel Managers	Certification enhances competitiveness	84
Employees	Sustainability adds value but increases workload	68
Tourists	Preference for eco-certified hotels	72
Government Agencies	Supports environmental policy objectives	88
Local Communities	Positive economic and environmental effects	75

Note. Agreement levels are based on respondents selecting “agree” or “strongly agree.”

Table 6
Overall Effectiveness of the 7 Greens Strategy

Evaluation Criteria	Mean Score (1–5)	Interpretation
Environmental Impact Reduction	4.2	Highly effective
Economic Benefits	4.0	Strong positive impact
Social Responsibility	3.8	Moderately effective
Implementation Feasibility	3.5	Moderate challenges
Long-term Sustainability	4.1	Promising framework

Note. Mean scores are based on a 5-point Likert scale (1 = very low effectiveness; 5 = very high effectiveness).

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