

ESSEC IMHI

RHODES HOTEL ASSOCIATION

Consultancy Project - 2025



Who managed the project ?



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Survey preparation



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Sustainable practices



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Industry analysis



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Benchmark & impact file

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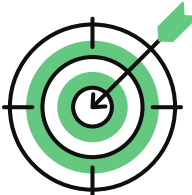
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ANNEXES

1. MEMBER HOTELS ANALYSIS

A - Our findings

RATING	NUMBER OF HOTELS	PROPORTION
1 STAR	39	9%
2 STAR	108	25%
3 STAR	101	23%
4 STAR	125	29%
5 STAR	63	14%



- 
- 450 HOTELS IN 2025
 - 90% OF RHODES
 - MOSTLY SEASONAL
 - OFFER F&B AND POOL SERVICES

*Breakdown of 2023



1. MEMBER HOTELS ANALYSIS

Priority

- Energy efficiency
- Water savings
- Waste reduction

Local sourcing

- Fruits & vegetables, olive oil, wines : local
- Obstacles : prices & availability of other products

Equipment used

- LED lighting, energy efficient conditioning
- Dual-flush toilets, low-flow taps
- Recycling bin, reusable containers

Main challenges

- Lack of staff time
- Financial investment effort

Practices implemented

- Reuse of towels/linen
- Use of digital instead of paper
- Promotion of local businesses

Future plans

- Implement staff training programs
- Look for subsidies
- Share best practices

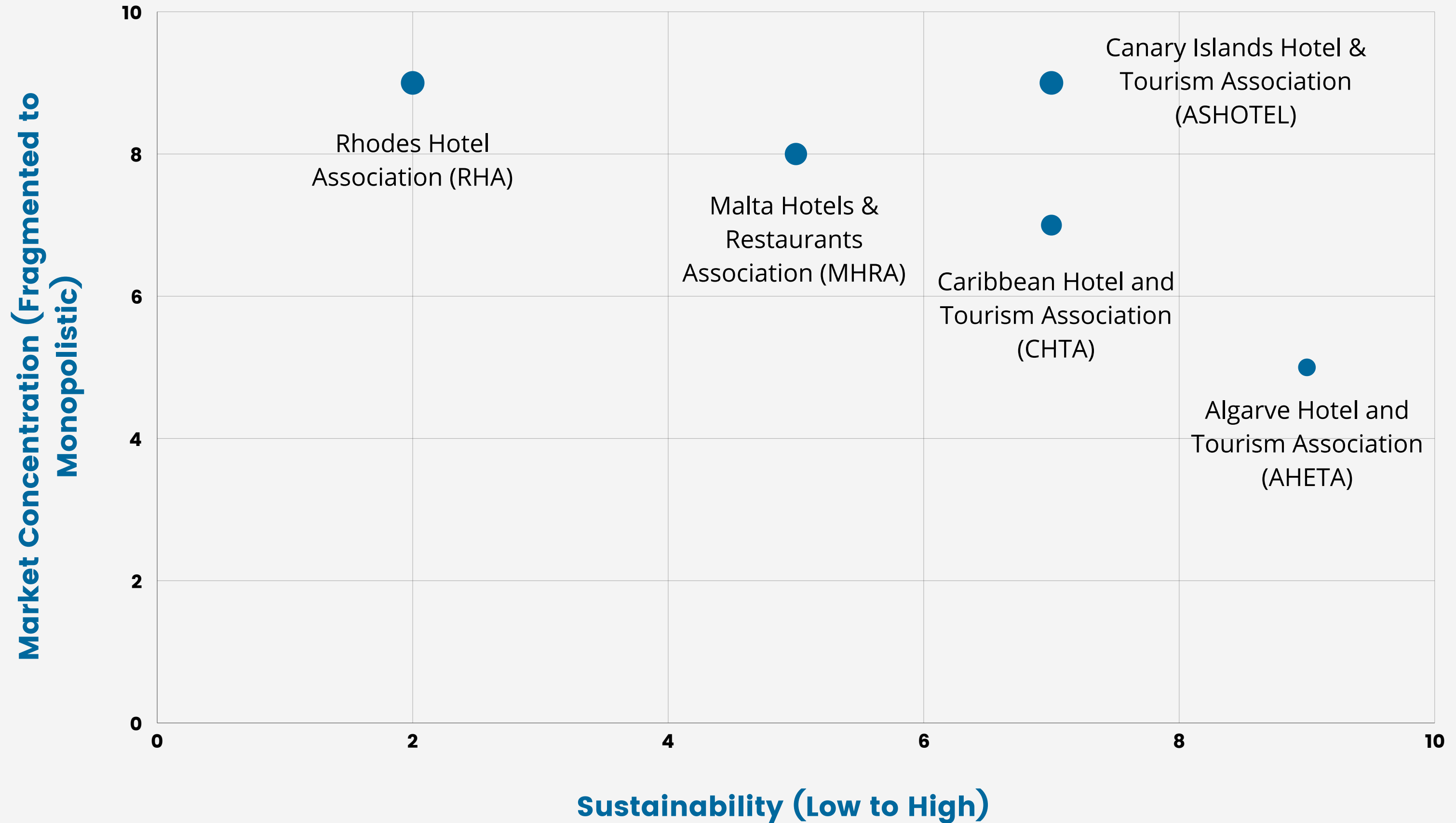
Based on :

Hotel Sample: 16 Hotels (2★, 3★, 4★)

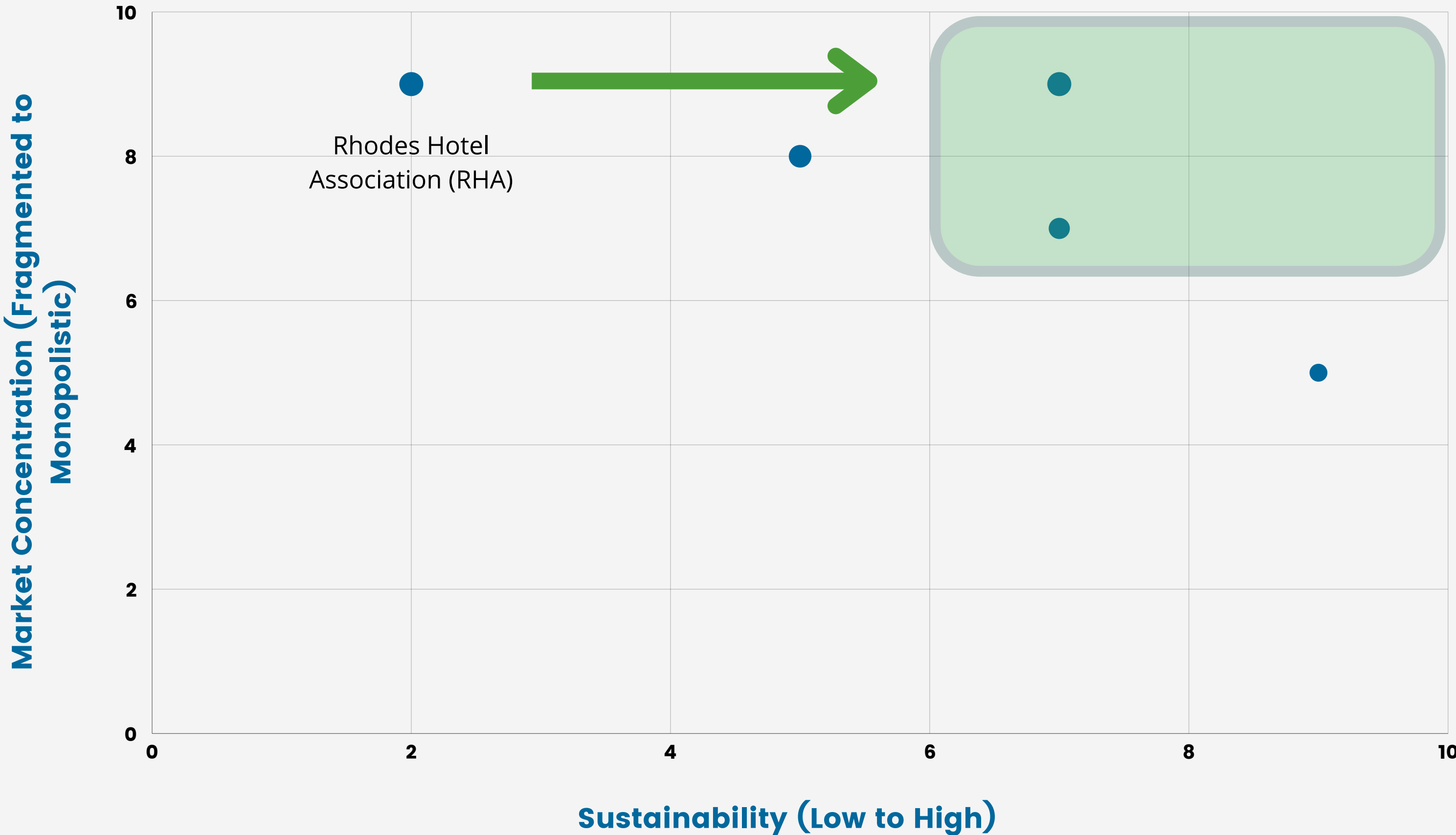
Scale Breakdown: 40% Small/Medium – 60% Large



1. BENCHMARK



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1. BENCHMARK

Association	Description/Steps	Sustainable Label Used
MHRA (Malta)	Develop a digital app to monitor energy performance in real time. Use the insights for predictive maintenance and operational efficiency.	Green Key International
ASHOTEL (Canary Islands)	Set up a microgrid integrating renewable energy (solar, wind) with energy storage to enhance energy resilience and control.	EU Ecolabel



1. BENCHMARK

Association	Description/Steps	Sustainable Label Used
CHTA (Caribbean)	Launch a guest-participation program to support local marine conservation—such as sponsoring coral reef restoration—with educational digital tours for guests.	EarthCheck
AHETA (Algarve, Portugal)	Establish a system to repurpose surplus food into compost or bioenergy through in-house initiatives or partnerships, reducing waste and promoting circularity.	Green Key International



2. SUSTAINABLE PRACTICES GUIDELINE

HOW DID WE BUILD SUSTAINABLE PRACTICES ?



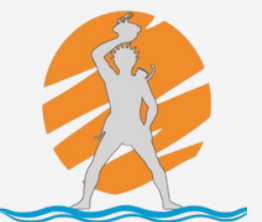
IDENTIFIED CHALLENGES

- Lack of data on hotels' environmental practices.
- Wide variations in sustainability engagement levels.



EXPRESSED NEEDS

- Support towards more sustainable tourism.
- A clear tool to assess and compare sustainability actions.
- Sharing best practices and international standards.



SUSTAINABILITY PRACTICES & AUTOSCORING

EXPECTED IMPACTS

- Continuous tracking and enhancement of sustainable practices.
- Standardization of environmental and social commitments.

SORTED BY HOTEL SIZE & CATEGORY

- Governance & Strategy (CSR charter, annual sustainability reporting).
- Environment & Ressource Management (water, waste, carbon).
- Human Resources & Employee Welfare (local hiring, D&I programs).
- Guest Experience & Awareness (in-dept guest sustainability experiences).
- Community Involvment (partnerships, integrating social initiatives).



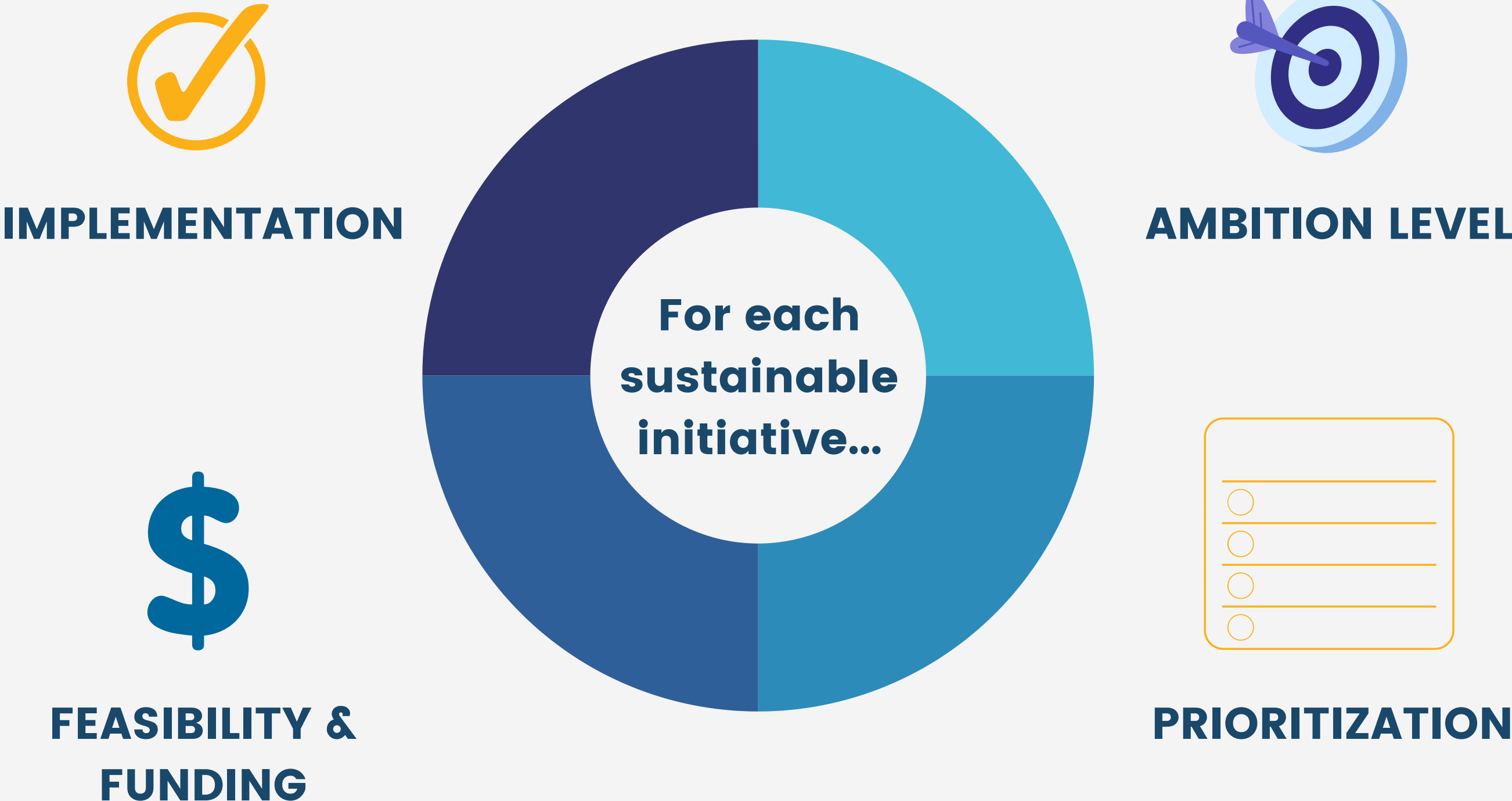
SELF-SCORING SYSTEM

- Score from 1 to 5 to compare hotels' sustainability efforts and set improvement goals.
- Award from 60 points (Advanced practises level) : the hotel eligible for benefits as the promotion of the establishment via the association via newsletters and social networks & PR.

Link to the Excel file :

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SUSTAINABILITY INITIATIVE FRAMEWORK



Example of a solution with a sustainability framework

-> For small-mid scale hotels

Action	Scope	Solution	Delivery	Implementation	Funding	Ambition level		
Raising awareness & ongoing training for teams	Educate employees on sustainability	Organize training sessions & e-learning modules	HR & Sustainability team	Ongoing	Training budget	<u>Minimum:</u> Online courses	<u>Intermediary:</u> In-person workshops	<u>Maximum:</u> External certification programs

-> For large scale hotels

Action	Scope	Solution	Delivery	Implementation	Funding	Ambition level		
Raising awareness & ongoing training for teams	Educate employees on sustainability	Deploy a global learning platform with certifications	HR & Sustainability team	Ongoing	Training budget & government incentives	<u>Minimum:</u> Online courses	<u>Intermediary:</u> In-person training with tracking	<u>Maximum:</u> Mandatory sustainability certification for all employees

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Action plan for sustainable practices

Steps	Lead	W1	W2	W3	W4	By April 2025	From 04/2025 to 11/2025	By End of 2025	Jan-26	All Year Long	Yearly Review
Industry Analysis: Send the state of play Google form to hotel members	ESSEC Team	X									
Preparation of Sustainable Practices based on industry analysis	ESSEC Team		X								Yearly review & adjustments
Benchmarking of Other Hotel Associations	ESSEC Team		X								Updated insights incorporated to track progress
Preparation of the Impact File	ESSEC Team			X							
Collect Answers from Hotel Members	Sustainability Lead				X						
Final Presentation & Submission to Association	ESSEC Team				X						



Action plan for sustainable practices

Steps	Lead	W1	W2	W3	W4	By April 2025	From 04/2025 to 11/2025	By End of 2025	Jan-26	All Year Long	Yearly Review
Send the 2 Excel Files to Hotel Members	RHA					X					
Hotel Members Complete the Excel Files	Hotel Members					X	Follow-up & support sessions				
Annual Check on Submission	RHA						X				
Track Hotel Progress	RHA						Data consolidation & feedback	X			
Provide Reward (60/80 Points Reached)	RHA							X			
Hotels Continue Improving KPI & Getting Rewarded	Hotel Members							X	X	X	
RHA Progresses in the Benchmarking Map	RHA							X	X	X	



Action plan for sustainable practices

Follows-ups

Regular reminder emails, sustainability workshops, and targeted Q&A sessions for hotel members.

Mid-year phase

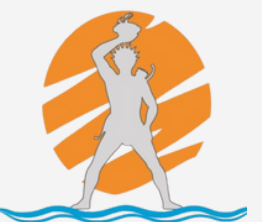
Active tracking, progress assessment, and modifications based on data trends.

Pre-end review

Identifying key takeaways, preparing for final evaluations, and setting up next-year goals.

Engagement Strategy

Hotel members support, sustainability forums, and rewards to motivate members and sustain improvements.



3. RESSOURCES ALLOCATION

1. Employees & roles

2. Software & Digital Tools

3. Investments & Funding Opportunities

HOTELS

- Sustainability manager – Develops guidelines, self-assessment tool, and implementation strategy

- Data Analyst – Analyzes survey responses, compiles industry insights
- Communication Specialist – Engages with hotel associations, prepares materials, manages rewards
- IT Support – To make the process smoother

RHA

- Survey & data collection – Google Forms, Microsoft Excel for tracking
- Benchmarking & progress Tracking – Excel file; Power BI
- Communication & engagement – Website updates, social media, email marketing

- Training Programs on sustainability practices
- European Union Grants – Possible funding from EU (Green Deal, Horizon Europe)
- Local & national support – Government tourism and environmental grants

- Partnerships with NGOs & institutions – Collaboration for expertise and potential funding

4. HOTELIER SELF-ASSESSMENT TOOL

	Price	Measure
Electricity	€ 0,195	kWh
Gaz	€ 0,058	kWh
Water	€ 5,00	m3

	WATER	ELECTRICITY	GAZ
2024	9000 m3	550000 kWh	120000 kWh
2025	9000 m3	550000 kWh	120000 kWh
2026	9000 m3	550000 kWh	120000 kWh
2027	9000 m3	550000 kWh	120000 kWh
2028	9000 m3	550000 kWh	120000 kWh
2029	9000 m3	550000 kWh	120000 kWh
2030	9000 m3	550000 kWh	120000 kWh
2031	9000 m3	550000 kWh	120000 kWh
2032	9000 m3	550000 kWh	120000 kWh
2033	9000 m3	550000 kWh	120000 kWh
2034	9000 m3	550000 kWh	120000 kWh
2035	9000 m3	550000 kWh	120000 kWh
2036	9000 m3	550000 kWh	120000 kWh
2037	9000 m3	550000 kWh	120000 kWh
2038	9000 m3	550000 kWh	120000 kWh
2039	9000 m3	550000 kWh	120000 kWh



4. HOTELIER SELF-ASSESSMENT TOOL

WATER

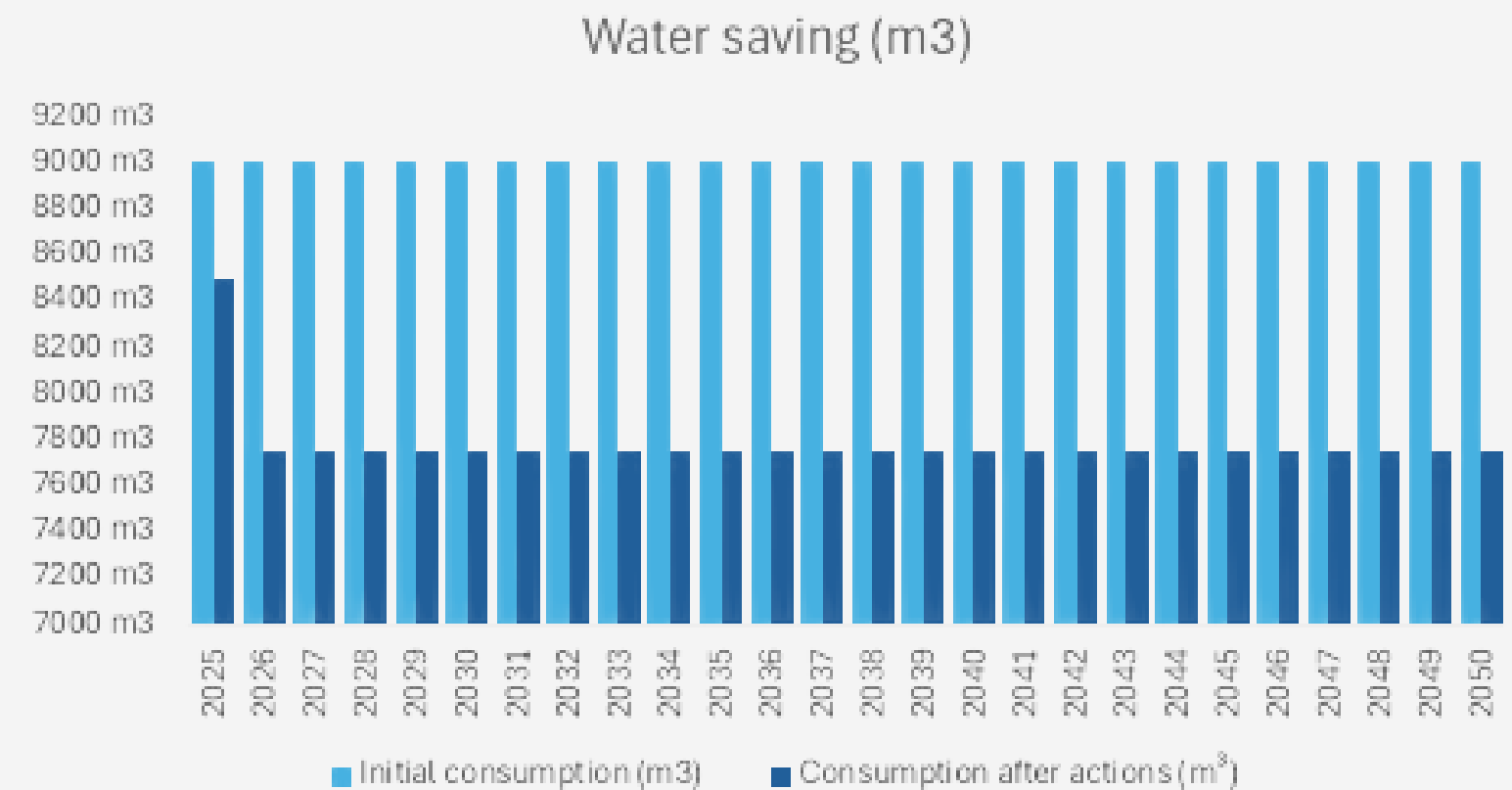
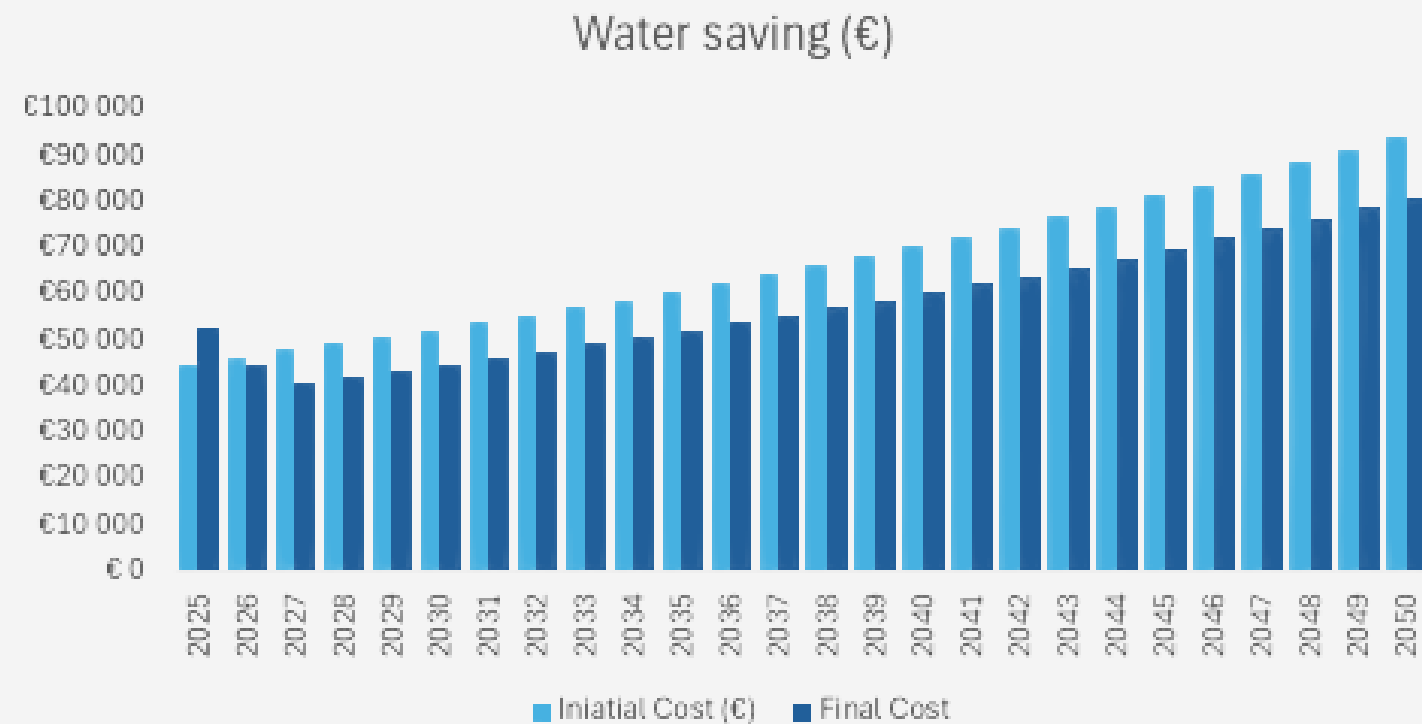
YEAR	ACTION	INVESTMENT	SAVING (m3)
2025	New shower head	€10 000	500
2026	New tap	€5 000	750



4. HOTELIER SELF-ASSESSMENT TOOL

	Saving 1y	Saving 5y	Saving 10y	Saving 20y
2025	-€7 500	€14 432	€52 899	€222 207

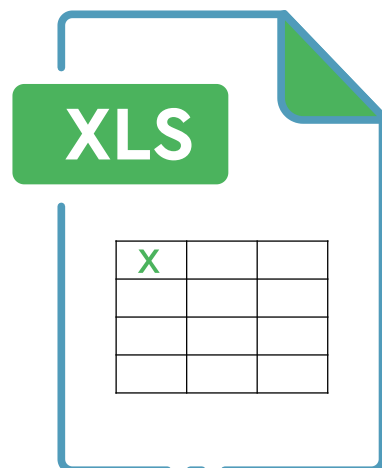
	ROI 1y	ROI 5y	ROI 10y	ROI 20y
2025	-151%	61%	371%	



5. KEY TAKEAWAYS

Sustainable Practices Survey for Hotels in Rhodes

[Sign in to Google](#) to save your progress. [Learn more](#)



Industry Context Analysis

Insights on the current state of the Rhodes hospitality

Sustainability Guidelines

Clear, actionable sustainability practices

Self-Assessment Tool

Track their progress and identify areas for improvement

Implementation Strategy

Support hotels in adopting sustainable practices

Progress Tracking & Recognition

Monitor hotel sustainability advancements



6. CONCLUSION & CALL TO ACTION

Foster empowerment

Empower hotels to lead the change with our self-assessment tools !

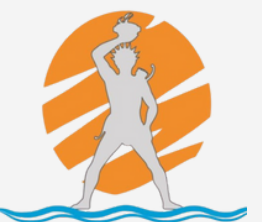
Celebrate achievements

Reward sustainable progress: recognise hotels for their improvements!

Spread the word

Make tourists & everyone aware !

- RHA's website translated in english
- GM testimonials on social networks



THANK YOU FOR YOUR ATTENTION

ANY QUESTION ?



7. ANNEXES

CATEGORY	CRITERIA	Corresponding Sustainable Development Goals (SDG)	IMPLEMENTED ACTION for small/mid scale	IMPLEMENTED ACTION for large scales	SCORE (1 to 5)
Governance & Strategy	Implementation of a CSR commitment charter	Responsible Consumption and Production	<p>Drafting a simple and accessible CSR charter, including realistic commitments (energy savings, waste management, social inclusion).</p> <p>Displaying the charter in common areas and on the hotel's website.</p> <p>Integrating key indicators to track progress (for water consumption, waste reduction).</p> <p>Naming a CSR responsible to follow the commitment.</p>	<p>Creating a detailed charter aligned with international labels (as Green Key, EarthCheck, B Corp).</p> <p>Formal commitment to responsible and sustainable suppliers.</p> <p>Organizing an annual event to communicate progress to stakeholders (guests, employees, investors).</p> <p>Naming a CSR responsible to follow the commitment.</p>	
	Integrating ethical and environmental criteria into strategic decisions	Responsible Consumption and Production	<p>Selecting local and eco-friendly suppliers for guest amenities, catering, and maintenance.</p> <p>Implementing an inclusive hiring policy (recruiting people from reintegration programs or with disabilities).</p> <p>Gradual renovation plan using sustainable materials and energy-efficient equipment (LED lighting, water-saving devices).</p>	<p>Conducting an annual CSR audit to assess environmental and social impact.</p> <p>Partnering with designers and architects specializing in sustainable construction.</p> <p>Reducing food waste through partnerships with local charities or AI-driven inventory optimization.</p>	
	Raising awareness and ongoing training for teams	Quality Education	<p>Incorporating a CSR module into new employee onboarding.</p> <p>Short training sessions (30 minutes per month) on topics such as waste reduction and inclusive hospitality.</p> <p>Internal challenges with rewards to encourage green initiatives.</p>	<p>In-depth training led by experts in sustainable hospitality and ethics.</p> <p>Raising staff awareness about the impact of individual actions (e.g., plastic use, water consumption).</p> <p>Incentive system through bonuses or recognition for employees actively engaged in CSR initiatives.</p>	
Environment and resource management	Reducing water consumption	Clean Water and Sanitation	<p>Installing water-saving devices (low-flow faucets, showerheads, dual-flush toilets).</p> <p>Encouraging guests to reuse towels and linens with clear signage.</p> <p>Training staff on water-efficient cleaning practices (using microfiber cloths, optimized dishwashing).</p>	<p>Implementing smart water management systems to monitor and optimize consumption.</p> <p>Recycling greywater for irrigation and toilet flushing.</p> <p>Offering guests the option to support water conservation programs through donations or loyalty programs.</p>	
	Reducing energy consumption	Affordable and Clean Energy	<p>Switching to LED lighting and motion sensor systems in hallways and common areas.</p> <p>Optimizing heating and cooling settings with programmable thermostats.</p> <p>Conducting staff awareness campaigns on energy-saving habits (turning off lights, unplugging devices).</p> <p>Opting for renewable energy suppliers.</p>	<p>Installing energy-efficient HVAC systems with AI-driven optimization.</p> <p>Using renewable energy sources such as solar panels or purchasing green energy.</p> <p>Implementing a centralized energy management system to track and reduce consumption.</p> <p>Opting for renewable energy suppliers.</p>	
	Waste sorting and management and use of products	Responsible Consumption and Production	<p>Setting up clear waste separation bins in guest areas and staff spaces.</p> <p>Partnering with local recycling and composting services.</p> <p>Reducing single-use plastics by offering refillable dispensers for toiletries and water stations.</p> <p>Favoring eco-responsible cleaning products and reduce the use of chemicals.</p>	<p>Establishing a zero-waste program with strict waste tracking and reduction goals.</p> <p>Transforming organic waste into compost or biogas in collaboration with local farms.</p> <p>Upcycling used materials (repurposing linens into cleaning cloths, donating furniture).</p> <p>Favoring eco-responsible cleaning products and reduce the use of chemicals.</p>	

Link to the Excel file :

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APPENDICES

Google Form - State of Play Form :

<https://docs.google.com/forms/d/e/1FAIpQLScoaRBOJZqEgPPpKmyoUGiwLgYWGlyyJbGb6pBnBBBeUpuiwOA/viewform?usp=dialog>

Excel File - Sustainable Practices :

https://myessec-my.sharepoint.com/:x:/g/personal/b00817029_essec_edu/ESM9q1n9iP1HjUiJpxc16DIBbzm3NUff-5_5Vx0uzzl-Fw?e=ZWOkR7

Excel File - Measuring Impact :

https://myessec-my.sharepoint.com/:x:/g/personal/b00810512_essec_edu/EUm0PGcEfntNhZ9JN5MuOs8BIPLZWGPHD4poXfK6ZWiKnQ?e=Y1yOqU